

MINUTES
STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
STRATEGIC PLANNING COMMITTEE
VIA ZOOM
May 8, 2024

Video or audio archives of the meetings of the Board of Governors and its committees are accessible at:

<https://thefloridachannel.org/videos/3-26-24-Board-of-governors-meeting/>

1. Call to Order and Opening Remarks

Strategic Planning Committee Chair Ken Jones convened the meeting at 3:09 p.m. on May 8, 2024, with the following Governors present: Governors Oliva, Diaz, Frost, Hitchcock, Mateer, and Phalin. A quorum was established.

2. Minutes of Strategic Planning Committee Meeting

Chair Jones requested a motion to approve the Strategic Planning Committee meeting minutes from March 26, 2024. Governor Frost moved to approve, Governor Mateer seconded the motion, and the motion passed.

3. Strategic Plan Update and Discussion

Chair Jones discussed the importance of maintaining an open dialogue around decisions concerning the 2030 Strategic Plan that includes input from the Board of Governors, university presidents, and boards of trustees.

Chair Jones recognized Ms. Emily Sikes, Interim Vice Chancellor for Academic and Student Affairs, to present an update on the 2030 Strategic Plan. Ms. Sikes outlined the strategic planning process and presented the framework for the mission and vision statements.

Chancellor Ray Rodrigues said that the strategic plan would be developed around the mission provided for the System in the Florida Constitution. He stated that Performance-Based Funding metrics cannot be changed in the strategic plan without a partnership with the Florida Legislature and the Governor's Office.

Board Chair Brian Lamb highlighted the state's achievement of being ranked number one for higher education in America by U.S. News & World Report for eight years in a row. He emphasized the importance of continuing this recognition by maintaining a clear direction in developing the 2030 Strategic Plan.

Ms. Sikes reported that a facilitator will be hired to work with the steering committee to draft the strategic plan and provide recommendations to the Board regarding the content, metrics, and goals. The steering committee will include representatives from

across the System, including units representing academics, research, and student affairs, as well as state economic development representatives. Universities will also be able to provide direct feedback on the plan as part of the process.

Ms. Sikes requested the Board's feedback on including a purpose statement in the 2030 Strategic Plan. The proposed purpose statement serves as the basis for the System's existence as a constitutionally mandated agency dedicated to achieving excellence through teaching students, advancing research, and providing a public service to benefit Florida citizens, their communities, and the state economy.

Board Chair Lamb encouraged the Board to develop the purpose statement around the language provided in the Florida Constitution.

Governor Cerio suggested that the Board should not remain tethered to the language provided in the Florida Constitution. He urged the Board not to shy away from robust, audacious goals in developing a purpose and vision statement for the 2030 Strategic Plan.

Chair Jones agreed with Governor Cerio and noted the importance of considering all possible options when developing new goals for the 2030 Strategic Plan.

Governor Olivia highlighted the importance of adapting the 2030 Strategic Plan to address emerging challenges that were less prevalent when the last strategic plan was developed.

Chair Jones commented that greater access to more meaningful data sets could expand the Board's ability to identify a timeless mission statement in its message and goals.

Governor Levine added that the updated strategic plan must accommodate the swiftness of change surrounding new technologies in higher education.

Ms. Sikes presented the proposed mission statement for the 2030 Strategic Plan. She provided a side-by-side comparison of the mission statement from the current strategic plan to the proposed revisions for the 2030 Strategic Plan. Ms. Sikes noted the proposed mission statement aims to serve the greater needs of the state and society by providing prestigious higher education, innovative research, and public service through a coordinated system of institutions, each with distinct missions. She also noted that the proposed mission statement intends to promote three items: collectively advancing civic principles, bolstering world-class talent, and propelling Florida's economic prosperity.

Governor Levine commented that a shorter, more concise mission statement would be more effective in conveying the day-to-day efforts of the System.

Chancellor Rodrigues said that Board staff reviewed mission statements for select universities and systems outside of Florida, and he welcomed the Board's feedback on the draft.

Governor Levine added that the mission statement should drive the System's fundamental decision-making and be easily recited by any affiliated member.

Governor Bell Barnett asked for clarification on advancing civic principles in the newly proposed mission statement. Chancellor Rodrigues stated it was added to represent the national lead the System has taken to restore civil discourse across campus, along with the continued interest from the Legislature in advancing civic principles.

Board Chair Lamb suggested the possibility of adding a section to define the terminology used in the 2030 Strategic Plan.

Chair Jones emphasized the importance of defining what it means to be a prestigious State University System and requested Board feedback.

Governor Phalin stated that the System should aim to be the model higher education system in the nation. She noted that being a model for transformative higher education would transcend the standard of being considered prestigious or elite. She also suggested possible language for the mission statement that further highlights the importance of fostering faculty and student success.

Chair Cerio suggested that the 2030 Strategic Plan should include a values statement.

Governor Haddock remarked that the updated mission statement should represent how the System is working to meet the current and emerging needs of the state.

Governor Levine encouraged the Board to consider the total addressable market beyond Florida.

Ms. Sikes stated that Board staff also worked on a proposed vision statement. The vision statement outlines the System's goal to become the country's most prestigious higher education system by 2030 through life-changing teaching, research, and public service that will transform the future of higher education. Chair Jones commented that it is crucial to consider how the vision statement might look in 2030.

Board Chair Lamb asked the university presidents to provide feedback on the development of the 2030 Strategic Plan.

Dr. Moez Limayem, President of the University of North Florida, suggested building a strategic plan around principles distinctive to the State University System of Florida.

Dr. Alexander Cartwright, President of the University of Central Florida, emphasized the importance of optimizing the System to produce value in terms of education and talent that addresses the needs of the state. He also stated the importance of being proactive regarding economic development in the 2030 Strategic Plan to help drive economic growth within the state.

Dr. Martha Saunders, President of the University of West Florida, stated that combining the individual strengths of each institution towards a collective goal would provide an excellent direction for the 2030 Strategic Plan.

Dr. Ben Sasse, President of the University of Florida, highlighted the need to address the larger audience of all Floridians and recommended focusing on goal-centric questions in developing the 2030 Strategic Plan.

Dr. Richard McCullough, President of Florida State University, commented that the 2030 Strategic Plan should promote coordination between the individual institutions. He noted that increased collaboration within the System would create a significant competitive advantage in terms of national research and academic success.

Ms. Sikes provided a timeline for the 2030 Strategic Plan. The steering committee will be meeting throughout the summer to provide input on the strategic plan. Board staff plans to have a draft ready for the Strategic Planning Committee by the October meeting with the goal of bringing the final plan to the full Board in January 2025.

Chair Jones noted that even though the state has been ranked number one for higher education in America by U.S. News & World Report for eight years in a row, it is essential not to be complacent. It is necessary to push towards even loftier goals, continuously adapting and improving as a system year after year.

4. Concluding Remarks and Adjournment

Having no further business, Chair Jones concluded the meeting at 4:03 p.m.

Ken Jones, Chair

Ryan Ford,
Policy Associate, Academic and Student Affairs