



FLORIDA POLYTECHNIC
UNIVERSITY

Board of Trustees Meeting

Wednesday, December 5, 2018
1:15 PM - 2:45 PM

Florida Polytechnic University
ADMISSIONS BUILDING
4700 Research Way, Lakeland, FL 33805-8531

Dial In Number: 240-454-0887 | Access Code: 644701452

Don Wilson, Chair
Dr. Jim Dewey
Travis Hills
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

AGENDA

- | | |
|---|--|
| I. Call to Order | Don Wilson, Chair |
| II. Roll Call | Kris Wharton |
| III. Public Comment | Don Wilson, Chair |
| IV. Chairman's Remarks | Don Wilson, Chair |
| V. President's Remarks | Dr. Randy Avent |
| VI. Faculty Presentation: Advanced Mobility Institute & SunTrax | Kelda Senior, Florida Turnpike Enterprise

Dr. Mustapha Akbas, Assistant Professor, Computer Science |
| VII. Fundraising Readiness Assessment | Mr. Kevin Aspegren and Carol Wick, Principal, Convergent Nonprofit Solutions |

- | | |
|---|-----------------------------------|
| VIII. Strategic Plan Accountability Tracking | Dr. Randy Avent |
| IX. Florida Polytechnic University Alignment to 2025 SUS Strategic Plan Goals
Action Required | Dr. Randy Avent |
| X. Committee Reports | |
| A. Audit & Compliance Committee Report | Gary Wendt, Chair |
| B. Academic & Student Affairs Committee Report | Dr. Adrienne Perry, Chair |
| C. Finance & Facilities Committee Report | Frank T. Martin, Chair |
| 1. Capital Projects Report to the BOG *Action Required* | |
| 2. Carryforward Report to BOG *Action Required* | |
| D. Governance Committee Report | Rear Admiral Philip Dur,
Chair |
| 1. Creation and Operation of a BOT Executive Committee
Action Required | |
| XI. Consent Agenda
Action Required | Don Wilson, Chair |
| A. Audit & Compliance Committee | |
| 1. SUS Compliance Program Checklist | |
| 2. UAC Report 2019-02 – Sponsored Research Activities | |
| B. Academic & Student Affairs Committee | |
| 1. Approval of Non-Degree Academic Programs | |
| C. Finance & Facilities Committee | |
| 1. Approval of Contracts over \$500,000 | |
| a. Campus-wide Custodial Services | |
| b. International Student Recruitment | |
| 2. Approval of new Foundation Board Directors | |
| D. Governance Committee | |
| 1. FPU-10.002 Direct Support Organization Regulation | |
| 2. Repeal of Rule 6C13-10.002 University Direct Support Organizations | |
| 3. BOT Policy on Public Comment at Board of Trustees Meetings | |
| E. Board of Trustees Meeting | |
| 1. Approval of September 5, 2018 Board of Trustees Meeting Minutes | |
| 2. Approval of September 21, 2018 Board of Trustees Meeting Minutes | |

XII. Board of Trustees Meetings

Don Wilson, Chair

1. February 27, 2019
2. May 21-22, 2019
3. September 11, 2019
4. December 11, 2019
5. February 26, 2020
6. May 19-20, 2020
7. September 9, 2020
8. December 2, 2020

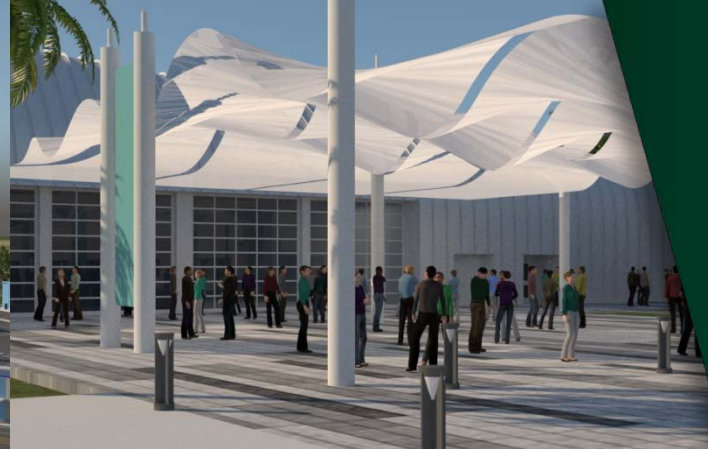
XIII. Board of Governors' Meetings

Don Wilson, Chair

1. January 30-31, 2019 (*Florida International University, Miami*)
2. March 27-28, 2019 (*Florida A&M University, Tallahassee*)
3. June 11-13, 2019 (*USF, Tampa*)
4. August 28-29, 2019 (*Florida Gulf Coast University, Ft. Myers*)
5. October 2-3, 2019 Facilities Committee and Budget and Finance Committee Workshops (*UCF, Orlando*)
6. October 29-30, 2019 (*University of Florida, Gainesville*)

XIV. Closing Remarks and Adjournment

Don Wilson, Chair



SUNTRAXTM

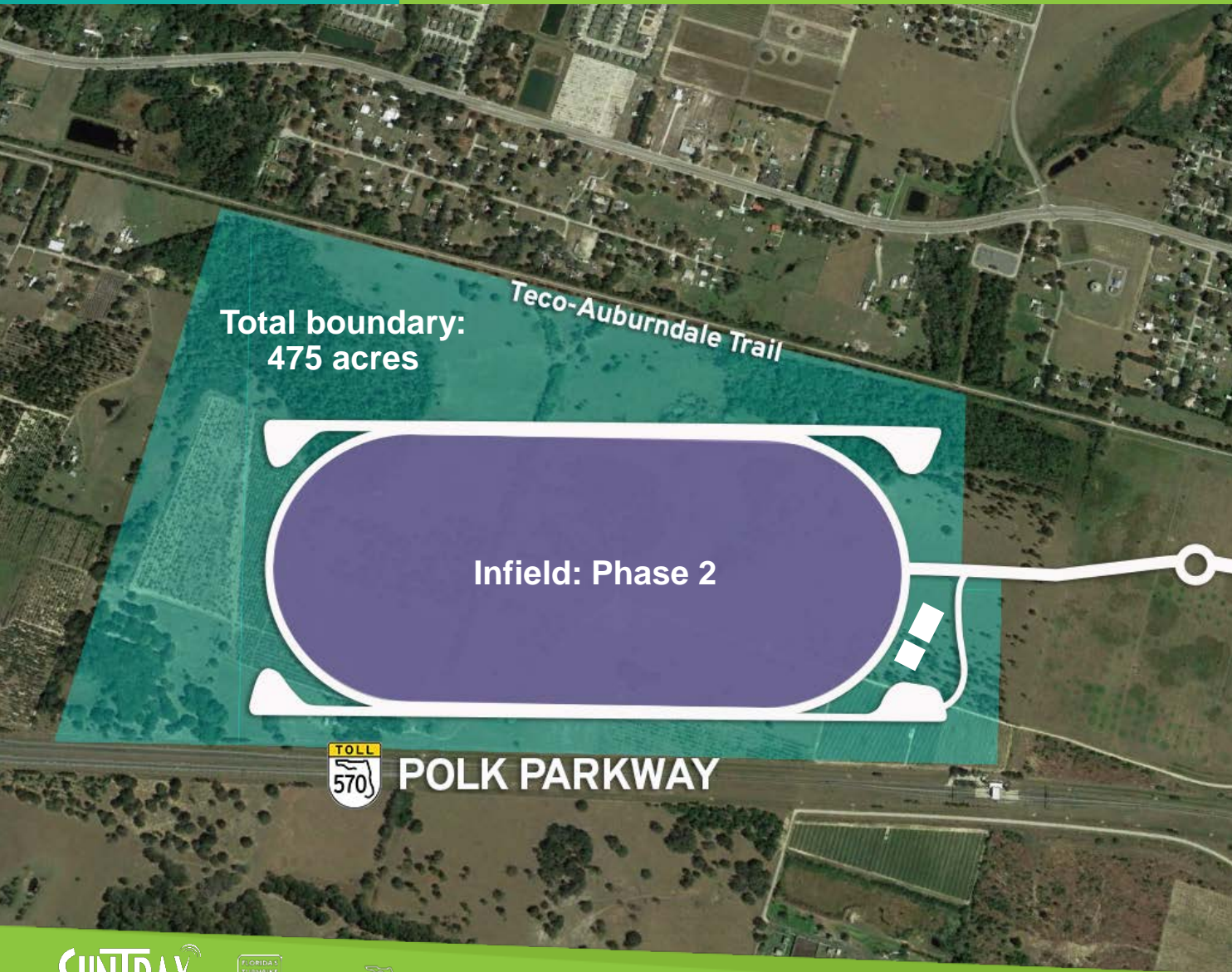
Accelerating the Future of Transportation



Florida Department of
TRANSPORTATION



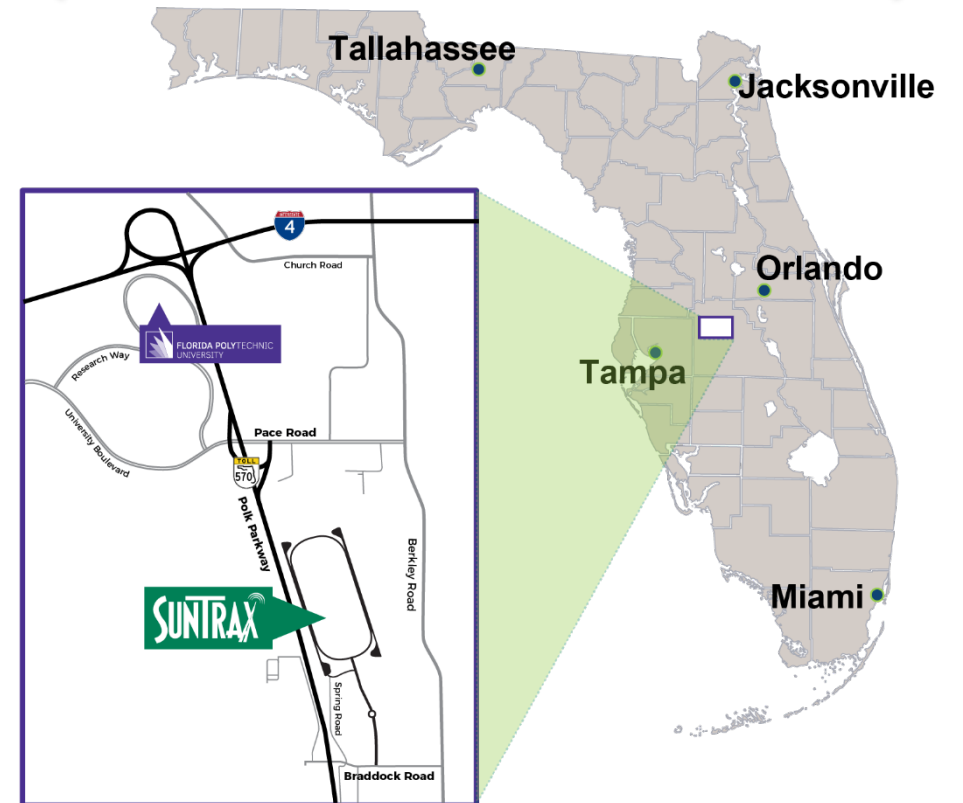
SunTrax Phase 1 | Tolls Testing Facilities



Project Location

← 45 miles to Tampa

→ 46 miles to Orlando



SunTrax Phase 1 | Construction Progress

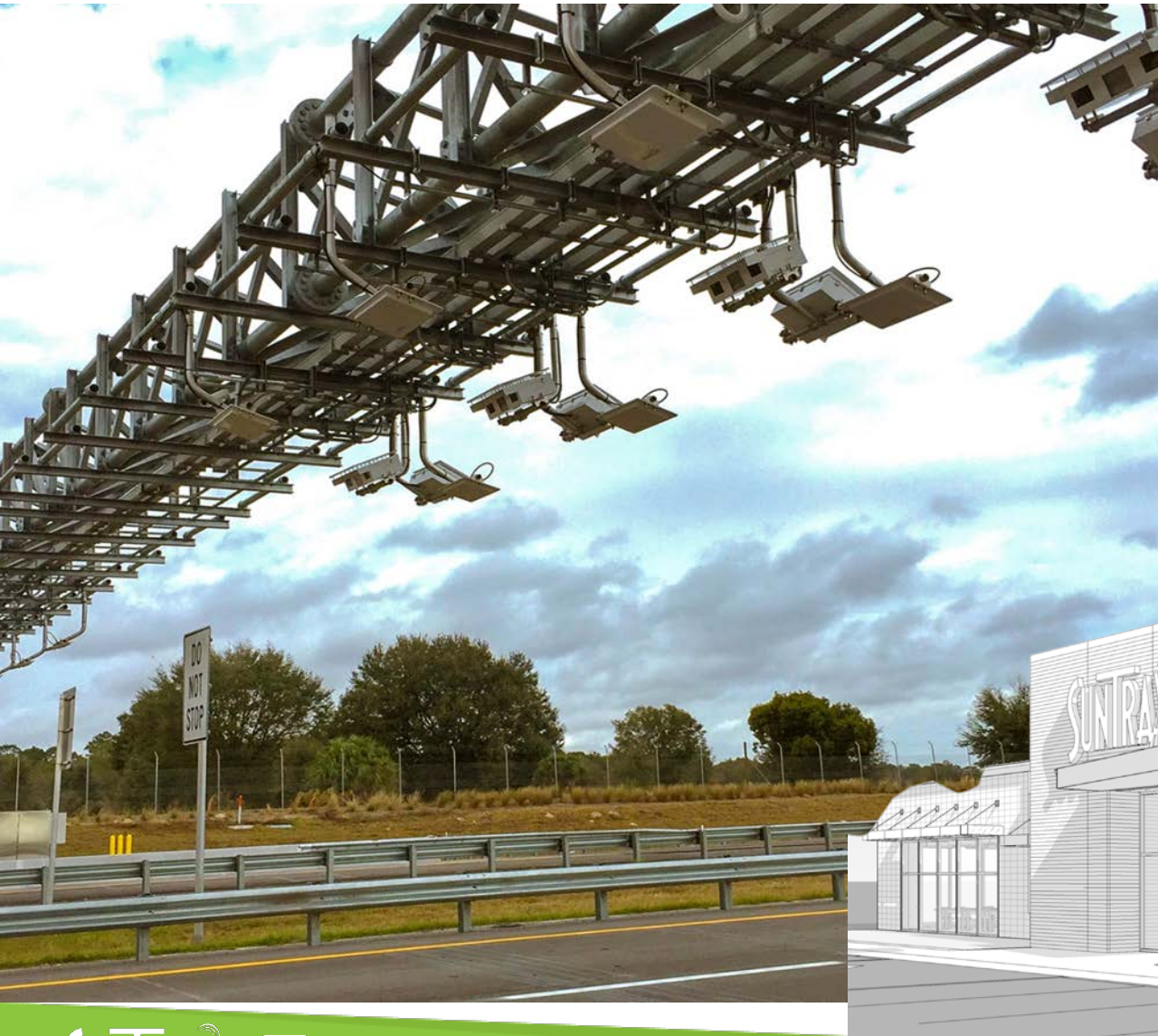
June 2017



November 2018



Toll Testing

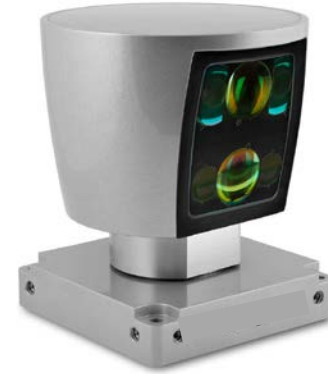


- **Why is it needed?**
 - 1.3 billion transactions a year
 - Maintain accuracy for customers
- **What is it?**
 - Toll equipment (hardware & software)
 - Managed lanes and corridors
 - Innovative payment systems



Research & Industry Outreach for Phase 2

- Automakers (OEM's)
- Tier-One Suppliers
- CAV/Sensor/Camera Companies
- Tech Firms
- Freight & Logistics Companies
- Universities
- Residential/Commercial Developers
- Proving Grounds Operators
- Proving Grounds Designers



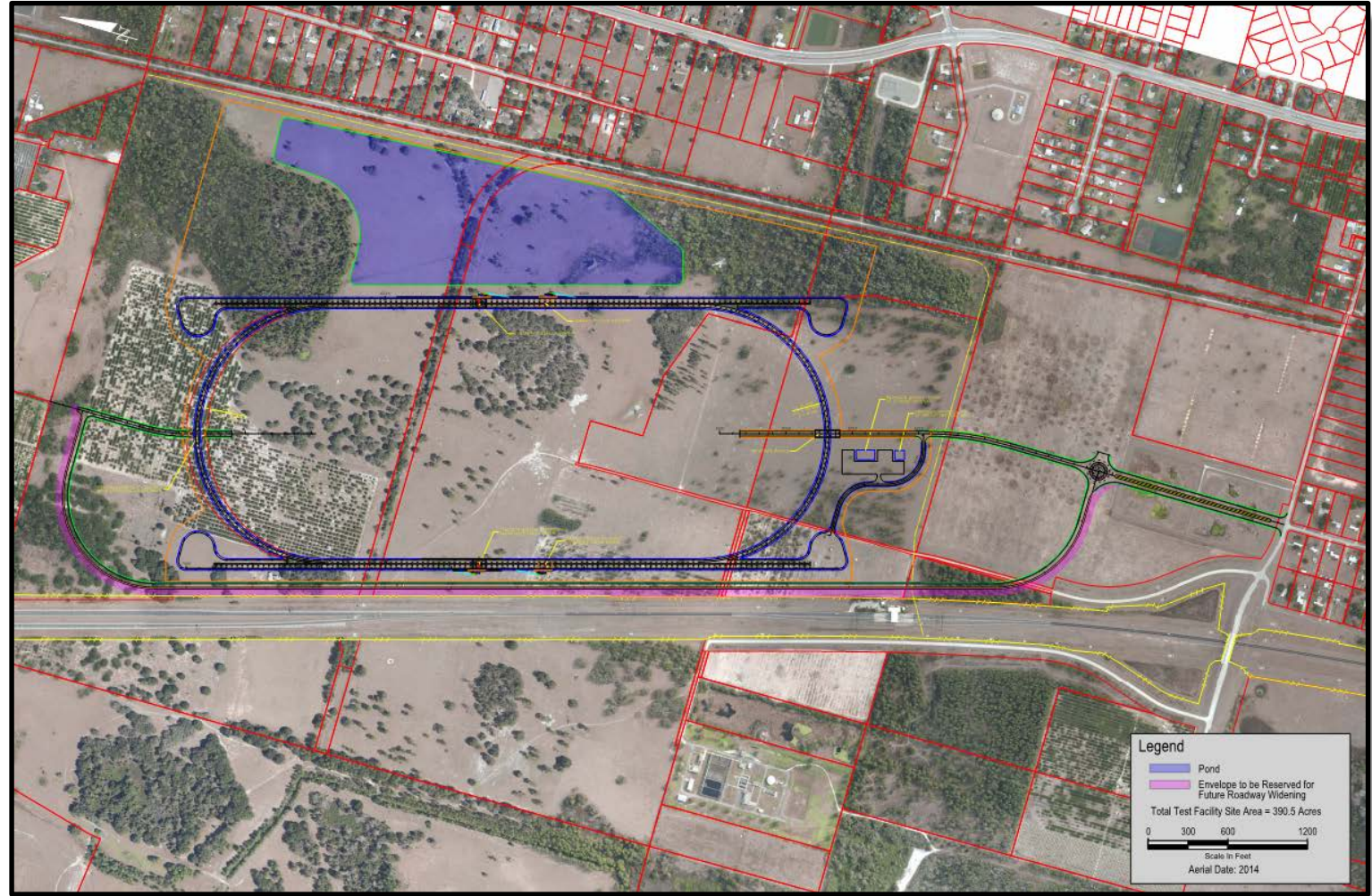
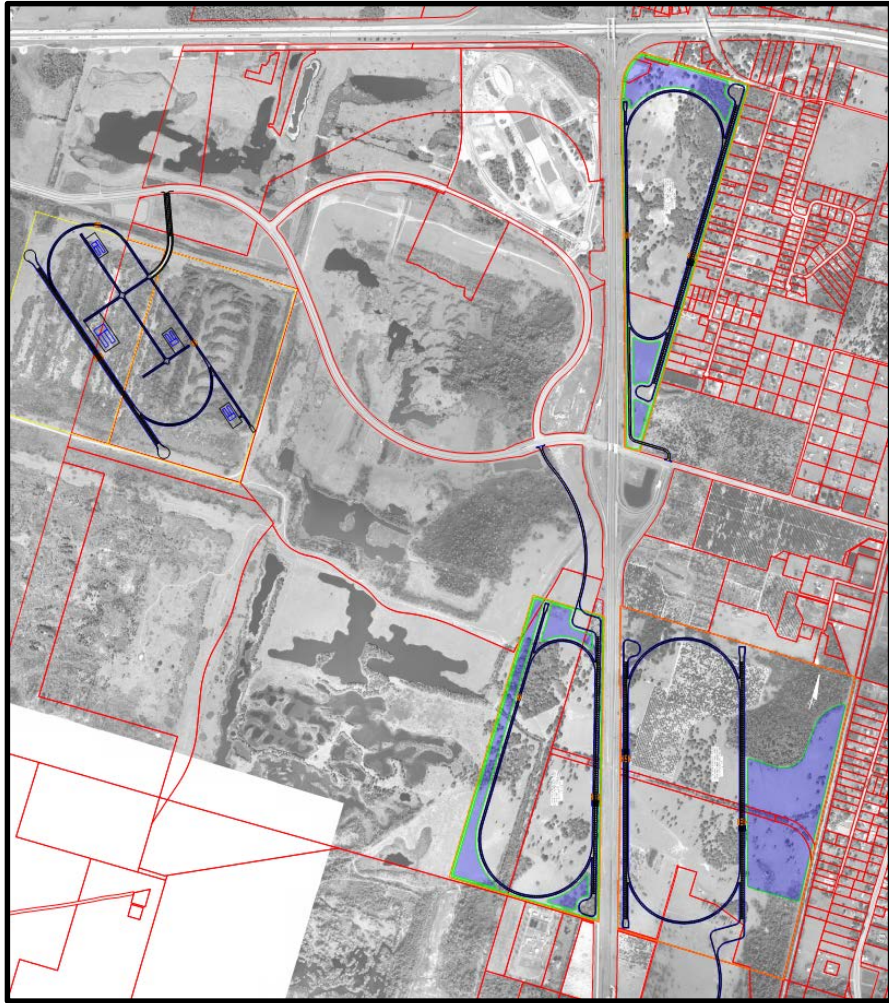
Florida Poly's Advanced Mobility Institute (AMI)

AMI will develop unique test cases to test at SunTrax, including:

- Rare, problematic scenarios
- Object recognition verification
- Weather/environment conditions
- Radio frequency noise impact
- Human/Machine communication

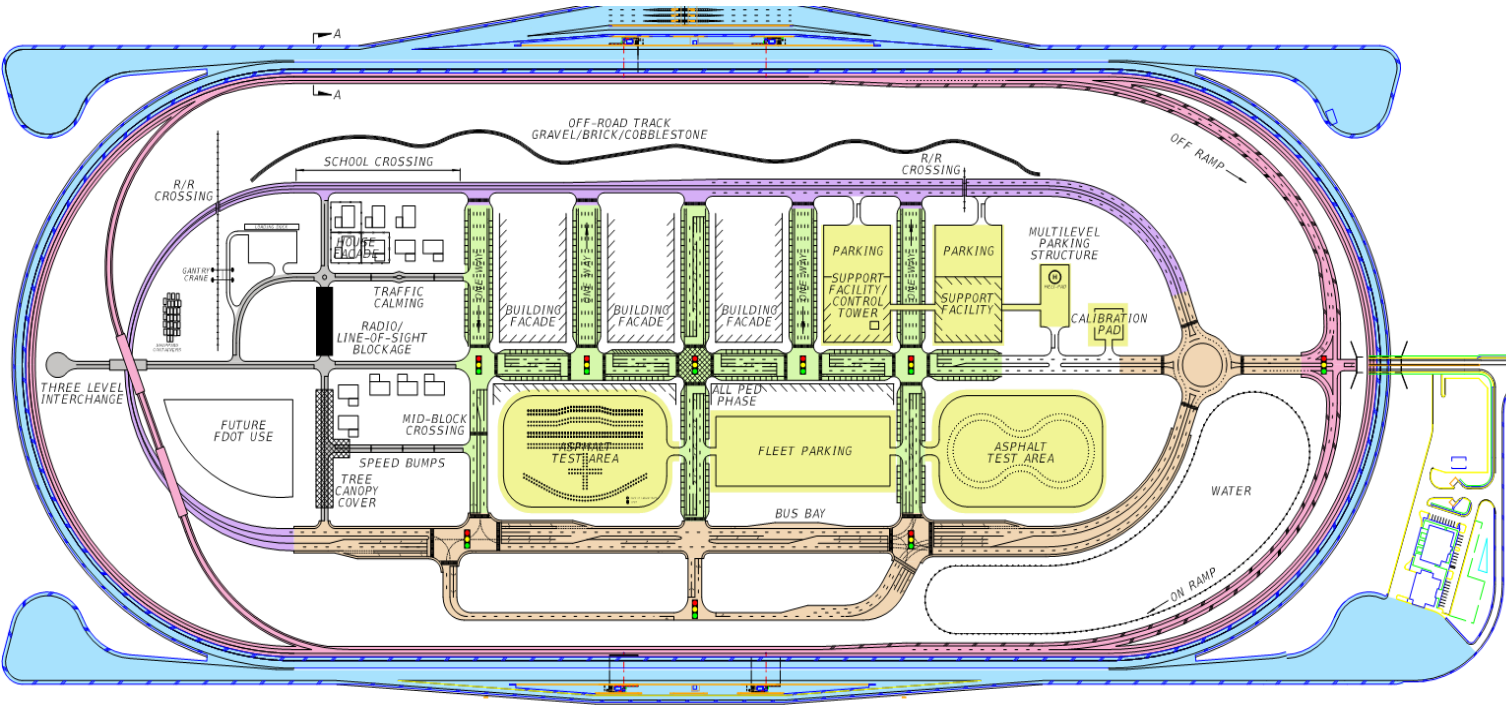


SunTrax Through the Years (2015)



SunTrax Through the Years (2016)

April

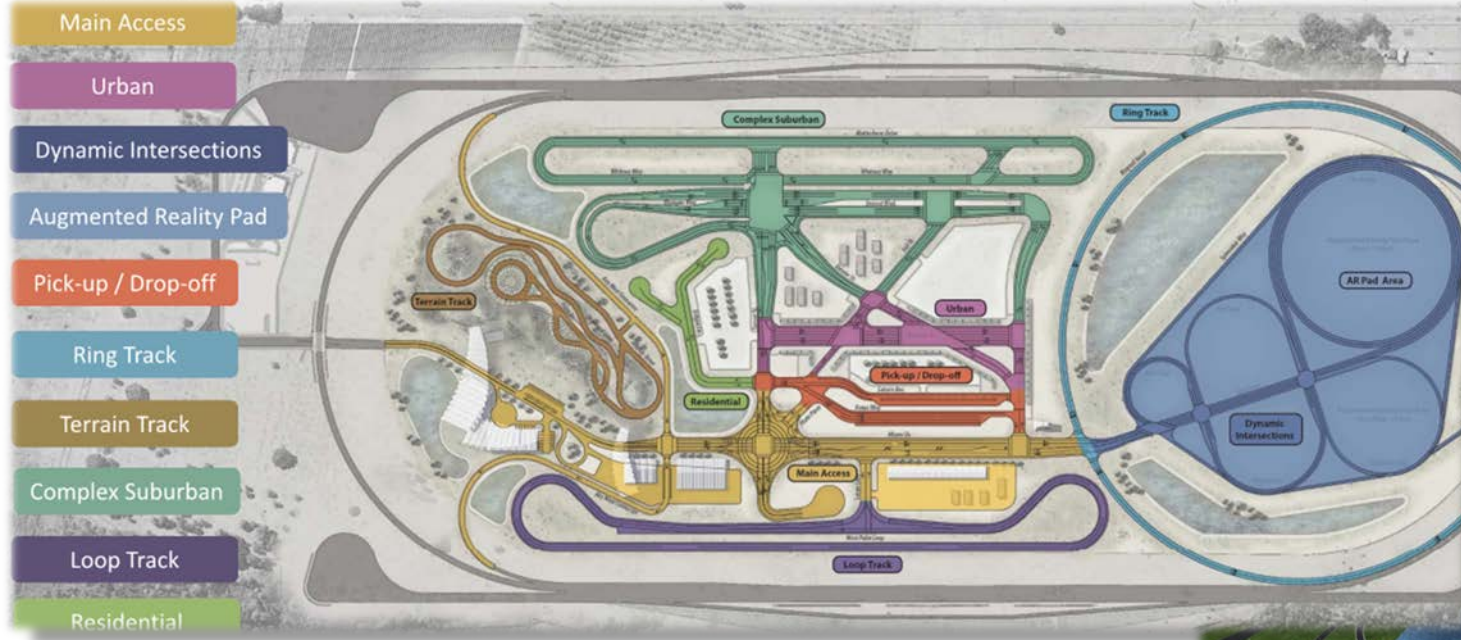


October



SunTrax Through the Years (2017)

July



November



SunTrax Phase 2 (Current)

Design Principles



Varied Environments



Diverse Scenarios



Highly Reconfigurable



Test Features

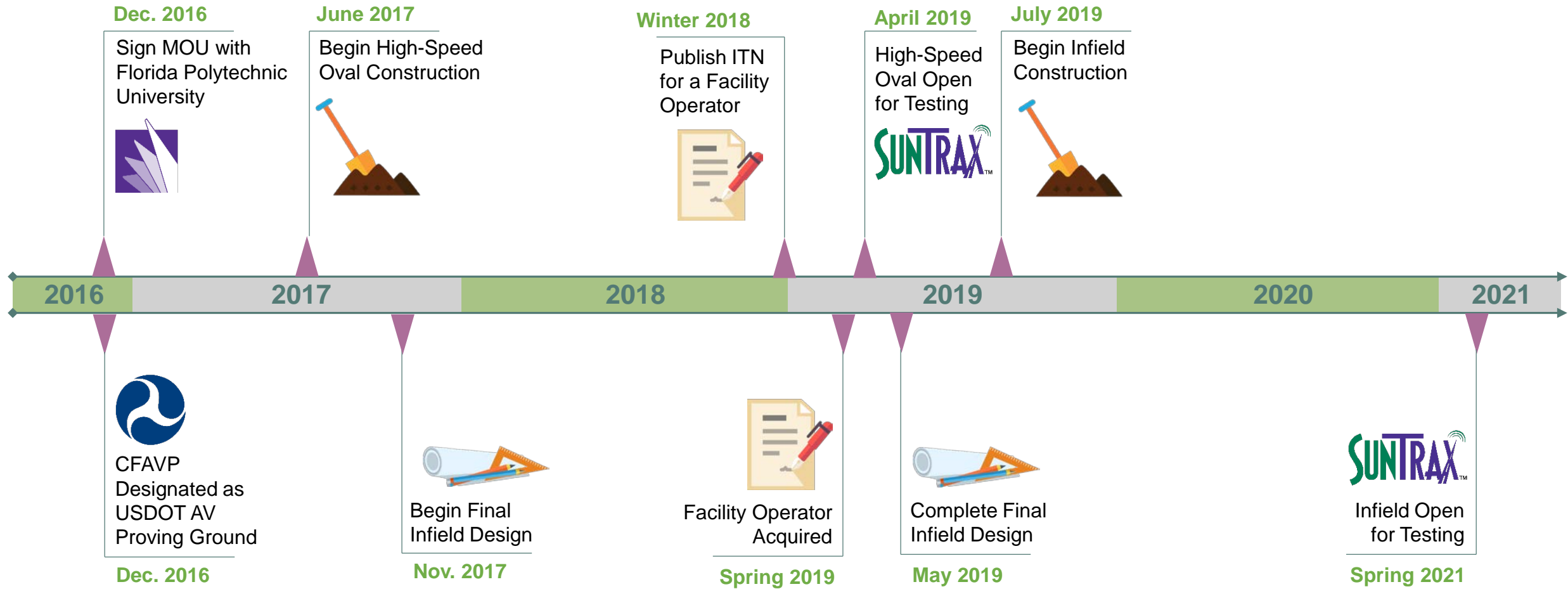
- 1 Main Entry Campus
- 2 Workshops & Warehouses
- 3 Roadway Geometry Track
- 4 Loop Tracks
- 5 High-Speed Oval
- 6 Signal Loss "Tunnel"
- 7 Urban / Suburban
- 8 Pick-Up/Drop-Off
- 9 Sensor Test Chamber
- 10 Braking & Handling
- 11 Technology Pad

Organizational Structure

- **Third Party Operator to Perform:**
 - Operation
 - Maintenance
 - Marketing
- **Suite of Services Available to Users:**
 - Lease Individual or Combined Test Sectors
 - Development of Test Scenarios
 - Full Service Testing Performance



SunTrax Project Timeline





Questions?

SunTraxFL.com



Florida Department of
TRANSPORTATION





FLORIDA POLYTECHNIC
UNIVERSITY

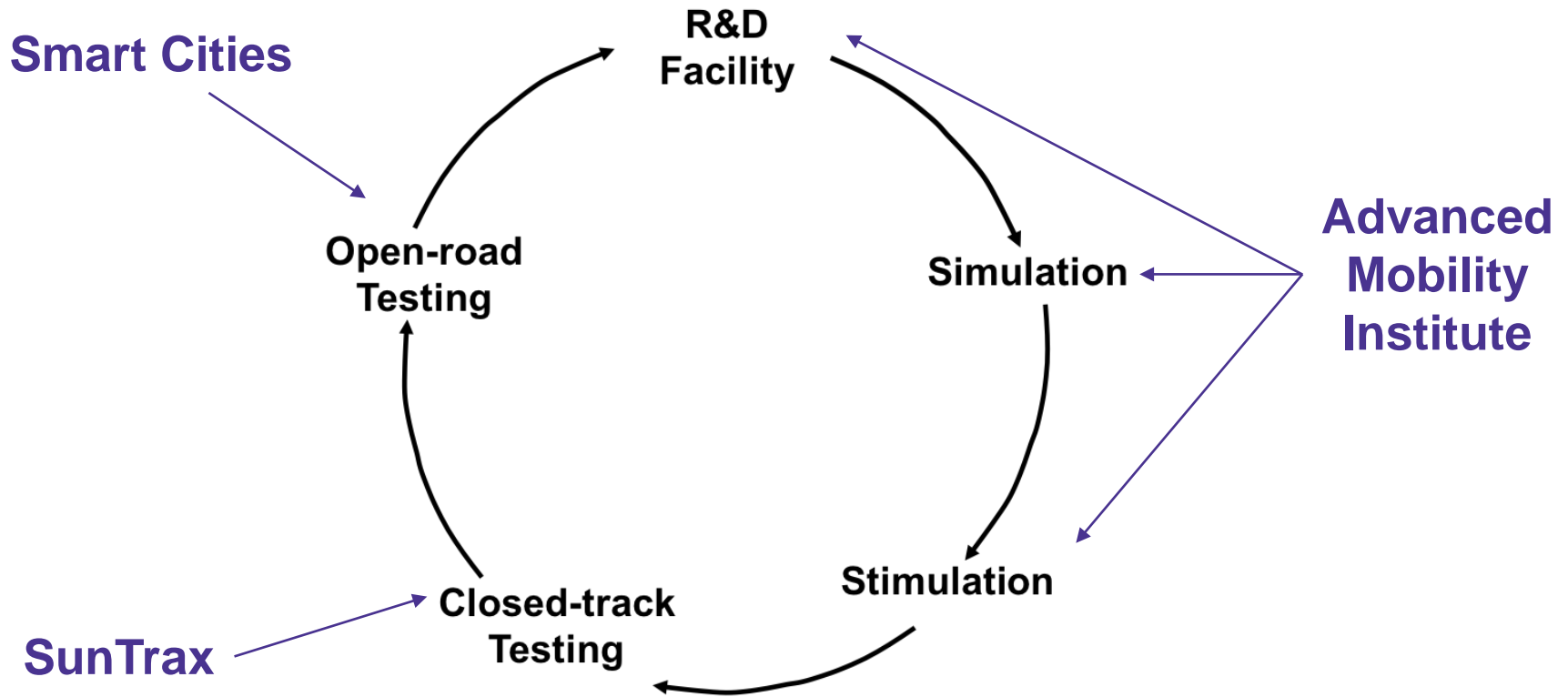
Advanced Mobility Institute (AMI)
Florida Polytechnic University

Mustafa Ilhan Akbas, PhD

05 December 2018



Advanced Mobility Institute (AMI)



Florida Poly was awarded \$500K to create and fund the Advanced Mobility Institute to conduct research, development and testing of autonomous vehicles

AMI Research Themes

- **Electromagnetic Compatibility/Interference**
 - Quantification of interference issues related to active sensing
 - Drs. Alsweiss, Vargas, Razdan and one student
- **Language of Driving**
 - Development of the “language of driving” for AVs
 - Drs. Sargolzaei, Sahawneh, Razdan and one student
- **Transportation OS**
 - Optimization strategies across the transportation network
 - Drs. Akbas, Razdan and three students
- **Scenario Testing and Verification**
 - Data-driven process for the generation of complex scenarios
 - Drs. Akbas, AlNaser, Sargolzaei, Razdan and one student

Market Estimates

Bloomberg Technology Markets Tech Pursuits Politics Opinion Businessweek

Driverless-Car Global Market Seen Reaching \$42 Billion by 2025

by Jeff Green

January 8, 2015 – 3:03 PM EST

Vehicles that drive themselves on the freeway or take road in large numbers by 2017 and autonomous cars for the technology by 2025, Boston Consulting Group

Self-driving cars, building on technology already available able to navigate crowded city streets by 2022 and sales by 2035, the firm said today, citing interviews with consumer surveys. Japan and western Europe will progress quickly, its study found.

Self-driving Cars Will Be \$87 Billion Market by 2030

By Willie D. Jones
Posted 2 Jun 2014 | 14:00 GMT

By 2035, 12 million fully autonomous units could be sold a year globally, and the market for partially and fully autonomous vehicles is expected to leap from about \$42 billion in 2025 to nearly \$77 billion in 2035.

The market for partially and fully autonomous vehicles is expected to leap to nearly \$77 billion in 2035.

\$42-\$77 BILLION

From 2025 to 2035, growth in the market for partially and fully autonomous vehicles will likely reach between \$42 billion and \$77 billion.

25%

By 2035, autos with autonomous vehicle features are expected to capture 25% of the new car market.

...test self-driving car demo. The company's fleet of autonomous vehicles give us a window to the future of

Market estimates vary but several groups estimate the market over \$80 Billion in just under fifteen years



FLORIDAPOLY

Market Estimates

WIRED Waymo's Self-Driving Car Crash in Arizona

BUSINESS CULTURE GEAR IDEAS

AARIAN MARSHALL AND ALEX DAVIES TRANSPORTATION 05.04.18 06:46 PM

WAYMO'S SELF-DRIVING CAR CRASH IN ARIZONA REVIVES TOUGH QUESTIONS

CAR TECHNOLOGY

Two Years On, A Father Is Still Fighting Tesla Over Autopilot And His Son's Fatal Crash

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Tesla driver dies in first fatal crash while using autopilot mode

The autopilot sensors on the Model S failed to distinguish a white tractor-trailer crossing the highway against a bright sky

2025

ADVANCED TRANSPORT

ONE OF APPLE'S AUTONOMOUS CARS JUST CRASHED

The Economist Topics Current edition More

Autonomous vehicles

A pedestrian has been killed by a self-driving car

A driverless tragedy

CA.GOV State of California Department of Motor Vehicles

Home Offices Online Services Appointments Driver License

Report of Traffic Collision Involving an Autonomous Vehicle

The New York Times

Self-Driving Tesla Was Involved in Fatal Crash, U.S. Says

Market estimates vary but several groups estimate the market over \$80 Billion in just under fifteen years

Research Goal

WIRED Waymo's Self-Driving Car Crash in Arizona

BUSINESS CULTURE GEAR IDEAS

AARIAN MARSHALL AND ALEX DAVIES TRANSPORTATION 05.04.18 06:46 PM

WAYMO'S SELF-DRIVING CAR CRASH IN ARIZONA REVIVES TOUGH QUESTIONS

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2025

ADVANCED TRANSPORT

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CA.GOV State of California Department of Motor Vehicles

Home Offices Online Services Appointments Driver License

Report of Traffic Collision Involving an Autonomous Vehicle

The New York Times

Self-Driving Tesla Was Involved in Fatal Crash, U.S. Says

AMI research goal is focused on building a framework to identify complex rare scenarios for AV verification

- **Real World Driving**

- Low probability tests are difficult to produce
- Requires too many miles: Extremely slow and costly

- **Test Tracks**

- Recreates various situations (intersections, highway, etc.)
- Can't be the sole solution for scenario analysis

- **Image Dataset Based Testing**

- Datasets of images for assisted driving and AVs
- Slow and costly

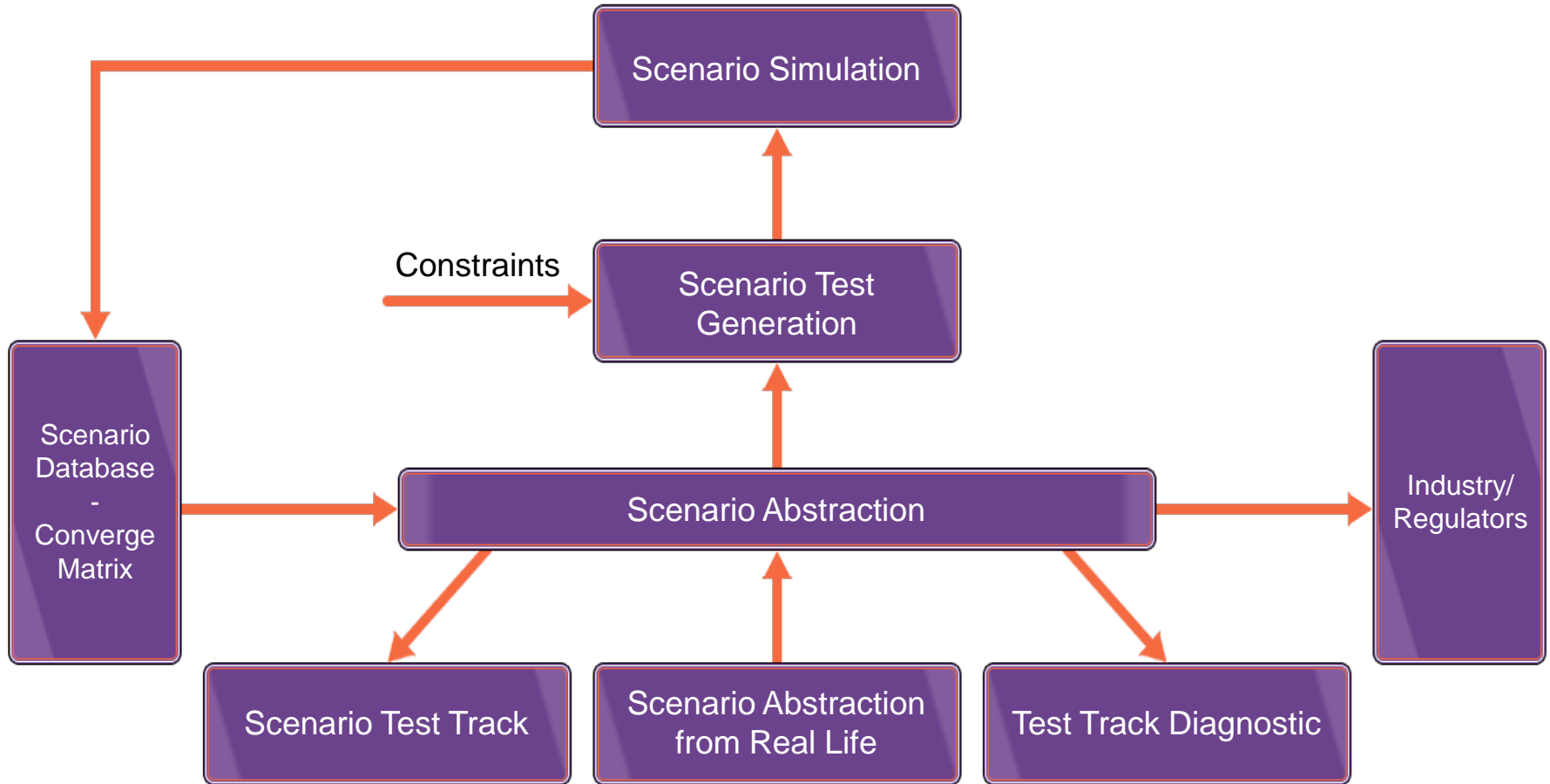
All current verification efforts are slow, costly, hard to repeat and not progressive

AMI Verification Solution

- **Characterization**
 - Decompose data sets from physical world into atomic blocks
- **Scenario generation**
 - Build virtual models using atomic elements
- **Coverage analysis**
 - Track cross-product cases
- **Certification**
 - Based on coverage completion

AMI verification solution is focused on Decision Making of Autonomous Vehicles

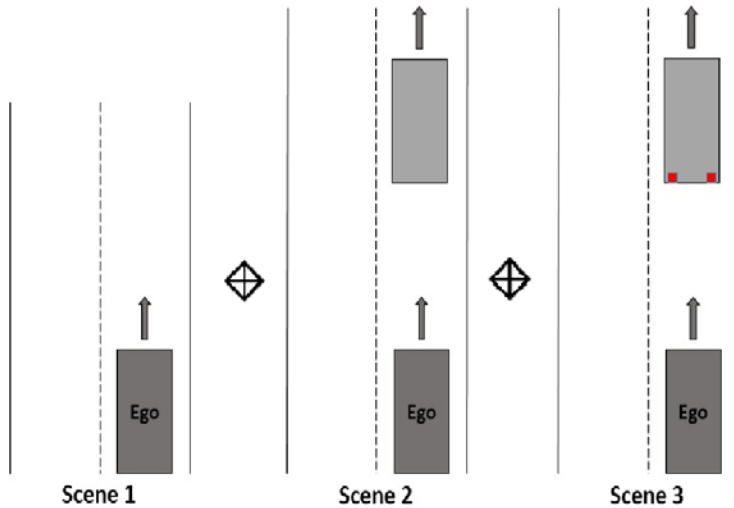
Scenario Abstraction



The framework serves as a ground truth for testing other sources of error such as environmental conditions or sensor failures

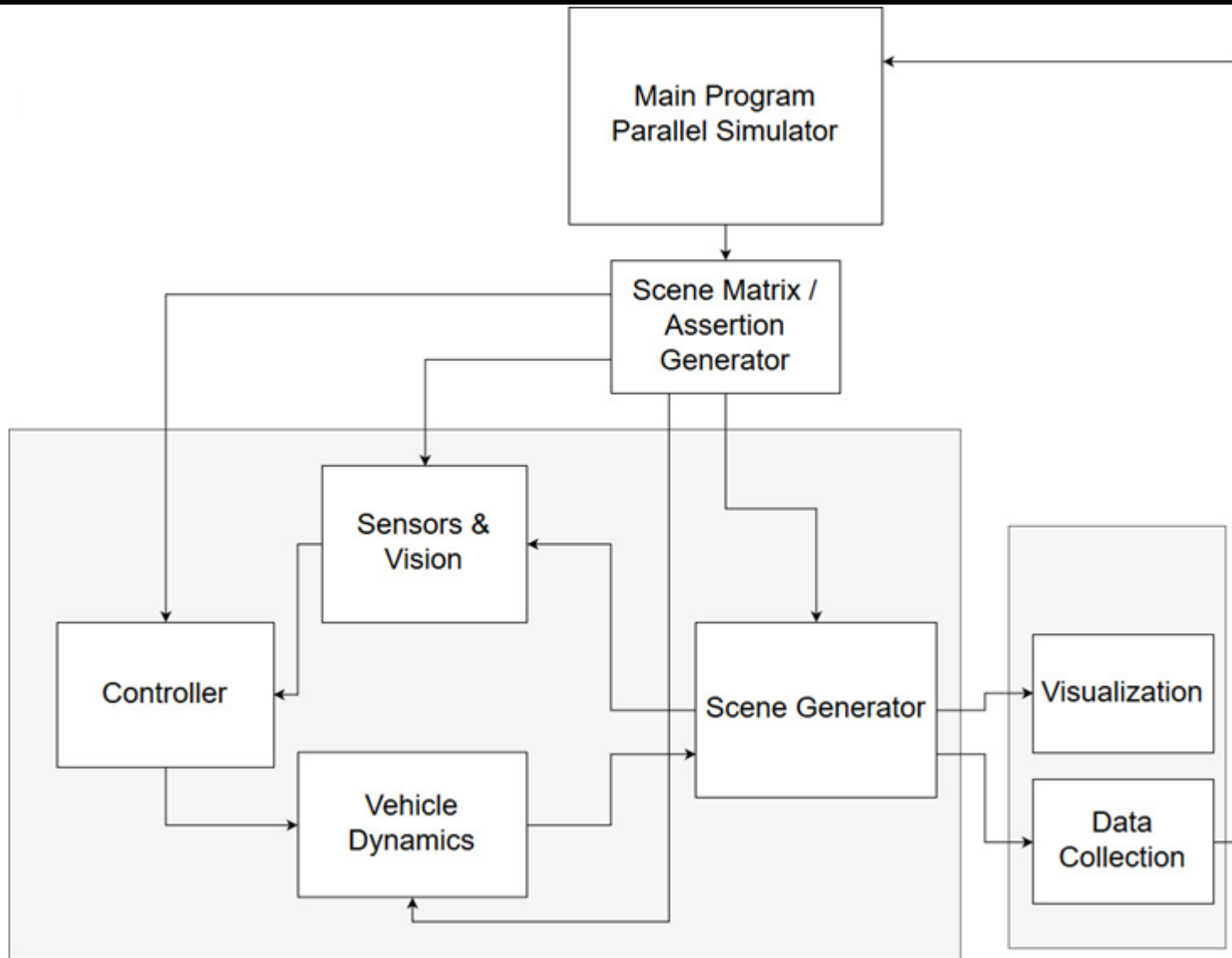
Formulation of Test Scenarios

- Developed a language of factors that define a scene
- Factors translated into parameters for formulation
- Formulation enables pseudo-random test generation



$$\left(\begin{array}{c} \begin{bmatrix} 0 & 0 & 0 & 0 & 0 \\ 0 & 1 & 0 & 0 & 0 \\ 0 & 0 & 0 & 0 & 0 \\ 0 & 0 & 0 & 0 & 0 \\ 0 & 0 & 0 & 0 & 0 \end{bmatrix} \\ \begin{bmatrix} 1 & 0 & 0 & 0 & 0 \\ 0 & 1 & 0 & 0 & 0 \\ 0 & 0 & 0 & 0 & 0 \\ 0 & 0 & 0 & 1 & 0 \\ 0 & 0 & 0 & 0 & 0 \end{bmatrix} \\ \begin{bmatrix} 1 & 0 & 0 & 0 & 0 \\ 0 & 1 & 0 & 0 & 0 \\ 0 & 0 & 0 & 0 & 0 \\ 0 & 0 & 0 & 1 & 0 \\ 0 & 0 & 0 & 0 & 0 \end{bmatrix} \end{array} \right) \begin{bmatrix} d_{rlong} \\ V_{rel} \\ d_{rlat} \\ d_{long} \\ d_{lat} \end{bmatrix} = \begin{cases} \text{pass if} & \begin{cases} d_{rlong} \geq 0 \\ V_{rel} > 0 \\ d_{long} > 0 \end{cases} \\ \text{fail} & \text{Otherwise} \end{cases}$$

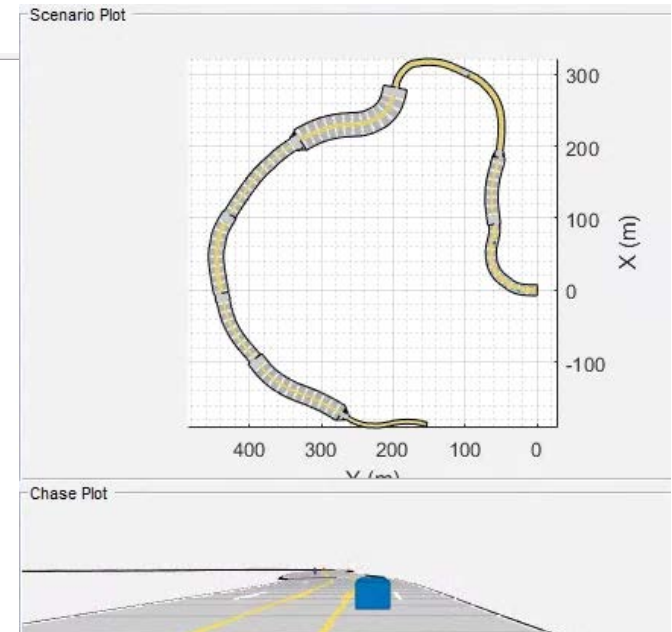
Simulation Architecture



Implementation

- Semantic language is used to define scenarios
- Actor, road segment and intersections are created/validated
- MATLAB ADAS toolbox is extended for implementation

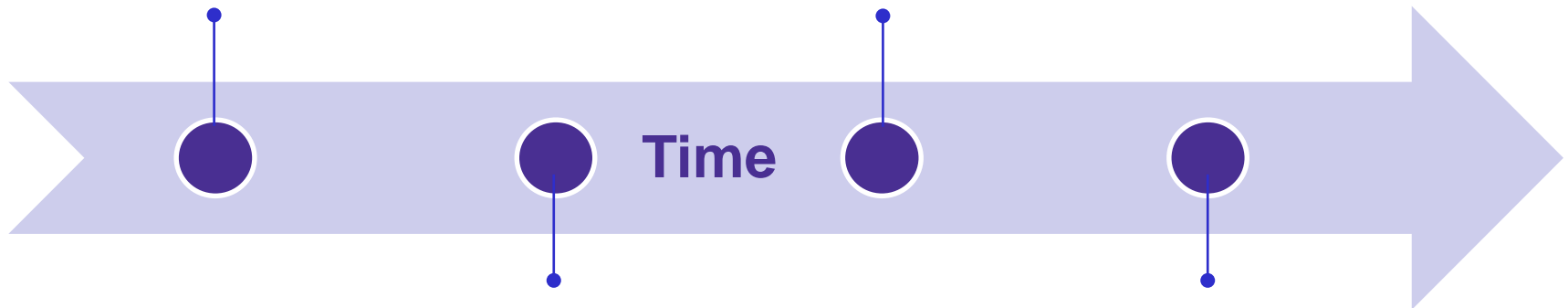
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2	1.0000000e+00	8.0000000e+01	3.0000000e+00	1.0000000e+00	0.0000000e+00	2.4587200e+01	2.0000000e+02	8.9486000e-03	-1.3291000e-02
3	1.0000000e+00	1.2000000e+02	1.0000000e+00	1.0000000e+00	1.0000000e+00	1.7881600e+01	2.0000000e+02	-5.0939000e-03	-1.2988000e-02
4	1.0000000e+00	1.1000000e+02	1.0000000e+00	1.0000000e+00	1.0000000e+00	3.1292800e+01	1.0100000e+02	-1.1618000e-02	-1.6683000e-02
5	1.0000000e+00	1.5000000e+02	5.0000000e+00	1.0000000e+00	1.0000000e+00	3.3528000e+01	2.0000000e+00	2.0745000e-02	-7.3204000e-03
6	1.0000000e+00	1.3000000e+02	3.0000000e+00	1.0000000e+00	0.0000000e+00	1.7881600e+01	2.1000000e+01	-5.6088000e-03	-1.8636000e-03
7	1.0000000e+00	1.0000000e+02	3.0000000e+00	1.0000000e+00	1.0000000e+00	2.6822400e+01	1.2000000e+01	-1.2991000e-02	-2.7227000e-03
8	1.0000000e+00	9.0000000e+01	3.0000000e+00	1.0000000e+00	0.0000000e+00	2.4587200e+01	2.0200000e+02	-8.2694000e-03	1.2461000e-02
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11									
12	2.0000000e+00	2.0000000e+00	2.0000000e+00	-3.0000000e+00	1.0000000e+00	2.0000000e+00	2.0000000e+00	1.1000000e-01	0.0000000e+00
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15	2.0000000e+00	3.0000000e+00	2.0000000e+00	0.0000000e+00	1.0000000e+00	5.0000000e+00	1.0000000e+01	7.9000000e-01	0.0000000e+00
16	1.0000000e+00	1.0000000e+00	1.0000000e+00	3.0000000e+00	7.0000000e+00	2.0000000e+00	5.0000000e+00	5.0000000e-02	0.0000000e+00
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18	2.0000000e+00	3.0000000e+00	1.0000000e+00	-2.0000000e+00	7.0000000e+00	9.0000000e+00	4.0000000e+00	7.0000000e-02	1.0000000e+00
19	2.0000000e+00	1.0000000e+00	2.0000000e+00	2.0000000e+00	8.0000000e+00	4.0000000e+00	8.0000000e+00	1.4000000e-01	0.0000000e+00
20	2.0000000e+00	1.0000000e+00	2.0000000e+00	2.0000000e+00	1.0000000e+01	4.0000000e+00	3.0000000e+00	2.5000000e-01	1.0000000e+00
21	2.0000000e+00	2.0000000e+00	1.0000000e+00	2.0000000e+00	9.0000000e+00	1.0000000e+00	3.0000000e+00	8.4000000e-01	1.0000000e+00



AMI AV Verification Roadmap

**Simulation &
Scenario Testing**

**Drive-in AV
Testing**



**Hardware in the
Loop Testing**

**Individual
Sensor Testing**

Multidisciplinary Team on AV Research



Dr. Razdan



Dr. Akbas



Dr. Sargolzaei



Dr. Alnaser



Dr. Alswiss



Gen. Pumbo



Dr. Sahawneh



Dr. Vargas

**Florida Polytechnic University
Board of Trustees
December 5, 2018**

Subject: Fundraising Readiness Assessment

Information Only

Information only – no action required.

Background Information

During the May 2018 Board of Trustees meeting, the Board requested a consultant be hired to determine the Foundation's campaign readiness. Convergent was hired and Kevin Aspegren and Carol Wick, Principal with Convergent Nonprofit Solutions, will report the results of the assessment.

Supporting Documentation: PowerPoint Presentation, Convergent Report

Prepared by: Kevin Aspegren, VP Advancement



Convergent

NONPROFIT SOLUTIONS

Better Fundraising. Better Results.

Campaign Readiness Assessment

Prepared For



FLORIDA POLYTECHNIC
UNIVERSITY

November, 2018

CONFIDENTIAL

This Pre-Campaign Assessment intended solely for use by:
Convergent Nonprofit Solutions and Florida Polytechnic University

| ASSESSMENT |

Convergent strongly believes that the fundamental elements of Asking Rights™ listed on the next few pages are fundamental when starting any major gift initiative or planning to conduct a successful fundraising campaign. Satisfaction of these elements endow an organization and its leaders with the right to ask for funds or Asking Rights™.

During the assessment performed, it was determined that Florida Polytechnic University does not have Asking Rights™ but they can increase their sustainability through major gifts and eventually conduct a successful campaign if some up from cultivation is done first. There are some opportunities to improve prior to launching a campaign and those recommendations below. Convergent is confident that by following the recommendations contained in this report, the agency can improve their chances of success, both near- and long-term. The following is a summary of the five fundamental elements of Asking Rights™ as they pertain to the agency along with high level analysis of each area and recommendations.

**Compelling Need &
Sense of Urgency**

**Effective Plan to
Meet the Need**

**Organizational
Effectiveness &
Fundraising Strength**

**Constituency has
Adequate Financial
Resources**

**Potential Campaign
Leaders are
Available,
Interested, &
Committed**

I. COMPELLING NEED AND SENSE OF URGENCY

To have the right to ask for money from investors, the need should be a well-recognized community, societal, or individual need. It cannot simply be an organizational need. A compelling reason should exist to fund this program immediately.

Summary Assessment

Florida Polytechnic University has worked to create not only a strong strategic plan, but they have also developed a clear needs assessment. One of the greatest strengths of FPU is the well laid out plan that is compelling and clearly articulated.

Recommendations

FPU needs to answer the question “why do our prospective investors care?”

There are numerous universities, some even identified in the documents provided, that provide similar services. The question that needs to be clearly answered now is “Why FPU and not some other institution?” This messaging should be at the heart of all the materials produced and in the talking points of all staff. FPU talk about the smaller size, more hands on experience, but this needs to be connected to prospective employers and investors. How will the methods used to teach FPU students make them THE employees of the future? How will that benefit their companies?

II. EFFECTIVE PLAN TO MEET THE NEED

The plan should provide a practical, appropriate solution or response to the need. The plan must make logical sense based on the dollars provided in the budget.

Summary Assessment

The current plan clearly identifies the investment areas that need to be addressed. The document that has been developed does not have a clearly outlined budget for each area or outcomes for each area. It is important that investors can see not only the plan, but how much it will cost and what the impact will be. Connecting this to the overall strategic plan would make both stronger for a campaign.

Recommendations

Create a five year plan that includes the new vision for FPU that incorporates the strategic plan, capital campaign areas of need and budget. This will ensure that a potential investor can quickly see the direction and vision of FPU and see how their money will lead towards that vision. Incorporating the differentiators of FPU into the document with stories of success from the class of 2018 will make the case stronger.

It is also recommended that outcomes from jobs and placements of the first graduating class be used to extrapolate impact once the school has reached the 1244 student goal.

III. ORGANIZATIONAL EFFECTIVENESS & FUNDRAISING STRENGTH

An organization's governing board should be comprised of respected leaders; whose collective reputation can execute a successful funding campaign and effectively implement the proposed project. Board members should be enthusiastic, committed, and capable of supporting the campaign generously with their financial means, time, and other resources. The organization should have a positive reputation, a track record of success, or other attributes that will instill a sense of confidence in its ability to manage and implement the proposed project or program.

Summary Assessment

While the Foundation has had success raising funds, in order to launch a major campaign that will be the first of several phases, a major shift in strategy and focus needs to occur. The Foundation has identified prospects but has not launched a strategic effort to cultivate those prospects. The focus on a local major event is good but should not be the central effort in cultivation or fundraising. A world class university needs a fundraising strategy that extends beyond the local community. It should be equal in scope to the vision of the school.

The primary focus of the fundraising at this point should be cultivation of major donors and high profile campaign and advisory board members who can open doors to other prospects. This should be outside the local community and while Orlando is a rising tech hub, look into other communities with tech and STEM employee needs.

Recommendations

We recommend that Nonprofit develop the following:

1. Grow the Foundation Board beyond Polk County. Have clear recruitment goals from other areas focusing on Tech and Tech hubs across the country. Consider adding a well-known, high profile, advisory board.
2. Shift the focus to cultivation of major gifts rather than trying to raise funds through special events.
3. Develop and implement a cultivation plan with dedicated staff and resources.

Board of Directors: A goal for any nonprofit should be to become the coveted "Board of Choice". It is imperative that a position on the board be significant achievement. This will draw the strongest fundraisers and those with the connections necessary to grow the organization. For many Boards, this is the hardest strategic move to make. The FPU board already has an impressive group but not many are known outside Polk County. Having regional, statewide or preferably nationally recognized champions will accelerate the brand recognition and credibility of the organization.

IV. CONSTITUENCY HAS ADEQUATE FINANCIAL RESOURCES

Individuals, businesses, corporations, foundations, and public entities that care about the identified needs should have the financial capacity to fund the proposed project.

Summary Assessment

One of the most significant challenges/opportunities facing FPU is to grow the universities' donor base. Currently FPU has a donor database that is less than 800 in the past 24 months. While the average gift size is around \$780, this is skewed by alumni gifts in the >\$10 range. While there are several major gifts, the prospect pool is limited in size and significantly reduces the ability to launch a successful capital campaign.

The organization has brainstormed a list of prospects but has not moved beyond to the next steps. It is time to move forward and start strong cultivation of 100-200 key prospects who can invest in FPU.

Recommendations

Given the strong strategic plan that has been developed, it is a perfect tool, when drafted as recommended above, to use to engage potential leaders and donors. This can be done through a process we call a "listening tour". In this process, similar to a feasibility study but focused on engagement and not asking for money. Meetings are held where the prospect is asked for their opinion on the vision and direction of the college as well as who the college should engage. A dedicated staff member or consultant should be identified to lead the effort. The process should take 3-6 months before a study, the first step in a campaign, is launched.

V. LEADERS HAVE BEEN IDENTIFIED

Leaders of influence and people of financial means should currently be associated with and committed to Nonprofit and the project. Alternatively, there should be strong evidence that the organization could readily recruit leaders of appropriate stature and means.

Summary Assessment

FPU needs to recruit a high-profile group to lead a major gift effort or a formal capital campaign if they are to be successful. Creation and cultivation of this group should begin immediately. Ideally, obtaining a leader from each of the target areas previously mentioned that are well known and respected within the community. It is important that those selected for the campaign leadership be free from conflicts of interest. This may mean that they serve only for four - five months on the committee, something most volunteers would appreciate.

Recommendations

The following Investor Tables outlines approximately how many investors are required to obtain a \$3 million goal over five years at a multitude of investment levels. This is just to give the organization an idea of the ranges of gift sizes and number of donors they will need to cultivate

prior to launching any kind of major capital campaign. In any fundraising endeavor, there will be hundreds of investors below the \$5,000 level but this conveys the level of investor required to make this endeavor successful.

**Minimum Investment Levels Necessary to Guarantee
A Campaign Goal of \$3.0 Million**

Pledge Amount	No. of Pledges at this Level	\$ Amount this Level	<-----Cumulative----->	
			No. of Pledges	Pledge Total
\$500,000	1	\$500,000	1	\$500,000
\$250,000	2	\$500,000	3	\$1,000,000
\$150,000	3	\$450,000	6	\$1,450,000
\$100,000	6	\$600,000	12	\$2,050,000
\$50,000	6	\$300,000	18	\$2,350,000
\$25,000	8	\$200,000	26	\$2,550,000
\$15,000	10	\$150,000	36	\$2,700,000
\$10,000	12	\$120,000	48	\$2,820,000
\$5,000	36	\$180,000	84	\$3,000,000

| CONCLUSION & NEXT STEPS |

FPU has done an excellent job of developing a plan for growth. The school has successfully graduated it's first class and is engaging new alumni. This assessment shows that the FPU should pause before launching a campaign to ensure all of the Asking Rights necessary are present. It is very important, to be successful long term, that they tap into the connections of the current investors and build the prospect base. Spending 3-6 months prospecting will allow FPU to continue to roll from campaign to campaign while cultivating new donors. Below is a recap or summary of the recommendations within this report. Within the next 90 days Nonprofit should:

1. Develop a major gifts committee with seasoned board and outside volunteers to drive the process. This should be no more than 4-5 people.

2. Create the 5-year vision with outcomes and a budget.
3. Create messaging for target groups around that vision with engagement action steps.
4. Identify prospects in line with the giving table to cultivate first.
5. Identify 10-20 foundations and businesses to target for cultivation.
6. Launch cultivation plan with a dedicated staff member or consultant.

Convergent stands ready to partner with you in this endeavor and is here for questions, feedback and additional help while you undergo this process.

**Florida Polytechnic University
Board of Trustees Meeting
Board of Trustees
December 5, 2018**

Subject: Strategic Plan Accountability Tracking

Proposed Action

No action required. Information only.

Background Information

President Avent will review the method for accountability tracking in achieving the University's strategic plan.

Supporting Documentation: PowerPoint presentation

Prepared by: Dr. Randy K. Avent, President



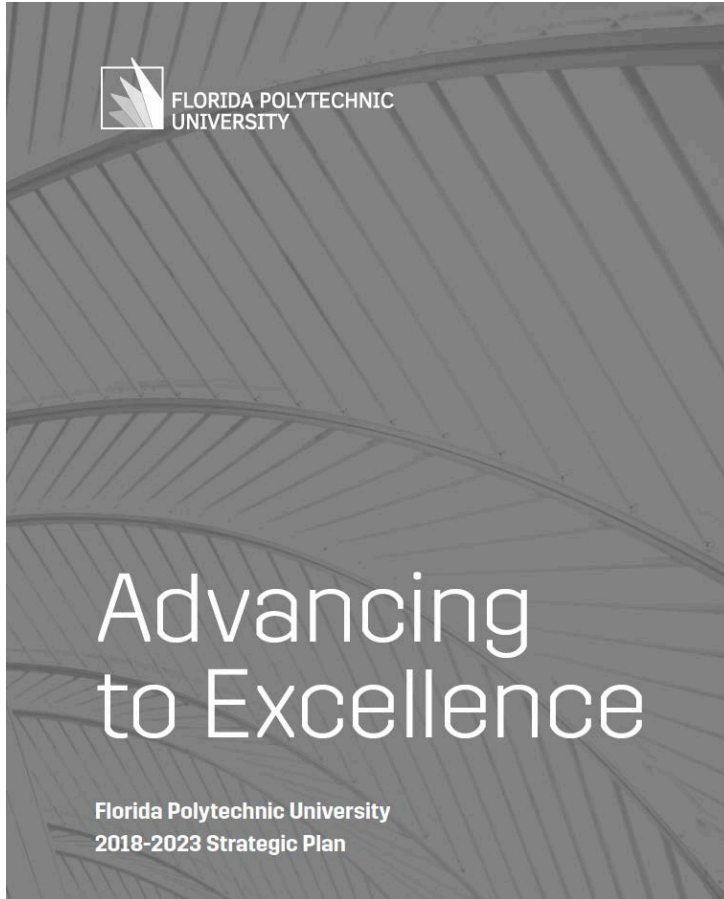
FLORIDA POLYTECHNIC
UNIVERSITY

Strategic Plan

Accountability Tracking

Randy K. Avent
5 December 2018

Strategic Plan



- **Degree Alignment**
- **Student Success**
- **Economic Development**
- **Affordability & Efficiency**

“Advancing to Excellence” provides the goals and objectives for Florida Poly to become a premier STEM institution

Plan Implementation

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

- “Advancing to Excellence” is a five-year plan
- Progress occurs through yearly “Operational Plans” that identify near-term (one-year) objectives
- Operational Plan is compiled and presented to BoT each spring for approval
- Progress measured with a set of performance metrics

Current operational planning approach to implementing strategic plan has challenges



Shortcomings

- **Plan approved late spring after the budget cycle resulting in correlation but not causation between the two processes**
- **Plan “thrown” over the wall to the Trustees for approval with little strategic discussion and minimal Trustee input**
- **Plan compiled as a nearly complete list of departmental initiatives with little prioritization or focus – leading to departmental silos**
- **Plan uses metrics largely focused on traditional “financial” measures like retention, graduation rates, research grants, % graduates employed, ...**



Balanced Scorecards

- **Augments financial measures with three additional perspectives that provide a holistic view of the organization**
 - Stakeholder relationship
 - Key internal processes
 - Learning and growth (foundational)
- **Links measures to strategy and provides a process for prioritizing important initiatives that drive the budget**
 - Board discussion around yearly priorities before the operational plan is built
 - Provides budgeting process tied to prioritized operational objectives
 - Provides mechanism for rewarding employee performance of strategic objectives
- **Provides mechanism for ensuring a coherent and horizontal organization with thin membranes**

Balanced Scorecard is essentially a dashboard created by taking a systems view of the organization

Outline

- Introduction
- **Balanced Scorecard**
- **Perfunctory Analysis**
- **Summary**

Transparency



**Caution:
Ambiguity Ahead**

Scorecard Layers

- **Financial strength fulfills our mission and vision**
 - An “effects layer” that measures financial outcomes
 - Business financial measures are pecuniary, University financial measures are reputational
- **Stakeholder value provides our financial strength**
 - An “effects layer” that measures stakeholder value
 - Stakeholders include industry, students and the state
- **Key business processes provide stakeholder value**
 - A “cause layer” that defines key business processes
 - Bulk of the strategic plan focused on these key business processes
- **Foundations enable key business processes**
 - A “cause layer” not focused on processes
 - Provides the “look, feel and actions” of the organization



Mission & Vision Statements

MISSION: To serve students and industry through excellence in education, discovery and application of engineering & applied sciences

VISION: Florida Poly will be a premier STEM university known for producing highly desirable graduates and new technology solutions

- Florida Poly will be a smaller, highly selective institution with well-rounded graduates (fundamentals, problem solving, professional development skills)
- Florida Poly will focus on applied research and build strong relationships with industry
- Florida Poly will remain a University dedicated to engineering, mathematical and physical sciences

Financial Layer

MISSION: To serve students and industry through excellence in education, discovery and application of engineering & applied sciences

VISION: Florida Poly will be a premier STEM university known for producing highly desirable graduates and new technology solutions

Financial strength fulfills our mission and vision



NATIONAL RANKINGS

**Academic
Reputation**

**Academic
Productivity**

**Financial
Resources**

**Academic
Expenditures**

**Graduate
Demand**



Stakeholder Layer



Stakeholder value provides financial strength



Sense of Place

Graduate Strength

Economic Impact

Strong ROI

Processes Layer



Key business processes that provide stakeholder value



ACADEMIC

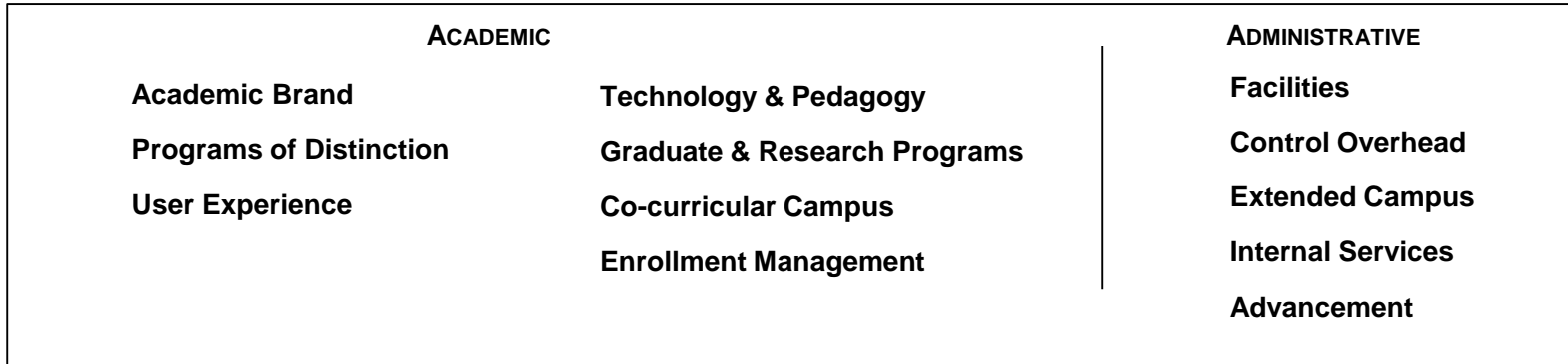
Academic Brand
Programs of Distinction
User Experience

Technology & Pedagogy
Graduate & Research Programs
Co-curricular Campus
Enrollment Management

ADMINISTRATIVE

Facilities
Control Overhead
Extended Campus
Internal Services
Advancement

Foundation Layer



Foundations enable us to execute the key business processes



The Right Students

Data-driven Decisions

Minimize Barriers

Responsible Organization

Build Meritocracy

Promote positive culture

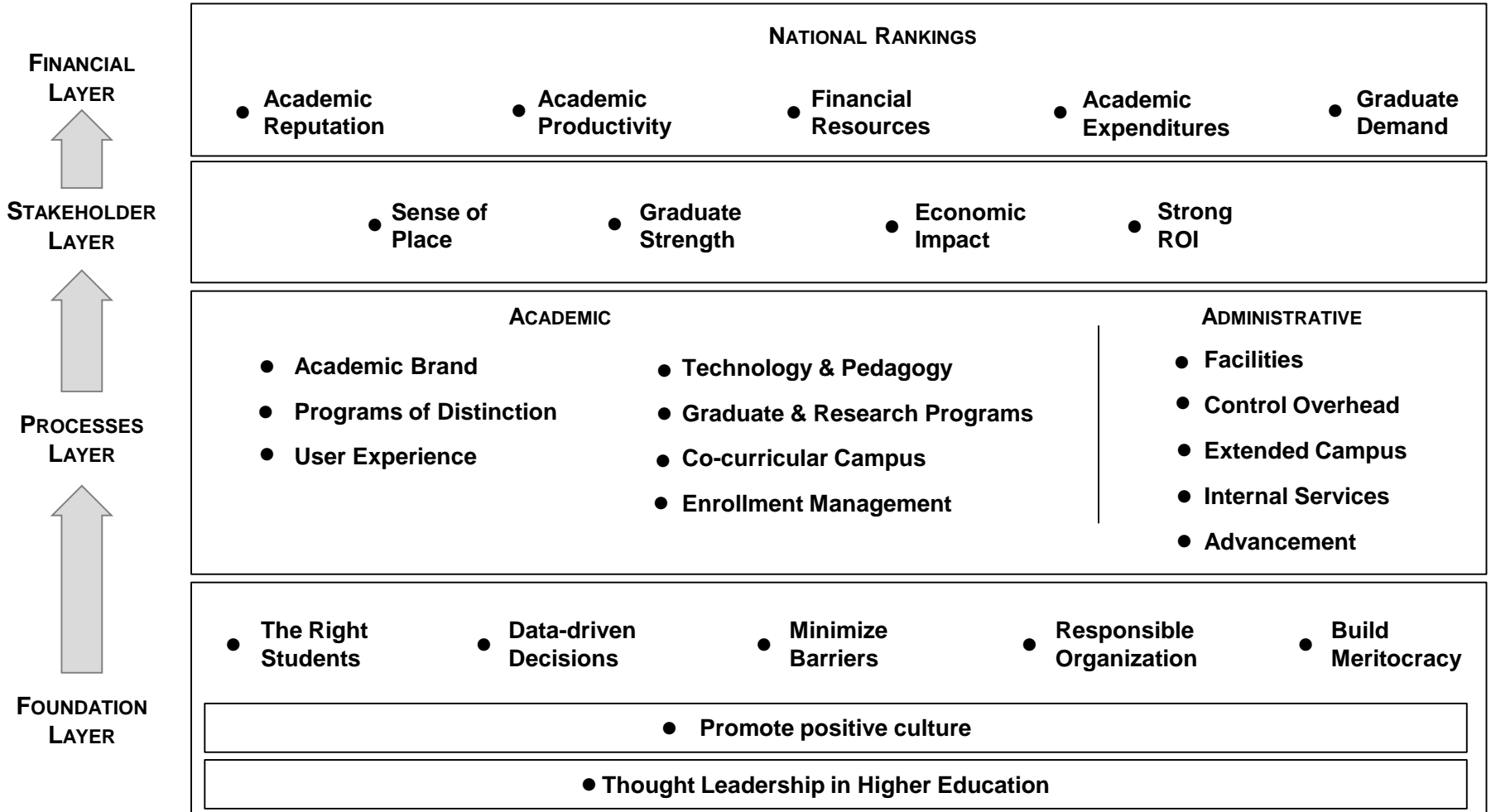
Thought Leadership in Higher Education



Florida Poly Scorecard

MISSION: To serve students and industry through excellence in education, discovery and application of engineering & applied sciences

VISION: Florida Poly will be a premier STEM university known for producing highly desirable graduates and new technology solutions



Outline

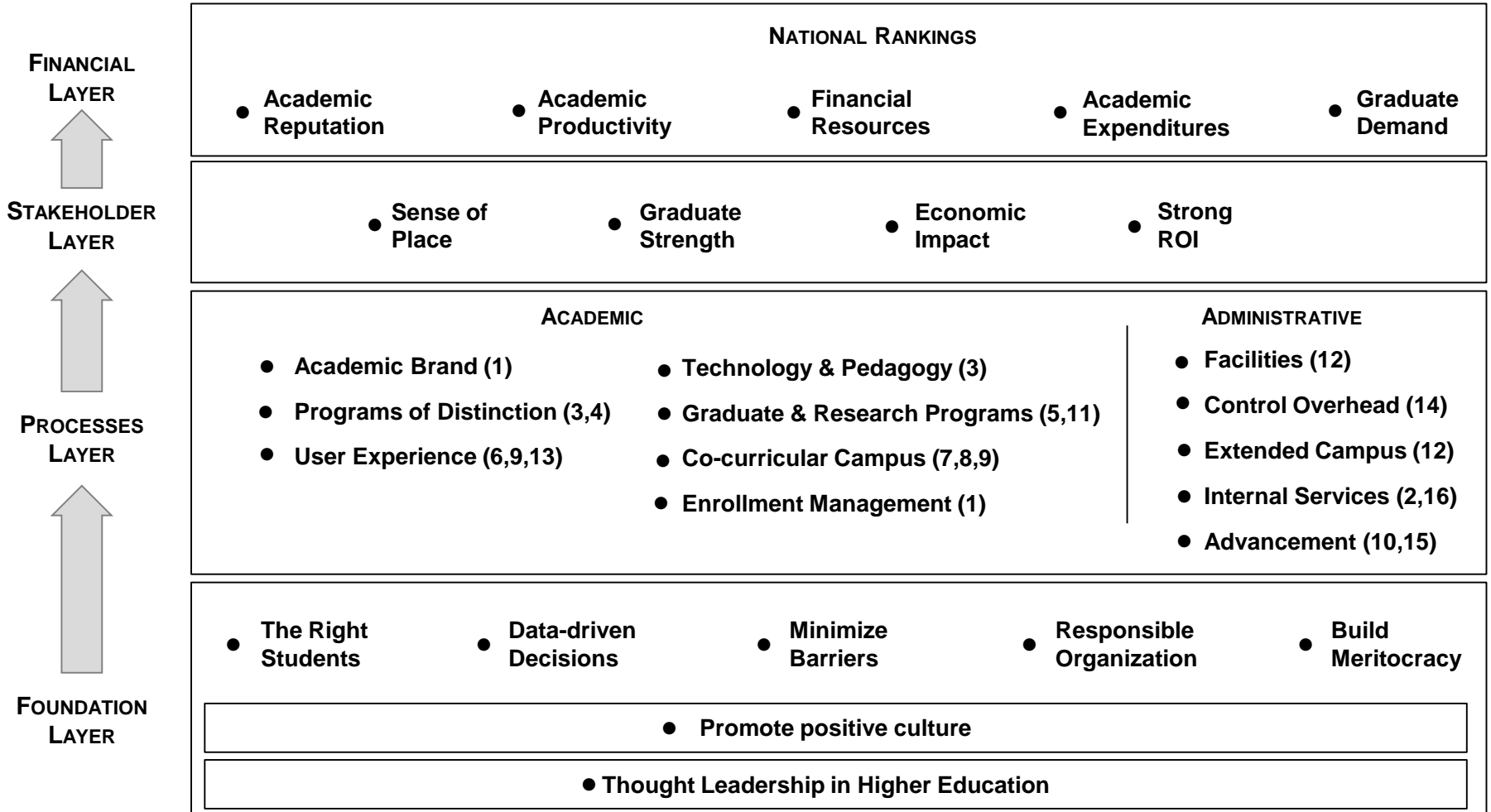
- Introduction
- Balanced Scorecard
- **Perfunctory Analysis**
- **Summary**



Strategic Plan Mapping

MISSION: To serve students and industry through excellence in education, discovery and application of engineering & applied sciences

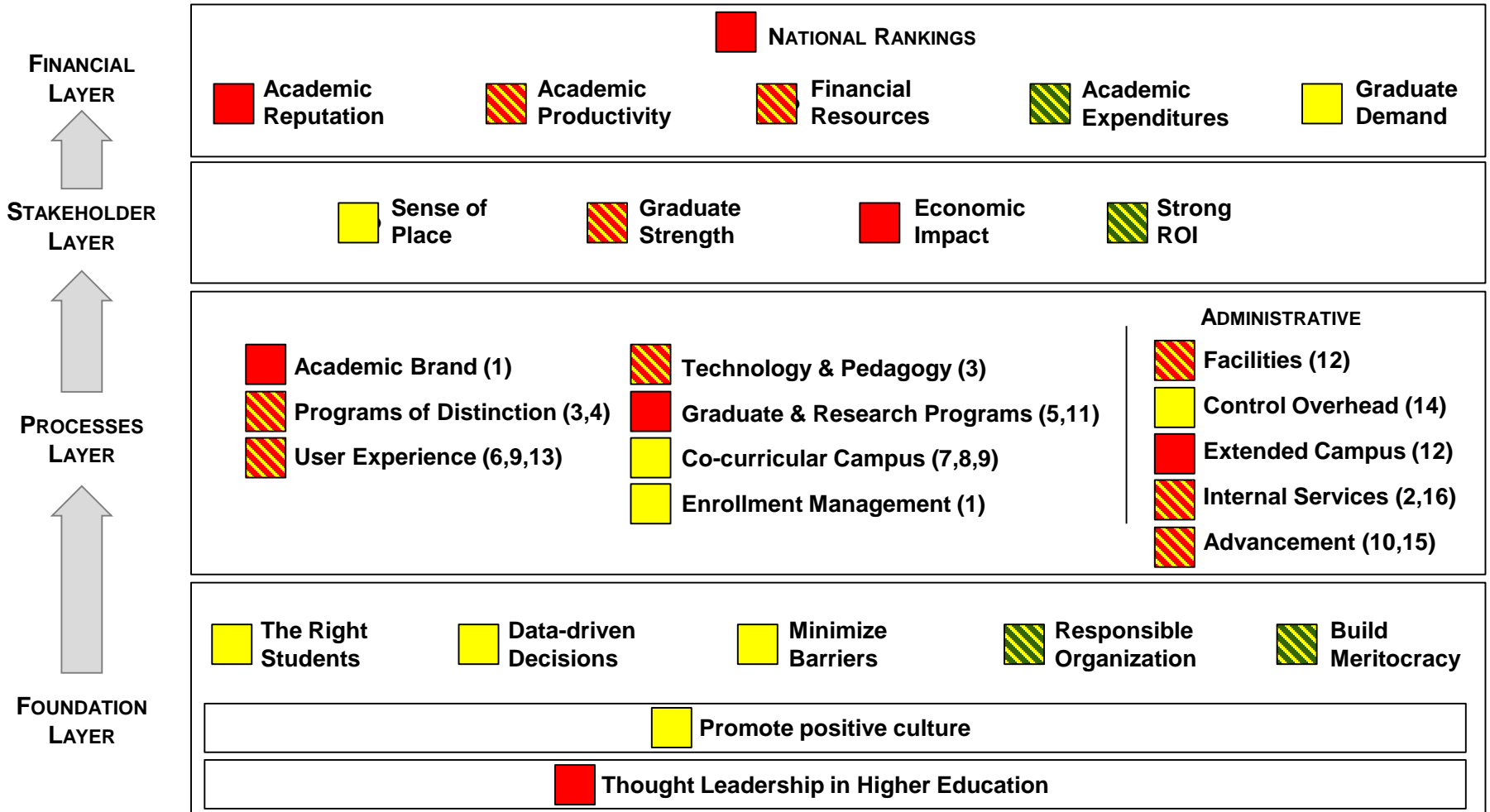
VISION: Florida Poly will be a premier STEM university known for producing highly desirable graduates and new technology solutions



Perfunctory Analysis

MISSION: To serve students and industry through excellence in education, discovery and application of engineering & applied sciences

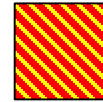
VISION: Florida Poly will be a premier STEM university known for producing highly desirable graduates and new technology solutions





Enrollment Management

- **Owner: Ben Matthew Corpus**



- **Description:**

- Provide deliberate and strategically crafted processes that build both national and international cohorts of students that fit Florida Poly's mission and aspirations to advance student achievement and obtain significantly enhanced market position.

- **Performance Analysis:**

- Florida Poly will be a small elite engineering school that excels in creating highly desirable graduates. To achieve this vision we need to improve our national rankings in popular reports like the US News Best College Rankings. These rankings depend on several factors including outcomes, social mobility, graduation and retention rates, graduation rate performance, faculty resources, expert opinion, student excellence and alumni giving. As a new institution we have made tremendous progress on many of these metrics, but can optimally increase our performance by focusing on: (1) Significantly improve our national reputation; (2) Enroll a high quality and diverse incoming FTIC class consistent with our aspirational peers; and (3) Increase the number of FTIC applications.



Enrollment Management (cont'd)

- **Performance analysis (cont'd)**
 - Significantly improve our national reputation
 - Expert opinion is weighted at 20% and consists of both peer assessment and high school counselor assessment. Because we have made significant progress on many of the larger metrics, and this metric is one we have not yet addressed, it should be our number one priority.
 - Enroll a high quality and diverse incoming FTIC class consistent with our aspirational peers
 - Many of the additional metrics depend on student excellence. For instance, quality scores for our aspirational peers are 1400-1500 (SAT) and 32-34 (ACT). As the SAT and ACT scores increase, our financial metrics around outcomes, graduation rate, retention and expert opinion will also increase. For instance, for an increase in SAT scores from 1200-1400 our retention rate is expected to increase from 75% to 95% and our 4-year graduation rate will increase from 20% to 60%.
 - As a school devoted entirely to STEM (that historically have low graduation and retention rates) with no "retreat" majors, we will struggle to have graduation and retention rates that compete in the state's Performance Based Funding. For this reason we will also need to focus on enrolling that high quality incoming class.



Enrollment Management (cont'd)

- **Performance analysis (cont'd)**

- Enroll a high quality and diverse incoming FTIC class consistent with our aspirational peers (cont'd)
 - In Florida, there are 234,882 high school graduates that took the SAT last year. Of those, there are only 1,932 graduates that want our majors and have the test scores that meet our standards. Many of those students attend out-of-state universities, which means that number is potentially as low as 300 students.
 - As we look to increase the diversity required to improve the quality of the student's education, the numbers become even more challenging. For instance, of those 1,932 high school graduates that want our majors, only 220 are female and 120 are African American. This means we have to significantly increase our recruitment efforts and pursue multiple paths to improve our diversity on campus.
- Increase the number of FTIC applications
 - As a small school devoted entirely to STEM we must have a student body that is exceptional in comparison to regional and other national universities. Student excellence is weighted at 10% and the university's acceptance rate is a dominant factor. The acceptance rate at Poly has approached 50% and that number should be significantly lower to compete with our aspirational peers and to attract new students.



Enrollment Management (cont'd)

- **Performance analysis (cont'd)**

- Increase the number of FTIC applications (cont'd)
 - With a potential in-state student body of only 300, we must recruit heavily out of state where the target markets are significantly larger. For instance, in engineering alone we must investigate efforts in NY(855), NJ(703), PA(655), MA(455), Texas(1,615) and CA(2,217).
 - To improve our acceptance rate and increase student excellence, we must have 10 applications and one enrollment out of every 100 students we meet at a college fair.

- **Recommendations**

- Significantly improve our national reputation
 - Re-brand the University as a highly selective institution of choice
 - Significantly expand and enhance Florida Poly's national reputation and academic brand to top STEM high school counselors and teachers through focused cultivation, relationship management and targeted stewardship
- Enroll a high quality and diverse incoming FTIC class consistent with our aspirational peers
 - Increase enrollments from top high school graduates through aggressive enrollment marketing, the design and development of econometric forecasting & data-informed financial aid leveraging



Enrollment Management (cont'd)

- **Recommendations (cont'd)**

- Enroll a high quality and diverse incoming FTIC class consistent with our aspirational peers (cont'd)
 - Improve the campus experience for students (orientation, housing, student life, ...)
 - Improve the academic experience (affinity, connectivity, internships, placement, ...)
 - Increase transfer applications through articulation agreements to improve diversity efforts
- Increase the number of FTIC applications
 - Grow FTIC *applications* through micro-targeting & automated business intelligence systems
 - Develop & train staff for 21st century enrollment management strategy
 - Hit headcount goals by expanding the pie to transfer, out-of-state, international, and graduate students
 - Demonstrable overhaul of web site for content, navigation and aesthetic value *for target population*
 - Increase our high quality photo-journalistic assets for print & digital outreach
 - Increase our out-of-state high school visits and college fairs



Enrollment Management (cont'd)

- **Metrics**

- Percent applicants with pre-calculus or calculus from top STEM high schools
- Number of UG applications from out-of-state top STEM high schools
- Number of applications from historically underrepresented groups (especially females and African Americans)
- Number of Transfer articulation agreements and MOUs with 2- and 4-year colleges
- Visits to Florida Poly recruitment events from high school prospects

Summary

- **Balanced Scorecard provides a holistic method for tracking progress and having strategic discussions**
 - Scorecard has 29 elements, 12 of which are processes
 - Goal is to prioritize, present and discuss each element over the next two BoT meetings
- **Rollout (i.e., calendar and implementation roadmap) will also need to be addressed during the May BoT offsite**
- **Remaining large topics of discussion**
 - Building a budget that enables this process
 - Allocation of priorities across the organization and rewarding employees for performance against those priorities

**Florida Polytechnic University
Board of Trustees
December 5, 2018**

Subject: Florida Polytechnic University Alignment to 2025 SUS Strategic Plan Goals

Proposed Committee Action

Recommend approval of the report “Florida Polytechnic University Alignment to the 2025 SUS Strategic Plan Goals” to the Board of Trustees.

Background Information

The Board of Governors requested that all State University System institutions conduct a crosswalk of their strategic plans to the 2025 State University System Strategic Plan to indicate alignment. The Board of Governors will review Florida Poly’s strategic plan at its January 30-31, 2019 meeting.

Supporting Documentation: Report on the alignment of Florida Poly’s strategic plan with the 2025 State University System strategic plan.

Prepared by: Rick Maxey, Assistant Vice President, Board Management and Economic Development



FLORIDA POLYTECHNIC
UNIVERSITY

Florida Polytechnic University

Alignment to 2025 SUS Strategic Plan Goals



Appendix III: Alignment to 2025 System Strategic Plan Goals

Teaching and Learning

PERFORMANCE INDICATORS	2025 BOG GOALS REVISED 2014	Florida Poly BOT GOALS
EXCELLENCE		
1) National Rankings for Universities	1 in Top 10 Liberal Arts 1 in Top 10 Nation 1 in Top 11-25 Nation 1 in Top 25-50 Nation	N/A
2) Freshmen in Top 10% of Graduating High School Class	50%	35% by 2024-25 (Currently 18%)
3) Professional Licensure & Certification Exam Pass Rates Above Benchmarks	All Exam Pass Rates Above Benchmarks	N/A
4) Percent of SUS courses bearing a “high-quality” rating in the Florida Virtual Campus online catalog	90%	N/A

Detailed definitions for each metric are provided in the back of the Board of Governors’ Revised 2014 System Strategic Plan, available at http://www.flbog.edu/board/_doc/strategicplan/2025_System_Strategic_Plan_Amended_FINAL.pdf.

Teaching and Learning (continued)

PERFORMANCE INDICATORS	2025 BOG GOALS REVISED 2014	Florida Poly BOT GOALS
EXCELLENCE		
5) Average Time to Degree (for FTIC in 120hr programs)	4.0	4.5 by 2024
6) Four-Year Graduation Rates (for Full- and Part-time FTIC) PBF: ALL	50%	50% by 2024
7) Six-Year Graduation Rates (for Full- and Part-time FTIC)	70%	64% 2015-2021 (Accountability Plan)
8) Percent of Bachelor’s Degrees Without Excess Hours PBF: ALL	80%	80% 2020-21 (Accountability Plan)
9) Bachelor’s Degrees Awarded Annually PBF: ALL	90,000	370 by 2020-21 (Accountability Plan)
10) Graduate Degrees Awarded Annually	35,000 ¹	12 by 2020-21 (Accountability Plan)

Note 1:

Teaching and Learning (continued)

PERFORMANCE INDICATORS	2025 BOG GOALS REVISED 2014	Florida Poly BOT GOALS
EXCELLENCE		
11) Bachelor's Degrees Awarded to African-American & Hispanic Students PBF: FAU, FGCU, FIU	36,000 (40%)	25 (7%) by 2020-21 (Accountability Plan)
12) Number of Adult (Aged 25+) Undergraduates Enrolled PBF: UWF	75,000 (21%)	7 (2%) by 2023-24 (Accountability Plan)
13) Percent of Undergraduate FTE in Online Courses	40%	2% 2020-21 (Accountability Plan)
14) Number of Institutions with at least 30% of Fall Undergraduates Receiving a Pell Grant (Related to University Access Rate) PBF: ALL	All Institutions Above 30%	29% by 2020-21 (Accountability Plan)
15) Academic Progress Rate (2nd Fall Retention with GPA>=2) PBF: ALL	90%	79% by 2020-21 (Accountability Plan)

Teaching and Learning (continued)

PERFORMANCE INDICATORS	2025 BOG GOALS REVISED 2014	Florida Poly BOT GOALS
EXCELLENCE		
16) Bachelor's Degrees in Programs of Strategic Emphasis (Categories Include: STEM, Health, Education, Global, Gap Analysis) PBF: ALL	45,000 (50%) (after 2012-13 revision)	100% (Accountability Plan)
17) Bachelor's Degrees in STEM & Health (Percent of Bachelor's Total)	30,000 (35%) (after 2012-13 revision)	100% (Accountability Plan)
18) Graduate Degrees in Programs of Strategic Emphasis (Categories Include: STEM, Health, Education, Global, Gap Analysis) PBF: ALL (except NCF)	18,200 (60%) (after 2012-13 revision)	100% (Accountability Plan)
19) Graduate Degrees in STEM & Health (Percent of Graduate Total)	15,200 (50%) (after 2012-13 revision)	100% (Accountability Plan)

Scholarship, Research and Innovation (continued)

PERFORMANCE INDICATORS	2025 BOG GOALS REVISED 2014	Florida Poly BOT GOALS
EXCELLENCE		
20) Faculty Membership in National Academies	75 (based on 2011)	0 (Accountability Plan)
21) Faculty Awards PBF: FSU, UF	75 (based on 2011)	0 (Accountability Plan)
22) Percent of Undergraduate Seniors Assisting in Faculty Research --- or--- Percent of Undergraduates Engaged in Research PBF: NCF	TBD Board staff will work to develop a standard definition for this metric across the System	TBD

Scholarship, Research and Innovation (continued)

PERFORMANCE INDICATORS	2025 BOG GOALS REVISED 2014	Florida Poly BOT GOALS
EXCELLENCE		
23) Total R&D Expenditures PBF: UF	\$2.29B (based on 2012-13)	\$427K by 2021 (Accountability Plan)
24) % of R&D Expenditures funded from External Sources PBF: FAMU	71% (based on 2011-12)	81% by 2021 (Accountability Plan)
STRATEGIC PRIORITIES		
25) Number of Patents Awarded Annually	410 (based on 2013)	0 (Accountability Plan)
26) Number of Licenses and Options Executed Annually	270 (based on 2011-12)	0 (Accountability Plan)
27) Number of Start-Up Companies Created	40	6 by 2021 (Accountability Plan)

Community and Business Engagement

PERFORMANCE INDICATORS	2025 BOG GOALS REVISED 2014	Florida Poly BOT GOALS
EXCELLENCE		
28) Number of Universities with the Carnegie Foundation's Community Engagement Classification	All	By 2030
STRATEGIC PRIORITIES		
29) Percentage of Baccalaureate Graduates Continuing Education or Employed PBF: ALL	90%	73% by 2021 (Accountability Plan)

**Florida Polytechnic University
Board of Trustees
December 5, 2018**

Subject: Capital Projects Report to the BOG

Proposed Committee Action

Discuss recommendations of the Finance and Facilities Committee related to the certification, signed by the President, Chief Financial Officer and General Counsel, that all capital projects were funded from legally available and authorized sources.

Background Information

BOG mandated such certification by University officers following events that occurred at UCF.

Supporting Documentation:

Certification of Funding Sources for Capital Projects

Prepared by: Mark Mroczkowski



STATE
UNIVERSITY
SYSTEM
of FLORIDA
Board of Governors

Office of the Chancellor
325 West Gaines Street, Suite 1614
Tallahassee, FL 32399
Phone 850.245.0466
Fax 850.245.9685
www.flbog.edu

CERTIFICATION OF FUNDING SOURCES FOR CAPITAL PROJECTS

Since April 20, 2012 (date of inception) to the present, the University has constructed seven new capital projects adding more than 10,000 gross square feet of space or exceeding \$2 million in cost. For each capital project, we have reviewed University records, such as project budgets and expenditures, educational plant surveys, project programs, and project funding sources, necessary to determine that each project was constructed with funding from legally available and authorized sources.

Based upon our review, we hereby certify to the Florida Polytechnic University Board of Trustees and the Board of Governors, that each project was constructed with funds from legally available and authorized¹ sources.

Florida Polytechnic University

Dr. Randy K. Avent/President

Mark Mroczkowski/Vice President & CFO

Gina DeJulio/Vice President & General Counsel

11.2.2018

¹ Pursuant to Section 1013.74(6), Florida Statutes, Florida Poly is authorized to expend reserve or carryforward balances from prior year operational and programmatic appropriations for legislatively approved fixed capital outlay projects through the 2022-23 fiscal year.

**Florida Polytechnic University
Board of Trustees
December 5, 2018**

Subject: Carry Forward Report to the BOG

Proposed Committee Action

Discuss recommendation of the Finance and Facilities Committee related to the report to the BOG that accounts for existing carryforward funds to the Board of Trustees.

Background Information

The BOG has mandated a report for all (12) Universities that accounts for all State University System carryforward funds in a standardized format showing such funds as restricted or contracted, committed or available.

Supporting Documentation:

SUS FL Education and General 2018-19 Operating Budget Carryforward Fund Balance Composition - November 2018

Prepared by: Mark Mroczkowski

Florida Polytechnic University			
Education and General			
2018-19 Operating Budget - Beginning Carryforward Fund Balance Composition			
November 2018			
		<u>University E&G</u>	<u>Special Unit or Campus (FIPR)</u>
A. Beginning E&G Carryforward Fund Balance - July 1, 2018 :			
	Cash	\$ 412,289	\$ 97,196
	Investments	\$ 29,903,103	\$ 7,049,536
	Accounts Receivable	\$ -	\$ -
	Less: Accounts Payable	\$ -	\$ -
	Less: Deferred Fees	\$ -	\$ -
	Beginning E&G Fund Balance Before Encumbrances :	\$ 30,315,392	\$ 7,146,732
B. Expenditures to Date :		\$ 1,145,576	\$ -
C. Encumbrances to Date :		\$ 1,227,625	\$ -
D. E&G Carryforward Fund Balance - as of November 30, 2018 :		\$ 27,942,191	\$ 7,146,732
E. <u>Restricted / Contractual Obligations</u>			
	5% Statutory Reserve Requirement	\$ 1,859,672	\$ -
	Restricted By Appropriations	\$ -	\$ 7,146,732
	University Board of Trustee Reserve Requirement	\$ -	\$ -
	Restricted by Contractual Obligations:	\$ -	\$ -
	Compliance Program Enhancements	\$ -	\$ -
	Audit Program Enhancements	\$ -	\$ -
	Campus Security and Safety Enhancements	\$ -	\$ -
	Student Services, Enrollment, and Retention Efforts	\$ -	\$ -
	Student Financial Aid	\$ -	\$ -
	Faculty / Staff Instructional and Advising Support and Start-Up Funding	\$ -	\$ -
	Faculty Research and Public Service Support and Start-Up Funding	\$ -	\$ -
	Library Resources	\$ -	\$ -
	Infrastructure, Capital Renewal, Roofs, Renovation, Repair	\$ 24,358,801	\$ -
	Utilities	\$ -	\$ -
	Information Technology (ERP, Equipment, etc.)	\$ 1,723,718	\$ -
	Total Restricted Funds :	\$ 27,942,191	\$ 7,146,732
F. <u>Commitments</u>			
	Compliance, Audit, and Security		
	Compliance Program Enhancements	\$ -	\$ -
	Audit Program Enhancements	\$ -	\$ -
	Campus Security and Safety Enhancements	\$ -	\$ -
	Academic and Student Affairs		
	Student Services, Enrollment, and Retention Efforts	\$ -	\$ -
	Student Financial Aid	\$ -	\$ -
	Faculty / Staff Instructional and Advising Support and Start-Up Funding	\$ -	\$ -
	Faculty Research and Public Service Support and Start-Up Funding	\$ -	\$ -
	Library Resources	\$ -	\$ -
	Facilities, Infrastructure, and Information Technology		
	Infrastructure, Capital Renewal, Roofs, Renovation, Repair	\$ -	\$ -
	Utilities	\$ -	\$ -
	Information Technology (ERP, Equipment, etc.)	\$ -	\$ -
	Total Commitments :	\$ -	\$ -
G. Available E&G Carryforward Balance as of November 30, 2018 :		\$ -	\$ 0
	* Please provide details of earmark reserve balances (specific issue name, appropriation year, amount).		

5% Statutory Reserve Requirement: in compliance with 1011.40(2), Florida Statutes, each institution shall provide a written notification to the Board of Governors if, at any time, the unencumbered balance in the education and general fund of the university board of trustees approved operating budget goes below 5 percent. As a result, each university reserves an amount equal to 5 percent of its unencumbered balance in the education and general fund.

University Board of Trustees Reserve Requirement: the amount of unrestricted funds set aside by the University Board of Trustees to address critical, unforeseen, or non-discretionary items that require immediate funding, such as unanticipated or uninsured catastrophic events, unforeseen contingencies, state budget shortfalls, or university revenue shortfalls.

Restricted by Appropriations: funds appropriated by the Legislature for a specific purpose as identified by law or through legislative work papers.

Compliance Program Enhancements: initiatives associated with being in compliance with federal law, state law, Board of Governors Regulations or any other entity with which the University must comply.

Audit Program Enhancements: initiatives associated with implementing audit programs of the institution.

Campus Security and Safety Enhancements: the support of campus security and/or safety issues, such as the recruitment of police officers, vehicles, equipment, and investments which promote security and safety at the institution. This issue may also include mental health counseling and services.

Student Services, Enrollment, and Retention Efforts: funds to promote student success through supporting student services programs, addressing enrollment, and assisting with retention efforts to support timely graduation.

Student Financial Aid: funds aimed to reduce student costs and provide the opportunity to obtain a degree in an affordable and timely fashion.

Faculty/Staff Instructional and Advising Support and Start Up Funding: funds identified to support instructional and advising activities, and/or start- up packages for new faculty. Start up packages are often expended over a multi-year period.

Faculty Research and Public Service Support and Start Up Funding: funds identified to support research and public service, and any associated start up funding- Start up packages are often expended over a multi-year period.

Library Resources: materials and database access required to support programs of study and research.

Infrastructure, Capital Renewal, Roofs, Renovation and Repair: funds to support the maintenance of university infrastructures. Such costs may include the following: preventive maintenance, replacement of parts, systems or components; and other activities needed to preserve or maintain the asset.

Utility Costs: the support of utility costs throughout the university.

Information Technology (ERP, Equipment, etc.): funds to improve operational productivity, educational improvements, and technological innovation, implementation and/or maintenance of ERP systems, and technological equipment purchases.

**Florida Polytechnic University
Board of Trustees**

Subject: Creation and Operation of a BOT Executive Committee

Proposed Action

Discuss recommendations of the Governance Committee related to the creation and operation of a BOT Executive Committee.

Background Information

The BOT determined that it would like to create an executive committee this year to improve Board operations. The Governance Committee is making a recommendation on who should be on the executive committee and what authority the executive committee should have. Once determined, the Bylaws will be amended to reflect the creation of the Executive Committee and state what authority it has.

Supporting Documentation:

Summary of Membership and Authority of Executive Committees at Other SUS Institutions

Prepared by: Gina DeIulio, General Counsel

**Summary of Membership and Authority of Executive
Committees at Other SUS Institutions**

	Committee Membership	Committee Authority	Reporting to Full Board
UCF	Board Chair and committee chairs	empowered to act on matter that, in the opinion of the board chair, must be timely approved between regularly scheduled Board meetings	Actions taken by the Executive Committee shall be reported to the Board at the next Board meeting
USF	The Chair and Vice-Chair of the Board of Trustees shall be members. In addition, three (3) trustees shall be appointed by the Chair to serve on the Governance committee. In addition, the President of the University System shall be a non-voting ex-officio member	authority to act for the Board of Trustees on all matters except for the following, which shall be reserved for the full Board: appointing and removing the President; approving or discontinuing programs; board officer selection; Campus Board membership; changes in institutional mission and purposes; changes to the operating procedures; incurring of corporate indebtedness; and adoption of the annual budget	The Governance Committee shall meet as often as necessary to conduct business as the Chair and President shall determine, and it shall ensure that minutes are taken of such meetings which will be distributed to all Trustees for information at the next regular meeting of the Trustees
FIU	Board Chair, Board Vice Chair and all Committee Chairs	may exercise all powers and authority of the Board on an as needed basis between regular Board meetings for time sensitive matters, subject only to such restrictions or limitations as the Trustees may from time to time specify, except that the following matters shall be reserved to the full Board for approval (i) Board officer selection, (ii) changes in the mission and purposes of the institution, (iii) presidential selection and termination, (iv) amendments to the Bylaws, (v) debt issuances, (vi) sale or other disposition of The Florida International University Board of Trustees Bylaws Page 8 real property, (vii) the University's annual operating and capital outlay budgets and the University's Capital Improvement Program list for funding by the Legislature, including the Public Education Capital Outlay list, and (viii) any other matter required by law or Board of Governors' regulation to be approved by the full Board	All actions taken by the Governance Committee pursuant to this authority shall be reported at the next meeting of the full Board, or when deemed sufficiently important by the Board Chair and the University President, such actions shall be reported to the Trustees within thirty (30) days after such action is taken, or at a meeting of the Trustees if a meeting is held within that period of time

Summary of Membership and Authority of Executive

Committees at Other SUS Institutions

FAMU	Board Chair, the Chairs of the Academic Affairs Committee, Audit and Compliance Committee, Budget/Finance Committee, Student Affairs Committee, Facilities Planning Committee and Direct Support Organization (DSO) Committee. The Corporate Secretary shall be an exofficio member without a vote	authority of the Board to act between regular Board meetings on matters which are either ministerial or which must be decided before the next Board meeting	The actions of the Executive Committee shall be reported to the Board at its next regular 4 Board meeting and shall be confirmed and approved by the Board, if required
UWF	The chair and vice chair of the Board of Trustees, and the chairs of the standing committees of the Board, and the president of the university, who shall be ex-officio without vote, and the Board chair may appoint one additional trustee		