FLORIDA GULF COAST UNIVERSITY BOARD OF TRUSTEES

Special Committee on FGCU Strategic Plan 2016-2021

Wednesday, August 17, 2016
Cohen Center 213
Florida Gulf Coast University

Minutes

Members:
Present: Trustee Shawn Felton – Chair, Trustee Russell Priddy, Trustee Robbie Roepstorff, Trustee Ken Smith, and Trustee Christian Spilker (until 2:40 p.m.)

Not Present: Trustee Darleen Cors

Others:
Trustees: Trustee Joseph Fogg (via conference call) and Trustee Kevin Price (until 2:40 p.m.)

Deans: 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; Dean of the College of Education Eunsook Hyun; Dean of the College of Undergraduate Studies Dawn Kirby, Dean of Library Services Kathleen Miller; and Dean of the Office of Research and Graduate Studies Tachung (TC) Yih.

Staff: President Wilson Bradshaw; 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 Project Manager Danielle O’Brien.

Item 1: Call to Order, and Roll Call
Committee Chair Shawn Felton called the meeting to order at 1:01 p.m. Roll call was taken with 5 of 6 Trustees present, thus meeting quorum requirements.

Item 2: Opening Remarks
Chair Felton said he called the meeting to discuss the specific action items that will support the objectives and pillars of the Strategic Plan approved at the June meeting.

Chair Felton said today’s meeting should conclude with the Committee’s recommendation for approval to the full FGCU Board of Trustees at its next meeting on September 13.
Item 3: Draft Items for FGCU Strategic Plan 2016-2021: Discussion for Recommendation to FGCU Board of Trustees on September 13, 2016 (Includes Public Comment) (Tab #1)

Academic Excellence

Chair Felton explained that the current action items were informed by input from the deans. He said it is important that the actions are on track to support the University’s Strategic Plan.

He reminded the Committee that the overarching goals of the Strategic Plan were to increase four-year graduation rates and provide opportunities for graduates after they leave FGCU, whether it’s into jobs or into graduate school.

Chair Felton said one edit that did not make it into the document will be placed under “Entrepreneurship.” He explained that it revolves around a special task force that was appointed. He added that another piece that did not make it into the Plan was “Opportunities for Distance Education.” He said the Board of Governors (BOG) Online Strategic Plan for 2025 was recently approved, and the Committee could consider incorporating some of those actions into its plan to improve four-year graduation rates.

Chair Felton asked the Trustees to provide their comments.

Trustee Spilker said he’d like to discuss each item individually and asked that clarification be provided as to which action items would require the Board of Governors’ (BOG) approval and which can be done independently by the University.

Chair Felton opened up the discussion for Pillar I: Academic Excellence. He said Objective 1 pertained to establishing an Honors College.

Trustee Smith said he is confused about where the University stands with regard to its Honors College. He said he believed the University was ready to start an Honors College and he wants it to open now. He said the document as it currently reads now, does not indicate that the College is ready. He said he’d like to see specific dates within the timeline which indicate when something will be completed and who will be responsible.

Dr. Dawn Kirby introduced herself as a new faculty member and Dean of Undergraduate Studies. She responded to Trustee Smith’s question and said they are ready to move forward with the Honors College. She said President Bradshaw has indicated it will open in spring 2017. She said its feasibility study is complete and has been submitted. Dr. Kirby said this semester they will work with faculty to establish more curriculum and programs, and seek private funding.

President Bradshaw agreed with Dean Kirby about implementing the Honors College in the spring. He explained that full implementation will begin fall of 2017.
because they will need to recruit the full class. He said that the infrastructure as a unit within the University will be ready. He said that the current Honors Program and the Accelerated Collegiate Experience (ACE) program will be rolled into the Honors College. He agreed that the wording of the draft does not capture that, but when he met with the deans, they understood this timeline.

Trustee Roepstorff asked if Honors students automatically would be part of the Honors College.

President Bradshaw said yes.

Trustee Roepstorff asked when President Bradshaw referred to spring, was he referring to spring of 2017.

President Bradshaw and Dean Kirby said yes.

Trustee Smith requested that Dean Kirby incorporate a marketing plan for attracting students to FGCU through the Honors College, and indicate how many students they would like to have in the program.

Dean Kirby referred to Performance Outcome 1.1.4. She stated the goal is to increase Honors College enrollment to 1,200 students by year 2020. She said this number is nearly double that of last year. She stressed that they want to be realistic and believe with marketing and recruitment they can achieve that goal.

Trustee Roepstorff said she didn’t recall seeing any mention of the Benacquisto Scholarship Program for National Merit finalists. She said that she believed that the Honors College was going to make that happen.

Dean Kirby said initial discussions considered a separate admissions process for Honors, but that her understanding after talking with Provost Ronald Toll is that they will work with the existing Admissions policies and personnel and later rework the process to recruit National Merit scholars.

Trustee Roepstorff asked if the Honors College is in a position that will meet the standards established for the Benacquisto Scholarship Program. She asked that more detail be included in the Honors College action item about the initiative.

Chair Felton recommended adding a section about recruitment. He asked Dean Kirby to rewrite Action Item 1.1.1 to focus on the implementation for spring 2017. He then requested that Action Item 1.1.2 relate to the recruitment of individuals who are highly successful National Merit and Benacquisto Scholarship recipients.

Dean Kirby said she is happy to do so.

President Bradshaw said they can specify scholarships under the Action Item.
President Bradshaw explained how the Benacquisto Scholarship benefits National Merit scholars. He said that a student must first be a National Merit scholar before he or she is eligible for the Benacquisto Scholarship.

Trustee Roepstorff asked if the University is in a position to be a National Merit Sponsor.

President Bradshaw stated that in order to be a National Merit Sponsor the University must have a number of National Merit Fellows for a specified number of years. He explained that the University does not need to be a National Merit Sponsor in order for the National Merit recipients to receive a Benacquisto Scholarship.

Chair Felton said he found some specific details of the Benacquisto Scholarship online and will send them to Vice President and Chief of Staff Susan Evans to forward to the FGCU Board of Trustees.

Trustee Priddy asked who would be accountable for this item.

Dean Kirby said she believes she would be the one accountable and will be working closely with Provost Toll and President Bradshaw to continue progress in this area.

Chair Felton suggested the Committee move on to Objective 2: FOCUS on expanding internship opportunities and doubling the number of co-op educational and practicum experiences.

He referenced Performance Outcome Measure 2.2, specifically the use of percentages without listing a beginning number. He recommended that the input number be added to provide clarity as to what a 10% increase would mean.

Dean Kirby stated she has the numbers available and that Dr. Stacy Ballinger, Director of Internships and Co-operative Programs, is present if Chair Felton has any questions that he would like her to answer. She continued that her concern is on the actual wording of the Objective, and was seeking clarity from the Trustees. She explained that there are differences between internships, co-op experiences and practicums. She explained that a practicum already is in place for many of the professional programs at the University and the only way to double that is to have more students. She said they are already at 100%. She said with regard to internships and co-ops, they can work on doubling those numbers.

Trustee Smith said he wants a plan to be established that makes sense to the deans, where they can measure performance. He stated he wants to know what the items are and how are they going to affect four-year graduation rates. He stated that he understands change has to do with retention rates and bringing in students with higher test scores and qualifications. He said that he would like Dean Kirby to highlight the department’s strengths and develop those areas. He
referenced Performance Outcome Measure 2.1 and said he’d like to have the
timeframe and appropriate measurements listed for each year between 2016 and
2021, so we can determine our progress by evaluating those numbers annually.

Trustee Priddy said community employers are really looking to FGCU to help
them get our students into their organizations. He said a couple of employers
have expressed frustration with trying to hire students and graduates from out-of-
state who take the job for two years and then leave the state. He said there is a
real opportunity with local employers hiring FGCU graduates and feels the
University has missed some of those opportunities over the past couple of years,
and now the University needs to pick up the pace. He said he thinks the
businesses will provide the numbers in doing this for us.

Dean Kirby stated she appreciated that and would like to point out that Dr.
Ballenger has been in her position for a little over a year as the coordinator and
has hit the ground running, and will continue to do so. Dean Kirby assured the
Trustees that she will be getting back to them with numbers for Objective 2.

Trustee Priddy told Dean Kirby that he will be reaching out to her and those
involved to open doors with the employers.

College of Arts and Sciences Dean Robert Gregerson said that while internships
and co-ops are partially centralized to Undergraduate Studies, each of the deans’
programs have internship coordinators who place and assist interns. He stated
that although it is not reflected in the Strategic Plan, each department has a goal.

Dean Kirby responded and stated that Action 2.3 mentions all the academic
colleges and partnerships with them.

Trustee Price asked for clarification regarding Action 2.1 where it reads “solicit
funds to support undergraduate internships and graduate research
assistantships.” He said he could see the internal assistantships requiring
funding, but that his understanding of co-ops is no funding would be required on
the University’s behalf, as it is coming from the employers. He asked if funding in
this case means overhead and personnel to support the initiative.

Dean Kirby agreed and said there is no direct funding.

Chair Felton confirmed with the Trustees that the actions on this objective were
okay, but changes needed to be made by adding yearly goals on Performance
Outcome Measure 2.1, 2.2 and 2.3.

He said he sees a general consensus and would like to move forward to
Objective 3: FOCUS on creating new and/or refine existing programs that lead to
high-wage, high-demand jobs.

Chair Felton stated that there were a few programs that were listed here and he
moved them to page 20. He stated that they are new academic programs that
are deemed important by the deans from the respective Colleges, but not
currently addressed in the Work Plan for the Board of Governors (BOG).

Trustee Priddy asked for clarification regarding the M.A. in Environmental
Studies. He said he believes we have an M.A. in Environmental Science and an
undergraduate degree in Environmental Studies.

Dean Gregerson stated we have both an M.A. in Environmental Studies and an
M.S. in Environmental Science. He said the M.A. in Environmental Studies is a
degree designed to attract current working professionals in the field and offer
them professional advancement possibilities by earning that particular master’s
degree, which is non-thesis based, non-science based, non-research based.

Trustee Priddy responded that the concern he heard from students and
graduates is that they would prefer a bachelor’s degree in Environmental Science
more so than Environmental Studies.

Dean Gregerson said he appreciates Trustee Priddy’s comments. He said the
College could move in that direction, and added that a lot of students have been
placed in jobs with the Environmental Studies degree.

Trustee Priddy said a complaint he received from students is that there were
approximately three courses that duplicated each other and stood as fillers for
them to earn the number of credits needed. He said he would be happy to
provide the letter that he received.

Dean Gregerson stated that the letter would provide useful information.

Trustee Priddy said he will try to send the letter between now and the next
meeting.

Trustee Smith said he has spoken about not wanting money to drive the
conversation, but at some point it may be appropriate to discuss it. He stated that
if he looks at the money we are receiving from Performance Based Funding, it’s
about a 1.5% increase to our base budget per year. He added that enrollment is
growing at about 2%. He stated he is concerned that we are adding expensive
programs to the University and asked how we will manage financially. He
questioned if we really need to add all of the listed degrees in Objective 3. He is
centered that we would pull resources from existing programs and not allow
good programs to grow. He added that we struggle with the issue of space and
that we are the university with the highest space utilization in the State University
System (SUS). He asked where we would get the space to deliver the education
and resources that are needed, and said that this may be an area where Vice
President for University Advancement Chris Simoneau may come in. He stated
that at some point it will be important to bring Mr. Simoneau and his team in to
discuss how we can increase private funding to support these programs. Trustee
Smith said that if particular degree programs are important to the industry or
region, those industries should support the programs financially.
Trustee Priddy said we may be able to look for money in programs that aren’t producing graduates or utilizing space.

Dean Behr said he agreed with Trustee Smith’s approach. He stated he has been visiting various construction companies with Senior Director of Development Bill Rice and they are getting very good feedback. He stated that if they cannot get an upfront commitment, the second approach is a contingent commitment.

Dean of the College of Health Professions and Social Work Mitchell Cordova stated that Objective 3 also discusses refining existing programs. He stated that, for example, the M.S. in Health Administration and the M.S. in Athletic Training degrees would evolve from existing degrees. He said the transitional doctorate degree in Occupational Therapy would evolve from additional coursework that exists or could be refined. He asked if they should define which programs would evolve from existing ones in order to provide greater clarity.

Trustee Smith said if Dean Cordova thinks it will make it clearer, then he would recommend providing those details. He added that the key is fiscal responsibility. He said he does not want everything to become mediocre as a result of adding numerous programs. He said he wants to talk about the ability to fund the programs at the right levels to ensure they are of high caliber.

Trustee Roepstorff asked Dean Cordova to define the programs in the Strategic Plan and state how they would evolve.

Trustee Spilker said he would like to echo the Trustees' comments in reference to the growing degree list.

Chair Felton asked if the Trustees would like to see potential job salary information and how they tie to the performance metrics.

Trustee Roepstorff said she would like to see that information and stated that, at the end of the day, it’s all about having the programs that get students high paying jobs. She said the more we can define the degree, the more the Trustees can be ambassadors and push the programs forward.

President Bradshaw said some of the newly-developed programs evolved or transitioned from existing ones, such as the Doctor of Nursing Practice (DNP) and Doctor of Physical Therapy (DPT) programs. He said part of that process is providing specific details such as need and high-paying jobs in the proposals that are presented to the FGCU Board of Trustees for consideration.

Trustee Spilker said that he's concerned that they are going to vote to move the Action Items for the Strategic Plan forward to the BOT and that he doesn't want an implicit endorsement of these programs. He asked to include language that says something to the effect of “programs such as...” be added before the list.
Associate Provost and Associate Vice President for Planning and Institutional Performance Paul Snyder said that all the programs listed are included in the Work Plan for the Board of Governors. He said the programs go through a vetting process with the FGCU Board of Trustees before moving forward to the Board of Governors.

Trustee Price suggested that they look at the format in which the detailed proposals for new degree programs are presented to the Board. He said sometimes there is too much detail and statistical information provided and he’d like to see outlined the most important information that will allow the Board to make decisions regarding the program approvals. He suggested they research if there are any universities where they have one-page cover letters or executive summaries that describe the output criteria for which we are looking.

Dr. Snyder said that the form that is submitted to the Council of Academic Vice Presidents likely will have the information Trustee Price is requesting and is a document that every institution within the State University System (SUS) uses. He said it is something that could be provided to the Board in an earlier stage.

Chair Felton recommended moving onto discussion of Objective 4: FOCUS on increased accountability on the BOG Performance Metrics.

Chair Felton said that when he reviewed Objective 4, he wanted to include distance education pieces. He questioned how that can fit into helping them with those metrics with regard to getting an online class or more programming.

Trustee Smith stated Action 4.6 refers specifically to the College of Arts and Sciences and needs to be revised to include all of the Colleges. He said every area needs to be benchmarking things that are impacting four-year graduation rates.

Dean Gregerson said he wrote that language for two reasons: (1) for the programs in the College and (2) because the College of Arts and Sciences supports the other Colleges to a great extent; therefore, the success that happens in the first two years is what sets students up to be successful in other Colleges. He said because of those two reasons, he wanted to pay really close attention to what is happening in the College’s programs and the general education program.

Trustee Roepstorff stated that we have limited dollars to get us to the next chapter, so if we make all the available distance learning courses within the SUS accessible, it will help the students graduate within four years and save the University money by not having to create an online class. She stated that a student not being able to get into a class here should not be a reason why he or she was not able to graduate in four years. She suggested the plan incorporate recommending to students by way of their advisors that they take online courses available at other State University System (SUS) institutions.
Dr. Snyder said to some extent, the advisors already have been using courses at other universities to help our students make timely progress toward their degrees.

Trustee Roepstorff asked if those courses count toward their degree.

Dr. Snyder said yes, but that they do not count toward FGCU’s numbers with regard to online learning because students are taking it at another institution.

Trustee Smith said there’s a definitional issue between distance learning and online learning. He said online learning is a student taking the class from a dorm room but is still here occupying space. He stated his understanding of distance learning based on what the BOG has discussed is a student who is not in the physical classroom, and in return, that person is freeing up space. He said most of our online students are completing the courses from a location on campus. He added that we need to be careful how we use the terms “online learning” as compared to “distance learning.”

Trustee Smith said money is required as part of the process for faculty to prepare a course to be taught in an online format, which could potentially reduce funding for other goals the University is trying to accomplish.

Trustee Spilker stated that he wanted to go back to Objective 4, specifically how a lot of the items are listed. He said we cannot effectuate change in a short period of time. He stated he believes the Objective is too broad, and recommended having action items to which changes could be made rather than reflecting on a broad category. He recommended developing two or three actions that can be focused on, including four-year graduation rates, and then have the deans guide the Trustees on how we can make it happen.

Trustee Smith said we need to be careful on how we spend our money. He said an example is: If we spend $1 million to bring in $300,000, it would not be beneficial. He stated he believes four-year graduation rates are inherent to the academic process. He said he understands that we need to do certain things because it is the responsible thing to do with regard to tax dollars and, most importantly, the students. He said there is a positive economic effect for students who graduate in four years. He stated it’s important that we pick the right metrics, which to him includes four-year graduation rates, and then talk about how we are going to obtain the funding.

President Bradshaw said he would like to address the topic of distance learning. He asked Dr. Snyder what percentage of hours are produced by online learning.

Dr. Snyder said 20%.

President Bradshaw said the conversation at the Board of Governors (BOG) level about distance learning really revolves around the fee charged by our sister institutions. He said the statement we want to make about distance learning for
our students is that we will not put impediments in place that would discourage students from taking courses online. He added that we are the only university in the State University System (SUS) that does not charge an online fee. He stated that if we can commit to removing impediments, we can make a positive statement about distance learning.

President Bradshaw referred to Action 4.6: Demonstrate improved performance in metrics within the College of Arts and Sciences. He said, instead of just listing the College of Arts and Sciences, the Committee can change the wording to read “Demonstrate improved performance in metrics University-wide.”

President Bradshaw said with regard to Performance Outcome Measure 4.1 which reads “Colleges use system to benchmark improvement on metrics such as graduation rate...,” we can eliminate “academic progress rate” because if we improve the graduation rate, the others will follow. He said “degrees awarded in areas of strategic emphasis” can be acted on as a standalone item. He said for “post-graduation employment,” there is not a lot of control there, but it is a metric on which we are measured.

Trustee Spilker asked if the Honors College requires any Board of Governors (BOG) approval for its implementation.

Dr. Snyder said there shouldn’t be any necessary approval from the BOG because it’s an internal division of the University.

President Bradshaw added that the Honors College is not a degree-awarding entity.

Chair Felton confirmed that the Committee was comfortable with the edits identified by President Bradshaw for Objective 4.

Trustee Spilker said he wants to make sure that four-year graduation rates are at the top of the list.

**Entrepreneurship**

Chair Felton said that for the Entrepreneurship Pillar, one edit that did not make it into the document was Action 1.1. He said the Emergent Technologies Institute/Innovation Hub (ETI/I-Hub) Taskforce would create an action plan and methodology to evaluate entrepreneurial opportunities. He stated in the timeline, the ETI Taskforce will report its findings to the President by November 2016. He said the Performance Outcome would be that the report is completed and submitted on time, and from there the BOT would determine how it would like to move forward. He stated the Taskforce would be led by Dean Cordova. Chair Felton said he appears to have consensus from the Committee, so he will add it back in.

Chair Felton asked if Trustee Smith can offer feedback.
Trustee Smith said the action items related to the Pillar were very underwhelming. He said he feels like it is more of the same things. As a Pillar, he wants to see something bold and dynamic. He said that we do have the Taskforce focused on the Emergent Technologies Institute (ETI) with entrepreneurship and that needs to be incorporated into the Pillar. He stated we have a lot of retired CEOs and entrepreneurs from Fortune 500 companies in our region, so Entrepreneurship is something we can be really stellar at. He said he would like to see it reworked to incorporate some bold initiatives.

Dean of the Lutgert College of Business Robert Beatty said he will take responsibility for writing this piece. He added what is happening with Entrepreneurship is amazing in Southwest Florida. He said while he was developing it, he questioned if he should be specific on projects or include higher level goals, and he understands now that they should be more specific. He said when he talks about partnerships with the Rocket Lounge, the Governor’s Cup, and going into the local high schools, many of those events would fit into the broad categories. He said when they listed the action plans, they listed all the things they are planning to do, including high level activities.

Trustee Roepstorff said that the recent press release on the FGCU Institute for Entrepreneurship’s Runway Program blew her away. She said just the day before she was at an Industrial Development Authority (IDA) meeting, and they were talking about retaining business and bringing in new industry. She said one member brought up that there was no Entrepreneurship at FGCU. Trustee Roepstorff said at that time she didn’t know that Entrepreneurship was unfolding at the University to the level that it was. She said when the press release came out, she sent it to all the IDA members. She said she received numerous positive reactions.

Trustee Smith said that he doesn’t need to know everything, but for some programs it would be important to note what start-ups resulted from it. He said, for example, that he’d like to know the outcome of the veterans initiative. He said it’s hard for him to measure if we are moving Entrepreneurship in a bold way if he doesn’t know what’s taking place. He added there is a balance of knowing too much and not enough, but knowing a little more would be better.

Trustee Spiker said his understanding of this exercise is that we went through and created the Pillars and Objectives, then created tangible action items for a five-year period. He said rather than speaking in generalities, he would like the Committee to provide four or five programs that we are going to focus on, so we can measure them for success. He added that these would be the programs that they want the Trustees to be out in the public talking to the governor and legislators about in an effort to get financial support.

Dean Beatty said he concurs 100%. He added that Director of the Institute for Entrepreneurship Sandy Kauanui is doing an amazing job, specifically in putting together projects. He said Dr. Kauanui has given him a number of detailed plans and projects that she has envisioned at FGCU and is working on now. Dean
Beatty said the field itself is moving dramatically, and some of our competitors are looking at offering graduate degrees in it. He stated that the vision for Entrepreneurship is very strong and he would be glad to include specific projects and timeframes in the document, and then discuss the necessary resources to be innovative and bold.

Trustee Roepstorff said that this is an area that needs a marketing plan because it will reach the business person who needs interns. She added that there are businesses and companies that want to be a part of the Institute for Entrepreneurship. She said that we should maximize the marketing department that we have at the University for this Pillar. She said she wishes she had known that something like this was taking place at FGCU sooner so she could have shared it.

Trustee Smith said that Entrepreneurship does not need to be dollars and cents. He said he doesn't want to disenfranchise the arts. He stated Entrepreneurship can be a music company start-up or writing literature. He said a person who wants to write a novel is an entrepreneur, and he may just need an office. He added that it's not only about starting a business, and that there are other aspects of the community that are hugely important. He stressed that entrepreneurship can take place across the University.

Dean Beatty said he agrees, and Dr. Kauanui is meeting with all of the Colleges to discuss how do we do that by comparing best practices across the nation to what's happening both in the state of Florida and globally. He said that this is something that is going to put FGCU on the map because the younger generations want to get a college degree, but they also want to have the Entrepreneurship background regardless of the field they go into. He added that the knowledge of thinking “outside of the box” and having to practice all the various components of owning a business or enterprise is a great advantage for students going into the workforce.

Trustee Spilker said Objectives 3 and 4 are pretty broad, but Action 4.2 has more specificity with regard to outlining goals, completion timeline, outreach, target, and an accountable individual.

Dean Beatty said they will be glad to make sure the next version of the document reflects bold and innovative initiatives that extend across the University.

Trustee Roepstorff asked what other universities in the State University System (SUS) have a program like the Institute for Entrepreneurship’s Runway Program.

Dean Beatty asked Dr. Kauanui to respond.

Dr. Kauanui said she modeled our program after California Polytechnic State University when she learned we had received a $250,000 grant. She said she adapted the program for our students. She stated other schools have incubators and that she was recently in correspondence with Florida State University (FSU).
which was looking for help with its incubators. She added that we are unique, and last week received more than a dozen applications before the press release went out.

Trustee Roepstorff told Dr. Kauanui that she did a phenomenal job with the program. She added that the key is informing business people and community leaders that our students will know how to think critically in any profession.

President Bradshaw said he wanted to make note of one small thing with regard to the branding of “Soar in 4.” He clarified that “Soar in 4” involves the number “4” not “f-o-u-r” and asked that the correction be made to areas where it isn't printed correctly.

Chair Felton asked for any further comment on this Objective. No further comment was made. He then called for a five-minute break at 2:40 p.m.

Chair Felton called the meeting back to order at 2:48 p.m.

Health Sciences

Chair Felton read Objective 1: FOCUS on all clinically-oriented disciplines with healthcare and further establish the College of Health Professions and Social Work (CHPSW) in the region, state, and beyond as the state of Florida’s University for preparing students for all careers within the healthcare field except allopathic and osteopathic medicine, and opened the floor for any comments.

Trustee Smith said at the last Board of Governors (BOG) meeting it was recommended that the University needs to produce more health professionals. He said we have a responsibility to get students through in four years, but we also are responsible to be really good at things. He said he liked what was in the Health Sciences Pillar, but asked that it be bold. He said from his perspective, this is where we need Vice President Simoneau’s help to ramp up the programs by bringing in private dollars.

Trustee Smith said Dean Cordova had some good ideas for Entrepreneurship for his college and would like to see more of that reflected throughout the Strategic Plan. He said that he hopes in a year or two after Dean Behr gets the U.A. Whitaker College of Engineering master’s program ramped up, the Trustees would be hearing back from him on how we can add a Pillar for Engineering. He said the same is the case for the College of Education and others. He added that today we focused on these specific programs, but he doesn't want to lose sight on the rest.

Trustee Priddy said the Dental and Pharmacy Schools are listed in the document. He said he knows the push is in the other direction. He asked if someone can comment on that.
President Bradshaw said there was some discussion from the last BOG meeting because it appeared as part of the narrative. He said there was a lot of concern expressed about the desirability and feasibility of FGCU offering such a program. His reply to the concern was that the FGCU Board of Trustees wanted to make it very clear that it was thinking strategically and long term. He added that they recognized this was a bold statement that FGCU wanted to make through its BOT about programs that could fit within our Health Sciences. He said they talked about what programs we would develop and that FGCU has great strength in Health Sciences. He said the BOT thought Pharmacy and Dentistry schools were worth considering. He said there was some discussion, and the BOG wanted to make clear that approving our Work Plan was not approving those two particular programs.

Chair Felton asked Dean Cordova what opportunities the University has in expanding the undergraduate Nursing program.

Dean Cordova said that Action 1.1 really speaks to the preparation of the nurse practitioner, the mid-level provider that is being called upon more and more to deliver healthcare in our system. He said the program will be mandated by accreditation to be at the doctoral level to prepare mid-level providers at the advanced degree level. He said the Bachelor of Science in Nursing (BSN) program's enrollment is saturated. He said in order to grow enrollment, which currently includes two cohorts per year, we have to increase faculty resources, because the student-to-faculty ratio is eight-to-one. He said as long as we could increase the number of faculty and the number of preceptorships, we could support an increase in enrollment.

Chair Felton asked where we are in terms of space.

Dean Cordova said Marleib Hall was just renovated for the second time in three years in order to add more faculty offices, which are now full. He stated that they recently increased faculty numbers to replace existing open positions. He said they are at full strength, with the exception of one position. He said that if they were to add new positions in Nursing, they would be out of space in Marleib Hall.

Trustee Priddy asked Dean Cordova about the issue of adding students. He asked if Dean Cordova can add a few students or does he have to double the size of the program to keep the current ratio.

Dean Cordova said they have been increasing their enrollments in the Physical Therapy program and the Occupational Therapy program for the last four years within the parameters. He said with respect to Nursing, they are approved by the Florida Board of Nursing to enroll no more than 99 students per year. He said the College makes as many offers to students to fill the available positions. He said if they go above and beyond that number they have to ask for permission to do so, which is granted based on the College’s resources to support its desire to expand enrollments.
Trustee Smith asked if having an off-site facility would help.

Dean Cordova said no, they would need to increase significantly the number of full-time faculty to support expanded enrollments.

President Bradshaw asked Dean Cordova how many faculty he would need to add in order to increase the capacity by 25 students.

Dean Cordova responded that the ideal number would be 24 because they do it by student-to-faculty ratio of eight-to-one, so he would need to add three new faculty members in order to add 24 new students.

President Bradshaw said it would bring an increase of 25 percent and asked Dean Cordova if he would like to do that.

Dean Cordova responded yes, if the resources were there.

Chair Felton asked if there was anyone who had any questions or comments with regard to Objective 2: FOCUS on developing health focus areas in other degree programs external to College of Health Professions and Social Work (CHPSW) (i.e. Medical Humanities, Medical Sales Force), and expanding inter-professional education interaction and research collaborations.

Trustee Smith asked where Informatics was in the document.

Chair Felton said it was on page 2 under “Academic Excellence” where it references developing new programs.

Dean Cordova asked if it is the pleasure of the Board to have certain things listed in duplication if an item falls under multiple categories.

Trustee Smith said no. He said he likes when the Colleges collaborate because it sends the right message to the region and employers. He said it makes students think out of the box. He suggested not to put it in the document twice.

Trustee Smith stated that Dean Cordova has been given a huge opportunity given the healthcare crisis and he thinks FGCU could be well-suited to do that.

Dean Cordova stated that there are large public health implications that he and Dean Beatty have been discussing with other colleges and institutions.

President Bradshaw said that the track in “Medical Sales Force” seems very specific and asked Dean Cordova to speak to that item.

Dean Cordova said the focus of the Medical Sales track is for students who go through the business program, but would like to be a pharmaceutical sales representative or work in orthopedic product sales, for example. He stated that
the track would be designed around getting students prepared in the medical health area as sales representatives within the medical health disciplines.

Trustee Smith suggested that getting some of the large companies to help sponsor the program would be beneficial because it's expensive for companies to train representatives in medical terminology. He said that he thinks this is an opportunity that we can market to the companies.

Trustee Roepstorff asked if this program would cross over to other FGCU Colleges and majors.

Dean Cordova said it would be a program in the College of Health Professions and Social Work that the Lutgert College of Business would offer as a concentration or a track of courses to prepare the student.

Dean Beatty said he was fortunate to be at Gartner as part of its professional sales program event, and one of the things he heard clearly was that the liberal arts professions are very good as part of the sales discipline with regard to advertising and other areas. He stated that what they would be looking to do is have the deans work across the curriculum, and have a sales degree where students take a few courses at the end of their programs that focus on agriculture sales or pharmacy sales-- for example-- to meet the needs of the market.

Trustee Priddy said that Trustee Price previously requested that we offer these degrees at a very competitive rate.

Trustee Roepstorff asked if it would be a degree in sales.

President Bradshaw said the language is inconsistent. He said it is stated as a track and then immediately thereafter is referred to as a B.S. in Medical Sales Force. He said he's not sure if that was the intent. He said the language will be corrected to be consistent.

Trustee Smith said he wants FGCU to become everything to the medical region other than offering a Doctorate of Medicine (MD) or Doctorate of Osteopathic (DO) today. He said he's not sure where pharmacy fits yet, but that's the vision for this Pillar.

Dean Gregerson said he thinks this has the opportunity to be the most collaborative program we have on campus.

Dean Cordova said that he, Dean Gregerson and Dean Beatty will get together to further develop that action item.

Chair Felton asked for any feedback on Objective 3 regarding the establishment of on-campus and off-campus faculty-led practice clinics. The Committee asked to continue on.
Chair Felton stated the last Pillar is Emerging Pre-Eminence.

### Emerging Pre-Eminence

Committee Chair Felton said it would be foolish to think we would be Emerging Pre-Eminence in five years. He said the first Objective focuses on metrics that could potentially change. He said those metrics are ones the University can improve, including: four-year graduation rate, retention rate, and portfolios of incoming freshman. He said those really address the academic success pieces. He said we could seek to identify more places where we can move the needle in terms of research pieces. He said he thinks there are some strategies on how we can take applied research that most of the faculty around FGCU do very well and turn it around into dollars. He asked how we can get more support for research. He said we have to do something to produce more research dollars. He then asked for comment on the Emerging Pre-Eminence Pillar.

Trustee Roepstorff asked how it was received at the Board of Governors meeting.

President Bradshaw said the Board of Governors cautioned the institutions in the room that their intent was not for everyone to aspire to be Emerging Pre-Eminent institutions. He added that there are institutions that have been as explicit as we have in seeking that Emerging Pre-Eminence status.

Trustee Roepstorff stated that all the action items were focused on how the University is going to improve its metrics. She says the title is misleading because she doesn't see the University meeting the 10 metrics of being an Emerging Pre-Eminence institution.

President Bradshaw said the strategy was to select the metrics that made sense for us for the next five to eight years so that we could make progress in the Emerging Pre-Eminence category. He stated universities need to meet six of the 12 Emerging Pre-Eminence requirements. He said they focused on the list to see where they could move the needle in the next five years.

Trustee Roepstorff asked how many dollars and resources the University needs in order to meet the requirements and if they are justified.

Trustee Smith said that there were universities that were told Pre-Eminence wasn't in their future, and that we have not received that communication.

Trustee Smith said there were universities that may have been told it's not in their future. He said he doesn't mind if they decide to change the name of the Pillar, but he contends that we won't get the resources if we don't have the goal. He said it may be 20 years from now, but this is the one big goal if we are going to move forward. He said if you look at our Carnegie Classification, we are losing ground. He said our research dollars have dropped dramatically over the last six or eight years. He said when he looks at this measure, doubling our research
gets us back to par. He said we should aspire to get back to where we were with
research, and to grow it. He added that if the answer was we couldn't even
consider being Emerging Pre-Eminence down the road, he would resign from the
Board because he doesn't want to be part of something that is going to be mired
in mediocrity. He said the status doesn't define the University, but it is a way to
look at our future that is grand for the students, the region and FGCU.

President Bradshaw said that when he was at the Board of Governors (BOG)
meeting he said to the BOG that if its intent was not for everyone to aspire to be
Emerging Pre-Eminence, then there should be a way to show it values
institutions like ours in different ways. He added that the funding values Pre-
Eminence or Emerging Pre-Eminence.

Trustee Smith said the Emergent Technologies Institute (ETI) is another building
on this campus, and he does not want to send the message that the ETI cannot
be used for things outside of Engineering.

Trustee Smith said he would like the new Backe Chair to utilize the Emergent
Technologies Institute (ETI) building as space for other programs and Colleges
within the University.

Trustee Smith added that he thinks we have a great marine and environmental
studies group, but does not think we need a Ph.D. in Environmental Science. He
said if you watch the approving of money in other institutions, the Environmental
Science programs struggle to get the resources to have a ship, as well as
maintaining and fixing it. He said we have a fresh water issue in this State and it
has a huge impact on our economy. He said we will not continue to grow jobs in
this state if we don't to set up policy, science and engineering. He stated that
fresh water is a tremendous opportunity for our University. He added that if we
wanted to draw in dollars for this, the time is now.

Dean Gregerson said one of the reasons they used ambiguous terms to describe
the program is because the focus has yet to be determined. He agreed that we
have to decide what is going to be the very narrow or broader focus of that
potential school or program and then move in that direction.

Dean Behr said he wants to emphasize that the Emergent Technologies Institute
(ETI) has its own strategic plan and that they are going to try to follow it as much
as possible. He added that the ETI is a university resource, not just for
Engineering. Its purpose was to launch a Master’s of Science in Engineering
program, which has been approved. He said they also are housing
entrepreneurship activities.

Dean Beatty said he echoes what is being said by Dr. Gregerson and Trustee
Smith. He said when he goes out to the business community you cannot “throw a
rock” without talking about water. He said he was just with the citrus growers
talking about the impact of water. He said when he goes out and talks with the
public, it’s the number one issue. The discussion is about the balance of the
economic drivers from tourism to agriculture. He said big water is going to be a big discussion among businesses for years to come.

Dean Cordova said it's also a public health issue, specifically the fresh water releases from Lake Okeechobee. He said they have recommended working with the Colleges on understanding public health in connection with the environment.

Dean Gregerson spoke about marine science and said one of the most important things is collaboration across the University. He stated that we’re part of the Florida Institute for Oceanography and share time with that research vessel. He said he believes they do a lot of resource sharing to bring down some of the cost and allows them to have programs across institutions.

Trustee Priddy said Florida Fish and Wildlife Conservation Commission (FWC) has a lot of vacancies and they can’t find the biologists with the right mix of educational background. He said he will get together with the appropriate person at the University and FWC to talk about that.

Dean Gregerson said he would like to hear more about it.

Dean Cordova asked what other action items are proposed that are going to help focus on recruitment and retention of high-quality faculty. He said his assumption is that it's across the University.

Chair Felton said the Strategic Plan is about what is going to move that needle in hiring and retaining quality faculty.

Trustee Roepstorff said to develop a Ph.D. program definitely will require BOG approval. Since other universities have these programs, she would not like to see administration and faculty going in that direction without strong lobbying.

Dean Beatty asked what FGCU would look to do in order to maintain clusters of faculty members and significant research dollars. He said the number one thing that presidents search for are candidates who come with National Science Foundation (NSF) dollars. He said they hire them away from other schools. He said we should identify which of our current programs are doctoral research ready.

Chair Felton asked if there was any further comment.

President Bradshaw asked if he could bring the Committee's attention to Action Item 5.5: Establish the E&G funded Research Foundation Fund (RFF) in support of research. He asked if someone could speak to what that is and how it came about.

Dean of the Office of Research and Graduate Studies Tachung (TC) Yih said that other campuses, such as the University of Central Florida (UCF) and Florida State University (FSU), have research foundations appropriated from Education
& General (E&G) funds. He said the funds are utilized for multiple purposes like paying salaries, supporting research projects and more. He said he’s running out of resources by using the Facilities and Administrative (F&A) Indirect Funds. He stated that they do not have enough revenue from F&A. He said he would like to structure this as a Research Foundation (RFF), if possible, so they have more research funding support and the support of campus-wide research activities.

Trustee Roepstorff said that Action 5.5 is pretty direct in that once they approve this part of the Strategic Plan, it means it has to happen. She asked if that is in the budget.

President Bradshaw said he’s familiar with these types of foundations, and the universities that Dr. Yih mentioned have huge research foundations. He suggested that it would not be productive at this time to establish such a foundation. He said that he believes there are other ways to invest in the research effort other than establishing another direct support organization (DSO). He asked the Committee to give that some consideration. He said that in time such a foundation would be in order, but not at this point because he doesn’t know if we are complex enough to make that a productive force.

Trustee Smith agreed with President Bradshaw. He recommended moving the Action Item to the 2021 Strategic Plan instead of removing it completely because they don’t want to lose sight of it. He asked if each of the Colleges has a plan on how it will drive research dollars in its programs.

Dean Gregerson said yes. He said their investments in research dollars either come out of the College’s budget or vacancy savings at the end of the year. He said that works to a limited degree, but they don’t have the type of support for a bench scientist to come in and set up their lab. He said the RFF is a needed future goal.

Trustee Smith said he doesn’t know how we will fund this unless we get outside money in a big way. He asked if the Colleges have a plan to get outside dollars, grants, or state funding to grow research, specifically doubling it.

Dean Behr said Action 5.3 includes plans to pursue a variety of research agenda items. He said they have a new Backe Chair whose expertise is in water resources and water quality, and has a long track record of external funding. He stated external funding is what will drive this as we bring on board an M.S. in Bioengineering, Software Engineering and Civil Engineering.

Trustee Smith asked if Dean Behr can take Action 5.3 and expand it to include the other Colleges as appropriate.

Dean Behr stated that currently within the Emergent Technologies Institute (ETI), the plan is to pursue these areas.
Trustee Smith said he's asking all the other appropriate Colleges to add language about their areas. He suggested the Library also be included.

Chair Felton said they will do so.

Dean Cordova said in that in looking at Action Item 4.3, those themes of research already have been established within faculty units. He said the School of Nursing and Rehabilitation Sciences had found themes of research they're focused on. He added that student research will be directed to those areas, so the number of manuscripts published and grants submitted will increase.

Trustee Smith wanted to make note that the Professional Golf Management (PGM) and Resort and Hospitality Management (RHM) programs are not mentioned in the Action Items. He said the programs receive a lot of notoriety and thinks there is a place for them to be highlighted in the Strategic Plan.

Dean Beatty said they will look to include those. He said they are talking about the extra steps they can take to move those programs to premier levels in the United States. He used the Professional Golf Management (PGM) program as an example and how it's a training facility. He said with regard to the Resort and Hospitality Management (RHM) program, we can have partnerships with hotels. He said they're looking at a model where hands-on training would include partnering with a hotel company where they would build a hotel that also would be a teaching property for students to learn while they work. He said the PGM program is one of 16 in the nation, and the only one in Florida. He said the RHM program is one of 64.

Dean Gregerson wanted to comment to relieve Trustee Smith's concerns about the vacancy money being used for research. He stated that it is standard practice to take that money and reinvest it.

Trustee Smith said he understands this, but it is not a sustainable model if we are going to double our research dollars. He said he appreciates what Dr. Gregerson is doing and he is not opposed to it, but if we want to grow research long-term, it's not the solution.

Dean of Library Services Kathy Miller said that the Library is a support organization in many ways. She said that once they decide what they are going to do and what the Ph.D. is in, that's when they can work with the faculty to determine library resources. She said that Trustee Smith is right: what they have right now is inadequate to support the expansion they are talking about. She said she wanted to put two things out for the Trustees to consider: (1) If we do major research grants, Library Resources can be included in the initial grant, and (2) The institutions that have been identified as Emerging Pre-Eminence have a materials budget that would be about four times the amount that FGCU currently spends. She said their budget is about $1.6 million. She said they would be looking at about $6 million to put us where the University of South Florida (USF) and University of Central Florida (UCF) are.
College of Education Dean Hyun said she recently returned to FGCU after 16 years. She said she hopes that the FGCU Board of Trustees (BOT) will think about a comprehensive and inclusive strategic plan that will help the College of Education serve the region for which we are responsible. She said that this particular piece is very important to the BOT, as we are in the process of recruiting a new president. She stated that it’s an important tool as they are helping this institution in making a sustainable mark for the state. She understands why all the Pillars are there; however, in order for those things to be sustainably successful, we need to think about the base infrastructure, which is education. She said she would appreciate it if the faculty and community partners would acknowledge the importance of the College of Education’s role.

Chair Felton asked Dean Kirby to explain Action 5.11 outlined on page 19.

Dean Kirby said they would like to stress all the ways in which scholars may emerge in the different university settings including undergraduate research, seminars in the Honors College, and stellar programs within all of the academic colleges. She added that if we want to have Emerging Pre-Eminence, we are going to need to focus on increased scholarship -- meaning publication, research, and attendance and presentation at conferences. She said it’s interesting that our students interpret the term “scholarships” as money, but this isn’t that kind of scholarship; it's the productivity of scholars.

Trustee Smith said he does not like the format of the document because it is not easy to read and asked that it be changed.

Chair Felton asked how the Committee would like to proceed with the academic programs listed on page 20.

Trustee Smith said there is a process in place and advised us to use it when making decisions regarding the need to add programs, such as the ones listed on page 20. He said he wants the Committee to make sure if we are adding a B.S. in Global Studies, for example, that it fits under one of the Pillars. He said we fiscally cannot just add programs; we need to justify them based on the Strategic Plan and the Pillars.

Trustee Roepstorff said she concurs with Trustee Smith in that we spend a lot of time on the Strategic Plan, so the new academic programs need to enhance and strengthen the Plan in order to accomplish the mission of FGCU. She said that the mission is to benefit the students. In return, we will excel in our Performance Metrics which determines our funding.

Trustee Priddy said he agrees that they have to tie programs back to the Strategic Plan.

Dr. Snyder said if he's understanding correctly, if we are going to do a B.S. in Global Studies, it would need to contribute to one or more of the performance metrics.
Trustee Smith said that it would need to tie into the Strategic Plan and Pillars, and if it doesn’t fit the Pillar today it is because you are trying to build a program that would be a Pillar moving forward. Trustee Smith reminded Dr. Snyder that we have to drive money to these programs that have been identified. He said for his vote, he wants to see how it ties in with one of the Pillars.

President Bradshaw rhetorically asked how often the BOT gets to review and revise the Work Plan for the Board of Governors (BOG).

Dr. Snyder said annually.

President Bradshaw said that since the BOT reviews the Work Plan annually, what may be on it this year could be delayed until next year. He said having it in the Strategic Plan is a good and necessary first step, but the Work Plan can be reviewed and revised annually.

Trustee Smith made a motion to approve the Strategic Plan based on all the items they recommended be added and removed.

Trustee Priddy seconded the motion.

Chair Felton asked if there was any discussion.

Trustee Smith said the Committee did a tremendous job especially in the short period of time. He said he appreciates all of the Committee’s work and everyone involved.

Chair Felton said this Strategic Plan was initiated on April 15 and said we’re getting to the final product.

Public comment included Dr. Robert Kenny, Fort Myers, FL.

The vote was unanimous in favor of the motion.

**Item 4: Emergent Technologies Institute/Innovation Hub (ETI/I-HUB) Taskforce**

Chair Felton called on Dean Cordova to provide an update on the ETI/I-HUB Taskforce.

Dean Cordova said it is his pleasure to announce that President Bradshaw has established the FGCU Emergent Technologies Institute ETI/I-HUB Taskforce and has been selected as chair. He thanked President Bradshaw. He said the other members include Dr. John Woolschlager, Backe Chair and Director – Emergent Technologies Institute; Dr. Sandra Kauanui, Director – Institute for Entrepreneurship; Mr. David Shepard, Arthrex, Inc. – Director – Orthobiologics; Mr. Tom O’Riordan, Socks and Accessory Brands Global – Chairman and CEO; Mr. Gary Griffin, B & I Contractors, Inc. – President; Mr. Timothy Cartwright, Compass Advisory Group and Partner of Fifth Avenue Advisors, LLC – Managing.
Trustee Smith said he looks forward to their report.

Dean Cordova added that the Taskforce has been charged to present its report in writing to President Bradshaw in November, and that the report will be made to the FGCU Board of Trustees in January 2017.

Trustee Roepstorff asked if the Trustees will receive a list of the Taskforce members and the charge when finalized.

President Bradshaw said yes.

**Item 5: Old Business**

There was no old business for discussion.

**Item 6: New Business**

There was no new business for discussion.

**Item 7: Closing Remarks and Adjournment**

Committee Chair Felton thanked Committee members for their participation. The meeting was adjourned at 4:07 p.m.

*Minutes submitted by Project Manager Danielle O’Brien.*

Agenda Item:

A. See Tab #1

   a. [http://www.fgcu.edu/Trustees/AgendaFile/2016/08-17-2016(SP 16-21 Cmt.)/STRATEGICPLAN16-21CMT_8-17-2016.pdf](http://www.fgcu.edu/Trustees/AgendaFile/2016/08-17-2016(SP 16-21 Cmt.)/STRATEGICPLAN16-21CMT_8-17-2016.pdf)