



## Board of Trustees Governance Committee Meeting

Wednesday, May 16, 2018  
9:00 AM-10:00 AM

Tele-Conference  
888-670-3525  
Participant Passcode: 4872254143#

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Dr. Richard Hallion, Chair  
Mark Bostick  
Don Wilson

Rear Admiral Philip Dur, Vice-Chair  
Cliff Otto

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### AGENDA

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| I. Call to Order   | Dick Hallion, Chair |
| II. Roll Call  | Kris Wharton        |
| III. Public Comment  | Dick Hallion, Chair |
| IV. <a href="#">Approval of the February 28, 2018 Minutes</a><br>*Action Required* | Dick Hallion, Chair |
| V. <a href="#">2016-18 Governance Committee Work Plan Review</a>                   | Dick Hallion, Chair |
| VI. <a href="#">President's Evaluation 2017-18</a><br>*Action Required*            | Dick Hallion, Chair |
| VII. <a href="#">Adjustments to President's Compensation</a><br>*Action Required*  | Dick Hallion, Chair |
| VIII. <a href="#">President's Goals 2018-19</a><br>*Action Required*               | Dick Hallion, Chair |
| IX. <a href="#">Slate of Officers for 2018-2020</a><br>*Action Required*           | Dick Hallion, Chair |
| X. Closing Remarks and Adjournment   | Dick Hallion, Chair |

**DRAFT**

**FLORIDA POLYTECHNIC UNIVERSITY  
BOARD OF TRUSTEES  
GOVERNANCE COMMITTEE  
MEETING MINUTES**

**Florida Polytechnic University Student Development Center  
4700 Research Way, Lakeland, FL 33805**

**February 28, 2018 @ 12:30 PM  
*or upon the conclusion of the previous meeting***

I. Call to Order

Committee Chair Hallion called the Governance Committee meeting to order at 12:30 p.m.

II. Roll Call

Maggie Mariucci called the roll: Committee Chair Dick Hallion, Committee Vice-Chair Philip Dur, Trustee Mark Bostick, and Trustee Cliff Otto were present (Quorum).

Other trustees present: Chair Frank Martin, Trustee Gary Wendt, Trustee Henry McCance, Trustee Bob Stork, Trustee Louis Saco, Trustee Jim Dewey and Trustee Jacob Livingston.

Staff present: President Randy Avent, Dr. Terry Parker, Mr. Mark Mroczkowski, Ms. Gina DeJulio, Mr. Rick Maxey, Mr. Kevin Aspegren and Ms. Maggie Mariucci were present.

III. Public Comment

There were no requests received for public comment.

IV. Approval of Minutes

**Trustee Cliff Otto made a motion to approve the Governance Committee meeting minutes of December 6, 2017. Trustee Gary Wendt seconded the motion; a vote was taken, and the motion passed unanimously.**

V. 2016-18 Governance Committee Work Plan

Ms. Gina DeJulio reviewed minor additions to the work plan.

**Trustee Gary Wendt made a motion to approve the revised 2016-2018 Governance Committee Work Plan to the Board of Trustees. Trustee Philip Dur seconded the motion; a vote was taken, and the motion passed unanimously.**

VI. Approval of Retirement Plan

Ms. Gina DeJulio explained that the President's employment contract provides for a supplemental retirement plan and that Melanie Hancock Brown, outside counsel who drafted the plan, and Carolyn Dower, representing TIAA, proposed trustee of the plan, were on the call to respond to any questions

**Trustee Philip Dur made a motion to approve the Florida Polytechnic University Retirement Plan (“Retirement Plan”) and resolutions as stated in the Secretary’s Certificate of Florida Polytechnic University. Trustee Louis Saco seconded the motion; a vote was taken, and the motion passed unanimously.**

**Trustee Mark Bostick made a motion to approve the designation of the Governance Committee as plan administrator and accept the responsibilities as plan administrator as indicated in the Resolutions of the Governance Committee of the Florida Polytechnic University Board of Trustees indicating the same contingent upon the BOT’s adoption of the Florida Polytechnic University Retirement Plan and the BOT’s designation of the Governance Committee as the Plan Administrator of the Plan. Trustee Cliff Otto seconded the motion; a vote was taken, and the motion passed unanimously.**

**Trustee Louis Saco made a motion to recommend to the Board that the Chair and Vice Chair of the Governance Committee (currently Trustee Richard Hallion and Trustee Philip Dur) have the authority to sign any documents on behalf of the Plan Administrator of the Retirement Plan. Trustee Philip Dur seconded the motion; a vote was taken, and the motion passed unanimously.**

VII. Review and Revise Board of Trustees Bylaws

Ms. Gina DeIulio gave a brief overview of the proposed changes.

**Trustee Gary Wendt made a motion to recommend adoption of the Second Amended and Restated Bylaws to the Board. Trustee Louis Saco seconded the motion; a vote was taken, and the motion passed unanimously.**

VIII. Regulation: FPU-6.005 Sick Leave

Ms. Gina DeIulio presented the regulation.

**Trustee Louis Saco made a motion to recommend approval of revised regulation FPU-6.005 Sick Leave to the Board. Trustee Philip Dur seconded the motion; a vote was taken, and the motion passed unanimously.**

IX. Regulation: FPU-6.002 Personnel Code of Conduct

Ms. Gina DeIulio presented the regulation.

**Trustee Louis Saco made a motion to recommend approval of revised regulation FPU-6.002 Personnel Code of Conduct and Ethics to the Board. Trustee Philip Dur seconded the motion; a vote was taken, and the motion passed unanimously.**

X. Closing Remarks and Adjournment

With no further comments, the Governance Committee meeting adjourned at 12:50 p.m.

**Florida Polytechnic University  
Governance Committee  
Work Plan 2016-2018**

<b><sup>1</sup>Pre-March Meeting 2017</b>	<b>March 15, 2017</b>	<b><sup>3</sup>May 2017 – conference call</b>	<b>June 7-8, 2017</b>
<ul style="list-style-type: none"> <li>• Discussion of process for President’s 360 degree evaluation</li> </ul>	<ul style="list-style-type: none"> <li>• President’s delegation of authority discussion</li> </ul>	<ul style="list-style-type: none"> <li>• Discuss consultant’s report on President’s 360 degree evaluation</li> </ul>	<ul style="list-style-type: none"> <li>• President’s proposed goals for 2017-2018</li> <li>• President’s 2016-2017 evaluation outcome and compensation</li> <li>• Revise Board’s policy on annual review of the President</li> <li>• President’s delegation of authority continued discussion</li> </ul>
<b>September 13, 2017</b>	<b>December 6, 2017</b>	<b>February 28, 2018</b>	<b><sup>3</sup>May 2018 – conference call</b>
<ul style="list-style-type: none"> <li>• 2018 Government Relations Plan</li> <li>• Review revised BOT resolution: <i>Powers and Duties of the President</i> to conform to BOG guidelines</li> <li>• Revise evaluation instrument to be used for president’s 2017-2018 annual evaluation</li> </ul>	<ul style="list-style-type: none"> <li>• BOT Self-evaluation discussion</li> </ul>	<ul style="list-style-type: none"> <li>• Review and revise the Florida Polytechnic University Board of Trustees Bylaws</li> </ul>	<ul style="list-style-type: none"> <li>• Discuss President’s self-evaluation and proposed goals</li> </ul>
<b>May 22-23, 2018</b>	<b><sup>2</sup>September 12, 2018</b>	<b><sup>2</sup>December 5, 2018</b>	
<ul style="list-style-type: none"> <li>• Make recommendations to Board on President’s proposed goals for 2018-2019, President’s 2017-2018 evaluation outcome and compensation</li> <li>• Consultant report on BOT self-assessment survey</li> </ul>	<ul style="list-style-type: none"> <li>• 2019 Government Relations Plan</li> </ul>		
<p><sup>1</sup>Meeting will be held if needed  <sup>2</sup>Tentative until approved by the Board of Trustees  <sup>3</sup>Exact date to be determined</p>			

**AGENDA ITEM: VI.**

**Florida Polytechnic University  
Governance Committee  
May 16, 2108**

**Subject: President's Evaluation for 2017-18**

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**Proposed Committee Action**

Review of the President's Self-Evaluation for 2017-18 to formulate recommendation to the Board.

**Background Information**

Pursuant to the President's employment contract and the Board of Trustees Policy on Annual Review of the President, the Board of Trustees must conduct an annual review and assessment of the President's performance. The purpose of the annual review process is to enable the President to strengthen his performance; to inform the Board's decisions on compensation adjustments and other terms of the President's employment; and to enable the President and the Board to set mutually agreeable goals.

The Governance Committee has the responsibility for organizing and conducting the annual review process with the President and making recommendations related to the outcome of the annual review process to the full Board.

1. **Self-Evaluation.** The President's Self Evaluation, listing the accomplishments for 2017-18 was provided to Chair Martin, and Committee Chair Hallion and was sent out to the Trustees as part of the evaluation process. In addition, a copy of the self-evaluation will be provided to the Board of Governors, as required.
2. **Evaluation Instrument.** As part of the formal review process, the Governance Committee created an evaluation instrument which was approved by the Board of Trustees and was distributed, along with the President's Self Evaluation, to the Trustees for completion. The results from the evaluation instrument are compiled and are provided to the Governance Committee to assist in formulating its recommendation on the outcome of the President's evaluation.

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**Supporting Documentation:**

Florida Polytechnic University Board of Trustees Policy on Annual Review of the President  
President's Self Evaluation- 2017-18  
Composite of the Trustees' Evaluations

**Prepared by:** Gina DeIulio, General Counsel

# **Florida Polytechnic University Board of Trustees Policy on Annual Review of the President**

This policy supplements Florida Board of Governors (“BOG”) regulations and provides guidelines for conducting the annual review and assessment of the President’s performance, goals, and compensation by the Board of Trustees (“Board”). This policy outlines the purposes and details the process by which the President’s performance, goals and compensation shall be reviewed by the Board on an annual basis. In addition, a comprehensive review of the President’s performance and compensation shall normally occur at three-year intervals with the first comprehensive review being conducted toward the latter part of the President’s third year of employment with the University.

## **Principles**

The Board believes six principles should guide and inform the review of the President’s performance:

1. The review should derive from explicit values of the University and from the University’s strategic plan, work plan and accountability report and the BOG’s Strategic Plan.
2. The review process should set specific annual goals for the President.
3. Reviewing the President’s performance is a non-delegable responsibility of the Board. While other viewpoints may be considered by the Board, specifically those of faculty, the Board must take direct responsibility for the review.
4. The review process should be a reciprocal process that includes a self-evaluation from the President.
5. The review should focus on how well the President advances the major institutional objectives of the University.
6. A formal review should be conducted annually, immediately following the academic year. A comprehensive review should occur at three-year intervals. Informal evaluations should occur frequently, in the form of informal conversations between the President and the Board Chair.

## **Annual Review**

### **Purpose**

The purpose of the annual review process is to enable the President to strengthen his or her performance, to enable the President and the Board to set mutually agreeable goals, and to

inform the Board's decisions on compensation adjustments and other terms of the President's employment.

## **Responsibility**

The Board is responsible for assessing the President's performance, goals and compensation. The Board's Governance Committee, as its members shall mutually decide and within the parameters of this policy, is delegated the responsibility for organizing and conducting the annual review process with the President and making recommendations related to the outcome of the annual review, the annual goals and the President's compensation to the full Board.

## **Process**

1. In April of each year, the President shall initiate the annual review process by preparing a self-evaluation that addresses higher level activities for the just concluded fiscal year. The President will submit his or her self-evaluation to the Board Chair and the Governance Committee by May 1 of each year. The self-evaluation format will remain the same year to year unless revised by the Committee in consultation with the President in the intervening period.
2. On or before June 1 of each fiscal year, the President will submit his or her proposed goals for the upcoming fiscal year to the Board Chair and the Governance Committee.
3. Once the President has submitted the self-evaluation and proposed goals to the Board Chair, the Board Chair shall provide copies of the same to the chair of the BOG and request the chair of the BOG's participation in the annual evaluation; the chair of the BOG may involve the chancellor in the review process. Such participation will include a review of the President's responsiveness to the BOG's strategic goals and priorities and compliance with system-wide regulations.
4. The Governance Committee shall review the self-evaluation and proposed goals and may request any additional information from the President to assist the Board in its review.
5. The Governance Committee will discuss the goals for the upcoming year with the President and present the proposed goals to the full Board for discussion and approval.
6. Prior to the Board meeting at which the President's review, goals, and compensation will be acted upon, the Chair shall send to the President and all members of the Board the self-evaluation and proposed goals, any supplemental information the Governance Committee may have requested of the President and any supplemental information the Governance Committee has developed.
7. The Board shall complete the annual review and make any compensation award contemplated under the President's Employment Agreement no later than September 30 of each year, commencing September 2015.

## **Outcomes**

After the Board's deliberation and action, minutes shall be published to document the review of the President's performance, goals and any adjustments to the President's compensation.

## **Comprehensive Review**

### **Purpose**

The purpose of the comprehensive review is to strengthen the leadership of the President and Board by assessing the quality of their relationship and the President's performance through an independently conducted process which will normally include a 360° review. The process seeks to gather, on a wide range of management and governance matters, the informed perceptions of leaders of major stakeholder groups, as well as those of the President and trustees.

### **Responsibility**

It is the Board's responsibility to comprehensively assess the quality of the relationship of the President and the Board of Trustees; and the President's performance and compensation, normally at three-year intervals. The Governance Committee, as its members shall mutually decide and within the parameters of this policy, is delegated the responsibility for organizing and conducting the comprehensive review process with the President, with the assistance of an independent consultant. The selected consultant shall not be connected, directly or indirectly, with the institution by present or past affiliation. The Board Chair and the President shall be consulted regarding the selection of the consultant. Procedural details shall be decided upon by the Governance Committee, with the consultant's advice and counsel, and within the parameters of this policy.

### **Process**

All activities in this comprehensive review process shall be completed within four months after the selection of the consultant. The activities shall include personal interviews with appropriate individuals, internal and external to the institution, as agreed upon by the Committee and consultant. They also shall agree on the general nature of the questions to ask. A staff member shall be assigned to work directly with the consultant and the Committee.

The customary annual review shall be modified to be consistent with the advice of the consultant and Committee. Prepared in advance of the review process, the President's self-evaluation for years in which a comprehensive review is conducted shall provide a comprehensive picture of the institution's academic, financial, and other indicators of progress during the President's tenure. It should highlight particular achievements, as well as persistent institutional issues.

The Committee shall also decide how best to communicate with the University community and Lakeland and Polk County area before, during, and after this process. The Committee is delegated the authority to agree to (1) the consultant's compensation and an appropriate schedule of payments and reimbursements, (2) the general written and/or oral format for the consultant's report (for later submission to the Committee, President, and Board), and (3) the arrangement by which the consultant will be available to discuss the report with the President and the full Board.



## Outcomes

The consultant will provide a comprehensive written report detailing the institution's progress and major achievements during the President's tenure, and the Board will consider the consultant's report in the Board's annual review of the President for that year. The consultant's report shall include substantive recommendations for both the President and the Board designed to strengthen the University's leadership, management and governance.

*Note: Portions of this policy were selected from the following publication: R. T. Ingram and W. A. Weary, Presidential & Board Assessment in Higher Education Purposes, Policies & Strategies Appendix B Illustrative Board Policy and Procedures: Annual Presidential Performance Reviews (Washington, D.C.: Association of Governing Boards of Universities and College Publications, 2000), 57-58.*

Adopted by the Florida Polytechnic University Board of Trustees on June 3, 2015.

Chair's signature: E. McCroot

**PRESIDENT'S SELF EVALUATION 2017- 2018**  
**FLORIDA POLYTECHNIC UNIVERSITY**

**Randy K. Avent**  
**May 2018**

**Report to the Board of Trustees**

**PRODUCE HIGHLY SOUGHT-AFTER GRADUATES**

**Priority 1: Grow admissions outside Central Florida and increase diversity and academic quality to become a more selective institution.** (Exceeds expectation)

- The current average scores for fall 2018 admits are 1301 for the SAT and 29.57 for the ACT. This is up from 1285 and 28 compared to the same time last year.
- Admissions held six recruiting events, 209 high school visits (135 outside central Florida) and participated in 142 college fairs across the U.S. In addition, 5,675 tour groups have been hosted on campus. Admissions counselors traveled on recruiting tours in nine states including North Carolina, South Carolina, California, Ohio, New York and Texas.
- Admissions received 235 more applications and 34 admits than at the same time last year; however, we are currently down by 12 deposits. We believe yield has dropped by 3% due to the challenge in converting high achieving students that are also considering other colleges and universities.
- There is currently a 9.8% increase in applications for students who live 100-200 miles outside central Florida. While we increased applicants outside Central Florida, the number of admits was lower with an 8.7% decrease. Our deposit numbers are not yet known, but the percent outside Central Florida is tracking slightly below last year.
- We conducted an Invitation to Negotiate (ITN) for international recruiting services but contract negotiations were terminated. We are now in the process of issuing a new ITN that will hopefully provide more competition and better flexibility.
- We participated in a joint industry/academic panel on Artificial Intelligence and delivered lectures in Brazil. The goal was to build relationships with three universities (UNIFEBE, FASCENs and FIAP) and discuss numerous ways in which our universities can collaborate.
- We are continuing discussions with and will be meeting with the Bahama's Ministry of Education regarding undergraduate student recruitment.
- Targeted efforts to increase student diversity led to recruitment activities with organizations such as Alpha Kappa Alpha, the National Society of Black Engineers (NSBE) and Delta Sigma Theta. Admissions counselors also participated in the national Hispanic college fair. Last year at this time our student body was 43% white and this year it is 39% white.
- Admissions is building a pipeline of students with the National Center for Women in Technology (NCWIT), Polk Girls Rock and Girl Scouts of America.
- This year's Women in STEM event was the largest with over 250 attendees, and for the first time we invited high school girls to participate.
- We are investigating adding new majors and concentrations that are attractive to female students. Currently, the number of females who have deposited is the same as compared to last year's numbers.

**Priority 2: Strengthen the academic program with focus on instructional delivery, rigor, advising and engagement.** (Exceeds expectation)

- We continue to grow relationships with the Fulbright Scholars program to gain international exposure to our University. This year we signed an exchange agreement with Fulbright Belgium/Luxembourg and placed three students with Fulbright Canada in Killam Fellowships. We continue to work with Fulbright Germany and Morocco to set up exchange programs with them.
- We improved processes for registration and class scheduling last summer which led to the institution's lowest summer "melt" at just 7%. We continue to move towards a demand-based approach to scheduling.
- Four readiness reviews for our Computer Engineering, Electrical Engineering, Mechanical Engineering and Computer Science programs were submitted to ABET in September; the University received the "green light" from ABET and an official "Request for Evaluation" (RFE) was submitted the end of January. We received approval to submit self-studies for each of these programs by July 1, 2018. Our site visit is scheduled for October, 2018 for all four programs.
- To facilitate consistency in content delivery, ensure quality standards and raise the rigor and prestige of our programs, we instituted common exams for multi-section courses. We created a design-capstone sequence that mirrors national standards and expectation, and we increased the humanities requirement in all curriculums to foster a more well-rounded experience.
- We created a nearly common freshman year with a foundations sequence of eight credit hours. This effort was designed to establish basic technical facility across disciplines, develop leadership and team interaction skills through multi-disciplinary project experience, develop professional skills in communication, academic planning and career savvy and to focus campus engagement and promote a solid work-ethic essential to successful completion of the degree.
- Changes within the Registrar's office led to the establishment of a traditional five-day "block" schedule starting with spring semester 2018. This intentional change in class scheduling assisted in temporarily alleviating the space issues the University faces.
- We relocated the Academic Success Center (ASC) desk to a location where students are best able to connect with the Success Coach Team and its transactional advising services.
- We implemented a Registration Advising process to better help students select and register for courses that lead to their four-year graduation. Preliminary numbers show that over 100 students seek advising support on a weekly basis, with that number growing to over 350 students per week during registration advising periods.
- We are in the process of conducting a search to select a Director of Teaching and Learning. The position will provide resources and essential consultative support and programming for professional development in the area of teaching. The successful candidate will also be expected to create linkages between how students learn and instructional methods, as well as to establish a foundation for educational research in STEM.

**Priority 3: Provide academic services and learning support to increase retention and 4-year graduation rates.** (Meets expectation)

- With increasing incoming student quality and a focused effort on improving retention, our persistence (retention from first-to-second semester) this year was above 95%. Previously, persistence had fallen steadily each year since we started the University, with the first class a little above 94%, the second class a little below 94% and the third class below 92%.
- The Academic Success Center (ASC) collected data from students who are not returning and found financial issues and calculus as two of the most cited reasons. Financial concerns are being addressed through initiatives in Financial Aid that increase the number of students applying for financial aid (discussed below); calculus concerns are being addressed by offering pre-calculus for certain incoming freshman.
- All students below a 2.0 GPA halfway through each term must now work with the ASC to create an academic success plan. Students will not be able to register for the following term if their plan is not completed.
- A new baseline methodology for measuring and tracking student progress was implemented and will assist University staff in identifying critical trends in retention and graduation rates. Progress is currently being tracked in the following areas: (1) Trend HS GPA, SAT (composite and math), ACT, Top 10% of HS class; (2) Persistence (fall to spring); (3) Retention (fall to fall) & Academic Progress Rate (2<sup>nd</sup> year retention with GPA > 2.0); (4) Change in major; (5) Completion rates (all courses, term to term); (6) DWF rates (by course and overall); (7) Percent of Graduates who completed an Internship Program

**Priority 4: Deliver excellent services and foster a climate of active and engaged student life.** (Meets expectation)

- “Career Day” was implemented in AY 17-18 to connect students with insight on STEM careers. 29 speakers, representing 20 different companies participated. Over 400 students were in attendance.
- The February Career and Internship Fair included 50 companies, with 324 students participating.
- Student workshops on resume preparation, professional communication and technical interview skills were established to prepare students for internship or job interviews.
- At the time of this assessment, 93.9% of our graduates are either employed, under consideration for employment or continuing their education. The remainder are either not seeking employment or doing volunteer work. Current senior graduation applications reveal the majority of starting salaries for our graduates entering the workforce are \$50-\$70k, in comparison to an average starting salary of \$40k across the State University System.
- Most (45%) of our graduates are going to large companies (10,000 employees or more) with some (27.5%) going to small companies (500 employees or less). 76% of our graduates are staying in-state and the top three Florida cities are Lakeland, Orlando and

Tampa. Some of the companies hiring our graduates include Accusoft, Boeing, Cutrale Citrus Juices, Deloitte Consulting, GE Healthcare, GE Aviation, Harris Corporation, Integrated Supply Network, Jabil, Lakeland Regional Medical Center, Lockheed Martin, Lynx Transportation, Microsoft Corporation, Northrop Grumman, Publix Super Markets, Sherwin-Williams, Sofidel America, Texas Instruments, Whiting-Turner and The Walt Disney Company.

- Financial Aid significantly improved customer service by adding a student worker to help with clerical duties such as making outbound calls to assist with retrieval of needed documents. A real-time sign-in board for students was added so staff are aware of those waiting in the lobby. This has decreased student wait time.
- Since Florida Poly has qualified for federal financial aid, over 650 students have received \$2.3M in federal aid. Federal aid gives students who fall below the minimum GPA requirement for Florida Poly scholarship funds a second chance to continue their education.
- FAFSA workshops provided students with information on obtaining financial aid. 58% of current students and 60% of incoming students have filled out a FAFSA form. 29% have received student loans and 29% have been awarded Pell grants.
- Workshops on financial literacy, including budgeting and credit scores, are now offered to students throughout the year.
- Florida Poly was approved for three students to participate in federal work study for the 2018-2019 academic year.
- The University's first federal student aid audit had no findings.
- Several recognition and awareness events were held, such as National Hispanic month, Black History month, Women's History month, Autism awareness and Relay for Life event. All were celebrated with a wide range of activities and met with positive participation by students.
- This year, a Community Resource Fair was held to encourage student volunteerism within the local community. Many students have served in Polk County non-profit organizations as a result.
- A panel event was held by our Diversity Committee to discuss the importance of diversity and inclusion in our community and STEM fields.
- In response to student complaints around poor communications, we met with students and discussed ways in which the University can be more effective in keeping students apprised of events and initiatives that affect their education. We appointed a working group that consisted of Academic Affairs, the Student Government Association (SGA) and students to provide recommendations to the administration on how to best do this. A similar group also is being created to provide recommendations on how best to manage and use our space creatively.
- The new Student Development Center opened in February, complete with an Olympic-style pool and fitness center.
- Since the start of fall semester 2017, 204 recorded student events have occurred with an average of 25 students per event. Events include workshops for building soft skills, intramurals, volunteer opportunities and club events.

- Several student groups participated in community outreach at various non-profit organizations in Lakeland.
- As we continue to deliver programs on creating a healthy and balanced lifestyle, Chartwells helped us provide cooking demonstrations, active meal preparation and nutritional classes for students.
- Ninety-four percent of students, staff, and faculty are “extremely satisfied” or “satisfied” with the new food service provider, Chartwells.
- We are now taking a more student-driven approach to student activities; for instance, we joined the eSports Rocket League and are now competing in drone racing. The first event had 30 student participants and over 100 spectators.
- Over 300 family members participated in Parent/Family weekend with their students.
- To improve our student engagement programming, we implemented the Presence System to track student involvement in programs. This system will provide data that helps us determine and improve the appropriate programs.
- One-hundred percent of students completed the anti-hazing training prior to spring registration.
- Our new Title IX coordinator arrived after the beginning of the year and customized our existing training programs to meet Poly’s needs. Three modules of EverFi were purchased to train students: Alcohol Edu focused on the effects of alcohol and safe practices, Haven focused on sexual misconduct and SAOPE addresses sexual assault for returning students. A new program will be purchased this year that improves this training.
- Together with faculty, we achieved 100% compliance of the 45-day textbook adoption requirement for both fall and spring semesters.

#### **BUILD A HIGH-TECHNOLOGY ECONOMY AROUND FLORIDA POLY**

**Priority 5: Grow the faculty body and research infrastructure to build impactful programs in technologies relevant to the state economy. (Meets expectation)**

- Six assistant/associate professors and three instructors were added to the 2017-18 faculty cohort.
- While it is still early to report on faculty hires for 2018-19, we can report that the quality of candidates being considered are very good. Across all departments, we reviewed 617 resumes and conducted 79 phone interviews. We held 30 in-person interviews and currently have four accepted offers and one pending.
- In Health Informatics, we hired a national leader as Director and began deeper discussions with Lakeland Regional Health (LRH) for a joint LRH/Florida Poly collaboration. This collaboration consists of an oversight advisory board of senior leadership at both institutions, board participation and four technical research thrusts led by subject matter

liaisons. These thrusts include IT Infrastructure, Operational Transformation, Analytics and Data Science and Clinical Informatics.

- We received \$500K to create and initially fund the Advanced Mobility Institute (AMI). We've begun a national search for a Director of the Institute and will use the remaining funds as faculty summer salary to begin technical developments. This research will address two primary thrusts: Scenario Testing and Sensor Testing. The goal is to end the summer with initial results that can be used to attract further funding. Work with the Florida Turnpike Enterprise on SunTrax continues as needed to make sure this testing center will be the most advanced center in the nation.
- The Office of Sponsored Programs meets with faculty regularly to encourage research. Two spring events included hosting SUS autonomous researchers on campus and an NSF workshop on Mechanical Engineering Curriculum.
- The University's first NSF Surf Award was granted to Professors Jaimes and Akbas.
- To date, the University has submitted \$3.7M in research proposals. Ten awards have been granted for a total of \$430k and eight proposals for \$1.85M are still pending. Total number of proposals increased this year, and we are hopeful to surpass the total awarded funds of last year.

**Priority 6: Enhance industry relationships by expanding both the number and depth of interactions. Refocus industry outreach efforts to deliver more impact and grow stronger bonds through internships, industry-motivated projects and advisory boards.** (Meets expectation)

- To honor our commitment to serve industry, we worked with two prominent Professor Emeriti from Harvard Business School to develop and offer an intensive resident course around Leadership Development. This effort will develop leaders through innovation and focus on growing leadership confidence, improving decision making, planning, delegation, communication and increasing cross-functional skills and strategic insights. It is taught by both Harvard and Florida Poly faculty.
- Industry Partners are now managed by Academic Affairs and University Advancement and often fit into one of seven categories: Foundation Partners, Career Partners, Government Partners, Community Partners, Academic Partners, Family Partners and Alumni.
- Our number of industry partners currently exceed 200, and we developed deeper relationships with many partners this past year. Organizations where we have multiple partnering relationships include Accusoft, BRIDG, Polk County Tax Collector, Florida Department of Transportation, Northrop Grumman, Nielsen, NASA, US Navy, The Walt Disney Company, Sofidel, Charter Communications, Cogistics, Saddle Creek Logistics, Lockheed Martin and Draken International as some examples.
- Florida Poly hosted 50 CEOs and other top industry leaders at the AV (Autonomous Vehicle) Executive Summit. Discussed was the role of autonomous vehicles in public transportation, planned communities, agriculture and freight transportation. Each session's facilitator asked attendees how Florida Poly can assist them with AV research and testing.



- 100% of graduating seniors completed an internship, as this is a requirement for graduation. All current students who have actively worked with Student Support Services have identified an internship opportunity.
- Industry sponsored capstone projects are new to the curriculum. This year, 80% of the student projects were motivated by industry (12), and this represents a significant and organized increase to the industry-inspired project portion of the curriculum. Participating organizations include Gator Creek Technology, Green Road Energy, Jupiter Bicycle and Citrus Connection, Levy Hospitality, Central Florida Development Council, Naval Air Warfare Center Training Systems, Polk County Sheriff, Saddle Creek Logistics, Soar Technology, Sofwerx, Southern Glazer's Wine and Spirits and Tampa Armature Works.

**Priority 7: Promote real-world problem solving and leadership skills through competitions, undergraduate research and entrepreneurship opportunities. (Meets expectation)**

- The "Phoenix Nest" is finishing up development for a summer beta launch. This software tracks and services every student idea at the University through connection to University resources, team formation and guided entrepreneurial education. The software metrics and ideas will be used by University staff and faculty to optimize operations.
- Six Florida Poly students are utilizing semi-private office space at LEDC's Catapult in downtown Lakeland for their start-up businesses.
- The University participated in the following competitions in the spring semester: USF Daveler Entrepreneurship Award Program, Slingshot Polk, Governor's Cup, Florida Venture Forum, Florida Healthcare Innovation Pitch Competition and our Great Eight Competition. As of this writing, we placed third in the 2018 Governor's Cup against nine other universities, and we are the only University that has placed two years in a row. We have two students, one winner and one finalist, for the USF Daveler competition, and we won both first and second prizes in the Slingshot competition. To date, our students have won \$30K for their ideas and to help start their businesses.
- We consulted with 40 student project/startups this year and created a partnership with the UF Entrepreneurial Law Clinic to get three student teams 30 free hours of legal service. We held Entrepreneurial Guest Lectures with a total attendance of 768 non-unique students.

**INCREASE ACCOUNTABILITY AND GROW PUBLIC SUPPORT FOR THE UNIVERSITY**

**Priority 8: Work to engage all stakeholders in developing a new strategic plan for the University. (Meets expectation)**

- We completed the draft strategic plan, which will be presented at the May strategic offsite for approval. To develop the strategic plan, we engaged faculty and staff during the process by forming committees to study different elements in the plan, and we

elicited comments through regular communications and all-hands meetings. We also presented the plan to students for their comments and to include their ideas. We met with each Trustee to hear their thoughts and met with the Chair of the Board of Governors. We met with numerous external constituents in the Polk area business community and considered their ideas as well.

- A space study was completed in August 2017 which analyzed Florida Polytechnic's space. Using the space study as a benchmark, plans were developed to enhance the utilization of current facilities and develop growth plans for new campus development.
- In January 2018, the second floor of the IST Building was reconfigured to support the new organizational structure of Academic Affairs.
- Meetings have been held by executive leadership to develop a fiscal plan for building out the campus. Portions of this plan will be outlined in the Capital Improvement Plan (CIP) submitted to the BOT for approval in May 2018. With the legislature not funding the Applied Research Center this past session, we will soon make a decision on whether to use Carry Forward funding to begin construction. An analysis and recommendation will be presented for approval at the BOT retreat in May.
- Florida Poly hosted an Economic Development Symposium, where dozens of leaders from the business, government and education sectors began collaboration on development of the land adjacent to Florida Poly. Keynote speakers include Dennis Kekas and Tom White from NC State. Kekas is the associate vice chancellor for the Office of Partnerships and Economic Development (OPED). White is the director of Economic Development Partnership for NC State's Centennial Campus.
- We met with several developers and local leaders to review options for purchasing the adjacent property to begin construction on a live-work-play campus that includes housing, shopping, restaurants and office buildings.

**Priority 9: Further strengthen relationships with community leaders, state legislature, Board of Trustees and Board of Governors to support our objectives.** (Meets expectation)

- Overall, we visited 21 legislators with many (12) of those visits occurring out of session so we could spend more time discussing our priorities and building relationships.
- We developed a legislative meeting strategy with the goal of meeting with current and incoming leadership in each chamber so we could reinforce our priorities with current and future members. We visited the current House Speaker, Richard Corcoran, and the current Senate President, Joe Negron, in their respective chambers with select students. We hosted separate visits and tours on campus from the Senate President Designate, Wilt Simpson (2021-22) and House Speaker Designates Chris Sprowls (2021-22) and Paul Renner (2023-24). Rep Sprowls was instrumental in securing our funding for the Advanced Mobility Institute. Other leadership team members also met with the House Speaker Pro Tem, the Senate Democratic Leader and the likely House Appropriations Chair for 2019-20.
- Committee chairs are also critical to our success, and we met with the chairs of House Higher Education Appropriations, House Higher Education Policy, House Transportation

Appropriations and House Transportation Policy. We made presentations on our accomplishments to both the House Higher Education Chair and Budget Chair.

- The staff, faculty, students from SGA, Presidential Ambassadors, and I visited Tallahassee for “Poly Day at the Capitol” on January 16 where we showcased student research projects and met with legislators to advocate for the Applied Research Center (ARC).
- I testified at the U.S. Senate hearing on autonomous vehicles hosted by the Committee on Commerce, Science and Transportation. Senator Nelson wrote a letter of support for the University’s Advanced Mobility Institute (AMI) to the legislation. Subsequently, the legislature approved \$500,000 for AMI in this year’s budget.
- The official groundbreaking ceremony for the SunTrax facility was held on November 13. Florida Poly hosted over 150 FDOT/FTE guests for a reception following the groundbreaking.
- Florida Poly hosted the Lakeland Economic Development Council with over 100 business leaders in attendance on campus.
- Several members from the Council of 100 and guests from the University of Wisconsin-Stout toured campus and met with senior administration. Impressed with the University’s accomplishments, the Council of 100 will return with additional members in the near future.
- The Provost, and several other key staff and faculty and I visited the U. S. Air Force Academy to learn about their engineering programs and, particularly, their leadership development curriculum.

**Priority 10: Develop a sustainable discount rate model for attracting strong students and launch a Development campaign to raise \$2M in new scholarship funding. (Meets expectation)**

- Working with a consultant, we developed an appropriate discount model to reach our internal goal of 400 incoming students with an average SAT score of at least 1280.
- To develop a sustainable discount rate model going forward, we created three models of student growth that included lower and upper bounds and a baseline for the next five years. Using these growth models, we applied our current discount rate model and derived the expected scholarship funding needed for each growth model. We continue to work on a strategy for funding these scholarships while making the Foundation fiscally sound.
- Our annual philanthropic event this year was EXCElerate, and the format was different than previous year’s PIVOT events. This year we had a sit-down dinner with a presentation and celebration of achieving accreditation, as well as a presentation on our vision for the future. We do not have the final count on how much was raised because donations are still being tracked, but it is at least \$400K. With that, we have raised slightly more than \$2M so far this year.
- The Foundation began implementation of numerous initiatives designed to grow our donor base, increase contributions and make operations more efficient.
- Salesforce is now being utilized to assist the development team and track donor contacts. We moved the Foundation to Workday this past year and now have a system in place to better analyze our history and maintain metrics.
- An investment strategy book was designed as a tool for donors that shares the philanthropic opportunities that exist at Florida Poly.

**Priority 11: Improve the unrestricted net position of the University and improve at least five major institutional processes.** (Exceeds expectation)

- Our net position is currently 4.43% ahead of last year for the same period and we believe we will make the internal goal of 5% by the end of the 4<sup>th</sup> quarter.
- With a diffuse line management structure, early-career leaders and strained internal communications, we reorganized the management structure around Department Heads (Staff) and Department Chairs (Faculty). We made appointments at each level with a goal of maintaining a flat organizational structure.
- To provide our new functional leaders with the tools they need to manage effectively, we began a leadership and management training effort. The leadership program was delivered by a management consultant and included programs in leadership and a 360-degree evaluation with individual consultations. The management program was delivered internally and focuses on the mechanics of leading a Department.
- Faculty are categorized as either Assistant, Associate or Full Professors based on their performance and expected level of contributions. Staff did not have a similar categorization and titles had been given out inconsistently, so we created five different staff levels based on their expected level of contributions. We implemented a merit-based approach to performance evaluations that compared and awarded outstanding staff within each of the respective levels.
- We recognized the need for a consistent and sustainable culture in our organization, so we hired a nationally known consultant that worked with us to define 27 cultural fundamentals that govern how we conduct ourselves. We address a new fundamental each week through email and begin each meeting with a short discussion on that week's fundamental.
- We re-engineered the number and goals of our leadership and cabinet meetings to make them more focused and efficient. Each week, the cabinet meets to discuss and make decisions around strategic issues. Those decisions are in turn communicated through weekly departmental meetings. Monthly, the Department Heads meet to review our operational plan progress and to address any outstanding issues that require collaboration across Departments. Notes from this meeting form the basis for the monthly report to the Board of Trustees. In the fall, we conduct an "All-Hands" State-of-the-University meeting, and in the spring, we have a meeting to discuss vision and the next year's operational plans.
- We began the process of reviewing and updating all policies with the goal of maximizing flexibility while making sure to set behavior expectations. We created a consistent approach to how and when policies and processes are combined and where they are maintained. We developed a new promotion policy and student hiring process as we continue to improve our organizational processes. The University adopted or revised 12 policies, 6 regulations and 2 rules as a result of these efforts.
- We reviewed our internal and external communications and made a number of important changes. We created a twitter account for the President's Office and taped monthly top five videos to update our community on the top five news items.

- We hired a new Title IX and ADA Coordinator. She drafted new policies and procedures, implemented a case management system for reports and investigations, offered training to our faculty and staff and made sure we were compliant in other areas like non-discrimination and ADA/504 Rehabilitation.
- We designed an internal training program for staff to learn Lean Six-Sigma, with the goal of empowering staff to become more involved in improving our business processes. Starting this summer, we will offer yellow belt training, and in the fall we will extend that to green belts. Participants are required to bring an approved project to the course and will receive a bonus if they complete it.

**Priority 12: Attract and retain strong faculty and staff by growing wages to become more competitive. Finalize annual reviews, merit pay and promotion policies. (Meets expectation)**

- In 2016, the University completed a salary survey that was used to determine employee pay bands. Staff salaries were adjusted to ensure everyone was in their correct pay band. In 2017, the second step accounted for the years of experience employees have in their current positions. Staff received an average 3% raise. This year, focus will shift to merit increases for performance excellence.
- In Collective Bargaining an MOU was entered into in December 2017 that provided, as appropriate, faculty with equity adjustments and merit pay increases that were implemented in February.
- A promotion policy was adopted for staff so promotions can be applied equally across the institution and our employee annual review template was updated to be more consistent with our merit-based raise structure.

Dr. Mason also gave six specific recommendations at the May 19, 2017 Governance Committee meeting:

1. *Establish a mentor or executive coach (e.g. a seasoned former university president) who can serve as a resource to President Avent and help him grow in his role.*
  - I contracted with the Association of Governing Boards (AGB) this past year to hire Dr. Tom Meredith to serve as a resource for me. Dr. Meredith served as a university president and was the head of three university systems. He was the chancellor of the University of Georgia system and the University of Alabama system. Dr. Meredith and I spent a day together discussing Florida Poly and its challenges, and I call him when I need to discuss issues concerning the management of the institution.
2. *Encourage the President to participate in seminars and conferences devoted to fundraising at the presidential level.*
  - I joined the Council for Advancement and Support of Education (CASE) and attended a three-day seminar on development for academic leaders.

3. *Engage in a retreat for Trustees, the President and his senior staff to discuss the campus-wide strategic plan.*
  - I presented portions of the strategic plan at each BoT meeting this year starting at our last summer retreat. Time constraints limited the depth of these discussions. I will present the full campus-wide strategic plan at the summer retreat in May of this year for BoT input and approval.
  
4. *Trustees should think strategically about advocacy and their role going forward. The Board and President should work together to prepare the institution for a new level of accountability and ensure that appropriate metrics are in place for positioning Florida Poly as strongly as possible.*
  - We worked with each board member to determine how they can best advocate for the University and called on several members during this legislative session to help with getting funding for the Applied Research Center. We appointed a new board liaison to work with the board in preparing strategic issues around board operations, and we are developing a new strategic plan that will identify appropriate metrics to make Florida Poly strong.
  
5. *Establish best practices for improving and enhancing diversity. Dr. Mason recommended researching other universities and inviting experts to campus to get recommendations on approaches.*
  - This was addressed in the first Priority of the Operational Plan.
  
6. *Encourage the President to become more involved in and seek leadership in national organizations that position the University within higher education both nationally and internationally.*
  - We are a member of SACSCOC and have attended the national meetings each year. I have also volunteered to serve on accreditation site visits for Dr. Mary Kirk. We investigated national organizations that focused on applied science programs like those at Polytechnics and could not find any appropriate organizations. We joined the American Council on Education, which represents all higher education sectors and is arguably its most influential organization. We also joined the American Association of State Colleges and Universities (AASCU) which focuses on public universities and state colleges, and we continue to investigate “discretionary membership” (since we are not a land grant institution) in the Association of Public and Land-Grant Universities (APLU). I plan to attend two-to-three meetings per year and will attend the yearly AASCU Council of Presidents meeting.

**AGENDA ITEM: VII.**

**Florida Polytechnic University  
Governance Committee  
Board of Trustees  
May 16, 2018**

**Subject: Adjustments to President's Compensation**

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**Proposed Board Action**

Determine recommendations related to adjustments in President's compensation.

**Background Information**

Pursuant to the President's employment contract and the Board of Trustees Policy on Annual Review of the President, the Board of Trustees must after conducting an annual review and assessment of the President's performance, make any adjustments to the President's base salary and determine whether to award a bonus/performance compensation.

The Governance Committee is responsible for making a recommendation as to the President's Compensation to the full Board.

1. **Adjustment to Base Salary.** The President's Employment Agreement provides that the increase to the President's base salary shall in no event "be less than Three and One-Half Percent (3.5%) of the prior year's Base salary".
2. **Performance Compensation/Bonus.** The President's Employment Agreement also provides, "The President shall be eligible for performance compensation up to Twenty Percent (20%) of his annual base salary then in effect. The award of performance compensation is discretionary and shall be awarded based on the Board's assessment, in its sole and absolute discretion, of the President's performance as President during the fiscal year under review... Any performance compensation awarded shall be paid to the President within 90 days of the date on which it is awarded."

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**Supporting Documentation:**

Pertinent Language from President's Employment Agreement Regarding Compensation

**Prepared by:** Gina DeIulio, VP & General Counsel

Pertinent Language from President's Employment Agreement  
Regarding Compensation [Emphasis Added]

- 4.2 Increase to Presidential Base Salary During Annual Evaluation. Effective with the Board's evaluation of the President's performance for the July 1, 2014 to June 30, 2015 fiscal year and continuing each year thereafter which he serves as President, the President's salary shall be reviewed annually for increase by the Board in conjunction with the Board's evaluation of job performance, as set forth in 3.3 of this Agreement. The President shall each year following the first year also be eligible for any salary increase generally applicable to University employees in his employment classification, but **in no event shall the Base Salary increase be less than Three and One-Half Percent (3.5%) of the prior year's Base Salary.**
- 5.3 Effective with the Board's evaluation of the President's performance for the July 1, 2014- June 30, 2015 fiscal year and continuing each year thereafter while he serves a President, the President shall be **eligible for performance compensation**; and he shall also be entitled to an accreditation bonus, as follows:
- 5.3.1 Performance Compensation. The President shall be eligible for performance compensation **up to Twenty Percent (20%) of his annual base salary then in effect.** The award of performance compensation is discretionary and shall be awarded based on the Board's assessment, in its sole and absolute discretion, of the President's performance as President during the fiscal year under review. The Board may award any amount of performance compensation from zero to the maximum identified above. **In making its determination, the Board shall consider the President's achievement of the annual goals and objectives set pursuant to Section 3.2, the evaluation results pursuant to Section 3.3, and/or other criteria set by the Board prior to the start of the evaluation period** and provided to the President in writing. The President shall receive such award if he remains as President through the end of a fiscal year for which performance is determined even though the award is determined later. Any performance compensation awarded shall be **paid to the President within 90 days of the date on which it is awarded.**



**AGENDA ITEM: VIII.**

**Florida Polytechnic University  
Governance Committee  
Board of Trustees  
May 16, 2018**

**Subject: President's Goals for 2018-19**

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**Proposed Board Action**

Review President's proposed goals for 2018-19 to make recommendation to the full Board.

**Background Information**

Pursuant to the Policy on Annual Review of the President, the Board of Trustees must set specific annual goals for the upcoming fiscal year.

The President submitted his proposed President Goals for 2018-19 to Chair Martin and Committee Chair Hallion. The Governance Committee needs to discuss the goals with the President and approve the draft goals so that they may be recommended to the Trustees for final approval and provided to the Chair of the Board of Governors, as required.

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**Supporting Documentation:**

Draft President Goals for 2018-19

**Prepared by:** Gina DeIulio, General Counsel

**PRESIDENT'S GOALS 2018-19**  
**FLORIDA POLYTECHNIC UNIVERSITY**

**Randy K. Avent**  
**May 2018**

**Report to the Board of Trustees**

**OPERATIONAL PERFORMANCE METRICS**

DEGREE ALIGNMENT		Target	STUDENT SUCCESS		Target
<b>Enrollment</b>			<b>Retention</b>		
<i>UG incoming class size</i>		380	<i>Retention (first-to-second year)</i>		72%
<i>G incoming class size</i>		18	<i>4-year graduation rate</i>		38%
<i>Average SAT</i>		1290	<i>6-year graduation rate</i>		62%
<i>Average ACT</i>		29	<b>Jobs</b>		
<i>Freshman in top 10% of HS class</i>		18%	<i>% BS graduates employed</i>		70%
<b>Faculty</b>			<i>Median wages for BS graduates</i>		\$40,700
<i>Student-to-faculty ratio</i>		18:01	<i>% industry interns</i>		80%
<i>% hours taught by adjuncts</i>		<30%	<b>Projects</b>		
<b>Instruction</b>			<i>% industry capstone projects</i>		TBD
<i>% participation in programs</i>		TBD	<i>Number entrepreneurship efforts</i>		TBD
<i>Institutional effectiveness (NL)</i>		0% gap	<i>Number UG research opportunities</i>		TBD
AFFORDABILITY		Target	ECONOMIC DEVELOPMENT		Target
<b>User Experience</b>			<b>Research</b>		
<i>Noel Levitz overall experience (1,2,3)</i>		>70%	<i>Number proposals generated</i>		20
<b>Spending</b>			<i>Number proposals won</i>		5
<i>% expenditures on instructional effort</i>		30%	<i>Research expenditures</i>		\$300K
<i>Net tuition &amp; fees per 120 hours</i>		\$9,500	<b>Space</b>		
<i>PBF score</i>		70	<i>Instructional</i>		45989
			<i>Academic support</i>		21135
			<i>Instructional support</i>		17757

## **OPERATIONAL PRIORITIES**

### **(DEGREE ALIGNMENT) BUILD PROMINENT PROGRAMS IN HIGH-PAYING INDUSTRIES**

**Priority 1:** Enroll a high-quality and diverse incoming class

- 1.1 Maintain steady student growth with increasing quality*
- 1.2 Continue to reach outside Polk County for students*
- 1.3 Improve gender and racial diversity of incoming class*

**Priority 2:** Grow a faculty body committed to excellence

- 2.1 Grow the faculty line to support new programs and concentrations*

**Priority 3:** Improve instructional effectiveness and consistency of quality

- 3.1 Support achievement of ABET accreditation*
- 3.2 Continue to improve academic standards through common exams*
- 3.3 Enhance the foundations sequence in a common freshman year*
- 3.4 Establish a faculty instructional development program*

**Priority 4:** Grow the number of academic programs in strategic disciplines

- 4.1 Develop and position programs to implement three new degree programs*
- 4.2 Expand concentrations to support increased degree breadth within existing programs*

### **(STUDENT SUCCESS) PREPARE STUDENTS FOR A LIFETIME OF SUCCESS**

**Priority 6:** Help students achieve academic goals

- 6.1 Facilitate advising to increase retention and persistence*
- 6.2 Improve student progression through graduation*

**Priority 7:** Build essential skills in communications, leadership, creativity and business

- 7.1 Create a working group to identify, develop and begin implementation of an essential skill program*

**Priority 8:** Embed projects in a sustainable manner to enhance professional development

- 8.1 Conduct a curriculum analysis for projects*
- 8.2 Build software and hardware structures that support classrooms and student projects*

**Priority 9:** Support students through work experience programs and career opportunities

- 9.1 Expand company connections for on-campus employer recruitment*
- 9.2 Identify opportunities for students to better understand careers*

**(ECONOMIC DEVELOPMENT) GROW A HIGH-TECHNOLOGY ECONOMY AROUND FLORIDA POLY**

- Priority 10:** Conduct and execute a realistic and sustainable industry interaction model
- 10.1 Develop university/industry engagement model based on industry discussions*
  - 10.2 Develop organizational construct that supports interaction model*
  - 10.3 Socialize application-pull approach around strategic verticals*

- Priority 11:** Conduct applied research to strengthen University impact
- 11.1 Grow research activity among faculty*
  - 11.2 Conduct collaborative research with nationally and internationally prominent partners*
  - 11.3 Continue building and growing the Advanced Mobility Institute*
  - 11.4 Grow computing infrastructure to support faculty research*

- Priority 12:** Develop extended campus to support University growth
- 12.1 Facilitate campus growth and STEM education through mission-driven construction projects*
  - 12.2 Continue pursuing acquisition of surrounding property to build research park*

**(AFFORDABILITY) MAXIMIZE VALUE FOR THE STUDENT**

- Priority 13:** Create a strong student user experience
- 13.1 Facilitate communications for students with leadership and faculty*
  - 13.2 Grow numbers in student wellness and campus recreation programs*
  - 13.3 Help SGA be organizationally successful*
  - 13.4 Grow housing and commuter programs*
  - 13.5 Improve student-centered programs (training, orientation, ...)*
  - 13.6 Provide timely and easy access to counseling support*
  - 13.7 Improve registration services*
  - 13.8 Improve disability services*
  - 13.9 Improve auxiliary support to students*

- Priority 14:** Concentrate spending on academic programs
- 14.1 Implement at least five efforts to improve university efficiency*

- Priority 15:** Continue advocacy efforts to support University growth and reputation
- 15.1 Increase engagement opportunities with supporters*
  - 15.2 Foster support of University's legislative priorities with key constituencies*
  - 15.3 Raise \$1.5M in unrestricted funds*
  - 15.4 Increase endowment by \$100K*

- Priority 16:** Support professional growth of employees
- 16.1 Increase opportunities for improved communications with employees*
  - 16.2 Offer professional development programs for staff*

**AGENDA ITEM: IX.**

**Florida Polytechnic University  
Governance Committee  
May 16, 2018**

**Subject: 2018-2020 BOT Chair and Vice-Chair Nominations from the Governance Committee**

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**Proposed Committee Action**

Recommend a slate of the nominees for Board of Trustees Chair and Vice-Chair for the term of August 1, 2018 through July 31, 2020 to the Board of Trustees.

**Background Information**

Pursuant to Section 4.2 of the Second Amended and Restated Bylaws of the Florida Polytechnic University Board of Trustees adopted February 28, 2018, “The Board shall elect the Chair and Vice-Chair from the appointed members of the Board at its last regular meeting prior to August 1 upon recommendation of the Governance Committee and shall serve for a two year term to begin on August 1.”

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**Supporting Documentation:**

**Prepared by: Gina DeIulio**