

MINUTES
STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
STRATEGIC PLANNING COMMITTEE
NEW COLLEGE OF FLORIDA
SARASOTA, FLORIDA
September 21, 2016

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

1. Call to Order

Governor Colson convened the meeting of the Strategic Planning Committee at 12:45 p.m. on September 21, 2016 with the following members present: Patricia Frost, Richard Beard III, Darlene Jordan, Ned Lautenbach, Alan Levine, Edward Morton and Gary Tyson. A quorum was established. Other Board members present were Governors Thomas Kuntz, Jacob Hebert, H. Wayne Huizenga, Jr., Wendy Link, Fernando Valverde, and Norman Tripp.

2. Approval of Minutes from Committee Meeting June 21-22, 2016

Governor Colson called for a motion to approve the minutes from the Committee's June 21-22, 2016 meeting. A motion was made by Governor Lautenbach, seconded by Governor Morton, and the motion carried unanimously.

3. Florida Polytechnic University Revised 2016-17 Work Plan

Governor Colson said that the Committee's next item of business was to consider for approval the Florida Polytechnic University 2016 Work Plan. He reminded members that the University's Work Plan had been deferred at the Board's June meeting until such time as it included metrics on specific goals, per the Board's direction. He said that the University had submitted a revised Work Plan and that President Avent would make a brief presentation. He further noted that a recommendation from the Committee would be provided to the full Board for consideration. He then called on President Avent to present the University's 2016-17 Work Plan.

President Avent discussed Poly's three key initiatives: focusing on retention and graduation rates, creating research and economic development infrastructure, and recruiting faculty. He then discussed a number of the numerical goals on metrics

contained in Poly's Work Plan. Following President Avent's presentation, members were given the opportunity to ask questions or provide observations. With regard to Poly's 72% first year retention rate, Chair Colson asked how many of those students came back for their junior year. President Avent said that 82% came back for their junior year. Governor Link then asked to which institutions Poly students were transferring. President Avent said that they were primarily transferring to other SUS institutions.

Hearing no further questions or observations, Chair Colson called for the following motion: that the Committee recommend that the full Board approve the Florida Polytechnic University 2016-17 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. The motion was made by Governor Lautenbach, seconded by Governor Tyson, and motion carried unanimously.

4. University of Central Florida Five-year Plan for Emerging State Research University Preeminence

Governor Colson said that the Committee's next item was to consider for approval the University of Central Florida's Five-year Plan for Emerging State Research University Preeminence, per legislation that passed this year. He said that UCF has submitted a Five-year Plan associated with the Program, and that the Plan must be approved by the Board of Governors. Chair Colson indicated that UCF's Emerging Preeminence Plan had been approved by its Board of Trustees on July 28, 2016. He said that if the Strategic Planning Committee approved UCF's Emerging Preeminence Plan, its approval would be forwarded to the full Board of Governors for consideration and, if approved by the Board, the \$5M associated with the Program would be released. He then called on President Hitt to present the University's Five-year Plan.

President Hitt indicated that the following six Preeminence Metrics have been achieved: average GPA and SAT scores, six-year graduation rates, non-medical science and engineering research expenditures, national ranking in STEM research expenditures, patents awarded, and doctoral degrees awarded annually. He indicated that Preeminence Metrics that still required steady work were attaining a national ranking in more than one national ranking, freshman retention rate, national academy memberships, science and research expenditures, number of post-doctoral appointees, and endowment size. He then articulated the status of those metrics and indicated the manner in which the University would address them.

Following President Hitt's presentation and hearing no further questions or observations, Chair Colson entertained the following motion: that the Strategic

Planning Committee recommends to the full Board of Governors to approve the University of Central Florida's Five-year Plan for Emerging State Research University Preeminence, and that the \$5M associated with the Program be released to the University. A motion was made by Governor Lautenbach, seconded by Governor Jordan, and the motion carried unanimously.

5. Reclassification of UF Health-Jacksonville from a Special Purpose Center to a Type III Campus

Chair Colson said that the Committee's next item, for approval, was a request to reclassify UF's Health-Jacksonville Special Purpose Center to a Type III Campus. He then called on UF Provost Glover to present the request. Provost Glover said that UF's enrollment at this site has reached the 300 FTE threshold associated with a Type III Campus and that the University intends to offer the Accelerated Bachelor of Science in Nursing and the Doctor of Pharmacy at the site. He indicated that the UF's Board of Trustees approved the reclassification on April 1, 2016. Chair Colson then called for a motion to reclassify UF's Health-Jacksonville Special Purpose Center to a Type III Campus. A motion was made by Governor Lautenbach, seconded by Governor Morton, and the motion carried unanimously.

6. Florida State University Plan for Top Twenty-five Ranking for Public Universities

Chair Colson said that the next item was for information. He reminded Committee members that at the June Board meeting during Florida State University's Work Plan presentation, FSU was asked to identify the particular initiatives and resources necessary to achieve a Top 25 ranking among public universities. He then called on President Thrasher to make a presentation.

President Thrasher said that FSU was currently ranked as the thirty-eighth public university, that it had increased by five spots over last year's rankings and that this was the greatest gain among all of the fifty top public universities. He noted that FSU had moved up sixteen slots within the last decade. In particular, President Thrasher said that FSU ranked eleventh in graduation rate performance, thirtieth on graduation and retention rank, and thirty-fifth on student selectivity. He noted the positive effect due to Preeminence funding and that FSU was up eleven spots from 2013 with regard to financial resources ranking, and up five spots from 2013 with regard to faculty resources. He said that the University's Legislative Budget Request was developed by analyzing all *US News* categories and sub-measures to understand in which FSU was low and which could be most readily improved given FSU's academic mission while assuring the greatest return-on-investment.

President Thrasher said that FSU's primary needs were hiring and retaining faculty, and increasing the number of graduate and post-doctoral students. He said that increasing the number of faculty would result in improving the student-to-faculty ratio, reducing class sizes, and increasing research capacity. He noted, further, that increasing the number of graduate students would result in increasing faculty research productivity and improving instruction. He said that increasing the number of post-doctoral students would assist in supporting FSU's efforts relative to STEM. He also noted that FSU would make efforts to recruit more high-achieving students and to create an increasingly diverse student population.

Governor Huizenga noted FSU's extremely low tuition as compared to its national peers. President Thrasher responded by saying that while Preeminence funding was working, he felt that, at some point in the future, tuition will need to be addressed for the entire SUS. Governor Colson expressed his opinion that \$70M in recurring funding wouldn't be enough to boost FSU into Top Twenty-five status. Chair Colson then thanked President Thrasher and said that the Board of Governors would continue to work with FSU to achieve its goal of Top Twenty-five status.

7. University of Florida Plan for Top Ten Ranking of Public Universities

Chair Colson said that the Committee's next item was also for information. He reminded Committee members that at the June Board meeting during the University of Florida's Work Plan presentation, UF was asked to identify the particular initiatives and resources necessary to achieve a Top Ten ranking among public universities. He then called on President Fuchs to make a presentation.

President Fuchs said that it was critical for Florida to have a university viewed as equal to the very best in the nation. He said that UF's long-term goals were to be a Top Five public university and a Top Twenty public and private university. He indicated that the University's key characteristics included its intensely comprehensive academic offerings, its Land Grant heritage, its 140 mission-focused locations throughout Florida, and its major medical centers. He noted that UF was one of sixty Association of American Universities (AAU). President Fuchs then provided UF's rankings in the latest editions of various publications. He then identified a number of the most important ranking metrics, including faculty compensation, graduate assistant stipends, national academy memberships, research expenditures, doctoral degrees awarded, and graduation rates.

President Fuchs said that improving UF's student-to-faculty ratio from its current 21:1 to 19:1 by 2020 would require \$35M. He also noted that UF's average faculty salaries were well short of its AAU peers and that reaching the AAU average by 2020 would

require \$30M. He said that reaching AAU graduate assistant stipend average by 2020 would require \$10M. President Fuchs indicated that reaching Top Ten status relative to the institution's endowment would require an additional \$1.2B from donors. He noted that reaching Top Ten status in terms of national academy members would require adding twenty new members. President Fuchs said that it was imperative that UF hire and retain superstar faculty and increase its research expenditures. He noted that UF was ranked sixth out of the thirty-four public institutions with regard to research doctoral degrees awarded, fifth with regard to technology licenses and options executed, and fourth with regard to startup companies. He said that UF's current four-year graduation rate was 88% and that the University's goal was to reach 89% by 2022.

At the conclusion of his presentation, President Fuchs indicated that additional metrics that were important to UF included financial accessibility for needy families; racial, ethnic, and geographic diversity; and infrastructural renewal.

Governor Levine observed that he applauded UF's cautious approach to national rankings. He said that there is an inverse correlation between value and the cost of education. He said it was likely that the more UF improves on national rankings, the higher tuition will be. Therefore, he said, the higher the value to the University's consumers, the harder it is to improve on national rankings. He said that his request was that whatever funding UF was able to receive from the Florida Legislature, he hoped that UF's Board of Trustees will challenge UF to track national metrics on an ongoing basis, because UF will be asked whether the University achieved the intended results. President Fuchs said that he agreed.

Governor Tyson said that it was important for UF to track *US News* metric sub-components, because by reviewing metric sub-components it was possible to see where UF is improving. He said that, similarly, it was important to compare the funding of UF's national peers. By doing so, he said that it was possible to determine whether UF was being underfunded compared to those peers.

Governor Colson thanked President Fuchs for his presentation and indicated that the Board of Governors would continue to work with UF to achieve Top Ten status.

8. System summary of 2016 Work Plan Goals and Alignment with 2025 Strategic Plan Goals.

Governor Colson said that the Committee's next agenda item was to receive a presentation by Vice Chancellor Jan Ignash of the System Summary of University 2016 Work Plans and alignment with 2025 Strategic Plan goals. He said that, following the June Board meeting, Board staff analyzed data on key performance indicators regarding System-wide issues, statewide and national trends, and the extent to which the State

University System is on-course toward meeting its 2025 Strategic Plan goals. He indicated that, in addition, longer-term retrospective data for the System would be provided on key metrics, such as six-year graduation rates and baccalaureate degrees awarded over the past several years. He then recognized Vice Chancellor Ignash to present this year's System Summary.

Dr. Ignash prefaced her presentation by stating that University Work Plans were first presented to the Board in 2010, which is the same time that Governors Colson, Frost, and Beard became Board members. She said that over the past six years, these Work Plans have enabled University Boards of Trustees to communicate with the Board of Governors more clearly than ever before, and perhaps better than anywhere in the country. Dr. Ignash indicated that the Work Plans did not play a part in many states' strategic planning efforts. She said that the University Work Plans help describe each of the twelve SUS institutions' contributions toward the overall System goals for Florida, and that steering higher education in the direction of Florida's highest needs distinguishes the Florida Board of Governors from other boards that act as a provider of resources or as a regulatory agency.

Vice President Ignash then provided a few of the key highlights from this year's University Work Plans. First, she said that graduation and retention rates are increasing. Secondly, she noted that enrollment and degree growth has slowed, perhaps because universities are focusing as much on quality as on growth. Third, she noted that Programs of Strategic Emphasis, especially in STEM and Health are on pace to reach the System's goals. Next, she reported that research expenditures are growing again and that the System is on a pace to reach its 2025 goals. She noted, however, that more external research funding is needed. Finally, she said that the percentage of bachelor's degrees awarded without excess hours is improving and on a pace to reach System 2025 goals.

Dr. Ignash then turned the Committee's attention to improvement in Academic Progress Rates; that is, the extent to which first-time-in-college (FTIC) students with above a 2.0 grade-point-average (GPA) were retained anywhere in the System following their first year. She said that this was a particularly important metric, because FTICs who return for their second Fall term with a GPA above 2.0 are eight times more likely to graduate within six years than students who begin their second Fall term with a GPA of less than 2.0.

Dr. Ignash then provided information with regard to six-year graduation rates for FTIC students who enter the SUS as freshmen. She said that six-year graduation rates have historically been a slow moving indicator, but that the SUS has made tremendous progress during the past few cohorts. She said that this is a testament to the success of Performance Based Funding. She said that the SUS should reach its goal by the 2012-18 cohort, well before the Board's expectations as articulated in its 2025 Strategic Plan.

Turning to a comparison of graduation rates in the nation, Dr. Ignash noted that, at 66.3%, Florida was number one in public university six-year graduation rates.

Dr. Ignash next provided information with regard to bachelor's degree production from a national perspective. She said that Florida ranked third in 2013-14 among the top ten largest states for bachelor's degree production at four-year public universities, following only California and Texas. She said, further, that Florida had the second highest five-year growth rate among the ten largest states, following only Texas. She noted, however, that with regard to 25-34 year-old populations with an educational attainment of at least a bachelor's degree, in 2014 Florida ranked 37th nationally and has consistently been ranked last among the ten largest states.

With regard to degree production in Programs of Strategic Emphasis, Dr. Ignash said that in order to promote the alignment of State University System degree program offerings with Florida's economic development and workforce needs, the Board of Governors maintains a list of five key areas that are known as Programs of Strategic Emphasis, last revised in November 2013. This list is comprised of the following five areas: STEM, Health, Education, Global and programs identified in the Commission on Higher Education Access and Educational Attainment's gap analysis. She said that, based on 2016 Work Plans, it appears that the SUS will reach its goal of 50% of its degrees granted in Programs of Strategic Emphasis by the 2015-16 academic year, and the 35% goal for STEM and Health by 2017-18.

With regard to students who earn bachelor's degrees without accruing excess hours, Vice Chancellor Ignash said that the SUS Strategic Plan 2025 goal of bachelor's degrees awarded without excess hours is 80% and that the SUS is on a pace to reach its goal. She noted that the University of Florida is the only institution that has reached the 80% goal, and that FAMU and New College of Florida have the most work to do on this metric.

Vice Chancellor Ignash next provided information with regard to graduate degrees awarded annually. She said that, for only the second time in recent years, the number of graduate degrees awarded in the SUS was less than the previous year and that based on a five-year historical trend, the SUS is projected to be 7,500 degrees short of its 2025 goal of 35,000. With regard to graduate degrees awarded in Programs of Strategic Emphasis, she said that the SUS reached its goal of 60% during the 2014-15 academic year and that, based on annual growth rate in STEM and health-related degrees relative to all other graduate degrees, the System should reach its goal of 50% by 2024-25.

With regard to research and development expenditures within the State University System, Dr. Ignash said that in 2014-15 the SUS spent \$1.98B on research and development, an increase of \$102M over the prior year. She noted, however, that the

\$102M growth was entirely funded by institutional dollars and that external funding actually decreased by \$16M since the 2013-14 fiscal year.

Vice Chancellor Ignash provided information with regard to research and development expenditures by public universities in the top ten states, where Florida ranked 5th in total expenditures, just behind Pennsylvania. She noted, however, that Florida ranked last among those top ten states in the percentage of expenditures coming from external funding, with only 58%. She said that the percentage of external funding is an important metric because it reflects the ability of SUS institutions to win competitive grant funding from sources such as the federal government, the business and non-profit sector, and the State of Florida.

At the conclusion of Vice Chancellor Ignash's presentation, Chair Colson observed that virtually all measures were related to having enough faculty. Governor Kuntz thanked Vice Chancellor Ignash for her excellent presentation.

9. Concluding Remarks and Adjournment

There being no further business to come before the Committee, the meeting was adjourned at 4:43 p.m.

Dean Colson, Chair

R.E. LeMon, Associate Vice Chancellor