



**COMMITTEE ON ACADEMIC, FACULTY AND STUDENT SUCCESS,
PUBLIC RELATIONS AND STRATEGIC COMMUNICATIONS**

Virtual Meeting Minutes

Monday, April 29, 2024

University of Florida, Gainesville, FL

Time Convened: 11:02 a.m.

Time Adjourned: 11:51 a.m.

Committee and Board members present:

Rahul Patel (Committee and Board Vice Chair), David L. Brandon, John E. Brinkman, Richard P. Cole, Christopher T. Corr, James W. Heavener, Morteza "Mori" Hosseini (Board Chair), Daniel T. O'Keefe, Marsha D. Powers, Fred S. Ridley, Danaya C. Wright, Patrick O. Zalupski and Anita G. Zucker.

Others present:

Ben Sasse, President; Scott Angle, Provost and Senior Vice President for Academic Affairs; Melissa Curry, Vice President for Human Resources; Dan Dillon Jr., Vice President for Marketing and Senior Advisor; Kurt Dudas, Vice President/Jacksonville Lead; Elias Eldayrie, Vice President and Chief Information Officer; Amy Hass, Vice President and General Counsel; Taylor Jantz, Interim Chief Financial Officer; Mark Kaplan, Vice President for Government and Community Relations and University Secretary; David Kratzer, Senior Vice President for Construction, Facilities, and Auxiliary Operations; Maria Gutierrez Martin, Interim Vice President for Advancement; Stephen Motew, UF Health President and System Chief Executive Officer; Mary Parker, Vice President and Chief Enrollment Strategist; Jim Staten, Senior Advisor to the President; James Wegmann, Vice President for Communications; Heather White, Vice President for Student Life; Cathy Lebo, Associate Provost and Director of Institutional Planning and Research; members of the University of Florida community, and the public.

1.0 Call to Order and Welcome

Committee Chair Rahul Patel welcomed everyone in attendance and called the meeting to order at 11:02 a.m.

He extended a special welcome to new Trustee and Student Body President John Brinkman. Trustee Brinkman shared his gratitude and looks forward to working with all the members of the Board this coming year.

2.0 Verification of Quorum

Provost Scott Angle verified a quorum with all members present.

3.0 Action Items

AFSSPRSC1 UF Accountability Plan

Committee Chair Patel stated the UF Accountability Plan is an annual report tied to the state plan for higher education. It is used to align institutional goals with state priorities, and to distribute strategic funding. All twelve institutions in the State University System complete the plan each year. Associate Provost Cathy Lebo is appointed as the University Data Administrator to oversee this process. UF must also submit an annual Data Integrity Certification, based on an internal audit, to prove that the data behind all the metrics are accurate and complete.

He reviewed the 3 key groups of metrics in the UF Accountability Plan:

- **Performance Based Funding Metrics (PBF)**
- **Preeminent Funding Metrics (PFM)**
 - He noted the first two state of Florida universities to receive preeminent status were UF and FSU. USF qualified for preeminent status in 2018. FIU was named as an emerging preeminent institution in 2019.
- **Key Performance Indicators (KPI)**

Committee Chair Patel asked Provost Scott Angle and Associate Provost Lebo to review the UF Accountability Plan.

Provost Angle outlined the 3 basic principles for how we revise our goals each year to better reflect our ambitions and challenges. First, we revise only a few goals per year to not overwhelm ourselves. Secondly, we have never lowered our goals, we always improve them. Lastly, we set enhanced goals that are both achievable and realistic.

Associate Provost Lebo reviewed the UF Accountability Plan by summarizing the metrics, benchmarks set by the state, goals we set for the university, and changes in scores from last year to this year in the following 4 categories: Performance Based Funding, Preeminent Funding, License & Certification, and Enrollment.

Performance Based Funding (PBF)

UF's PBF score increased from 90 to 92 points from 2023 to 2024, which she noted is sufficient to meet our top 3 goal amongst state universities. UF gained two additional overall points on two metrics: 1 point on our percentage of students who graduate or are either still seeking additional education or employed and making at least \$40K and 1 point from improving our three-year graduation rate for students who transfer with an AA from the Florida college system. Overall, UF improved performance on 8 of 11 factors (PBF's #1, #2, #3, #5, #8, #9a, #9b, #10).

UF decreased performance on 3 of 11 factors (PBF's #3.1, #6, #7). She explained the reason behind the decreased performance in these three metrics:

- **PBF #3.1 Average Cost to Student**: This decrease is misleading as our average cost to student is negative. We technically improved on this metric by being slightly less negative, but we are still less than \$0 on the average cost based on the way the state calculates.

- PBF #6 PSE Bachelor Degrees: UF remained above the state goal of 50% in bachelor's degrees awarded in areas the state has designated as programs of strategic emphasis. However, our actual percentage was 59.5% which was short of our goal of 60.0%.
- PBF #7 University Access Rate: We continue to have challenges against the state goals for the percentage of undergraduates who are Pell recipients.

Board Chairman Hosseini emphasized that PBF #7 is a metric he and President Sasse need to work on with the Board of Governors to change the formula to compare us to our national peers, not our sister state universities. The current access rate automatically has UF only being able to achieve 5 out of 10 points because we are becoming more selective. As we increase our selectivity, our access rate score will continue to decrease. Overall, for the maximum 100 points, UF is starting out at 95. We should be judged in comparison to our national peer universities, not our sister state universities because our strategic goals are not the same. This change is something that the Board of Governors needs to take into consideration at their future meetings.

President Sasse stated he is completely aligned with Board Chairman Hosseini's comments. He noted the Board of Governors are open to having conversations on how to upgrade performance based funding in the future to compare us to our national peers. This is a good example of the unintended consequence of how the formula works now. We should be having a conversation where we couldn't be penalized for the fact that we have these price controls in place, and we need more revenue to be able to fund the talent upgrade on the faculty. He added he looks forward to working with the Board and the Board of Governors on this.

Board Chairman Hosseini noted that at the time this PBF ranking was created, we never thought that the market rate was going to stay stagnant. President Sasse agreed and reiterated he is aligned with the Chairman's comments. We want drive us toward more excellence. The formula is from years ago and needs to be reformulated for where we are now. Provost Angle agreed. He added comparisons to several of our national peer institutions. UF scored 22%, University of Michigan scored 18%, and University of Virginia scored 15%. We do well compared to our aspirational peers. He noted the state of California system tends to be a little higher than we are, but there are other factors to that. Board Chairman Hosseini agreed and noted they have their own state Pell grant and federal Pell grant, while the state of Florida system only has the federal Pell grant.

Associate Provost Lebo continued by providing background on how we establish our goals for the PBF metrics. We begin by taking into consideration the state plan, which establishes the benchmarks. We certainly are looking at scores of our peer institutions and at our own position. We are trying to set realistic and achievable goals. We know there is a new state plan to be released this summer, which may change the next iteration of this effort.

She outlined the 4 changed PBF goal funding metrics for 2025:

- PBF #1 Enrolled or Employed: UF goal increased from 79% to 80% to align with new state goal.
- PBF #2 Median Wages: UF goal increased from \$44K to \$50K to align with new state goal.
- PBF #4 Four-year Graduation Rate: UF goal previously planned increase from 74% to 75%.

- PBF #10 Endowment: UF goal previously planned increase from \$2.2B to \$2.291B.

She provided additional background on PBF #10 Endowment and PBF #4 Four-Year Graduation Rate. UF's endowment increased 2.7% between FY22 and FY23. Our goals are based on a conservative 6% return. The endowment is affected by returns and losses on the investments, new cash increases to the base, the payout, and operating costs. For PBF #4 Four-year Graduation Rate, the metrics measured by the state include both undergraduate Main students and Online students. For the U.S. News rankings, there are two separate rankings for undergraduate Main students and Online students. Compared to our national peer institutions, we have good graduation rates, but there is room for improvement. Compared to our sister state universities, we are in the top 4.

Provost Angle noted we have identified some of the bottlenecks that hold up our four-year graduation rates. Vice President Mary Parker's Enrollment Management office and Vice President Heather White's Student Life office have been working diligently on how we can improve. Associate Provost Lebo added her office coordinates with the Career Connections Center to administer a graduation survey to help identify time to degree challenges. She shared that UF is part of the American Talen Initiative (ATI) project. This project looks at Pell access rate trends. VP Parker added the ATI is a national project that many of our top five peers are part of. The group meets to discuss how large public flagships can address the access rate issue. Our data is compared to the other universities in the group. ATI is helping us find ways we can better improve our access rates on a national level.

Preeminent Funding (PRM)

Associate Provost Lebo noted there are 12 metrics a university needs to achieve to be designated as a preeminent institution. UF always achieves 12 out of 12 on these metrics. In FY2023, we improved on 7 metrics, received lower scores on 2 metrics, and had no change on 3 metrics.

For FY2025, our UF goals are to improve scores in 5 PRM metrics:

- PRM C Freshman Retention: UF goal increased from 96% to 97%.
- PRM D Four-Year Graduation Rate: UF goal increased from 75.3% to 76.9%.
- PRM E National Academy Memberships: UF goal increased from 36 to 37.
- PRM F-AP24 Research Expenditures (total): UF goal increased from \$1.086B to \$1.250B.
- PRM G Research Expenditures (Sci Engr non-med): UF goal increased from \$641M to \$767M.

License & Certification - First-Time Pass Rates

Associate Provost Lebo explained there are two standards that are used to examine the license and certification pass rates. The first is a national benchmark in each discipline and the second is the goal we set for UF. In all 8 disciplines, UF passed the national benchmark in every field the last four years.

Board Chairman Hosseini asked for clarification on why our Veterinary pass rate dropped to 92% compared to previous years pass rate of 98%. Provost Angle indicated the national standard was changed as they tried to reduce the pass rate for the entire country. Technically, UF's score decreased less than the national average, so we improved in comparison to other institutions.

Enrollment

Associate Provost Lebo stated as part of the UF Accountability Plan, we are required to include our anticipated enrollment for the next 5-6 years. In tandem with VP Parker's Enrollment Management office, we estimated slight increases from year to year for undergraduate and graduate students.

Board Chairman Hosseini emphasized the importance of further discussion with the President and Board on fall undergraduate headcount. The Board has been focusing on increasing graduate and post-doctoral enrollment. His recommendation to the President and Board is a flat enrollment rate of 38,000 for undergraduates through 2028. President Sasse and Committee Chair Patel expressed their support of the recommended change.

Associate Provost Lebo continued by sharing the significant increase goal for non-resident enrollment from 13% to 21%. Non-residents enrollment includes out-of-state and international students and is based on residency status for tuition. VP Parker asked for clarification on if the 21% is for overall undergraduate enrollment. She stated the 21% was given as our goal for FTIC of the freshman class only, not overall undergraduate enrollment and should be adjusted. Associate Provost Lebo agreed.

Board Chairman Hosseini emphasized the importance of having this conversation of increasing our percentage of out-of-state students, not to exceed 25%, to ensure the vision of the President and Board comes to fruition. We need to make sure this is included in our goals that we submit to the Board of Governors.

He asked for confirmation from President Sasse and Committee Chair Patel to move forward with the two changes discussed: the fall undergraduate headcount to remain at 38,000 and the total of out-of-state undergraduate student maximum to not exceed 25%. Both confirmed their support of the two changes to the report before submission.

Trustee Wright indicated she noticed an error in the numbers on the UF Accountability Plan endowment page. Associate Provost Lebo indicated she would review the page and make any corrections needed.

Committee Chair Patel asked for any questions or further discussion. He then asked for a motion to approve Action Item AFSSPRSC1 for recommendation to the Board for its approval on the Consent Agenda subject to the two changes discussed including a fall undergraduate headcount to remain at 38,000 and the total out-of-state undergraduate student maximum to not exceed 25%. A motion was made by Trustee Zucker and second was made by Trustee Cole. Committee Chair Patel asked for further discussion, and then asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

AFSSPRSC2 Tenure Upon Hire

Provost Angle summarized the 6 Tenure Upon Hire cases. He noted all cases have met the criteria for tenure and have been recommended to the Board by the Provost and President to receive tenure. The Tenure Upon Hire cases are as follows:

- **College of Pharmacy**
 - Dr. Marco Bortolato, Professor, Department of Pharmacodynamics
- **Herbert Wertheim College of Engineering**
 - Dr. Girish Chowdhary, Professor, Department of Mechanical and Aerospace Engineering
 - Dr. Rickard Ewetz, Associate Professor, Department of Electrical and Computer Engineering
 - Dr. Pamela Wisniewski, Associate Professor, Department of Computer and Information Science and Engineering
 - Dr. Jie Xu, Associate Professor, Department of Electrical and Computer Engineering
- **College of Education**
 - Dr. Laura Shannonhouse, Associate Professor, School of Human Development and Organizational Studies in Education

Committee Chair Patel asked for any questions or further discussion. He then asked for a motion to approve Action Item AFSSPRSC2 for recommendation to the Board for its approval on the Consent Agenda, which was made by Trustee Wright, and second which was made by Trustee Brandon. Committee Chair Patel asked for further discussion, and then asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

President Sasse expressed his thanks to the Board, to Committee Chair Patel, and Board Chairman Hosseini for the continued fast paced rhythm in approving tenure upon hire cases. He added Provost Angle and his team have done a great job recruiting new additional faculty talent.

5.0 New Business

There was no new business to come before the committee.

6.0 Adjourn

There being no further discussion, Committee Chair Patel adjourned the meeting at 11:51 a.m.