



Governance Committee

**November 10, 2020
1:30 – 3:00 PM**

**Florida Polytechnic University
WEBEX TELECONFERENCE MEETING**

Dial in: 1-415-655-0001 | Access code: 171 101 6693#

MEMBERS

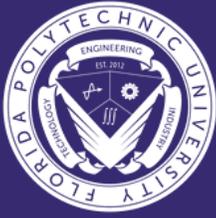
Mark Bostick, Chair
Dr. Narendra Kini

Bob Stork

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 September 9, 2020 Minutes
<i>*Action Required*</i> | Mark Bostick, Chair |
| V. | 2020-22 Governance Committee Work Plan Review | Mark Bostick, Chair |
| VI. | Governance Committee Charter
<i>*Action Required*</i> | Mark Bostick, Chair |
| VII. | President's Evaluation for 2019-20
<i>*Action Required*</i> | Mark Bostick, Chair |
| VIII. | President's Compensation Adjustments
<i>*Action Required*</i> | Mark Bostick, Chair |
| IX. | Renewal of President's Employment Agreement for 2021-22
<i>*Action Required*</i> | Mark Bostick, Chair |
| X. | Revisions to BOT Policy on Annual Review of the President
<i>*Action Required*</i> | Regina DeIulio |
| XI. | Board Training Needs | Regina DeIulio |
| XII. | Closing Remarks and Adjournment | Mark Bostick, Chair |



Governance Committee Meeting

DRAFT MEETING MINUTES

Wednesday, September 9, 2020
12:00 p.m. – 12:45 p.m.

Florida Polytechnic University WEBEX TELE-CONFERENCE MEETING

I. Call to Order

Committee Chair Mark Bostick called the Governance Committee meeting to order at 1:35 p.m.

II. Roll Call

Sherri Pavlik called the roll: Committee Chair Mark Bostick, Committee Vice-Chair Bob Stork and Trustee Earl Sasser were present (Quorum).

Other Trustees present: Chair Cliff Otto, Trustee Connor Coddington, Trustee Don Wilson, Trustee Ala J. Alnaser, Trustee Frank Martin, and Trustee Gary Wendt

Staff present: President Randy Avent, Provost Terry Parker, Mr. Mark Mroczkowski, Ms. Gina DeIulio, Ms. Kathy Bowman, Mr. Rick Maxey, Mrs. Kris Wharton, and Ms. Sherri Pavlik were present.

III. Public Comment

There were no requests received for public comment.

IV. Approval of Minutes

Trustee Bob Stork made a motion to approve the Governance Committee meeting minutes of May 20, 2020. Trustee Earl Sasser seconded the motion; a vote was taken, and the motion passed unanimously.

V. 2020-2022 Governance Committee Work Plan

The committee reviewed the Work Plan for the next two years. Gina DeIulio noted that the only adjustment to the timeline were the tasks related to the President's annual evaluation. All other items have remained the same as in the past years.

VI. Governance Committee Charter

The committee tabled discussion until the November 2020 Governance Committee Meeting.

VII. Legislative Advocacy Plan

Mr. Rick Maxey gave an overview of the Legislative Advocacy Plan. He explained that there are two issues related to the Legislative request. The first is \$3M in Universities of Distinction

for operations money and \$15M to complete the ARC.

He stated that revenues are significantly down, due to COVID-19, by \$3.4B and next year an estimated \$2B is expected to be lost. Three things that could severely negatively impact projections for a low revenue year are (1) not knowing when COVID-19 will dissipate; (2) major Hurricanes; and (3) the state's priority to rebuild reserves.

The focus is to get to key elected officials. The names of the new Senate President and House Speaker, as well as their teams, will not be known until after the election. Having officials visit the campus and interact with students has a positive outcome, however, due to the impact of COVID-19, these were no longer available. Focus is now on conducting virtual meetings and developing a drone virtual tour of the University's campus to create positive impact.

The University is also working with several advocacy teams, the goal is to continue to connect with and influence those who make decisions about the University.

The role of the trustees is to reach out to any members of leadership and in addition reach out to second and third tier influencers.

Trustee Bob Stork made a motion to recommend approval of the Legislative Advocacy Plan to the Board of Trustees. Trustee Earl Sasser seconded the motion; a vote was taken, and the motion passed unanimously.

VIII. President's FY19-20 Operational Goals: Outcome Metrics

President Avent gave an overview of his progress on goals for last year. He pointed out the color coding in the column on the right side of the Outcome Metrics chart. The colors represent the expected results in each of the goals. Green indicates goals were met or exceeded; yellow indicates goals not met, however the University did better on the goals than as compared to the previous year; and red indicates goals that were not met.

President Avent stated that the goals for academic productivity showed increases in the incoming class sizes, SAT and ACT scores, and academic progress rate; and decreases in 4-year and 6-year graduation rates and access rate.

He stated that the Foundation significantly exceeded its goals in raising unrestricted funds and endowment funds, and scholarship funds raised fell just short of the goal.

President Avent stated the decrease in academic expenditures in instruction is reflective of a change in the way the Board of Governors measures the ratio. He also stated that number of graduates employed fell shorter than projected due to lack of data. He's hopeful there will be an increase in the future numbers.

IX. President's FY20-21 Operational Goals: Progress Report

President Avent gave an overview of the six focus areas in the Operational Goals for 2020-21, noting that the bulk of the administration's attention has been on preparing for COVID.

President Avent stated that the first focus area is Admissions. BenMatthew Corpus has been working with Florida high school calculus and physics teachers, and brought 40 students to campus for STEM-Tech day. The University is trying to look at new popular programs and industries for concentrations, and new student affinity groups.

The second focus area is Student Progression. President Avent stated that in order to help retention, the University offered support services and gateway courses; improved advising services; and is working on the foundation sequence that includes collaboration, adaptability,

leadership and innovation to help the students be successful within the University. In the future the University will continue to work on course availability, with term-by-term roadmaps; the University will limit the number of course withdrawals; will formalize an academic improvement program; and will have tutoring platforms in place that include scheduling and note-taking. He also highlighted the newly created co-curricular counsel which will look at teaming and leadership issues.

The third focus area is the Student Experience. President Avent discussed the growth in Senior Capstone projects and Industry Sponsored projects and the continued improvement in admissions and registration processes for students. He stated that Dr. Miller has held regular virtual Teams meetings with students to share thoughts on their Florida Poly student experience and put a virtual student union in place.

The fourth focus area is the Graduate Program. President Avent discussed the outreach and recruitment of graduating seniors with GPAs above 3.0 and revisions to key program documents, including the thesis manual. A big effort to improve the Graduate Program was the proposal for an agile manufacturing center that was put together by Professor Matt Bohm. This proposal was shared with Senator Rubio's staff and with other governmental agencies to seek funding. The University has also started to position at least one track to deliver some or most of its courses via distance or hybrid.

The fifth focus area is University Funding. President Avent discussed the continuation of briefing legislators through zoom meetings; preparing to enter Performance Based Funding and putting a proposal together for Universities of Distinction; advocating for Applied Research Center Funding and restoration of our base budget; establishing US NEWS World Report ranking; calculating administrator overhead and re-engineering HR structure; and developing and updating the resiliency plan. He recapped Mark Mroczkowski's comments on the budget and stated the University has not had to furlough or layoff anyone and will continue to do everything to maintain that.

The sixth focus area is Faculty Development. President Avent stated the first full round of reappointment reviews has been completed. Eighty-eight percent of the faculty have completed training to prepare for delivering courses using the new instructional models.

Lastly, he reported on the COVID Resiliency Plan which contains elements of the University's plan to return students and employees back to campus.

X. Closing Remarks and Adjournment

With no further business to discuss, the meeting adjourned at 2:06 p.m.

**Florida Polytechnic University
Governance Committee
Board of Trustees
November 10, 2020**

Subject: Governance Committee Work Plan 2020-2022

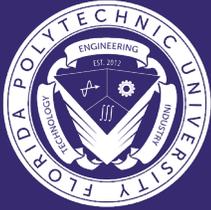
Proposed Committee Action

No action required unless changes are requested.

Background Information

Supporting Documentation: Governance Committee Work Plan 2020-2022

Prepared by: Gina DeIulio, 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

Board of Trustees
Governance Committee

Staff Liaison: Gina Delulio, VP & General Counsel

The Governance Committee is responsible for reviewing and making recommendations to the Board on various Board functions, including periodically reviewing the Board's Bylaws; evaluating the Board's performance; initiating Board training; facilitating nominations related to the Board Chair and Vice-Chair elections; reviewing proposed changes to University regulations and policies; overseeing public and governmental relations; and overseeing presidential personnel matters, including the annual evaluation of the President and recommending goals for the President's performance. The Committee also has the authority to act as the plan administrator of the Florida Polytechnic University retirement plan created for the President.



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**Florida Polytechnic University
Governance Committee
Board of Trustees
November 10, 2020**

Subject: President's Evaluation for 2019-20

Proposed Committee Action

Make recommendations to the Board of Trustees on the President's Annual Evaluation for 2019-20.

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.

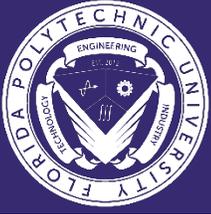
1. **Self-Evaluation.** The President's Self Evaluation, listing the accomplishments for 2019-20 was provided to Chair Otto, and Committee Chair Bostick and was sent out to the Trustees as part of the evaluation process. In addition, a copy of the self-evaluation was provided to the Board of Governors, as required.
2. **Evaluation Instrument.** As part of the formal review process, an evaluation instrument 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

Chair Otto met with Chancellor Criser and Bob Kitson to get input on Dr. Avent's evaluation as required.

Supporting Documentation:

- Operational Goals Final Report, November 2020
- Composite of the Trustees' Evaluations

Prepared by: Gina DeIulio, General Counsel

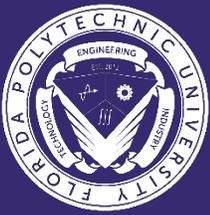


BOARD OF TRUSTEES
**Operational Goals
Final Report**

ASSESSMENT PLAN 2019-20
FLORIDA POLYTECHNIC UNIVERSITY

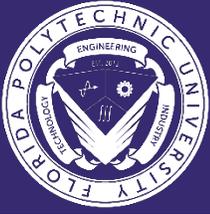
Final Report
to the Board of Trustees
on Operational Goals

Randy K. Avent
November 2020



BOARD OF TRUSTEES Performance Metrics

	2018-2019	Peer Group	SUS Average	FY20 Goals	FY20 Actuals
Academic Reputation					
USNWR Ranking	N/A			introduced	72
Academic Productivity					
UG Incoming Class Size	330			436	448
GR Incoming Class Size	25			28	37
Average SAT	1270	1321	1266	1270	1327
Average ACT	29	29	26	29	30
% Academic Progress Rate (GPA >2.0)	69%	81%	82%	74%	79%
4- year Graduation Rate	39%	32%	41%	40%	35%
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%	32%
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%	
Student: Faculty	18:01	14:01	21:01	18:01	15:01
% Hours taught by Adjuncts	12%			<20%	16%
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	85%			80%	86%



BOARD OF TRUSTEES Operational Goals 2019 - 2020

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

Goal 1: Enroll a high-quality and diverse incoming class

Despite a national decline in higher education enrollment for the eighth consecutive year, applications for new students increased by 65% for our Undergraduate (UG) programs and 75% for our Graduate (GR) programs. This resulted in an overall enrollment increase of more than 25% year-over-year and more than 5% for our stated goals. This increase can be attributed to many efforts including a new micro-targeted lead generation strategy, STEM-Tech days that addressed students from highly ranked Florida high school AP Calculus and Physics classes and significantly updating our financial aid operations. We also added eSports and a scatter band as two new student affinity groups that attracted and engaged new students.

In addition to growing admission numbers, we also improved in both the diversity and quality of deposits. In diversity, while fall FTIC Black/African American deposits were flat at 6%, but much higher than our engineering peers, we saw an increase in the percentage of female deposits from 17% to 18.6% and larger increases in Hispanics to from 18% to 24%. Our new, first-year STEM program is partly responsible for some of these increases. This program targets low-income students with strong math skills and moderate test scores. Our % University Access Rate (Undergraduates with Pell) exceeded our aggressive goal of 30%, landing at 32.1%, which continues to be much higher than our engineering peers who average 24%.

Both our out-of-state and international admits were significantly higher this year at 98% and 61% respectively, but COVID negatively impacted their enrollment. To increase out-of-state students we hired a full-time regional recruiter to focus on the northeast, where the density of STEM-bound students is nearly 10-times larger than in Florida. To increase international applications we developed a new approach to international recruitment with our global corporate partner. Our transfer applications were also up 29% with the average GPA increasing from 3.0 to 3.8, due in large part to new recruitment brochures, intentional focus on building relationships with math faculty at five state colleges and the introduction of a new "one-year pipeline" program that provides direct admissions to eligible students after their first year.

Finally, the overall quality of all our admits increased this year with the average SAT score going from 1275 to 1327, the average ACT from 28 to 30 and the average GPA from 4.01 to 4.35.

Goal 2: Grow a faculty body committed to excellence

The goal for new faculty hires this year was roughly 10, and we began the year with strong postings in The Chronicle of Higher Education, Inside Higher Education and Higher Ed Jobs as well as various diversity recruiting hubs. With COVID-related travel restrictions and the campus going remote during the peak of the interview season, we only hired two full-time Faculty, three Visiting Assistant Professors and five

Visiting Instructors, since we did not have the chance to thoroughly vet most candidates on campus. Our student-to-faculty ratio remains better than our 18:1 goal at 15:1 and our % Hours Taught by Adjuncts was lower than the stated goal of 20% at 16%.

Consistent with the Collective Bargaining Agreement, all of our early (pre-2017) faculty members were reviewed this Spring for consideration for reappointment to a second three-year term. Additionally, two faculty members were reviewed for promotion to Associate Professor, and two other faculty members that were hired after June 1, 2017 were reviewed as part of the normal review process. Thirteen of the 20 faculty that were reviewed were successful.

Lastly, we continue to offer generous professional development and start up packages to faculty to encourage them to become more active in their research and academic communities. This package provides up to \$3,500 for travel to conferences, as well as one-time awards for equipment and supplies. COVID-related travel restrictions prevented some of these awards this year, and we are considering modifications to this program to increase its Return on Investment.

Goal 3: Improve instructional effectiveness and consistency of quality

We hired a Director of Teaching and Learning who grew programs and resources in Teaching and Education by 100%. All faculty participated in an effective “Teaching and Technology Practices Workshop” at the Fall 2019 faculty orientation and 80% of faculty engaged with Teaching and Learning in one-on-one instructional consultations. We initiated first courses via distance learning to support on-time progression for juniors and seniors. With these investments, our instructional effectiveness is beginning to improve from previous survey assessments.

With all campus operations going remote in March, we converted 100% of courses from face-to-face to remote delivery over a 3-day period. To do this, we significantly increased our available instructional technology, provided extensive “Resources for Teaching Remotely” and “Remote Learning Resources for Students” in Canvas (the Learning Management System) to support faculty and students in the transition, developed minimum standards and methods for ensuring course content and supported faculty in updating courses and tests. We acquired online test proctoring software to ensure the integrity of remote delivery of exams and organized a student remote learning support team led by the Vice Provost of Academic Affairs to provide live support for students prior to and during testing time. We also developed a one-time change to our University Grading Policy to recognize the difficult challenges students were facing—personal, technological, educational—that provided pathways for successfully completing the term and making progress towards their degree while preserving academic quality.

In preparation of the Fall 2020 semester, 88% of the faculty were provided formal training in pedagogy and the use of technology tools to enhance their ability to teach both in face-to-face and remote or online formats: The remaining 12% have completed the training since then.

Goal 4: Grow the number of academic programs in strategic disciplines

We implemented three new degree programs (Engineering Physics, Engineering Mathematics and Environmental Engineering) in Fall 2019 to bring our total undergraduate offerings to nine degree programs, and we have one new bachelors’ program (Cyber-Security Engineering) in process for Fall 2021.



We created one new concentration that built on the Advanced Mobility Institute mission, Autonomous and Electric Vehicles (Computer and Electrical Engineering), and we also added concentrations in Aerospace and Mechanical and Thermal Systems (Mechanical Engineering), Autonomous Systems (Computer Science), Autonomous Robotic Systems (Computer Engineering) and Health Systems Engineering (Data Science and Business Analytics).

Goal 5: Mature and grow the graduate program

Our Legislative Budget Request for \$500K to grow our graduate program was vetoed by the Governor; thus, significantly curtailing our efforts. Despite that, we formalized the curricular structure for both master's degrees and grew our graduate assistantships and research footprint. We enhanced our curriculum to include tracks in Mechanical Engineering, Computer Engineering, Electrical Engineering, Engineering Management, Data Science and Computer Science. We redesigned the Robotics track in the M.S. in Engineering program as a true interdisciplinary degree with elements from Electrical and Computer Engineering, Computer Science and Mechanical Engineering. We also explored limited distance learning (online and hybrid) delivery for courses in the Engineering Management (MS Engineering) and Data Science tracks (MS Computer Science).

(STUDENT SUCCESS) PREPARE STUDENTS FOR A LIFETIME OF SUCCESS

Goal 6: Help students achieve academic goals

We developed an excellence program around a common first year curriculum that includes courses in Academic & Professional Skills, Introduction to STEM, Introduction to Computer Programming and Concepts & Methods. In addition to instilling commitment and values in our students, this curriculum provides a common first year for all majors so students can change majors without harming their graduation pathways. We purchased ConexED as an advising platform that allows our success coaches to share notes and help retain our students through tutoring. Degree audits are now completed manually for all students and kept in their CAMS profile.

Because student success is critical to the student experience, we increased access to our success professionals by 33% by hiring a leader for Student Success and Retention, assigning all students to a specific Success Coach and providing faculty with a reporting system for students of concern. We also implemented an Academic Improvement Program that engages students: 84% of those students participating in this program improved their academic standing by the end of the semester.

We also increased our campus experience opportunities through Registered Student Organizations, Student Government and Presidential Ambassador programs. We held student-focused workshops that included a co-curricular leadership endorsement, hard topics series, academic motivation workshops, six Innovation Speakers, lectures on "How to Give the Perfect Pitch", and we created an ENACTUS club on social entrepreneurship. Lastly, we developed a Virtual Student Union to encourage students to stay connected and engaged with the campus while learning remotely.

While our Academic Progress Rate was higher than our goal, our 4-year and 6-year graduation rates were lower. This is partly because the BOG strongly encouraged us to set reach goals for those two metrics, although we knew they could not be met. Additionally, our 4-year graduation rate was for our third class,

where we had an unusually high acceptance rate that year to meet the legislative mandates. This is the first six-year graduation rate we have had and so there was no data for accurately estimating the value.

Goal 7: Build essential skills in communication, leadership, design and business.

This goal was not a focus this year.

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

This goal was not a focus this year.

Goal 9: Support students through work experience programs and career opportunities

Although this goal was not a focus this year, we increased the number of students who attended the Spring 2019 Career Fair by 66%, exposing them to over 150 employers through career-related events. We helped 200 freshmen with their career planning and professional goals by providing a “Resume Desk” and collaborating with Microsoft on developing a professional development training for freshmen. In response to COVID-19, we adjusted our methods of communication by regularly calling, emailing and creating a platform in Canvas that kept students engaged and connected with employment opportunities.

Even though COVID negatively impacted internship hiring this summer, we only missed our goal of % Industry Internships by 1%. This was the first year the state provided a % BS Graduates Employed metric for us, which often does not capture students that leave Florida. Our previous values were estimates based on informal surveys. Our Median Wages for BS Grads was significantly higher than the rest of the system at \$54,800 and both our % BS Awarded in Strategic Areas and % Graduate Degrees in Strategic Areas were 100%.

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

Goal 10: Conduct and execute a realistic and sustainable industry interaction model

We established a Director of Industry Engagement and Capstone Projects and have a bi-weekly industry update meeting to connect various external partners with different university programs, e.g., full-time employment, capstone projects, advisory boards, advocacy, development and others. The % Industry Capstone Projects was 6% higher than our goal at 86%, and we increased the percentage of multidisciplinary capstone projects from 35% to 43%. With the campus moving to remote operations, most teams still completed a majority, if not all, of their project goals. We sourced most of the necessary components to the student teams in early/mid-February so they could simply continue progress off site.

We created an entrepreneurship certificate with four courses and a total enrollment of 58 students, and we offered consultations to 80 students interested in commercialization and entrepreneurial competitions, where students won over \$55,000 in prize money to date. We also hosted an eMerge Americas Pitch Night to give our students exposure to business style presentations on our campus. In September, we were a finalist for the “Exceptional Activities in Entrepreneurship Across Disciplines” award at the Global Consortium for Entrepreneur Centers along with Texas A&M, Penn State, Harvard and Florida State.



In mid-March, we were contacted by the Nicholson Center (training and teaching arm of AdventHealth) about helping them produce the PRUSAPRINT.ORG RC3 face shield components. Out of this relationship, we also signed an MOU with the City of Auburndale and teamed with Advanced Concept Innovations (ACI) Inc on manufacturing N95 masks at the rate of 3-5M units per week. Since then, we have been working with BRPH (engineering/architectural firm out of Melbourne, FL) on an Agile Manufacturing Center as the primary research center of our manufacturing technology vertical. This center would include technology around Industry 4.0, agile and modular manufacturing and integrated testing.

Goal 11: Conduct applied research to strengthen University impact

We conducted an economic impact analysis for Florida Poly that measured the impact of the institution's programs and activities. This study found that last year alone, we had a total \$290M impact with \$160M in GDP growth and \$96M in labor income.

We hired a new Director of Sponsored Programs that helps faculty with pre- and post-grant services, and we increased the number of proposals by 21%, the total number of new awards by 22%, the total dollar amount of new awards by 122% and the percentage of funds from external sources by 21%.

We appointed a Director of Health System Engineering (HSE) and defined its strategy, which helped us successfully launch several research programs in HSE. We are collaborating with Lakeland Regional Health on a program around the "Social Determinants of Health (SDoH)", partnering with AdventHealth on a research study addressing "Fitness Awareness in Young Adults" and secured a \$600K NSF grant – Florida Poly's largest federal grant to date – to create a novel pedagogical approach for STEM ethics training through internships in an industrial setting.

We increased the outside funding of Florida Institute for Phosphate Research (FIPR) by signing a 3-year \$876K agreement with Critical Materials Corporation with focus on Lithium & Rare Earths production, and we also increased our external laboratory services by 80%. We refocused FIPR to grow new research missions in water processing, phospho-gypsum stacks, phosphatic clay and minerals processing/rare earths, all which are more relevant and urgent than our past efforts.

Finally, we grew the Advanced Mobility Institute and focused its research efforts on four issues: (1) edge-case detection and accelerated learning; (2) ElectroMagnetic Interference (EMI) in sensing and communications; (3) language of driving; and (4) transportation optimization. We offered an internal seed funding opportunity with a budget of \$200K and received 13 proposals from our faculty. We also won a \$350K NSF Major Research Instrumentation (MRI) award for the testing and verification of AV and submitted another proposal to the Department of Homeland Security for \$500K.

Goal 12: Develop extended campus to support University growth

To support campus operations and increase utility efficiencies, the University entered into an agreement that brings reclaimed/redundant water lines to campus, providing 100% redundancy in potable and grey water. We completed the programming of the ARC to support 100% of the current academic research mission/growth projection through 2026, and we completed a plan to increase outdoor spaces on campus to support and encourage interaction of students, faculty and staff.

We are working closely with a favorable developer performing due diligence on the property surrounding the University. We continue promoting a “live-work-play” innovation district and research park that would stimulate the Polk County high-tech economy and create an ecosystem (housing, schools, shopping, recreational spaces) that attracts students from across the state. We are also working with a second developer for the Pace Road property adjacent to SunTrax.

With little capacity to bond, we are nearing completion of an Invitation to Bid (ITN) that would allow industry to build research space on our campus as Public-Private Partnerships (P3s) and are working closely with a communications company also interested in relocating to campus.

(AFFORDABILITY) MAXIMIZE VALUE FOR THE STUDENT

Goal 13: Create a strong student user experience

We created a Purple Fire program that enriches the student experience in their first 45 days through events, programs and a common first year experience. Student access to outdoor activities increased by 20% with the addition of a new interactive outdoor area for students on campus called the “Oak Grove”. This outdoor area joined other outdoor activity areas on campus (Pool, Soccer Fields, Volleyball/Basketball area and Campus Pathways).

To improve student services and foster better decisions, the Registrars Office improved the course registration, degree audit and transfer credit validation processes.

A strong student experience includes a student being healthy and able to participate on campus. This year we grew our mental health offerings by 50% with three additional licensed counselors (one being female) available to offer a range of clinical programs. Once we transitioned to remote operations, we developed a Student Support Request Form where students can digitally “raise their hand” and be contacted by the Campus Assessment Response & Evaluation (CARE) team to provide remote help.

To improve our Title IX program, we increased our online report services by 40% and increased online training efforts by 50%. To improve our American Disability Act (ADA) program, we increased the number of American Sign Language (ASL) providers and services by 75% to include on-site interpreting and video remote interpreting, completed a self-evaluation on best practices and compliance and developed a golf cart transportation service.

The campus experience at Florida Poly is underpinned by the presence of, and activity within, the residence halls that are owned by our P3 partner. We successfully renegotiated our housing contract with them and transitioned to a “service agreement” for the residence halls where Florida Poly manages the Resident Assistants in the residence halls and the overall student experience. This effort provided extensive training for the Residential Assistants and has transitioned to a much stronger evening and weekend presence on the part of Student Affairs staff. Although the indicators are hard to measure, this effort appears to be improving the perception of their total experience at Florida Poly.

Goal 14: Concentrate spending on academic programs

The COVID-19 crisis presented near-term challenges to us as a campus, so we assembled an Emergency Management Team early in the process that met regularly throughout the crisis to make decisions that affected both students and employees. We worked with students to encourage them to return home, and then we locked down the IST. We canceled all events and worked with both Vestcor (dorms) and Chartwells (food) to provide refunds to those students that left campus. We developed and implemented a phased plan for qualified employees to work remotely.

In anticipation of future funding cuts in a troubled economy, we developed a financial resiliency plan that included short-term austerity actions (hiring, procurement and travel freezes) and longer-term resilience measures. The longer-term measures were tied to three potential recovery models and used guiding principles around preserving liquidity, protecting and growing the academic enterprise, increasing revenues and investing in University Advancement.

Enterprise Systems leveraged the use of existing and new technologies to make our administrative operations more efficient and cost effective. We provided employee education through training, workshops and conferences, and we launched a Lean Six Sigma program that provides professional development opportunities for our employees while improving our internal processes.

We performed a comprehensive review of the Foundation's business processes and made the move to a leading Customer Relationship Manager (CRM) program used in non-profit organizations within a budget neutral position. The Foundation business process review led to their decision to migrate accounting and finance responsibilities to Blackbaud Financial Edge NXT, providing a truly independent and autonomous relationship between the University and the Foundation.

There is no general agreement across the SUS on how to calculate % Expenditures on Instruction and the current configuration of our enterprise system will not support a calculation. For this reason, the system is moving towards an Administrative Staff-to-Faculty ratio. Because the calculation of this metric is largely title-driven and inconsistent with our titles, we are currently working on an "HR Re-engineering" project. Our Average Cost to the Students remains significantly better than our goal of less than \$14,000 at (\$5,790). It is negative because we provided support for room and board on top of tuition and fees.

Goal 15: Continue advocacy efforts to support University growth and reputation

We held a legislative advocacy retreat with contracted lobbyists and university staff to identify key influencers and map our 2020 priorities and strategy. With this strategy in hand, we held 23 separate meetings with key stakeholders that included several members of the Board of Governors (including two meetings with Chair Kitson), House, Senate and Governor's office. We also further strengthened our relationship with the Florida Chamber of Commerce which resulted in video broadcasts of Dr. Avent on the state of the University and Dr. Razdan on the progress at AMI, as well as regular sharing of Florida Poly items on the Chamber's social media.

In early February the House introduced a bill to merge Florida Polytechnic into the University of Florida. We worked with our lobbying team to launch a positive campaign that raised legislative awareness of the impact Florida Poly was having and the bill was ultimately withdrawn. This positive campaign included a strategic priority list of meetings, communications and other outreach efforts, an internal analysis highlighting important context that was missing from their bill and a tight story on our differentiated value, what we add to the system and what was at risk with a merger. We used these facts to make public statements at both the House Education Policy committee and the House Education Appropriations Committee. In parallel, we worked through our media consultants to place positive stories about Florida

Poly in important political press publications and responded to TaxWatch to share our data with them as they conducted an independent analysis of the costs of the merger.

After the bill was withdrawn, we developed a plan for reducing the likelihood of future bills proposing to merge or close the University. The plan is based on lessons learned this session and includes continuing to build our strategic network, sharing a campus growth plan with key legislators, calculating administrative costs so they are consistent with others and communicating the true cost of STEM degrees.

With a new VP for Advancement, we reorganized the entire Division and set aggressive net production goals that were 350% more than the previous year. Even in the midst of a legislative crisis and a global pandemic, we met all goals for Unrestricted Funds (+\$226,105) and Endowment (+\$418,932), but missed our Scholarship Funds (-\$364,334) because we focused primarily on unrestricted and endowment (our new VP for Advancement was not here when I made these goals) We completed our first annual fund, a year-end campaign for alumni, community and faculty/staff. To track our progress throughout the fiscal years, a pipeline report was created tracking all solicitations for gifts we expect to book in future years. The current pipeline projection indicates we have pending solicitations totaling \$5,300,000 to date.

To promote Florida Poly's brand and reputation, we increased our media exposure by 24% and ensured an increase in the President's media presence through placement in six state-wide publications, resulting in a 50% increase over goal. We also increased our social media reach across all University channels by over 50%. To drive traffic to our website and increase awareness, we placed strong emphasis on creating high-quality, relevant content and in turn, we increased Search Engine Optimization (SEO) by over 5%. To improve our existing web content and support the communication goals of the University, we launched a new website and have increased new users of the Florida Poly Mobile app by over 10%.

We launched the Executive Leadership Initiative, which consists of virtual panel discussions by international dignitaries and key Florida stakeholders on topics of interest at the intersection of leadership in education, technology and government. The purpose of this initiative is to use international dignitaries to help us build important relationships and grow our reputation within the state. The first panel was on "Dilemmas and Perspectives of the 'New Normal' in light of the COVID-19 Pandemic" and was hosted by Dr. Michael Hawes, CEO of Fulbright Canada and Dr. Jose Calvo Ramon, Strategist for the Barcelona Supercomputer Center. The international luminary guest was Prof Emeritus Ernesto Kahah, a Nobel Peace Prize Laureate epidemiologist. Our Florida invitees were former Senator George Lemieux, Senator Jeff Brandes and Syd Kitson.

Goal 16: Ensure a highly effective organization

Human Resources improved campus-wide morale by adding an Employee Relations Specialist, expanding employee events to improve campus-wide camaraderie and awareness of opportunities, and offering a comprehensive training program for employees. Human Resources also promoted the hiring and retention of quality employees and worked with hiring managers to facilitate 184 new hires (including student workers), 28 promotions and 40 terminations.

To enhance our computing systems and services, we refreshed our network, server and computing platforms to significantly increase the expected lifespan. We also improved our system security by enhancing the confidentiality, accessibility and integrity of our institutional data.



We resolved and closed several litigation matters and completed review and approval of twelve policies and regulations. We successfully completed the first reopener negotiation for the Collective Bargaining Agreement with United Faculty of Florida - Florida Poly Chapter and completed the legal review of over 50 contracts. We responded to 67 public records requests within an average of 4.51 days of receiving the request.

To promote safety and security of the University we provided 10 Active Assailant classes to all faculty, staff and students. We continue offering these classes through HR onboarding to new employees while also providing educational safety, crime prevention, anonymous witness and see something/say. We attained a response time of 9.5 minutes or less 90% of the time ensuring a safe and secure campus environment.

Business Services was reorganized and rebranded to Auxiliary Enterprises for a more efficient organization and standardized operating procedures were created and implemented improving internal customer service.

Composite of the Trustees' Evaluations

President's Annual Review (July 2019 to June 2020)

Priority 1: Enroll a high quality and diverse incoming class

Not achieved	Partially Achieved	Achieved	Exceeded	Far Exceeded
		28.5%	43%	28.5%

Comments:

The student body is at a higher quality and there is some diversity. The level of diversity is almost equivalent to the levels of the first class in 2014 and there needs to be more effort focused on increasing diversity.

Very high SAT/ACT scores for class entering this past August. Need to work on attracting more Black/African American applicants.

More than any other achievement this year the success of the recruiting effort for the fall class is a testament to the success of Dr. Avent's leadership. One short year after restructuring this team top to bottom and implementing new strategies this class is larger, more diverse and higher achieving both in test scores and class rank than ever before. That is in the face of the pandemic and other challenges.

Priority 2: Grow a faculty body committed to excellence

Not achieved	Partially Achieved	Achieved	Exceeded	Far Exceeded
		57%	43%	

Comments:

The administration has generally done a good job with the recent faculty hires given the conflicts with COVID.

Hiring efforts this past year were hampered by Covid -19 pandemic.

That we were able to recruit any quality new faculty is an achievement following the threat of consolidation and Covid. One can only assume that this poses a major challenge across the country, particularly for smaller, newer institutions.

Priority 3: Improve instructional effectiveness and consistency of quality

Not achieved	Partially Achieved	Achieved	Exceeded	Far Exceeded
		43%	43%	14%

Comments:

Florida Poly did a good job in the unexpected transition to remote learning even with no previous remote courses taught. The training over summer did improve on remote learning and allowed most faculty to teach using the same resources. I do have worries about students taking courses remotely paying less attention in class. There could be long term effects such as higher levels of withdrawals or failures that could lead to a lower four year graduation rate.

This is very difficult for a Trustee to evaluate. We are not made aware of programs or processes used, unless we simply take the President's report

Several programs put in place to increase the quality of instruction and a Director of Teaching and Learning was added to the staff. A great deal of effort was expended to get faculty comfortable and effective with remote teaching in response to Covid-19 challenge.

The pivot in a 3 day period from all in class instruction to 100% remote learning preserved FPU's ability to meet many goals and supported the recruiting accomplishments discussed in #1.

Priority 4: Grow the number of academic program in strategic disciplines

Not achieved	Partially Achieved	Achieved	Exceeded	Far Exceeded
		29%	57%	14%

Comments:

The university has added more concentrations over the years that satisfy this priority. The next step is to ensure all concentrations have courses offered regularly.

Several new academic programs have been created. Now the challenge is to hire and retain quality faculty members to staff these new initiatives.

Priority 5: Mature and grow the graduate program

Not achieved	Partially Achieved	Achieved	Exceeded	Far Exceeded
	33%	50%	17%	

Comments:
More focus needs to be focused on research in graduate programs. I believe the completion of the ARC will bring Florida Polys graduate program to the next level.
Without requested funding this will continue to present a challenge but one which we must solve.
The Budget Request to grow our graduate program was vetoed by the Governor
Not a focus because budget was eliminated by the Governor.

Priority 6: Help students achieve academic goals

Not achieved	Partially Achieved	Achieved	Exceeded	Far Exceeded
		43%	57%	

Comments:

Like mentioned earlier, I am worried with some students paying less attention while taking classes remotely. The university is trying hard this semester and I want to thank Dr. Miller for her work in making academic success a priority.

The inhibitors to student success at Florida Poly were identified and programs were launched and new staff were hired to reduce the impact of these obstacles to student success.

Randy has done a good job explaining all of the steps taken to exceed goals in this area.

Priority 10: Conduct and execute a realistic and sustainable industry interaction model

Not achieved	Partially Achieved	Achieved	Exceeded	Far Exceeded
		50%	50%	

Comments:
Work done, results not easy/possible to judge
I am impressed with the percentage of industry capstone projects.
Florida Poly has created a realistic and sustainable industry interactive model. This approach is critical for the long term success of the university. I am particularly impressed with the industry internship efforts. The internships provide a win/win/win for the students, faculty and sponsoring organizations. The internships create a “foot-in-the-door” with some of the best STEM organizations in the state.

Priority 11: Conduct applied research to strengthen University impact

Not achieved	Partially Achieved	Achieved	Exceeded	Far Exceeded
		43%	28.5%	28.5%

Comments:

Impressive progress in the Advanced Mobility and Critical Materials areas will now be joined by efforts in the Health System Engineering arena.

Great given the current circumstances, but keep aiming higher!

Priority 12: Develop extended campus to support University Growth

Not achieved	Partially Achieved	Achieved	Exceeded	Far Exceeded
14%	29%	14%	29%	14%

Comments:

There are steps being taken that lead the university to an extended campus but most of them are in the planning stage. Finding a developer for the surrounding land that works with the university should be one of the highest priorities for Florida Poly.

The efforts to develop the real estate in close proximity to Florida Poly as a “Live-Work-Play” innovation district are now starting to bear fruits.

Again despite funding challenges we have implemented a number of programs that have propelled better than expected performance.

Priority 13: Create a strong student user experience

Not achieved	Partially Achieved	Achieved	Exceeded	Far Exceeded
		43%	57%	

Comments:

Impacts of COVID have had some negative impacts on student life on campus. Students living on campus seldom leave their dorms outside of eating at the dining hall. Many students living off campus have opted to not come on campus at all. The launch of PhonixLink for all clubs to connect to students was a great success, but most meetings are online currently.

New programs, new software and new staff have been added to create a better student experience.

Again I do not have anything to add to Randy’s recap except to emphasize that these programs were created in the face of the afore mentioned challenges at relatively new institution in FPU.

Priority 14: Concentrate spending on academic programs

Not achieved	Partially Achieved	Achieved	Exceeded	Far Exceeded
		71%	29%	

Comments:

It has been a tough year on the financial front. Covid-19 had a negative impact on both revenues and expenses. The president and his team quickly developed a plan of action to deal with all aspects of the crisis.

Priority 15: Continue advocacy efforts to support University growth and reputation

Not achieved	Partially Achieved	Achieved	Exceeded	Far Exceeded
		14%	57%	29%

Comments:
The president spent a great deal of his time this past year on advocacy activities. Such efforts were critical in successfully combatting the threat of Florida Poly being merged (absorbed by) by the University of Florida.
The merger proposal actually helped with Florida Polys recognition in the capital! More focus should be placed on scholarship funds. Currently, fee waivers have subsidized scholarships for years and students are receiving a worse experience because of that. Over 60% of expected fee revenue is currently waived.
From today’s announcement on the WalletHub rankiings to breaking through on US News rankings to the success of the full court press to thwart the consolidation effort the level of success this year was a giant step forward.
Certainly worked hard at it and defended status. Received notice in US World Report magazine

Priority 16: Support professional growth of employees

Not achieved	Partially Achieved	Achieved	Exceeded	Far Exceeded
		43%	43%	14%

Comments:

Several key programs were launched. I would like to see Florida Poly become one of the “Best Places to Work” in Polk County.

We have talked about the success in those areas addressed in 19/20 and there are still some opportunities ahead as performance expectations rise.

Overall Rating

Not achieved	Partially Achieved	Achieved	Exceeded	Far Exceeded
		7%	93%	

Comments:

Considering COVID and compared to other Universities, I think we exceeded other institutions.

The university did well considering the impacts of COVID-19. Improvements should still be made in increasing diversity of students and faculty, developing the surrounding campus, expanding the reputation for the graduate program, and creating a strong student experience.

He did fine. Half way between Achieved and Exceeded

The Covid-19 pandemic presented a unique set of challenges for college and university presidents across the USA. For our president and his team, the impact of the pandemic hit just days after a successful campaign to keep Florida Poly as a separate entity in the SUS. I applaud our president and his team for the actions they took in handling these two crises while keeping the ship headed in the right direction. Our institution is stronger and our reputation has been enhanced.

For Poly to be able to significantly grow our undergrad and grad class size during a Pandemic is truly remarkable especially with an increase in SAT & ACT

General Comments

General Comments
As I said last year, this is not an effective way to rate Pres. It needs to be less subjective
We remain very blessed to have Dr. Avent in charge of FPU. His leadership is obvious in every aspect of success at the University. I do worry that burnout is something the Trustees need to be certain does not occur. It is safe to assume that pressure will only continue to rise with the external environmental factors such as disease, budget constraints, etc.
Dr Avent is the kind of leader our university desperately needs to develop and grow a Research Park around Poly. With his drive and support we will achieve this goal and secure a long term growth plan for Poly.

**Florida Polytechnic University
Governance Committee
Board of Trustees
November 10, 2020**

Subject: President's Compensation Adjustments

Proposed Committee Action

Determine recommendations related to adjustments in President's compensation.

Background Information

Pursuant to the President's employment agreement 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 on:

- a. The increase to the President's base salary; and
- b. The performance compensation (bonus)

The President's Employment Agreement provides the following:

4.0 Salary

- 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, 2019 to June 30, 2020 fiscal year and continuing each year thereafter while 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 Section 3.3 of this Agreement. The President shall each 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.

5.0 Other Compensation While Serving as President

5.3 Effective with the Board's evaluation of the President's performance for the July 1, 2019 - June 30, 2020 fiscal year and continuing each year thereafter while he serves as president, the President shall be eligible for performance compensation as follows:

- 5.3.1 Performance Compensation. The President shall be eligible for performance compensation as a percent of his annual base salary then in effect. However, if the

President receives an overall evaluation of "Achieved" or higher from the Board in his annual evaluation, the amount shall be not less than Twenty Percent (20%); if the President receives an overall evaluation of "Exceeded" or higher from the Board in his annual evaluation, the amount may be increased, not to exceed Thirty Percent (30%) of the annual base salary. The award of performance compensation 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. 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.

Supporting Documentation:

Pertinent Language from the President's Employment Agreement

Prepared by: Gina DeIulio, VP & General Counsel

PERTINENT LANGUAGE FROM THE PRESIDENT'S EMPLOYMENT AGREEMENT

3.0 Presidential Appointment Term; Evaluation; Renewal

- 3.2 Goals and Objectives While Serving as President. Before June 1 of each year, the President will provide the Chair of the Board of Trustees ("Chair") with a list of proposed goals and objectives for the upcoming fiscal year. The proposed goals and objectives shall be related to, and in furtherance of, the University's strategic plan goals, work plan and accountability report, and the Board of Governors' strategic plan and performance funding model, and other priorities as established by the Board of Trustees or the Board of Governors. The goals and objectives are to be presented to the Board for discussion and approval. The Board and the President may agree to revise the goals and objectives as necessary during the fiscal year.
- 3.3 Annual Evaluation While Serving as President. While the President is employed as president, the President shall initiate the evaluation process for the prior fiscal year ending June 30 of such year by preparing a self-appraisal of his performance for submission to the Chair and evaluation by the Board, its designee, or both, in accordance with directives, policies and procedures established by the Board as the Board may deem appropriate. The President will furnish any additional information requested by the Chair to aid the Board in its annual performance review of the President. Pursuant to Board of Governors Regulations, the Chair will solicit input from the Chair of the Board of Governors during the evaluation process. The Board will complete the annual evaluation and make any compensation award under Section 5.3.

4.0 Salary

- 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, 2019 to June 30, 2020 fiscal year and continuing each year thereafter while 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 Section 3.3 of this Agreement. The President shall each 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.

5.0 Other Compensation While Serving as President

- 5.3 Effective with the Board's evaluation of the President's performance for the July 1, 2019 - June 30, 2020 fiscal year and continuing each year thereafter while he serves as president, the President shall be eligible for performance compensation as follows:

5.3.1 Performance Compensation. The President shall be eligible for performance compensation as a percent of his annual base salary then in effect. However, if the President receives an overall evaluation of "Achieved" or higher from the Board in his annual evaluation, the amount shall be not less than Twenty Percent (20%); if the President receives an overall evaluation of "Exceeded" or higher from the Board in his annual evaluation, the amount may be increased, not to exceed Thirty Percent (30%) of the annual base salary. The award of performance compensation 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. 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.

**Florida Polytechnic University
Governance Committee
Board of Trustees
November 10, 2020**

Subject: Renewal of President's Employment for 2021-22

Proposed Committee Action

Make recommendations to the Board of Trustees on the Renewal of President's Employment Agreement for 2021-22 and Amendment #1 to the President's Employment Agreement.

Background Information

The President's Employment Agreement is set to expire on July 7, 2021. The Board needs to decide whether to renew the President's employment for an additional year so that the appropriate information can be provided to the Board of Governors for its approval prior to the expiration of the agreement.

If the employment agreement is renewed, the employment agreement must be amended to extend the appointment term. The proposed amendment can be found in the supporting documentation.

Supporting Documentation:

Amendment #1 to President's Employment Agreement

Prepared by: Regina DeIulio, General Counsel

AMENDMENT #1 TO THE PRESIDENT’S EMPLOYMENT AGREEMENT
Dated June 23, 2020

THIS AMENDMENT #1 to the President’s Employment Agreement (“Amendment”) is made and entered into on this ___ day of ___ 20__ by and between The Florida Polytechnic University Board of Trustees (the “University”), and Randy K. Avent (the “President”).

WHEREAS, the University and the President entered into a new President’s Employment Agreement on June 23, 2020 (“Agreement”);

WHEREAS, it is the desire of the parties to further amend the Agreement.

NOW, THEREFORE, in consideration of the mutual promises of their parties hereto, the University and the President hereby amend the Agreement as follows:

1. Strike section 3.1 of the Agreement in its entirety and replace with the following:
3.1 Presidential Appointment Term. The appointment as President (“Presidential Appointment Term”) commenced on July 7, 2014 and ends on July 6, 2022. This appointment and the Agreement are renewable by mutual written consent of the parties. This appointment and this Agreement is subject to prior termination as provided for in this Agreement, and by the applicable laws of the State of Florida, the regulations and policies of the Board of Trustees, the University, and the Florida Board of Governors.
2. All other terms and conditions of the Agreement shall remain unchanged and in effect throughout the duration of this Amendment.

IN WITNESS WHEREOF, the parties hereto have executed this Amendment.

**The Florida Polytechnic University
Board of Trustees**

By: _____
Cliff Otto
Chairperson, Board of Trustees

Date _____

President

By: _____
Dr. Randy K. Avent

Date _____

**Florida Polytechnic University
Governance Committee
Board of Trustees
November 10, 2020**

Subject: Revisions to the Florida Polytechnic University Board of Trustees Policy on Annual Review of the President

Proposed Committee Action

Recommend approval to the Board of Trustees of the revised Florida Polytechnic University Board of Trustees Policy on Annual Review of the President and, if desired, a change to the frequency of the comprehensive review.

Background Information

Board of Governors regulation 1.001 requires each board of trustees to develop guidelines for the annual evaluation of the president. The Board approved the existing policy on the annual review of the president on June 3, 2015, and the Board recently made several changes to the timeline which necessitate revisions to the policy. The material changes in the proposed draft are as follows:

1. The initial comprehensive review was done every three years after President Avent was hired, and there was some discussion in the Board about extending the time period between comprehensive reviews.
2. The tasks listed under the heading "Process" have been reordered to indicate that the goal setting tasks for the next fiscal year would be done on or before June 1 of each fiscal year and the evaluation tasks would begin in September of each year and conclude no later than December 31.

These changes are consistent with the President's Employment Agreement.

Supporting Documentation:

Draft Board of Trustees Policy on Annual Review of the President

Prepared by: Regina DeIulio, VP and 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, 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. 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.
2. 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.
3. In ~~April~~ September 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-October 15~~ 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.~~
- 3.4. 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.
- 4.5. 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.
- 5.1. ~~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~~ December 31 of each year, commencing ~~September-December 2020~~ 2015.

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.

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~~November 18, 2020.

Chair's signature: _____

**Florida Polytechnic University
Governance Committee
Board of Trustees
November 10, 2020**

Subject: Board Training Needs

Proposed Committee Action

Discussion on Board training needs – no action required.

Background Information

Each year, the Committee discusses topics for training for the full Board. Some topics that might be considered are:

- How to be an effective and engaged advocate for the university
- What shared governance means in higher education
- Budget/Financial workshop
- Back to basics board governance training/refresher

Supporting Documentation: N/A

Prepared by: Gina DeIulio, General Counsel