

MINUTES
STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
STRATEGIC PLANNING COMMITTEE
FLORIDA INTERNATIONAL UNIVERSITY
MIAMI, FLORIDA
November 5, 2015

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and its Committees are accessible at <http://www.flbog.edu/>.*

1. Call to Order and Opening Remarks

Governor Dean Colson convened the meeting of the Strategic Planning Committee at 9:51 a.m. on November 5, 2015 with the following members present: Governors Patricia Frost, Dick Beard, Ned Lautenbach, Ed Morton, and Katherine Robinson. A quorum was established. Other Board members present were Governors Mori Hosseini, Matt Carter, Tonnette Graham, Wayne Huizenga, Tom Kuntz, Alan Levine, Wendy Link, Pam Stewart, and Norm Tripp.

2. Approval of Committee Minutes, September 2, 2015

Governor Colson called for a motion to approve the minutes from the Committee's September 2, 2015 meeting. A motion was made by Governor Lautenbach, seconded by Governor Frost, and the motion carried unanimously.

3. Approval of University of Central Florida Downtown Campus

Governor Colson called on University of Central Florida President John Hitt regarding the request to approve UCF Downtown as a Type 1 campus. President Hitt requested that the agenda item be postponed until such time as the University could provide more detailed information, particularly with regard to enrollment projections. President Hitt's request was granted.

4. University Work Plans Summary: Key Issues and Challenges

Governor Colson indicated that the Committee's next agenda item had to do with University Work Plans. For the past three years in September, the Strategic Planning Committee has circled back to take another look at all of the information that was

presented by the universities at the June Board meeting in their annual Work Plan presentations. Governor Colson said that in September 2015 the Committee received its usual system-wide review from staff that noted key issues arising from the Work Plans and noted that the Strategic Planning Committee needed to spend some additional time on several key issues and challenges. He asked Vice Chancellor Ignash to provide the Committee with an overview of these issues and Dr. Ignash made a presentation regarding two trends: degrees awarded annually at both the bachelor's and graduate levels; and research and development dollars, especially those from external sources.

Regarding the System's long-term baccalaureate degree production, Dr. Ignash noted that the System's bachelor's degree production growth rate has slowed down. She indicated that, by 2017-18, the System would miss its expected degree production by almost 6,000 degrees. Chair Colson asked whether the productivity gap could widen over time, and Dr. Ignash indicated that this was a possibility.

Several factors may be attributed to the slowing growth, one being the System's greater focus on quality over growth. Governor Frost stated that a greater focus on quality was the right priority and that the productivity gap should not be construed as a priority issue. Governor Lautenbach queried as to whether the production gap was an execution problem. Dr. Ignash responded that, as more and more people are working, enrollments drop. She also said that the Florida College System's bachelor's degree productivity, currently at 6,000 per year, may be a factor. Governor Colson said that he welcomed the baccalaureate degree production of the Florida College System. Both Governors Tripp and Kuntz said that the private university and Florida College System degree productivity needed to be taken into account for future planning.

Dr. Ignash then turned to graduate degree production, which was also showing a System-wide slowdown. She said that, by 2017-18, the System will be producing 1,800 fewer graduate degrees than expected. There were large declines in education, library archival sciences, law, and engineering. Dr. Ignash noted that the System was still a major producer of graduate degrees for the nation, even with this slow-down in production. Florida ranks third in the number of graduate degrees awarded in 2012-13 among public university systems, behind only Texas and California.

Dr. Ignash said that the Board had reaffirmed its goals for bachelor's and graduate degree production in November 2014 after extensive discussion and Chair Colson stated that the Board's Strategic Plan goals for degree production at both levels should not be changed.

Continuing the discussion of graduate education, Dr. Ignash noted that the Board's Health Initiatives Committee had recently identified a large gap in doctors and nurses. Several other health professions that require education at the graduate level were currently "right-sized" but were being closely monitored in case conditions changed.

She noted that filling those gaps with graduate degrees might go far in filling the projected graduate degree deficit. One option could be to explore using a competitive grant process to more rapidly produce graduate degrees in the areas of high need.

In order to provide a national perspective, Dr. Ignash presented data showing that Florida was ranked 38th nationally and last among the ten most populous states in the percent of its 25-34 year-olds with a bachelor's degree or higher. She said that this was an important metric, because a state's educational attainment is strongly associated with its per capita Gross Domestic Product and per capita Net Earnings. Florida ranks 25th on the 2014 State New Economy Index that ranks each state on 25 different measures and computes an overall ranking. Florida was 31st in *Workforce Education*; and 42nd in the ability to attract "Knowledge Workers" from other states in the nation.

Dr. Ignash then turned the Committee's attention to the second key trend: research and development (R&D). She noted that the year-to-year change in R&D is fairly volatile and that this volatility can be masked because R&D expenditures are so large. The 2025 System Strategic Plan goal of \$2.29 Billion is based on a \$40M a year growth rate. Dr. Ignash stated that in 2013-14 the System spent \$1.879B on Research and Development – an increase of \$96M over the prior year. Some of the \$96M could be due to the \$22M BP "Oil Spill" money flowing through the System's Florida Institute of Oceanography. She said, importantly, that the national average for public institutions shows that each Principal Investigator is associated with about \$400,000 in research expenditures, and that, therefore, the goal of adding \$40M in new expenditures every year is related to about 100 additional Principal Investigators every year.

Dr. Ignash said that, although Florida ranked 5th in total research expenditures, it ranked last among the top 10 states in the percentage of expenditures paid by external funding. She said that the external funding was critical, because it reflects the ability of SUS institutions to win competitive grant funding from external sources. Recently, the System has taken steps to garner more research dollars from external sources, including federal R&D workshops three years in a row in Washington, D.C., at which the System Vice Presidents for Research Washington D.C. talked with federal agency directors about their funding priorities. She also noted that Florida was the only state to do this, and she recognized the work of Brent Jaquet, the Board's liaison in Washington D.C. to organize these meetings. Secondly, the System has made progress in working more collaboratively regarding research. The Vice Presidents for Research have identified four research areas that are critical for Florida and that lend themselves well to System collaboration: health, big data, advanced manufacturing, and marine/coastal research. The Vice Presidents for Research identified the Florida Energy Consortium as a successful model of collaboration.

Third, Dr. Ignash noted that the System hosted two national conferences in Florida over the past two years and that a third was being planned. She said that these national

conferences have helped elevate the System's research presence by creating a dialogue with federal agency directors about funding priorities.

Fourth, the Vice Presidents for Research would soon be meeting in Orlando to discuss the adoption of a draft shared/reciprocal Institutional Review Board form which would enhance the System's ability to collaborate more easily.

Dr. Ignash said that, looking forward, a number of strategies might be considered. First, the System could work collaboratively to secure more seed capital and proof-of-concept funding. A successful example of this was the effort to bring the Florida Center for Cybersecurity to fruition. Secondly, more distinguished faculty could be recruited. Third, Dr. Ignash said that a Center of Excellence model had been previously very successful, having returned \$523M on an initial Florida investment of \$78.4M.

Chair Colson concluded the discussion by indicating that research and development expenditures were very important to the System and that the Board should carefully monitor this metric and work toward strategies that would increase those dollars.

5. TEAm Grant Initiative Update

Chair Colson said that the last item to come before the Committee was an update on the TEAm Grant Initiative. In May of 2012, as the Chair of the Board of Governors, Governor Colson created the Commission on Florida Higher Education Access and Degree Attainment in order to focus on how Florida is currently addressing the statewide need for future degree attainment. Chair Colson said that in 2013, subsequent to the Commission's report, the Legislature appropriated \$15 million to the Board of Governors to make competitive awards to address targeted high demand program areas identified in the Commission's gap analysis. In March of 2014, the Board of Governors approved four partnerships to receive funding for the Targeted Educational Attainment Grant Program, also known as the TEAm Grant Initiative. He requested staff to provide the Committee with a brief status report of the TEAm Grant Initiative's accomplishments as of July 2015, particularly with regard to increases in enrollments and graduations, grant expenditures, and employment and salaries outcomes.

Associate Vice Chancellor Christy England-Siegerdt presented an update on the TEAm Initiative. She said that the Access and Attainment Commission identified several very high demand areas—computer science and information technology, accounting and financial services, and middle school teacher retention—in which there were 1,000 or more unfilled annual job openings in Florida. One of the four Projects was associated with producing more graduates in accounting, and that three were associated with producing more graduates in information technology and engineering. All four

Projects involve partnerships, including, in one case, a partnership between Florida Atlantic University and two institutions from the Florida College System.

Dr. England-Siegerdt said that monitoring activities were in place, including periodic phone calls and other communication with the leaders of each Project, site visits to institutions, and review by an evaluation team of annual reports submitted by each Project. Dr. England-Siegerdt noted, further, that in April 2015, a conference attended by over 50 participants from eight SUS and Florida College System institutions was held to identify potential problem areas and best practices.

With respect to enrollments, Dr. England-Siegerdt said that total 2014-15 TEAm Initiative enrollments were 733 more than historical projections and 53 more than expected from the Project proposals. With regard to 2014-15 program completers, there were 259 more than historical projections and 41 more than expected from the Project proposals. As of June 30, 2015, expenditures totaled approximately \$10M, or 66% of all TEAm Initiative funds. Four TEAm Projects have until June 30, 2016 to expend all of their funding, at which time the institutions, as agreed to in their applications, will be expected to provide the requisite funds needed to sustain the Projects into the future.

Dr. England Siegerdt noted that 2,330 graduates were surveyed about their employment and salary status. She noted that the data was encouraging, because a high percentage of survey respondents are working, and especially working full-time, since they completed their degrees. With regard to salaries, Dr. England-Siegerdt noted that over half of the respondents who were working had salaries exceeding \$48,000.

Dr. England-Siegerdt concluded by providing examples of testimony by both students and employers as to the excellent training and the success of the Initiative. She was queried as to whether survey respondents provided information indicating that they were working in-field, and she stated that staff would provide the Committee with that information.

6. Concluding Remarks and Adjournment

There being no further business to come before the Committee, the meeting was adjourned at 10:54 a.m.

R.E. LeMon,
Associate Vice Chancellor,
Academic and Student Affairs

Dean Colson, Chair