

MINUTES
STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
STRATEGIC PLANNING COMMITTEE
UNIVERSITY OF FLORIDA

March 26, 2024

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<https://thefloridachannel.org/videos/3-26-24-board-of-governors-meeting/>

1. Call to Order and Opening Remarks

Chair Kenneth Jones convened the meeting on March 26, 2024, at 3:45 p.m., with the following members present: Governors Oliva, Frost, Hitchcock, Jones, Mateer, and Phalin. A quorum was established.

2. Minutes of the January 24, 2024, Committee Meeting

Chair Jones requested a motion to approve the Strategic Planning Committee meeting minutes from January 24, 2024. Governor Frost moved to approve, Governor Phalin seconded the motion, and the motion passed.

3. Accreditation Update

Chair Jones recognized Dr. Alexander Cartwright, President of the University of Central Florida, to provide an accreditation update.

President Cartwright reported that the Higher Learning Commission (HLC) recently approved the University of Central Florida's request for an accelerated review of the university's accreditation. He added that the university intends to submit all relevant accreditation materials in the fall and will be on schedule to complete the accelerated process, which takes 18 to 36 months. President Cartwright noted that the university must simultaneously continue its accreditation through the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC). President Cartwright stated that the university's new accreditation will still require approval from the United States Department of Education.

Governor Haddock asked if the University of Central Florida has received any pushback from its current accreditor, SACSCOC. President Cartwright responded that no such complications had arisen and that the two accreditation processes would resume independently.

4. Public Notice of Intent to Amend Board of Governors Regulation 2.002, University Accountability Plans

Chair Jones recognized Ms. Emily Sikes, Interim Vice Chancellor for Academic and Student Affairs, to provide an overview of the proposed amendment to Board of Governors Regulation 2.002, University Accountability Plans.

Ms. Sikes stated that the proposed amendment to Regulation 2.002 aligns with changes made to Regulation 8.011, Authorization of New Academic Degree Programs and Other Curricular Offerings. She clarified that among the changes to Regulation 8.011 was removing three-year lists of academic programs from university accountability plans. She added that the proposed amendment also removes duplicative narrative sections from plans.

Chair Jones requested a motion to approve the Public Notice of Intent to Amend Board of Governors Regulation 2.002, University Accountability Plans. Governor Hitchcock moved, Governor Frost seconded, and the motion passed unanimously.

5. Board of Governors Strategic Plan Update Kick-off

Chair Jones introduced the next topic of discussion, the Board of Governors Strategic Plan. He noted that the Board's current strategic plan was completed in November 2011, with updates in 2016, 2019, and 2022. He stated that the Board would now prepare to develop a new strategic plan for 2025, building on the State University System's existing strengths and heavily emphasizing emerging technologies—such as artificial intelligence.

Chair Jones recognized Ms. Emily Sikes, Interim Vice Chancellor for Academic and Student Affairs, to provide an overview of the upcoming process for drafting a new strategic plan.

Ms. Sikes noted that the current plan has guided the System with goals and metrics that support teaching and learning, research and innovation, and business and community. Ms. Sikes explained that progress in these areas is monitored through the accountability plan process and the Performance-Based Funding Model (PBF). She added that the metrics capture the System's focus on research excellence, academic program productivity, and strategic priorities for a knowledge economy.

Ms. Sikes elaborated on how the System has performed regarding the most current strategic plan. She explained that of the 32 metrics and goals included in the 2025 Strategic Plan, 12 were met, and 18 still needed to be met. She added that one metric, Percentage of Undergraduates Engaged in Research, had no goal, and another, Quality Online Courses, was on hold. Ms. Sikes noted that some of the goals met included Pell Recipient Four-Year Graduation Rates, Associate of Arts Transfer Student Three-Year Graduation Rates, Number and Percent of Undergraduate and Graduate Degrees in Programs of Strategic Emphasis, and Median Wages for bachelor's Graduates. Ms.

Sikes emphasized that the 18 goals not met included several ambitious goals that were nearly met, including Research and Development Expenditures and Four-Year Graduation Rates.

Ms. Sikes highlighted some successes of the System in recent years. She noted that Florida is continually recognized as the number one state for higher education and that Florida has the lowest in-state tuition in the country. She added that the System's four-year graduation rate of 60% is competitive across the country, that Programs of Strategic Emphasis have helped to address the state's most critical workforce needs, and that the System's research expenditures of nearly \$3 billion represent an outstanding achievement for the state. Ms. Sikes acknowledged the current strategic plan's significant role in the System's success.

Ms. Sikes described the metrics that are currently a part of the strategic plan and those that must be included in the next strategic plan pursuant to Florida Statutes.

Ms. Sikes outlined the proposed stakeholders whose feedback will be considered for the upcoming plan. Among those stakeholders are university leadership and staff, business and industry members, state economic development groups, legislative staff, and the Governor's Office.

Ms. Sikes stated that before the next Board meeting in June, Board staff will begin working with key stakeholders to examine the proposed framework in more detail. The committee will get an update in June and also provide feedback. She reported that after the Board meeting in June, Board staff will regroup with various stakeholders to discuss metrics and goals. She added that those metrics will be discussed at the Board's September meeting. Ms. Sikes proposed that the first draft of the five-year strategic plan be presented for feedback at the Board's November meeting and that a final version be prepared for the Board's January 2025 meeting.

Chair Jones encouraged committee members to consider artificial intelligence during the strategic planning process, not just from the perspective of integrating it into curriculums but also as a tool for improving the Board's governance. He cited building maintenance, student parking, and financial planning as areas that may be improved utilizing artificial intelligence.

Board Vice Chair Levine emphasized the importance of collaborating within the System, developing internationally recognized specialties, and achieving global preeminence. He noted that faculty were enthusiastic about being internationally competitive, and he encouraged members of the Board to speak with faculty on how best to achieve that goal.

Governor Phalin asked what timeline the Board should aim for with regard to collecting faculty feedback. Chair Jones encouraged members of the Board to gather faculty input as soon as possible.

Florida International University Board of Trustees Chair Rogelio Tovar questioned whether tuition was at the appropriate level to improve campus maintenance and faculty retention. Chair Jones agreed that a discussion on tuition should occur.

Vice Chair Levine commended the Florida Legislature for supporting the state's higher education delivery systems. He encouraged the Board to consider the importance of the System's low cost of attendance as it relates to attracting promising students.

Governor Haddock commented on the importance of aligning the System's online education strategic plan with the new strategic plan.

University of North Florida President Moez Limayem suggested that the Board carefully consider what resources will be necessary to achieve the goals of the System's next strategic plan. He added that the state legislature would be more likely to fund the plan if the resources needed are clearly laid out.

Chair Jones noted that three former Speakers of the House in the Florida Legislature were present to give the Board invaluable advice as they develop the next strategic plan.

University of Florida Board of Trustees Chair Mori Hussein reiterated the importance of considering efficiency in future strategic plans.

University of Central Florida President Cartwright encouraged the Board to draw on the metrics included in university strategic plans. He added that the System may best achieve its goals if institutions are allowed to focus on their core competencies, as opposed to each institution aiming to excel in many areas.

6. Financial Aid Update

Chair Jones recognized Mr. Troy Miller, Chief Data Officer, to provide an update on financial aid across the System.

Mr. Miller stated that \$1.66 billion in total gift aid, including grants, scholarships, and waivers, were received by Florida resident undergraduates in the 2022-23 academic year. He added that financial aid awards decreased from 2021-22 but explained that the change could be attributed to a decrease in the disbursement of CARES/HEERF grants. Mr. Miller noted that the Programs of Strategic Emphasis Waiver or buy-one-get-one tuition waiver, which halves tuition cost for upper division Florida residents enrolled in eligible Programs of Strategic Emphasis, benefitted approximately 20,000 students in 2022-23. Mr. Miller also credited Bright Futures, Pell Grants, and institutional grants/scholarships for helping to maintain a low average cost to undergraduate students in the System.

Mr. Miller addressed the ongoing changes to the Free Application for Federal Student Aid (FAFSA). He explained that changes have been made to the formula for aid

eligibility to increase access to Pell Grants. However, he noted that Florida currently ranks 50th among states in the percentage of students in 2024 who completed the FAFSA.

7. Concluding Remarks and Adjournment

Chair Jones concluded the meeting at 4:35 p.m.

Kenneth Jones, Chair

Vincent Scuteri,
Policy Associate, Academic and Student Affairs