FLORIDA GULF COAST UNIVERSITY BOARD OF TRUSTEES

Ad Hoc Committee on FGCU Strategic Plan 2015-2020
Tuesday, September 8, 2015 8:30 a.m. – 9:35 a.m.
Cohen Center Ballroom, Room #203-B
Florida Gulf Coast University

Minutes

Members:
Present: Trustee Tom Grady – Chair; Trustee Shawn Felton; Trustee Kevin Price; Trustee Robbie Roepstorff (arrived at 9:10 a.m.); and Trustee Ken Smith.

Not Present: Trustee Blake Gable

Others:
Trustees: Trustee Dudley Goodlette; Trustee Russell Priddy; Trustee Christian Spilker; and Trustee Rob Wells.
Foundation: FGCU Foundation Board of Directors Chair David Call

Staff: President Wilson Bradshaw; Provost and Vice President for Academic Affairs Ron Toll; Vice President for Administrative Services and Finance Steve Magiera; Vice President for Student Affairs Mike Rollo; Vice President for University Advancement and Executive Director of FGCU Foundation Chris Simoneau; Vice President and Chief of Staff Susan Evans; Vice President and General Counsel Vee Leonard; Director of Internal Audit Carol Slade; Director of Board Operations, and Special Projects Amber Pacheco; and Director of Media Relations Lillian Pagan.

Item 1: Call to Order, Roll Call, and Opening Remarks (Tab #1) (Includes Public Comment)

Ad Hoc Committee on FGCU Strategic Plan 2015-2020 Chair Tom Grady called the meeting to order at 8:34 a.m. Roll call was taken, with four Trustees participating, thus meeting Committee quorum requirements. Chair Grady made opening remarks and called for the approval of the Minutes of May 12, 2015 Committee Meeting.

Trustee Smith made a motion to approve the Minutes of May 12, 2015 Committee Meeting. Trustee Felton seconded the motion. There was no public comment. The vote was unanimous in favor of the motion.
Item 2: Committee Discussion Continuation from Last Meeting (Tab #2)

Chair Grady recapped the establishment of the Committee. He said there was a proposed change to the FGCU Vision and Mission Statements earlier in the year and he had inquired as to whether or not the statements should be more specific to FGCU. He said as a result, Chair Roepstorff and Trustee Gable suggested a committee be established to determine if more specific vision and mission statements should be developed. Chair Grady said faculty, staff and students have all provided input. Chair Grady stated he and a number of other individuals have offered their own proposals, including Trustee Price and the University Administration.

Chair Grady said the consensus of the Committee was that the Vision and Mission Statements should be unique to the University. He asked individuals around the table to comment on the various proposals, including the most recent version from the Planning and Budget Council and President Bradshaw on behalf of the University Administration that was developed as a result of the Committee’s feedback, as well as any they may have brought with them for discussion.

Trustee Smith said the Administration incorporated many of the Committee’s suggestions in document 2.7 “Revised version from Administration, & Planning and Budget Council (PBC) on June 2, 2015.” He said it speaks about high quality educational programs and is firmly grounded in the Liberal Arts and Sciences. He said it will be in line with the Strategic Plan. He said he could feel comfortable with the version Administration has proposed and is open to suggestions.

Chair Grady encouraged the Committee to reach a consensus so a recommendation could be brought to the full Board at its meeting scheduled for later in the day.

Trustee Felton commented the process has been very inclusive and the Administration has been responsive to the Committee’s requests. He said the statements are broad, but there is an opportunity to get more specific when developing the Work Plan and strategic goals.

Trustee Price referenced Founding President Roy McTarnaghan’s book, “On Task, On Time,” and said the revised Vision and Mission Statements as outlined on document 2.7 are very much in line with the FGCU Guiding Principles and other founding documents. He suggested a change be made to the second sentence which currently reads “Outstanding faculty and staff prepare students for gainful employment” to “Outstanding faculty and staff supported by a strong community of advisors will prepare students for gainful employment and successful lives as responsible…” to acknowledge that faculty and staff serve as resources.

President Bradshaw said he appreciated the comments and hard work put into the development of the Statements. He said in discussions with individual
Trustees, it was suggested there was a lack of specificity in the Vision and Mission Statements. He said it was intentional as is the nature of such statements. He said the specificity that will guide the Board and the Administration will be found in the next steps of the Strategic Plan, which will allow for more opportunity to outline in greater detail the actions to be taken each year.

Chair Grady said the revised Planning and Budget Council (PBC) draft was very much in line with the requests of the Committee, including excellence in specific areas. He said he recently attended a Board of Governors (BOG) meeting and in reading the materials he saw that there is specific reference in the Constitution that relates to what the Committee is working on today. He read excerpts from the handout he distributed and stated the Florida Constitution, Article 9 indicates universities should have distinctive missions, and work plans and annual reports should reflect each institution’s unique mission with a focus on core strengths within the context of the State University System (SUS). He said the referenced document guides the Committee with the development of the Vision and Mission Statements and the University’s Strategic Plan.

Chair Grady said Florida Agriculture & Mechanical University (FAMU) was discussed at the BOG meeting with regard to the grade point averages and SAT scores of its admitted students, which are the lowest in the State University System (SUS). He said he reviewed graduation rates and First-Time-in-College (FTIC) grade point average statistics for the SUS and found that when FAMU is removed from the list, FGCU then falls to the bottom. He said the FGCU 4-year graduation rate is 20 percent and the 6-year graduation rate is 49 percent. Chair Grady said the goal is to graduate our students and assist them with obtaining jobs. He said if half of our students are not graduating, then perhaps the vision and mission statements should include something about graduating students. He said it would be unfair to the constituents who have provided input to radically change course at this time, but he wanted the Committee to have an understanding of his thoughts with regard to the proposed changes outlined in his second handout.

Chair Grady proposed two changes to document 2.7 to be consistent with the original Vision and Mission Statements. He said the original Vision Statement stated, “FGCU will achieve national prominence in undergraduate education with expanding recognition for selected graduate programs.” He said he liked the word “will” in the statement, contrary to the aspirational term “may.” He said there is a difference between “national prominence” and “national recognition.” He said “prominence” is consistent with feedback received from the Committee and Board members who have expressed a desire for FGCU to be known for something; to have national prominence in certain areas where we bring particular expertise to subject matters and benefit our students. He suggested changing the phrase “nationally recognized” to “will achieve national prominence.”
Chair Grady said the Mission Statement is missing the “pursuit of academic excellence.” He suggested the sentence reading “FGCU seeks to develop selected programs...” be changed to read “FGCU seeks academic excellence and to develop selected programs and centers of excellence...”

Item 3: Approval of FGCU Vision and Mission Statements (Includes Public Comment)

Chair Grady suggested the Committee vote on the proposed amendments.

Trustee Price made a motion to add to the “Revised FGCU Mission Statement” the phrase “supported by a strong community of advisors” to read “Outstanding faculty and staff supported by a strong community of advisors prepare students for gainful employment...” Trustee Smith seconded the motion. Public Comment included Mr. Bob Soter, Fort Myers. The vote was unanimous in favor of the motion.

Chair Grady made a motion to add to the “Revised FGCU Mission Statement” the phrase “academic excellence in the development of” to the second sentence to read “FGCU seeks academic excellence in the development of selected programs and centers of excellence in science...” Trustee Smith seconded the motion. There was no public comment. The vote was unanimous in favor of the motion.

Chair Grady said he would entertain a motion to approve the proposed Revised FGCU Vision and Mission Statements with the incorporation of the two approved amendments, and the Committee recommend to the full Board at its afternoon meeting the adoption of the Vision and Mission Statements. Trustee Smith made the motion. Trustee Felton seconded the motion. There was no public comment.

Trustee Spilker said the idea of achieving national prominence was not incorporated into the revised statements as previously discussed.

Chair Grady made a motion to revise the first line of the “Revised FGCU Vision Statement” to replace the phrase “be nationally recognized for” with “achieve national prominence in,” to read: “Florida Gulf Coast University will achieve national prominence in offering exceptional value in high-quality educational programs that address regional and statewide needs,” and asked President Bradshaw to comment on the proposed change. President Bradshaw agreed the revised language is more powerful than previously outlined and supported the suggested edit.

Trustee Price suggested the phrase “student-centered” be incorporated into the first sentence as well. Chair Grady indicated the “Revised FGCU Mission Statement” as drafted includes the sentence “FGCU emphasizes innovative, student-centered teaching and learning...” and asked if that language satisfied his concern or if Trustee Price would also like to see the “student-centered”
concept added to the Vision Statement. Trustee Price said the language outlined in the “Revised FGCU Mission Statement” was sufficient.

Chair Grady recapped the motion and noted there was no public comment. The vote was unanimous in favor of the motion.

President Bradshaw thanked the Committee for its work. He said he would like to add clarity to a topic covered in an earlier discussion: 6-year graduation rates. President Bradshaw said the numbers are not reflective of all graduates, as they exclude transfer students. He said when students who start their education at FGCU but transfer to another State University System (SUS) institution and graduate, the 6-year graduation rate is actually 60 percent.

Trustee Priddy asked if the metrics have been revised to account for the transfer students who begin at FGCU and graduate at another SUS institution. President Bradshaw said there has not been any adjustment to the BOG Performance-Based Funding Metrics, but the idea has been proposed by a number of institutions.

**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**

Chair Grady thanked the Committee and adjourned the meeting at 9:14 a.m.

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

Agenda Items:

A. See Tabs # 1 & #2

B. Handouts