



BOARD OF TRUSTEES Strategic Planning Committee

**February 10, 2021
3:00 PM – 4:00 PM**

Or upon the conclusion of the previous committee meeting

WebEx Conference Call

Dial in: 1.415.655.0001 Access code: 178 728 2910#

MEMBERS

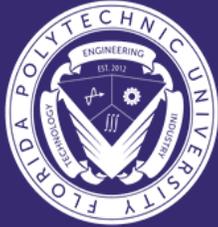
Gary Wendt, Chair
Dr. Ala' J. Alnaser

Dr. Earl Sasser, Vice-Chair
Lyn Stanfield

Beth Kigel

AGENDA

- | | |
|--|-------------------|
| I. Call to Order | Gary Wendt, Chair |
| II. Roll Call | Michele Rush |
| III. Public Comment | Gary Wendt, Chair |
| IV. Approval of the November 11, 2020 Minutes
Action Required | Gary Wendt, Chair |
| V. Revisions to Strategic Planning Committee Charter
Action Required | Gary Wendt, Chair |
| VI. Revisions to Strategic Planning Committee Work Plan
Action Required | Gary Wendt, Chair |
| VII. Florida Industrial Phosphate Research Institute | Terry Parker |
| VIII. Closing Remarks and Adjournment | Gary Wendt, Chair |



Strategic Planning Committee Meeting

DRAFT MEETING MINUTES

November 10, 2020
3:30pm – 5:00pm

Florida Polytechnic University WEBEX TELE-CONFERENCE MEETING

I. Call to Order

Committee Chair Gary Wendt called the Strategic Planning Committee meeting to order at 3:31 p.m.

II. Roll Call

Michele Rush called the roll: Committee Chair Gary Wendt, Committee Vice Chair Earl Sasser, Trustee Beth Kigel, Trustee Lyn Stanfield and Trustee Ala' J. Alnaser were present (Quorum).

Other Trustees present: Trustee Bob Stork, Trustee Connor Coddington, Trustee Laine Powell, and Trustee Narendra Kini.

Staff present: President Randy Avent, Mr. Rick Maxey, Provost Terry Parker, Ms. Gina Deulio, Mrs. Kris Wharton, Mr. BenMatthew Corpus, Mrs. Kathy Bowman. Mr. John Causey, Mr. David Calhoun, Ms. Lydia Guzmán, Ms. Melaine Schmitz, Mr. Kevin Calkins, Mr. Alex Landback, Ms. Penelope Farley, Dr. Tom Dvorske, Ms. Maggie Mariucci, Mr. David Blanton, Dr. Kathryn Miller and guest Mr. James Kennedy from ThREE Consulting.

III. Public Comment

There were no requests received for public comment.

IV. Approval Minutes

Trustee Lyn Stanfield made a motion to approve the Strategic Planning Committee meeting minutes of September 9, 2020. Committee Vice Chair Earl Sasser seconded the motion; a vote was taken, and the motion passed unanimously.

Committee Chair Wendt introduced and welcomed the new Trustees to the Strategic Planning Committee.

V. Strategic Planning Committee Charter Review

Trustee Beth Kigel made a motion to recommend approval of the Strategic Planning Committee charter as presented to the Board of Trustees. Trustee Ala' J. Alnaser seconded the motion; a vote was taken, and the motion passed unanimously.

VI. 2020-2022 Strategic Planning Committee Work Plan Review

Mr. Rick Maxey presented the Strategic Planning Committee Work Plan. As there are new Trustees sitting on the committee, he briefly discussed each item on the work plan and when

it would be brought before the committee for discussion and/or vote.

Committee Chair Wendt inquired as to which reports listed covered the diversity of the University. Mr. Maxey responded that while all reports listed touch on diversity, the Annual Accountability Report and the University Equity Report are the reports used by the Board of Governors to gauge how well Florida Poly is doing with diversity issues.

Mr. Maxey advised the committee of reports due for 2021:

- Campus Master Plan
- Educational Plant Survey
- Annual Accountability Report will be due to the Board of Governors by May
- Performance Based Funding will be determined before June 30th
- Equity Report and FIPR Annual Report will be due in September

There were no changes to the work plan.

VII. Office of Diversity and Inclusion Overview

Mr. Maxey presented a report on the development of the Office of Diversity and Inclusion that was created in September of this year. He presented the major areas of focus for Florida Poly which included efforts to recruit and retain a diverse student body as well as addressing diversity among the faculty and staff.

Strategically, the Office of Diversity and Inclusion seeks to engage the entire University community to ensure these efforts are part of the culture of Florida Poly. In addition to fostering a welcoming and inclusive environment for all, there is a concerted effort to engage the surrounding community by establishing advisory groups.

A system of metrics is being developed that will serve as a monitoring tool for measuring progress. In addition, the committee discussed how current diversity efforts at Florida Poly align with expectations adopted by the Board of Governors.

VIII. Rare Earth Elements and FIPR

Mr. James Kennedy of ThREE Consulting presented on the recovery of Rare Earth Elements from the byproducts from phosphate mining and how the Florida Industrial and Phosphate Research Institute (FIPR) is serving as a technical advisor. These byproducts are critical in all sorts of technologies and to American military organizations. Currently, the world's supply of these critical minerals is almost completely controlled by China, leaving the U.S. and other countries around the world in a precarious security position.

IX. Campus Master Plan and Facilitation of Growth

The committee also heard a presentation from Mr. Maxey on the Campus Master Plan. He discussed the projections regarding the physical buildout of the campus over the next ten years and how that plan relates to other major long-term development initiatives.

Enrollment projections and program focus serve as the foundation for determining needs for faculty type and number as well as staff needed to support the academic mission and the University overall. This information drives Board of Governors formulas that lead to determination of total space needs by various types (e.g. classroom, research, office, etc.), leading to estimations of the number of buildings and their approximate placement on the campus. These projections allow for the calculation of approximate cost to build out the campus and allows the Trustees to consider various funding mechanisms.

X. Closing Remarks and Adjournment

With no further business to discuss the meeting adjourned at 5:06 p.m.

DRAFT

**Florida Polytechnic University
Strategic Planning Committee
Board of Trustees
February 10, 2021**

Subject: Strategic Planning Committee Charter Revision

Proposed Committee Action

Approve the revised Strategic Planning Committee Charter.

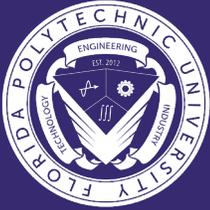
Background Information

This revision includes the following changes:

- Removed the Annual Accountability and Performance Based Funding (PBF) reports
- Added Diversity and Inclusion
- Added a statement regarding facilitation of ad hoc committees to conduct strategic studies

Supporting Documentation: Strategic Planning Committee Charter red-lined and clean copy versions

Prepared by: Kristen Wharton, Director, Office of the President and Board Operations



BOARD OF TRUSTEES Strategic Planning Committee Charter

CHARTER STATEMENT PROPOSED REVISIONS

The Strategic Planning Committee is responsible for making recommendations and providing guidance to the Board regarding strategic plans, goals and activities, related to the development of the University including but not limited to, the University Strategic Plan, Campus Master Plan, ~~Annual Accountability Report, Performance Based Funding, Diversity and Inclusion, review of the annual report for~~ the Florida Industrial and Phosphate Research Institute and any issues assigned by the Chair of the Board of Trustees. This committee may, from time to time, stand up ad hoc committees to conduct strategic studies and report findings to the Board of Trustees.

CHARTER STATEMENT CLEAN COPY

The Strategic Planning Committee is responsible for making recommendations and providing guidance to the Board regarding strategic plans, goals and activities, related to the development of the University including but not limited to, the University Strategic Plan, Campus Master Plan, Diversity and Inclusion, the Florida Industrial and Phosphate Research Institute and any issues assigned by the Chair of the Board of Trustees. This committee may, from time to time, stand up ad hoc committees to conduct strategic studies and report findings to the Board of Trustees.

Adoption of Charter: The Florida Polytechnic University Board of Trustees adopted the Strategic Planning Committee Charter in 2016.

History: Adopted 2016; reviewed and approved with changes November 10, 2020; ratified by Board of Trustees on November 18, 2020.

**Florida Polytechnic University
Strategic Planning Committee
Board of Trustees
February 10, 2021**

Subject: Revisions to Strategic Planning Committee Work Plan

Proposed Committee Action

Approve the revised Strategic Planning Committee Work Plan.

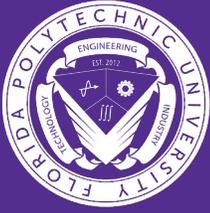
Background Information

In accordance with the changes to the Committee's charter, the Work Plan revisions include the following changes:

- Removed the Annual Accountability and Performance Based Funding (PBF) reports
 - Added Diversity and Inclusion
-

Supporting Documentation: Revised Strategic Planning Committee Work Plan

Prepared by: Kristen Wharton, Director, Office of the President and Board Operations



Strategic Planning Committee Work Plan

COMMITTEE TOPICS

Following is a list of major issues expected to come before the Strategic Planning Committee over the next two years.

- University Strategic Plan
- Campus Master Plan
- Educational Plant Survey
- Florida Polytechnic University Equity Report
- Florida Industrial and Phosphate Research Institute Annual Report
- Diversity and Inclusion
- Rare Earth Elements Manufacturing Consortium

ISSUE	CYCLE	COMMENTS	ACTION
University Strategic Plan	5 years	Reviewed annually and approved by BOG every 5 years	Approve
Campus Master Plan	10 years	Updated at least every 5 years and submit to BOG for review	Approve
Educational Plant Survey	10 years	Updated at least every 5 years by the BOG or upon request by the University	Approve
Florida Polytechnic University Equity Report	Annual	Fall	Approve
Florida Industrial and Phosphate Research Institute Annual Report	Annual	Fall	Review
Diversity and Inclusion	Annual		Review

**The issues listed above occur in regular cycles. However, ad hoc matters may be brought to the Committee for review and approval or as determined by the Committee Chair or Board Chair.*

**Florida Polytechnic University
Strategic Planning Committee
Board of Trustees
February 10, 2021**

Subject: Florida Industrial Phosphate Research Institute

Proposed Committee Action

Information only – no action required.

Background Information

Provost Terry Parker will give a presentation on the Florida Industrial Phosphate Research Institute (FIPR), covering its background, mission, funding, and areas of focus. Provost Parker will discuss FIPR's current projects and initiatives and lead a discussion on moving FIPR from its current location in Bartow, Florida to the Florida Poly campus.

Supporting Documentation: PowerPoint Presentation

Prepared by: Dr. Terry Parker, EVP and Provost



FLORIDA POLYTECHNIC
UNIVERSITY

**Florida Industrial and Phosphate
Research Institute (FIPR)**
*What is it and how does it fit
within Florida Poly?*

Terry Parker

February 10, 2021

FIPR is currently a Florida Poly Research Institute

- **Phosphate Industry context:**
 - **1880's to the 1970's, multiple phosphate companies operating in the Bone Valley region**
 - **Relatively unregulated as an industry until 1975**
 - **Regulation introduced in the mid 1970's regarding:**
 - *Water, land, air, wildlife*
- **FIPR established in 1978 by Florida legislature**
 - **Recognizes importance of industry to the state AND the need to address industry related issues**
 - **Primary issues in 1978**
 - *Reclamation of mined wetlands*
 - *Dewatering of clay settling ponds*
- **1994, FIPR added to the University of South Florida**
- **2010, FIPR was added to USF Polytechnic**
- **2012, FIPR was included as part of Florida Poly as the university was created**



FIPR's mission is based on legislation

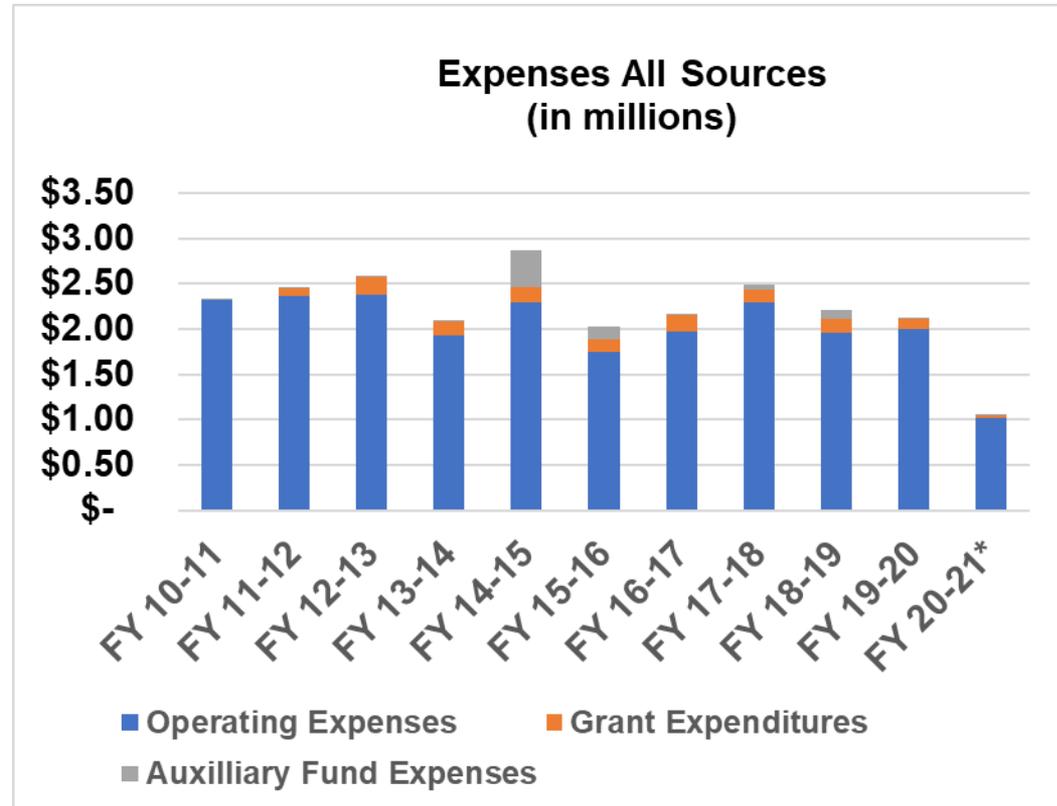
- **Statutory directives are to focus on :**
 - **Phosphate mining and processing**
 - **Mining and reclamation, environmental and health effects, reclamation alternatives, wetlands reclamation, phosphatic clay, phosphogypsum disposal and utilization**
 - **Dissemination of information**
 - **2010, mission broadened to include commercial and industrial activity**
- **Historically (through ~2017), FIPR has achieved its mission with much of the work performed as limited term research contracts to universities and businesses**
 - **Research managed with industry and academic experts (Technical Advisory Committees)**

FIPR Management and Governance

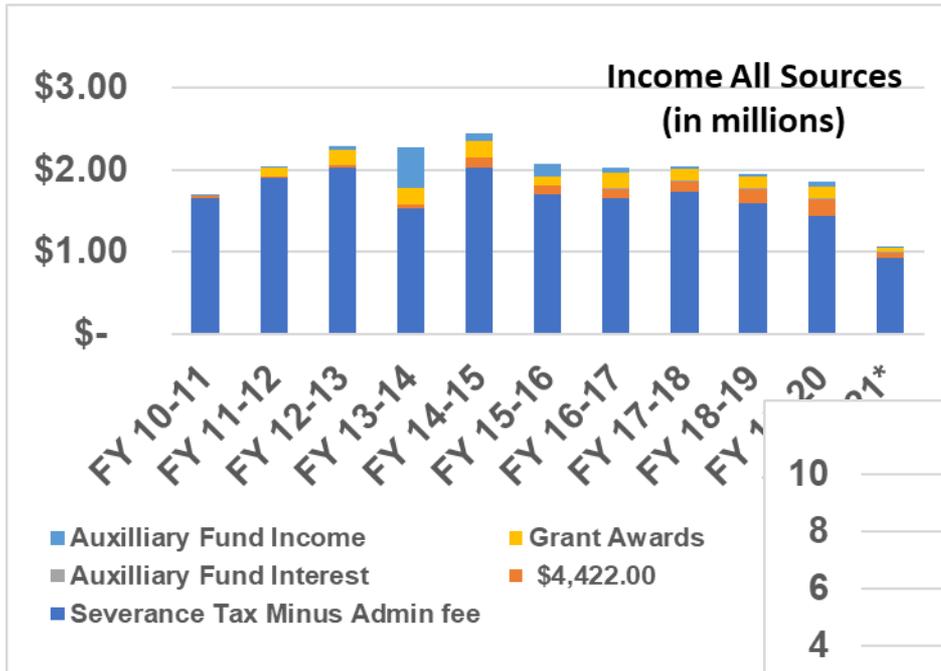
- **Governing Board**
 - **Florida Poly President**
 - **Secretary of Environmental Protection (or designee)**
 - **Three Gubernatorial appointments (from industry and the environmental community)**
 - **Governing Board operates in an advisory capacity**
 - **Management is formally with an Executive Director and a Business Director**
 - **Executive Director is currently the Provost**
 - **Business Director is currently James Mennie**
-

FIPR is wholly funded through severance tax allocation and grant or contract activity

- **Current tax is \$1.80 per ton**
 - **FIPR receives 5.6% of this tax**
 - **Tax distribution is variable due to changes in production**
 - **Expenses can vary significantly based on internal and external activity**

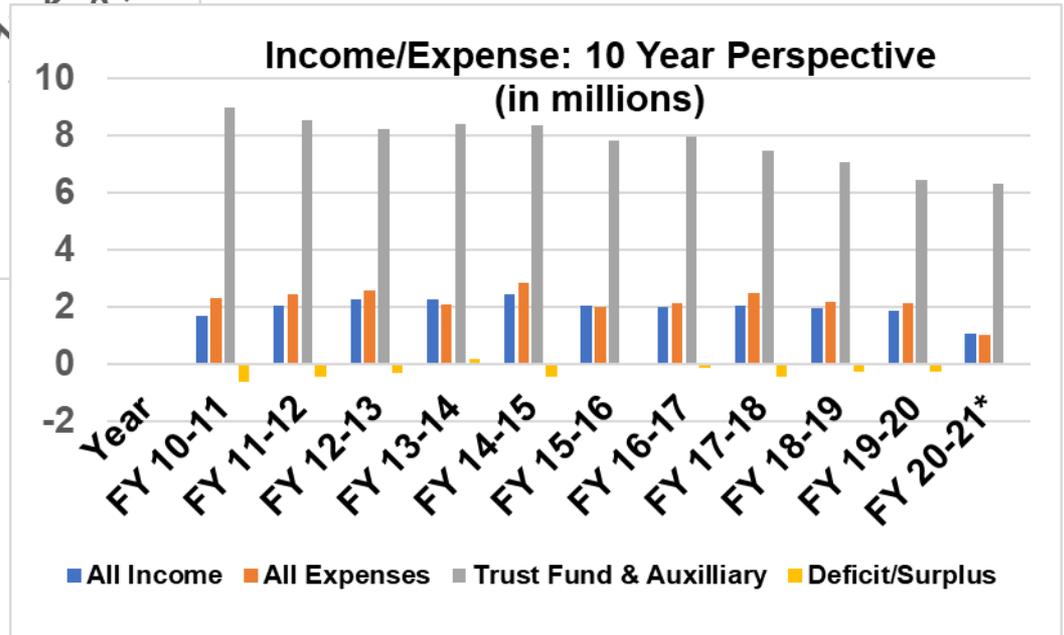


Expenses have exceeded income for multiple years



Financial efforts are focused on:

- Increasing auxiliary and contract income flows
- Investing in capability that support focus areas



Starting in 2018, FIPR started to redefine its focus areas

- **FIPR is redefining itself to be an entity that is a strong producer of research**
 - **Shift to internal projects**
 - **Partnerships with FPU faculty to generate research results**
- **Focus areas defined in response to current phosphate industry and Florida state needs**
 - **Water**
 - **Beneficiation**
 - **Phosphatic Clays**
 - **Phosphogypsum use and management**
- **In 2019, FIPR increased activity around Laboratory Services**

FIPR also provides very specialized service to the phosphate industry

- **Lab equipment valued at ~\$500k**
 - **Equipment is specialized and used to support market-rate testing for the phosphate industry**
 - **Lab capacity is a cornerstone of the research capability at FIPR**
 - **Lab services are augmented by the materials characterization laboratory at FPU**
- **Analysis demand is variable and FIPR can quickly add staff if demand is sufficient**

FIPR focus areas are chosen based on the opportunity for impact

- **Water**
 - (75 billion gallons of “contaminated water” in Florida phosphogypsum stacks currently managed by the phosphate industry)
 - Water as an area ties directly to the new Environmental Engineering at Florida Poly (note two new hires with expertise in water)
 - Near term opportunity with a corporate partner
- **Beneficiation**
 - Changes in processing will make more ore in Florida economically viable
 - The overall problem ties to Mechanical Engineering and Chemistry
 - Pilot Scale testing on a Mosaic site are underway

FIPR focus areas are chosen based on the opportunity for impact (slide 2)

- **Phosphatic Clays**

- These clays are a part of the ore process stream and can be a source of Rare Earth Elements
- FIPR is an original member of the Critical Minerals Institute (Managed by DOE and Colorado School of Mines)
- Results of this effort are the basis for a large contract opportunity with US DOE

- **Phosphogypsum**

- (there are currently 25 stacks {~2 billion tons} in Florida that must be managed as a monitored waste)
- Management of these stacks ties directly to the new Environmental Engineering Program
- Current effort at demonstrating technology that allows use of phosphogypsum as a road base material

The Packed Column Jig (PCJ) project is a “high risk, high reward” pilot scale project

- **PCJ project**
 - **First tested at laboratory scale in FIPR labs**
 - **Water only process based on density differential that will allow separation of dolomite from phosphate**
 - **Pilot scale test on a Mosaic mine site (100 tons to be processed)**
 - **If successful will improve processing tolerance to magnesium content for economic viability**



FIPR is a founding member of the Critical Minerals Institute

- **Critical Minerals Institute**
 - **Formed in response to supply chain concerns**
 - **A member since inception in 2012, looks at phosphate mining and waste streams as sources of critical minerals**
 - **Phosphate Ore includes small quantities of Rare Earth Elements; can phosphate operations (or waste streams) be a source of critical minerals?**
 - **Results have identified promising and potentially viable solutions in phosphatic clays**
 - **Results from CMI will be used for a significant US DOE proposal that is due in March**



FIPR provides an important launchpad for research at Florida Poly

- **As a research institute, there is experience and momentum in research**
 - **The research is industrial focused which fits Florida Poly's mission**
- **The redefinition of strategic emphasis areas is yielding promising results**
 - **In terms of research product and future opportunity**
- **The partnership with FIPR helps Florida Poly and FIPR**
 - **Environmental Engineering has just hired two experts in water, this will change FIPR viability in this field quickly**

The FIPR/Florida Poly relationship requires a move to the main campus



- **Planning is underway for an 8000 square foot facility on the main campus**
- **Co-location would significantly increase joint research**
- **Laboratory synergies that would emerge are significant**