FLORIDA GULF COAST UNIVERSITY BOARD OF TRUSTEES

Special Committee on FGCU Strategic Plan 2016-2021

Friday, April 29, 2016
Cohen Center, Room #213
Florida Gulf Coast University

Minutes

Members:
Present: Trustee Shawn Felton – Chair, Trustee Darleen Cors, Trustee Robbie Roepstorff, Trustee Ken Smith, Trustee Christian Spilker (until 2:33 p.m.)

Not Present: Trustee Russell Priddy

Others:
Trustees: Trustee Dudley Goodlette and Trustee Kevin Price

Deans: Interim Dean of the College of Education Ivan Banks (until 12:58 p.m.); Dean of the Lutgert College of Business Robert Beatty; Dean of the U.A. Whitaker College of Engineering Richard Behr; Dean of the College of Health Professions and Social Work Mitchell Cordova; Dean of the College of Arts and Sciences Robert Gregerson; Interim Dean of Undergraduate Studies Sean Kelly; Dean of Library Services Kathleen Miller; Associate Vice President for Research and Dean of Graduate Studies Tachung (T.C.) Yih

Staff: President Wilson Bradshaw; Provost and Vice President for Academic Affairs Ron Toll; Senior Associate Provost and Associate Vice President for Planning and Institutional Performance Paul Snyder; Vice President and Chief of Staff Susan Evans; Vice President and General Counsel Vee Leonard; Director of Board Operations, and Special Projects Amber Pacheco; Director of Media Relations Lillian Pagan; and Executive Assistant to the Vice President and Chief of Staff Tiffany Reynolds.

Item 1: Call to Order, and Roll Call
Committee Chair Shawn Felton called the meeting to order at 12:00 p.m. Roll call was taken with 5 of 6 Trustees present, thus meeting quorum requirements.

Item 2: Opening Remarks
Chair Shawn Felton thanked the Trustees for their willingness to work on the Strategic Plan and the Work Plan. He said it is a big responsibility, but it provides an opportunity to synthesize a lot of important information and strategic directions
into the future. He said that the documents should be cohesive and also be potentially aspirational in nature.

He thanked the deans, Provost Toll and Senior Associate Provost Paul Snyder for participating in the meeting. He asked the deans to introduce themselves and indicate their respective areas of responsibility.

Chair Felton thanked the deans for preparing their documents for today’s meeting and said Dean Banks had a prior engagement and would need to leave the meeting early.

Chair Felton said the existing draft of the Strategic Plan was developed by Dr. Toll, Dr. Snyder and members of the President’s Cabinet. He said the Special Committee for FGCU Strategic Plan 2016-2021 was formed to help provide some additional strategic direction. He said he envisioned the discussion would circle around three to five pillars, and that the documents provided by the deans indicate their areas which have items that fall within those pillars.

**Item 3: Critical Path Timeline (Tab #1)**

Chair Felton discussed the Critical Path Timeline and said that according to Academic Affairs May 13 is the deadline for the “Pending Board of Trustees Approval” version of the Work Plan. He said the Work Plan is a document required annually by the Board of Governors (BOG), and it reviews the submissions at its June meeting. He said the final Work Plan approved by the FGCU Board of Trustees is required by June 13.

Chair Felton said the University needs to get its areas of strategic emphasis in place first, which will help drive the Work Plan. He said the Strategic Plan has been in development for a while now and time is critical. He said the Strategic Plan should fit the needs of FGCU moving forward and have internal buy-in.

Chair Felton opened the floor for questions. Trustee Smith said the Timeline indicates the University had an opportunity to submit to the Board of Governors the Draft Work Plan for pre-review on April 25 and asked if we did. Dr. Snyder said no. Trustee Smith asked if it was still possible to send something to the BOG or if the deadline had passed. Dr. Snyder said the deadline passed, but that we could request it if it was the will of the Board.

**Item 4: Intersection of Strategic Plan, Work Plan, Accountability Report, and Aspirational Initiatives**

Chair Felton said the main challenge is determining the pillars, previously described as centers of excellence. He said “pillars” is a term he saw commonly used in other organizations’ strategic plans. He said today’s meeting is well represented by the academic enterprise and although that is not all of which FGCU is comprised, it gives the Committee a good starting point. He said it is important to determine the academic goals of the University, which will help
guide, for example, individuals with their initiatives, such as Vice President Chris
Simoneau in the Foundation, Vice President Mike Rollo in Student Affairs, and
Administrative Services which is represented by David Vazquez.

Item 5: Open Discussion with the Deans and Trustees
Chair Felton asked the deans to provide a five minute overview of their
respective areas, and he encouraged Trustees to ask questions. He referenced
an email he sent to the deans where he asked that they reflect on the following
categories:

1. Creation of a School of Dental Medicine and School of Pharmacy, which came
   forward as a result of Senator Negron’s visit to FGCU.
2. College’s contributions to the metrics than define Emerging Preeminence.
   Chair Felton stressed that this category was very aspirational, but if the
   University were to make baby steps along the way, it could really define
   FGCU.
3. Entrepreneurship
4. Innovative Academic Programs and Excellence

Chair Felton said the categories were suggested to encourage discussion, and
said additional ones could be recommended. He called on Dean Banks to
present first.

College of Education
Interim Dean of the College of Education Ivan Banks said he looked into the
categories that Chair Felton asked them to address. He said with regard to the
College of Education, most of its emphasis would be placed on initiatives that
involve collaboration with the other FGCU colleges. He said he understands the
Dental School and Pharmacy School are clearly aspirational, so he looked at
how the College of Education could fit with medical education. He said a Google
search indicated there is a shortage of nurse educators, particularly those trained
at a doctoral level. He said he recalled from a recent Board meeting that there is
concern regarding increasing graduate enrollment. He said he believes FGCU
could forge a niche in the production of health educators.

Dr. Banks said in terms of Emerging Preeminence, he consulted with his
leadership team and they believe collectively that the College of Education has to
produce some type of educator that has attributes, qualities and skills that other
programs do not. He said news coverage indicates turnover in Higher Education,
and that it appears quite a few Higher Ed leaders have issues with things like
financial management of institutions. He said the Doctor of Education (Ed.D.)
program already is in place, but a group of faculty is looking into proposing in the
next couple of years the Ed.D. program specifically in Higher Education. He said
it would be powerful to be a program that produces Higher Ed administrators who
have clear and strong acumen in terms of financial or fiscal responsibility. Dr.
Banks said a portion of the program would be completed in the College of
Education and a large piece would be completed in collaboration with the Lutgert College of Business.

He said in terms of Science, Technology, Engineering and Math (STEM) professions, there already is a strong program with Educational Technology. He said an area where we could make a mark is in the evaluation, implementation and assessment of appropriate uses of technology for conveying information for instructional purposes.

Dr. Banks said in terms of entrepreneurship, the College of Education has strong relationships with the five county school districts, so that is a natural niche to create entrepreneurs. He said an effort needs to be made to prepare teachers to encourage children to practice an entrepreneurial mindset before they finish high school. He said Collier County has entrepreneur academies at which he met two five-year-olds who had already started their own businesses. He said that type of initiative could be expanded, and those type of things could be included in teacher education programs at the University.

He said if you take that same idea with Science, Technology, Engineering and Math (STEM) education, one reason the College of Education doesn’t have a large number of STEM educators, in his opinion, is there are not enough teachers prepared well enough in those disciplines to convey the knowledge to students at an early age. He said research indicates teachers focus on subjects with which they are most comfortable. He said if you produce teachers who are not comfortable with mathematics or technology, they will cover what the curriculum requires but they won’t cover those subjects as well as the areas in which they feel most comfortable. He said the College of Education needs to partner with the College of Arts and Sciences to produce teachers who are stronger in the STEM areas.

He said there is a movement currently developing in an area in which FGCU could distinguish itself. He said we could train Higher Education educators who are skilled in turnaround strategies for higher education institutions. He said it is common to see in the media news about institutions closing or having some deficiency.

Chair Felton asked Dr. Banks to comment on where he’d like to see the College in five or fifteen years. Dr. Banks said he’d like to see the College of Education producing preeminent educators and leaders. He said the term “educators” used to refer primarily to teachers, but now there is a full range of professionals in a school. He said FGCU needs to distinguish itself by producing educators and school leaders who have exceptional and unique skills that you don’t find in other education programs.

Trustee Price said with regard to areas of collaboration, he suggests information on personalized and adaptive learning well known in the College of Education be used when implementing the Business Intelligence and Analytics programs to
enhance competency-based learning. He said we should think about ways in which we can be leaders in where the market is going and apply the findings internally to the University.

Dr. Banks said one area that could be tapped into is “career changes,” where people have already distinguished themselves in their careers but want to give back to society. He said we could also focus on returning military personnel who have skills that could be applied in other education settings, and training educators in non-school settings.

Dean Behr said the U. A. Whitaker College of Engineering is operating a training program for engineering subjects in K-12 titled “Project Lead the Way.” He said we are the Florida affiliate for the 50-state, nationwide organization. He said this summer they will be training 200 teachers from all over Florida and the country. He said it’s focused primarily on high school, but it also includes middle and elementary school. He said it trains teachers how to teach engineering curricula. He said one benefit of the program is the recruitment of students through their teachers. He said conversations are taking place with College of Education leadership to have the Education undergraduates go through the training so they are equipped to teach engineering and technology subjects in K-12 classes.

Dean Gregerson said the College of Arts and Sciences has a Whitaker Center for Science, Technology, Engineering and Math (STEM) Education, which provides programming for regional high school teachers and students teaching and learning in the STEM disciplines.

**Lutgert College of Business**

Chair Felton called on Dean Bob Beatty to present. Dr. Beatty said he would describe in one sentence the College of Business by saying, “Your success is our business.” He said they would like to see their faculty move up to a higher level of scholarship in order to support the goals of the University. Dr. Beatty said the faculty do great research now and bring it into the classroom, which helps ensure students are well prepared when they leave FGCU. He said we want the students to have the skills and knowledge to be successful when they leave here, to get high paying jobs, and to fulfill their dream of receiving a college degree.

He said with regard to economic development, we are helping businesses in the area develop through our Small Business Development Center. He said we could attract new businesses to come here with the help of a clustering program.

Dr. Beatty said with regard to the pillars, he was excited to see the possibility of the School of Pharmacy and Dentistry. He said his previous institution added two medical schools during one year, including allopathic and osteopathic. He said they were asked what the College of Business could do to aid in that effort. He said medicine is a business, and students would learn how to work with hospitals and insurance companies as well as learning insurance metrics for the organization and their patients. He said it was similar to a customized medical
Masters of Business Administration (M.B.A.) to help doctors, dentists and others in the medical profession learn the business of being in that profession. He said dual degrees or certificate programs could be developed to help them be business doctors.

Dr. Beatty discussed the Business Analytics and Intelligence program. He said he has met with Chief Information Officers for local hospitals and they say health operations requires data mining and analytics to determine costs. He said we should prepare now to be ready for when we put into place those educational programs.

Dr. Beatty said the Emerging Preeminence category is very aspirational and very exciting. He said to accomplish it we need to start thinking immediately about research. He said to be nationally known and nationally renowned is going to first take baby steps. Dr. Beatty said we need to not only invest in the faculty we have doing research here, but not hesitate to hire faculty who are doing groundbreaking research outside of FGCU. He said we should consider using the “cluster hire” method, where you identify an area of focus and hire a number of faculty in that area to serve as a very strong force.

Dr. Beatty said with regard to Entrepreneurship, he believes it is one of the most exciting things happening in Southwest Florida. He commended Director of the Institute for Entrepreneurship Sandra Kauanui for her efforts. He said the Institute is in the high schools; we received a grant to teach veterans to develop their own businesses; and the curriculum was developed here. Dr. Beatty said that is an example of a “shining star,” as other institutions are coming to FGCU to see how they can apply that model in other areas. He said we’ve been able to achieve results with very little capital. He said our undergraduate students participated in a health entrepreneurship competition where they were competing with doctoral level and senior level students at other institutions, and our students received second place out of thirty teams.

Dr. Beatty said you’ll see sponsorship within the community for these kinds of programs. He said the CEO academy has transformed the lives of high school students. He said they start their own business and the winning team receives a scholarship. Dr. Beatty said parents report back that their student learned strong communication skills as a result, and that they are inclined to attend FGCU because they can see an opportunity for entrepreneurship.

Dr. Beatty said a number of schools have moved forward with graduate education, but that we can be considered a leader in undergraduate education. He said it is astounding when you consider that other schools have $100 million or more that is invested as compared to the $100,000 here. He said we are becoming the place to come to learn about doing business. Dr. Beatty said we started with an entrepreneurship minor of approximately 40 students, and it has grown to more than 800 now. He said the best thing about this program is it’s not
a business school program; it's a University program. He said the entrepreneurs are working together from across disciplines.

Dr. Beatty said another important element is our partnership with the business community and the State of Florida on "all in" projects. He said there is an incubator in Naples and a private one is being developed in Downtown Fort Myers called "Rocket Lounge." He said if we had a hatchery here where students at FGCU could develop their businesses, once sponsorships are received, they could move their businesses to the Emergent Technologies Institute (ETI). Then, when that business has received financial footing, we could move it to one of the incubators in either area. He said the Committee members have a copy of the plan.

Dr. Beatty said the next step in the process is to achieve national prominence. He said the goal would be to have an undergraduate degree in Entrepreneurship across the University, and to rank in the top 20 degree programs in the Princeton Review. He said the Lutgert College of Business and the business community are all in.

Dr. Beatty said another thing to consider are the difference makers. He said the College’s Resort and Hospitality Management program has 700 students who are required to do at least two internships, and they are hired all across the United States. He said the Professional Golf Management (PGM) program was recently reaccredited and is placing students in jobs across the U.S. as well.

He said students in Accounting, Finance and Economics are hired so quickly he oftentimes receives questions from businesses as to why FGCU students have not been applying to their organization. He said it’s because our students already have jobs. Dr. Beatty said their internship experience and the excellent reputation of the program have resulted in students being hired immediately after graduation. He said the success of the program comes from real world experience which students learn as a result of CEOs in the area coming in and teaching them.

Trustee Smith said it appears a focus has been on training high school students, but that our students who are learning to be teachers or entrepreneurs are not afforded the same opportunities. He asked why we don’t require students to take Introduction to Entrepreneurship so that when they are teaching they can identify young students who excel in that area and can help that child be energized about the subject.

Dr. Beatty said Introduction to Entrepreneurship is available to freshmen. He said the degree program being discussed would be a University program that would result in an interdisciplinary degree with exposure to entrepreneurship.

Dr. Behr said money is a factor. He said the two week “Project Lead the Way” program costs $3,000. He said we’d need to find additional funding to have our
current students take the course. Trustee Smith suggested that a course be
developed to mimic what is being done with “Project Lead the Way” to prevent
graduating students from having to come back to the University to be certified.

Dr. Banks said some programs, including Teacher Certification Programs in the
State of Florida, are very prescriptive and have limited opportunity for electives.
He said the curriculum would have to be reshaped. Dr. Banks said to pass the
licensure exams, Education majors have minimal elective slots. Trustee Smith
said if the State of Florida and the Board of Governors are saying that Science,
Technology, Engineering and Math (STEM) programs are important, he believes
we could get a supportive audience.

Trustee Smith said it appears from what was submitted by the deans for review
today that each College has a tie to entrepreneurship, and asked why we don’t
have a college specifically focused on this. Dr. Beatty said he would be fully
supportive of it and that it is common with more mature programs.

Trustee Roepstorff asked for clarification from Dean Banks about how graduation
rates for the College of Education students are impacted by limited electives, and
if they graduate in four years. Dean Banks said the only thing that prevents them
from graduating in four years is whether or not they pass the licensure exam. He
said requirements for teachers as determined by the Florida Department of
Education change often, so we have to establish priorities, recognize that if
something is added then something needs be removed, and keep the total
number of credit hours as close to 120 as possible.

Dr. Banks indicated that our students leave with an endorsement in Reading,
which is required by the districts, and an endorsement in English for Speakers of
Other Languages (ESOL). He said other schools don’t do this, and their students
have to return to college to receive the certifications within the first five years of
their teaching. He suggested a creative redesign of courses be considered to
incorporate Entrepreneurship rather than designing and requiring a course
specifically on the topic.

Trustee Spilker said that with regard to the Strategic Plan, we are here to identify
priorities for the institution that align with our Vision and Mission Statements, and
to determine what we will be doing over the next five years in those core areas to
make sure we move forward. He said he believes the Committee should be
discussing what those areas will be, with input from the deans. He said one of
our strategic issues, for example, should be greatly increasing the four-year
graduation rate. He suggested that the Committee determine what the pillars are,
and if they include the ones the deans responded to as a result of Chair Felton’s
memo, before moving on.

Trustee Smith said he believes the Strategic Plan should clearly outline what we
are going to be known for, and that graduation rates should be included in the
Work Plan. He said he would suggest things like a College of Entrepreneurship;
being the preeminent supplier of health professionals for everything other than Medical Doctor (MD) and Doctor of Osteopathic Medicine (DO); and have Academic Excellence in our core education. He said if we identify the pillars then we can work on getting students who can drive those initiatives. He said we need the deans to tell us, based on resources, need in the community, region and the State, what those three or four pillars should be.

Trustee Spilker said he believes the Strategic Plan is a strategy on accomplishing three or four cores to your mission and doesn’t have to be four-year graduation rates. He asked if we’ve identified the right pillars. Trustee Smith said the deans should suggest the pillars, and the Committee can determine how they look and what should fall under them.

Chair Felton said his intent with the memo to the deans which suggested categories was to provide his perspective on areas in which we currently fit. He said he doesn’t know if they are the right ones, but that is why the deans are present today. He said he hopes the Committee can discuss and decide what the pillars are.

Trustee Roepstorff said we have been asked to find our flagship. She says we have a strong legislative body that is looking out for us; a Governor who is focused on Higher Education; Senate President-Designate Joe Negron who wants to put $1 Billion toward Higher Education, as well as Senator Benacquisto. She said the medical field employs a large number of people, and it is currently experiencing a deficiency. She said since there already are a number of medical schools in the State University System, it was determined that Pharmacy and Dentistry may be considered flagships, as there is limited overlap in the System and we have people who want to support us with funding.

Trustees discussed the differences between the Work Plan and the Strategic Plan; and that the deans should be responsible and accountable for four-year graduation rates, reporting to Provost Toll what they are doing to effectuate change.

Dr. Yih said the curriculum at the undergraduate level is more rigid than at the graduate level. He said there is a trend at the graduate level that is more individualized or personalized curriculum. He said we may consider bringing highly-specialized degree programs into the graduate level.

U. A. Whitaker College of Engineering

Dean Richard Behr said he’d like his college to be widely regarded as offering unsurpassed value in Engineering education. He said he believes that at the current tuition level and what is being accomplished in the College of Engineering, that the College is already unsurpassed in value and he would like to maintain that position permanently.
Dr. Behr said the College has approximately 20 faculty and 1,000 students, with a ratio of 50 to 1. He said enrollment is increasing and that the College could stay small; however, if he considers where we want to be in five years, he wants to make sure the aspirations are commensurate with the College’s size and are scaled appropriately.

Dr. Behr said the Emergent Technologies Institute (ETI) opened in January and is a $12 million facility that is designed to accommodate the Master of Science in Engineering program that has been on the books for several years. He said the focus would be in renewable energy. He said a new Backe Chair recently has accepted the position and will be in place in August, replacing the retiring Dr. Joe Simmons. Dr. Behr said he believes Environmental Sustainability should be an area of focus, as it is inherent to this University. He said we are one of the few universities in the country that has Colloquium course, which is a sustainability-oriented course, required of all students.

Dr. Behr said in response to Trustee Smith’s suggestion about having a College of Entrepreneurship, his recommendation would be to approach it in the same way as Colloquium: have an Entrepreneurship course that is offered by many disciplines. He said we could accomplish the same thing without creating a new College.

Dr. Behr said one of the pillars previously suggested related to Water Resources. He said he believes we should actively participate in that with regard to the Emergent Technologies Institute (ETI), and our existing programs in hydraulics, hydrology, water quality, Civil Engineering and Environmental Engineering. He said research could be done with graduate students rather than just undergraduates.

Dr. Behr said with regard to Entrepreneurship, all College of Engineering students are already required to take an Entrepreneurship in Engineering course.

He said Trustee Roepstorff mentioned Cyber Security in a previous meeting. Dr. Behr said they have a plan to enhance our teaching in Cyber Security and Big Data, and that it’s an incremental plan that would be a concentration addition to our existing program.

Dr. Behr said he hopes we will continue to try for funding for the Construction Management program because there is a very strong demand for construction managers in this area.

Trustee Roepstorff thanked Dr. Behr for discussing Cyber Security and said the business community is going to love to hear that it is in the front of our minds. She said what we’ve done for water management and the collaborative partners is something we need to continue.
Trustee Smith said he is has not completely bought into the Emergent Technologies Institute (ETI) idea or plan for that location. He said he is unsure about the renewable energy piece, but he loves the sustainability and Construction Management pieces. He said there are other institutions that are so much further ahead of us in the area of renewable energy and doesn’t know how we would compete nationally. He said he agrees that the relationship between science and business is what is going to make the Emergent Technologies Institute (ETI) go, but he wonders if it as a facility could become a home for entrepreneurship.

Trustee Smith said he liked the idea of biomedical engineering, as businesses like Arthrex are located in the area and we could facilitate Engineering students or other individuals becoming master students in that. Dr. Behr said the University has a very strong partnership with Arthrex; they mentor and hire our students, and support our program with equipment and training grants. He said with regard to the ETI, he thinks it’s important that the facility have a very strong research component. He said there are several labs there and we inherited about a half million dollars’ worth of equipment that was donated to us. He said they wish to have the ability to do high quality research with M.S. students and those who wish to work with faculty on externally funded projects. He said we need to have the facilities to do that and we have this in the ETI.

College of Health Professions and Social Work
Chair Felton called on Dr. Mitchell Cordova, Dean of the College of Health Professions and Social Work, to provide his remarks.

Dr. Cordova provided an overview of the College. He said it has 100 faculty and staff; 11 graduate programs; and seven undergraduate programs. Dr. Cordova said it has approximately eight national accrediting agencies and two state boards to which it reports. He said all of the courses offered in the College are specific to undergraduate and graduate students within the College itself.

He said the College prepares professionals for high impact, high tech, high demand careers promoting health and wellness, and to sustain quality of life for residents of Florida and beyond.

He said the Strategic Planning process for the College started in October 2014, and it was an inclusive and iterative process. He said it engaged the department leadership, the college advisory board, and faculty and staff. He said four goals were identified to guide the College’s five-year Strategic Plan, including:

1) Innovative Academic Programs
2) Clinical Entrepreneurship
3) Research and Scholarship
4) Inter-professional Education Practice
Dr. Cordova said with regard to Innovative Academic Programs, you’ll see a big push in graduate level education, including: Post-Masters Certificates in Counseling; the creation of Physician Assistant Studies program; the final implementation of the Doctor of Nursing Practice (DNP) program; planning of a Masters in Athletic Training; and planning of a Clinical Doctorate of Occupational Therapy (OTD).

Dr. Cordova said aspirationally the plan includes the creation of interdisciplinary and multidisciplinary Ph.D. programs in Rehabilitation Sciences and Behavioral Health. He said to inch toward preeminence benchmarks, those are the types of programs this institution will need if we want to have greater research expenditures; for example: graduate 200 doctoral students. Dr. Cordova said we need doctoral programs, research and entrepreneurship.

He said with regard to the Clinical Entrepreneurship goal, he asked how the College through its faculty and students can start developing alternative revenue streams that will offset our state dollars that are not increasing much, and serve as a clinical laboratory for our students who continue to have active learning with our faculty. He said the creation of on-campus faculty practice clinics focusing on Rehabilitation Sciences, and Primary Care where faculty and students can be treated. He said regarding off-campus community, a health center could be located at the Buckingham property. He said these ideas are both realistic and aspirational.

Dr. Cordova said the third goal of Research and Scholarship is important because we need to become more research focused, which requires research focused faculty who publish high quality papers in journals. He said faculty will become more competitive for grant applications, which will impact the procurement of Federal awards that we know are critical if we want to pursue preeminence status.

He said the last goal is Inter-professional Education Practice. He said we have to focus our curricula, research, and practice activities in a manner that is integrated. He said as we created our Physician Assistant Studies program, we worked closely with our Primary Health Care Nurse Practitioner program. He said we worked together to share core course work, clinical sites and clinical rotations.

Dr. Cordova said his College fits very well with the School of Dental Medicine and Pharmacy. He said it has an outstanding track record of developing practitioners with an undergraduate or graduate degree. He said with the School of Pharmacy you would consider a Doctor of Pharmacy (Pharm. D), a clinical doctorate; and consider partnering a Pharm. D with a Master of Health Administration (MHA). He said we have an M.S. in Health Science we are considering converting to an MHA. He said with regard to entrepreneurship, we need to start developing new technologies and start commercializing
technologies, which is where an entity like the Emergent Technologies Institute (ETI) can help.

Dr. Cordova said only one public institution in the State has a Dental Medicine program that the Bureau of Labor Statistics indicates a need; and that there are large openings every year. He said the College needs a centralized entrepreneurship center to help us actualize having clinics on campus.

Dr. Cordova said with regard to Innovative Academic Programs, the College of Health Professions produces approximately 65% of all the graduate education at FGCU, and this is going to continue to increase with the addition of a Physician Assistant (PA) program; Doctor of Nursing Practice (DNP) program; and the lengthening of the Counseling program by another 12-14 hours. He said we are starting to see “degree creep” in the Health Professions in areas such as Athletic Training, which will soon require entry level preparation of a Master’s degree. He said Occupational Therapy may decide to move to a doctoral level in the next 10 years.

Dr. Cordova said with regard to Preeminence Milestones, we have to start addressing these by implementing the milestones to improve freshman retention, and look to pursue pre-FGCU admissions criteria for certain limited access programs in areas such as Nursing, Clinical Lab Sciences and Athletic Training in an effort to improve the quality of students who have a desire to pursue these majors.

He said the U.S. News & World Report top 50 Graduate School rankings are based on research expenditures and productivity, so we need to increase our research structure. He said we need new labs and cluster hires specifically in areas that we know are fruitful.

Trustee Smith asked if the other deans had Strategic Plans for their colleges that were similar to Dr. Cordova’s and if they could be shared with the Committee. Dr. Beatty said the packet includes one that the Lutgert College of Business is working on and hopes to have in place by the end of next year; Dean Behr said his College’s is coming to the end of its life cycle and the one provided is a draft of the new strategic plan being developed; and Dean Gregerson said the College of Arts and Sciences has departmental strategic plans and the College’s strategic plan is coming to the end of its life cycle. He said they base their strategic plan on the one for the University. Dr. Kelly said Undergraduate Studies is in a similar position as it is waiting for the newly named dean to come in and for the University to provide its strategic plan; Dean Miller said the Library is essentially a direct support organization, and it is waiting on the University’s strategic plan; its strategic plan ended in 2015. Dr. Yih said Graduate Studies has something similar but not to the same level of detail.
College of Arts and Sciences

Dean Bob Gregerson said the College of Arts and Sciences has 10 departments which provide 25 undergraduate programs and seven graduate programs. He said the College provides 95% of the General Education courses at the University. He said when major-specific courses are added to that number, the College teaches 64% of all courses at FGCU.

He said the goal of the College of Arts and Sciences is to graduate very well educated students whose FGCU experience enables them to meet their career goals.

Dr. Gregerson said what is important to the College of Arts and Sciences for the next five years is enhancing collaboration, and interdisciplinary and multidisciplinary partnerships. He said "partnerships" are within the College, between Colleges, between FGCU programs and other State University System (SUS) schools, and with state and federal agencies.

Dr. Gregerson said of our students who graduate, the cohorts have graduated in 4.3 years and 4.2 years. He said we are getting through in less than 4.5 years the students who persist and graduate. He said we do well getting them through the program, but we need to do better at keeping them here. He said he believes one of the reasons students leave is we do not have enough programs that a broader range of students really want.

Dr. Gregerson said with regard to the four pillars model, the Schools of Dentistry and Pharmacy provide exciting possibilities to create programs in which students would receive the prerequisites courses and immediately go into a pharmacy or dental program, shortening the their time to a professional degree. He said other universities use that method, and if we are going to move forward with these two schools we need to be aggressive in doing this from day one. He said the College of Arts and Sciences can be a big contributor in this area.

He said regarding Preeminence Metrics, if we’re doing the things we need to, then we’ll be moving toward those goals.

Dr. Gregerson said with regard to Entrepreneurship, every department in the College has students who are interested in becoming entrepreneurs. He said we need to have more students participating, and that can be accomplished through advising and listening to students to determine their interests. He said a part of this also will be participating in whatever organization we create that fosters entrepreneurship.

He said in preparing his material for the Committee, he spent the most amount of time on Programs and Program Development and how the College can contribute to moving our performance metrics in the right direction. He said we have the opportunity to add a number of new programs that take advantage of the resources we already have and don’t cost a lot of money to implement.
Dr. Cordova said he provided as a separate document information about the School of Water Resources. He said he doesn’t want us to lose track of an opportunity that is crucially important. He says we all know the importance of water resources and water management, and he believes we could be a pivotal player in those research and teaching areas.

He said another aspect is to continue developing current programs and grow our research enterprise which permits faculty and students to be engaged in scholarship. He said we have had an amazing opportunity with the Seidler Fund gift that will be used as an investment tool to create new research opportunities. Dr. Gregerson said the plan is to have this boost the research funding we already are bringing in by getting projects up and running.

He said the last thing is to ensure students who leave FGCU are ready to take the next step in their careers. He said they are excited about the Humanities Initiative in which students in the Humanities and Social Sciences are gaining expertise from their freshman year through graduation. He said we’d like to grow internship opportunities, and that the current program recently placed 47 interns in the region.

Undergraduate Studies
Chair Felton introduced Dr. Sean Kelly, Interim Dean of Undergraduate Studies.

Dr. Kelly described his area as an office of strategic initiatives which coordinates university-wide academic strategies in an effort to provide a transformative educational environment. He said the highlights he provided in the materials includes the move from an Honors Program to an Honors College, which is essential to raising the bar. Dr. Kelly said we are the only State University System (SUS) institution that still has the opportunity to create an Honors College. He said because of that we can do it very strategically and around our brand. He said we can compete with New College of Florida, and that a number of top students have informed him that they’d like to have something similar to what New College has in place, but in an environment that is more like a traditional comprehensive university.

He said Undergraduate Studies maintains consciousness of the FGCU brand, including social entrepreneurship, social sustainability and environmental sustainability, with a focus on high impact learning. He said they have a great relationship with Student Affairs which helps incorporate Dr. Rollo’s and his staff’s input into academic projects and ensures success in areas such as Service Learning.

Dr. Kelly said they recently have filled the high impact offices in his area by adding the Office of Undergraduate Scholarship and the Office of Internships, and they are pursuing a First Year Experience position that hopefully will be filled by next year.
He said one of the things his office does is to identify academic areas that fall between colleges instead of under one particular college. He said, for example, that they look for degrees in areas of strategic emphasis that would require a crossover between several colleges. He said they’ve recently discussed the potential for a Medical Humanities degree which is available at a doctoral level and said it would provide an advantageous way of retaining the Health Professions students who are not accepted into the limited access programs. He said there is a lot of potential here to create concentrations and utilize existing resources.

Dr. Kelly said with regard to the four pillars that everything we are doing is moving toward preeminence, but the length of time to get there is to be determined. He said we fill a niche in the State of Florida in Undergraduate Studies. He said as we move toward preeminence we should look at other universities to determine in which metric areas we can grow in a unique way as compared to institutions such as the University of Central Florida (UCF) and other research schools.

Dr. Kelly said Entrepreneurship is very important and that following the “Imagine Solutions” event a few years ago, a number of people got involved with FGCU after hearing about social entrepreneurship. He said our combination of our strong business backgrounds and our civic engagement uniquely position us to create citizens who will go out and add value.

He said with regard to Academic Excellence, they want to continue to strengthen the Accelerated Collegiate Experience (ACE) program; build a three-year program, which would allow students to graduate earlier; and strengthen undergraduate research and internships through programs like Co-Op 6, the Honors Program and ACE.

Trustee Roepstorff asked if the success of the Honors Program is being recognized, and if Dr. Kelly is part of the recruitment process, as we do not have a National Merit Scholar. Dr. Kelly said it is a Catch-22, as the list of National Merit Scholar Finalists is not available to us unless we have a certain number of scholars for a specific number of years. He said once we become a sponsor we can use the names to recruit them. He said we need top programs here in order for top students to consider FGCU. Dr. Kelly said the research-based and service-based experiences required of the Honors Program are attracting students now, as parents and top students see the results.

Trustee Roepstorff asked what we need to do to get a National Merit Scholar. Dr. Kelly said we need the ability to recruit them by knowing their names and locations; have marquee programs that attract students; and have continued scholarship support, which he believes we have for all students.

Trustee Price asked for clarification regarding the challenges associated with our learning who the students are if we aren’t considered a sponsor. Director of
Admissions Marc Laviolette said the National Merit Scholarship Corporation, which sponsors the National Merit Scholarship, requires that you be a sponsor with the Corporation before you can avail yourself of the Benacquisto Scholarship. He said sponsorship requirements include having seven scholars in one year; five in two years; or three in three years. He said the challenge is to find and enroll scholars so we can become a sponsor. He said the semi-finalists list that comes out provides the high school and student names, but it does not provide contact information. He said the next step is to compete with scholarship dollars that the students would receive at other sponsorship schools within the State and try to match them.

Trustee Smith asked if Mr. Laviolette knew the number of students within the five-county area and if we are actively recruiting those students. Mr. Laviolette said we do know how many students are in the area, but we are not actively recruiting them. Trustee Smith said we should know each of the students very well and provide a number of reasons why they should come here. Trustee Smith said he doesn’t believe the Benacquisto Scholarship is tied to having a National Merit Scholar and suggested we speak with her about the details if that truly is the case. He said we need to get those scholars here in order to become a sponsor, so it’s important that additional effort is made. Mr. Laviolette said it is his understanding that we have to be a sponsor before we can take advantage of the Benacquisto Scholarship. He said he recently submitted a plan to Dr. Bradshaw to enhance our efforts, and identify and recruit students.

Trustee Smith said we need our recruitment efforts to be similar to those utilized in the recruitment of student-athletes.

Mr. Laviolette said we have increased the number of top students that we’ve attracted here. He said we have awarded more than 1,800 top merit scholarships this year of which approximately 400 have accepted, which is about 60 more than last year.

President Bradshaw said we distributed letters to thousands of high achieving students who were identified by the Noel-Levitz lists we purchase. He said the Accelerated Collegiate Experience (ACE) program has some of the highest achieving students in the five-county area who come here as juniors and graduate high school with the equivalent of an Associate's Degree. Dr. Bradshaw asked Dr. Kelly to comment on the number of ACE students we keep and where the remaining students go. Dr. Kelly said we keep approximately 50%; of those who do not stay at FGCU, they attend schools such as University of Pennsylvania, Cornell University and Boston College.

President Bradshaw said the ACE program has expanded over the last five years and the Honors Program has almost doubled. He said those programs may not have the branding of National Merit Scholars, but that he believes a look at the academic profiles of the ACE students enrolled would indicate they would qualify if they applied.
Trustee Smith and Trustee Roepstorff expressed disappointment that FGCU does not have a National Merit Scholar. Trustee Smith said the message during Senator Negron’s visit was that we need to recruit those students. Trustee Roepstorff said we received a letter from Senator Gaetz a while back to that same effect. Trustee Smith said we need to focus on this effort more to help prevent the loss of state funding, which would impact everything being talked about today.

Mr. Laviolette said they will redouble their efforts. He said there are many misconceptions regarding what a National Merit Scholar is and who is eligible. He said many of these students come from private schools. Trustee Roepstorff said we have connections and individuals at FGCU, including her, who sit on private school boards and can assist.

**Library Services**

Dean Kathy Miller said she appreciates the opportunity to be here. She said the role of the Library is somewhat different because its primary purpose is to enable and support all of the work that happens in the Colleges, and to support the University’s 15,000 students.

Dr. Miller said the Library focuses on three things, including: (1) building collections, including books, manuscripts, music scores, databases, e-journals and more, and that the Library works closely with the faculty in the Colleges to ensure the collections will support the academic programs; (2) provide instruction and assistance to individuals who find and use those resources to complete assignments and conduct research; and (3) provide a facility that is an intellectual crossroads for students, where they interact with other students, faculty and librarians, and resources both in the facility and those maintained in our virtual library.

She said the Library’s Strategic Plan will be developed after the one for the University has been finalized.

Dr. Miller said she has provided a brief document which outlines the vision, mission and goals from the Library’s last strategic plan, as well as a list of six initiatives in which it is currently engaged. She said there are focuses on assessment, service delivery, and on continual improvement and database decision making.

Dr. Miller said if Dental and Pharmacy Programs are added, they are so specialized that they would require substantial library resources, including librarians with this subject expertise, as well as facilities. She said the current facility is full now and we may need to consider adding a Science Library to the campus. She said that although an expansion is included in the Campus Master Plan for the current building, we may be better served by a separate facility for Science and Health Professions.
Graduate Studies
Chair Felton called on Associate Vice President for Research and Dean of Graduate Studies Tachung (T.C.) Yih to present.

Dr. Yih said the two offices of (1) Sponsored Research and (2) Graduate Studies merged when he came to FGCU approximately four years ago, and it is now titled the Office of Research and Graduate Studies. He said as indicated in the name, his office provide services to both areas of research and graduate studies.

Dr. Yih said when preparing the document for today he considered: (1) where we are; (2) how to develop an estimate to determine where we need to move forward from here to accomplish our five-year goals; (3) how to determine the number of faculty and students required; and from there (4) figure out, with the input of the deans, how much we may need.

Dr. Yih said to respond to Chair Felton’s questions, one of the most important concepts in research is the critical mass. He said current numbers of active research faculty members by percentage is lower than 15% and to reach the first turning point, whether it be Tier 3 or Tier 4, we need to double that number. He said we need to develop a collective plan that involves each of the College departments and the faculty members, as this goal is not something that can be accomplished solely by his office.

Dr. Yih said for patent applications to increase, we need products to increase our commercialization portfolio, and focus more on applied and technological research. He said culture change is something we need to consider as we move forward with conducting more research, as there will be resistance. He said we need to find a balance between teaching, research and service.

Item 6: FGCU Strategic Plan 2016-2021 (TAB #2)
Chair Felton thanked the deans for the information they provided. He asked the Trustees to discuss potential pillars. He said in addition to the four he provided as starting points, he heard the following concepts discussed today:

1. Interdisciplinary
2. School of Pharmacy and Pharm D.
3. Entrepreneurship
4. Innovative Programming
5. Emerging Preeminence; and
6. All things health with the exception of M.D.

Trustee Spilker said he liked the University of South Alabama’s Strategic Plan which identifies five institutional priorities, one of which was “Student Success and Access.” He said he would expand on that idea and say his five suggestions include:

1. Student Success and Access to Employment, which would include the enhancement of our recruitment of scholars.
2. Excellence in Health Care
3. Excellence in Entrepreneurship
4. Interdisciplinary enhancement and opportunities; and
5. Expand our research capabilities, and provide the deans the necessary tools.

In support of Student Success and Access to Employment, he also suggested that a personal finance and management course requirement be implemented.

Trustee Smith said the information the deans presented today supports the FGCU Mission statement which reads “Seeks academic excellence in the development of selected programs and centers of excellence in science, technology, engineering and mathematics (STEM) disciplines, health professions, business, and marine and environmental sciences.”

He said he would recommend the following areas of focus:

1. Health Sciences, which would include Pharmacy, Dentistry, Physician Assistant (PA), Physical Therapy (PT), and Administration.
2. Academic Excellence, which would include the Honors College and the recruitment of National Merit Scholars.
3. Entrepreneurship, which would include a goal of establishing a College of Entrepreneurship.
4. Emerging Preeminence with a focus on water management, which would involve such things as engineering, healthcare, and both undergraduate and graduate research.

Chair Felton recapped the pillars as described by Trustees Spilker and Smith.

The Committee discussed the meaning of preeminence; the Board of Governors’ expectations; the costs associated with the implementation of a new Strategic Plan; the cost of new facilities; space utilization rates and the adjustments in course schedules to accommodate additional classes; plans for Academic Building 9 (AB9); various space types; the need for additional classrooms and labs should the Pharmacy and Dentistry Schools be included in the Strategic Plan; Legislative Budget Request (LBR) requirements; and whether or not the Emergent Technologies Institute (ETI) could be used for some of the new programs being considered due to campus space limitations.

Chair Felton said to summarize, the ideas for pillars include:

- Health Sciences
- Academic Excellence
- Entrepreneurship
- Emerging Preeminence

Chair Felton said he would be willing to work collaboratively with the deans, the Office of the Provost, and other areas to prepare a document that would assist
with reporting to the FGCU Board of Trustees the Committee’s work and provide a platform from which the Committee can work at its next meeting.

Trustee Smith suggested the Committee determine the pillars before moving forward.

Chair Felton asked the deans if there are any items missing from the suggested pillars.

Dr. Kelly said he’s not sure if sustainability and civic engagement should be an independent pillar, but he hopes those key FGCU concepts don’t take a back seat. He said they should be incorporated into the pillars identified by the Committee. He said we are the only State University System (SUS) institution that has a civic engagement requirement and it is something we should highlight. Dr. Beatty agreed and said “sustainability” applies both to environmental sustainability and economic sustainability. Dr. Behr agreed and said he believes it is essential to maintain the program plan for the Emergent Technologies Institute (ETI), which has that as a core function. He said we have a Backe Chair in renewable energy and an endowment dedicated to it, and to repurpose the building at this early stage in its evolution would be a mistake.

Trustee Smith requested a copy of the five-year ETI plan. He said he wants to make sure we can accommodate the overarching needs of the University. Dr. Beatty said he would provide it.

Dr. Gregerson said with regard to Academic Building 9 (AB9), he wants to make sure we don’t lose dedicated research space. Dr. Beatty said we need to be very careful about space utilization when we talk about fungibility. He said if we dedicate most of the space to very specific tasks, which we do need on campus, we may not be able to put other things in there and it will impact space availability for general instruction as programs continue to grow.

Chair Felton verified with the deans that nothing had been left off of the list of suggested pillars and that they felt comfortable with them.

Trustee Roepstorff asked what would fall under the Emergent Preeminence category. Chair Felton said research, water quality, ETI, and student success are some of the things. Chair Felton asked the Committee if civic engagement could be considered a component of Academic Excellence. Trustee Smith said he didn’t think it needs to be a separate pillar but should continue to be in our core DNA.

Chair Felton said it appears that there is consensus that the pillars should be categorized as:

- Health Sciences
- Academic Excellence
Chair Felton said he spoke earlier today about the integration of the Strategic Plan, the Work Plan and the Accountability Report. He said we have a good idea of the four pillars that will help define our “Statement of Strategy” portion of the Work Plan. He said the next step will be to set goals for the Plan.

Chair Felton said there was limited time available and asked Senior Associate Provost Paul Snyder to get the Committee prepared for its next meeting by providing an overview of where we are in the current metrics and to discuss what would be required for us to accomplish moving up one percentage point in categories outlined in the Work Plan.

Dr. Snyder said the provided document includes a mix of existing goals, some that have been decreased because the goals were not met this year, and those that were increased as a result of our exceeding our goals. He said those numbers appear in red.

Dr. Snyder said both new and changed metrics are included in the BOG Work Plan form this year. He said, for example, Percent of Bachelor’s Graduates Enrolled or Employed earning $25,000 or more was modified to include the “$25,000+.” He said the goals for 2017-2020 are all new because we’ve added another year of goals for the four upcoming years. He said the “Key Performance Indicators” on page two include a number of new goals, including “Freshmen in Top 10% of Graduating High School Class;” “Adult (Aged 25+) Undergraduates Enrolled;” and “Percent of Undergraduate FTE in Online Courses.”

Chair Felton thanked Dr. Snyder for providing the information.

There was no public comment.

Trustee Smith suggested Chair Felton collaborate with Dr. Toll and Dr. Snyder to have a draft of the Work Plan available the next time the Committee meets.

There was no additional new business.

Chair Felton thanked the deans, Academic Affairs and everyone at the meeting and said he looks forward to getting a draft of the Work Plan prepared so the Committee can provide feedback.

President Bradshaw said that they have listened intently today and that they will prepare a document that is informed by the comments from today’s meeting.
Chair Felton said he will provide an informational report to the FGCU Board of Trustees at its meeting on May 10, 2016 and provide an update on the Committee’s progress. He said Vice President and Chief of Staff Susan Evans will be in touch to determine quorum availability for the next Committee meeting date.

The meeting was adjourned at 3:02 p.m.

Minutes submitted by Director of Board Operations, and Special Projects Amber Pacheco.

Agenda Items:

A. [http://www.fgcu.edu/Trustees/AgendaFile/2016/04-29-2016(SP%2016-21%20Cmt.)/STRATEGICPLAN16-21CMT_4-29-2016.pdf](http://www.fgcu.edu/Trustees/AgendaFile/2016/04-29-2016(SP%2016-21%20Cmt.)/STRATEGICPLAN16-21CMT_4-29-2016.pdf)

B. [http://www.fgcu.edu/Trustees/AgendaFile/2016/04-29-2016(SP%2016-21%20Cmt.)/STRATEGICPLAN16-21CMT-HANDOUTS_4-29-2016.pdf](http://www.fgcu.edu/Trustees/AgendaFile/2016/04-29-2016(SP%2016-21%20Cmt.)/STRATEGICPLAN16-21CMT-HANDOUTS_4-29-2016.pdf)