Florida Gulf Coast University Board of Trustees
Ad Hoc Committee on FGCU Strategic Plan 2015-2020
May 12, 2015

SUBJECT: Draft Vision and Mission Statements

PROPOSED COMMITTEE ACTION

Information only

BACKGROUND INFORMATION

In its May 12, 2015 meeting, the Florida Gulf Coast University Board of Trustees Ad Hoc Committee on FGCU Strategic Plan 2015-2020 will discuss vision and mission statements. The documents attached to this cover sheet are a compilation of previously discussed and new draft statements, as described below.

Supporting Documentation Included:

(1) April 14, 2015 letter from Chair Tom Grady, with current and proposed vision and mission statements as well as draft vision and mission statements for discussion purposes;
(2) Samples of mission statements distributed by Trustee Ken Smith for Committee’s April 15, 2015 meeting;
(3) Draft vision and mission statements distributed by Provost Ron Toll on behalf of FGCU’s Planning and Budget Council during Committee’s April 15, 2015 meeting;
(4) Newly drafted mission statement; vision statement; statement of strategy; strengths and opportunities; and key initiatives and investments by Trustee Kevin Price on April 21, 2015;
(5) May 5, 2015 Letter from Trustee Shawn Felton; and
(6) Revised Administration’s version endorsed by FGCU Planning and Budget Council (PBC) on May 6, 2015

Prepared by: Vice President and Chief of Staff Susan Evans

Legal Review by: N/A

Submitted by: Vice President and Chief of Staff Susan Evans
April 14, 2015

(Via Email)

FGCU Board of Trustees
Ad Hoc Committee on FGCU Strategic Plan 2015-2020
c/o Susan Evans, V.P. and Chief of Staff
Florida Gulf Coast University
10501 FGCU Boulevard South
Fort Myers, FL 33965-6565

Re: Mission and Vision Statement

Dear Trustees:

For your convenience, I enclose a duplicate copy of the current and proposed vision and mission statements for FGCU. In addition, I enclose two very different draft vision and mission statements for discussion purposes on Wednesday. Please note that these are just that, i.e., drafts for discussion.

If you would like to submit drafts for discussion, please do so by reply email to Susan or feel free to bring drafts, along with your thoughts and recommendations, to the meeting Wednesday morning.

I look forward to seeing you there.

Very truly yours,

GRADY LAW™

Thomas R. Grady

TRG/drr

Enclosures
Vision Statement

Ensuring that every graduate obtains the best job possible.

Mission Statement

Providing graduates with the best possible career opportunities by (a) focusing on a limited number of quality degree programs aligned with the jobs of today and tomorrow, (b) pioneering digital technology and data analytics, and (c) growing FGCU’s entrepreneurial ratio (the percentage of alumni and students self-identified as founders and business owners) while (d) earning a Top-50 university ranking by 2020.

Go, Eagles!!
Vision Statement

FGCU will ensure student success by setting entrepreneurial, digital and affordability benchmarks for the Florida State University System.

Mission Statement

To achieve its vision (and simultaneously earn a substantial return on investment for students and stakeholders), FGCU will:

- concentrate on quality, not quantity, of degree programs with a maximum of xx
- align its degree programs with the regional jobs of today and the future, including STEM, healthcare and hospitality management
- offer all eligible students real-time business startup experience through intern programs and hands-on management of a university investment fund (partnering with established venture capital and private equity firms)
- pioneer digital technology and data analytics, effectively and efficiently mixing online and face-to-face instruction while boosting its four year graduation rate
- grow its entrepreneurial ratio (the percentage of alumni and students self-identified as founders and business owners) by exploiting its unique demographic advantages and Entrepreneur Hub

Finally, FGCU will measure its success from the bottom-up (each student’s success) and top-down: a Top-50 university ranking by 2020.

Go, Eagles!!
Vision (former)

Florida Gulf Coast University will achieve national prominence in undergraduate education with expanding recognition for selected graduate programs.

Vision (current)

Florida Gulf Coast University will achieve national prominence in undergraduate education with expanding recognition for graduate programs.
Mission (former)

Established on the verge of the 21st century, Florida Gulf Coast University infuses the strengths of the traditional public university with innovation and learning-centered spirit, its chief aim being to fulfill the academic, cultural, social, and career expectations of its constituents.

Outstanding faculty uphold challenging academic standards and balance research, scholarly activities, and service expectations with their central responsibilities of teaching and mentoring. Through these efforts, the faculty and University transform students’ lives and the southwest Florida region.

Florida Gulf Coast University continuously pursues academic excellence, practices and promotes environmental sustainability, embraces diversity, nurtures community partnerships, values public service, encourages civic responsibility, cultivates habits of lifelong learning, and keeps the advancement of knowledge and pursuit of truth as noble ideals at the heart of the university’s purpose.

Mission (current)

Established on the verge of the 21st century, Florida Gulf Coast University infuses the strengths of the traditional public university with innovation and learning-centered spirit, its chief aim being to fulfill the academic, cultural, social, and career expectations of its constituents.

Outstanding faculty uphold challenging academic standards and balance research, scholarly activities, and service expectations with their central responsibilities of teaching and mentoring. Working together, faculty and staff of the University transform students’ lives and the southwest Florida region.

Florida Gulf Coast University continuously pursues academic excellence, practices and promotes environmental sustainability, embraces diversity, nurtures community partnerships, values public service, encourages civic responsibility, cultivates habits of lifelong learning, and keeps the advancement of knowledge and pursuit of truth as noble ideals at the heart of the university’s purpose.
What is Harvard’s mission statement?

Harvard University (comprising the undergraduate college, the graduate schools, other academic bodies, research centers and affiliated institutions) does not have a formal mission statement.

The Mission of Harvard College

The mission of Harvard College is to educate the citizens and citizen-leaders for our society. We do this through our commitment to the transformative power of a liberal arts and sciences education.

Beginning in the classroom with exposure to new ideas, new ways of understanding, and new ways of knowing – students embark on a journey of intellectual transformation. We imbed that in a diverse living environment, where our students live with people who are studying things that are different from them, who come from different walks of life, and have evolving identities. This not only deepens the intellectual transformation, but also creates the conditions for a social transformation – who they are, and how they relate to others. And out of this, we hope our students begin to fashion their lives: what they want to do with their gifts and talents, what their values and interests are, and how they can best serve the world - a personal transformation.

Yale University

University Mission Statement

Like all great research universities, Yale has a tripartite mission: to create, preserve, and disseminate knowledge. Yale aims to carry out each part of its mission at the highest level of excellence, on par with the best institutions in the world. Yale seeks to attract a diverse group of exceptionally talented men and women from across the nation and around the world and to educate them for leadership in scholarship, the professions, and society.

Georgia Tech

THE VISION

Georgia Tech will define the technological research university of the twenty-first century. As a result, we will be leaders in influencing major technological, social, and policy decisions that address critical global challenges. "What does Georgia Tech think?" will be a common question in research, business, the media, and government.
THE MISSION

Technological change is fundamental to the advancement of the human condition. The Georgia Tech community—students, staff, faculty, and alumni—will realize our motto of "Progress and Service" through effectiveness and innovation in teaching and learning, our research advances, and entrepreneurship in all sectors of society. We will be leaders in improving the human condition in Georgia, the United States, and around the globe.

Vanderbilt University

Mission, Goals and Values

Vanderbilt University is a center for scholarly research, informed and creative teaching, and service to the community and society at large. Vanderbilt will uphold the highest standards and be a leader in the

- quest for new knowledge through scholarship,
- dissemination of knowledge through teaching and outreach,
- creative experimentation of ideas and concepts.

In pursuit of these goals, Vanderbilt values most highly

- intellectual freedom that supports open inquiry,
- equality, compassion, and excellence in all endeavors.

University of Texas

MISSION, CORE PURPOSE AND HONOR CODE

Mission

The mission of The University of Texas at Austin is to achieve excellence in the interrelated areas of undergraduate education, graduate education, research and public service. The university provides superior and comprehensive educational opportunities at the baccalaureate through doctoral and special professional educational levels.
The university contributes to the advancement of society through research, creative activity, scholarly inquiry and the development of new knowledge. The university preserves and promotes the arts, benefits the state’s economy, serves the citizens through public programs and provides other public service.

Core Purpose and Values

Core Purpose

To transform lives for the benefit of society.

Core Values

**Learning** - A caring community, all of us students, helping one another grow.

**Discovery** - Expanding knowledge and human understanding.

**Freedom** - To seek the truth and express it.

**Leadership** - The will to excel with integrity and the spirit that nothing is impossible.

**Individual Opportunity** - Many options, diverse people and ideas, one university.

**Responsibility** - To serve as a catalyst for positive change in Texas and beyond
Proposed Revised Vision Statement:
Florida Gulf Coast University will be recognized within the State University System for the offering of affordable occupationally oriented programs firmly grounded in the liberal arts that lead graduates to employment or pursuit of further education in the State of Florida and to productive lives as civically engaged and environmentally conscious Floridians.

Proposed Revised Mission Statement
Florida Gulf Coast University infuses the strengths of the traditional public university with innovation and learning-centered spirit, its chief aim being to fulfill the academic, cultural, social, and career expectations of its constituents principally through degree offerings in areas of strategic importance to the region, state, and nation, including: science (natural, physical, and social), technology, engineering, mathematics, health and social professions, management, education, and the liberal and performing arts.

Outstanding faculty uphold challenging academic standards and balance research, scholarly activities, and service expectations with their central responsibilities of teaching and mentoring. A dedicated staff provides excellent academic support which has significant impact on student learning, persistence and success. Working together, faculty and staff of the University transform students' lives and the southwest Florida region.

Florida Gulf Coast University continuously pursues academic excellence, practices and promotes environmental sustainability, embraces diversity, nurtures community partnerships, values public service, encourages civic responsibility, cultivates habits of lifelong learning, and keeps the advancement of knowledge and pursuit of truth as noble ideals at the heart of the university's purpose.
Mission statement (What is your purpose?)

Developing timeless traits and relevant skills at an exceptional value – on campus, online and in the field like nowhere else.

Vision Statement (What do you aspire to?)

FGCU will be the number one choice for success minded individuals who are seeking the intellectual capital necessary to be leaders in society and industry. Fueled by an enterprising spirit, FGCU will create unique opportunities and partnerships for its constituents that make it the heartbeat of southwest FL and beyond.

Statement of Strategy (How will you get there?)

1) Recruiting, retaining and developing top talent students, faculty and staff.
2) Disciplined execution of strategies that maximize performance funding.
3) Develop ‘centers of excellence’ that make a critical impact while showcasing FGCU’s prominence.
4) Leverage technology and other innovations to pioneer new business models and educational instruction that allows FGCU to differentiate its value from the competition.

Strengths & Opportunities (What are your core capabilities, opportunities and challenges for improvement?)

1) Strengths / Core capabilities
   a. 3rd highest median wage in SUS and tied for 4th highest employment / continuing education in SUS
   b. Better than SUS average on 6 year graduation rate and graduate degrees awarded w/ strategic emphasis
   c. Newer university with state of the art facilities and environmentally sustainable outlook
   d. Strong division one athletics program with multiple conference and national championships
   e. Vibrant student life with top-tier housing options
2) Opportunities
   a. Located in a region with an abundance of affluent and retired citizens who can support the mission
   b. An increase in demand for higher education is underway due to the successful efforts of county officials to have large corporations relocate and/or expand in the region.
   c. Issues that are increasing in regional and national importance are already core academic strengths that can be rapidly built upon; such as Health Professions, Environmental-related studies and Business.
3) Challenges
   a. Competition in traditional and disruptive formats along with an increasingly ROI-conscious customer
   b. Underfunding when compared to peers in SUS and loss of PECO
   c. Not raising tuition and fees but still finding ways to invest in critical quality improvements

Key Initiatives and Investments (Describe top 3 initiatives that will drive improvement in the following three areas)

1) Academic Quality -? 1, 2, 3?
2) Return on Investment - ? 1, 2, 3?
3) Operational Efficiency- ? 1, 2, 3?

Kevin Price, April 21st FGCU BOT Meeting
May 5, 2015

FGCU Board of Trustees  
Ad Hoc Committee on FGCU Strategic Plan 2015-2020  
c/o Susan Evans, VP and Chief of Staff  
Florida Gulf Coast University  
10501 FGCU Boulevard South  
Fort Myers, FL 33965-6565.

RE: Mission and Vision Statements

Dear Trustees:

During our most recent full board meeting, Chair Grady had indicated that we provide mission and vision statements and/or reactions to circulated documents by VP Evans. I feel I bring a unique perspective to the conversation related to the mission and vision statements and the process of changing it by serving in my many roles as University Trustee, Faculty Senate President, Co-Chair of the Planning and Budget Council’s Budget Committee and Member of the Planning and Budget Council. I have essentially been involved in every step of the process updating the 2015-2020 Strategic Plan. This process has been ongoing since the beginning of the 2014 Academic Year and quickly accelerated in the month of September, 2014 to allow the draft plan available for review by us at the January 2015 Board Meeting.

As we indicated in our April 15, 2015 committee meeting, there is consensus among all of us to further update FGCU’s mission and vision statements. However, the more I examine the drafts, which have been circulated and discussed, I am wondering if our time may be better served for our committee to focus on the areas of emphasis we would like to see in the proposed mission and vision statements and request administration to capture these recommendations in drafting a coherent statement. This is essentially what we are currently doing in my role serving on the Florida Board of Governors Online Education Strategic Planning Taskforce. We are developing ideas at the proverbial 40,000 feet level and the staff writers will be drafting a document for the Taskforce’s review and approval before the Board of Governors’ approval.

In closing, I just want to reiterate the privilege it is to serve with all of you. I look forward seeing you next week.

All the best,

[Signature]

Shawn D. Felton, EdD, ATC, LAT
**PROPOSED REVISED VISION STATEMENT**

Florida Gulf Coast University will be nationally recognized for offering an exceptional value in high quality, professionally-oriented programs that are both affordable and firmly grounded in the liberal arts and sciences. Our graduates will be well prepared for successful careers or to pursue further education. They will have productive lives as civically engaged leaders and environmentally conscious citizens.

**PROPOSED REVISED MISSION STATEMENT**

Florida Gulf Coast University, a regional comprehensive institution of higher education, offers undergraduate and graduate degree programs of strategic importance to Southwest Florida, the state, and the nation. FGCU seeks to develop selected programs and centers of excellence in areas which will include the STEM disciplines, health and human services, business, education and the liberal and performing arts.

Outstanding faculty and staff prepare students for gainful employment and successful lives as responsible, productive and engaged citizens. FGCU emphasizes student-centered teaching and learning including online delivery, promotes environmental sustainability, embraces diversity, nurtures community partnerships, values public service, encourages civic responsibility, cultivates habits of lifelong learning and keeps the advancement of knowledge at the core of the university’s purpose.