



Strategic Planning Committee Meeting Minutes

BOT approved 11.15.2022

**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.