

MINUTES  
STATE UNIVERSITY SYSTEM OF FLORIDA  
BOARD OF GOVERNORS  
STRATEGIC PLANNING COMMITTEE  
FLORIDA AGRICULTURAL AND MECHANICAL UNIVERSITY  
TALLAHASSEE, FLORIDA  
March 30, 2017

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

1. Call to Order

Governor Morton convened the meeting of the Strategic Planning Committee at 11:44 a.m. on March 30, 2017 with the following members present: Governors Jordan, Beard, Frost (by telephone), Levine, Link, and Tyson. A quorum was established. Other Board members in attendance were Governors Kuntz, Hebert, Kitson, and Tripp.

2. Approval of January 26, 2017 Committee Meeting Minutes

Governor Morton called for a motion to approve the minutes from the Committee's January 26, 2016 meeting. A motion was made by Governor Jordan, seconded by Governor Tyson, and the motion carried unanimously.

3. State University System 2015-16 Accountability Report

Chair Morton said that the next item to come before the Committee was to consider for approval the 2015-16 Annual Accountability Report. He said that 2015-16 Annual Accountability Report contains narrative and metrics on the progress made toward Board of Governors Strategic Plan goals; examples of key achievements; and information and metrics on enrollments, degrees awarded, retention, graduation, distance learning, research expenditures, and other activities. He then called on Mr. Jason Jones, Assistant Vice Chancellor for Institutional Research, to make a presentation with regard to the key elements and findings from the 2015-16 Accountability Report.

Mr. Jones began by noting that the Annual Accountability Report included more than 22,000 data points aggregated from university reports. With regard to graduation rates, Assistant Vice Chancellor Jones noted that a six-year graduation rate is the standard time-period used by the U.S. Department of Education for baccalaureate programs and that, at 66.4% for the 2009-15 cohort, the State University System (SUS) is now ranked

2nd among the top ten largest states in the nation in the six-year graduation rate for First-Time-in-College (FTIC) students. Among all states, Florida is ranked 8th and that Delaware, at 75%, has the highest six-year rate.

Mr. Jones said that the SUS tracks graduation rates by three different types of students: FTICs, representing 56% of the SUS undergraduate population; Associate of Arts (AA) degree transfers from the Florida College System, representing 26% of the SUS undergraduate population; and Other Transfer Students such as those transferring from other states or from independent institutions, representing 18% of the SUS undergraduate population. Because each of the three student types enter SUS institutions with different numbers of credits, the amount of time that each type has until graduation must be evaluated differently: six-years, four-years, and five years for FTICs, AA transfers, and Other Transfer Students, respectively.

Assistant Vice Chancellor Jones pointed out that the FTIC graduation rate has improved a total of four percentage points in just 5 years, from 66.5% in 2012 to 70.4% in 2016. Because the SUS is so large, a four percentage point increase translates to increasing the number of FTICs receiving a bachelor's degree by more than 1,500 students annually. He noted the slight one percentage point decline in the System's AA Transfer graduation rate over the last five cohorts, and the increased graduation rate of Other Transfer Students over the last five cohorts.

Mr. Jones said that a common misconception is that it takes students six years to graduate but in fact the majority of students graduate in the either years four or five. He said, too, that it was important to keep in mind that approximately 15% of SUS students are majoring in degrees such as engineering that require more than 120 credit hours. Chair Morton said that it would be important to understand the reasons that students leave the SUS before graduating, and to reduce that number.

Assistant Vice Chancellor Jones next provided data for individual universities noting a range in graduation rates from 41% for the 2010-16 cohort at Florida Agricultural and Mechanical University (FAMU) to 87% at the University of Florida (UF). He noted that 2010-16 graduation rates for six universities have increased over their previous cohorts, and that over the past five years, ten universities have made gains, with Florida Atlantic University (FAU), Florida International University (FIU), Florida State University (FSU), the University of North Florida (UNF), and the University of South Florida (USF) each improving by more than five percentage points.

Assistant Vice Chancellor Jones then turned to the topic of student retention and the SUS's Academic Progress Rate. The highest attrition occurs in the first two years of college and, therefore, it is crucial to quickly identify students who are academically at-risk. He noted that the SUS's Academic Progress Rate pertains to only those students who return for their second year with a minimum 2.0 Grade Point Average (GPA) and

serves as a valuable early indicator of student success. 2015-16 Academic Progress Rates ranged from 70% at the University of West Florida (UWF) to 95.5% at UF. Eight universities have increased over the last year, with the most notable year-over-year increase being at UWF. He noted, further, that over the past five years eleven universities have made gains, with FAMU, FIU, and UWF each improving by more than five percentage points. Assistant Vice Chancellor Jones said that the SUS is on-track to reach its 2025 System Strategic Plan goal of 90%. Finally, he indicated that without the additional 2.0 GPA stipulation pertaining to the Academic Progress Rate, the SUS has the 2<sup>nd</sup> highest retention rate among the ten largest public four-year university systems in the United States.

Assistant Vice Chancellor Jones then turned to the subject of four-year graduation rates for FTICs who graduated from anywhere in the SUS over the last eight cohorts. He said that the latest 2012-16 cohort's 46.6% graduation rate represents a 9.5% gain from the 2005-09 SUS cohort. Mr. Jones indicated that this was a tremendous increase for a system as large as the SUS, equating to an additional 3,400 students graduating within four years. Chair Morton noted that this was a very encouraging number.

Examining the performance of individual institutions, Mr. Jones said that four-year FTIC graduation rates for the 2012-16 cohort range from 18% at FAMU to 67% at UF. He noted that four-year FTIC graduation rates for eight universities have increased since last year and that, over the past five years, seven universities have made gains, with FAMU, FAU, UNF, and USF each improving by more than five percentage points and FIU, FSU, and the University of Central Florida (UCF) improving by four percentage points.

Assistant Vice Chancellor Jones next addressed the Board of Governors' new Cost to the Student metric that reports the average cost of earning a bachelor's degree for a resident FTIC enrolled in a 120 credit hour degree program after financial aid is subtracted from the costs of tuition, fees, books, and the mean total hours attempted. Average costs for 2015-16 ranged from \$5,920 at New College of Florida (NCF) to \$18,790 at Florida Gulf Coast University (FGCU). At the System level, the average cost of a bachelor's degree was less than \$15,000. At eight of eleven universities, net costs are decreasing.

Assistant Vice Chancellor Jones then discussed excess hours. At the university-level, the percentage of students without excess hours upon graduation ranges from 28% at FAMU to 81% at UWF. Last year, 10 universities made gains in this metric, but this year only four universities improved over the last year, with the most notable increases made by NCF, USF and UWF. At the System-level, the excess hours rate improved one from 71% to 72%, representing a positive movement toward the Board's 2025 System Strategic Plan goal of 80%.

Next, Assistant Vice Chancellor Jones provided information regarding SUS enrollment. The SUS had a total of 405,322 students enrolled during the 2015-16 academic year and is the second-largest public university system in the U.S. behind the California State University System. The SUS's total enrollment has increased by 19% over the last 10 years, just shy of 65,000 additional students since 2005-06, with growth in undergraduate enrollments primarily attributable to FGCU, FIU, UCF, and UF. Undergraduate enrollment has increased by 21% over the last 10 years.

Mr. Jones said that graduate enrollment has increased 22% over the last 10 years but has been flat for the last four years. However, that this past year it increased 1.4% over last year, with the majority of graduate enrollment growth mainly attributable to USF.

Chair Morton asked whether enrollments have stabilized at FAMU. Interim President Robinson said that enrollments were stabilizing rather than significantly increasing. He noted an increase in the number of applications over the last two years and indicated, further, that the quality of FAMU applicants, as measured by GPAs and entrance examination scores, was improving.

Assistant Vice Chancellor Jones then provided information with respect to degree production. He said that, at the university-level, eight universities awarded more bachelor's degrees in 2015-16 than in 2014-15, with FAMU, FGCU, FIU, and UWF making the largest year-over-year gains in percentage growth. The SUS awarded 63,423 bachelor's degrees during the 2015-16 academic year, 800 more than the number estimated from 2016 University Work Plans. With four consecutive years with an annual growth rate below 3%, the SUS will likely not reach the Board's 2025 System Strategic Plan goal of 90,000 bachelor's degrees awarded annually by 2025. At the graduate-level, five universities reported growth over the past year, four reported declines, and the System as a whole was flat in terms of graduate-level degree production. The 2015-16 total is lower than the number expected from 2016 University Work Plans.

With regard to baccalaureate degree production in certain academic areas, Assistant Vice Chancellor Jones said that the growth in bachelor's degrees in STEM and health disciplines is far outpacing any other Program of Strategic Emphasis (PSE) category. During the last five years, bachelor's degree production in PSE degrees has increased by 10% while non-PSE degree production declined by 1%. Further, graduate degree production in PSE has increased by 15%, while non-PSE production declined by 10%. Chair Morton noted that this demonstrates the responsiveness of the System and the correlation between university initiatives and the gap analysis in health areas recently conducted by the SUS.

As to the most popular disciplines overall at the bachelor's-level, Assistant Vice Chancellor Jones indicated that the discipline of business management continues its

longstanding trend of being the number one bachelor's degree awarded. In 2014-15 bachelor's degrees in health professions passed social sciences as the second most popular degree. Degrees in psychology and biological sciences round out the top five most popular discipline areas. Taken together, these top five disciplines comprise 56% of all bachelor's degrees awarded in the SUS. At the graduate level, degrees in the health professions, business management, education, engineering, and public administration comprise the top five.

Assistant Vice Chancellor Jones then discussed passage rates on professional licensure and certification examinations. Professional licensure and certification examination passage rates for graduates of SUS programs are useful indicators of program quality and effectiveness. In 2015-16, 73% of university examination passage rates were at or above established benchmarks. UCF, UNF, and UWF met the Board's 2025 System Strategic Plan goal of having all passage rates at or above state or national averages. Governor Levine asked Chair Morton whether it would be appropriate, at a later meeting, to hear from the universities as to their plans for improvement on this metric. Governor Morton said that it would be appropriate.

Assistant Vice Chancellor Jones next addressed SUS research expenditures by university over the last four years. In fiscal year 2015-16, the System conducted \$2.1 billion dollars in research, an increase of \$139 million dollars from the previous year. Ten universities increased their R&D expenditures, most notably UF which added \$52M in R&D expenditures in the past year. From a national perspective, Florida moved ahead of Pennsylvania into 4<sup>th</sup> place for R&D expenditures for fiscal year 2014-15.

He also noted, however, that the percent of competitive external funding that Florida's public universities have been awarded is the lowest among the top 10 states and has continued to decrease since the Board included this metric in the 2025 System Strategic Plan. The increasingly competitive environment for research funding has made it more difficult to move the needle on this metric. Chair Morton observed that the SUS needed to do a better job of selling itself to external funders. Mr. Jones said that the medical and life sciences receive 80% of research dollars in the U.S. and the new SUS medical schools are maturing, which should make the System more competitive.

Continuing with comments regarding research, Assistant Vice Chancellor Jones discussed the 532 active SUS centers and institutes, which accounted for \$664 million dollars in research dollars, 81% of which is funded from non-state sources. SUS centers and institutes generated \$4.34 for every Florida dollar invested. Focusing on the eleven SUS Centers of Excellence, Florida has invested a total of \$78.4 million since their creation beginning in 2003 and the Centers have been awarded \$599 million in competitive grants and private resources, a return of \$7.64 for every Florida dollar invested.

Governor Morton then entertained a motion that the Strategic Planning Committee approve the 2015-16 Annual Accountability Report for consideration by the full Board of Governors. A motion was made by Governor Levine, seconded by Governor Jordan, and the motion carried unanimously.

4. Closing Remarks and Adjournment

There being no further business to come before the Committee, the meeting was adjourned at 12:23 p.m. a.m.

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Edward Morton, Chair

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R.E. LeMon, Ph.D, Associate Vice Chancellor