

# Strategic Planning Committee

**Wednesday, September 21, 2022  
1:30 PM – 2:30 PM**

**Florida Polytechnic University  
WEBEX TELECONFERENCE MEETING**

**Dial in: 415-655-0001    Access Code: 2421 959 1731#**

## MEMBERS

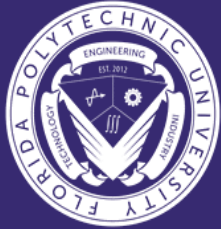
Gary Wendt, Chair  
Dr. Narendra Kini

Lyn Stanfield, Vice-Chair  
Dr. Susan LeFrancois

Beth Kigel

## AGENDA

- |       |   |                         |
|-------|---|-------------------------|
| I.    | Call to Order   | Gary Wendt, Chair       |
| II.   | Roll Call   | Michele Rush            |
| III.  | Public Comment  | Gary Wendt, Chair       |
| IV.   | <a href="#">Approval of the September 8, 2021 Minutes</a><br><b>*Action Required*</b>     | Gary Wendt, Chair       |
| V.    | <a href="#">Strategic Planning Committee Charter</a><br><b>*Action Required*</b>          | Gary Wendt, Chair       |
| VI.   | <a href="#">Strategic Planning Committee Work Plan Review</a><br><b>*Action Required*</b> | Gary Wendt, Chair       |
| VII.  | Charge from Chair Cliff Otto  | Cliff Otto, Board Chair |
| VIII. | <a href="#">Positioning and the Strategic Planning Process</a>                            | President Randy Avent   |
| IX.   | Closing Remarks and Adjournment   | Gary Wendt, Chair       |



# Strategic Planning Committee Meeting

## DRAFT MEETING MINUTES

September 8, 2021  
10:30 a.m. – 11:45 a.m.

### Florida Polytechnic University WEBEX TELE-CONFERENCE MEETING

#### I. Call to Order

Committee Chair Gary Wendt called the Strategic Planning Committee meeting to order at 10:30 a.m.

#### II. Roll Call

Michele Rush called the roll: Committee Chair Gary Wendt, Committee Vice Chair Earl Sasser, Trustee Ala' J. Alnaser, Trustee Beth Kigel, and Trustee Lyn Stanfield, were present (Quorum).

Other Trustees present: Chair Cliff Otto, Vice Chair Mark Bostick, Trustee Samantha Ashby, Trustee Laine Powell, and Trustee Bob Stork.

Staff present: President Randy Avent, Provost Terry Parker, Ms. Gina DeIulio, Mrs. Kathy Bowman, Mr. David Calhoun, Ms. Melaine Schmiz, Mr. Alex Landback, Mr. David Blanton, Mrs. Kris Wharton, and Mrs. Kim Abels.

#### III. Public Comment

There were no requests received for public comment.

#### IV. Approval of the April 26, 2021 Minutes

**Trustee Beth Kigel made a motion to approve the Strategic Planning Committee meeting minutes of the April 26, 2021. Trustee Earl Sasser seconded the motion; a vote was taken, and the motion passed unanimously.**

#### V. 2020-2022 Work Plan Review

Committee Chair Gary Wendt asked if there were any changes to the 2020-2022 Strategic Planning Committee Work Plan and none were offered.

#### VI. FIPR Institute Annual Report

Dr. Terry Parker and Dr. James Mennie presented the Florida Institute of Phosphate Research (FIPR) Annual Report. The FIPR Mission is to support research and development that benefits the Phosphate Industry and the environmental concerns of the state. FIPR is now working in four focus areas, which include:

- Mineral processing/Rare Earth elements
- Phosphogypsum (PG) Stacks "Smart Road Project"
- Water
- Phosphatic Clay

The Smart Road project is a test of Stack Material as a replacement of limerock road base, which is currently used for roads in Florida. There is over 1 billion tons of phosphogypsum material in the "stacks" in Florida. The material is regulated, and use is prohibited in the US, therefore use of PG requires a regulatory waiver or reversal of EPA ruling. Currently, research use is allowed up to 7,000 pounds.

Using this material for roads is an economically viable alternative to limerock as well as a mechanism to use the waste stacks that are an environmental and economic liability.

Trustee Earl Sasser inquired as to what the phosphogypsum was mixed with to make the material stronger than the limerock. Dr. James Mennie explained that the phosphogypsum was mixed with a proprietary additive, for which Florida Poly is seeking a patent. Trustee Sasser further questioned if this would become a potential P3 opportunity, to which Dr. Mennie replied this is a licensing opportunity for Florida Polytechnic University.

Studies have shown that the mechanical properties of PG can be up to three times stronger. The FIPR parking lot is paved with the phosphogypsum material as a base next to "standard" construction parking lot and are instrumented to monitor performance. In the coming year, FIPR will work with the FDOT to determine the next steps.

The water focus area is new to FIPR. Phosphate industry effects on water are a critical environmental problem and to date, FIPR hasn't focused on water. To build capacity in this area, FIPR has hired three new faculty for environmental engineering.

In the coming year, FIPR will open one to three new projects with these new faculty on the Florida Poly campus with collaboration from the Department of Environmental Protection and Mosaic.

Dr. Parker reported FIPR Laboratory Services revenue has increased by 29% from last year and is going strong. FIPR anticipates doubling laboratory services for this fiscal year over the prior fiscal year.

The Committee learned of two new federal contracts FIPR recently won:

- The Department of Energy (DOE) Rare Earth Elements (REE) award for \$150,000 to utilize non-coal-based feedstocks to produce a high purity source of rare earth elements.
- And for the eighth year, the FIPR Institute has applied for and been granted continuing funding from the Critical Materials Institute. The 2021-2022 grant is for \$230,000 for continued research on Rare Earth Elements extraction from phosphate processing streams.
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## VII. Florida Equity Report and Presentation on Diversity

The next presentation was given by President Randy Avent on diversity across Florida Polytechnic University, including students and employees and was given to help introduce the Equity Report the committee will be asked to recommend approval to the Board of Trustees.

The Affirmative Action Plan provides a mechanism for evaluating diversity by comparing percentages at the University to the percentages available for admitting students or hiring

individuals. The Availability Analysis is used to highlight deficiencies. For example, in student gender diversity, female representation is down compared to availability; this could be attributed to a remote campus with a high male population as a likely factor.

Highlights of the presentation included the Florida Poly student success rate for retention and 6-year graduation rate. It was noted that Blacks perform strongly on student success metrics and females outperform males in retention. Florida Poly is stronger than national public averages for both blacks (69%) and Hispanics (75%) in this area.

Overall, the Boards of Trustees is expected to ensure that diversity, equity, and inclusion are priorities at Florida Poly and are incorporated into the university's strategic plan. The Board of Governors will also work through system level councils to track progress and obtain input and feedback. The Board of Governors will serve as a strong advocate for diversity, equity, and inclusion to ensure that each university continually improves preparedness, performance, and sustainability.

Each university in the State University System of Florida is required to submit an annual equity report pursuant to Florida Board of Governors Regulation 2.003 Equity and Access using a mandated BOG reporting format. The regulation states that discrimination on the basis of race, color, national origin, sex, religion, age, disability, marital status, veteran status, or any other basis protected by applicable state and federal law against a covered individual at any university is prohibited.

The report summarizes the diversity of Florida Poly's student body, faculty, and staff as well as trends. In addition, the equity report discusses efforts the University is taking to make education at the Florida Poly accessible to persons of all groups. Acceptable efforts include conducting targeted outreach and recruitment aimed at inclusion, creating training programs to increase capacity of diverse cohorts, and taking lawful action to remedy underutilization.

Trustee Beth Kigel asked if there was any way to leverage Florida Polytechnic University faculty to help bring student diversity numbers up. President Avent responded that he would discuss this with Vice Provost of Admissions Ben Matthew Corpus.

Trustee Kigel felt that embracing the faculty's significant other/spouse and their families into the Polk County community could be further enhanced with partnerships with local Economic Development Councils.

**Trustee Earl Sasser made a motion to recommend approval of the 2021 Florida Equity Report to the Board of Trustees. Trustee Beth Kigel seconded the motion; a vote was taken, and the motion passed unanimously.**

#### VIII. Closing Remarks and Adjournment

With no further business to discuss the meeting adjourned at 11:47am.

**AGENDA ITEM: V.**

**Florida Polytechnic University  
Strategic Planning Committee  
Board of Trustees  
September 21, 2022**

**Subject:** Strategic Planning Committee Charter

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**Proposed Action**

Recommend to the Board of Trustees the approval of the proposed Strategic Planning Committee Charter, effective September 28, 2022.

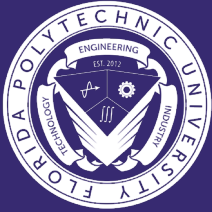
**Background Information**

As the University is starting a new two-year cycle with the Board and reorganizing the Board's standing committees, charter reviews of each of the various committees is being performed.

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**Supporting Documentation:** Strategic Planning Committee Charter

**Prepared by:** Kristen Wharton, Assistant Secretary, University Board of Trustees



BOARD OF TRUSTEES  
**Strategic Planning  
Committee Charter**

**CHARTER STATEMENT**  
**DRAFT**

The Strategic Planning Committee is an ad hoc committee of the Board of Trustees responsible to provide oversight for the development of the University's strategic plan. Committee duties include reviewing the University's strategic plan and proposing revisions when appropriate; supporting the implementation of the strategic plan; conducting targeted studies; and assessing the progress made in achieving strategic goals and objectives.

Adoption of Charter: The Florida Polytechnic University Board of Trustees adopted the Strategic Planning Committee Charter on \_\_\_\_\_.

**Florida Polytechnic University  
Strategic Planning Committee  
Board of Trustees  
September 21, 2022**

**Subject: 2022-2024 Strategic Planning Committee Work Plan**

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**Proposed Committee Action**

Recommend approval of the 2022-2024 Strategic Planning Committee Work Plan.

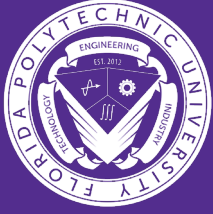
**Background Information**

As the University is starting a new two-year cycle with the Board and reorganizing the Board's standing committees, reviews of each of the various committees' work plans are being performed.

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**Supporting Documentation:** Draft 2022-2024 Strategic Planning Committee Work Plan

**Prepared by:** Kristen Wharton, Assistant Secretary, University Board of Trustees



BOARD OF TRUSTEES

# Strategic Planning Committee Work Plan

## Strategic Planning Committee Work Plan 2022-2024 **DRAFT**

When the ad hoc Strategic Planning Committee is activated by the Board Chair, the Committee will assist University administration in the strategic planning process by accomplishing the following tasks:

- Review the University's strategic plan, and propose revisions when appropriate
- Identify key strategic goals and assist administration in setting measurable goals and realistic objectives
- Act as a sounding board for ideas and plans, including the strategy process as well as issues that arise
- Work on specific items that the board may assign and review and make recommendations that go back to the board. For instance, at certain points in the process, the board may have a discussion and want the committee to refine the outputs into a recommendation
- Recommend a draft of the strategic plan for the Board of Trustees review and acceptance
- Be the champions of the process and the strategy at the board table and beyond



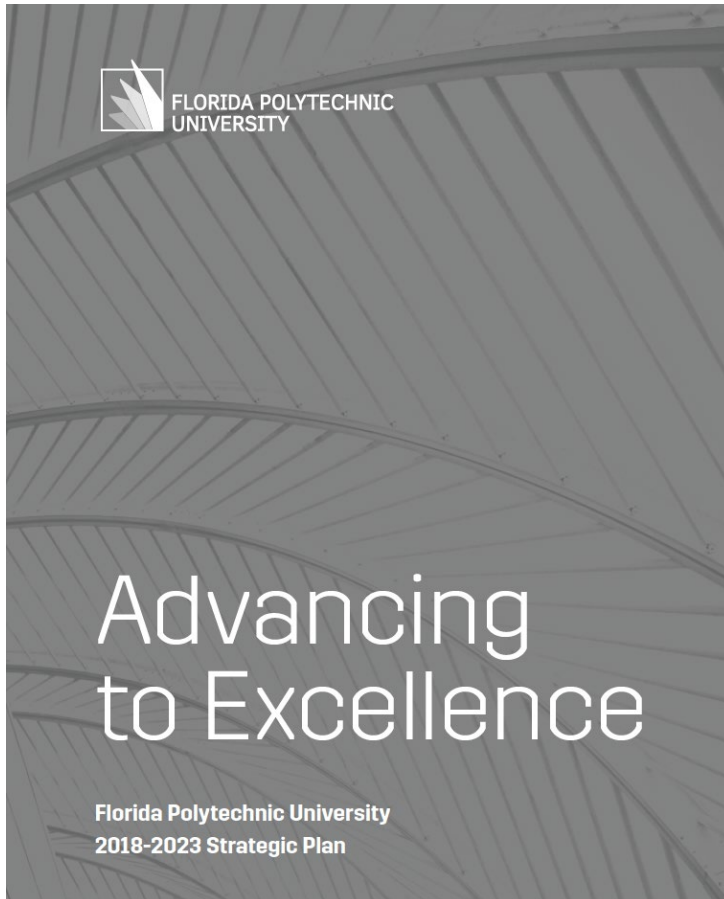


**FLORIDA POLYTECHNIC**  
UNIVERSITY

# **Positioning and the Strategic Planning Process**

**Randy K. Avent**  
**21 September 2022**

# Strategic Plan



- **Degree Alignment**
- **Student Success**
- **Economic Development**
- **Affordability & Efficiency**

**Four priorities responded to criticisms in traditional higher educational institutions and Florida's strategic plan**

# Strategic Plan Elements

- **Positioning defines our intentional place in the market and is the front matter to the plan**
- **Priorities and Processes form the bulk of the plan**
  - Priorities are outcome based and driven by the Board of Governors and legislature
  - Strategy lays a foundation for how to achieve those priorities
  - Processes define actions needed to achieve the strategy
- **Performance defines metrics for both Priorities and Processes**
  - Priorities metric are outcomes and align to performance funding
  - Processes are instrumented to collect data on their effectiveness
  - Five-year goals are included as part of this effort
  - Balanced Scorecard provides a convenient dashboard for tracking performance
- **Payments and Goals are part of the yearly operational plan and not included in the strategic plan**

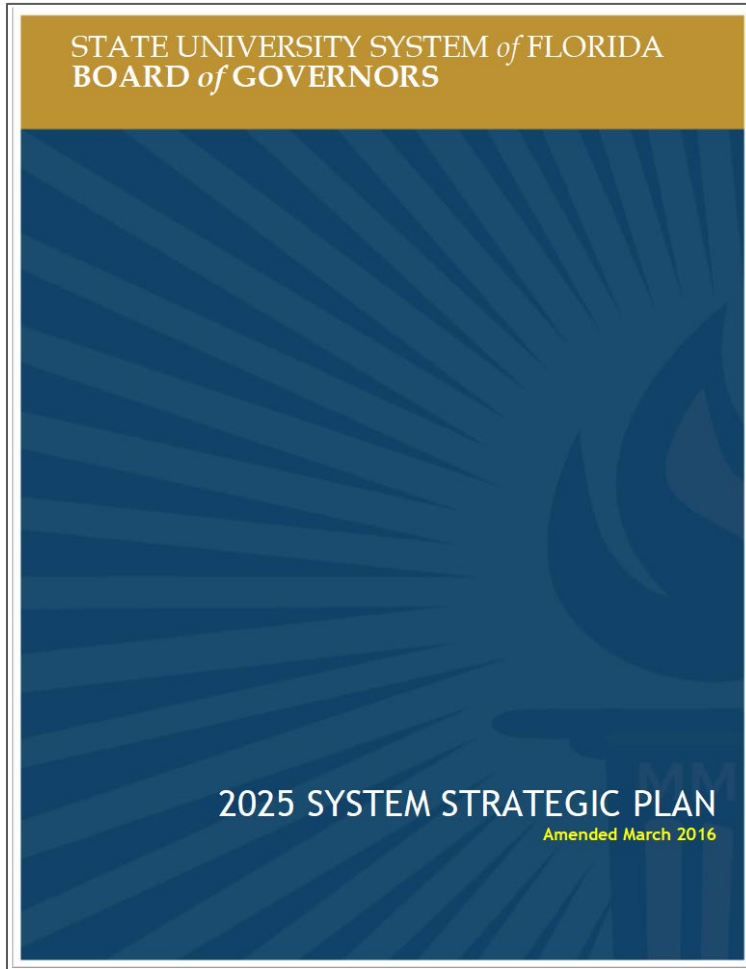
# Proposed Schedule

- **September 21/28 meetings**
  - Review Positioning statements
- **November 15/16 meetings**
  - Finalize Positioning statements
  - Discuss proposed (<5) Priorities
- **February 8/15 meetings**
  - Approve Priorities
  - Discuss Strategy & Processes for Priorities
- **April 27 virtual meeting**
  - Approve Processes
- **May 25/June 6 meetings**
  - Present Metrics
  - Introduce Balanced Scorecard
- **September 20/27 meetings**
  - Approve final plan

**Goal is to have an approved Strategic Plan in place at the September 2023 meeting**



# SUS Strategic Thrusts



- **Teaching & Learning**
  - Strengthen quality & reputation
  - Increase degree productivity & efficiency
  - Increase degrees in STEM/Health
- **Scholarship, Research, Innovation**
  - Strengthen quality & reputation
  - Increase research activity
  - Increase research commercialization
- **Community & Business Engagement**
  - Strengthen quality & reputation
  - Increase levels of business engagement
  - Increase community & business workforce



# Key Differentiating Analysis

- **Florida Poly is a small institution**

- (O) – Can offer a high-touch model with smaller classes and rich curricular experiences
- (O) – Can build relationships with Small and Medium Businesses (SMBs) in Florida
- (O) – Can focus on traditional FTIC students
- (T) – Must graduate exceptional students to increase impact
- (T) – Must offer an outstanding user experience
- (T) – Lack of strong graduate program limits economic development efforts

- **Florida Poly is a young institution**

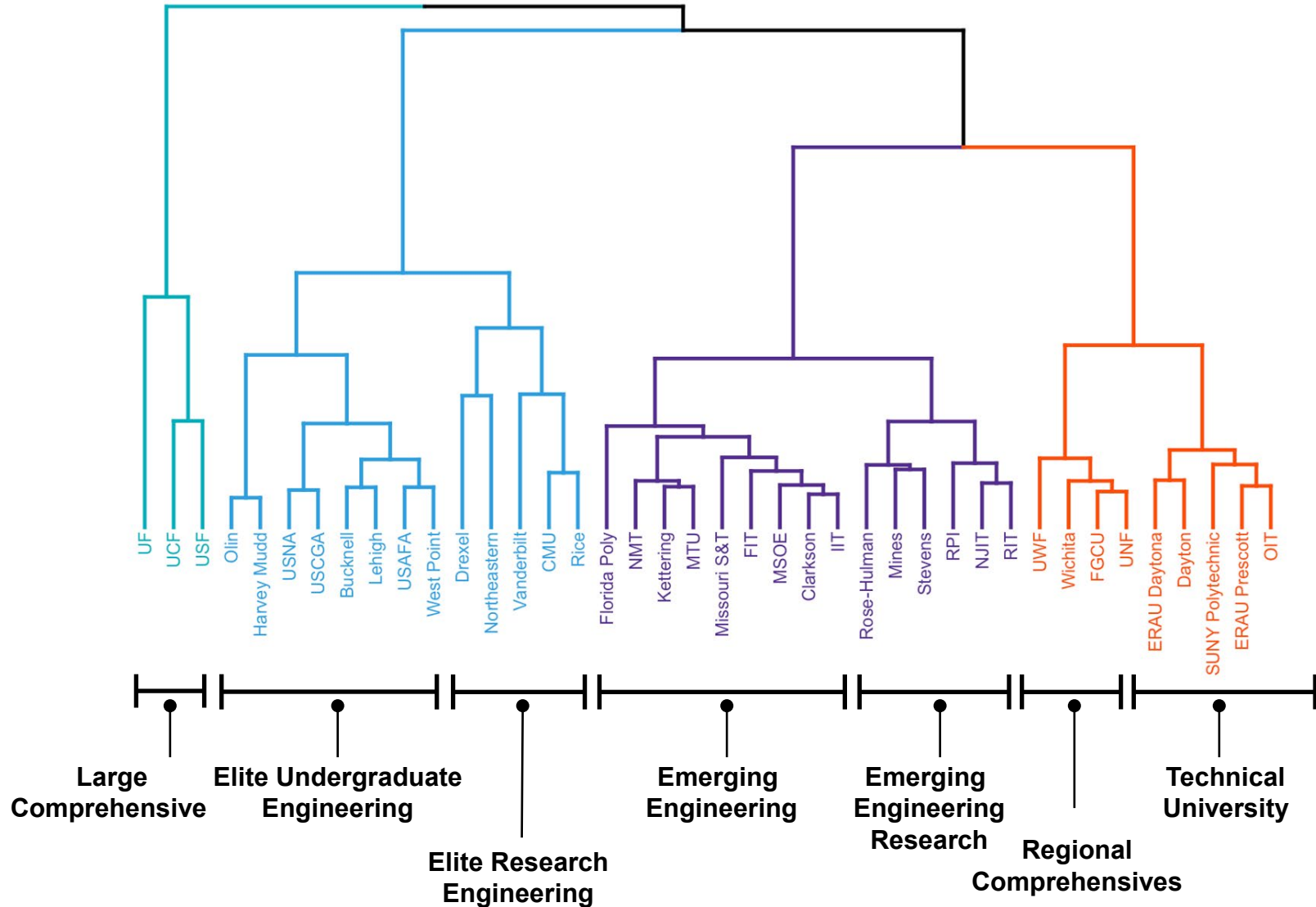
- (S) – Has no legacy programs, administrative structures, or traditional bureaucracies
- (T) – Must be creative in building out the campus through nontraditional means
- (W) – Lack of branding even within the state
- (S/T) – Faculty rank demographics

- **Florida Poly is 100% STEM**

- (O) – Can offer industry-aligned majors in fast-growing areas
- (O) – Can build strong partnerships with industry for economic benefit
- (T) – Must provide opportunities for professional skill growth
- (T) – Must control administrative costs to offset expensive programs
- (W) – Has poor retention and graduation rates associated with STEM

**(S) Strength**  
**(W) Weakness**  
**(O) Opportunity**  
**(T) Threat**

# Peer Institutional Types\*





# SWOT Mapping

	Small	Young	STEM
• Emerging Engineering	Green	Green	Green
• Elite Undergraduate Engineering	Green	Yellow	Green
• Emerging Research Engineering	Yellow	Yellow	Green
• Elite Research Engineering	Yellow	Red	Green
• Technical University	Yellow	Green	Green
• Regional Comprehensive	Red	Red	Red
• Large comprehensive	Red	Red	Red

- Suggested trajectory Emerging Engineering -> Elite Undergraduate Engineering (5) -> Emerging Research University -> (15)



# Mission Statement

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**Serve students and industry through excellence in education, discovery and application of engineering and applied sciences**

- **Propose keeping the current Mission Statement as written**
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# Vision Statement

- **Trustee Wendt suggested changing Vision Statement to include concepts of institutional and student leadership**
- **Existing Vision Statement**

**Florida Poly will be a premier STEM university known for producing highly desirable graduates and new technology solutions**

- **Proposed Vision Statement(s)**

**Florida Poly will be a leader in building Florida's technology-based economy**

# Critical Focus Issues

- **Faculty growth, leadership, and rank demographics**
- **Student experience**
- **Graduate programs**
- **Strategic degree offerings**