



BOARD OF TRUSTEES

Strategic Planning Committee Meeting Agenda

Wednesday, February 8, 2023
9:45 AM – 10:15 AM

Virtual via WebEx

Dial in: 1-415-655-0001 | Access code: 2430 950 3000#

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. | Approval of the November 15, 2022 Minutes
Action Required | Gary Wendt |
| V. | Review and Approve Proposed 2023-2028 Strategic Plan Priorities
Action Required | President Randy Avent |
| VI. | Closing Remarks and Adjournment | Gary Wendt |



Strategic Planning Committee Meeting Minutes

DRAFT MEETING MINUTES

Wednesday, November 15, 2022
1:30 p.m. – 2:30 p.m.

Florida Polytechnic University
Applied Research Center (ARC) and Virtual via Webex

I. Call to Order

Committee Chair Gary Wendt called the Strategic Planning Committee meeting to order at 1:37 p.m.

II. Roll Call

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

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

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

III. Public Comment

There were no requests received for public comment.

IV. Approval of the September 21, 2022 Minutes

Trustee Beth Kigel made a motion to approve the Strategic Planning Committee meeting minutes of September 21, 2022. Committee Vice Chair Lyn Stanfield seconded the motion; a vote was taken, and the motion passed unanimously.

V. Strategic Planning Committee Work Plan 2022-2024

Committee Chair Wendt brought forward the Strategic Planning Committee Work Plan for review. There was no discussion.

VI. Discussion of Proposed Strategic Plan Priorities

After the first round of discussions in September on the new Strategic Plan, President Avent was concerned he had not provided a sufficient venue for the full Board of Trustees to voice their input. So, in discussions with Committee Chair Wendt and Board Chair Cliff Otto, it was decided the format needs to change.

To prepare for today's discussions, President Avent formed an internal planning committee that included senior and academic leadership who provided background information and thoughts on positioning. The summarization contained discussion points, and President Avent highly encouraged Trustees to review and study it before this committee meeting.

President Avent did not present the standard presentation; rather, he facilitated a discussion on each of these topics and sought Trustees' input. He started by briefly reminding the Trustees of the four elements of the Strategic Plan. He also explained the new schedule whereby the full Board will discuss and define the work for the Strategic Planning Committee to accomplish at their next meeting. The goal is to have the final Strategic Plan ready for full Board approval at the September 2023 meeting.

The University's mission and vision statements were reviewed with the committee, with the vision statement being revised one last time.

The existing vision statement reads:

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

Previously, the committee discussed changing the vision statement to include concepts of institutional and student leadership; this is reflected in the proposed vision statement.

The proposed vision statement reads:

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

Trustee Lyn Stanfield observed that with a vision statement representing the next 30 years, should Florida Poly be "the" academic leader as opposed to "an" academic leader. Trustee Beth Kigel continued that using "the" will further distinguish Florida Poly from other universities within the SUS system. She also felt this will show Florida Poly as being more selective and impactful in the state. However, Committee Chair Wendt felt it too progressive.

The revised vision statement will read:

Florida Poly will be **the** academic leader in building Florida's technology-based economy.

Trustee Laine Powell made a motion to recommend approval to the Board of Trustees of a new University Vision Statement to read, "Florida Poly will be the academic leader in building Florida's technology-based economy." Committee Vice Chair Lyn Stanfield seconded the motion; a vote was taken, and the motion passed with 4 yays and 1 nay.

The roundtable discussion continued with the committee focusing on what the future of Florida Poly will look like, including recruiting faculty, facilitating more industry involvement on campus, and the University being sought-out for advice and guidance regarding the eco-system in building the technology industry. Additional thoughts included:

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

Trustee Susan LeFrancois discussed with the committee the need for a stronger graduate student body and program, which she felt should be a part of the Strategic Plan. President Avent agreed that having a strong graduate program leads to a strong undergraduate program.

The conversation next focused on Florida Poly's core values, which included access to education, producing well-rounded students, and employee success. Additional thoughts included:

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

Trustee Laine Powell stated access and embracing diverse perspectives should be considered core values. Trustee Stanfield furthered the idea of access as an important value by stating if students can visualize themselves as a STEM student, then access to a STEM education also needs to exist for them to achieve that dream.

President Avent wrapped up the discussion by pointing out the challenges facing Florida Poly that should be a part of the Strategic Plan conversation, including limited reputation and brand recognition, growth and mass (small, but mighty), financial resiliency, diversity-adverse degrees, faculty rank demographics, embryonic graduate program, small and isolated campus and finally, performance metrics meant for comprehensive universities.

Specifically speaking towards diversity-adverse degrees, Trustee Stanfield mentioned Georgia may outpace Florida in becoming a more diverse state as Georgia Tech, for example, is achieving success in the diversity of their programs. Perhaps Florida Poly could learn from their strategies. She also acknowledged pipelines exist for diverse students and inquired what Florida Poly can do to attract those students. President Avent

reminded the Trustees that Georgia Tech is now one of the comprehensive universities, similar to the University of Florida, therefore their diversity numbers will not be respective of those numbers in engineering.

VII. Closing Remarks and Adjournments

With no further business to discuss the meeting adjourned at 2:57 p.m.

**Florida Polytechnic University
Strategic Planning Committee
Board of Trustees
February 8, 2023**

Subject: Review and Approve Proposed 2023-2028 Strategic Plan Priorities

Proposed Committee Action

Recommend approval to the Board of Trustees the following four priorities for the 2023-2028 Strategic Plan: 1) Grow the academic enterprise; 2) Transform student's lives; 3) Become an engine of innovation; 4) Improve campus operations.

Background Information

President Avent will review the University's positioning statements followed by key elements of the Board of Governors' Performance Based Funding (PBF) metrics and Key Performance Indicators (KPIs) which inform the proposed four priorities for the 2023-2028 Strategic Plan.

Supporting Documentation: PowerPoint Presentation

Prepared by: Dr. Randy K. Avent, President



FLORIDA POLYTECHNIC
UNIVERSITY

Strategic Planning: Priorities Approval

Randy K. Avent
8 February 2023

Planning Key Elements

- **Positioning**
 - Define a “destination” based on SWOT analysis and market trends
- **Priorities**
 - Broad elements we MUST do to be successful
 - Each priority will include numerous Goals
- **Performance**
 - Sets metrics for each goal
 - Primary focus on outcome metrics tied to Performance Funding
 - Internal focus on metrics that provide data to help improve decisions



Positioning Statements

- **Mission Statement**

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

- **Vision Statement**

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

- **Envisioned Future**

Florida Poly will be ranked as the top STEM university in the South and widely recognized for producing graduates in fields who are well-rounded and prepared to be leaders in industry. With this, industry wants strong collaborations with the University. Many of these businesses will move their technology centers into a vibrant research park attached to the University. With strong interactions with our students and our faculty, this leads to a growing research influence in critical fields.

Balanced Scorecard

Outcomes: (Accountability)				
Consumers: (Impressions)				
Processes: (Control "knobs")	<div style="border-left: 1px dashed black; border-right: 1px dashed black; height: 223px;"></div>	<div style="border-left: 1px dashed black; border-right: 1px dashed black; height: 223px;"></div>	<div style="border-left: 1px dashed black; border-right: 1px dashed black; height: 223px;"></div>	<div style="border-left: 1px dashed black; border-right: 1px dashed black; height: 223px;"></div>
Foundation: (Basics)				

- **Outcomes should drive the list of Priorities**

Accountability Plan

Performance Based Funding

- % BS degrees employed
- Median wages Bachelors
- % BS degrees in strategic emphasis
- % Graduate in strategic emphasis
- % graduate with 2+ workforce experiences
- Four-year graduation rate
- Academic progress rate
- Transfer 3-year graduation rate
- Pell recipient 6-year graduation rate
- Average cost to student
- University access rate

Degree Alignment

Economic Development

Student Success

Affordability

Degree Alignment

- **Performance Based Metrics**

- % BS degrees employed
- Median wages Bachelors
- % BS degrees in strategic emphasis
- % Graduate in strategic emphasis

- **Key Performance Indicators**

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Student Success

- **Performance Based Metrics**

- Four-year graduation rate
- Academic progress rate
- Transfer 3-year graduation rate
- Pell 6-year graduation rate
- % graduate with 2+ workforce experiences

- **Key Performance Indicators**

- Time to degree for FTICs
- % BS degrees w/o excess hours
- 6-year graduation rates



Economic Development

• Performance Based Metrics

- % BS degrees employed
- Median wages Bachelors
- % BS degrees in strategic emphasis
- % Graduate in strategic emphasis

• Key Performance Indicators

- Bachelor degrees awarded
- Graduate degrees awarded
- % UG engaged in research
- Total research expenditures
- Research expenditures from external sources
- Utility patents awarded
- Number licenses/options executed annually
- Number startup companies created

Affordability

- **Performance Based Metrics**

- **Average cost to student**
- **University access rate**

- **Key Performance Indicators**

- **Time to degree for FTICs**
- **% BS degrees w/o excess hours**

Request for Motion

Proposed Priorities:

- **Grow the academic enterprise**
- **Transform student's lives**
- **Become an engine of innovation**
- **Improve campus operations**

Motion to recommend approval to the Board of Trustees the following four priorities for the 2023-2028 Strategic Plan: 1) Grow the academic enterprise; 2) Transform student's lives; 3) Become an engine of innovation; 4) Improve campus operations.