



**Board of Trustees**  
**Strategic Planning and Performance Measures Committee Minutes**  
**Chair Kenneth Jones, Chairperson**  
**Thursday, June 11, 2026**

The Strategic Planning and Performance Measures Committee met on Thursday, June 11, 2026. The meeting was attended by Chair Jones, Trustee Brown, Trustee Washington, Trustee Williams, and other members of the committee. A quorum was present.

**Action Items**

**Approval of Minutes – February 12, 2026, Meeting**

Chair Jones announced the committee's only action item would be approval of the February 12, 2026, meeting minutes. The committee approved the minutes from the February 12, 2026 meeting.

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**Informational Item: 2022–2027 Boldly Striking Strategic Plan Progress and Strategic Planning Update**

Chair Jones opened the discussion by stating the committee would receive an update on the University's progress toward achieving the goals outlined in the **2022–2027 Boldly Striking Strategic Plan**, followed by an overview of the University's next strategic planning process.

The presentation focused on institutional performance across student success, academic excellence, brand enhancement, financial sustainability, and organizational effectiveness. It also demonstrated how dashboards and scorecards are being utilized to strengthen accountability, support evidence-based decision-making, and monitor progress toward strategic priorities. Additionally, the presentation highlighted the University's continued emphasis on continuous assessment, institutional effectiveness, and long-term strategic execution.

Dr. Roddrick Jones expressed appreciation for the opportunity to present the University's progress and noted that President Johnson has increased the University's focus on leveraging institutional data to guide decision-making, improve performance, and strengthen alignment with the University's mission and vision.

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**Student Success**

Student success continues to serve as the University's highest institutional priority. The committee reviewed Academic Progress Rate (APR) and six-year graduation rates for Pell-eligible students.

The indicators reflected continued improvement in both measures, demonstrating that investments in advising, student support services, and academic interventions continue to positively influence student persistence and degree completion. The presentation noted that these trends position the University well to achieve its established 2027 strategic goals.

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### **Graduation and Career Outcomes**

The committee reviewed progress in four-year graduation rates and post-graduation outcomes, including employment and continued education.

The presentation noted that improvements in these measures demonstrate the University's continued success in preparing graduates for meaningful careers and advanced educational opportunities while supporting timely degree completion.

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### **Affordability, Access, and Economic Mobility**

The committee received an update on measures related to affordability, transfer student success, wage outcomes, student costs, and Pell Grant access.

Although several measures remain works in progress, the overall trends continue to reflect the University's commitment to providing accessible, affordable, and high-value educational opportunities while promoting economic mobility for graduates.

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### **Academic Excellence**

Measures related to transfer degree production and graduate and doctoral enrollment were reviewed.

While doctoral enrollment has experienced periodic fluctuations, recent indicators demonstrate continued improvement and momentum. Graduate education was recognized as an essential component of the University's long-term research aspirations and academic competitiveness.

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### **Programs of Strategic Emphasis**

The committee reviewed undergraduate and graduate degree production within Programs of Strategic Emphasis aligned with Florida's workforce and economic priorities.

The presentation noted continued positive trends in degree production and explained that current metrics reflect the previous Performance-Based Funding methodology. Members were advised that the revised Performance-Based Funding (PBF 2.0) framework will be fully implemented beginning with the 2026–2027 reporting cycle.

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### **Brand Enhancement**

The committee reviewed institutional reputation measures, including national rankings, peer reputation, and recognition among Historically Black Colleges and Universities.

Although annual rankings may fluctuate, the presentation emphasized the University's continued strength and the importance of sustained investment in academic quality, student success, research productivity, and strategic communications.

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### **Financial Sustainability**

The committee reviewed research expenditures, philanthropic support, and long-term financial indicators.

These measures continue to demonstrate the University's commitment to responsible fiscal stewardship while supporting students, faculty, academic programs, and institutional priorities. Continued emphasis will be placed on strategies that strengthen long-term financial sustainability.

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### **Organizational Effectiveness and Transformation**

The committee received an overview of findings from recent employee engagement and State of the University surveys.

Survey results highlighted strengths related to organizational culture, collaboration, employee engagement, and workplace relationships while identifying opportunities to further strengthen communication and institutional awareness. The presentation also indicated that employees generally understand the University's strategic direction and remain committed to serving students and stakeholders.

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## **Institutional Dashboards and Data Governance**

The presentation concluded with an overview of the University's expanding use of dashboards and scorecards to improve transparency, accountability, and data-informed decision-making across colleges and administrative units.

The committee also received an update on forthcoming data governance initiatives designed to establish common data definitions, improve data quality and consistency, clarify data ownership, and standardize reporting processes throughout the institution. These initiatives will strengthen confidence in institutional data while supporting continuous improvement and strategic execution.

Dr. Jones concluded by recognizing the SPAIE team for its dedication to institutional planning, reporting, analytics, and student success initiatives.

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## **Committee Discussion**

Chair Jones commended the University's positive trajectory across multiple strategic priorities and congratulated the team for its continued efforts.

In response to a question regarding employee engagement surveys, Dr. Jones explained that institutional engagement surveys are generally conducted on an annually basis and noted that a student-focused survey is planned for the beginning of the upcoming fall semester.

Trustee Young requested that future presentations include benchmark comparisons with peer and aspirational institutions to provide additional context for key performance indicators. Dr. Jones indicated that peer benchmarks are already considered during the planning process and confirmed that additional benchmarking information can be incorporated into future presentations.

Committee members also discussed increasing Board engagement in institutional survey efforts and noted that strategic planning and presidential goals would be discussed more extensively during the upcoming Board retreat.

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## **Strategic Planning Update**

Chief Operating Officer Lawson provided an overview of the University's next strategic planning process.

He explained that the University has elected to transition from a five-year planning horizon to a three-year strategic planning cycle to remain more responsive to rapid changes affecting higher education, including advances in artificial intelligence, technology, and workforce needs.

The committee received an overview of the alignment between the current **Boldly Striking Strategic Plan** and the State University System's **2030 Strategic Plan**, as well as the University's strategic planning framework. The process includes broad participation from faculty, staff, students, administrators, external stakeholders, and Foundation representatives.

Mr. Lawson also reviewed the planning timeline, noting that multiple strategic planning sessions have already been completed and additional sessions will continue through April 2027. He highlighted the University's partnership with J.P. Morgan, whose expertise is helping inform the University's long-term strategic direction and implementation planning.

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### **Adjournment**

There being no further business, the meeting was adjourned.