

MINUTES
STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
STRATEGIC PLANNING COMMITTEE
UNIVERSITY OF SOUTH FLORIDA
TAMPA, FLORIDA
June 20-21, 2017

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

1. Call to Order on June 20, 2017

Governor Morton convened the meeting of the Strategic Planning Committee at 2:51 p.m. on June 20, 2017 with the following members present: Governors Beard, Frost, Lautenbach, Levine (by telephone) Link, and Tyson. A quorum was established. Other Board members present were Governors Kuntz, Huizenga, Kitson, Patel, Stewart, and Tripp.

2. Approval of March 30, 2017 Committee Meeting Minutes

Governor Tyson moved that the Committee approve the minutes of its meeting held on March 30, 2017. Governor Lautenbach seconded the motion, and the motion carried unanimously.

3. Baccalaureate Follow-up Study

Governor Morton said that the next item on the Committee's agenda, for information, was to consider the results of the Baccalaureate Follow-up Study: Class of 2015. He indicated that the Study was undertaken to understand the post-college outcomes of the Class of 2015 one year after graduation and that it was designed to answer the following questions:

- a) Do graduates get jobs?
- b) Do they continue on to further education?
- c) Do they both work and pursue further education?
- d) What are the average salaries of graduates?

Chair Morton then asked Dr. Christy England, Associate Vice Chancellor for Academic Research and Policy, to make a presentation with regard to the Study's findings.

Dr. England articulated several of the Study's key findings, including the following:

- Of the more than 63,000 graduates with usable records in the Class of 2014-15, 92% were found in state and national databases containing employment and education information.
- Ninety percent of those graduates were employed, and nearly three-fourths of those employed were working full-time.
- Almost one-third (30%) of the graduates found continued with further education.
- Nearly one-fourth of the graduates (23%) were both working and continuing education at the same time.
- The annual median wage of SUS graduates working full-time one year after graduation was \$39,100.
- At \$58,600, engineering majors earned the highest average salaries. At \$29,500, graduates in the STEM field of biological sciences earned among the lowest salaries, in part because a considerable portion of biology majors continued on for graduate degrees.
- The average median wages for females was \$5,500 less than for male graduates.
- The annual median wage for Black/ African American graduates was \$3,500 less than for all graduates.

Following Dr. England's presentation, Governor Morton asked Committee members if they had questions or observations. Governor Kuntz asked whether SUS median earnings were beneath the national average. Dr. England said that she didn't think so but that it was extremely difficult to obtain college graduate national earnings data.

Governor Tripp said he was bothered that female SUS graduates are not reaching median salaries, especially given that more females than males are graduating. Dr. England said that she completely agreed and that the creation of yearly reports would allow for a deeper analysis of the issue. She noted, further, that information of this sort could be valuable to female graduates as they negotiated salaries. Governor Morton noted that in the Naples area salary negotiating skills are being incorporated into the high school curriculum. He said the SUS might consider providing a similar service in various degree programs.

Governor Kitson asked whether it was possible to determine the number of self-employed graduates and their salaries. Dr. England indicated that unless self-employed graduates participate in the unemployment insurance program from which the data is extracted, they are not included in the data she is able to provide.

Governor Frost asked what percentage of SUS graduates are staying in Florida given the level of median salaries. Dr. England said that because of the legalities associated with data-sharing agreements, she was not able to split the data out by in-state/out-of-state, but that other data she had reviewed indicated that the vast majority of graduates one year out are still in Florida.

Governor Tripp asked whether it was possible to determine whether graduates are working in-field. Dr. England said that the unemployment data does not capture that information.

Governor Beard said that information in Tampa indicates the difficulty of hiring teachers even though the median salary is \$46,000. Governor Tripp added that perhaps teaching is not a profession that graduates want to go into. Commissioner Stewart indicated that there is not an overall teacher shortage but that rural areas have difficulty attracting teachers. She added that traditional teacher shortage areas in math and science are due in part to the ability of graduates in those areas to command higher salaries in the private sector. She noted that, while entry-level teacher salaries are good, increases over time associated with other occupations are not available to teachers.

Governor Tyson commended Dr. England for the excellent study. He said that it might be useful to group related programs in order to provide more information. Dr. England indicated that this was something she could explore. She said, further, that having data on multiple cohorts over multiple years would assist in conducting that type of analysis.

At the conclusion of questions and observations Chair Morton said that baccalaureate follow-up studies would now become a regular part of Board annual reporting and the studies would continue to provide critical information to students, parents, and educators about the experiences of graduates after they complete baccalaureate degrees.

4. Consideration of 2017-18 University Work Plans

Governor Morton said the next item to come before the Committee would be consideration of approving 2017-18 University Work Plans. He indicated that University Work Plans are a critical component of the Board's strategic planning efforts, along with the SUS Annual Accountability Report and the SUS 2025 Strategic Plan. He noted that the three major planning documents work together so that the Board can have

- a) a clear understanding of the State University System's goals as set forth in the Board's 2025 Strategic Plan to the year 2025,
- b) a clear understanding as to how the System is performing as provided in the Annual Accountability Report that provides up to a 10-year retrospective look at a host of metrics, and
- c) intensive discussions with each university as to how its forward-looking, three-year perspective on key institutional initiatives, investments, and planning, as articulated in the university Work Plans, will contribute to the System's overall goals.

Chair Morton said that last year the Board had a robust dialogue with each university regarding its Work Plan and that over the next two days, he expected the same quality of give-and-take. He indicated that the format for the Work Plan dialogue would take the form of brief presentations by each institution, followed by questions and observations from the Board and responses by the university. Governor Morton then reminded the Committee and the universities that the Board's approval of a Work Plan did not constitute approval of any sections of a Work Plan that require any additional regulatory or procedural review or approval pursuant to law or Board regulations.

Governor Morton then reminded the Committee of the substantial progress the System has made over the course of several years. He said that the progress was due in part because the Board's focus had not shifted from one set of measures to another. He also pointed out that the interchanges with SUS universities is an opportunity, in a give-and-take forum, to have a meaningful dialogue with regard to how each can become excellent in focused areas, the most immediate challenges, and how the Board of Governors may assist in meeting those challenges.

Chair Morton then indicated that, in the context of their Work Plan presentations, UF and FSU would be providing their Preeminent State Research University Annual Status Updates, and UCF and USF would be providing their Emerging Preeminent State Research University Annual Status Updates. He said that, accordingly, two motions to approve would be entertained for each of those universities, one for the Work Plan and one for the Annual Status Update.

A. Florida Atlantic University

After Florida Atlantic University presented its Work Plan, members questioned the University. Key issues, questions, and discussion centered around the high proportion of FAU's enrollment growth being out-of-state students, accommodating freshmen students required to take 30 credits in the academic year should they drop a course, the appropriateness of moving toward a campus-based student population, the source of dollars associated with lowering the cost of education to the student, four-year graduation rates for out-of-state students, and a description of an intended degree program in marine science. After the discussion, Governor Lautenbach moved that the Committee recommend that the full Board approve the Florida Atlantic University 2017-18 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. University of North Florida

After the University of North Florida presented its Work Plan, members questioned the University. Key issues, questions, and discussion centered around the Work Plan's clear articulation of UNF's mission and vision, low retention rates due to students transferring to larger universities after their second year, increasing the number of scholarships, the status of the new Center for Entrepreneurship, student internship opportunities and the extent to which graduates become employed in companies at which they intern, the absence of enrollment growth at both undergraduate and graduate-levels, and opportunities with respect to an intended degree program in community nursing. After the discussion, Governor Frost moved that the Committee recommend that the full Board approve the University of North Florida 2017-18 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 Tyson 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 institution. Key issues, questions, and discussion centered around assurance that NCF's 2017 appropriation will result in metric improvement, increasing the percentage of freshmen admits in the top 10% of their high school class, improving graduation rates, implementing retention strategies such as the addition of clubs and student internships, the rapidity with which NCF can increase its enrollments to 1,200, whether NCF can provide more distance learning opportunities, the timeline for new student housing, and whether the percentage of students involved in research is an appropriate goal. After the discussion, Governor Lautenbach moved that the Committee recommend that the full Board approve the New College of Florida 2017-18 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 Tyson seconded the motion, and the motion carried unanimously.

1. Adjournment

Chair Morton adjourned the Strategic Planning Committee at 5:32 p.m.

2. Call to Order

Chair Morton reconvened the Strategic Planning Committee, June 21, 2017 at 8:35 a.m. A quorum was established, and the presentation of University Work Plans continued.

D. Florida International University

After Florida International University presented its Work Plan, members questioned the University. Key issues, questions, and discussion centered around FIU's definition of "Concrete Management," strategies for reducing 17 bottleneck courses, analysis of current performance against previous year goals, the extent to which start-up companies are fully prepared to become operational and therefore successful, the composition of the FIU student body relative to working/not working and campus-housed/commuter status, the appropriateness of including a pharmacy degree in the Work Plan, and the time that it might take FIU to achieve Preeminence status. After the discussion, Governor Frost moved that the Committee recommend that the full Board approve the Florida International University 2017-18 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.

E. Florida Agricultural and Mechanical University

After Florida Agricultural and Mechanical University presented its Work Plan, members questioned the University. Key issues, questions, and discussion centered around the Work Plan's clear focus on student success; the need for improvement on retention, graduation, and licensure passage rates; the optimal size of the student body and enrollment growth in the context of improving performance metrics; the appropriate percentage of student profile admits; physical resource challenges; increasing distance learning opportunities; and levels of student debt. After the discussion, Governor Frost moved that the Committee recommend that the full Board approve the Florida Agricultural and Mechanical University 2017-18 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 Tyson seconded the motion, and the motion carried unanimously.

F. University of West Florida

After the University of West Florida presented its Work Plan, members questioned the University. Key issues, questions, and discussion centered around 2+2 articulation, leadership in online education, identification of "destination programs," strategies for increasing graduation rates, long-term graduation rate goals that are well below the SUS long-term goal, creation and utilization of individual student academic dashboards, termination of obsolete degree programs, responsiveness to program offerings needed by military personnel, and data to support the need and demand for a degree program in exercise sciences. After the discussion, Governor Beard moved that

the Committee recommend that the full Board approve the University of West Florida 2017-18 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.

G. University of Central Florida

After the University of Central Florida presented its Work Plan, members questioned the University. Key issues, questions, and discussion centered around data to support the need for a master's degree in athletic training, improvement needed in the number of students securing jobs one year after graduation, the extent to which the net increase of faculty translates to an increase in student success, annual reporting of the ratio of tenure-track to non-tenure-track faculty as a potential metric, the potential for reducing the number of students who graduate with excess hours, enrollment growth associated with the Downtown Campus, and need and demand data supporting the implementation of a doctorate in social work. After the discussion, Governor Frost moved that the Committee recommend that the full Board approve the University of Central Florida 2017-18 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 Tripp seconded the motion, and the motion carried unanimously. A motion was then made by Governor Frost to approve the University of Central Florida Emerging Preeminent State Research University Program Annual Status Update and that the allocation of \$8,666,667 in emerging preeminence funding be released. The motion was seconded by Governor Link, and the motion carried unanimously.

H. University of Florida

After the University of Florida presented its Work Plan, members questioned the University. Key issues, questions, and discussion centered around how the University can declare with certainty that it is a Top Ten institution, the resources necessary for achieving Top Ten status, focal areas for expending \$3B the UF Foundation hopes to raise, the sufficiency of graduate student stipends, and the extent to which the Board can assist the University to promote research. After the discussion, Governor Frost moved that the Committee recommend that the full Board approve the University of Florida 2017-18 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. A motion was then made by Governor Frost to approve the University of Florida Preeminent State Research University Program Annual Status Update and that the allocation of

\$17,333,333 in preeminence funding be released. The motion was seconded by Governor Link, and the motion carried unanimously.

I. University of South Florida

After the University of South Florida presented its Work Plan, members questioned the University. Key issues, questions, and discussion centered on whether any particular Preeminence metrics were of concern to the University, and the projected timeline for the University's invitation to join the Association of American Universities. After the discussion, Governor Beard moved that the Committee recommend that the full Board approve the University of South Florida 2017-18 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 Frost seconded the motion, and the motion carried unanimously. A motion was then made by Governor Frost to approve the University of South Florida Emerging Preeminent State Research University Program Annual Status Update and that the allocation of \$8,666,667 in emerging preeminence funding be released. The motion was seconded by Governor Tyson, and the motion carried unanimously.

J. Florida State University

After Florida State University presented its Work Plan, members questioned the University. Key issues, questions, and discussion centered around whether *U.S. News and World Report* is the most appropriate indicator as to institutional quality, goals for hiring new faculty, potential progress in the area of research expenditures funded by external sources, strategies for increasing the College of Medicine's research portfolio, the status of the FAMU-FSU College of Engineering, and the potential for negative impact on traditionally strong visual and performing arts programs due to a focus on performance metrics. After the discussion, Governor Frost moved that the Committee recommend that the full Board approve the Florida State University 2017-18 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. A motion was then made by Governor Frost to approve the Florida State University Preeminent State Research University Program Annual Status Update and that the allocation of \$17,333,333 in preeminence funding be released. The motion was seconded by Governor Beard, and the motion carried unanimously.

3. Adjournment

Governor Morton then adjourned the Committee meeting at 2:13 p.m. in order for Governor Link to call to order the Select Committee on Florida Polytechnic University in advance of the Strategic Planning Committee's consideration of the Poly Work Plan.

4. Call to Order

Chair Morton reconvened the Strategic Planning Committee June 21, 2017 at 2:21 p.m. A quorum was established.

K. Florida Polytechnic University

After Florida Polytechnic University presented its Work Plan, members questioned the University. Key issues, questions, and discussion centered around whether minors or concentrations were in place to improve graduate communication skills for purposes of enhancing entrepreneurship, whether unique interdisciplinary programs could be implemented, hiring the very best faculty possible, continuing high admission requirements, and attention to class size. After the discussion, Governor Tyson moved that the Committee recommend that the full Board approve the Florida Polytechnic University 2017-18 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.

L. Florida Gulf Coast University

After Florida Gulf Coast University presented its Work Plan, members questioned the University. Key issues, questions, and discussion centered around the need to improve four-year graduation rates, new resources that may be necessary to improve performance metrics as well as the manner in which existing resources might be reallocated to improve performance, reasons why second- and third-year students are leaving FGCU, and the potential for increasing student internships. After the discussion, Governor Lautenbach moved that the Committee recommend that the full Board approve the Florida Gulf Coast University 2017-18 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.

5. Next Steps and Closing Remarks

There being no further business to come before the Committee, the meeting was adjourned on June 21, 2017 at 3:36 p.m.

Edward Morton, Chair

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