AGENDA

FLORIDA GULF COAST UNIVERSITY BOARD OF TRUSTEES

Tuesday, September 8, 2015

8:30 a.m. – 1:45 p.m.

COHEN CENTER BALLROOM, ROOM # 203-B

FLORIDA GULF COAST UNIVERSITY

NOTE: Indicated times within the agenda are approximate and are subject to change. Agenda items may be taken out of order at the call of the Chair and with the concurrence of the Board.

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MEETING 1: AD HOC COMMITTEE ON FGCU STRATEGIC PLAN 2015-2020

START TIME: 8:30 a.m.

END TIME: 9:35 a.m.

Committee Members:
- Trustee Tom Grady – Chair
- Trustee Shawn Felton
- Trustee Blake Gable
- Trustee Kevin Price
- Trustee Ken Smith
- Trustee Robbie Roepstorff

Call to Order, Roll Call, and Opening Remarks—Chair Tom Grady

Action: (Includes Public Comment)
- Minutes of May 12, 2015 Committee Meeting (TAB #1)
8:35 a.m. Committee Discussion Continuation from Last Meeting – Chair Tom Grady and Committee
- Draft Vision and Mission Statements (TAB #2)

9:20 a.m. Action: (Includes Public Comment)
- Approval of FGCU Vision and Mission Statements - Chair Tom Grady

9:25 a.m. Old Business – Chair Tom Grady

9:30 a.m. New Business – Chair Tom Grady

9:35 a.m. Closing Remarks, and Adjournment – Chair Tom Grady

MEETING 2: FGCU BOARD OF TRUSTEES

START TIME: 9:35 a.m., or Immediately following Adjournment of Ad Hoc Committee on FGCU Strategic Plan 2015-2020 Meeting (whichever is earlier)

END TIME: 1:45 p.m.

AGENDA

9:35 a.m. Call to Order, and Roll Call – Chair Robbie Roepstorff

Welcome and Introduction of new FGCU Foundation Board of Directors Chair David Call – Chair Robbie Roepstorff

9:40 a.m. Consent Agenda – Chair Robbie Roepstorff
- Minutes of June 10, 2015 Regular Meeting (TAB #1)
9:45 a.m. Standing Report from FGCU Foundation Board of Directors – FGCU Foundation Board of Directors Chair David Call

9:50 a.m. Chair’s Report – Chair Robbie Roepstorff

10:05 a.m. President’s Report – President Wilson Bradshaw

10:20 a.m. Report from Ad Hoc Committee on FGCU Strategic Plan 2015-2020 (Includes Public Comment) – Chair Tom Grady

Action:
- FGCU Vision and Mission Statements (Board Action, if received for recommendation from Ad Hoc Committee on FGCU Strategic Plan 2015-2020 after its September 8, 2015 Meeting earlier today)

10:40 a.m. Academic/Student/Faculty Affairs Committee Meeting (Includes Public Comment) – Chair Christian Spilker

Action:
- 2015-2018 Collective Bargaining Agreement – Florida Gulf Coast University Board of Trustees and United Faculty of Florida, Florida Gulf Coast University Chapter – Provost and Vice President for Academic Affairs Ron Toll (TAB #2)
- Regulation: FGCU-PR4.002 Student Code of Conduct and Student Conduct Review Process – Vice President for Student Affairs Mike Rollo (TAB #3)
- Regulation: FGCU-PR2.001 Undergraduate Admissions – Vice President for Administrative Services and Finance Steve Magiera (TAB #4)

11 a.m. Finance, Facilities and Administration Committee Meeting (Includes Public Comment) – Chair Rob Wells

Information Only:
- 2014-2015 End-Of-Year Budget Report – Vice President for Administrative Services and Finance Steve Magiera (TAB #5)
- FGCU 2015 Legislature Regular and Special Sessions Report – Director of Government Relations Jennifer Goen (TAB #6) (10 minutes)
Action:

- **FGCU 2016 Legislative Agenda** – Director of Government Relations Jennifer Goen (TAB #7) (20 minutes)
- **2015-2016 Operating Budget** – Vice President for Administrative Services and Finance Steve Magiera (TAB #8)
- **Regulation: FGCU-PR9.007 Smoking and Consumption of Food in University Buildings** – Vice President for Administrative Services and Finance Steve Magiera (TAB #9)
- **2015 Florida Educational Equity Report for Florida Gulf Coast University** – Vice President and General Counsel Vee Leonard (TAB #10)

12:10 p.m.  **LUNCH** *(Lunch will be provided for the FGCU Board of Trustees.)* (15 minutes)

12:25 p.m.  **Regular Meeting Resumes** – Chair Robbie Roepstorff

Audit Committee Meeting (Includes Public Comment) – Chair Robbie Roepstorff

Action:

- **Office of Internal Audit Updated Charter** – Director of Internal Audit Carol Slade (TAB #11)
- **2014-2015 Internal Audit Annual Report** – Director of Internal Audit Carol Slade (TAB #12)
- **Undergraduate Admissions Audit** – Director of Internal Audit Carol Slade (TAB #13)

12:45 p.m.  **Revised Evaluation Tool for FGCU Board of Trustees’ Annual Performance Evaluation of University President** – Chair Robbie Roepstorff

Action:

- **Revised Evaluation Tool for FGCU Board of Trustees’ Annual Performance Evaluation of University President** – President Wilson Bradshaw (TAB #14)
12:50 p.m.  Revised 2015-2016 Performance Measures for University President – Chair Robbie Roepstorff

**Action:**
- Revised 2015-2016 Performance Measures for University President – President Wilson Bradshaw (TAB #15)

12:55 p.m.  FGCU President’s Annual Performance Evaluation for 2014-2015 – Chair Robbie Roepstorff

**Information Only:**
- President’s Report on 2014-2015 Performance Measures Results – President Wilson Bradshaw (TAB #16)

**Action:**
- FGCU Board of Trustees’ Evaluation of President Wilson Bradshaw’s Performance for 2014-2015

1:20 p.m.  Standing Report from FGCU Staff Advisory Council (SAC) – President Nicholas Gallo

1:25 p.m.  Standing Report from FGCU Student Government – President Thieldens Elneus

1:30 p.m.  Standing Report from FGCU Faculty Senate – President Shawn Felton

1:35 p.m.  Old Business – Chair Robbie Roepstorff

1:40 p.m.  New Business – Chair Robbie Roepstorff

1:45 p.m.  Chair’s Closing Remarks, & Meeting Adjournment – Chair Robbie Roepstorff

(END)
### Ad Hoc Committee on FGCU Strategic Plan 2015-2020 Meeting

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### Regular Board Meeting

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ITEM: 1

Florida Gulf Coast University Board of Trustees
Ad Hoc Committee on FGCU Strategic Plan 2015-2020
September 8, 2015

SUBJECT: Minutes of May 12, 2015 Committee Meeting

PROPOSED BOARD ACTION

Approve minutes

BACKGROUND INFORMATION

The Florida Gulf Coast University Board of Trustees Ad Hoc Committee on FGCU Strategic Plan 2015-2020 met on May 12, 2015. Minutes of the meeting were kept as statutorily required.

Supporting Documentation Included: Minutes of May 12, 2015 Committee Meeting

Prepared by: Director of Board Operations, and Special Projects Amber Pacheco

Legal Review: N/A

Submitted by: Vice President and Chief of Staff Susan Evans
FLORIDA GULF COAST UNIVERSITY BOARD OF TRUSTEES

Ad Hoc Committee on FGCU Strategic Plan 2015-2020
Tuesday, May 12, 2015  2 to 4 p.m.
Cohen Center Ballroom, Room #203-B
Florida Gulf Coast University

Minutes

Members:
Present: Trustee Tom Grady – Chair; Trustee Shawn Felton; Trustee Blake Gable; Trustee Kevin Price; Trustee Robbie Roepstorff, and Trustee Ken Smith.

Not Present: None

Others:
Trustees: Trustee Thieldens Elneus and Trustee Dudley Goodlette
Staff: President Wilson Bradshaw; Provost and Vice President for Academic Affairs Ron Toll; 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; Director of Media Relations Lillian Pagan; and Executive Assistant to the Vice President and Chief of Staff Valerie Whitaker.

Item 1: Call to Order, Roll Call, and Opening Remarks
Ad Hoc Committee on FGCU Strategic Plan 2015-2020 Chair Tom Grady called the meeting to order at 1:50 p.m., following the conclusion of the Ad Hoc Committee on Presidential Evaluation Meeting. Roll call was taken, with six Trustees participating, thus meeting Committee quorum requirements. Chair Grady made opening remarks, including his sense that the Ad Hoc Committee was in agreement that the vision and mission statements should be modified to be more specific to FGCU.

Item 2: Historical Minutes of Committee’s Meetings (Tab #1)
Chair Grady indicated that the Committee members have copies of the April 15, 2015 meeting minutes in their packets, and that the materials also are available online.

Item 3: Draft Vision and Mission Statements (Tab #2)
Chair Grady said discussions at recent Board meetings and previous Ad Hoc Committee meetings have emphasized the importance of the Work Plan and that
the Plan will be used as a point of reference when further developing the mission and vision statements. Chair Grady thanked Trustee Price, Trustee Smith and Trustee Felton for the materials and suggestions they submitted for the Committee’s review. Chair Grady said Trustee Price’s draft helped him key in on the Work Plan and added strategy to the mission and vision statements. Chair Grady said he agreed with Trustee Felton’s letter which suggested the Committee voice its further thoughts and delegate the task to management who has to live with the Work Plan, and the vision and mission statements. He acknowledged the Administration’s ongoing collaboration with faculty, staff and students in developing the vision and mission statements, and indicated that Administration would be responsible for carrying out the vision and mission statements once finalized.

**Item 4: Committee Discussion Continuation from Last Meeting**

Chair Grady said he would like the Committee to brainstorm ideas to be put forth to the Administration that would be different or in addition to what is currently in the vision and missions statements. He suggested emphasis be on programs that can be described as “centers of excellence” such as environmental studies, business and health care. He said page 5 of the Work Plan includes a section focused on “Return on Investment” which lists areas of focus that could support the needs of our employers and benefit the region, including: health care; education; management, finance and real estate; information technology; the resort and hospitality industry; life sciences; environmental sciences, and engineering.

Chair Grady asked the Committee members if they would like to continue to develop ideas for revisions today, or if they would prefer to review the provided documents more thoroughly, including the Administration’s recent draft, and reconvene at a later date. He suggested the Committee meet briefly on June 10 following the meeting of the full Board to provide specific guidance to the Administration and discuss additional ideas at that time.

Trustee Smith recommended the Administration have an opportunity to revise the mission and vision statements and bring them back to the group at a subsequent meeting. He suggested “entrepreneurship” be added to the vision and mission statements.

Trustee Price proposed that the mission and vision statements remain concise and compelling. He said the statements should be more like a mantra that would assist faculty, staff and students with a consistent “sound bite” about the University, something that inspires.

President Bradshaw indicated the revised vision and mission statements endorsed by the University Planning and Budget Council were the Administration’s attempt at a revised draft. He said it now includes centers of excellence, developing engaged leaders, and other modified verbiage. He said
that although entrepreneurship and environmental sciences are not stated explicitly, the revision does refer to STEM (Science, Technology, Engineering and Math) disciplines. He asked if the Committee might be willing to make suggested modifications to that proposed draft.

Chair Grady asked for feedback from the Committee. Trustee Smith said it captured much of what has been talked about. He said he meant to refer to entrepreneurship as “entrepreneurial spirit” instead. He said the vision statement was o.k. as it is.

Chair Grady asked for feedback on the mission statement. Trustee Smith said the comments from today’s meeting could be incorporated in a revised draft.

Chair Grady said he would like to see included something that captures the impact the Internet or the availability of data will have on the University within the next 5-10 years. He stated that he would like to see that technology theme incorporated into the mission and possibly the vision statement by looking at it from the consumer’s standpoint. He explained that it’s important to respond to Google and technology in education to remain relevant. Chair Grady said much has been accomplished over the course of the 20 years the University has been in operation, and that the world will be much different in another 20 years. Chair Grady asked President Bradshaw to include something in the revised vision statement that reflects the challenges of a changing marketplace and big data. He suggested that the mission more specifically address the demands of the local workforce.

Chair Grady indicated that there is no rush to finalize the vision and mission statements, but he said the sooner the better. He suggested that the group come back at a subsequent meeting to discuss the drafts in more detail, including an updated draft from the Administration which incorporates the thoughts shared today.

Item 5: Public Comment

Public Comment included Dr. Roy McTarnaghan, Bonita Springs.

Item 6: Old Business

There was no old business for discussion.

Item 7: New Business

There was no new business for discussion.

Item 8: Closing Remarks, and Adjournment

Chair Grady thanked the Committee and adjourned the meeting at 2:08 p.m.
Minutes submitted by Secretary Amber Pacheco

Agenda Items:

A. See Tab # 1
   b. http://www.fgcu.edu/Trustees/AgendaFile/2015/05-12-2015(Strategic%20Plan)/REVISED_2_TAB_2.pdf
ITEM: 2

Florida Gulf Coast University Board of Trustees
Ad Hoc Committee on FGCU Strategic Plan 2015-2020
September 8, 2015

SUBJECT: Draft Vision and Mission Statements

PROPOSED COMMITTEE ACTION

Adopt vision and mission statements for Florida Gulf Coast University

BACKGROUND INFORMATION

In its September 8, 2015 meeting, the Florida Gulf Coast University Board of Trustees Ad Hoc Committee on FGCU Strategic Plan 2015-2020 will discuss for adoption vision and mission statements. The documents attached to this cover sheet are a compilation of previously provided statements, as described below.

Supporting Documentation Included:

1. April 14, 2015 letter from Chair Tom Grady, with current and proposed vision and mission statements as well as draft vision and mission statements for discussion purposes;
2. Samples of mission statements distributed by Trustee Ken Smith for Committee’s April 15, 2015 meeting;
3. Draft vision and mission statements distributed by Provost Ron Toll on behalf of FGCU’s Planning and Budget Council during Committee’s April 15, 2015 meeting;
4. Newly drafted mission statement; vision statement; statement of strategy; strengths and opportunities; and key initiatives and investments by Trustee Kevin Price on April 21, 2015;
5. May 5, 2015 Letter from Trustee Shawn Felton;
6. Revised Administration’s version endorsed by FGCU Planning and Budget Council (PBC) on May 6, 2015;
7. Revised version from Administration, & Planning and Budget Council (PBC) on June 2, 2015; and
8. Revised drafted mission statement; vision statement; statement of strategy; strengths and opportunities; and key initiatives and investments by Trustee Kevin Price on June 10, 2015.
April 14, 2015

(Via Email)

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

Re: Mission and Vision Statement

Dear Trustees:

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

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

I look forward to seeing you there.

Very truly yours,

Thomas R. Grady

TRG/drr

Enclosures
Vision Statement

Ensuring that every graduate obtains the best job possible.

Mission Statement

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

Go, Eagles!!
Vision Statement

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

Mission Statement

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

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

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

Go, Eagles!!
Vision (former)

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

Vision (current)

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

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

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

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

Mission (current)

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

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

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

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

The Mission of Harvard College

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

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

Yale University

University Mission Statement

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

Georgia Tech

THE VISION

Georgia Tech will define the technological research university of the twenty-first century. As a result, we will be leaders in influencing major technological, social, and policy decisions that address critical global challenges. "What does Georgia Tech think?” will be a common question in research, business, the media, and government.
The mission of Georgia Tech is to advance the human condition through technological change. The community—students, staff, faculty, and alumni—will realize the motto of "Progress and Service" through effectiveness and innovation in teaching and learning, research advances, and entrepreneurship in all sectors of society. We will be leaders in improving the human condition in Georgia, the United States, and around the globe.

Vanderbilt University

Mission, Goals and Values

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

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

In pursuit of these goals, Vanderbilt values most highly

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

University of Texas

MISSION, CORE PURPOSE AND HONOR CODE

Mission

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

Core Purpose and Values

Core Purpose

To transform lives for the benefit of society.

Core Values

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

Discovery - Expanding knowledge and human understanding.

Freedom - To seek the truth and express it.

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

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

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

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

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

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

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

Vision Statement *(What do you aspire to?)*

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

Statement of Strategy *(How will you get there?)*

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

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

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

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

1) Academic Quality -? 1, 2, 3?
2) Return on Investment -? 1, 2, 3?
3) Operational Efficiency -? 1, 2, 3?
May 5, 2015

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

RE: Mission and Vision Statements

Dear Trustees:

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

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

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

All the best,

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

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

PROPOSED REVISED MISSION STATEMENT

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

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

Florida Gulf Coast University will be nationally recognized for offering exceptional value in high-quality educational programs that address regional and statewide needs. Our programs, firmly grounded in the liberal arts and sciences, will employ emerging instructional technologies. Possessing an entrepreneurial spirit, graduates will be well prepared for productive lives as civically engaged and environmentally conscious citizens with successful careers, ready to pursue further education.

PROPOSED REVISED MISSION STATEMENT

Florida Gulf Coast University, a regional comprehensive institution of higher education, offers undergraduate and graduate degree programs of strategic importance to Southwest Florida and beyond. FGCU seeks to develop selected programs and centers of excellence in science, technology, engineering and mathematics (STEM) disciplines, health professions, business, and marine and environmental sciences. Outstanding faculty and staff prepare students for gainful employment and successful lives as responsible, productive and engaged citizens. FGCU emphasizes innovative, student-centered teaching and learning, promotes environmental sustainability, embraces diversity, nurtures community partnerships, values public service, encourages civic responsibility, and cultivates habits of lifelong learning and the discovery of new knowledge.
The purpose and history behind the development of FGCU, as documented in the book On Task, On Time are critically important factors to consider when planning our institution’s future. This document is an attempt to blend the historical objectives FGCU was tasked to achieve into the modern day ‘Work Plan’ format. All of the text is original and/or current material with the exception new language underlined and any original text deleted struck out.

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Mission statement (What is your purpose?)
(Source: ‘Guiding Principles’ ending slogan)

To be a distinctively student-centered university where tradition is challenged, the status quo is questioned and change is implemented.

Vision Statement (What do you aspire to?)
(Source: ‘Guiding Principles’ summarized – PBC’s June 2nd version)

FGCU seeks to develop selected programs and centers of excellence to address the strategic needs of southwest Florida and beyond in science, technology, engineering and mathematics (STEM), health professions, business, and marine and environmental sciences. Outstanding faculty and staff supported by a strong community of advisors will prepare students for gainful employment and successful lives as responsible, productive and engaged citizens. FGCU emphasizes innovative, student-centered teaching and learning, promotes environmental sustainability, embraces diversity, nurtures community partnerships, values public service, encourages civic responsibility, and cultivates habits of lifelong learning and the discovery of new knowledge.

Statement of Strategy (How will you get there?)
Given your mission, vision, strengths and available resources, provide a brief description of your market and your strategy for addressing and leading it.
(Source: Original FGCU Mission Statement)

The new university, located in Southwest Florida FGCU has as its primary mission, undergraduate education, with a broad range of programs in arts and sciences, business, environmental science, computer science, education, nursing/allied health, and social services. The programs will be planned for community college transfer students and beginning freshman. Selected graduate programs exist and more in education, business, social services and arts and sciences will be introduced as needs are identified and resources allow.

The region in which the university will be located combines rapid population growth in a geographically constrained area, the Gulf of Mexico to the west and Lake Okeechobee to the east, with a unique and sensitive environment. The university, therefore, will be ideally suited to emphasize study of the environment. Building on a strong program at the undergraduate level, the university will have the opportunity to ultimately develop as a center for environmentally oriented graduate programs and research.

The primary service area will include Lee, Charlotte, Glades, Hendry and Collier counties. Specialized degree programs will draw students throughout Florida and beyond, especially as alternative teaching systems and technology are employed.

Graduate education and continuing education will primarily serve the needs of part-time working individuals whose professional growth will demand programs arranged at convenient times, places, and in modules to accommodate their employment. In addition to the traditional campus program schedule, a “weekend college” program will be offered in selected subject areas to enable students to earn complete degrees solely through evening and weekend study.
An important element of the university will be the variety of alternative learning and teaching systems. Parts of many degree programs will be available via television courses, computer-assisted instruction and competency-based exams, which will permit those who have special achievements or experience in a variety of settings to satisfy some of their degree requirements. Students who enjoy and are able to succeed at independent study will be able to move along at their own pace. Specialized faculty will be available to advise students to establish individualized learning plans by selecting one or more of the options.

(USF integration paragraph entirely removed...)

Although the primary emphasis of the university will be on undergraduate education, it is anticipated that within ten years, up to fifteen percent of the instructional load will be at the graduate level. This instructional load will be divided between degree programs and continuing education. Faculty will be expected to focus on public service activities and projects that are primarily community-based with the relative need being assessed with input from regional community organizations. Complementing the public service mission will be a student volunteer service designed to provide each student with exposure to a planned community project, thus developing in the student a commitment to public service after graduation. Faculty research will support the teaching and service mission and will have as its primary focus the application of research to serve state and regional needs.

Undergraduate students will have a mentor/advisor who will guide them during a senior project or paper, in order to synthesize the work done in the curriculum and prepare the students to organize ideas from across disciplines in a final research document.

The library will be the heart of the university’s learning environment. In addition to a collection appropriate to the selected degree offerings, the library will include a resource center, an instructional development center to assist faculty, and will utilize available databases to access library materials from across the state and nation.

**Strengths & Opportunities (Within 3yrs)**

*What are your core capabilities, opportunities and challenges for improvement?*

(Source: Suggesting further development of what is currently listed in Work Plan)

1) Strengths / Core capabilities
   a. TBD
2) Opportunities
   a. TBD
3) Challenges
   a. TBD

**Key Initiatives and Investments (Within 3yrs)**

*Describe top 3 initiatives that will drive improvement in the following three areas:*

(Source: Suggesting that we align this with the Legislative Budget Request 2016-2017)

1) **Academic Quality** – Utilizing areas of academic strength to target existing talent gaps (*aka. New degrees*)
2) **Return on Investment** – Student success initiative (*aka. Resiliency programs*)
3) **Operational Efficiency**- Academic and career attainment (*aka. Student academic lifecycle*)

Kevin Price, June 10th FGCU BOT Meeting