



Governance Committee

September 9, 2020

12:00 - 12:45 PM

Or upon the conclusion of the previous committee meeting

**Florida Polytechnic University
WEBEX TELECONFERENCE MEETING**

Dial in: 1-415-655-0001 | Access code: 171 599 4704#

MEMBERS

Mark Bostick, Chair

Bob Stork, Vice Chair

Dr. Earl Sasser

AGENDA

- | | |
|--|---------------------------|
| I. Call to Order | Mark Bostick, Chair |
| II. Roll Call | Sherri Pavlik |
| III. Public Comment | Mark Bostick, Chair |
| IV. Approval of the May 20, 2020 Minutes
<i>*Action Required*</i> | Mark Bostick, Chair |
| V. 2020-22 Governance Committee Work Plan | Mark Bostick, Chair |
| VI. Governance Committee Charter
<i>*Action Required*</i> | Mark Bostick, Chair |
| VII. Legislative Advocacy Plan
<i>*Action Required*</i> | Rick Maxey |
| VIII. President's FY19-20 Operational Goals: Outcome Metrics | Randy K. Avent, President |
| IX. President's FY20-21 Operational Goals: Progress Report | Randy K. Avent, President |
| X. Closing Remarks and Adjournment | Mark Bostick, Chair |



Governance Committee Meeting

DRAFT MEETING MINUTES

Wednesday, May 20, 2020
10:15 AM – 10:45 AM

Florida Polytechnic University
WEBEX TELE-CONFERENCE MEETING

I. Call to Order

Committee Chair Philip Dur called the Governance Committee meeting to order at 11:14 a.m.

II. Roll Call

Michele Rush called the roll: Committee Chair Philip Dur, Trustee Frank Martin, Trustee Henry McCance, Vice Chair Cliff Otto, and Trustee Bob Stork were present (Quorum).

Other Trustees present: Board Chair Don Wilson, Trustee Victoria Astley, Trustee Mark Bostick, Trustee Connor Coddington, Trustee Earl Sasser, and Trustee Gary Wendt

Trustees not present: Vice Chair Louis Saco

Staff present: Ms. Gina Delulio

III. Public Comment

There were no requests received for public comment.

IV. Approval of Minutes

Trustee Henry McCance made a motion to approve the Governance Committee meeting minutes of February 25, 2020. Trustee Bob Stork seconded the motion; a vote was taken, and the motion passed unanimously.

V. Slate of Officers for 2020-2022

Ms. Gina Delulio provided an update to the Governance Committee request for the General Counsel to communicate with each trustee who is eligible to serve as an officer and to determine whether they were willing to be considered for Chair or Vice Chair. She reported that Trustee Cliff Otto was willing to serve as the Chair and Trustee Mark Bostick was willing to serve as either.

Trustee Frank Martin made a motion to recommend to the Board of Trustees, a slate indicating the nominees for Board Chair (Trustee Cliff Otto) and Vice-Chair (Trustee Mark Bostick) for the term of

August 1, 2020 through July 31, 2022. Trustee Henry McCance seconded the motion; a vote was taken, and the motion passed unanimously.

VI. Renewal of President's Employment for 2020-21

Trustee Phil Dur reminded the committee that the President's current contract for employment ends in July and noted that the President has provided an Interim Report on his Operational Goals.

Trustee Frank Martin made a motion to recommend renewal of the President's Employment for 2020-21 to the Board of Trustees. Trustee Bob Stork seconded the motion; a vote was taken, and the motion passed unanimously.

VII. President's Employment Agreement

Trustee Dur stated the committee has been discussing revisions to the existing President's Employment Agreement for the past few meetings, with the latest version of the redlined agreement available in Diligent.

Ms. Delulio provided a summary of the substantive changes to the contract.

Trustee Dur pointed out that he had asked President Avent to add a footnote in his operational plan regarding accountability goals approved by the Board of Governors that appear to be heroic and unattainable given the size and history of the University. As trustees, these items should not impact the evaluation of the President.

Trustee Cliff Otto made a motion to recommend approval of the new President's Employment Agreement which would be effective July 2020 to the Board of Trustees. Trustee Henry McCance seconded the motion; a vote was taken, and the motion passed unanimously.

VIII. President's Goals 2020-21

Trustee Dur recognizes that due to COVID-19, there will be an impact on today's approval of the President's Goals for 2020-21. Modifications will need to be made as the year progresses.

President Avent gave an overview of his proposed goals for 2020-21.

Trustee Bob Stork made a motion to recommend approval of the President's proposed goals for the 2020-21 to the Board of Trustees. Trustee Cliff Otto seconded the motion; a vote was taken, and the motion passed unanimously.

VII. Closing Remarks and Adjournment

With no further business to discuss the meeting adjourned at 11:48 a.m.

**Florida Polytechnic University
Governance Committee
Board of Trustees
September 9, 2020**

Subject: 2020-2022 Governance Committee Work Plan

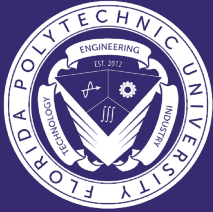
Approve 2020-2022 Governance Committee Work Plan.

Background Information

The 2020-2022 Governance Committee's Work Plan is attached for consideration. The prior work plan is provided for reference.

Supporting Documentation: 2020-2022 Governance Committee Work Plan Draft
2018-2020 Governance Committee Work Plan

Prepared by: Gina DeIulio, VP and General Counsel



Committee Work Plan

Governance Committee Work Plan 2020-2022

SEPTEMBER

- Governmental Relations Legislative Advocacy Plan
- Charter review
- Board self-evaluation 2023 (every 5 years)
- Review President's employment agreement (periodically)

NOVEMBER

- Board training needs
- Recommendations to the Board on President's evaluation outcome and compensation
- Recommendation to Board on renewal of President's employment agreement

FEBRUARY

- Bylaws review 2021
- Board Chair and Vice Chair nomination process 2022 (every 2 years)

MAY

- Recommendation to Board on President's proposed goals

**Florida Polytechnic University
Governance Committee
Work Plan 2018-2020**

February 28, 2018	May 22-23, 2018	September 5, 2018	December 5, 2018
	<ul style="list-style-type: none"> • Make recommendations to Board on President's proposed goals for 2018-2019, President's 2017-2018 evaluation outcome and compensation • Consultant report on BOT self-assessment survey 	<ul style="list-style-type: none"> • 2019 Government Relations Plan • Discussion on BOT self-assessment 	<ul style="list-style-type: none"> • Discuss board training needs
March 13, 2019	May 21-22, 2019	September 11, 2019	December 10-11, 2019
<ul style="list-style-type: none"> • Make recommendation on renewal of President's employment agreement 	<ul style="list-style-type: none"> • Make recommendations to Board on President's proposed goals for 2019-2020, President's 2018-2019 evaluation outcome and compensation 	<ul style="list-style-type: none"> • 2020 Government Relations Plan 	<ul style="list-style-type: none"> • Discuss board training needs
February 25, 2020	May 19-20 2020	September 8, 2020	Conference Call November 2020 December 1, 2020
<ul style="list-style-type: none"> • Start process of making nominations for Board Chair and Vice Chair 	<ul style="list-style-type: none"> • Make recommendations to Board on President's proposed goals for 2020-2021 • Make recommendation on renewal of President's employment agreement (July 2020 – July 2021) 	<ul style="list-style-type: none"> • 2021 Government Relations Plan 	<ul style="list-style-type: none"> • Discuss board training needs • Make recommendations to Board on President's 2019-2020 evaluation outcome and compensation • Make recommendation on renewal of President's employment agreement (July 2021 – July 2022)

**Florida Polytechnic University
Governance Committee
Board of Trustees
September 9, 2020**

Subject: Governance Committee Charter

Proposed Action

Make a recommendation to the Board of Trustees on the new Governance Committee Charter.

Background Information

The current charter is responsible for periodically reviewing the Board's By-laws, initiating board training, facilitating nominations related to the Board Chair and Vice-Chair elections, recommending goals for the President's performance, recommending Board regulations pertaining to the employees of the University, and overseeing public and governmental relations.

A more detailed charter is being presented to the Governance Committee for consideration.

Supporting Documentation: Governance Committee Charter Draft

Prepared by: Gina DeIulio, VP and General Counsel

**Governance Committee
CHARTER**
(Staff Liaison: VP & General Counsel)

- I. Purpose: The Governance Committee is responsible for reviewing and making recommendations to the Board on various Board functions, including periodically reviewing the Bylaws; evaluating the Board's performance; initiating Board training; facilitating nominations related to the Board Chair and Vice-Chair elections; overseeing presidential personnel matters, including the annual evaluation of the President and recommending goals for the President's performance; recommending Board regulations pertaining to the employees of the University; and overseeing public and governmental relations.

The Governance Committee is one of the standing committees of the Board of Trustees.

II. Composition:

- The Committee will consist of no less than three members of the Board of Trustees
 - The Chair and Vice Chair of the Board of Trustees are eligible as members per Bylaws
- The University's General Counsel will serve as staff and primary liaison to the Committee
- The Governance Committee Chair and members are appointed and removed by the Chair of the Board of Trustees.
- The Chair of the Governance Committee is the Committee's representative on the Board of Trustees' Executive Committee

III. Meetings:

- The Governance Committee will meet at least three (3) times annually. The Committee may schedule additional meetings if needed
- The meetings will be open to the public
- A majority of Governance Committee members present at a committee meeting constitutes quorum for purposes of committee business
- The Committee will maintain written minutes of its meetings, and the Committee Chair will approve each meeting's agenda
- The Committee may invite members of the administration, faculty, or others to attend meetings and provide pertinent information
- The Committee may request special presentations or reports that may enhance members' understanding of their responsibilities

IV. Responsibilities & Duties: To fulfill its oversight role, the Governance Committee will:

- Evaluate its own performance on a regular basis
- Review Board bylaws annually and recommend changes as necessary to the full Board
- Nominate a chair and vice chair of the Florida Polytechnic University Board of Trustees for consideration by the full Board
- Inform members of corporate governance best practices and make recommendations to the Board and its committees.
- Oversee an annual evaluation of the performance of the President
- Oversee and approve changes to President's supplemental retirement plan
- Provide recommendations to the Board regarding Board member education, including regularly scheduled board member training and attendance at Board of Governors meetings

- Review the Committee charter and discuss any required changes with the Board

Adoption of Charter: The Florida Polytechnic University Board of Trustees adopted the Governance Committee Charter on {date}.

History: Adopted {date}, reviewed and amended {date}

DRAFT

**Florida Polytechnic University
Governance Committee
Board of Trustees
September 9, 2020**

Subject: Legislative Advocacy Plan

Proposed Committee Action

Recommend approval of the 2020 Legislative Advocacy Plan to the Board of Trustees.

Background Information

The vast majority of the University's revenue is appropriated by the Legislature. That makes it critical that we have an effective advocacy plan for helping members of the Legislature, the Governor and the Board of Governors of the State University System understand the value of funding the University at appropriate levels.

The proposed plan takes several components into account, state revenue levels, competition for those resources, and the Florida Poly's importance to the State as determined by those involved in providing funds to operate the University.

The goal is to maximize the amount of funds that are appropriated to Florida Poly and work to secure legislation that is beneficial to its development.

Supporting Documentation:

1. Legislative Advocacy Approach
2. Legislative Advocacy Plan PowerPoint presentation

Prepared by: Rick Maxey, Assistant VP, Office of Diversity and Inclusion

Florida Polytechnic University

Advocacy Approach

Florida Poly collects just over \$2 million in tuition and fees from its students out of a total budget of over \$50 million. The vast majority of the University's revenue is appropriated by the Legislature. That makes it critical that we have an effective advocacy plan for helping members of the Legislature, the Governor and the Board of Governors of the State University System understand the value of funding the University at appropriate levels. Florida Poly therefore needs a plan for advocating effectively.

Each year the plan has to take several components into account, state revenue levels, competition for those resources, and the Florida Poly's importance to the state as determined by those involved in providing funds to operate the University.

The Legislature will convene its next regular session March 2, 2021 and adjourn April 30, 2021. They are required to meet for 60 days during that period and within those 60 days we must gain support from the three entities listed earlier for an appropriate level of funding. In the previous two sessions, Florida Poly has seen its appropriation decreased mostly because of philosophical issues related to the structure of the state's public university system.

During the 2020 Legislative session, there was a significant effort to merge Florida Poly with the University of Florida. While there has been no known effort to continue that effort during the 2021 session it is critical that we do all that we can to protect the University's independence as a top tier academic institution.

The Office of Economic and Demographic Research (EDR), an independent Legislative unit, is tasked with providing state leaders with reliable estimates of revenue in the coming year. These estimates serve as the basis for creating the state's annual budget. The model used normally provides reliable estimates, however in times like these when there are many unknown and unknowable factors the estimates are less reliable. Since its January 2020 revenue estimates for the 2021-2022 Fiscal Year, EDR has reduced its estimate by \$3.4 billion in the current fiscal year (2020-2021) and \$2.0 billion in the coming fiscal year (2021-2022). During the Great Recession of 2008, EDR had to revise its revenue estimates downward several times within the year.

There will be more pressure to reduce the revenue estimates even further. No one knows what future impacts of Covid-19 will be on the health of Floridians and the state's economy. We are also well into hurricane season and they can have an extremely negative effect on state revenue collections. In addition, the State will have to replenish reserves because it is depending in part on using the state's \$4.0 billion in reserves to help it get through the remainder of this fiscal year and the coming fiscal year.

Critical to a successful advocacy plan is meeting with key state leaders in the Legislature, Governor's Office and the Board of Governors. These meetings will include Dr. Avent, Trustees and our partners. Getting these meetings this year is a lot more difficult for several reasons. First, key players are heavily engaged in guiding the state through an unprecedented world-wide pandemic that is consuming a tremendous amount of their time. Second, this is a major election year when the ballot includes candidates for President of the United States, a change in legislative leadership and uncertainty about political control of the Legislature than is usual. Add to that a third issue concerning the nature of any meetings that occur, which is the inability to bring these key players to the Florida Poly

Florida Polytechnic University

Advocacy Approach

campus because of severe restrictions on face to face contact because of the Covid-19 virus.

A significant tool in any year is bringing key state leaders to campus to see first-hand the work being done here and talk with the students about how the University is providing them with a top-notch education leading to high paying careers. We are using videoconferencing platforms and virtual tours of the campus in an effort to provide these key players with an experience of our institution that is more than listening on a phone call or reading a document.

Trustees are always an important part of the advocacy plan and we will be talking with each of you about ways that you can help. In addition to understanding the primary relationships that you have we want to discuss secondary and possibly tertiary relationships, political and industry.

Finally, the Florida Polytechnic University Foundation contracts with several well-known firms to help create and implement our advocacy approach and represent the University with members of the Legislature and Governor's Office.

Our goal this year, as it is each year, is to maximum the amount of funds that are appropriated to Florida Poly and work to secure legislation that is beneficial to its development. The Board of Trustees voted to request \$3 million in operating funds and \$15 million to complete construction of the Applied Research Center.



FLORIDA POLYTECHNIC
UNIVERSITY

Legislative Advocacy Plan

Rick Maxey

September 9, 2020

Legislative Request

- **Universities of Distinction**
 - Grow Student Enrollment
 - Improve student success metrics
 - Top 10 engineering school
- **Applied Research Center**

\$3 million



\$15 million



Anticipated State Revenues

Collections

- Revised downward by **\$3.4 billion** in FY 2020-21 and
- Revised downward by **\$2.0 billion** in FY 2021-22
- Two-year combined decrease of **\$5.4 billion**

CARES Act Allocation

- **\$8,328.2 million**
Unanticipated Coronavirus Expenditures
- **\$5.856 billion**
General Revenue Fund

State Reserves

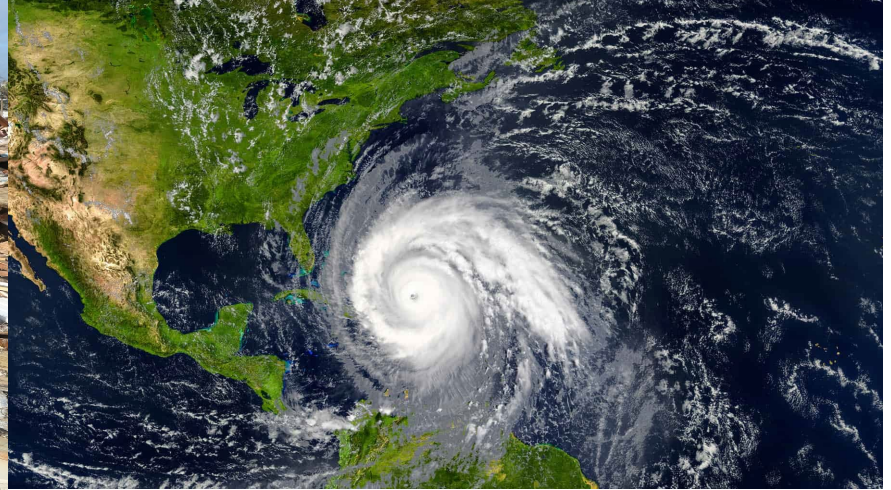
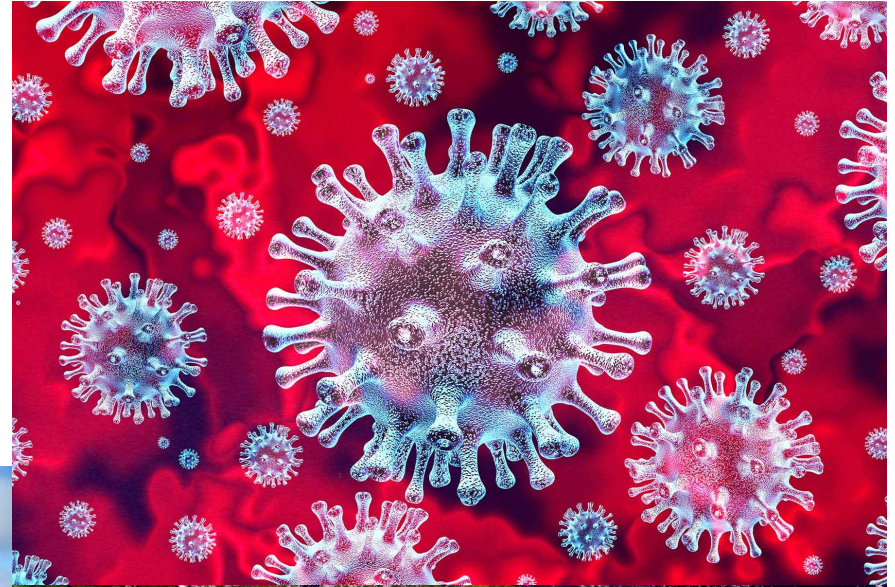
- **\$4.0 billion**
- **\$1.0 billion**
Veto Savings



FLORIDAPOLY

Instability of Estimates

- **Further Covid-19 impacts**
- **Hurricanes**
- **Rebuild reserves**





FLORIDAPOLY

Key Elected Officials



Impacts on Meetings



Virtual meetings are the norm. This election will bring in a new House Speaker and Senate President. They will appoint new leadership.

Meeting Approaches

Virtual Meetings





FLORIDAPOLY

Trustees Role



Advocacy Team



**Florida Polytechnic University
Governance Committee
Board of Trustees
September 9, 2020**

Subject: FY 19-20 Operational Goals: Outcome Metrics

Proposed Committee Action

Information only – no action required.

Background Information

The supporting document contains current outcome metrics on the FY 2019-2020 Operational Goals.

The President will give a more detailed and final assessment of the FY 2019-2020 Operational Goals at the November 2020 meeting. At that time, the Governance Committee will assess the President's accomplishments and make a recommendation on the President's salary and bonus to the full Board.

Supporting Documentation: FY 20 Operational Goals

Prepared by: Dr. Randy K. Avent, President

FY20 Operational Goals Outcome Metrics

	2019-2020	Peer Group	SUS Average	2020-2021	FY20 Actuals	
Academic Reputation						
USNWR Ranking	N/A			introduced	TBD	
Academic Productivity						
US Incoming Class Size	330			436	392	●
G Incoming Class Size	25			28	35	●
Average SAT	1270	1321	1266	1270	1327	●
Average ACT	29	29	26	29	30	●
% Academic Progress Rate (GPA >2.0)	72%	81%	82%	74%	76%	●
4- year Graduation Rate	37%	32%	41%	40%	33%	●
6-Year Graduation Rate		62%		58%	51%	●
% Degrees without Excess Hours	95%		75%	>75%	83%	●
% University Access Rate (UG with Pell)	30%	24%	38%	30%	27%	●
Financial Resources						
Unrestricted Funds	\$460K			\$800K	\$1,026,105	●
Scholarship Funds	(\$122K)			\$1.3M	\$935,666	●
Endowment	\$463K			\$150K	\$568,932	●
Academic Expenditures						
% Expenditures on Instruction	28%	30%	32%	30%	15%	●
Student: Faculty	18.01	14.01	21.01	18.01	15:01	●
% Hours taught by Adjunts	12%			<20%	12%	●
Average Cost to Students (120 Hours)	\$9.5K	\$21.9K	\$13.9K	<\$14K	(\$5,790)	●
Graduate Demand						
% BS Graduates Employed			67%	70%	67.50%	●
Median Wages for BS Grads			\$36.8K	\$45K	\$54,800	●
% BS Awarded in Strategic Areas	100%	78%	51.37%	100%	100%	●
% Graduate Degrees in Strategic Areas	100%	74%	61.20%	100%	100%	●
% Industry Internships	83%			80%	79%	●
% Industry Capstone Projects	97%			80%	74%	●

**Florida Polytechnic University
Governance Committee
Board of Trustees
September 9, 2020**

Subject: FY 20-21 Operational Goals: Progress Report

Proposed Committee Action

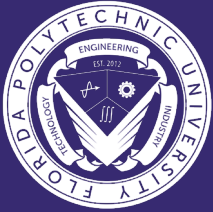
Information only – no action required.

Background Information

The supporting document reflects the progress of the University’s operational goals for FY 2020-2021. It reviews progress to date on the six focus areas agreed to by the Board at the May 20, 2020 Board meeting. A new area has been added related to Resiliency during the COVID pandemic, which has naturally required most of our attention this fiscal year.

Supporting Documentation: Operational Goals FY 21

Prepared by: Dr. Randy K. Avent, President

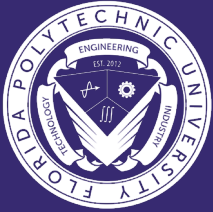


OPERATIONAL PLAN 2020-21

FLORIDA POLYTECHNIC UNIVERSITY

Fall Report
to the Board of Trustees

Randy K. Avent
September 2020



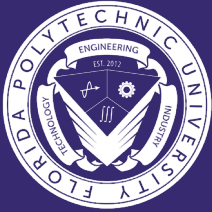
BOARD OF TRUSTEES Operational Goals Progress Report

OPERATIONAL GOALS 2020-2021

ADMISSIONS

Goal: Increase the student population, quality, and diversity (racial, gender and geographic)

1. Grow transfer students through new policies
 - 1.1. Developed new One-Year Transfer Program
 - 1.2. Revised transfer application for improved user experience
 - 1.3. Developed new scholarship outreach campaign
 - 1.4. Used NSC data to identify qualified students at state colleges and universities for targeted marketing and outreach
2. Grow unrestricted funds to better leverage scholarships
 - 2.1. With permission, transferred \$534,405 of left-over restricted funds to unrestricted account
3. Create a new STEM summer academy as a pipeline
 - 3.1. Discussion meetings paused due to Covid-19
4. Increase interactions with Florida high school calculus and physics teachers
 - 4.1. Brought over 40 high school calculus and physics classes to campus for new STEM-Tech days
 - 4.2. Partnered with KNACK to begin providing math and science teachers with our own Learning Assistants who will work with their students to supplement the work being done within their curriculum.
5. Pivot all recruitment efforts for 24/7 remote accessible digital mobile apps to meet students where they "live"
 - 5.1. Moved recruitment strategies to online and digital vehicles for spring that included video, virtual tours, Zoom meetings and tours, paid and unpaid social media that included TikTok, Snapchat, Google Ad Words, Instagram, YouTube, text messaging, digital financial aid packaging (CampusLogic), and some geofencing, where, for example, we are able to retarget banner ads to mobile devices at certain state college to announce transfer scholarships.
6. Diversify academic offerings around new popular programs and industries, new concentrations, certificate programs, combined BS/MS degrees
 - 6.1. Added Health Systems Engineering as concentration
 - 6.2. Added Robotics as a master's concentration
 - 6.3. Held initial meetings concerning additional engineering degree program
 - 6.4. Partnered with Outlier.org and added two market-facing online foundational courses for summer and pre-matriculated students
7. Strategically increase the number of student affinity groups like scatter band, esports, club soccer, table tennis, chess, water polo
 - 7.1. Esports arena built by Student Affairs, organizational structure developed
 - 7.2. Florida Poly Band launched and has signed up 40 students for inaugural launch

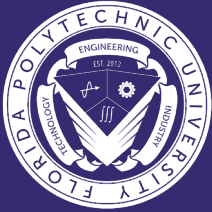


- 7.3. Nuclear Propulsion pipeline program launched in collaboration with US Navy and signed up 27 inaugural students
8. Create “The Digital Life” that interactively serves content in quick entertaining bites
 - 8.1. Virtual Digital Life currently being designed in collaboration with three external vendors for a recruitment experience that delivers exciting content through multi-media and digital mediums.
 - 8.2. Designing Admissions virtual open house
9. Consider a mobile admissions office
 - 9.1. Completely changed group tours to personalized, CDC-guided one-on-one family visits
 - 9.2. All SUS recruitment travel has been suspended due to Covid.

STUDENT PROGRESSION

Goal: Help students succeed while at Florida Poly (APR, graduation rates,) and after (high-demand majors, hard & soft skills, internships, careers)

1. Revise financial aid policy to align with APR standards
 - 1.1. Financial aid policies and historic protocols updated and changed to support student progress based on analyses of national best practices and academic strategic goals.
 - 1.2. Successfully piloted scholarship probation initiative that provided an additional term for students to demonstrate academic progress resulting in lower attrition.
2. Improve support services in gateway courses
 - 2.1. Refined and strengthened the foundation sequence that includes: Collaboration, Adaptability, Leadership and Innovation. This sequence establishes the groundwork for more complex STEM topics. CALI @ FL Poly prepares students for success in STEM.
 - 2.2. Launched a tutoring platform that includes scheduling and notetaking
 - 2.3. Organized central training system for tutors and student education assistants. Faculty further centrally support tutoring through their connections with the tutors, and guidance on the academic principles used for tutoring.
3. Improve advising services with early alerts for student disengagement
 - 3.1. Implemented early alert system with an early alert advisory committee that reviews and follows through on all early alert cases.
 - 3.2. Tutoring platform also integrates advising and is shared by the Academic Success Coaches and tutors. This system allows students to schedule time with advisors and advising notes can be added to the system.
4. Improve course availability, provide term-by-term roadmaps
 - 4.1. Working with Technology Services to create a report for course demand. It was moved from a high priority in SP 2020 due to COVID-19 needs.
5. Create a co-curricular council to address co-curricular learning
 - 5.1. Co-curricular council created, and first endorsement (leadership) in place. Campus Labs (Phoenix Link) provides a tool which will result in a co-curricular transcript that includes approved endorsements.
6. Develop a leadership institute that teaches business and soft skills

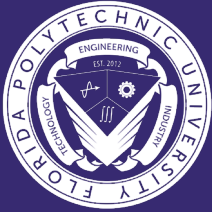


- 6.1. Several drafts based on best practices at other universities have been created and are in review, with a longer-term vision and a plan for what can be done during COVID
7. Limit the number of course withdrawals
 - 7.1. This was in progress for approval by the APPC in SP 2020 and ready for vote when COVID-19 happened. It will be resurrected this fall for final approval and review by stakeholders.
8. Formalize an Academic Improvement Program
 - 8.1. Academic Improvement Program created for students on probation and consists of an agreement to participate in regular meetings with Success Coach Ryan Darley
9. Incentivize summer for those students falling behind
 - 9.1. This was a strong financial aid initiative in SU 2020
10. Grow digital resources for enhanced tutoring and academic advising at distance
 - 10.1. The ConexEd platform allows for enhanced tutoring and academic advising at a distance.
11. Increase efforts in identifying and addressing student disengagement and remote intrusive advising
 - 11.1. This is an ongoing effort that is handled through early alerts, the campus CARE team, the first year Foundation Sequence, as well as on-campus engagement.

STUDENT EXPERIENCE

Goal: Create a student-facing experience that results in a high Net Promoter Score (NPS) while not being a “helicopter university”

1. Grow and mature the senior capstone project to be more multi-disciplinary
 - 1.1. Preliminary numbers show that 20 of the 40 projects this upcoming academic-year are multidisciplinary (50%) compared to 16 of 37 (43%) in the 19-20 academic-year.
 - 1.2. Industry sponsored projects have also grown to 39 out of 40 (98%) this upcoming academic-year from 32 of 37 (86%) in the 19-20 academic-year.
2. Continue growing the external internship program
 - 2.1. Launched an online Career & Internship Fair to maximize students’ connection with STEM focused industries
 - 2.2. Leveraged the institution’s relationship with Handshake and utilized their offer to host the Virtual Career Fair for free
3. Develop key hiring pathways for Florida Poly graduates with a select group of employers
 - 3.1. Continue to streamline the recruitment process for companies that desire to exclusively recruit from FL Poly such as Accusoft.
4. Continue removing obstacles for students to navigate admissions, registration
 - 4.1. More and better communication between Admissions and Registrar offices and collaborative efforts to understand each other processes is creating a better experience for students. Admissions is able to set expectations that are realistic, and both departments are able to manage these expectations and make changes as necessary. This term has proven to all of us that we are on the right track.
5. Provide avenues for students to share thoughts on a Florida Poly student experience
 - 5.1. Beginning Spring 2020, Teams meetings have been held regularly for all students. Further, Dr. Miller attends all SGA Executive Meetings.

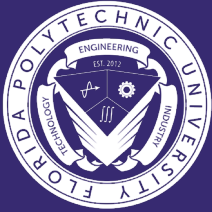


6. Provide incoming students with a student engagement coach
 - 6.1. All incoming students were able to schedule a meeting with their Orientation Leader to discuss and plan for student engagement opportunities.
7. Grow the number of internal research opportunities
 - 7.1. Setting baseline based on activity through end of 2019-2020 Academic Year for future comparison.
8. Grow digital resources to enhance the student experience
 - 8.1. Campus Labs is a key new resource that has been renamed on campus as “Phoenix Link”. This tool will support club involvement, finances, as well as provide information on who is involved in what on campus (and who is not...).
9. Expand the virtual student union to organize services and connect students
 - 9.1. Completed Summer 2020: <https://floridapoly.edu/virtual-student-union/index.php>
10. Develop new approaches for remote capstone delivery
 - 10.1. The team of capstone instructors are working to build a skeleton curriculum that can apply to all capstone disciplines. For example, content and assessment for Project Management as a topic are being developed by DSBA for all departments to use, while Optimization Methods are being developed by ME. All of the curriculum is designed for online delivery and assessment
11. Ensure ADA resources are available to all students remotely
 - 11.1. This is an ongoing effort, led by the ADA Coordinator and supported by the Office of Disability Services.

GRADUATE PROGRAM

Goal: Grow and mature a graduate program that values research and professional education

1. Expand targeted domestic recruiting efforts
 - 1.1. Increased outreach to graduating SUS seniors with GPA above a 3.0 and in specific majors
 - 1.2. Acquired the list of Florida Poly students graduating in Spring and Summer 2020 and curated targeted outreach to those students.
2. Target increased enrollment in each program
 - 2.1. Designed and printed new Graduate Admissions brochure
 - 2.2. Increased Graduate Assistantships and realigned resources for graduate student scholarships
 - 2.3. Developed economic nudges/incentives within the application process
 - 2.4. Began the process of piloting a process by which students can take coursework as non-degree seeking students prior to matriculating full-time as degree-seeking, with the intention being to prepare students for success in their specific track once they’ve matriculated.
3. Develop strong distribution of students across all degree program tracks
 - 3.1. Increased graduate student applications and deposits for wider distribution among all tracks compared to last year.
 - 3.2. Used academic indicators (GPA, undergraduate area of study, etc) to determine the graduate programs / tracks in which our graduating baccalaureate students would be best suited and sent detailed information to those students about their best-fit track.

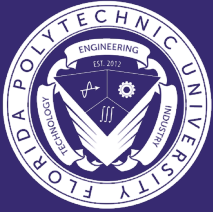


4. Complete revisions of key program documents including thesis manual
5. Continue growing FIPR Institute, Advanced Mobility Institute and Health Systems Engineering Programs
6. Develop faculty-driven seminar series around graduate school topics to facilitate student culture, progression and work quality
 - 6.1. Seminar planning underway in M.S. Engineering program for fall 2020.
7. Leverage role of Director of Industry Engagement and Capstone Projects to connect students and faculty to relevant opportunities within our core academic programs
8. Develop and market an Agile Manufacturing Center that leverages our current degrees
 - 8.1. A preliminary Agile Manufacturing Center proposal was shared with Senator Rubio's staff with some reception. Additional lawmakers have also been contacted about initial meetings, but as of now no meetings have been set. Initial discussions were also held with representatives of the Economic Development Administration and the Central Florida Development Council. Moving forward we will be reviewing the proposal with select industry partners.
9. Position at least one track to deliver some or most of its courses via distance or using hybrid delivery models
 - 9.1. One course in Data Science Track designed expressly for online delivery, launching in spring 2021. Development of Program prospectus for SACSCOC approval under study.

UNIVERSITY FUNDING

Goal: Secure support and funding to keep the University independent and growing with a strong reputation

1. Continue briefing legislators through site, district and session visits on our state impact and Return on Investment
2. Prepare for entry into Performance Based Funding and Universities of Distinction
3. Advocate for Applied Research Center capital funding and restoration of our base budget
 - 3.1. Progress continues on the Applied Research Center as the shell nears completion. Additional Carryforward funding was allocated to keep the project moving and avoid a work shut down, hoping that the building will be fully funded this session and can continue uninterrupted.
4. Develop a "thank you" campaign for key stakeholders and grow our support network
5. Develop and share a growth plan that address student, faculty and facility growth to meet targeted USNWR rankings
 - 5.1. The first phase of the growth plan has been developed and presented to the BOT for discussions. It addresses three goals around rankings, student success and student growth. Faculty, program and facility growth will be next.
6. Address administrative overhead calculations
 - 6.1. Reviewed all positions characterized as administrative by the BOG and worked to reclassify them accordingly. New administrative overhead calculations are better, but need to be further improved by hiring more faculty.



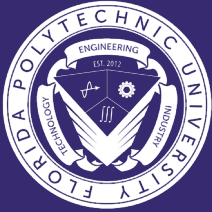
- 6.2. Review of positions led to an “HR re-engineering” effort in which we can regularize positions and the organizational structure. A flat structure has been confirmed and new positions and titles are being created that match the BOG structure.
7. Consider new ways to increase revenues through executive education, certifications, Professional Science Masters programs, international programs
8. Further develop and update resiliency plan that: 1) preserves liquidity; 2) protects and grows the academic enterprise; 3) increases revenues through campus growth; and 4) invests in university advancement and the foundation
 - 8.1. A recent bill limits recurring costs from being paid out of carryforward, so we absorbed roughly \$1.2M in yearly IT infrastructure costs into our Division budgets.
 - 8.2. Governor vetoed the University of Distinction plan and instituted an additional 6% holdback that we had to absorb into our Division budgets. We were also asked to do an 8.5% cut plan for this year in additional to our yearly 10% cut plan for next year.

FACULTY DEVELOPMENT

Goal: Create faculty excellence around the tripartite mission of teaching, research and service

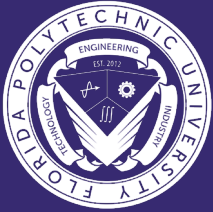
1. Strengthen professional development connection to peer-reviewed research
 - 1.1. We completed our first full round of reappointments, reviewing 15 of our early faculty hires. Of those 15, 10 were reappointed. One of the non-reappointments resigned immediately, and we had another faculty member that left the state this summer and refused to return to teach in person, so she resigned as well.
 - 1.2. We had two faculty that applied for early promotion and both were denied
2. Continue providing teaching & learning workshops & one-on-one consultations
 - 2.1. 88% of fall 2020 faculty underwent summer training to deliver our new instructional models. Those who didn’t were adjuncts hired in the last week or so of the summer to fill in due to higher than expected enrollment or unexpected vacancies and received training during orientation and ongoing support throughout the term. Note: training was a four-week course. Cost impact around \$¼ million.
3. Grow academic infrastructure, tools and technology that support pedagogy
4. Grow academic programs and faculty lines
5. Consider hiring a VP of Research
6. Conduct workshops on proposal development and grant writing
7. Consider offering internal grant opportunities as seed funds for larger externally funded grants
8. Strengthen faculty development for blended, online and multi-modal delivery
9. Explore opportunities for targeted development and improvement in specific Departments
10. Create new programs for faculty development and train 75% of the faculty for remote instruction

COVID RESILIENCY PLAN (New task added)



Goal: Develop and implement plans to keep growing the university and its operations during the COVID pandemic

1. Develop, implement and adapt policies and plans for reopening campus
 - 1.1. Created protocols with the goal of keeping our campus community healthy that included mandatory face coverings, frequent facility cleaning, temperature kiosks, managing the building population, signage, increased building air exchanges and others.
 - 1.2. Created a campus commitment that all students and employees had to sign signifying they understood our rules and the code of conduct consequences for non-compliance.
 - 1.3. Adopted a required training program aimed at keeping our campus community healthy
 - 1.4. Built a self-assessment screening application that every member of the community must take regularly.
 - 1.5. Converted the IST entry and exit points to touchless entry to minimize touching frequently used door handles.
 - 1.6. Took inventory of heavy traffic areas and installed partitions where appropriate.
 - 1.7. Increased the number of cleaning and hand sanitation stations
 - 1.8. Implemented surveillance protocols that include the daily health assessment, temperature kiosks and reporting website that launches several actions (cleaning/disinfecting, notification to supervisor/faculty, close contact information, ...) based on certain symptoms.
 - 1.9. Created a new respiratory clinic that is distinct and separate from the health clinic for anyone experiencing COVID-like symptoms.
2. Develop, implement and adapt policies and plans for Academics
 - 2.1. Managed and distributed CARES funding according to federal guidelines
 - 2.2. Changed the academic calendar to begin and end earlier than planned so as to align with the expected increase in cases. This required changing dorm, food service and move-in dates for the campus.
 - 2.3. Defined needed computer resources (minimum recommended standard) for this year based on last-year's experiences. Funded some of these purchases through CARES funding for low-income students and provided long-term loaners from Technology Services to others.
 - 2.4. Created three different instructional formats that helps us manage class sizes to maintain 6' physically distancing. Built a custom seat reservation application for Flex classes where students can sign up for seats to attend in person classes.
 - 2.5. Developed faculty training programs to help them adjust and prepare for the new class formats.
3. Develop, implement and adapt policies and plans for Dining and Housing
 - 3.1. Made changes to Chartwells food service program; rearranged inside seating to maintain the 6' rule and added additional seating outside in the Oak Grove.
 - 3.2. Worked with Vestcor and Coastal Ridge to manage students interested in canceling their leases. Cancelled the international students that could not return, as well as students with health concerns. Developed and negotiated a plan for students that had a change in their family financial status and those that did not feel comfortable returning because of COVID.
 - 3.3. We developed and implemented an appointment system that spanned four days for students to return to campus and move into their dorms.
4. Develop, implement and adapt policies and plans for Student Activities



- 4.1. Added virtual academic support services, virtual student union, eSports, group fitness classes outside and reopened the Student Development Center with new rules and a reservation system.
- 4.2. Rearranged furniture throughout the entire building, to include the commons, to maintain 6' physical distancing rules.
5. Develop, implement and adapt policies and plans for Returning to work
 - 5.1. To limit the spread of COVID and protect our employees, the majority of campus transitioned to remote work early Spring 2020. We then created three categories of employees: 1) leadership, 2) employees that dominantly work on campus and 3) employees that can work remotely with little interruption. We brought leadership back early August and employees that needed to be on campus just before students arrived. To allow us to continue focusing on those employees and students that are on campus, we have not yet brought back employees that can work remotely. This is a month-by-month decision.
 - 5.2. We developed an "Accommodation matrix" that helps us make consistent decisions regarding accommodations for employees that request to stay at home. This matrix weighs the health risk to the employee versus the impact to the institution.
 - 5.3. We signed a new contract with the vendor that provides mental health services to our students for our Employee Assistance Program (EAP), which provides professional, confidential advice to help manage employee's troubles.