



# Board of Trustees Meeting

**Wednesday, November 18**  
**8:00 AM – 9:00 AM, and**  
**10:30 AM – 12 NOON**

*Or upon the conclusion of the previous committee meeting*

**Florida Polytechnic University**  
**WEBEX TELECONFERENCE MEETING**

**Dial in: 1-415-655-0001 | Access code: 171 608 4905#**

## MEMBERS

Cliff Otto, Chair	Mark Bostick, Vice Chair	Dr. W. Earl Sasser
Dr. Laine Powell	Gary C. Wendt	Bob Stork
Connor Coddington	Beth Kigel	Dr. Ala' J. Alnaser
Dr. Narendra Kini	Lyn Stanfield	

## AGENDA

### 8:00 AM – 9:00 AM

I.	Call to Order	Cliff Otto, Chair
II.	Roll Call	Kristen Wharton
III.	Public Comment	Cliff Otto, Chair
IV.	Introduction of New Trustees	Cliff Otto, Chair
V.	University Growth Plan	Randy K. Avent, President
VI.	Recess Meeting	Cliff Otto, Chair

### 10:30 AM – 12:00 PM

VII.	Reconvene Meeting and Call to Order	Cliff Otto, Chair
VIII.	Roll Call	Kristen Wharton
IX.	Public Comment	Cliff Otto, Chair
X.	Chairman's Remarks	Cliff Otto, Chair
XI.	President's Remarks	Randy K. Avent, President
XII.	<a href="#">Operations Plan Update 20-21</a>	Randy K. Avent, President

XIII. **Consent Agenda**  
**\*Action Required\***

Cliff Otto, Chair

- A. Audit & Compliance Committee
  - 1. Approve the Bright Futures Scholarship Program Audit for June 2017-2019
  - 2. Approve CARES Act Compliance Monitoring Review
  - 3. Approve Textbook Adoptions Compliance Monitoring Review – Fall 2020
  - 4. Approve Performance Based Funding (PBF) Data Integrity Audit Scope
- B. Finance & Facilities Committee
  - 1. Approve the Finance & Facilities Committee Charter
- C. Governance Committee
  - 1. Approve the Governance Committee Charter
- D. Strategic Planning Committee
  - 1. Approve the Strategic Planning Committee Charter
- E. Academic & Student Affairs Committee
  - 1. Approve the revised Academic and Student Affairs Committee Charter
  - 2. Approve the revised Academic Calendar for spring 2021
  - 3. Approve the 2020-2021 Faculty Handbook
  - 4. Approve the revised policy FPU-5.0001AP New Degree Program Planning & Approval
  - 5. Approve awarding the associate of arts degree under the terms and conditions stipulated in the Florida Board of Governors Regulation 8.007, effective upon adoption of FPU-5.0001AP
  - 6. Approve a one-time waiver of the zero-credit fee for the SLS Academic Improvement course for spring 2021 only
- F. Board of Trustees
  - 1. [Approve the September 9, 2020 Board of Trustees Meeting Minutes](#)
  - 2. [Approve the September 9, 2020 Board Workshop Minutes](#)
  - 3. [Approve the May 21, 2019 Board Workshop Minutes](#)

XIV. Committee Reports

Cliff Otto, Chair  
Committee Chairs

- A. Audit & Compliance Committee

Bob Stork,  
Committee Chair



- B. Finance & Facilities Committee  
Cliff Otto,  
Committee Chair
- C. Governance Committee  
**\*Actions Required\***  
Mark Bostick,  
Committee Chair
- D. Strategic Planning Committee  
Gary Wendt,  
Committee Chair
- E. Academic & Student Affairs Committee  
**\*Actions Required\***  
Dr. Earl Sasser,  
Committee Chair
- XV. [Board of Trustees Meeting Schedule](#)  
Cliff Otto, Chair
- February 10, 2021 (Virtual Committee Meetings)
  - February 17, 2021 (Virtual ASA Committee & Full Board Meetings)
  - End of April TBD (Virtual Committee Meetings)
  - May 3, 2021 (Board Retreat) *May 2 is Commencement*
- XVI. [Board of Governors Meeting Schedule](#)  
Cliff Otto, Chair
- January 26-27, 2021 (*NCF, Sarasota*)
  - March 22-24, 2021 (*FAMU, Tallahassee*)
  - June 22-24, 2021 (*USF, Tampa*)
  - August 31-September 1, 2021 (*FAU, Boca Raton*)
  - October 6, 2021 Facilities Committee; Budget & Finance Committee Workshops (*FGCU, Ft. Myers*)
  - November 3-4, 2021 (*FIU, Miami*)
- XVII. Closing Remarks and Adjournment  
Cliff Otto, Chair

**Florida Polytechnic University  
Board of Trustees  
November 18, 2020**

**Subject: Operations Plan Update 20-21**

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**Proposed Board Action**

No action required – information only.

**Background Information**

President Randy Avent will give an update on the year-to-date progress made on the operational plan. This update will go through each of the six thrust areas and provide insight into what has been accomplished and what remains. As discussed when we presented the plan, there are numerous areas where COVID may have a negative effect, and we will highlight those as we present each thrust.

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**Supporting Documentation:** Operations Plan Update PowerPoint

**Prepared by:** Randy K. Avent, President



**FLORIDA POLYTECHNIC**  
UNIVERSITY

## **Operational Goals FYE21**

**Randy K. Avent**  
**18 November 2020**

# Context

- **Six thrusts focused on University growth and reputation agreed to at December BOT meeting**
- **At least five remain relevant, but possibly changed, post-HB7087 and COVID**
- **Difficult to set metric goals and do operational planning in an uncertain environment**
- **Likely to make mid-course corrections as this academic year unfolds**

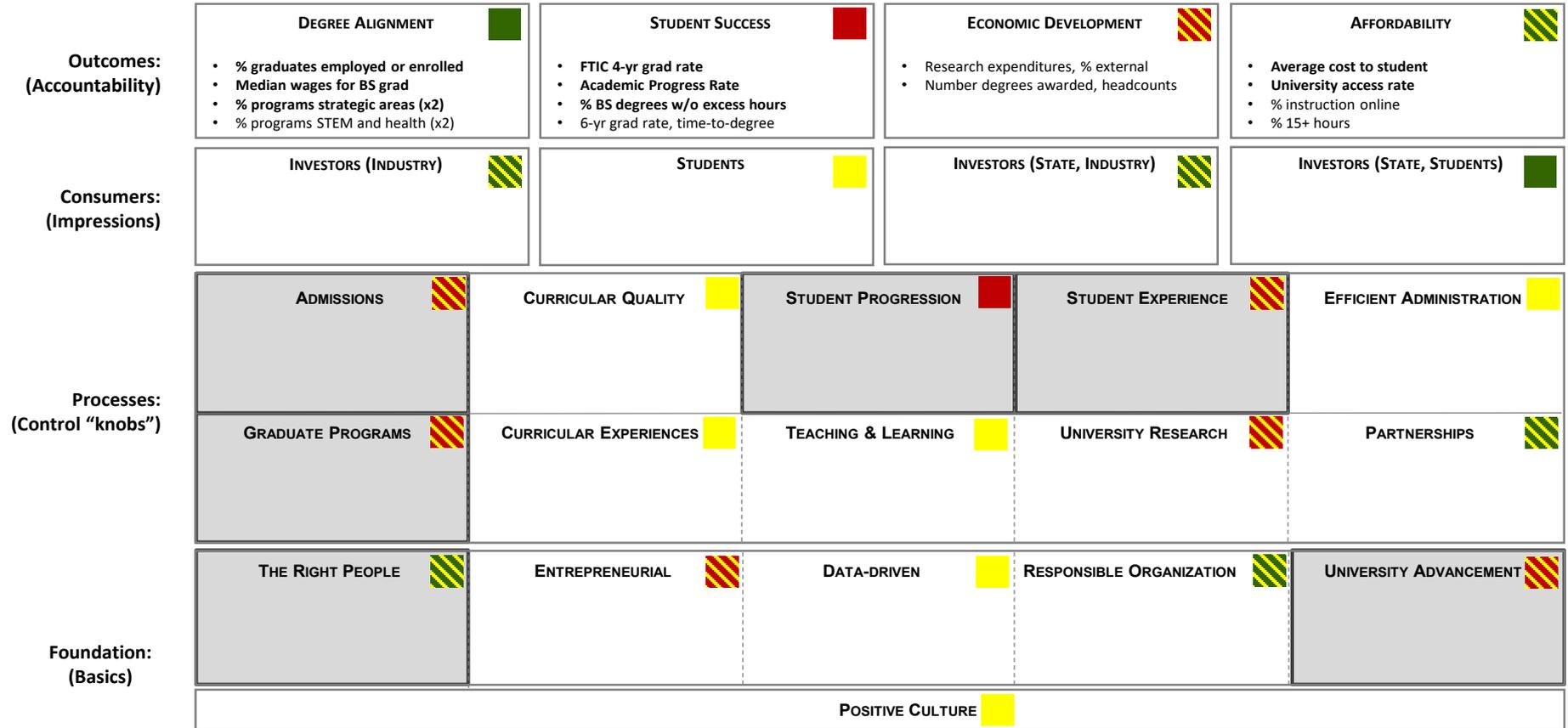
# Outcome Metrics

	FY20	Peers	SUS Average	FY21
<b>RANKING</b>				
USNWR Regional				<25
USNWR Engineering				
<b>DEGREE ALIGNMENT</b>				
% Graduates Employed or Enrolled	67.5%		69%	73%
Median Wages for BS Graduates	\$ 54,800		\$ 38,620	\$ 45,000
% BS Programs in Strategic Emphasis	100.0%	79%	52%	100.0%
% Grad Programs Strategic Emphasis	100.0%	67%	60%	100%
<b>STUDENT SUCCESS</b>				
FTIC 4-year Graduate Rate	40%	37%	47%	38%
Academic Progress Rate	65%	82%	84%	77% (72%)
% HS students in top 10%	25%		22%	22%
% BS Degrees w/o Excess Hours	89%		79%	75%
6-Yr Graduation Rate		65%	68%	51%
Time-to-Degree	4		4.3	4.5
<b>ECONOMIC DEVELOPMENT</b>				
% BS with 2+ Workforce Experiences	73%		38%	75%
Research Expenditures (\$K)	\$ 1,300			\$ 750
Number BS Degrees Awarded	239	867		320 (290)
Number Grad Degrees Awarded	8	554		18 (17)
UG Headcount	1267	4161		1300
G Headcount	48	1482		59
<b>AFFORDABILITY</b>				
Average Cost to Student	\$ (5,790)	\$ 22,265	\$ 6,374	\$ 2,000
University Access Rate	30%	26%	39%	32%
% 15+ Hours	32%			32%
% Instruction Online	0%			0%

Grey text includes metrics in the Accountability Report but not PBF

Red text are "aggressive values we likely will not meet (more reasonable values)"

# Balanced Scorecard



- Outcome metrics define institutional performance in PBF
- **Dashboards** are only used to analyze and focus efforts

# Suggested Focus Areas FY21

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- **Admissions**
  - **Student progression**
  - **Student experience**
  - **Graduate program**
  - **University Funding**
  - **Faculty Development**
-

# Admissions Dashboard

	FY20	FY21	Measurements	
<b>Number of New Students</b>				
Number FTIC	320	359	September, 2021	●
Number Transfer	70	80	September, 2021	●
Number Special Programs	40	50	September, 2021	●
Number Graduate	30	40	September, 2021	●
Total number spring admits			January, 2021	●
<b>Quality of Students</b>				
Average SAT	1305	1310	September, 2021	●
Average ACT	28	29	September, 2021	●
Average GPA	4	4.2	September, 2021	●
Calculus Ready	85%	90%	September, 2021	●
Top 10% in HS class	22%	25%	September, 2021	
<b>Diversity of Students</b>				
Percent Students In-state	96	95	September, 2021	●
Percent Students Male	82%	80%	September, 2021	
Percent Students White	61%	59%	September, 2021	
<b>Branding Metrics</b>				
% Acceptance Rate	51%	50%	September, 2021	●
% Yield	40%	40%	September, 2021	●
Completed Applications	1427	1300	September, 2021	●

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

# Admissions Highlights

- **Overall applications are flat to slightly down**
  - Virtual peer network in place to build strong interactions with Florida High School Calculus and Physics teachers
  - Virtual visits, college fairs and personalized visits in place to attract FTIC students; content on digital mobile apps
  - First Year STEM program is in place and a strong pipeline
  - Increasing student affinity groups yielding results
- **Spring transfer applications up, but new PBF metric gives us pause**
- **Focus on unrestricted scholarship funds continues**
- **Growth plan initiatives added to goals this year**
  - Certificate programs as path for “double concentrations”
  - Increase out-of-state waivers
  - Potential increase in counselors and marketing resources
  - New concentrations and programs for growth



# Student Progression Dashboard

	FY20	FY21	Measurements	
<b>Progress Rate</b>				
FTIC Persistence (Fall-to-Spring)	96%	96%	September, 2021	●
Retention (Fall-to-Fall)	69%	74%	September, 2021	●
% Students meeting APR standards but did not return	11%	10%	September, 2021	
DFW rates in Pre-Calculus & Calculus	36%	32%	May, 2021	●
<b>4-year Graduation Rate</b>				
2nd-to-3rd year cohort retention	83%	85%	September, 2021	●
3rd-to-4th year cohort retention	90%	90%	September, 2021	●
Percent 2nd-year cohort on track for 4-year graduation	56%	56%	September, 2021	●
Percent 3rd-year cohort on track for 4-year graduation	49%	53%	September, 2021	
Percent 4th-year cohort on track for 4-year graduation	36%	40%	September, 2021	
<b>6-year Graduation Rate</b>				
Percent 5th-yr cohort on track for 6-year graduation	49%	49%	September, 2021	●
Percent 6th-year cohort on track for 6-year graduation	42%	42%	September, 2021	●

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

# Student Progression Highlights

- **Concerns around student engagement**
  - New initiatives in place to address these new concerns
- **Improvements in support services in “gateway” courses to improve Academic Progress Rate (APR)**
  - Early alerts in place for student disengagement for “intrusive advising”
  - Formalized Academic Improvement Program in place with Academic Success Center
    - Students meet weekly/biweekly with Success Coaches
  - Tutoring ++ in Canvas provides online scheduling and access
- **Improvements in graduation rates ongoing**
  - Course availability improvements being worked through Departments
  - Limited number of course withdrawals in committee now
  - Students being incentivized to attend summer to stay on course
- **In process**
  - Co-curricular council to address co-curricular learning
  - Leadership programs to teach professional development skills

# Student Experience Dashboard

	FY20	FY21	Measurements
<b>Noel-Levitz Survey Responses</b>			
Academic Advising Effectiveness	5.13	5.39	September, 2021
Campus Climate	5.44	5.71	September, 2021
Campus Life	4.6	4.83	September, 2021 <span style="color: red;">●</span>
Campus Services	5.16	5.42	September, 2021
Instructional Effectiveness	5.23	5.49	September, 2021 <span style="color: yellow;">●</span>
Recruitment & Financial Aid Effectiveness	5.26	5.52	September, 2021
Registration Effectiveness	4.98	5.23	September, 2021
Safety and Security	5.4	5.67	September, 2021
Student Centeredness or Student Focused	5.22	5.48	September, 2021

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



# Student Experience Highlights

- **Senior Capstone projects are in full swing**
  - Total of 44 projects with 43 being externally motivated
  - Half of all projects are multi-disciplinary
  - Two “Firsts”: SBIR submission and a paying customer
- **Internship opportunities continue to grow**
  - Increase in partnerships with Defense-related companies
  - Improving internal methods for handling internship requests
- **Career opportunities remain a large focus**
  - Potential for statewide virtual career fair
  - Graduate school visits for those interested students
- **Student Experience**
  - Phoenix Link is online portal for student activities
  - Outreach to connect students remains a priority through clubs, student center and virtual student union
  - Continuous attention to ADA and mental health continues with increased counseling available

# Graduate Program Dashboard

	FY20	FY21	Measurements	
<b>Graduate Program</b>				
Incoming graduate class size	30	32	September, 2021	●
Total number of graduate degees conferred	17	17	May, 2021	
Percent extramural funded graduate students	9%	10%	May, 2021	
Number courses with distance delivery	0	2	September, 2021	●
Number graduate degree programs	2	3	September, 2021	●

- **Grow and mature a graduate program that values research and professional education**

# Graduate Program Highlights

- **Increased targeting of SUS students for graduate enrollment through media and direct mailings**
- **Key Graduate Program documents being revised**
- **Small efforts around regular seminar series being driven by each Department**
- **Work in research centers like FIPR, AMI and Health Systems Engineer continues; Agile Manufacturing center making important connections to local companies**
- **Masters programs in Engineering Management and Data Science targeting business partners is embryonic**

# University Funding Dashboard

	FY20	FY21	Measurement	
<b>Recurring State Funding</b>				
Base budget	\$ 36,414,403	\$ 37,500,000	June, 2021	●
<b>Nonrecurring State Funding</b>				
Performance Based Funding	\$ -	\$ 3,300,000	June, 2021	●
Universities of Distinction funding	\$ 330,000	\$ 330,000	June, 2021	●
Capital Funding (PECO) \$K	\$ -	\$ 13,000	June, 2021	
Tuition & Fees collection	\$ 2,066,379	\$ 2,500,000	September, 2021	●
<b>Auxiliary Funding</b>				
Auxiliaries	\$ 399,696	\$400,000	June, 2021	●
<b>Foundation Funding</b>				
Unrestricted funds	\$ 914,508	\$ 745,216	June, 2021	
Endowment funds	\$ 1,661,416	\$ 2,186,039	June, 2021	

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



# University Funding Highlights

- **Virtual platform for legislative visits has been created; held first virtual tour with Representative Driskell**
- **Weekly meetings on Performance Based Funding and Universities of Distinction (Growth Plan) productive**
  - PBF meetings focused on 1) correcting calculations; 2) improvement points; initiatives focused on improving excellence points; and 3) justification for “considerations”
  - UoD meetings focused on growth plan presented during strategic workshop
- **BOG administrative overhead calculations corrected and a plan to improve our HR “architecture” is in development**
- **“Legislative touches” through “Thank you” campaigns, op-eds and sharing ranking successes continue; two ELI events held thus far**
- **Advancement making strong progress towards goals**



# Faculty Development Dashboard

	FY20	FY21	Measurement	
<b>Faculty Hires</b>				
Number Assistant Professor hires	11	8	June, 2021	●
Number Associate Professor hires	1	2	June, 2021	●
Number Professor hires	0	0	June, 2021	●
<b>Faculty Development</b>				
Dollars expended on professional development funds	\$ 97,763	\$ 175,000	June, 2021	●
% faculty completing formal training for online delivery	0%	75%	June, 2021	
<b>Faculty Production</b>				
Total number external grant proposals	33	45	June, 2021	
Total Research Expenditures	\$ 751,000	\$ 1,000,000	June, 2021	
Research Expenditures from External Sources	\$ 304,000	\$ 491,000	June, 2021	
Number faculty awards	0	0	June, 2021	
Economic impact	0	0	June, 2021	

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



# Faculty Development Highlights

- **First Promotion and Reappointment review completed**
- **Continued conversations on importance of peer-reviewed research to academic success**
  - Submitted grant applications (23, \$2.275M) this Fall remain strong
- **Hiring blitz began early this year with some immediate successes**
- **Significant work accomplished on academic and technology infrastructure to support remote and flex modes of delivery**
- **Faculty instructional development effort has been a success and will continue**
- **Office of Diversity and Inclusion created; Affirmative Action Plans and diversity metrics being created**

**Florida Polytechnic University  
Board of Trustees  
November 18, 2020**

**Subject: Consent Agenda**

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**Proposed Board Action**

Approve the consent agenda.

Each of the following items comes before the Board with unanimous approval from the respective Committees, and, as such, there is no need for a second.

- A. Audit & Compliance Committee
  - 1. Approve the Bright Futures Scholarship Program Audit for June 2017-2019
  - 2. Approve CARES Act Compliance Monitoring Review
  - 3. Approve Textbook Adoptions Compliance Monitoring Review – Fall 2020
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  - 6. Approve a one-time waiver of the zero-credit fee for the SLS Academic Improvement course for spring 2021 only
- F. Board of Trustees
  - 1. Approve the September 9, 2020 Board of Trustees Meeting Minutes
  - 2. Approve the September 9, 2020 Board Workshop Minutes
  - 3. Approve the May 21, 2019 Board Workshop Minutes

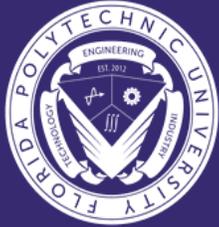
**Background Information**

For additional information about any of the items listed above, please see that committee's meeting materials.

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**Supporting Documentation:** n/a

**Prepared by:** Kristen Wharton, Director, Office of the President & Board Liaison



# Board of Trustees Meeting

## **DRAFT MEETING MINUTES**

**Wednesday, September 9, 2020  
12:45 PM – 1:15 PM**

### **Florida Polytechnic University WEBEX TELE-CONFERENCE MEETING**

I. Call to Order

Chair Cliff Otto called the meeting to order at 2:07 p.m.

II. Roll Call

Kris Wharton called the roll: Chair Cliff Otto, Vice Chair Mark Bostick, Trustee Connor Coddington, Trustee Frank Martin, Trustee Don Wilson, Trustee Ala' J. Alnaser, Trustee Earl Sasser, Trustee Bob Stork, and Trustee Gary Wendt were present (Quorum).

Trustees not present: N/A

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. Michele Rush were present.

III. Public Comment

There were no requests received for public comment.

IV. Chairman's Remarks

Chair Cliff Otto welcomed new faculty trustee, Dr. Ala' J. Alnaser, to the Board. Dr. Alnaser is an Assistant Professor of Mathematics and has been with Florida Poly since August 2015.

Chair Otto recognized four trustees who recently retired from the Board. He read the resolution in honor of Rear Admiral Philip Dur, Mr. Henry McCance, Dr. Lou Saco, and Dr. Adrienne Perry. Each of the four trustees sent statements which Chair Otto read to the current Board trustees. On behalf of the entire board, Chair Otto expressed his appreciation for their many contributions to the Board and to the University.

V. President's Remarks

President Randy Avent thanked the Academic Affairs division and the administrative divisions for their dedication and hard work in bringing students back to campus for fall semester.

VI. Sexual Harassment

Ms. Gina DeIulio stated on May 6, 2020, the Department of Education adopted a final rule on Title IX which resulted in numerous changes. Florida Poly was required to adopt a policy that complies with the requirements of the new rule by August 14, 2020 deadline. Mrs.

Michelle Disson, Title IX and ADA Coordinator, and Mrs. Melaine Schmiz, Assistant General Counsel, revised the policy accordingly. There are two additional regulations that will come before the board in the future. No Board action is currently necessary.

VI. Consent Agenda  
**\*Action Required\***

Chair Otto read the list of items to be approved on the consent agenda:

- A. Academic & Student Affairs Committee
  - 1. Approve Academic & Student Affairs Committee Charter
  - 2. Approve the 2020 Textbook and Instructional Materials Report, and the reapproval for the previously approved 2019 Textbook and Instructional Materials Report
  - 3. Approve FPU-5.003 Textbook Adoption and Affordability: Amendment and Repeal of BOT Resolution 2017-001
  - 4. Approve FPU-BOT COVID19 MOU 2
- B. Audit & Compliance Committee
  - 1. Approve Auditor General Operational Audit
  - 2. Approve UAC Annual Report – FYE 6/30/20
  - 3. Approve UAC Audit Plan and Risk Assessment - FYE 6/30/21
  - 4. Approve UAC Compliance and Ethics Program Plan - FYE 6/30/21
- C. Finance & Facilities Committee
  - 1. Approve Carryforward and Fixed Capital Outlay Budgets
  - 2. Approve University Resources Used by the Foundation FY19-20 and to be Used FY20-21
  - 3. Approve Foundation Board Re-Appointments and new Appointment
- D. Board of Trustees
  - 1. Approve May 20, 2020 Board of Trustees Meeting Minutes

**As each of the items comes before the Board with unanimous approval from the respective Committees, there is no need for a second. A vote was taken, and the motion passed unanimously.**

VII. Committee Reports

A. Executive Committee Report (June 12, 2020)

Chair Otto stated the Executive Committee met on June 12, 2020 to discuss the Florida Polytechnic University Campus Re-Opening Plan, a document that needed Board approval prior to it being presented to the Board of Governors later that month. In that meeting, Provost Parker covered the changes needed to the physical campus as well as the health and screening protocols that needed to be put into place prior to welcoming students back to campus this fall. This plan was approved by the Executive Committee, and subsequently by the Board of Governors.

B. Academic & Student Affairs Committee

Committee Chair Earl Sasser shared that today's Provost report included operational information regarding COVID-19 and how the University is operating within the "new normal" that the pandemic presents. The report also included discussion of student affairs, Performance Based Funding (PBF), faculty hiring, student and faculty diversity, and technology as it supports pedagogy. Within the meeting, members considered and recommended adoption (pending ratification by the United Faculty of Florida (UFF)) of

an MOU between the Board of Trustees and the Florida Poly UFF chapter. This MOU provides operational detail relevant to procedures during the pandemic.

In addition, the Committee accepted and approved the 2020 Textbook and Instructional Materials report; the updated textbook report for 2017 through 2019; and FPU-5.003 Textbook Adoption and Affordability – Amendment and Repeal of BOT Resolution 2017-001. Each of these items were included and approved in this meeting's consent agenda.

#### C. Audit & Compliance Committee

Committee Chair Mark Bostick reported the Committee heard an update on audit and compliance activities, including current external and internal audits; a report on the two findings (textbook affordability and background screenings) in the Auditor General's Operational Audit; the Audit & Compliance annual report; the Audit Risk Assessment/Activity Plan for fiscal year ending June 30, 2021; and the Compliance & Ethics Program Plan for fiscal year ending June 30, 2021. All items for Board approval were included and approved in this meeting's consent agenda.

#### D. Strategic Planning Committee

Committee Chair Gary Wendt stated the Committee heard a presentation from Mr. Rick Maxey on the University Equity Report which provides the current status of diversity within Florida Poly's student body, faculty and staff. While the report identifies opportunities for improvement, it also lays out current approaches and activities intended to address those areas.

**The Committee recommends approval of the 2020 Florida Polytechnic University Equity Report to the Board of Trustees. As the Florida Equity Report comes before the Board with unanimous approval from the respective Committee, there is no need for a second. A vote was taken, and the motion passed unanimously.**

Committee Chair Wendt continued, stating Mr. David Calhoun presented a progress report to the Committee regarding the update of the ten-year Campus Master Plan (CMP). This plan is required by law to be updated at least every five years. Florida Poly's update is due in 2021 and staff anticipate completing it next spring. The Committee also reviewed a presentation from Dr. Jim Mennie on the new focus and alignment of the Florida Industrial Phosphate Research Institute with the University's academic mission.

#### E. Finance & Facilities Committee

Committee Chair Cliff Otto reported the Committee received the University's annual financial report for fiscal year ended June 30, 2020. The Committee also accepted and approved the University's Carryforward Spending Plan and Fixed Capital Outlay Budget for FY 20-21, which was included and approved in this meeting's consent agenda.

**The Committee recommends approval of the concept for a proposed P3 building on campus, authorization for the Finance & Facilities Committee to give approval of the final ITN and authorization for the president to make amendments to the ITN as needed. As this item comes before the Board with unanimous approval from the respective Committee, there is no need for a second. A vote was taken, and the motion passed unanimously.**

Committee Chair Otto reported the Committee also received an update on the Applied Research Center (ARC) and received the Foundation's annual financial report for fiscal year ended June 30, 2020.

Additionally, the Committee accepted and approved the University resources used by the Foundation in FY19-20 in the amount of \$192,647, and the University resources intended for use by the Foundation in FY20-21 in the amount of \$225,000. This item was included and approved in this meeting's consent agenda.

Lastly, the Committee accepted and approved re-election of Phillipa Greenberg, Jack Harrell, Ford Heacock, Joshua McCoy, Ivette O'Doski, Blake Paul, Donna Slyster, and new member Hailey Skoglund, for service on the Florida Polytechnic University Foundation Board of Directors. This item was also included and approved in this meeting's consent agenda.

F. Governance Committee

Committee Chair Mark Bostick stated his Committee heard reports from President Avent on the FY 2019-20 and 2020-21 Operational Plans. Additionally, Mr. Maxey presented the Legislative Advocacy Plan.

**The Committee recommends approval of the Legislative Advocacy Plan. As this item comes before the Board with unanimous approval from the respective Committee, there is no need for a second. A vote was taken, and the motion passed unanimously.**

VIII. Board of Trustees Meeting Schedule

Chair Otto stated the next meetings will occur on November 17 and 18 and will most likely be held virtually. A final decision on this will be made in the coming weeks.

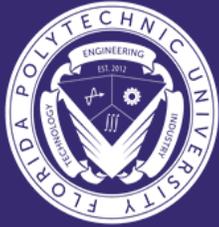
IX. Board of Governors' Meetings

Chair Otto encouraged trustees to listen to the Board of Governors meetings. The next virtual meeting occurs next week on September 16.

X. Closing Remarks and Adjournment

Chair Otto commended President Avent, Provost Terry Parker, and the staff and faculty for their hard work on re-opening the campus for fall semester. He also commended the Board of Governors for providing autonomy to the SUS to address campus re-openings in a way that is tailored to their individual needs.

With no further business to discuss, the meeting adjourned at 2:38 p.m.



# Board of Trustees Workshop

## DRAFT MEETING MINUTES

Wednesday, September 9, 2020  
8:00 AM – 9:00 AM

### Florida Polytechnic University WEBEX TELE-CONFERENCE MEETING

I. Call to Order

Chair Cliff Otto called the meeting to order at 8:00 a.m.

II. Roll Call

Kris Wharton called the roll: Chair Cliff Otto, Vice Chair Mark Bostick, Trustee Connor Coddington, Trustee Earl Sasser, Trustee Bob Stork, Trustee Frank Martin, Trustee Don Wilson, Trustee Ala' J. Alnaser, and Trustee Gary Wendt were present (Quorum).

Staff present: President Randy Avent, Provost Terry Parker, Mr. Mark Mroczkowski, Ms. Gina DeIulio, Ms. Kathy Bowman, Mr. Rick Maxey, Mrs. Kris Wharton, Ms. Michele Rush, Mrs. Kim Abels, and Mr. David Blanton were present.

III. Public Comment

There were no requests received for public comment.

IV. Approval of the May 20, 2020 Minutes

**Trustee Earl Sasser made a motion to approve the Board Workshop meeting minutes of May 20, 2020. Trustee Connor Coddington seconded the motion; a vote was taken, and the motion passed unanimously.**

V. Performance Based Funding (PBF) Review

Mr. Tim Jones, Vice Chancellor and CFO for the Florida Board of Governors (BOG), presented on Performance Based Funding (PBF). Mr. Jones provided a history on PBF and how in 2014, the BOG approved a model that provides additional funding to universities based on quality, excellence, and improvement from year to year, versus the old model of providing funds based on enrollment. He reviewed the four guiding principles and key components of PBF, and the ten metrics by which universities are evaluated each year.

As Mr. Jones reviewed the funding and policy timelines, he mentioned the BOG will meet next week to discuss potential changes to the metrics, with a vote on any changes occurring in November. These changes are a result of Senate Bill 72 which adds two new metrics to the model. BOG staff are also reviewing which metrics could potentially be impacted by COVID-19.

Mr. Jones provided information on the funding the state of Florida contributes towards PBF as well as what each SUS institution contributes. If an institution achieves a minimum of 60 points, they receive their full allocation back. For 2020-2021, any institution with a score

lower than 70 is required to submit a student success plan in order to be eligible for 50 percent of their proportional amount of the state's investment.

VI. University of Distinction: Growth Plan

President Randy Avent gave a presentation on his vision for growing the University. He covered areas where Florida Poly needs to overcome weaknesses in order to compete in Performance Based Funding (PBF). Additionally, he presented a three, five, and ten-year growth plan in terms of US News & World Report (USNWR) rankings, enrollment, number of graduates, academic progress rate, and four-year graduation rates. President Avent followed the growth plan with in-depth focus on retention, academic progress, and academic programs, and what the University is currently doing to improve or grow in these areas.

Trustee Frank Martin inquired as to the uniqueness of a Civil Engineering major to which President Avent responded Florida Poly would focus on a niche area of civil engineering to keep the University unique and distinctive. Trustee Martin recommended connecting with the top ten civil engineering firms in the world to create a pipeline for Florida Poly's students. Trustee Wendt inquired if this growth plan affects Florida Poly's USNWR rankings. President Avent stated what helps with USNWR rankings is the marketing of the University's success with peer institutions who then vote for your University in USNWR's annual survey. The growth plan assists with PBF, developing the research park, and attracting industry to this area.

VII. Closing Remarks and Adjournment

With no further business to discuss, the meeting adjourned at 9:25 a.m.



FLORIDA POLYTECHNIC  
UNIVERSITY

## Board of Trustees Workshop

Tuesday, May 21, 2019  
12:30 p.m. – 5:00 p.m.

### DRAFT WORKSHOP MINUTES

SUN 'n FUN Fly-In, 4175 Medulla Road, Lakeland, FL

Dial In Number: 240-454-0887 | Access Code: 648 856 176#

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**Don Wilson, Chair**  
**Dr. Victoria Astley**  
**Ryan Perez**  
**Dr. Adrienne Perry**  
**Gary C. Wendt**

**Cliff Otto, Vice Chair**  
**Rear Admiral Philip Dur**  
**Frank Martin**  
**Dr. Louis Saco**

**Mark Bostick**  
**Dr. Richard Hallion**  
**Henry McCance**  
**Bob Stork**

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I. Call to Order

Chair Don Wilson called the meeting to order at 12:40 PM.

II.

Roll Call

Michele Rush called the roll: Trustee Gary Wendt, Trustee Dick Hallion, Trustee Mark Bostick, Trustee Adrienne Perry, Trustee Bob Stork, Trustee Henry McCance, Board Chair Don Wilson, Board Vice Chair Cliff Otto, and Trustee Louis Saco, Trustee Ryan Perez and Trustee Victoria Astley were present (Quorum).

Staff present: President Randy Avent, Dr. Terry Parker, Mr. Mark Mroczkowski, Mr. Rick Maxey, Mr. David Blanton, Mrs. Kim Abels, Ms. Gina DeJulio, Ms. Michele Rush, Ms. Kathryn Mizereck, Ms. Melaine Schmiz, Mr. Robert Kennedy, Mr. Kevin Calkins, Dr. Tom Dvorske, Ms. Lydia Guzman and Mrs. Kris Wharton were present.

III. Public Comment

There were no requests received for public comment.

#### IV. Fiduciary Responsibility (The Color of Money)

Mr. Tim Jones, Vice Chancellor Finance/Administration and Chief Financial Officer, Board of Governors presented Fiduciary Responsibility (The Color of Money) which provided key points on the delegation of authority to Boards of Trustees, fiscal responsibilities of the Trustees, parameters surrounding the expenditure of funds, and key statutes and regulations that provide dos and don'ts on the use of funds. The presentation focused on operating funds and fixed capital outlay funds, as well as discussed the various Florida statutes pertaining to the Board of Trustees' financial management of Florida Polytechnic University.

President Randy Avent asked Mr. Jones whether the legislature recognizes that the University is unique in its carryforward funds being available in order to grow the campus. Mr. Jones confirmed Florida Polytechnic University had specific statutory authority to utilize the carryforward funds for growth.

Chair Don Wilson asked if Mr. Jones felt that the lack of PECO funding is a crisis, as traditionally, PECO funding came from taxes on landline telephones; these landlines have significantly decreased with technology. Mr. Jones acknowledged the dwindling of the tax dollars over the last 7-8 years as well as the landscape of PECO funding has changed.

Trustee Bob Stork questioned that with Florida having the highest telecommunications taxes in the nation, why is PECO funding reduced so drastically? Mr. Jones acknowledged that he is not an expert on this, but not all taxes from telecommunications, electric and gas are put into PECO. He is unsure where PECO will go in the future but in the short term, it is not good for universities and colleges.

Trustee Louis Saco mentioned the Public Private Partnership (P3) that USF has with Publix and asked if a P3 would be an option for the research park Florida Polytechnic University is working on building around campus? Mr. Jones answered that if you can find that industry partner, it would be an option and that the Board of Governors has guidelines that will help to walk through the process.

Mr. Jones also reviewed with the Board of Trustees the new Senate Bill 190 that passed but had not yet been signed. This bill will direct the Board of Governors to develop a 'points based system' for PECO funding; a preliminary system is set to be reviewed by the Board of Governors at their June meeting.

Trustee Henry McCance asked that prior to SB 190 and the new points system, the Board of Governors prioritized PECO funding recommendations based on need and that this is a formal way of doing that? Mr. Jones agreed.

Mr. Mark Mroczkowski asked that in the past, the legislature has not followed the recommendations of the Board of Governors; will this SB 190 change that? Mr. Jones replied that the Board of Governors must now go through a more rigorous process but

conceded that the legislature is not beholden to follow the recommendations.

Mr. Jones reiterated that the Board of Governors takes the fiduciary responsibilities of the Board of Trustees very seriously, especially in light of the UCF issues. The Board of Trustees may need to amend the Capital Improvement Plans once SB 190 becomes law while the Board of Governors will need to amend regulations that address both the FCO and operating budgets.

#### V. Compliance and Ethics Training

Mr. David Blanton conducted the required annual Compliance and Ethics Training for the Board of Trustees. Mr. Blanton discussed various topics within the Board of Trustees Ethics Policy including the solicitation and acceptance of gifts, unauthorized compensation, abstaining from voting and conducting business with Florida Polytechnic University and conflicting employment or contractual relationships.

Chair Wilson clarified the abstention of a vote as a Trustee cannot abstain simply because they do not want to vote on an issue; a Trustee is obligated to vote as a member. However, if there is a conflict for that Trustee, they need to fill out the correct form obtained from the legal department and have that abstention noted in the minutes of that meeting. Trustee Stork pointed out that the Trustee who abstains may not be a part of any discussion on that subject in order to not sway another member and Mr. Blanton concurred.

Mr. Blanton continued with discussion of misuse of public position, disclosure or use of certain information and solicitation or acceptance of honoraria by a Trustee, which is prohibited. Mr. Blanton ended the presentation with discussion of the required Disclosure of Financial Interests that each Trustee must file as well as the Board of Trustees' continuing ethical obligations: Trustees must be familiar with Florida State Ethics Code, disclose any possible personal, familial, or business relationship that might reasonably give rise to a conflict of interest involving the University and to serve the public's trust.

#### VI. Balanced Scorecard: Strategic Plan Accountability Tracking

President Randy Avent presented to the Board of Trustees various ideas in keeping the Trustees engaged and informed about various events around Florida Polytechnic University. His presentation included the New Trustee Orientation and refresher, changes to Board meetings and preferred Diligent documents. President Avent also addressed keeping the Board of Trustees notified of key events around the University by either a phone call, newsletter or written reports.

Chair Wilson mentioned to the other Trustees that those members in the area should consider going to events on campus as it's well worth the time and effort.

Vice Chair Otto would like peer examples of how other institutions keep their Board members informed as to what works and what does not.

Trustee Bostick prefers a phone call from President Avent between board meetings.

President Avent presented the Operational Plan for 2020's performance metrics that will help in producing a balanced scorecard approach to writing operational plans, which will drive future operational planning and assessment.

President Avent presented four operational priorities to the Board of Trustees:

- Academic Reputation - Florida Polytechnic University now has Carnegie Classification as a regional college in the South. Peer evaluations play a large role in the metrics.
- Academic Productivity – Next year's focus is to increase the student body size. Retention and graduation rates will take more time as Florida Polytechnic University is still growing. Florida Polytechnic University access rate of 30% compare favorably with peers.
- Academic Expenditures – There is continued focus on spending funds on instruction over administration as well as improving instruction. High-touch model with small classes taught primarily by full-time faculty provide differentiated value in the Florida State University System.
- Graduate Demand – Industry internships and capstone projects are expected to remain high. Degrees in strategic areas will remain at 100%.

Next, President Avent discussed the Advancement department including fundraising and re-organization of the department. Past emphasis on increasing endowment has paid off with steady growth. Concerns around overall fundraising performance remain with motivating factors including negative press, high turnover rate in Advancement, poor organizational construct & strategy and lack of "compelling need" story. To combat these issues, President Avent presented the following:

- Reorganize University Advancement and fill key positions. The search is underway to hire a Vice President of Advancement/CEO, Foundation. Over 150 candidates were targeted resulting in 38 active candidates. Screening is in place now with targeted list of three finalists early June.
- Move from a regionally based fundraising model to a functional one.
- Provide professional development training to increase experience and knowledge of best practices.
- Shift focus to cultivating major gifts over raising funds through special event.
- Continue to build a strong governing board of respected leaders.

Trustee McCance asked for a clarification between Foundation and Advancement. President Avent responded that Advancement is the Florida Polytechnic University

department of employees in charge of fundraising and Foundation is the 501c3 Direct Support Organization (DSO).

Lastly, President Avent presented ways in which Florida Polytechnic University will enhance economic development in Polk County. This included discussion of the beginnings of Florida Polytechnic University, looking at the next 5 years of its existence and the building of a research park, which is key to Florida Polytechnic University and Polk County growth.

President Avent discussed how universities are important in attracting industrial laboratories, growing new high-tech businesses and providing competitive advantages to local businesses. Industry wants access to high-demand low-supply talented students with knowledge in their industries and they want access to research.

President Avent continued by describing a “live-work-play” research park with a town center, neighborhoods, schools, offices and restaurants. By removing current borders the campus and park would be indistinguishable, including academic, government and industry partners. The research park represents a symbiotic relationship between Polk County and Florida Poly.

President Avent finished by reminding the Board of Trustees that Florida Polytechnic University is fulfilling its mission as a technical applied research university, helping to build the Polk County economy, which is working hard to attract and grow a ‘creative class’ economy.

## VII. Closing Remarks and Adjournment

With no further business to discuss, the meeting adjourned at 5:45PM

Florida Polytechnic University  
Board of Trustees

**2020-2022  
Board of Trustees  
MEETING CALENDAR**

- February 10, 2021 (*Virtual*)  
*Committee Meetings*
- February 17, 2021 (*Virtual*)  
*ASA Committee & Full Board Meetings*
- May 3, 2021 (*May 2: Commencement*)(*Tentative*)

*Will confirm timing and location of 2021-2022 meetings in early 2021, depending on COVID*

- September 14-15, 2021
- November 16-17, 2021
- February 15-16, 2022
- May 2, 2022 (*May 1: Commencement*)
- September 13-14, 2022
- November 15-16, 2022

Florida Polytechnic University  
Board of Trustees

**2021**  
**Board of Governors**  
**MEETING CALENDAR**

- January 26-27, 2021\* (*NCF, Sarasota*)
- March 23-24, 2021\* (*FAMU, Tallahassee*)
- June 22-24, 2021 (*USF, Tampa*)
- August 31-September 1, 2021\* (*FAU, Boca Raton*)
- October 6, 2021\* Facilities Committee; Budget & Finance Committee Workshops (*FGCU, Ft. Myers*)
- November 3-4, 2021 (*FIU, Miami*)

\*Date Change