

MINUTES
STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
STRATEGIC PLANNING COMMITTEE
UNIVERSITY OF CENTRAL FLORIDA
ORLANDO, FLORIDA
June 21-22, 2016

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

1. Call to Order on June 21, 2016

Governor Colson convened the meeting of the Strategic Planning Committee at 12:45 p.m. on June 21, 2016 with the following members present: Governors Beard, Jordan, Lautenbach, Levine, Morton, and Robinson. A quorum was established. Other Board members present were Governors Kuntz, Doyle, Hebert, Huizenga, Link, Tripp (by telephone), and Valverde.

2. Approval of Minutes from Committee Meeting March 17, 2016

Governor Lautenbach moved that the Committee approve the minutes of the meeting held on March 17, 2016. Governor Levine seconded the motion, and the motion carried unanimously.

Incoming Senate President Joe Negron then visited the Board, saying that he wished to lay out his vision for postsecondary education. He said that higher education would be his number one priority while he served as Senate President. He said that it was his goal that Florida's universities become national destination universities and he said that a good start had been made toward that goal. He noted that the roles of the Board of Governors and the Florida Legislature were different but complementary.

Senator Negron said that his four-day tour of SUS universities had been fruitful. He said that he learned, first and foremost, that centers of excellence existed at all SUS institutions. He referenced FSU's criminology program, UF's engineering programs, FAMU's programs in business and in pharmacy, FAU's accounting program, and FIU's law school. Secondly, he said he learned that financial insecurity was a major issue on SUS campuses. Relative to that, he said that he had no interest whatsoever in six-year graduation rates. Rather, his focus was on four-year rates, noting that exceptions needed to be allowed. Senator Negron said that one of his goals was to provide for summer use of Bright Futures. He said that students attending school part-time and

working many hours a week should not have to worry about financial insecurity. He said, further, that he was open to the idea of block tuition and that he wanted to see more students taking fifteen credits rather than twelve. He noted that he believed that Florida's two-plus-two model was working well and hoped that it could become even more seamless. He noted that he was glad to see that this was one of the Board's priorities. Senator Negron made reference to UCF's DirectConnect program as an excellent model.

Senator Negron said that performance-based funding was working and that it was achieving dramatic results. He said that performance-based funding would be one of his priorities.

Senator Negron noted that research was a hallmark of destination universities. He said that he thought that an SUS goal should be to see an increase in external and federal funding. As economic engines, he said that it was important that SUS universities have a seat at the table.

Chair Kuntz noted how pleased he was that the Board's priorities complemented the priorities of the Legislature. Governor Colson, as Chair of the Strategic Planning Committee, said that over the course of two days his Committee would be going over University Work Plans. Governor Huizenga said that he would be concerned if the Legislature mandated that specific courses had to be inserted into the curriculum. Senator Negron said that he believed that there were ample checks and balances between the Board, university boards, presidents, and provosts.

Governor Levine asked whether Senator Negron had ideas as to how to make investments in university research. Senator Negron said that it was his pledge to provide \$1B over a two-year period. He said that the Legislature wasn't in a position to instruct the universities as to how and why to conduct specific research.

Governor Kuntz brought up the issue of facilities. He said that maintenance of existing facilities was a priority rather than the construction of new facilities, and that many SUS facilities were not configured for the future. Senator Negron agreed and said that a priority would be on building and maintaining existing buildings. He said that a strategy might be to set aside a portion of facilities dollars to ensure maintenance of that facility.

Relative to online learning, Senator Negron cautioned that the best qualities and practices of traditional delivery models should not be lost. He said that learning was a communal activity and noted that online courses and programs should be of the same quality as traditional courses.

Governor Morton brought up the issue of Florida's need for approximately 3,000 more medical residencies. Senator Negron agreed. He said that he applauded the fact that SUS medical school graduates were leaving Florida to do their residencies at prestigious institutions but that Florida must be equally competitive in order to attract graduates from outside of Florida.

UWF President Bense queried Senator Negron as to the role of the smaller regional campuses. Senator Negron said it should not be left to the Legislature to dictate a role but that he did believe that regional universities needed to be the best that they could be. He said that the first question students should ask themselves was what they wanted to study rather than where they wanted to study. He said that there was room for all institutions to do well.

In closing, Senator Negron pledged that he was committed to higher education in Florida, that great strides had been made, and that, under his legislative leadership, he would work with the State University System to get to the next level.

3. Baccalaureate Follow-up Study

The Committee was presented with the findings of the Follow-up Study of the Baccalaureate Class of 2013-14. Governor Colson said that the Board has asked for this study to respond to questions about how well SUS graduates do in the world of work and in going on to graduate school. He said that Board staff has been working for more than two years to develop a follow-up study that is accurate and focused and can be repeated reliably year after year so that the Board can continue to track how well State University System graduates do.

Governor Colson said that four major questions guided the Baccalaureate Follow-up Study. (1) Do graduates get jobs? (2) Do graduates continue their education? (3) Do graduates work while they are pursuing further education? (4) What are their salaries? Chair Colson then recognized Associate Vice Chancellor Christy England-Siegerdt to make a presentation.

Dr. England-Siegerdt said that graduate salary data was now available in 39 states, Washington D.C., and Puerto Rico as well as in Florida. She indicated, further, that next year data from two additional states will be available.

Dr. England-Siegerdt shared several key results from the report. She said, first, that 89% of the more than 58,700 graduates in the Class of 2013-14 had been tracked. She indicated that of the 89%, four out of five were employed, and that 66% of those were employed full-time. Dr. England-Siegerdt said that, of the graduates who had been tracked, 27% were continuing with further education, while only 20% of those tracked were both working and continuing education. With regard to salaries, Dr. England-

Siegerdt indicated that the annual median wage of SUS graduates working full-time one year after graduation was \$36,300.

Dr. England-Siegerdt said that staff had been able to conduct a more granular analysis with respect to results by broad curriculum major areas, as well as by race/ethnicity and gender. She indicated that, as examples, (1) at \$56,300, engineering majors earned the highest average salaries, (2) at \$27,100, graduates in the field of biological sciences earned among the lowest average salaries, (3) the average median wages for females was \$4,400 less than for male graduates, (4) the annual median wage for Black/ African American graduates was \$3,100 less than for all graduates, and (5) Hispanic graduates' annual median wage was \$600 higher than all graduates.

Dr. England-Siegerdt said that next steps were to repeat the one-year-out study of SUS graduates on a regular basis, and to track SUS students five and nine years after baccalaureate graduation to better track the employment, salaries, and additional education of graduates over time. She said that the five- and nine-year-out studies might be completed as early as next March, just prior to the legislative session.

Chair Colson thanked Dr. England-Siegerdt and indicated that this report would be important in demonstrating to the Florida Legislature, the Governor, students, parents, and other stakeholders the value of an SUS baccalaureate degree.

4. Consideration of 2016 University Work Plans

Mr. Colson indicated that the Committee would next take up 2016 University Work Plans and invited the University of Central Florida to make its presentation.

A. University of Central Florida

After the University of Central Florida presented its Work Plan, members questioned the University. Key issues and specific discussion included increasing the number of National Academy Members, projected areas for excellence, the costs associated with bringing those programs to excellence, high student-to-faculty ratio, the increase in full-time students, enrollment decreases at regional campuses, the possibility of shutting down regional campuses, the efficacy of exploring genetics as a research and degree area, the significant reduction in the student default rate, the holding constant of tuition, and ways to improve four-year graduation rates. After the discussion, Governor Levine moved that the committee recommend that the full Board approve the UCF 2016 Work Plan, excluding those sections of the Work Plan that require any additional regulatory or procedural review or approval pursuant to law or Board

regulations and that the Board accept the out-year portions of the Work Plan. Governor Lautenbach seconded the motion, and the motion carried unanimously.

B. Florida Atlantic University

After Florida Atlantic University presented its Work Plan, members questioned the University. Key issues and specific discussion included the appropriateness of the University's transfer-to-FTIC ratio, plans for the Broward Campus, improvement on six-year graduation rates, the University's minimum GPA for admission, the status of agreements with the Max Planck Institute and Scripps, and the need for a robust counseling system to improve four-year graduation rates. After the discussion, Governor Levine moved that the Committee recommend that the full Board approve the FAU 2016 Work Plan excluding those sections of the Work Plan that require any additional regulatory or procedural review or approval pursuant to law or Board regulations, and that the Board accept the out-year portions of the Work Plan. Governor Lautenbach seconded the motion, and the motion carried unanimously.

C. Florida State University

After Florida State University presented its Work Plan, members questioned the University. Specific discussion included FSU's CARE Program, including its number of students; the extent to which participants are low income, minority, and Pell recipients; the Program's 99% retention rate; the Program's increasing number of applications, and the extent to which participants are college-ready. Board members also asked about FSU's provision of undergraduate research opportunities; FSU's number of students with major fellowships such as Frost Fellowships; the increase in the average number of credit hours taken associated with FSU's 15 hour per semester program; changes to FSU's financial aid program, such as providing aid dollars prior to the beginning of the semester; FSU's low student default rate; licensure pass rates; lack of movement in Top 25 metrics; the need for a plan and associated costs to achieve Top 25 status; the success of the Mag Lab; the need for expansion of research facilities; the relatively low costs associated with increasing FSU traditional areas of strength, such as in the liberal and performing arts; the efficacy of hiring teams of preeminent faculty and the associated expenses; and the extent to which Top 25 status correlates to the path to AAU membership or vice versa. After the discussion, Governor Lautenbach moved that the Committee recommend that the full Board approve the FSU 2016 Work Plan, excluding those sections of the Work Plan that require any additional regulatory or procedural review or approval pursuant to law or Board regulations and that the Board accept the out-year portions of the Work Plan. Governor Beard seconded the motion, and the motion carried unanimously. In addition, Governor Beard moved to approve FSU's annual plan with regard to the Preeminent State Research University Program and allocate \$10M in preeminence funding. The motion was seconded by Governor Robinson, and the motion carried unanimously.

D. Florida Gulf Coast University

After Florida Gulf Coast University presented its Work Plan, members questioned the University. Specific discussion included the inappropriateness of plans for programs in pharmacy and in dentistry, the extent to which the University would expand its nursing program, the necessity of looking at performance metrics such as graduation rates rather than panning for programs in pharmacy and dentistry, the need for the University to strengthen programs that it already has, and, in the case of Governor Kuntz, disappointment in the University's Work Plan. After the discussion, Governor Lautenbach moved that the Committee recommend that the full Board approve the FGCU 2016 Work Plan, excluding those sections of the Work Plan that require any additional regulatory or procedural review or approval pursuant to law or Board regulations, and that the Board accept the out-year portions of the Work Plan. Governor Link seconded the motion, and the motion carried unanimously.

E. University of North Florida

After the University of North Florida presented its Work Plan, the University was commended for the articulation of its Mission, Vision, Strategies, Strengths and Opportunities, Key Initiatives and Investments; and for the careful consideration of its goals. Governor Robinson then moved that the Committee recommend that the full Board approve the UNF 2016 Work Plan, excluding those sections of the Work Plan that require any additional regulatory or procedural review or approval pursuant to law or Board regulations, and that the Board accept the out-year portions of the Work Plan. Governor Beard seconded the motion, and the motion carried unanimously.

F. University of South Florida

After the University of South Florida presented its Work Plan, members questioned the University. Specific discussion included the excellent progress that the University has made on virtually all performance metrics, the positive transformation that the University has made from a commuter school to an on-campus institution, and the status of the University's capital campaign. After the discussion, Governor Lautenbach moved that the Committee recommend that the full Board approve the USF 2016 Work Plan, excluding those sections of the Work Plan that require any additional regulatory or procedural review or approval pursuant to law or Board regulations, and that the Board accept the out-year portions of the Work Plan. Governor Morton seconded the motion, and the motion carried unanimously. In addition, Governor Beard moved to approve USF's five-year plan with regard to the Emerging Preeminent State Research University Program and allocate \$5M in preeminence funding. The motion was seconded by Governor Lautenbach, and the motion carried unanimously.

5. Adjournment

The meeting was adjourned at 5:45 p.m. on June 21, 2016.

6. Call to Order on June 22, 2016

Chair Colson reconvened the meeting of the Strategic Planning Committee at 8:36 a.m. on June 22, 2016 with Governors Beard, Jordan (entered at 8:43), Lautenbach (entered at 8:47), Levine, Morton, and Robinson. A quorum was established. Other Board members present were Governors Kuntz, Doyle (entered at 9:06), Hebert, Link, Tripp (by telephone), and Valverde. Governor Colson invited the University of West Florida to present its 2016 Work Plan.

7. Consideration of 2016 University Work Plans

A. University of West Florida

After the University of West Florida presented its Work Plan, members questioned the University. Specific discussion included the University's intention of implementing a Bachelor's of General Studies, the need for more student counseling, intentions of expanding clinical experiences in the Master's of Social Work beyond Pensacola, and whether the University has had discussions with regard to implementing a degree in health informatics. After the discussion, Governor Lautenbach moved that the Committee recommend that the full Board approve the UWF 2016 Work Plan, excluding those sections of the Work Plan that require any additional regulatory or procedural review or approval pursuant to law or Board regulations, and that the Board accept the out-year portions of the Work Plan. Governor Beard seconded the motion, and the motion carried unanimously.

B. Florida International University

After Florida International University presented its Work Plan, members questioned the University. Specific discussion included whether the University's Board of Trustees intends to consider progress on performance metrics as it reviews the President's performance, the University's ambitious intentions for growth, existing partnerships with Miami Dade College, the need for caution relative to intended growth due to costs associated with facilities expansion, the University's drop in graduation rates, possibilities for certification programs rather than degree programs, and aspirations for preeminence and the programs that will make the University preeminent. Board members stated that they were not approving the University's intention to explore new degrees in either pharmacy or veterinary medicine. Governor Lautenbach moved that

the Committee recommend that the full Board approve the FIU 2016 Work Plan, excluding those sections of the Work Plan that require any additional regulatory or procedural review or approval pursuant to law or Board regulations, and that the Board accept the out-year portions of the Work Plan. Governor Valverde seconded the motion, and the motion carried unanimously.

C. New College of Florida

After New College of Florida presented its Work Plan, members questioned the College. Specific discussions included the institution's low four-year graduation rate, low salaries for program graduates, the high rate of the institution's graduates who are in graduate school after five years, funding that would be necessary for the institution to increase its enrollment to 1,200 students, and the inability of performance-based funding to capture certain of the institution's excellent performance. After the discussion, Governor Lautenbach moved that the Committee recommend that the full Board approve the NCF 2016 Work Plan excluding those sections of the Work Plan that require any additional regulatory or procedural review or approval pursuant to law or Board regulations, and that the Board accept the out-year portions of the Work Plan. Governor Valverde seconded the motion, and the motion carried unanimously.

D. University of Florida

After the University of Florida presented its Work Plan, members questioned the University. Specific discussion included why the University's Top Ten performance metrics have not substantially improved, whether the Top Ten ranking is discussed at the University's Board of Trustees meetings, a five- or ten-year plan that would include addressing the funding necessary to achieve Top Ten ranking and the length of time it would take, articulation of the return on investment associated with Top Ten ranking, and the University's ranking relative to the National Institutes of Health. After the discussion, Governor Lautenbach moved that the Committee recommend that the full Board approve the UF 2016 Work Plan excluding those sections of the Work Plan that require any additional regulatory or procedural review or approval pursuant to law or Board regulations, and that the Board accept the out-year portions of the Work Plan. Governor Levine seconded the motion, and the motion carried unanimously. In addition, Governor Lautenbach moved to approve UF's annual plan with regard to the Preeminent State Research University Program and allocate \$10M in preeminence funding. The motion was seconded by Governor Levine, and the motion carried unanimously.

E. Florida Agricultural and Mechanical University

After Florida Agricultural and Mechanical University presented its Work Plan, members questioned the University. Specific discussion included the extent to which

the Bachelor's in Interdisciplinary Studies has an effect on performance-based funding metrics, the improvement exhibited from last year's Work Plan, the University's high cost-to-degree, caution relative to admitting students to academic programs in which they may not succeed, and improving graduation rates for athletes. After the discussion, Governor Lautenbach moved that the Committee recommend that the full Board approve the FAMU 2016 Work Plan excluding those sections of the Work Plan that require any additional regulatory or procedural review or approval pursuant to law or Board regulations, and that the Board accept the out-year portions of the Work Plan. Governor Levine seconded the motion, and the motion carried unanimously.

8. Next Steps and Closing Remarks

Having no further business, the meeting was adjourned on June 22, 2016 at 12:30 p.m.

Dean Colson, Chair

R.E. LeMon, Associate Vice Chancellor