



**UNIVERSITY OF FLORIDA BOARD OF TRUSTEES AND
COMMITTEE ON EDUCATIONAL POLICY AND STRATEGIC INITIATIVES
JOINT COMMITTEE MINUTES**

Joint Meeting/Telephone Conference Call Meeting

July 27, 2017

Time Convened: 10:32 a.m. EDT

Time Adjourned: 10:59 a.m. EDT

123 Tigert Hall, University of Florida, Gainesville, Florida

1.0 Verification of Quorum

Interim Vice President and General Counsel Amy Hass verified a quorum with all Trustees present except Leonard Johnson, Smith Meyers and Marsha Powers, who were unable to attend.

Committee and Board Members present were:

James W. Heavener (Board Chair), Jason J. Rosenberg (Committee Chair), Mori Hosseini (Board Vice Chair), David L. Brandon, Rahul Patel, Steven M. Scott, David M. Quillen, Robert G. Stern, David M. Thomas, Anita G. Zucker. Leonard Johnson, Smith Meyers and Marsha Powers were unable to attend.

Others present were:

W. Kent Fuchs, President; Winfred Phillips, Executive Chief of Staff; Joseph Glover, Provost and Senior Vice President for Academic Affairs; Amy Hass, Interim Vice President and General Counsel; Melissa Orth, Senior Director, Government Relations; Janine Sikes, Assistant Vice President, Public Relations; John Hines, Coordinator, Public Affairs; Brigit Dermott, Executive Assistant; and Becky Holt, Executive Assistant.

2.0 Call to Order and Welcome

Committee Chair Jason Rosenberg welcomed everyone in attendance and called the Joint Meeting of the Board of Trustees and Committee on Educational Policy and Strategic Initiatives to order at 10:32 a.m.

3.0 Action Item

EP1. Performance Based Funding-Choice Metric 10

Provost Glover discussed, in order of priority, the three Metric 10 proposals that the University has chosen as options for the Performance Based Funding-Choice Metric 10. The University will submit the following three proposals to the Board of Governors, ranked in order of preference:

- | | |
|-------------|--------------------------------|
| Priority #1 | 4-year Graduate Rates |
| Priority #2 | 4-Year Minority Graduate Rates |
| Priority #3 | UF Capital Campaign |

Committee Chair Rosenberg asked for a motion to approve Committee Action Item EP1-Performance Based Funding Choice Metric 10 for simultaneous approval by the Committee and the Board, both of which include all the Trustees, which was made by Trustee Zucker and a second, which was made by Trustee Quillen. The Committee Chair asked for further discussion, and then asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

4.0 New Business

Trustee Hosseini asked Provost Glover to address measures to improve the 4-year graduation rate and student employment after graduation. Provost Glover reported that the strategic plan that will be submitted to the Board of Governors addresses both topics in detail. The plan outline will be discussed on the scheduled August 29 Board of Trustees' conference call / meeting. Trustee Stern inquired how the hiring of the additional faculty is being handled. Provost Glover indicated that hiring will be done in stages. For the fall 2017 semester, the deans have been authorized to hire adjunct faculty. Provost Glover noted that these new adjunct faculty will have an immediate positive impact on the student-faculty ratio. An additional 200 hires have been authorized for the current fiscal year, including 100 lecturers and 100 tenure-track faculty. Additional authorizations for hiring a mix of junior and senior tenure track faculty will follow. Trustee Patel asked for a breakdown of the hires by College, and Provost Glover agreed to provide this information at the upcoming Board of Trustees' retreat.

5.0 Adjourn

After asking for further discussion and hearing none, Board Chair Heavener adjourned the joint meeting of the Board of Trustees and the Committee on Educational Policy and Strategic Initiatives at 10:59 a.m. EDT.



**UNIVERSITY OF FLORIDA BOARD OF TRUSTEES’
COMMITTEE ON EDUCATIONAL POLICY AND STRATEGIC INITIATIVES
AND
UNIVERSITY OF FLORIDA BOARD OF TRUSTEES
JOINT MEETING AGENDA
Joint Meeting/Telephone Conference Call Meeting
123 Tigert Hall, University of Florida, Gainesville, Florida
Thursday, July 27, 2017
Beginning at 10:30 a.m. EDT**

University of Florida Board of Trustees and University of Florida Board of Trustees Committee on Educational Policy and Strategic Initiatives Members:

James W. Heavener (Board Chair), Jason J. Rosenberg (Committee Chair), David L. Brandon, Mori Hosseini, Leonard H. Johnson, W. Smith Meyers, Rahul Patel, Marsha D. Powers, David M. Quillen, Steven M. Scott, Robert G. Stern, David M. Thomas, Anita G. Zucker

- 1.0 Verification of QuorumAmy M. Hass, Interim Vice President and General Counsel
- 2.0 Call to Order and Welcome James W. Heavener, Board Chair and
Jason J. Rosenberg, Committee Chair
- 3.0 Action Items (Consent) James W. Heavener, Board Chair

Board of Trustees and Committee on Educational Policy & Strategic Initiatives

[EP1. Performance Based Funding-Choice Metric 10](#)

- 4.0 New BusinessJames W. Heavener, Board Chair
- 5.0 AdjournJames W. Heavener, Board Chair, and
Jason J. Rosenberg, Committee Chair



**UNIVERSITY OF FLORIDA BOARD OF TRUSTEES
COMMITTEE ON EDUCATIONAL POLICY AND STRATEGIC INITIATIVES
COMMITTEE ACTION ITEM EP1
July 27, 2017**

SUBJECT: Performance Based Funding – Choice Metric 10

BACKGROUND INFORMATION

The Board of Governors' Budget and Finance Committee is requesting that each university provide by September 1, 2017, the following for discussion at its October 3 committee meeting:

1. Each Board of Trustees should choose three metrics from a list of metrics. One of the three metrics can be the current metric. If there is not a metric on this list that the university has included in its institutional strategic plan then contact Board staff to discuss. The three metrics should be prioritized in order of preference.

2. The Board of Trustees should propose benchmarks for excellence, on a scale of 1-10, for each of the three metrics. The excellence benchmarks should be established so that in the first year of implementation, the university will receive no more than seven (7) points.

3. The Board of Trustees should propose benchmarks for improvement, on a scale of 1-10, for each of the three metrics.

The University of Florida is recommending the attached metrics to be presented to the Board of Governors for discussion at its October 3 Budget and Finance Committee meeting.

PROPOSED COMMITTEE ACTION

The Committee on Educational Policy and Strategic Initiatives, which is a Committee of the full Board, and the full Board of Trustees are asked to approve the three recommended metrics to the Board of Trustees to be submitted to the Board of Governors for their review at the October 3 Budget and Finance Committee Meeting.

ADDITIONAL COMMITTEE CONSIDERATIONS

Board of Governors' approval is required.

Supporting Documentation Included: See [attachments](#).

Submitted by: Joseph Glover, Provost and Senior Vice President for Academic Affairs

Approved by the University of Florida Board of Trustees, July 27, 2017.

James W. Heavener, Chair

W. Kent Fuchs, President and Corporate Secretary

UF METRIC 10 PROPOSAL
Based on 4-year Graduation Rates
Priority #1

While the 6-year graduation rate has been emphasized for many years through the federal IPEDS system and for several years through the BOG Performance Funding metrics, there has been renewed interest recently in improving four-year graduation rates. Each freshman class and the undergraduate student body at UF are largely full-time, and relatively few students transfer out, and so it is reasonable to seek improvement. The four-year graduation rate hovers in the 66-67% range, and the six-year graduation rate hovers in the 86-87% range. These performance statistics place UF among the top third of public universities in the AAU, but there is clearly room for improvement. Improvement in the four-year rate would benefit students, state, and university in a variety of ways:

- By encouraging students to graduate in four years, it would reduce their total educational expenses and associated debt
- It would enable them to obtain gainful employment or begin study for advanced degrees earlier
- If more students graduated in four years, UF could offer increased access in the freshman class
- It would improve UF's national reputation

UF proposes to adopt 4-year graduation rates as Metric #10 in the Performance Funding system.

UF is within striking distance of very high performance among public universities, given the tools at its disposal. Achieving this goal would take at least five years of sustained effort, however. Most of the public universities performing better than UF have 4-year graduation rates ranging from 68% to 75%. (There are two outlier public AAU universities. UNC Chapel Hill has an 81% 4-year graduation rate, while the University of Virginia has an 87% 4-year graduation rate. However, UF is not authorized to use some of the tools they use to achieve those results, including high tuition and punitive policies. It is unlikely that UF could achieve those levels of graduation rates without major policy changes for which there is little support currently.)

Note that the BOG 2025 Strategic Plan seeks to achieve a system-wide goal of a 50% 4-year graduation rate. UF already exceeds that goal by a substantial margin.

Consequently, UF proposes the following "Excellence scale"

73-75 10 points

70-72 9 points

67-69 8 points

- 64-66 7 points
- 61-63 6 points
- 58-60 5 points
- 55-57 4 points
- 52-54 3 points
- 49-51 2 points
- 46-48 1 point
- 0-45 0 points

For an Improvement Scale, UF suggests a scale based upon percentage improvement of the four-year graduation rate as compared to the previous year. For example, if UF's rate is 66% in year 1 and improves in year 2 by 1.5% to 66.99%, then UF would earn 7 points on the Improvement Scale, as illustrated below. Over the past five years, UF's average annual rate of improvement has been about 1.5%.

10 points	1.8% improvement
9 points	1.7% improvement
8 points	1.6% improvement
7 points	1.5% improvement
6 points	1.4% improvement
5 points	1.3% improvement
4 points	1.2% improvement
3 points	1.1% improvement
2 points	1.0% improvement
1 point	0 to .99% improvement
0 points	No improvement

Four-Year Graduation Rate Data for the Past Five Years for Full-time students:

- 2007-08 Cohort: 65%
- 2008-09 Cohort: 67%
- 2009-10 Cohort: 66%
- 2010-11 Cohort: 67%
- 2011-12 Cohort: 67%

UF METRIC 10 PROPOSAL
Based on 4-year Minority Graduation Rates
Priority #2

Success in diversity is often measured by the percentage of minority students who enroll in a university. UF believes their graduation statistics are an equally important measure of success. Ultimately, the student will need diploma in hand to reach full potential in the workplace and in subsequent graduate and professional study. (Minorities include American Indian or Alaska Native, Asian, Black or African American, Hispanic, Native Hawaiian or Other Pacific Islander, Two or more races.)

The four-year graduation rate for minority students hovers in the 62-66% range, and the six-year graduation rate hovers in the 84-86% range. These performance statistics place UF among the top third of public universities in the AAU, but there is clearly room for improvement. Improvement in the four-year rate would benefit students, state, and university in a variety of ways:

- By encouraging minority students to graduate in four years, it would reduce their total educational expenses and associated debt
- It would enable them to obtain gainful employment or begin study for advanced degrees earlier
- If more minority students graduated in four years, UF could offer increased access in the freshman class

UF proposes (as its second priority) to adopt 4-year minority graduation rates as Metric #10 in the Performance Funding system.

UF is within striking distance of very high performance among public universities, given the tools at its disposal. Achieving this goal would take at least five years of sustained effort, however. Most of the public universities performing better than UF have average minority 4-year graduation rates ranging from 70% to 85% (for the 2007 to 2009 cohorts).

UF proposes the following “Excellence scale”

Average of three cohorts, 2007 to 2009

80-85%	10 points
75-79%	9 points
70-74%	8 points
65-69%	7 points
60-64%	6 points

55-59%	5 points
50-54%	4 points
45-49%	3 points
40-44%	2 points
35-39%	1 point
34% or below	0 points

For an Improvement Scale, UF suggests a scale based upon percentage change in the four-year graduation rate over two years, from the 2007 to 2009 entering cohorts.

*Increase from 2007 to 2009
in minority four-year graduation rates*

>=8%	10 points
6-7%	9 points
4-5%	8 points
2-3%	7 points
1%	6 points
0%	5 points
-1%	4 points
-2%	3 points
-3%	2 points
-4%	1 point
-5% or less	0 points

FIVE YEARS OF UF DATA: 4-YEAR GRADUATION RATES FOR MINORITY STUDENTS:

2005 cohort: 54.3%

2006 cohort: 59.6%

2007 cohort: 62.4%

2008 cohort: 66.4%

2009 cohort: 64.6%

UF METRIC 10 PROPOSAL
Based on UF Capital Campaign
Priority #3

One of the key initiatives featured in UF's Work Plan is the \$3B Capital Campaign. As stated in the Work Plan,

In October, UF will announce the public phase of a \$3B capital campaign. This initiative will help provide resources for the margin of excellence we seek and also foster recognition of the university's world-class achievements in learning, discovery, engagement, and economic development. We will place special emphasis on growing the endowment from \$1.5B to \$3B and on securing named professorships and chairs to help attract and retain world-class faculty. The funds that accompany these endowed positions will provide them with resources to attract the best graduate students and underpin their research efforts. In addition, we will seek private funds to help underwrite the cost of new construction and renovation on the campus. With a return of \$8 for every \$1 invested in this enterprise, the capital campaign offers excellent ROI for UF and the state.

During the quiet phase of the campaign (fiscal years 15, 16, and 17), UF has achieved confirmed commitments of \$1.2B, approximately 40% of the working goal. The campaign is an 8-year effort, and we anticipate the campaign will close in the fall of 2022. Therefore, we have five years remaining in the campaign: Fiscal Year 18, 19, 20, 21, and 22.

In order to reach the \$3B goal, UF will need to secure commitments of 400M+ each year. Our targets for each fiscal year are as follows:

- \$400M for FY17-18
- \$420M for FY18-19
- \$440M for FY19-20
- \$460M for FY20-21
- \$480M for FY21-22

Proposed Metric 10 Scoring: If UF achieves 100% or more of its target in the previous fiscal year, it scores 10 points. If it achieves 90%, it scores 9 points, etc.

Confirmed Commitments for the Past Five Years:

- 2012-13 - \$271M
- 2013-14 - \$302M
- 2014-15 - \$314M
- 2015-16 - \$402M
- 2016-17 - \$448M est.