

BOARD OF TRUSTEES

# Strategic Planning Committee Meeting Agenda

**Tuesday, November 15, 2022**

**1:30 PM – 2:30 PM**

***Or upon the conclusion of the previous committee meeting***

**Florida Polytechnic University  
Applied Research Center and via WebEx**

**Dial in: 1-415-655-0001 | Access code: 2428 130 3556#**

## MEMBERS

Gary Wendt, Chair  
Dr. Narendra Kini

Lyn Stanfield, Vice-Chair  
Dr. Susan LeFrancois

Beth Kigel

## AGENDA

- |      |  |                    |
|------|--|--------------------|
| I.   | Call to Order  | Gary Wendt, Chair  |
| II.  | Roll Call  | Michele Rush       |
| III. | Public Comment   | Gary Wendt         |
| IV.  | <a href="#">Approval of the September 21, 2022 Minutes</a><br><b>*Action Required*</b> | Gary Wendt         |
| V.   | <a href="#">Strategic Planning Committee Work Plan Review</a>                          | Gary Wendt         |
| VI.  | <a href="#">Discussion of Proposed Strategic Plan Priorities</a>                       | Dr. Randy K. Avent |
|      | A. Review of Mission and Vision Statements<br><b>*Action Required*</b>                 |                    |
| VII. | Closing Remarks and Adjournment  | Gary Wendt         |





# Strategic Planning Committee Meeting Minutes

## DRAFT MEETING MINUTES

Wednesday, September 21, 2022  
1:30 p.m. – 2:30 p.m.

### Florida Polytechnic University WEBEX TELE-CONFERENCE MEETING

I. Call to Order

Committee Chair Gary Wendt called the Strategic Planning Committee meeting to order at 1:30 p.m.

II. Roll Call

Michele Rush called the roll: Committee Chair Gary Wendt, Committee Vice Chair Lyn Stanfield, Trustee Susan LeFrancois, and Trustee Beth Kigel were present (Quorum).

Committee Member Not Present: Trustee Narendra Kini (excused).

Other Trustees present: Chair Cliff Otto, Trustee Mark Bostick, Trustee Bob Stork, and Trustee Melia Rodriguez.

Staff present: President Randy Avent, Provost Terry Parker, Dr. Allen Bottorff, Mike Dieckmann, Kathy Bowman, David Calhoun, Melaine Schmiz, Alex Landback, David Blanton, Kristen Wharton, and Michele Rush.

III. Public Comment

There were no requests received for public comment.

IV. Approval of the September 8, 2021 Minutes

**Trustee Beth Kigel made a motion to approve the Strategic Planning Committee meeting minutes of September 8, 2021. Trustee Susan LeFrancois seconded the motion; a vote was taken, and the motion passed unanimously.**

V. Strategic Planning Committee Charter: 2022-2024

Committee Chair Wendt brought forward the Strategic Planning Committee Charter for discussion. Every two years, each committee reviews its charter for the purpose of ensuring that it accurately reflects the committee's responsibilities. There was no discussion.

**Trustee Lyn Stanfield motion to recommend approval of the 2022-2024 Strategic Planning Committee Charter to the Board of Trustees. Trustee Beth Kigel seconded the motion; a vote was taken, and the motion passed unanimously.**

## VI. Strategic Planning Committee Work Plan 2022-2024

Committee Chair Wendt brought forward the Strategic Planning Committee Work Plan for discussion. Every two years, each committee reviews its Work Plan to ensure it accurately reflects the work done in quarterly committee meetings. There was no discussion.

**Trustee Beth Kigel made a motion to approve the Strategic Planning Committee Work Plan. Trustee Susan LeFrancois seconded the motion; a vote was taken, and the motion passed unanimously.**

## VII. Charge from Board Chair

Board Chair Cliff Otto formally charged the Strategic Planning Committee as an ad hoc committee. Thus, this committee will only function when there is an active process to review and renew the University's Strategic Plan.

Otto reviewed the Board of Governors directive to university boards of trustees to adopt a strategic plan in alignment with their institution's mission. Additionally, each university must adopt a strategic plan in alignment with the Board of Governors' systemwide strategic plan and regulations. Otto further stated it is the duty of this committee to oversee the alignment of the University's strategic plan with the institutional mission and vision to ensure long term fiscal sustainability and growth of this higher education institution.

Otto asked President Avent to present the action items and a timeline for the strategic planning process, as well as conduct a review of the University's current mission and vision statements. He encouraged active participation within the committee as the strategic plan process is launched.

Otto ended by reminding the committee the charge is strategic work and the committee will remain at that level, with University leadership developing the tactics with consensus between the Board of Trustees and University Administration.

## VIII. Positioning and the Strategic Planning Process

President Avent started the discussion by defining the elements that create a roadmap for the strategic planning process:

- Positioning which defines Florida Poly's intentional place in the market; this is determined by reviewing trends, strengths, weaknesses, opportunities, and threats (SWOT). It culminates in mission and vision statements
- Priorities and Processes which form the bulk of the Strategic Plan. Priorities are determined by what a university does to define its strategy and how a university differentiates itself. Processes are the action items that need to be accomplished to achieve those priorities
- Performance defines the metrics for both priorities and processes. Priorities' metrics are outcomes and align to Performance Based Funding (PBF). Processes also need to be instrumented to collect data on their effectiveness in achieving outcomes
- Payments and Goals answers the question, "how will we pay for all of this." Payments and goals are part of the yearly operational plan and not included in the strategic plan

President Avent continued the presentation with the proposed schedule for the committee's work, culminating with Board of Trustees approval of the plan at the September 2023 meeting.

President Avent reviewed the three key points of the 2025 SUS Strategic Plan followed by a SWOT analysis of Florida Poly's three key differentiating factors: Florida Poly is a small institution, a young institution, and 100% STEM. Each has a combination of strengths, weaknesses, opportunities, and threats. President Avent also reviewed a chart of how Florida Poly compares to peer institutions. He stated Florida Poly is considered an "emerging engineering" institution; he suggested a trajectory that takes the Institution from "emerging engineering" to "elite undergraduate engineering" then to "emerging research university."

Trustee Lyn Stanfield stated given the fact that Performance Based Funding (PBF) metrics require progression, and that Florida Poly desires to be an elite undergraduate engineering institution, she asked if there are any concerns with the need to equally build out opportunities for students to progress into graduate school. President Avent explained that being in an undergraduate school does not mean they are not being prepared for graduate school. Florida Poly will continue to grow the graduate program, but it will be a minimum of five years before the discussion of Ph.D. programs begin.

Board Chair Otto asked if, in general as compared to our peers, a master's program is typically populated by students who already have an undergraduate (UG) degree in engineering; and is there an advantage to a student to have both an undergraduate and graduate degree in a particular engineering field. President Avent responded in the affirmative that students typically have the same degree for both UG and graduate. Having a graduate degree typically provides a higher income for the graduate. Provost Parker stated the graduate program exposes a student to a deeper level and greater range of material. While a master's degree provides greater opportunity, the employer also has a greater expectation of a master's graduate. Otto encouraged administration to consider the degree combinations that would be most attractive to UG students who also want a master's degree.

Trustee Stanfield stated tech companies are moving from states like California to states like Texas, and that will most likely continue. She asked if there is any correlation between the economic development expectations to attract new companies to the state of Florida and Florida Poly paying attention to industry trends and working with Enterprise Florida or other state organizations, so the University is best positioned for the future. President Avent replied the University has been collaborating with the Florida Chamber and the Council of 100 and that administration does take economic development expectations and future workforce gaps into consideration when adding new degrees.

Trustee Susan LeFrancois inquired if the committee could consider how the University can attract faculty members who have a greater interest in growing their research resume. Also, could Florida Poly's peer universities already have faculty development strategies for teaching and research that our University can utilize to move down this path. President Avent responded this path will not happen overnight. Focus has been on developing a strong UG program and the next task will be to strengthen the master's program before adding a Ph.D. program. He predicts having a more research-focused institution in fifteen years.

#### IX. Review Mission and Vision Statement

Florida Poly's current mission and vision were discussed, with consideration of changing the vision statement to better reflect the current and future Florida Poly.

The committee agreed Florida Poly's mission statement will remain the same:

*Serve students and industry through excellence in education, discovery and application of engineering and applied sciences*

Previously, Committee Chair Wendt suggested changing the vision statement to include concepts of institutional and student leadership; this is reflected in the proposed vision statement. The existing vision statement reads:

*Florida Poly will be a premier STEM university known for producing highly desirable graduates and new technology solutions*

The proposed vision statement reads:

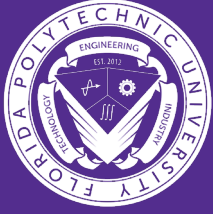
*Florida Poly will be a leader in building Florida's technology-based economy*

Committee Chair Wendt confirmed his support for the proposed vision statement. Trustee Beth Kigel also stated her support for this simplified statement that will appeal to the leadership in the state of Florida.

Finally, President Avent reviewed four critical focus issues to be discussed in future committee meetings: faculty growth, leadership, and rank demographics; student experience; graduate programs; and strategic degree offerings.

X. Closing Remarks and Adjournment

With no further business to discuss the meeting adjourned at 2:34 p.m.



BOARD OF TRUSTEES

# Strategic Planning Committee Work Plan

## Strategic Planning Committee Work Plan 2022-2024

When the ad hoc Strategic Planning Committee is activated by the Board Chair, the Committee will assist University administration in the strategic planning process by accomplishing the following tasks:

- Review the University's strategic plan, and propose revisions when appropriate
- Identify key strategic goals and assist administration in setting measurable goals and realistic objectives
- Act as a sounding board for ideas and plans, including the strategy process as well as issues that arise
- Work on specific items that the board may assign and review and make recommendations that go back to the board. For instance, at certain points in the process, the board may have a discussion and want the committee to refine the outputs into a recommendation
- Recommend a draft of the strategic plan for the Board of Trustees review and acceptance
- Be the champions of the process and the strategy at the board table and beyond

**Florida Polytechnic University  
Strategic Planning Committee  
Board of Trustees  
November 15, 2022**

**Subject: Discussion of Proposed Strategic Plan Priorities**

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**Proposed Committee Action**

Recommend approval to the Board of Trustees of a new University Vision Statement to read "Florida Poly will be an academic leader in building Florida's technology-based economy."

**Background Information**

After first round of discussions on the new Strategic Plan, President Avent was concerned that he hadn't provided a sufficient venue for all Trustees to voice their input. So, in discussions with Committee Chair Gary Wendt and Board Chair Cliff Otto, it was decided the format needed to change.

Beginning with this meeting, President Avent will provide time for everyone to discuss a particular topic and then the Strategic Planning Committee will act on those discussions to develop the plan at the following meeting.

To prepare for this first round of discussions, President Avent formed an internal planning committee that included senior and academic leadership to provide background information and thoughts on positioning. The summarization contains discussion points, and it is highly encouraged that Trustees review and study it before this meeting.

President Avent will not present his standard presentation; rather, he plans to facilitate a discussion on each of these topics and will seek Trustees' input.

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**Supporting Documentation:** Document titled "Strategic Planning Outline"

**Prepared by:** Dr. Randy K. Avent, President



## **MISSION STATEMENT (WHY DO WE EXIST?)**

Serve students and industry through excellence in education, discovery and application of engineering and applied sciences

## **VISION STATEMENT (WHAT FUTURE DO WE WANT TO CREATE?)**

Florida Poly will be an academic leader in building Florida's technology-based economy

## **VIVID DESCRIPTION OF THAT FUTURE (WHAT'S THAT VISION LOOK LIKE IN 10-30 YEARS)**

- 1) Produce graduates with attractive industry skills
  - a) *Applied focus on majors that lead to high-paying jobs*
  - b) *Enroll a highly talented and diverse student body*
  - c) *Produce well-rounded graduates that can collaborate, innovate, adapt, and lead*
- 2) Known for attracting and growing technology-based companies
  - a) *Vibrant technology-focused business park attached to Florida Poly*
  - b) *Strong connections between the university and industry through joint research, internships, capstone projects, and careers*
  - c) *Included in state economic development missions and discussions*
  - d) *Student startup culture*
- 3) Growing influence in academic research
  - a) *Emergence of core research aligned to our degrees and critical industries*
  - b) *Key faculty members recognized as experts in their fields*
- 4) Ranked as a top engineering school by STEM peers
  - a) *Top engineering university in the state in national rankings*
  - b) *Growing international reputation*

**Example:** *Ranked as the top engineering university in the state and widely recognized for producing graduates in STEM fields that are well-rounded and prepared to be leaders in industry. With this, industry wants strong collaborations with the University and move their technology centers into a vibrant research park attached to the University. They have strong interactions with our students and our faculty, leading to a growing research influence in critical fields.*

## **CORE VALUES (WHAT IS IMPORTANT TO US)**

- 1) Transform student's lives
  - a) *Student centered focus with a full university experience*
- 2) Institutional success begets individual success
  - a) *Primary focus is on the university's success*
  - b) *Opportunities for employee success and progression*
  - c) *Meritocracy*
- 3) Data driven operations

- a) *Efficient operations*
- b) *Better decisions through data analysis*
- 4) Embrace diverse perspectives
  - a) *Value racial, gender, geographic, and political diversity*
  - b) *Create an inclusive, equitable, and respectful community*

## **RELEVANT NATIONAL TRENDS**

- 1) Choice and flexibility
  - a) *Students want more courses in a variety of formats*
  - b) *Many students will focus on quicker credentials over degrees, particularly in IT*
  - c) *Residential experiences may be a differentiated value for universities*
- 2) Changing demographics
  - a) *Florida's decline in traditional FTIC students will be less than nationally*
  - b) *Florida will see significant growth in early-career adult learners*
  - c) *Browning of America more prevalent in Florida*
  - d) *Declining male college entrants could affect engineering*
- 3) Competitive landscape
  - a) *More competition from MOOCs, employer certificate programs, and online universities*
  - b) *Strong relevance to Computer Science, less so to Engineering*
- 4) Student success
  - a) *Continued pressure on retention, graduation rates, access, and cost*
  - b) *Narratives that question the value of degrees and college attendance*
- 5) Uncertain revenues
  - a) *Florida is now the lowest tuition in the country and PBF is not recurring*
- 6) Increasing control, oversight, and compliance requirements
  - a) *Exponential increase in almost all aspects of university oversight drives administrative loads*
- 7) COVID learning loss
  - a) *Math is a contact sport and many students disengaged during COVID*
- 8) Mental health challenges
  - a) *Ongoing issue of more significance to a STEM institution*

## **UNIQUE HEADWINDS FOR FLORIDA POLY**

- 1) Limited reputation and brand recognition
- 2) Growth and mass
- 3) Financial resiliency
- 4) Diversity adverse degrees
- 5) Faculty rank demographics
- 6) Embryonic graduate program
- 7) Small and isolated campus
- 8) Performance metrics meant for comprehensive universities

## **PRESERVE THE CORE ...**

- 1) Commitment to **core** STEM (engineering, mathematical, and physical sciences)
  - a) *Degrees aligned to state's workforce needs in applied programs*
- 2) Student academic excellence
  - a) *Deep disciplinary knowledge*
  - b) *Interdisciplinary experiential learning*
  - c) *Commitment to undergraduate program*
- 3) Strong connections to industry
  - a) *Preparing students with real-world work environments*
- 4) High touch model with small classes
  - a) *High-quality teaching*
  - b) *Student development experiences and personal health*
- 5) Flat organizational structure with porous boundaries that is agile and adaptable
  - a) *Centralized operations*

## **... WHILE STIMULATING PROGRESS**

- 1) Strategic growth
  - a) *Grow our student body with quality*
  - b) *Grow programs to increase applications, state impact, diversity, and improve student success metrics*
  - c) *Grow faculty to support our curriculums and increase the research mission*
  - d) *Grow name recognition and rankings through branding*
- 2) Become a leader in undergraduate engineering education
  - a) *Continuously improve teaching standards*
  - b) *Explore new pedagogy approaches, online, and technology integration*
  - c) *Help students achieve their potential*
  - d) *Continuously evolve the curriculum*
- 3) Build an emerging research capacity that strengthens the institution
  - a) *Aligned to core degrees and critical industries*
  - b) *Grow and strengthen the graduate program*
- 4) Grow and support a modern workforce
  - a) *Normalize titles and compensation*
  - b) *Explore new workspaces and operations for employees*
  - c) *Make investments in supportive infrastructures*