



FLORIDA POLYTECHNIC
UNIVERSITY

Board of Trustees Meeting

Wednesday, May 22, 2019
12:45-2:45 PM

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

Dial In Number: 240-454-0887 | Access Code: 640 724 241

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

- 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. Consent Agenda Don Wilson, Chair
Action Required
 - A. [Audit & Compliance Committee](#)
 - 1. Approve University Compliance & Ethics Program Plan
 - 2. Approve University Financial Audit FYE 6/30/18
 - 3. Approve Foundation Financial Audit FYE 6/30/18
 - B. [Academic & Student Affairs Committee](#)
 - 1. Approve 2019-20 Faculty Handbook
 - 2. Approve 2020-2021 and 2021-2022 Academic Calendars
 - C. [Finance & Facilities Committee](#)
 - 1. Anticipated Use of University Resources by the Foundation for 2019-20

2. Approval of Contract over \$500,000
3. 2019-2020 University Operating and Capital Budgets
4. 2019-20 Foundation Operating Budget
5. Approve Foundation Board New Appointment: Cindy Alexander
6. Approve Foundation Board Reappointments: Shelley Robinson and Seretha Tinsley

D. [Governance Committee](#)

1. Approval of Florida Polytechnic University Foundation Inc.'s revised and amended bylaws

E. [Board of Trustees Meeting Minutes](#)

1. Approve March 13, 2019 Board of Trustees Meeting Minutes

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| VI. President's Remarks | President Randy Avent |
| VII. Faculty Presentation | Dr. Grisselle Centeno |
| VIII. Student Presentation | Taryn Jones |
| IX. Approval of the Statement of Free Expression
<i>*Action Required*</i> | Gina Delulio |
| X. 2020-2021 Legislative Budget Request
<i>*Action Required*</i> | Kathy Mizereck |
| A. Operating Budget Request | |
| B. Fixed Capital Outlay (PECO) Budget Request | |
| XI. Committee Reports | |
| A. Audit & Compliance Committee Report | Gary Wendt, Chair |
| B. Academic & Student Affairs Committee Report | Dr. Dick Hallion, Chair |
| C. Finance & Facilities Committee Report | Frank T. Martin, Chair |
| D. Governance Committee Report | Rear Admiral Philip Dur, Chair |
| 1. President Avent's 2018-19 Evaluation
<i>*Action Required*</i> | |
| 2. President Avent's 2019-20 Compensation
<i>*Action Required*</i> | |
| 3. President Avent's 2019-20 Goals and Objectives
<i>*Action Required*</i> | |

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|-------|---|-------------------|
| E. | <u>Executive Committee Report</u> | Don Wilson, Chair |
| XII. | <u>Board of Trustees Meetings</u> | Don Wilson, Chair |
| XIII. | <u>Board of Governors' Meetings</u> | Don Wilson, Chair |
| XIV. | Closing Remarks and Adjournment | Don Wilson, Chair |

**Florida Polytechnic University
Board of Trustees
May 22, 2019**

Subject: University Compliance & Ethics Program (2019-20)

Proposed Committee Action

Recommend approval of the University Compliance and Ethics Program Plan for the 2019-20 fiscal year.

Background Information

Florida Board of Governors Regulation 4.003 provides that each board of trustees shall implement a university wide compliance and ethics program as a point for coordination of and responsibility for activities that promote ethical conduct and maximize compliance with applicable laws, rules, regulations, rules, policies, and procedures. David Blanton, Chief Compliance Officer (CCO) presented the proposed Plan for the 2019/20 fiscal year. This Plan was developed consistent with applicable codes of conduct and the Federal Sentencing Guidelines and provides for the various planned focus areas for University Compliance.

The Committee considered whether the Proposed Plan promotes an organizational culture that encourages ethical conduct and a commitment to compliance.

Supporting Documentation:

*Please see supporting documentation under "Audit & Compliance Committee", item VII.

Prepared by: David A. Blanton, CAE/CCO

PENDING APPROVAL BY AUDIT AND COMPLIANCE COMMITTEE 5/22/19

**Florida Polytechnic University
Board of Trustees
May 22, 2019**

Subject: University Financial Audit – Fiscal Year Ended 6/30/18

Proposed Committee Action

Recommend approval of the Florida Polytechnic University Financial audit conducted by the Florida Auditor General for the fiscal year ended June 30, 2018.

Background Information

In accordance with Section 11.45, Florida Statutes, a financial audit was performed on the University's basic financial statements for the fiscal year ended June 30, 2018 by the Florida Auditor General. David Blanton, Chief Audit Executive/Chief Compliance Officer (CAE/CCO) presented the results of the financial audit to the Committee for their consideration and approval.

Supporting Documentation:

*Please see supporting documentation under "Audit & Compliance Committee", item VIII.

Prepared by: David A. Blanton, CAE/CCO

PENDING APPROVAL BY AUDIT AND COMPLIANCE COMMITTEE 5/22/19

Florida Polytechnic University

Board of Trustees

May 22, 2019

Subject: Foundation Financial Audit – Fiscal Year Ended 6/30/18

Proposed Committee Action

Recommend approval of the Florida Polytechnic Foundation Financial audit conducted by independent certified public accountants for the fiscal year ended June 30, 2018.

Background Information

Pursuant to Florida Polytechnic University Regulation FPU-10.002, University Direct Support Organizations (DSO), each DSO shall cause an annual financial audit to be conducted, in accordance with applicable laws and rules, by an independent certified public accountant upon the close of each fiscal year for submission to the BOT for review and oversight. David Blanton, Chief Audit Executive/Chief Compliance Officer (CAE/CCO) presented the results of the financial audit of the Foundation, for the fiscal year ended June 30, 2018, to the Committee for their consideration and recommended approval to the full Board.

Supporting Documentation:

*Please see supporting documentation under "Audit & Compliance Committee", item IX.

Prepared by: David A. Blanton, CAE/CCO

**Florida Polytechnic University
Board of Trustees
May 22, 2019**

Subject: 2019-2020 Faculty Handbook

Proposed Action

Approve the 2019-2020 Faculty Handbook.

Background Information

The following memo serves as index to substantive changes in the Faculty Handbook for 2019-2020. The Handbook was reviewed by all stakeholders and updated to align with the Collective Bargaining Agreement and other related institutional changes. It was approved by the Academic Policies and Procedures Committee on April 26, 2019.

It was approved by the Florida Polytechnic University Board of Trustees Academic and Student Affairs Committee on May 22, 2019.

Supporting Documentation:

*Please see supporting documentation under "Academic and Student Affairs Committee", item VII.

Prepared by: Dr. Terry Parker, EVP and Provost

**Florida Polytechnic University
Board of Trustees
May 22, 2019**

Subject: 2019-2020 Academic Calendar and 2020-2021 Academic Calendar

Proposed Action

1. Approve the 2019-2020 Academic Calendar.
2. Approve the 2020-2021 Academic Calendar.

Background Information

On May 15, 2019, the Florida Polytechnic University Board of Trustees Academic and Student Affairs Committee voted unanimously to approve the 2019-2020 and the 2020-2021 academic calendars. The 2019-2020 and the 2020-2021 academic calendars are coming before the full Board for approval.

Supporting Documentation:

*Please see supporting documentation under "Academic and Student Affairs Committee", item VIII.

Prepared by: Dr. Terry Parker, EVP and Provost

**Florida Polytechnic University
Board of Trustees
May 22, 2019**

Subject: Anticipated Use of University Resources by the Foundation

Proposed Action

Recommend approval of estimated University resources provided to the Foundation for the 2019-2020 fiscal year.

Background Information

The Board of Trustees must approve use of University personnel and facilities for Foundation use.

Supporting Documentation:

*Please see supporting documentation under "Finance and Facilities Committee", item VII.

Prepared by: Mark Mroczkowski, Vice President and CFO

Florida Polytechnic University
Board of Trustees
May 22, 2019

Subject: Approval of Contracts over \$500,000

Proposed Committee Action

Recommend approval of Super Transportation of Florida, LLC contract.

Background Information

- **Vendor:** Super Transportation of Florida LLC
- **Contract Type:** TransDev Services Inc., Student Transportation Services
- **Contract Dates (Original with Renewals):** Start 08/12/16 End 07/31/19
- **Contract Dates (Final Renewal):** Start 08/01/19 End 06/30/20
- **Contract Amounts:** Original \$418,002 Renewal \$140,000 New Amount \$558,008
- **Description of Services:** Super Transportation of Florida, LLC (TransDev), provides student transportation services through University owned shuttle.
- **Renewal Terms:** The agreement between TransDev and Florida Poly has one remaining renewal, August 1, 2019 – June 30, 2020, at \$140,000 for the fiscal year 2020, which would increase the total value of the contract to \$558,002. There are no further renewals available under this Agreement.
- **Selection Process:** Florida Poly entered into a Piggyback agreement with TransDev Services, Inc. on August 12, 2016, to provide on/off campus shuttle service for students. The Piggyback agreement was procured under the contract between the University of Central Florida's (UCF) and TransDev (formerly Veolia Transportation), competitively bid under RFP #1114ZCSA.
- **Additional Notes:**
 - The University currently owns the shuttle vehicle (valued at approximately \$25K); however, any expense for repair and maintenance of the shuttle as well as shuttle driver is provided by TransDev under the current agreement.
 - The shuttle service makes four scheduled off campus stops to three apartment complexes and Publix Plantation Square during each day of service.
 - Hours of operation during the fall and spring terms are typically 12 hours per day as requested by Academic Affairs. Summer hours are currently 6 hours per day.
 - Auxiliary Enterprises will activate an Activity/Event Monitoring Device to capture actual student ridership on the shuttle this fall 2019.
 - During FY20, student ridership will be tracked via activity/event monitoring device to capture true usage of shuttle. Data analysis based on ridership will be reviewed by stakeholders following the fall term as current and new modes of student transportation are considered for FY21 and beyond.

- **Desired Outcome:** As all contracts greater than or equal to \$500,000 must be approved by the Florida Polytechnic University Board of Trustees and this renewal now places the total value over \$500,00, we request approval of the final contract renewal with TransDev Services, Inc. for the coming academic year 2019-2020.
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Supporting Documentation:

*Please see supporting documentation under "Finance and Facilities Committee", item VIII.

Prepared by: Mark Mroczkowski, Vice President and CFO

**Florida Polytechnic University
Board of Trustees
May 22, 2019**

Subject: 2019-20 University Operating and Capital Budgets

Proposed Committee Action

Recommend approval of the University Operating and Capital Budgets for the 2019-2020 fiscal year.

Background Information

The Board of Governors requires that the University's fixed capital outlay, operating and carryforward budget information be approved by the Board of Trustees and provided to the Board of Governors who will be reviewing and approving each budget during its August 29, 2019 Board meeting. The President and the CFO in accordance with their fiduciary responsibility to the University must certify that the budgets are true and materially correct to the best of their knowledge. The President and the CFO must further certify that these budgets have been reviewed and approved by the board of trustees at its meeting held on May 22, 2019 and that funds will only be expended in accordance with the approved budget as well as all applicable Statutes, Board of Governors Regulations, and university regulations.

Supporting Documentation:

*Please see supporting documentation under "Finance and Facilities Committee", item X.

Prepared by: Mark Mroczkowski, Vice President and CFO

**Florida Polytechnic University
Board of Trustees
May 22, 2019**

Subject: 2019-20 Foundation Operating Budget

Proposed Action

Approve the Florida Polytechnic University Foundation operating budget for the 2019-2020 fiscal year.

Background Information

The Florida Polytechnic University Foundation, Inc. Board of Directors unanimously approved the 2019-20 Foundation Operating Budget as documented in the Foundation Board meeting minutes for April 5, 2019. The 2019-20 Foundation Operating Budget reflects 2019-budget revisions and the fiscal year 2020-proposed budget. This matter now comes before the Board of Trustees for final approval.

Supporting Documentation:

*Please see supporting documentation under "Finance and Facilities Committee", item XI.

Prepared by: Mark Mroczkowski, Vice President and CFO

**Florida Polytechnic University
Board of Trustees
May 22, 2019**

Subject: Approval of Foundation Board New Appointment

Proposed Committee Action

Approve the following nominee to the Florida Polytechnic University Foundation, Inc. Board of Directors:

- Cindy Alexander (new two-year term)

Background Information

The Florida Polytechnic University Foundation, Inc. Board of Directors unanimously approved these nominees as documented in the Foundation Board meeting minutes for April 5, 2019. This matter now comes before the Board of Trustees for final approval.

Supporting Documentation:

*Please see supporting documentation under "Finance and Facilities Committee", item XIII.

Prepared by: Bob Kennedy, COO, Florida Polytechnic University Foundation, Inc.

**Florida Polytechnic University
Board of Trustees
May 22, 2019**

Subject: Approval of Foundation Board Reappointments

Proposed Committee Action

Approve the following nominees to the Florida Polytechnic University Foundation, Inc. Board of Directors:

- Shelley Robinson (reappointment to two-year term)
- Seretha Tinsley (reappointment to two-year term)

Background Information

The Florida Polytechnic University Foundation, Inc. Board of Directors unanimously approved these nominees as documented in the Foundation Board meeting minutes for April 5, 2019. This matter now comes before the Board of Trustees for final approval.

Supporting Documentation:

*Please see supporting documentation under "Finance and Facilities Committee", item XIV.

Prepared by: Bob Kennedy, COO, Florida Polytechnic University Foundation, Inc.

**Florida Polytechnic University
Board of Trustees
May 22, 2019**

Subject: Revised and Restated Bylaws of Florida Polytechnic University Foundation, Inc.

Proposed Board Action

Approve the Florida Polytechnic University Foundation Inc.'s proposed revised bylaws.

Background Information

Pursuant to University regulation FPU-10.002 University Direct Support Organizations. (2) on certification, "any subsequent amendments to the Articles of Incorporation or Bylaws of the organization are subject to the approval of the BOT."

The proposed revised bylaws were approved by the Foundation's board at its meeting on April 5, 2019. The changes were made primarily to make the document cohesive, to provide clarifications and to make it align with Foundation policies. The major changes include:

1. Contradictions were removed. Current practice was used to determine what to keep.
2. Language, format, and legal references were updated.
3. The Executive Committee was reformatted to closely match the Board of Trustees and make it a more functional committee.
4. The Nominations Committee & Policy and Governance Committee were added as Standing Committees to match current practice.
5. Clarification of the roles and selection of Chief Executive Officer and Chief Operating Officer were made.
6. Clarification of the roles and positions of the Secretary and Treasurer were made.
7. Foundation Officers and Director roles were clarified and better defined.
8. Parties authorized to sign checks were edited to match the new officer configuration.

The proposed revisions were approved by the Board of Trustees' Governance Committee on May 1, 2019 and now come to the full Board for approval.

Supporting Documentation:

Draft Revised and Restated Bylaws of Florida Polytechnic University Foundation, Inc.

Prepared by: David J. Brunell, Assistant General Counsel

REVISED AND RESTATED BY-LAWS
of
Florida Polytechnic University Foundation, Inc.
A Florida Not-for Profit Corporation

ARTICLE 1. PURPOSE

Florida Polytechnic University Foundation, Inc. (~~“Corporation” or “Foundation”~~) is organized and ~~shall be operated~~s exclusively to receive, hold, invest, and administer property and to make expenditures to or for the benefit of Florida Polytechnic University (the “University”) by encouraging alumni and friends to provide private funds and other resources for the University’s benefit, to manage those assets, to provide volunteer leadership in support of the ~~University’s objectives and to perform all business matters~~s to accomplish these purposes, and to exercise rights in intellectual property for the benefit of the University. ~~support and enhance Florida Polytechnic University by encouraging alumni and friends to provide private funds and other resources for the University’s benefit, to manage those assets, to provide volunteer leadership in support of the University’s objectives and to perform all business matters to accomplish these purposes.~~

The ~~Corporation Foundation~~ is to be operated~~s~~ as a university direct support organization, as defined in ~~Section sections 1004.28 and 1004.3451,~~s Florida Statutes, ~~or the corresponding provision of any future Florida state law as amended.~~

The ~~Corporation Foundation~~ shall supports ~~support~~ the educational purposes of ~~Florida Polytechnic~~the University and ~~shall promotes and~~s encourages ~~and assists~~ charitable and educational aid in forms of financial contributions, property, ~~and any forms of services and support allowed by law.~~ The ~~Foundation Corporation~~ may also promote, encourage, ~~and assist~~ research and training activities of faculty, staff, ~~and students at Florida Polytechnic~~the University through income from contracts, grants, contributions and other sources, including, without limitation, income derived from or related to the development and commercialization of ~~Florida Polytechnic~~ University work products. The ~~Foundation Corporation~~ will promotes education and other related activities and ~~will~~ encourages research and research programs, learning, and dissemination of information pertaining to University activities and those organizations in which the ~~Association Foundation Corporation~~ is associated. Additionally, the ~~Foundation Corporation~~ shall is be entitled to conduct business for or on behalf of ~~Florida Polytechnic~~the University within the meaning of ~~Section sections 501(c)(3) and Section 170-(c) of the Internal Revenue Code of 1986 (or (as amended), at the University’s written request, the corresponding provisions of any future Internal Revenue L~~aw).

In order to prosecute properly the objects and purposes set forth above, the ~~Corporation Foundation~~ shall hasv thee full power and authority to purchase, lease, and

otherwise acquire, hold, mortgage, convey, and otherwise dispose of all kinds of property; and to invest, administer, and use the money and property of the Foundation Corporation, and any and all income derived therefrom, for any one or more of the purposes provided herein; provided, however, that no such powers ~~shall may~~ be ~~exercised exercised~~ in a manner ~~which is not in~~consistent with ~~Section section~~ 501-(c)(3) of the Internal Revenue Code (or ~~the corresponding successor~~ provision ~~s of law~~of any future Internal Revenue Law), or Florida law.

ARTICLE 2. DEFINED TERMS

Capitalized terms used in these ~~Bby~~ laws shall have the meanings ~~ascribed to them as~~ set forth below.

1. "Board" means the Board of Directors of the Foundation.

~~2.~~ "Board of Trustees" means the Florida Polytechnic University's Board of Trustees.

~~2.~~

3. "Chair" means the chair of the Board of Directors of the Foundation.

4. "Directors" means both Elected Directors, ~~Life Members,~~ and ~~Ex~~ex-officio Directors.

5. "Elected Directors" are those directors elected by the Board and confirmed approved by the University President and the Board of Trustees and elected by the Board.

~~6.~~ "Ex-officio Directors" means the Directors listed in Article 4, Section 4.

~~7.~~ "Executive Officers" shall mean the Executive President, Executive Vice President, and other executive officers appointed by the Board.

~~8.6.~~ "For cause" means actions or omissions that may adversely reflect on the interests or reputation of the Foundation or the University, as determined by the University President after consulting with the Executive Committee of the Board of Directors. Any such determination may be made by the University President at any time and need not depend on the conclusion of any external determination or process.

~~9.7.~~ "Foundation" means Florida Polytechnic University Foundation, Inc.

~~10. "Life Members" are those Directors confirmed by the University President and elected by the Board for life in accordance with Article 4, Section 6.~~

~~11.8.~~ "Officers" means the Foundation Chair, Vice Chair, Chief Executive Officer, Secretary, ~~Treasurer~~, and any other officers deemed necessary by the Board.

~~12. "Unacceptable performance" means a persistent failure to fulfill duties of the position to high standards and in a manner that serves the best interests of the Foundation and the University, as determined by the University President after consulting with the Board of Directors.~~

~~13.9.~~ "University" means Florida Polytechnic University.

~~14.10.~~ "University President" means the President of Florida Polytechnic University.

ARTICLE 3. OFFICES

The principal office of the Foundation ~~shall is be~~ located in Lakeland, Polk County, Florida.

ARTICLE 4. BOARD OF DIRECTORS

Section 1. Number. ~~The initial Board is comprised of three board members named by the Incorporator.~~ The Board ~~shall is be~~ composed of ~~Elected Directors and, Ex-officio Directors, and Life Members described in Sections 3, and 4, and 5 below.~~ The Board ~~shall must~~, at all times, have at least ~~three-3~~ Elected Directors and no more than ~~forty-five~~45 Elected Directors.

Section 2. Duties. The role of the ~~Directors-Board~~ is to assist in raising private funds and other resources for the University, to ~~continue their- provide ongoing~~ personal financial support for the University, and to participate in governance of and advocacy on behalf of the Foundation.

Section 3. Selection of Elected Directors. Candidates for Elected Directors ~~shall will~~ be reviewed by ~~the~~ Nominating Committee, ~~appointed by the Chair, subject to-elected by the Board, to-and~~ confirmed ~~by the Board of Trustees~~ University President and election by the Board.

Section 4. Ex-officio Directors. The ~~Ex~~ ex-officio Directors are full voting members of the Board and ~~shall include, where applicable:~~

1. ~~At least Three appointees of the University Board of Trustees (4-year terms) one designee selected by the chair of the Board of Trustees;~~
2. The University President or his or her 's-designee;

- ~~3. The University Student Body President.~~
- ~~4. Up to four University deans, directors or faculty members as appointed by the University President (4-year terms).~~

Section 5. Foundation Life Members.

~~Candidates for Foundation Life Members shall be reviewed and approved by election of the Board, subject to confirmation by the University President and the Board of Trustees. Life Members are voting members of the Board. Criteria to be considered as a Foundation Life Member shall include the following:~~

- ~~1. Completion of two four-year terms on the Board;~~
- ~~2. Minimum of \$1 million gift or \$1 million irrevocable gift commitment; and~~
- ~~3. Exemplary commitment to the mission, vision, and objectives of the University and Foundation.~~

~~The number of Life Members shall be limited only by the high standards to be used in their selection to assure that this honor be extended to persons of extraordinary merit and distinction.~~

Section 56. Terms of Office.

a. Elected Directors. ~~An Elected Director shall hold a [±]two, three, or four year term, assigned by the Board, commencing on the effective date of appointment and continuing through the meeting closest to the end of the assigned term~~Terms for Elected Directors will be two years unless the Board votes for a longer term. An Elected Director may not serve for longer than , and is not eligible to serve more than eight years consecutively except as otherwise described in this paragraph. An Elected Director who has served eight years consecutively may be re-elected to the Board after the expiration of one year following the end of his or her last term, ~~and shall have the status of a new Director.~~ Vacancies occurring during a term ~~shall~~ may be filled for the unexpired portion in the manner provided for the election of Directors. Where a person fills a vacancy with less than one-half~~year~~ of the term remaining, the ~~person's Elected Director's~~ person's years of service spent filling such vacancy ~~shall are~~ are not ~~be~~ counted for purposes of that person's eligibility to serve eight years consecutively.

b. Ex-officio Directors. An Ex-officio Director ~~shall serves~~ shall serve so long as he or she holds the office or the position which resulted in placement on the Board or until the person empowered to make the appointment changes the designee.

[±]Amendment to Section 6.a revised term lengths and maximums executed on May 17, 2013. Marked revisions identified as "Amendment 1" at end of document.

~~**c. Life Members.** The selection as a Life Member is for life or until resignation by the Life Member.~~

Section 67. Resignation.

~~A Director may resign at any time by submitting a written resignation to the Chair with a copy to the CEO. If the Chair is resigning, the Chair will submit a written resignation to the Vice Chair with a copy to the CEO.~~

Section 78. Removal.

~~An Elected Director may be removed by a majority vote of the Board members present and voting, whenever in the Board's judgment the interests of the Foundation would be best served. Any Director may be removed for cause by the University President after consultation with the other DirectorsExecutive Committee. A Life Member may be removed by a two thirds majority of Board members present and voting after approval by the University President.~~

Section 7. Powers And Duties Of Officers

~~**a. Chair.** The Chair shall preside at all meetings of the Board and shall do and perform other duties as may be assigned to him or her by the Board or these By laws. The Chair shall serve as Chair of the Executive Committee, and he or she shall be an ex officio voting member of all Committees of the Board.~~

~~**b. a. Vice Chair.** The Vice Chair shall preside at all meetings of the Board in the absence or disability of the Chair and shall do and perform other duties as may be assigned to him or her by the Chair, the Board, or these By laws. In the event of a vacancy or prolonged disability in the office of the Chair, the Vice Chair shall also perform all duties of the Chair.~~

ARTICLE 5. SELECTION AND POWERS OF OFFICERS

Section 1. Officers.

~~**c. Chair.** The Chair is elected from the Directors by a majority vote of the Directors voting. shall preside at all meetings of the Board and shall do and perform other duties as may be assigned to him or her by the Board or these By laws. The Chair shall serve as Chair of the Executive Committee, and he or she shall be an ex-officio voting member of all Committees of the Board.~~

~~**a.**~~

~~**b. Vice Chair.** The Vice Chair is elected from the Directors by a majority vote of the Directors voting and may not be the same person as the Chair.~~

shall preside at all meetings of the Board in the absence or disability of the Chair and shall do and perform other duties as may be assigned to him or her by the Chair, the Board, or these By laws. In the event of a vacancy or prolonged disability in the office of the Chair, the Vice Chair shall also perform all duties of the Chair.

c. Chief Executive Officer (CEO) and Secretary. The University's Vice President of Advancement serves as the Foundation CEO, unless the University President designates otherwise in writing. The CEO also serves as the Secretary of the Board.

d. The Board may appoint other officers.

e. If a vacancy occurs in an office other than CEO, an election may will be held at any regular or special meeting of the Board; the Executive Committee may appoint interim officers until the Board elect appoints officers.

Section 2. Powers and Duties

a. Chair. The Chair presides at all meetings of the Board and performs other duties as may be assigned to the Chair by the Board or these Bbylaws. The Chair serves serve as Chair of the Executive Committee, and is an -ex-officio voting member of all Committees of the Board.

b. Vice Chair. The Vice Chair presides at all meetings of the Board in the absence or disability of the Chair and performs other duties as may be assigned to the Vice Chair by the Chair, the Board, or these Bbylaws. In the event of a vacancy or prolonged disability in the office of the Chair, the Vice Chair also performs all duties of the Chair until a new Chair is selected.

c. Chief EExecutive Officer (CEO) and Secretary. The CEO is responsible for the day-to-day management of the affairs of the Foundation. The CEO exercises the authority to accept gifts, collect revenues, and make expenditures, and is responsible for maintenance and management of the Foundation's activities and personnel, and performs other duties assigned to the CEO by the Board, the University President or these Bbylaws. The CEO serves as Secretary of the Board and is the principal liaison officer between the University and the Board. The CEO attends meetings of the Board and serves on the Executive Committee and may serve on any other Committees to which the CEO is appointed. The CEO has no vote on the Board or any Committee. The CEO will appoint a chief operating officer.

(1) Chief Operating Officer (COO). The COO is the chief operating officer of the Foundation. The COO manages the business affairs of the Foundation as delegated by the CEO and is specifically authorized to sign documents on behalf of the Foundation in accordance with these Bylaws and the policies of the Foundation. The COO is not a member of or Officer of the Foundation.

(1)(2) Secretary. The Secretary, the CEO is responsible for ensuring that full and accurate minutes of all meetings of the Board and Committees are kept and ; that transmits all notices required by these Bylaws are transmitted. The Secretary, and performs other duties assigned by the Board and or these Bylaws. The Secretary has charge of all official records of the Foundation which are at all reasonable times are be open to examination by any Director.

~~b. Treasurer.~~ The Treasurer reviews the budgetary status and financial information of the Foundation and attends all meetings of the Finance Committee. The Treasurer also perform other duties assigned by the Board, CEO, or these Bylaws.

Section 3. Absence or Incapacity of Officers. In the event of absence, inability, or refusal to act of any Officer other than the CEO, the Executive Committee may appoint a successor to perform such Officer's respective duties, until the following meeting of the Board or any special meeting which may be held for the election of Officers. In the case of the CEO, the University President will appoint a new CEO as contemplated by this article.

Section 4. Resignation. An Officer may resign at any time by submitting a written resignation to the ~~Executive Vice President~~ CEO; if the CEO is resigning, written resignation will be to the University President. ~~If the Executive Vice President is resigning, he or she may submit his or her resignation to the Chair and the University President.~~

Section 5. Removal. Any Officer other than the CEO may be removed by the Board at any time for any reason.

~~Section 8. Resignation:~~

~~A Director may resign at any time by submitting a written resignation to the Chair and the Executive President.~~

~~Section 9. Removal.~~

~~An Elected Director may be removed by a two-thirds vote of the Board members present and voting, whenever in the Board's judgment the interests of the Foundation would be best served. Any Director may be removed for cause by the University President after consultation with the other Directors.~~

~~ARTICLE 5. EXECUTIVE OFFICERS AND ELECTIONS~~

~~The Board may vote to name Executive Officers or to remove Executive Officers at its discretion. The Executive Officers shall consist of the following: Executive Vice-President, **Associate Vice-President, Secretary, and Treasurer, unless otherwise determined by the Board. The Board may provide for other Executive Officers as it deems necessary.** If a vacancy occurs in an office, an election may be held at any regular or special meeting of the Board.~~

~~ARTICLE 6. POWERS AND DUTIES OF EXECUTIVE OFFICERS~~

~~**Section 1. Executive Vice-President.** The office of Executive Vice-President shall be the chief executive officer of the Foundation, responsible for the day-to-day management of the affairs of the Foundation. The Executive Vice-President shall exercise the authority to accept gifts, collect revenues, and make expenditures, and is responsible for maintenance and management of the Foundation's activities and personnel, and shall perform other duties assigned to him or her by the Board or these By-laws.~~

~~**Section 2. Associate Vice-President.** The Associate Vice-President is the chief operating officer of the Foundation. The Associate Vice-President shall manage the business affairs of the Foundation as delegated by the Executive Vice-President and is specifically authorized to sign documents on behalf of the Foundation in accordance with these By-laws and the policies of the Foundation.~~

~~**Section 3. Secretary.** The Secretary shall keep full and accurate minutes of all meetings of the Board and Executive Committee, transmit all notices required by these By-laws, and perform other duties assigned by the Board or these By-laws. The Secretary shall have charge of all official records of the Foundation which shall at all reasonable times be open to examination by any Director.~~

~~**Section 4. Treasurer.** The Treasurer shall review the budgetary status and financial information of the Foundation and attend all meetings of the Finance Committee. The Treasurer shall also perform other duties assigned by the Board or these By-laws.~~

~~**Section 5.— Absence or Incapacity of Officers.** In the event of absence, inability, or refusal to act of any Officer, the Executive Committee may appoint a successor to perform such Officer's respective duties, until the following meeting of the Board or any special meeting which may be held for the election of Officers.~~

~~**Section 6.— Resignation.** An Officer may resign at any time by submitting a written resignation to the Executive Vice President. If the Executive Vice President is resigning, he or she may submit his or her resignation to the Chair and the University President.~~

~~**Section 7.— Removal.** Any Officer may be removed by the Board at any time for any reason.~~

ARTICLE 7. TRANSACTION OF FOUNDATION BUSINESS

Section 1. Checks and Drafts. Checks or drafts (paper or electronic) on the funds of the Foundation must be signed by two Officers or an Officer and the COO~~Executive Officers. All Foundation Executive Officers are authorized to sign checks or drafts.~~

Section 2. Execution of Foundation Documents. The Chair, Vice Chair, ~~Executive Vice President, and Associate Vice President~~CEO, and COO are authorized to execute in the name of the Foundation, with the Secretary attesting if necessary, all certificates, contracts, deeds, notes, and other documents or legal instruments authorized or issued by the Board or these ~~B~~y-laws, or necessary to effectuate the purposes of the Foundation.

~~**Section 3.— Employee Bonding.** The Foundation shall keep in force a blanket surety bond or employee dishonesty insurance, the adequacy of which shall be determined by the Board, to assure that each Officer and employee who is authorized to collect, hold, or disburse funds of the Foundation shall faithfully discharge his or her duties.~~

~~**Section 4.— The Corporate Seal.** The corporate seal of the Foundation inscribed with the words "Florida Polytechnic University Foundation, Inc." shall continue to be the seal as formerly adopted and now used and reproduced as follows:~~

~~***{SEAL}***~~

ARTICLE 8. COMMITTEES OF THE BOARD OF DIRECTORS

Section 1. Standing and Special Committees ~~-. Standing Committees shall~~ are be permanent. Special Committees may be formed by the Chair for special purposes as requested and set forth by the Board; collectively they may be referred to as Committees.

a. Special Appointees. A Special Appointee is appointed by the Chair to serve on a Committee in order to enhance the purposes of the Committee. Special Appointees are not Directors but ~~do~~ have full voting rights on the assigned Committee; they, and have no other rights or privileges of a Director. Membership on a Committee by any Special Appointee who is a University employee automatically terminates if the Special Appointee ceases to be a University employee.

b. Term of Office. Committees ~~shall~~ must have a minimum of three members whose membership will be appointed for one-year terms determined by the Chair unless the Board determines otherwise. Members shall serve commencing immediately following Committee service commences immediately upon appointment appointment and continuing through the meeting closest to the end of one year.

~~**c. Appointments.** Appointments to Committees and designation of the respective chairs for service during the ensuing fiscal year shall be made by the Chair prior to the first Board meeting of the new fiscal year.~~

~~**dc. Executive Committee.** The Executive Committee is a Standing Committee and shall consist of the following: the Chair, Vice Chair, Treasurer, immediate past Chair, the University President's designee, one the Chair of the Board of Trustees' designee, and the chairs of the other Standing Committees, and three additional members appointed by the Chair annually, at his or her discretion.~~ The Chair, or in his or her absence the Vice Chair, shall presides at meetings of the Executive Committee. The CEO also serves as a non-voting member of the Executive Committee.

(1) Meetings. The Executive Committee ~~shall~~ will meet at the call of the Chair. The presence of four a majority of members the Executive Committee shall constitutes a quorum of the Executive Committee and the affirmative vote of a majority of members present ~~shall are be~~ necessary for the adoption of any resolution. No subsequent revision or alteration by the Board of action taken by the Executive Committee ~~shall~~ affects the rights of third parties.

(2) Powers. The Executive Committee ~~shall have~~has and may exercise all powers and authority of the Board when the Board is not in session and may act in lieu of any Committee; provided however, the Executive Committee ~~shall have~~has no authority to alter, amend, or repeal the ~~Articles~~articles of ~~Incorporation~~incorporation or the ~~By~~by-laws of the Foundation or to elect or appoint Directors or Officers. Notwithstanding the prohibition on the Executive Committee electing or appointing Officers, the Executive Committee may appoint acting or interim Officers other than the CEO; however, Officers appointed by this authority may only serve until an election occurs.

e. Finance Committee. The Finance Committee is a Standing Committee and ~~shall~~establishes and ~~be~~is responsible for the fiscal policy of the Foundation, including budgets and fees. The Finance Committee ~~shall~~must recommend the budget for the next fiscal year to the Board at its regular meeting held prior to the end of the current fiscal year. The Finance Committee is also responsible for oversight of all Foundation investments, and the acquisition, management, and disposal of all real property offered to, or held by, the Foundation.

f. Audit Committee. The Audit Committee is a Standing Committee and ~~shall~~selects the Foundation's external and internal auditors, sets the audit plans with the auditors annually, reviews the annual audits of the Foundation, and reports on the audits to the Board at the first Board meeting after each audit is completed. The external auditor ~~shall~~reports directly to the Audit Committee. Additionally, the Audit Committee ~~shall~~provides oversight for Foundation internal controls.

d. Nominations Committee. The Nominations Committee is a Standing Committee and—— is responsible for the recruiting and screening of potential Director candidates. The Nominations Committee works with the Directors, Officers, and University staff to recruit qualified candidates for membership on the Board; reviews candidates for Elected Director positions; and makes recommendations for membership to the Board.

e.e. Policy and Governance Committee. The Policy and Governance Committee is a Standing Committee and is responsible for the policy and governance documents and process of the Foundation. The Policy and Governance Committee reviews all changes to the articles of incorporation, bylaws, policies, and procedures of the Board and makes recommendations for changes to the Board.

Section 2. Committee Actions; Records. ~~Unless authorized by the Board to take a specific action, All-all~~ official actions of any ~~Standing-Committee other than the Executive Committee shall~~ require approval or confirmation by the Board. ~~If specific action is authorized, it must be reported to the Board at its next regularly scheduled meeting. Each Committee shall maintain written minutes of its meetings. The actions of the Executive Committee must be reported to the Board at the next regularly scheduled meeting. Any Committee member may be removed for cause by the University President after consultation with the Directors.~~

ARTICLE 9. MEETINGS AND QUORUM

Section 1. Calling Meetings. At least two meetings of the Board ~~shall~~must be held during each fiscal year. The day, hour, and place of the meetings ~~shall~~will be determined by the Chair.

Section 2. Special Meetings. Special meetings of the Board may be called by the Chair, ~~Executive Vice President~~CEO, a group of ten or more Directors, or the University President.

Section 3. Quorum and Voting. Any number greater than 50% of all of the Directors ~~shall~~constitutes a quorum at any duly noticed meeting of the Board. One-third of a Committee (except for the Executive Committee as provided in Article 8, Section 1) ~~shall~~constitutes a quorum at any meeting of a Committee. ~~Directors or Officers may attend meetings in person, telephonically, or —or electronically to satisfy the attendance requirement.~~ All questions ~~shall~~must be determined by a majority vote of those present and voting, except:

- a. a majority of the Directors must concur in amending these ~~B~~by-laws; and,
- b. as otherwise provided in the ~~a~~iArticles of ~~i~~incorporation.

Section 4. Presiding Officer. The Chair, or in his or her absence, the Vice Chair, ~~shall~~will preside at meetings of the Board, ~~or in the case of a Committee, the chair or vice-chair of the Committee.~~ In the absence of both of these Officers from any meeting, the meeting ~~shall~~will be run by a Director ~~or Executive Officer~~ designated by the Board Chair or Committee chair as appropriate. If there is no designee, then the ~~University CEO President~~ may appoint any Director ~~or Executive Officer~~ to preside.

Section 5. Minutes. ~~Written Minutes—minutes of any—the Board or any Committee meeting shall—must~~ be presented for approval at the next regularly scheduled meeting of the Board or Committee respectively.

Section 6. Public Meetings via Telephonic or Electronic Media~~Action Without a Meeting.~~ ~~To the extent permitted by law, action of the Board or its Committees may be taken by a majority vote of the members of the Board or its Committees, individually or collectively consenting in writing or by telephone conference to the actions. In writing or by telephone includes facsimile, telegraph, electronic transmission (such as email), satellite broadcast, or any other electronic means. The written consent or consents shall be filed with the minutes of the proceedings of the Board or Committee. Action by written consent shall have the same force and effect as action by voice vote of the Board or its Committees. Any certificate or other document filed under any provision of law which relates to an action taken without a meeting shall state the action was taken by written consent of a majority of the Board or its Committees without a meeting, and that the By-laws of the Foundation authorize the Board and its Committees to act without a meeting as described in this section. The Board or any Committee may use telephone conference calls and other communications media technology ("CMT") to conduct Board business in the same manner as if the proceeding were held in person. A Director intending to attend a meeting of the Board by CMT must provide the CEO a written request to attend the meeting by CMT at least 7 days in advance. A Director may attend a meeting by CMT provided the member can both hear and speak to all other members (allowing for simultaneous transmission). Participation by a Director by CMT constitutes attendance in person at the meeting. The Board may participate in and hold a meeting of which all members participating in the meeting are attending via CMT provided that 7 days' notice is given to the CEO. The notice of any meeting which is to be conducted wholly by means of CMT will state where and how members of the public may gain access to the meeting.~~

Section 7. Proxies. Proxies, general or special, ~~shall are~~ not ~~be~~ accepted for any purpose in the meetings of the Board or Committees.

Section 8. Roll Call. At the beginning of any meeting, the Secretary ~~shall must~~ ensure that determine the presence or absence of a quorum is determined. The roll ~~shall will~~ thereafter only be called upon the request of the Chair or any Director, and after each roll call the presence or absence of a quorum ~~shall will~~ be announced.

Section 9. Notice to the Board. ~~The Secretary must ensure that the N~~notice of each meeting ~~shall must be is mailed delivered~~ to the Board ~~by the Secretary~~ not fewer than seven calendar days preceding the meeting unless waived as described in these bylaws. Electronic notice is permitted; telephonic notice is permitted in cases of an emergency, as determined by the Chair. Notice of regular meetings, Committee meetings, and special meetings of the Board will be given not less than 7 days before the event and will include a statement of the general subject matter to be considered. Whenever an emergency meeting is scheduled,

the Secretary will ensure a notice of the time, date, place, and purpose of the meeting is posted on the Foundation's website. All meetings of the Board and its Committees must be noticed and open to the public at all times. No resolution, rule, or formal action may be considered binding except as taken or made at a public meeting in accordance with section 286.011, Florida Statutes. However, these notice or public meeting requirements do not apply where the matters being considered are exempt by law from the notice or open meetings requirements (for example, meetings to discuss proposals seeking research funding.) Notice of meetings that are required to be noticed will be posted on the Foundation's webpage on the Florida Polytechnic University website.

Agenda items requiring action by Directors must be submitted to the Secretary or his or her designee with sufficient time for the agenda and supporting information to be forwarded and received by the Board prior to the meeting requiring their vote. The Board may also consider agenda items not included in the published agenda.

Items that are routine, procedural, informational and self-explanatory may be placed on the consent agenda for the full Board meeting. Minutes from the prior Board meeting and unanimously approved action items from Committee meetings may also be placed on the consent agenda. The items placed on the consent agenda may be voted on by the Board without discussion. However, prior to the full Board meeting, either the Chair or a Committee chair may choose to have any specific item from a Committee meeting that would normally be placed on the consent agenda placed instead on the discussion section of the agenda. Additionally, any Director may request that a specific item on the consent agenda be moved to the discussion section of the agenda prior to a vote on the consent agenda.

Section 10. Waiver of Notice. Whenever any notice is required to be given under the provisions of the Florida Not for Profit Corporation Act or under the provisions of the ~~Articles-articles~~ of ~~Incorporation-incorporation~~ or the ~~B~~by-laws, a written waiver of the notice signed by the person or persons entitled to notice, whether before or after the time the notice was required, ~~shall-beis~~ deemed equivalent to the giving of the notice. This Section 10 does not dispense with any public notice required by law.

Section 11. Public Notice. Public notice of any meeting of the Board of Directors or any Committee ~~shall-must~~ be made as required by Florida law.

ARTICLE 10. CONFLICTS OF INTEREST POLICY²

Section 1. Purpose. The purpose of this Policy is (i) to ensure Foundation compliance with applicable provisions of the Code of Ethics for Public Officers and Employees (Part III of Chapter 112 of Florida Statutes) and (ii) to protect the Foundation's interests when entering into a transaction or arrangement that might benefit the private interest of an Officer, Director, or Committee member.

Section 2. Definitions.

a. Interested Person. Any Director, Officer, or member of a Committee with Board-delegated powers, who has a direct or indirect Financial Interest, as defined below, is an Interested Person.

b. Financial Interest. A person has a Financial Interest if the person has, directly or indirectly, through business, investment, or family:

(1) an ownership or investment interest in any entity with which the Foundation has a transaction or arrangement; or

(2) a compensation arrangement with the Foundation or with any entity or individual with which the Foundation has a transaction or arrangement; or

(3) a potential ownership or investment interest in, or compensation arrangement with, any entity or individual with which the Foundation is negotiating a transaction or arrangement.

c. Compensation. "Compensation" as used above includes direct and indirect remuneration as well as gifts or favors that are substantial in nature. A Financial Interest is not necessarily a conflict of interest. An Interested Person who has a Financial Interest has a conflict of interest only if the Board or appropriate Committee decides that a conflict of interest exists.

Section 3. Procedures for Conflicts of Interest.

a. Duty to Disclose. In connection with any actual or possible conflicts of interest, an Interested Person must disclose the existence of his or her Financial Interest and all material facts to the Directors and members of Committees with Board-delegated powers considering the proposed transactions or arrangement.

² Article 10 was amended October 03, 2014. Full version of changes is titled Footnote 2—Amendment 2 located at completion of Bylaws.

b. Determining Whether a Conflict of Interest Exists. The remaining Board or Committee members ~~shall~~will decide whether a conflict of interest exists.

c. Procedures for Addressing the Conflict of Interest. An Interested Person may make a presentation at the Board or Committee meeting, but after such presentation, he or she ~~shall~~may be invited and allowed (but not required) to leave the meeting during the discussion of, and the vote on, the transaction or arrangement that results in the conflict of interest.

(1) The Chair of the Board or the Committee ~~shall~~will, if appropriate, appoint a disinterested person or committee to investigate alternatives to the proposed transaction or arrangement.

(2) After exercising due diligence, the Board or Committee ~~shall~~will determine whether the Foundation can obtain a more advantageous transaction or arrangement with reasonable efforts from a person or entity that would not give rise to a conflict of interest.

(3) If a more advantageous transaction or arrangement is not reasonably attainable under circumstances that would not give rise to a conflict of interest, the Board or Committee ~~shall~~will determine by a majority vote of the disinterested Directors or members in attendance whether to enter into the transaction despite the conflict of interest.

d. Violations of the Policy.

(1) If the Board or Committee has reasonable cause to believe a member has failed to disclose actual or possible conflicts of interest, it ~~shall~~will inform the member of the basis for such belief and afford the member an opportunity to explain the alleged failure to disclose.

(2) If, after hearing the response of the member and making such further investigation as may be warranted in the circumstances, the Board or Committee determines that the member has in fact failed to disclose an actual or possible conflict of interest, it ~~shall~~will take appropriate action, which may include immediate removal.

e. Option to Abstain in University-Related Transactions. Under this bylaw, conflicts of interest arise in connection with transactions and arrangements entered into only by the Foundation, not by the University. Nevertheless, a Director, Officer, or member of a Committee may opt to

abstain from voting on a Foundation matter when a separate transaction or arrangement with the University in which he or she is involved creates the appearance of a conflict of interest.

Section 4. State Voting-Conflict Requirements.

~~In addition to the requirements and restrictions in Section 3, the following apply under state law (Section 112.3251, Fla. Stat.) to voting by Directors:~~

a. Required Abstention. A Director may not vote on any matter that the Director knows would inure to his or her special private gain or loss. A Director who abstains from voting on any such matter must make every reasonable effort to disclose, before the meeting at which the vote is to be taken, the nature of his or her interest in a memorandum filed as a public record with the ~~recording s~~Secretary, who ~~shall must ensure the incorporate the~~ memorandum is incorporated in the minutes of the Board meeting. If it is not possible for the Director to file the memorandum before the vote, the memorandum must be filed with the ~~recording s~~Secretary no later than 15 days after the vote.

b. Optional Abstention. At the Director's election, a Director either may vote or may abstain from voting in an official capacity upon any measure that the Director knows would inure to the special private gain or loss:

(1) Of any principal by whom the Director is retained; or

(2) Of the parent organization or subsidiary of a corporate principal by which the Director is retained, other than an agency as defined in ~~section-~~ 112.312(2), Florida Statutes; or

(3) Of a relative or business associate of the Director.

If the Director elects to vote on a measure described above, the Director ~~shall will~~ make every reasonable effort to disclose the nature of the conflicting interest as a public record in a memorandum filed with the ~~recording s~~Secretary, who ~~shall will ensure the memorandum is incorporated the memorandum~~ in the minutes of the Board meeting. If it is not possible for the Director to file a memorandum before the vote, the memorandum must be filed with the ~~recording s~~Secretary no later than 15 days after the vote.

c. Form of Memorandum. The memorandum to be filed above ~~shall will~~ be the form required to be used for disclosure of voting conflicts under

~~Section~~section 112.3143(2), ~~of~~ Florida Statutes (Commission on Ethics Form 8A).

d. State Law to Govern. If there is conflict between the requirements of this Section 4 and the requirements of Section 3, this section, which restates applicable state ethics-law requirements, ~~shall~~governs.

Section 5. Records of Proceedings. The minutes ~~shall~~must contain: (a) the names of the persons who disclosed or otherwise were found to have a Financial Interest in connection with an actual or possible conflict of interest, the nature of the Financial Interest, any action taken to determine whether a conflict of interest was present, and the decision as to whether a conflict of interest in fact existed; and (b) the names of the persons who were present for discussions and votes relating to the transaction or arrangement, the content of the discussion, including any alternatives to the proposed transaction or arrangement, and a record of any votes taken in connection with the transaction or arrangement.

Section 6. Annual Disclosure. Each Foundation staff member ~~(if any)~~, Director, Officer, and member of a Committee ~~shall~~must annually complete and sign the Conflict of Interest Disclosure statement which affirms that he or she:

a. has received a copy of the Conflict of Interest policy;

b. has read and understands the policy;

c. has agreed to comply with the policy; and

d. understands that the Foundation is a charitable organization and that in order to maintain its federal tax exemption it must engage primarily in activities that accomplish one or more of its tax-exempt purposes.

ARTICLE 11. MISCELLANEOUS PROVISIONS

Section 1. Regulations of the Board of Trustees. The ~~Articles~~articles of ~~Incorporation~~incorporation and ~~B~~by-laws ~~shall~~will be consistent with the applicable regulations of the University and the Board of Trustees, including the right of the University President to monitor and control the use of the name of the University and other University resources, to ensure compliance with federal and state law, and to approve contributions or supplements to support intercollegiate athletics or similar activities.-

Section 2. Nondiscrimination. The Foundation ~~shall~~will not discriminate based on race, creed, color, religion, ~~sex,~~ gender, age, national origin, sexual orientation, marital status, disability, political opinions or affiliations, or veteran status or any other basis protected by law.

Section 3. Foundation Employees. No person employed by the Foundation ~~shall~~will be considered to be an employee of Florida Polytechnic University or Florida Polytechnic University's Board of Trustees solely because of such person's employment by the Foundation.

Section 4. ~~Confidentiality of Foundation Documents.~~ As stated and qualified in ~~section Florida Statutes Section~~ 1004.28, Florida Statutes, Foundation records are confidential and exempt from Florida public records laws. Upon receipt of a reasonable and specific request in writing, the Foundation ~~shall~~will provide financial information such as expenditures from Foundation funds, documentation regarding completed business transactions, and information about the management of Foundation assets. The Foundation ~~shall~~will furnish this information in a format reasonably responsive to the request, at a reasonable cost to the requesting party, pursuant to Florida law. The Foundation ~~shall~~will not, however, release any record or information that includes personal or financial information about a donor, prospective donor, alumnus, volunteer, or employee. All ~~fundraising~~ activities undertaken by University ~~staff, faculty~~employees, solely or students, or by volunteers, related to Foundation business are undertaken on behalf of the Foundation and therefore. ~~All all~~ documents associated with such activities in possession of any University ~~staff employee, faculty, or student, or any volunteer,~~ are records of the Foundation and are confidential except as provided by law.

Section 5. Indemnification

a. Indemnification. Every Director, ~~and Officer, of the Foundation, as well as~~ Special Appointee, s and University employee principally serving to assist the Foundation, ~~shall~~will be indemnified by the Foundation against all expenses and liabilities, including attorneys' fees, reasonably incurred by or imposed on the Director, Officer, Special Appointee, or University employee ~~Director or Officer~~ in connection with any proceeding, including any appeal, or any settlement of any proceeding to which the individual may be a party or in which he or she becomes involved as a result of serving as a Director, Officer, ~~or~~ Special Appointee or University employee. The indemnified party does not have to be a Director, Officer, ~~or~~ Special Appointee, or University employee at the time the expenses or liabilities are incurred or imposed. In the event, however, of a settlement before entry of judgment, the indemnification ~~shall~~will apply only upon approval by the Board ~~of Directors~~ as being in the best interests of the Foundation. This

indemnification is in addition to and not exclusive of all other rights to which the person may be entitled.

b. Exceptions and Limitations. The indemnification set forth above does not apply in the case of an action by, or in the right of, the Foundation. A Director, Officer, ~~or~~ Special Appointee, or University employee is entitled to indemnification only if he or she acted in good faith and within the scope of their employment and in a manner he or she reasonably believed to be in, or not opposed to, the best interests of the Foundation and (where applicable) had no reasonable cause to believe his or her conduct was unlawful. This indemnification ~~will~~ shall be made in accordance with Section section 607.0850, Florida Statutes, as amended from time to time.

Section 6. Written Policies. The Foundation ~~shall~~ will have written policies on ~~ethics, conflicts of interest, as required by law, personnel, discrimination, and sexual harassment.~~

Section 7. Review of Mission. The University President ~~of the University~~ or his or her designee ~~wi~~ shall periodically review the mission of the Foundation to ensure that it is in furtherance of the interests of the University.

ARTICLE 12. AMENDMENTS

These ~~B~~ by-laws of the Foundation may be altered or amended at any meeting of the Board by resolution approved by a vote of a majority of the Board. Written notice of any proposed amendment of the ~~B~~ by-laws ~~shall~~ must be ~~mailed~~ ~~delivered~~ mailed to each member of the Board not fewer than seven calendar days prior to any meeting at which the proposed amendment is to be considered. Directors may waive the requirement for physical (not electronic) mailing as described by these bylaws. Proposed amendments ~~shall~~ will become effective only after approval by the University President or his or her designee and the Board of Trustees.

By-laws of Florida Polytechnic University Foundation, Inc. adopted by the Board of Directors of Florida Polytechnic University Foundation, Inc. on October 24, 2012, as amended. Revised and Restated Bylaws of Florida Polytechnic University Foundation, Inc. adopted April 5, _____2019.

REVISED AND RESTATED BYLAWS
of
Florida Polytechnic University Foundation, Inc.
A Florida Not-for Profit Corporation

ARTICLE 1. PURPOSE

Florida Polytechnic University Foundation, Inc. ("Foundation") is organized and operates exclusively to receive, hold, invest, and administer property and to make expenditures to or for the benefit of Florida Polytechnic University (the "University") by encouraging alumni and friends to provide private funds and other resources for the University's benefit, to manage those assets, to provide volunteer leadership in support of the University's objectives and to perform all business matters to accomplish these purposes, and to exercise rights in intellectual property for the benefit of the University.

The Foundation operates as a university direct support organization, as defined in sections 1004.28 and 1004.3451, Florida Statutes, as amended.

The Foundation supports the educational purposes of the University and promotes and encourages charitable and educational aid in forms of financial contributions, property, and any forms of services and support allowed by law. The Foundation may also promote, encourage, and assist research and training activities of faculty, staff, and students at the University through income from contracts, grants, contributions and other sources, including, without limitation, income derived from or related to the development and commercialization of University work products. The Foundation promotes education and other related activities and encourages research and research programs, learning, and dissemination of information pertaining to University activities and those organizations in which the Foundation is associated. Additionally, the Foundation is entitled to conduct business for or on behalf of the University within the meaning of sections 501(c)(3) and 170(c) of the Internal Revenue Code of 1986 ((as amended), at the University's written request.

In order to prosecute properly the objects and purposes set forth above, the Foundation has the full power and authority to purchase, lease, and otherwise acquire, hold, mortgage, convey, and otherwise dispose of all kinds of property; and to invest, administer, and use the money and property of the Foundation, and any and all income derived therefrom, for any one or more of the purposes provided herein; provided, however, that no such powers may be exercised in a manner inconsistent with section 501(c)(3) of the Internal Revenue Code (or successor provisions of law), or Florida law.

ARTICLE 2. DEFINED TERMS

Capitalized terms used in these bylaws have the meanings set forth below.

1. "Board" means the Board of Directors of the Foundation.
2. "Board of Trustees" means the Florida Polytechnic University Board of Trustees.
3. "Chair" means the chair of the Board of Directors of the Foundation.
4. "Directors" means both Elected Directors and ex-officio Directors.
5. "Elected Directors" are those directors elected by the Board and approved by the University President and the Board of Trustees.
6. "For cause" means actions or omissions that may adversely reflect on the interests or reputation of the Foundation or the University, as determined by the University President after consulting with the Executive Committee of the Board. Any such determination may be made by the University President at any time and need not depend on the conclusion of any external determination or process.
7. "Foundation" means Florida Polytechnic University Foundation, Inc.
8. "Officers" means the Foundation Chair, Vice Chair, Chief Executive Officer, Secretary, , and any other officers deemed necessary by the Board.
9. "University" means Florida Polytechnic University.
10. "University President" means the President of Florida Polytechnic University.

ARTICLE 3. OFFICES

The principal office of the Foundation is located in Lakeland, Polk County, Florida.

ARTICLE 4. BOARD OF DIRECTORS

Section 1. Number. The Board is composed of Directors and must, at all times, have at least 3 Elected Directors and no more than 45 Elected Directors.

Section 2. Duties. The role of the Board is to assist in raising private funds and other resources for the University, to provide ongoing personal financial support for the University, and to participate in governance of and advocacy on behalf of the Foundation.

Section 3. Selection of Elected Directors. Candidates for Elected Directors will be reviewed by the Nominations Committee, elected by the Board, and confirmed by the Board of Trustees.

Section 4. Ex-officio Directors. The ex-officio Directors are full voting members of the Board and include:

1. At least one designee selected by the chair of the Board of Trustees;
2. The University President or his or her designee;

Section 5. Terms of Office.

a. Elected Directors. Terms for Elected Directors will be two years unless the Board votes for a longer term. An Elected Director may not serve for longer than eight years consecutively except as otherwise described in this paragraph. An Elected Director who has served eight years consecutively may be re-elected to the Board after the expiration of one year following the end of his or her last term. Vacancies occurring during a term may be filled for the unexpired portion in the manner provided for the election of Directors. Where a person fills a vacancy with less than one-year of the term remaining, the Elected Director's years of service spent filling such vacancy are not counted for purposes of that person's eligibility to serve eight years consecutively.

b. Ex-officio Directors. An Ex-officio Director serves so long as he or she holds the office or the position which resulted in placement on the Board or until the person empowered to make the appointment changes the designee.

Section 6. Resignation. A Director may resign at any time by submitting a written resignation to the Chair with a copy to the CEO. If the Chair is resigning, the Chair will submit a written resignation to the Vice Chair with a copy to the CEO.

Section 7. Removal. An Elected Director may be removed by a majority vote of the Board members present and voting, whenever in the Board's judgment the interests of the Foundation would be best served. Any Director may be removed for cause by the University President after consultation with the Executive Committee.

ARTICLE 5. SELECTION AND POWERS OF OFFICERS

Section 1. Officers.

a. Chair. The Chair is elected from the Directors by a majority vote of the Directors voting.

b. Vice Chair. The Vice Chair is elected from the Directors by a majority vote of the Directors voting and may not be the same person as the Chair.

c. Chief Executive Officer (CEO) and Secretary. The University's Vice President of Advancement serves as the Foundation CEO, unless the University President designates otherwise in writing. The CEO also serves as the Secretary of the Board.

d. The Board may appoint other officers.

e. If a vacancy occurs in an office other than CEO, an election will be held at any regular or special meeting of the Board; the Executive Committee may appoint interim officers until the Board appoints officers.

Section 2. Powers and Duties

a. Chair. The Chair presides at all meetings of the Board and performs other duties as may be assigned to the Chair by the Board or these bylaws. The Chair serves as Chair of the Executive Committee, and is an ex-officio voting member of all Committees of the Board.

b. Vice Chair. The Vice Chair presides at all meetings of the Board in the absence or disability of the Chair and performs other duties as may be assigned to the Vice Chair by the Chair, the Board, or these bylaws. In the event of a vacancy or prolonged disability in the office of the Chair, the Vice Chair also performs all duties of the Chair until a new Chair is selected.

c. Chief Executive Officer (CEO) and Secretary. The CEO is responsible for the day-to-day management of the affairs of the Foundation. The CEO exercises the authority to accept gifts, collect revenues, and make expenditures, and is responsible for maintenance and management of the Foundation's activities and personnel, and performs other duties assigned to the CEO by the Board, the University President or these bylaws. The CEO serves as Secretary of the Board and is the principal liaison officer between the University and the Board. The CEO attends meetings of the Board and serves on the Executive Committee and may serve on any other Committees to which the CEO is appointed. The CEO has no vote on the Board or any Committee. The CEO will appoint a chief operating officer.

(1) Chief Operating Officer (COO). The COO is the chief operating officer of the Foundation. The COO manages the business affairs of the Foundation as delegated by the CEO and

is specifically authorized to sign documents on behalf of the Foundation in accordance with these bylaws and the policies of the Foundation. The COO is not a member of or Officer of the Foundation.

(2) Secretary. As Secretary, the CEO is responsible for ensuring that full and accurate minutes of all meetings of the Board and Committees are kept and that all notices required by these Bylaws are transmitted. The Secretary performs other duties assigned by the Board and these bylaws. The Secretary has charge of all official records of the Foundation which are at all reasonable times are open to examination by any Director.

Section 3. Absence or Incapacity of Officers. In the event of absence, inability, or refusal to act of any Officer other than the CEO, the Executive Committee may appoint a successor to perform such Officer's respective duties, until the following meeting of the Board or any special meeting which may be held for the election of Officers. In the case of the CEO, the University President will appoint a new CEO as contemplated by this article.

Section 4. Resignation. An Officer may resign at any time by submitting a written resignation to the CEO; if the CEO is resigning, written resignation will be to the University President

Section 5. Removal. Any Officer other than the CEO may be removed by the Board at any time for any reason.

ARTICLE 7. TRANSACTION OF FOUNDATION BUSINESS

Section 1. Checks and Drafts. Checks or drafts (paper or electronic) on the funds of the Foundation must be signed by two Officers or an Officer and the COO.

Section 2. Execution of Foundation Documents. The Chair, Vice Chair, CEO, and COO are authorized to execute in the name of the Foundation, with the Secretary attesting if necessary, all certificates, contracts, deeds, notes, and other documents or legal instruments authorized or issued by the Board or these bylaws, or necessary to effectuate the purposes of the Foundation.

ARTICLE 8. COMMITTEES OF THE BOARD OF DIRECTORS

Section 1. Standing and Special Committees. Standing Committees are permanent. Special Committees may be formed by the Chair for special purposes

as requested and set forth by the Board; collectively they may be referred to as Committees.

a. Special Appointees. A Special Appointee is appointed by the Chair to serve on a Committee in order to enhance the purposes of the Committee. Special Appointees are not Directors but have full voting rights on the assigned Committee; they have no other rights or privileges of a Director. Membership on a Committee by any Special Appointee who is a University employee automatically terminates if the Special Appointee ceases to be a University employee.

b. Term of Office. Committees must have a minimum of three members whose membership will be determined by the Chair unless the Board determines otherwise. Committee service commences immediately upon appointment.

c. Executive Committee. The Executive Committee is a Standing Committee and consists of the following: the Chair, Vice Chair, the University President's designee, the Chair of the Board of Trustees' designee, and the chairs of the other Standing Committees. The Chair, or in his or her absence the Vice Chair, presides at meetings of the Executive Committee. The CEO also serves as a non-voting member of the Executive Committee.

(1) Meetings. The Executive Committee will meet at the call of the Chair. The presence of a majority of the Executive Committee constitutes a quorum of the Executive Committee and the affirmative vote of a majority of members present are necessary for the adoption of any resolution. No subsequent revision or alteration by the Board of action taken by the Executive Committee affects the rights of third parties.

(2) Powers. The Executive Committee has and may exercise all powers and authority of the Board when the Board is not in session and may act in lieu of any Committee; provided however, the Executive Committee has no authority to alter, amend, or repeal the articles of incorporation or the bylaws of the Foundation or to elect or appoint Directors or Officers. Notwithstanding the prohibition on the Executive Committee electing or appointing Officers, the Executive Committee may appoint acting or interim Officers other than the CEO; however, Officers appointed by this authority may only serve until an election occurs.

e. Finance Committee. The Finance Committee is a Standing Committee and establishes and is responsible for the fiscal policy of the Foundation, including budgets and fees. The Finance Committee must recommend the budget for the next fiscal year to the Board at its regular meeting held prior to the end of the current fiscal year. The Finance Committee is also responsible for oversight of all Foundation investments, and the acquisition, management, and disposal of all real property offered to, or held by, the Foundation.

f. Audit Committee. The Audit Committee is a Standing Committee and selects the Foundation's external and internal auditors, sets the audit plans with the auditors annually, reviews the annual audits of the Foundation, and reports on the audits to the Board at the first Board meeting after each audit is completed. The external auditor reports directly to the Audit Committee. Additionally, the Audit Committee provides oversight for Foundation internal controls.

d. Nominations Committee. The Nominations Committee is a Standing Committee and is responsible for the recruiting and screening of potential Director candidates. The Nominations Committee works with the Directors, Officers, and University staff to recruit qualified candidates for membership on the Board; reviews candidates for Elected Director positions; and makes recommendations for membership to the Board.

e. Policy and Governance Committee. The Policy and Governance Committee is a Standing Committee and is responsible for the policy and governance documents and process of the Foundation. The Policy and Governance Committee reviews all changes to the articles of incorporation, bylaws, policies, and procedures of the Board and makes recommendations for changes to the Board.

Section 2. Committee Actions; Records. Unless authorized by the Board to take a specific action, all official actions of any Committee other than the Executive Committee require approval or confirmation by the Board. If specific action is authorized, it must be reported to the Board at its next regularly scheduled meeting. The actions of the Executive Committee must be reported to the Board at the next regularly scheduled meeting.

ARTICLE 9. MEETINGS AND QUORUM

Section 1. Calling Meetings. At least two meetings of the Board must be held during each fiscal year. The day, hour, and place of the meetings will be determined by the Chair.

Section 2. Special Meetings. Special meetings of the Board may be called by the Chair, CEO, a group of ten or more Directors, or the University President.

Section 3. Quorum and Voting. Any number greater than 50% of all of the Directors constitutes a quorum at any duly noticed meeting of the Board. One-third of a Committee (except for the Executive Committee as provided in Article 8, Section 1) constitutes a quorum at any meeting of a Committee. Directors or Officers may attend meetings in person, telephonically, or electronically. All questions must be determined by a majority vote of those present and voting, except:

- a. a majority of the Directors must concur in amending these bylaws; and,
- b. as otherwise provided in the articles of incorporation.

Section 4. Presiding Officer. The Chair, or in his or her absence, the Vice Chair, will preside at meetings of the Board, or in the case of a Committee, the chair or vice-chair of the Committee. In the absence of both of these Officers from any meeting, the meeting will be run by a Director designated by the Board Chair or Committee chair as appropriate. If there is no designee, then the CEO may appoint any Director to preside.

Section 5. Minutes. Written minutes of the Board or any Committee must be presented for approval at the next regularly scheduled meeting of the Board or Committee respectively.

Section 6. Public Meetings via Telephonic or Electronic Media. The Board or any Committee may use telephone conference calls and other communications media technology ("CMT") to conduct Board business in the same manner as if the proceeding were held in person. A Director intending to attend a meeting of the Board by CMT must provide the CEO a written request to attend the meeting by CMT at least 7 days in advance. A Director may attend a meeting by CMT provided the member can both hear and speak to all other members (allowing for simultaneous transmission). Participation by a Director by CMT constitutes attendance in person at the meeting. The Board may participate in and hold a meeting of which all members participating in the meeting are attending via CMT provided that 7 days' notice is given to the CEO. The notice of any meeting which is to be conducted wholly by means of CMT will state where and how members of the public may gain access to the meeting.

Section 7. Proxies. Proxies, general or special, are not accepted for any purpose in the meetings of the Board or Committees.

Section 8. Roll Call. At the beginning of any meeting, the Secretary must ensure that the presence or absence of a quorum is determined. The roll will thereafter only be called upon the request of the Chair or any Director, and after each roll call the presence or absence of a quorum will be announced.

Section 9. Notice to the Board. The Secretary must ensure that the notice of each meeting is delivered to the Board not fewer than seven calendar days preceding the meeting unless waived as described in these bylaws. Electronic notice is permitted; telephonic notice is permitted in cases of an emergency, as determined by the Chair. Notice of regular meetings, Committee meetings, and special meetings of the Board will be given not less than 7 days before the event and will include a statement of the general subject matter to be considered. Whenever an emergency meeting is scheduled, the Secretary will ensure a notice of the time, date, place, and purpose of the meeting is posted on the Foundation's website. All meetings of the Board and its Committees must be noticed and open to the public at all times. No resolution, rule, or formal action may be considered binding except as taken or made at a public meeting in accordance with section 286.011, Florida Statutes. However, these notice or public meeting requirements do not apply where the matters being considered are exempt by law from the notice or open meetings requirements (for example, meetings to discuss proposals seeking research funding.) Notice of meetings that are required to be noticed will be posted on the Foundation's webpage on the Florida Polytechnic University website.

Agenda items requiring action by Directors must be submitted to the Secretary or his or her designee with sufficient time for the agenda and supporting information to be forwarded and received by the Board prior to the meeting requiring their vote. The Board may also consider agenda items not included in the published agenda.

Items that are routine, procedural, informational and self-explanatory may be placed on the consent agenda for the full Board meeting. Minutes from the prior Board meeting and unanimously approved action items from Committee meetings may also be placed on the consent agenda. The items placed on the consent agenda may be voted on by the Board without discussion. However, prior to the full Board meeting, either the Chair or a Committee chair may choose to have any specific item from a Committee meeting that would normally be placed on the consent agenda placed instead on the discussion section of the agenda. Additionally, any Director may request that a specific item on the consent agenda be moved to the discussion section of the agenda prior to a vote on the consent agenda.

Section 10. Waiver of Notice. Whenever any notice is required to be given under the provisions of the Florida Not for Profit Corporation Act or under the

provisions of the articles of incorporation or the bylaws, a written waiver of the notice signed by the person or persons entitled to notice, whether before or after the time the notice was required, is deemed equivalent to the giving of the notice. This Section 10 does not dispense with any public notice required by law.

Section 11. Public Notice. Public notice of any meeting of the Board of Directors or any Committee must be made as required by Florida law.

ARTICLE 10. CONFLICTS OF INTEREST POLICY

Section 1. Purpose. The purpose of this Policy is (i) to ensure Foundation compliance with applicable provisions of the Code of Ethics for Public Officers and Employees (Part III of Chapter 112 of Florida Statutes) and (ii) to protect the Foundation's interests when entering into a transaction or arrangement that might benefit the private interest of an Officer, Director, or Committee member.

Section 2. Definitions.

a. Interested Person. Any Director, Officer, or member of a Committee with Board-delegated powers, who has a direct or indirect Financial Interest, as defined below, is an Interested Person.

b. Financial Interest. A person has a Financial Interest if the person has, directly or indirectly, through business, investment, or family:

(1) an ownership or investment interest in any entity with which the Foundation has a transaction or arrangement; or

(2) a compensation arrangement with the Foundation or with any entity or individual with which the Foundation has a transaction or arrangement; or

(3) a potential ownership or investment interest in, or compensation arrangement with, any entity or individual with which the Foundation is negotiating a transaction or arrangement.

c. Compensation. "Compensation" as used above includes direct and indirect remuneration as well as gifts or favors that are substantial in nature. A Financial Interest is not necessarily a conflict of interest. An Interested Person who has a Financial Interest has a conflict of interest only if the Board or appropriate Committee decides that a conflict of interest exists.

Section 3. Procedures for Conflicts of Interest.

a. Duty to Disclose. In connection with any actual or possible conflicts of interest, an Interested Person must disclose the existence of his or her Financial Interest and all material facts to the Directors and members of Committees with Board-delegated powers considering the proposed transactions or arrangement.

b. Determining Whether a Conflict of Interest Exists. The remaining Board or Committee members will decide whether a conflict of interest exists.

c. Procedures for Addressing the Conflict of Interest. An Interested Person may make a presentation at the Board or Committee meeting, but after such presentation, he or she may be invited and allowed (but not required) to leave the meeting during the discussion of, and the vote on, the transaction or arrangement that results in the conflict of interest.

(1) The Chair of the Board or the Committee will, if appropriate, appoint a disinterested person or committee to investigate alternatives to the proposed transaction or arrangement.

(2) After exercising due diligence, the Board or Committee will determine whether the Foundation can obtain a more advantageous transaction or arrangement with reasonable efforts from a person or entity that would not give rise to a conflict of interest.

(3) If a more advantageous transaction or arrangement is not reasonably attainable under circumstances that would not give rise to a conflict of interest, the Board or Committee will determine by a majority vote of the disinterested Directors or members in attendance whether to enter into the transaction despite the conflict of interest.

d. Violations of the Policy.

(1) If the Board or Committee has reasonable cause to believe a member has failed to disclose actual or possible conflicts of interest, it will inform the member of the basis for such belief and afford the member an opportunity to explain the alleged failure to disclose.

(2) If, after hearing the response of the member and making such further investigation as may be warranted in the circumstances, the Board or Committee determines that the member has in fact failed to disclose an actual or possible conflict of interest, it will take appropriate action, which may include immediate removal.

e. Option to Abstain in University-Related Transactions. Under this bylaw, conflicts of interest arise in connection with transactions and arrangements entered into only by the Foundation, not by the University. Nevertheless, a Director, Officer, or member of a Committee may opt to abstain from voting on a Foundation matter when a separate transaction or arrangement with the University in which he or she is involved creates the appearance of a conflict of interest.

Section 4. State Voting-Conflict Requirements.

a. Required Abstention. A Director may not vote on any matter that the Director knows would inure to his or her special private gain or loss. A Director who abstains from voting on any such matter must make every reasonable effort to disclose, before the meeting at which the vote is to be taken, the nature of his or her interest in a memorandum filed as a public record with the Secretary, who must ensure the memorandum is incorporated in the minutes of the Board meeting. If it is not possible for the Director to file the memorandum before the vote, the memorandum must be filed with the Secretary no later than 15 days after the vote.

b. Optional Abstention. At the Director's election, a Director either may vote or may abstain from voting in an official capacity upon any measure that the Director knows would inure to the special private gain or loss:

(1) Of any principal by whom the Director is retained; or

(2) Of the parent organization or subsidiary of a corporate principal by which the Director is retained, other than an agency as defined in section 112.312(2), Florida Statutes; or

(3) Of a relative or business associate of the Director.

If the Director elects to vote on a measure described above, the Director will make every reasonable effort to disclose the nature of the conflicting interest as a public record in a memorandum filed with the Secretary, who will ensure the memorandum is incorporated in the minutes of the Board meeting. If it is not possible for the Director to file a memorandum before the vote, the memorandum must be filed with the Secretary no later than 15 days after the vote.

c. Form of Memorandum. The memorandum to be filed above will be the form required to be used for disclosure of voting conflicts under section 112.3143(2), Florida Statutes (Commission on Ethics Form 8A).

d. State Law to Govern. If there is conflict between the requirements of this Section 4 and the requirements of Section 3, this section, which restates applicable state ethics-law requirements, governs.

Section 5. Records of Proceedings. The minutes must contain: (a) the names of the persons who disclosed or otherwise were found to have a Financial Interest in connection with an actual or possible conflict of interest, the nature of the Financial Interest, any action taken to determine whether a conflict of interest was present, and the decision as to whether a conflict of interest in fact existed; and (b) the names of the persons who were present for discussions and votes relating to the transaction or arrangement, the content of the discussion, including any alternatives to the proposed transaction or arrangement, and a record of any votes taken in connection with the transaction or arrangement.

Section 6. Annual Disclosure. Each Foundation staff member (if any), Director, Officer, and member of a Committee must annually complete and sign the Conflict of Interest Disclosure statement which affirms that he or she:

- a. has received a copy of the Conflict of Interest policy;
- b. has read and understands the policy;
- c. has agreed to comply with the policy; and
- d. understands that the Foundation is a charitable organization and that in order to maintain its federal tax exemption it must engage primarily in activities that accomplish one or more of its tax-exempt purposes.

ARTICLE 11. MISCELLANEOUS PROVISIONS

Section 1. Regulations of the Board of Trustees. The articles of incorporation and bylaws will be consistent with the applicable regulations of the University and the Board of Trustees, including the right of the University President to monitor and control the use of the name of the University and other University resources, to ensure compliance with federal and state law, and to approve contributions or supplements to support intercollegiate athletics or similar activities.

Section 2. Nondiscrimination. The Foundation will not discriminate based on race, creed, color, religion, sex, gender, age, national origin, sexual orientation, marital status, disability, political opinions or affiliations, or veteran status or any other basis protected by law.

Section 3. Foundation Employees. No person employed by the Foundation will be considered to be an employee of Florida Polytechnic University or Florida Polytechnic University's Board of Trustees solely because of such person's employment by the Foundation.

Section 4. Confidentiality of Foundation Documents. As stated and qualified in section 1004.28, Florida Statutes, Foundation records are confidential and exempt from Florida public records laws. Upon receipt of a reasonable and specific request in writing, the Foundation will provide financial information such as expenditures from Foundation funds, documentation regarding completed business transactions, and information about the management of Foundation assets. The Foundation will furnish this information in a format reasonably responsive to the request, at a reasonable cost to the requesting party, pursuant to Florida law. The Foundation will not, however, release any record or information that includes personal or financial information about a donor, prospective donor, alumnus, volunteer, or employee. All activities undertaken by University employees solely related to Foundation business are undertaken on behalf of the Foundation and therefore all documents associated with such activities in possession of any University employee are records of the Foundation and are confidential except as provided by law.

Section 5. Indemnification

a. Indemnification. Every Director, Officer, Special Appointee, and University employee principally serving to assist the Foundation, will be indemnified by the Foundation against all expenses and liabilities, including attorneys' fees, reasonably incurred by or imposed on the Director, Officer, Special Appointee, or University employee in connection with any proceeding, including any appeal, or any settlement of any proceeding to which the individual may be a party or in which he or she becomes involved as a result of serving as a Director, Officer, Special Appointee or University employee. The indemnified party does not have to be a Director, Officer, Special Appointee, or University employee at the time the expenses or liabilities are incurred or imposed. In the event, however, of a settlement before entry of judgment, the indemnification will apply only upon approval by the Board as being in the best interests of the Foundation. This indemnification is in addition to and not exclusive of all other rights to which the person may be entitled.

b. Exceptions and Limitations. The indemnification set forth above does not apply in the case of an action by, or in the right of, the Foundation. A Director, Officer, Special Appointee, or University employee is entitled to indemnification only if he or she acted in good faith and within the scope of

their employment and in a manner he or she reasonably believed to be in, or not opposed to, the best interests of the Foundation and (where applicable) had no reasonable cause to believe his or her conduct was unlawful. This indemnification will be made in accordance with section 607.0850, Florida Statutes.

Section 6. Written Policies. The Foundation will have written policies on as required by law.

Section 7. Review of Mission. The University President or his or her designee will periodically review the mission of the Foundation to ensure that it is in furtherance of the interests of the University.

ARTICLE 12. AMENDMENTS

These bylaws of the Foundation may be altered or amended at any meeting of the Board by resolution approved by a vote of a majority of the Board. Written notice of any proposed amendment of the bylaws must be emailed to each member of the Board not fewer than seven calendar days prior to any meeting at which the proposed amendment is to be considered. Directors may waive the requirement for physical (not electronic) mailing as described by these bylaws. Proposed amendments will become effective only after approval by the University President or his or her designee and the Board of Trustees.

Bylaws of Florida Polytechnic University Foundation, Inc. adopted by the Board of Directors of Florida Polytechnic University Foundation, Inc. on October 24, 2012, as amended. Revised and Restated Bylaws of Florida Polytechnic University Foundation, Inc. adopted April 5, 2019.

Florida Polytechnic University
Board of Trustees

Board of Trustees Meeting

DRAFT MEETING MINUTES

Wednesday, March 13, 2019
8:00 AM – 10:00 AM and 1:15 PM – 2:15 pm

Florida Polytechnic University, 4700 Research Way, Admissions Building, Lakeland, FL 33805

I. Call to Order

Acting Chair Mark Bostick called the Board of Trustees meeting to order at 8:00 a.m.

II. Roll Call

Kris Wharton called the roll: Acting Chair Mark Bostick, Trustee Philip Dur, Trustee Frank Martin, Trustee Henry McCance, Trustee Travis Hills, Trustee Bob Stork, Trustee Jim Dewey, Trustee Dick Hallion (via phone), Trustee Louis Saco, and Trustee Gary Wendt were present (Quorum).

Staff present: President Randy Avent, Provost Terry Parker, Mr. Mark Mroczkowski, Ms. Gina Delulio (via phone), Mr. Rick Maxey, Mrs. Kris Wharton, Mr. David Calhoun, Ms. Kathy Mizereck, Ms. Michele Rush, Mrs. Kim Abels, and Ms. Melaine Schmiz were present.

Others present: Mr. Tom Thomas and Mr. Todd Bertsch, HOK Architects

III. Public Comment

There were no requests for public comment.

IV. Chairman's Remarks

Acting Chair Mark Bostick stated there will be a change to the order of the agenda. The presentation on the Applied Research Center (ARC) will occur first, followed by the legislative discussion, then the President's remarks and Balanced Scorecard presentation.

V. Applied Research Center (ARC) Building

Mr. David Calhoun provided trustees with a current timeline for construction of the ARC. Trustee Henry McCance inquired as to where the funding of the ARC falls on the Board of Governors' (BOG) priority list. Mr. Calhoun replied that the ARC is priority number five for the BOG. The University is requesting \$5.6M of the state legislature this session. Ms. Kathy Mizereck shared that the state House of Representatives is engaged in a serious review of all PECO funded projects that haven't been built. There is the potential the House can say no to the University's funding request.

HOK architects Tom Thomas and Todd Bertsch gave a presentation and revealed 3D models of the design

and function of the ARC. The building will include faculty offices, flexible lab space, and teaching space all organized around a central collaborative space. Trustees inquired as to the wind rating of the building to which the architects stated the silver-level design conforms to wind ratings of 145mph which meets the minimum requirements of the state of Florida. Trustee Gary Wendt asked if the building could be designed for a higher rating. Trustee Frank Martin suggested the University consider increasing the standard to withstand a category 5 hurricane.

Trustee Travis Hills asked if the ARC will be environmentally efficient similar to the IST building. The architects responded that the building has been designed using LEED sustainable principles. Since a research building is a high-intensity energy using building, design for heat recovery and the orientation of the building will assist in efficiency. Trustee Hills inquired about adding solar panels on the roof, which could theoretically be done. Architects also confirmed the roof and drainage have been designed to accommodate water runoff.

Trustee Stork inquired if there will be a workshop for welding and heavy industrial activity which the architects answered in the affirmative. Architects stated that the number of labs and classrooms will meet the University's needs until 2026.

Trustees discussed the primary audience the University is trying to reach through the design of the ARC. Should the focus be on efficiency or attracting students and faculty to Florida Poly? Trustee Louis Saco stated that the building as presented offers what the University needs – research capabilities, open access, and faculty offices. Trustee Jim Dewey concurred. President Randy Avent stated the University has worked with Skanska and HOK from the beginning to estimate and manage costs. Trustee Stork raised concern if the University increases the design to platinum level, there will be scrutiny and prefers to proceed with the silver level rating and have the building function as it needs to.

VI. 2019 Legislative Discussion

Ms. Kathy Mizereck presented a report on the 2019 legislative session and the new Governor. The Board of Governors (BOG) has had no governor or staff changes since Governor DeSantis took office. The state Department of Transportation has a new secretary, Kevin Thibault, who will be on campus May 23. Ms. Mizereck reviewed the number of new senators and representatives in the legislature and discussed those of key importance to advancing Florida Poly's mission, particularly Senator Kelly Stargel and Senator Wilton Simpson.

The legislature is scrutinizing funding of higher education institutions and Ms. Mizereck expects a tight fiscal environment as a result. It is also difficult for a new university to compete against the long, deep history of political support for the larger universities. Trustee McCance asked if funding is not approved for the ARC, how it will impact construction. President Avent replied the University has two years to fully fund the project. Currently, the University has the funding to build the shell of the building.

VII. President's Remarks

President Avent shared the University signed a Fulbright agreement in Australia last week. He shared other key highlights on student activities as well as his recent trip to Tallahassee with Provost Terry Parker to defend the need for the ARC.

President Avent requested feedback from trustees on the new format for the Board and committee meetings after today.

VIII. Balanced Scorecard: Priorities

President Avent introduced the Balanced Scorecard as a tool for assessing how the University is performing in accomplishing the five-year strategic plan. The Balanced Scorecard drives the annual operational plan which has evolved from task-focused to strategic-focused. President Avent reviewed the top 11 priorities staff and faculty will focus on in 2019-2020, including national ranking, academic brand, economic impact, graduate and research programs, technology and pedagogy, enrollment management, user experience, promote a positive culture, advancement, internal services, and facilities and infrastructure. Trustee Wendt inquired as to alumni funding. President Avent stated that while our alumni base is still small and financial support from them has been nominal, many universities receive a majority of their funding from community supporters.

The meeting recessed at 10:35 a.m.

IX. Reconvene

Vice Chair Otto reconvened the Board of Trustees meeting at 1:15 p.m.

X. Roll Call

Kris Wharton called the roll: Vice Chair Cliff Otto, Trustee Mark Bostick, Trustee Philip Dur, Trustee Frank Martin, Trustee Henry McCance, Trustee Travis Hills, Trustee Bob Stork, Trustee Jim Dewey, Trustee Dick Hallion (via phone), Trustee Louis Saco, and Trustee Gary Wendt were present (Quorum).

Staff present: President Randy Avent, Provost Terry Parker, Mr. Mark Mroczkowski, Ms. Gina Delulio (via phone), Mr. Rick Maxey, Mrs. Kris Wharton, Ms. Michele Rush, Mrs. Kim Abels, and Ms. Melaine Schmiz were present.

XI. Committee Reports

A. Audit & Compliance Committee Report

Audit & Compliance Committee Chair Gary Wendt stated the Committee heard updates on external audits, internal audit and compliance activities, and the Foundation operating and scholarship funds. The Auditor General (AG) Follow-Up Review was discussed by the committee. Several findings have not been corrected to date; however, the Chief Audit Executive (CAE) has appointed specific staff to take corrective action. Additionally, the Committee reviewed Section 1013.74(6) of the Florida Statutes which provides authority for the University to use unspent programmatic funds as in the case of the Anti-Hazing program. Accordingly, it is recommended that \$330,000 in questioned costs from the audit be retained rather than returned to the State Treasury. The Committee recommends approval of the Auditor General Follow-up Review, which is included on the consent agenda.

The Committee also reviewed the results of the AG audit of the University's IT system (Workday) and reported that there was only one finding noted. The Committee recommends approval of the Information Technology (IT) Operational Audit of Florida Poly's Workday Enterprise Cloud Applications, which is included on the consent agenda.

Finally, the Committee reviewed the results of Investigative Report 2019-03 related to alleged discrimination. Reported allegations were not sustained. The Committee recommends approval of Investigative Report 2019-03, which is included on the consent agenda.

B. Academic & Student Affairs Committee Report

Academic & Student Affairs Committee Chair Dick Hallion stated the Committee heard a detailed report from Provost Terry Parker which covered admissions, financial aid, mental health programs on campus, the four-year graduation plan and the need to focus on retention. The Committee also reviewed the status on faculty hiring, diversity of students and faculty, and learned of the recent hire of Dr. Douglas Holton, who is the new Director of Teaching and Learning. Finally, the Committee reviewed ARC and IST space planning designs. There were no action items for this Committee.

C. Finance & Facilities Committee Report

Finance & Facilities Committee Chair Frank Martin stated the Committee reviewed the revised regulation FPU-1.007 Demonstrations. The regulation is being renamed to "Campus Free Expression". Committee Chair Martin reviewed four main points of the regulation which defines campus expression and describes the parameters placed on campus expression to maintain the safe and normal operations of the University and the expressive rights of other parties. The Committee recommends approval of the revised regulation FPU-1.007 Demonstrations which is listed in the consent agenda.

The Committee also reviewed financial reports on carryforward, unrestricted and auxiliary funds which grew in large part due to the \$8.2M received from the insurance company to repair the IST pergolas. There were no contracts over \$500,000 to approve; however, the Committee did review a quote from Skanska of \$9.6M to repair the IST pergolas damaged in Hurricane Irma. This contract will be reviewed at the May 2019 Board of Trustees meeting. Also, one contract over \$200k was presented from Waybetter Marketing, Inc. who will assist with student recruitment efforts.

D. Governance Committee Report

Governance Committee Chair Philip Dur stated the Committee had one item for review and approval. The majority of the Committee recommends approval of the amendment to President Avent's contract agreement. This amended contract will extend President Avent's employment for one additional year along with two other changes. The president's original five-year agreement will conclude in July, but due to BOG regulation, all university presidents now go to an annual contract after their initial five years of service. Trustee Wendt inquired if there are any changes in this contract to the president's compensation; Vice Chair Otto stated that discussion will occur in May with the president's annual review.

Trustee Louis Saco made a motion to approve the renewal of the University President's agreement and approval of amendments to the agreement. Trustee Mark Bostick seconded the motion; a vote was taken and the motion passed with one dissenting vote.

E. Strategic Planning Committee Report

Strategic Planning Committee Chair Mark Bostick stated the Committee reviewed the 2019 Accountability Plan which includes key initiatives, Performance Based Funding (PBF) data, and new academic programs for consideration. The Committee recommends approval of the 2019 Accountability Plan which is listed in the consent agenda.

XII. Consent Agenda

Trustee Dick Hallion made a motion to approve the items on the consent agenda:

A. Audit & Compliance Committee

1. **Approve Auditor General Follow-up Review of the Operational Audit**
2. **Approve Information Technology (IT) Operational Audit of Florida Poly's Workday Enterprise Cloud Applications**
3. **Approve Investigative Report FPU 2019-03**

B. Finance & Facilities Committee

- a. **Approve revised regulation FPU-1.007 Demonstrations, being renamed as FPU-1.007 Campus Free Expression**

C. Strategic Planning Committee

1. **Approve 2019 Accountability Report**

D. Board of Trustees Meeting Minutes

1. **Approve December 5, 2018 Board of Trustees Meeting Minutes**
2. **Approve January 16, 2019 Board of Trustees Meeting Minutes**

Trustee Philip Dur seconded the motion; a vote was taken and the motion passed unanimously.

XIII. Board of Trustees Meeting Calendar

Vice Chair Otto reviewed upcoming Board of Trustees meetings. The Board retreat in May will be held at the SUN 'n FUN Fly-In and Expo located near the Lakeland Linder Airport.

XIV. Board of Governors' Meetings

Vice Chair Otto reviewed upcoming Board of Governors' meetings.

XV. Closing Remarks and Adjournment

Trustee Jim Dewey introduced Dr. Victoria Astley, Assistant Professor of Physics, who will be taking his seat on the Board of Trustees. Trustee Dewey expressed his appreciation to the trustees and offered his ongoing support and availability.

With no further comments, the meeting adjourned at 1:46 p.m.

Health and Engineering at Florida Poly

By: Grisselle Centeno, Ph.D.

Professor, Data Science & Business Analytics

Director, Health Systems Engineering

BOT meeting

5/22/2019



FLORIDA POLYTECHNIC
UNIVERSITY

Education & Positions



BS Industrial Engineering



MS, PhD
Industrial Engineering
Operations Research



Grisselle Centeno

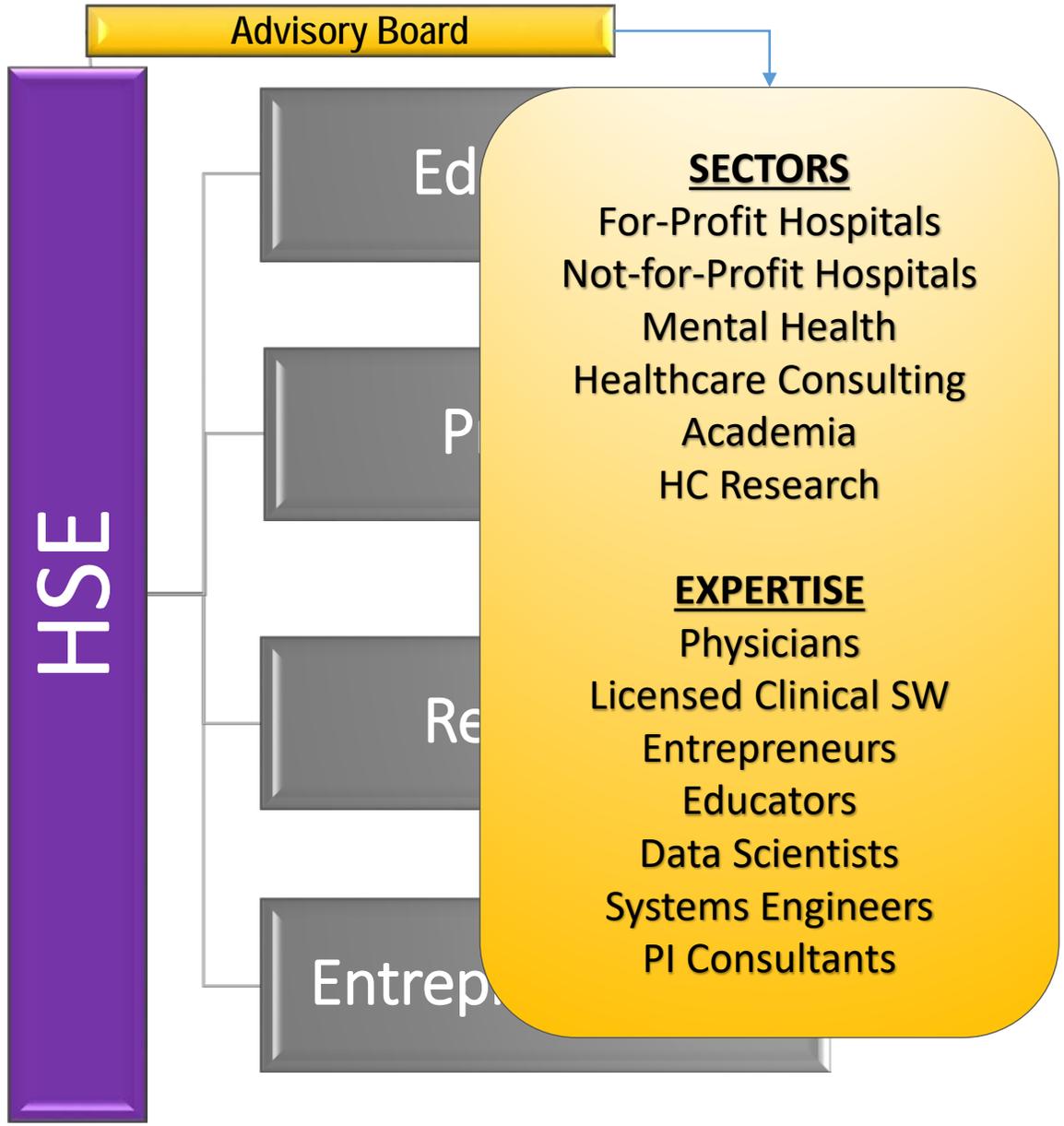
WDW Industrial Engineering | Advanced Analytics

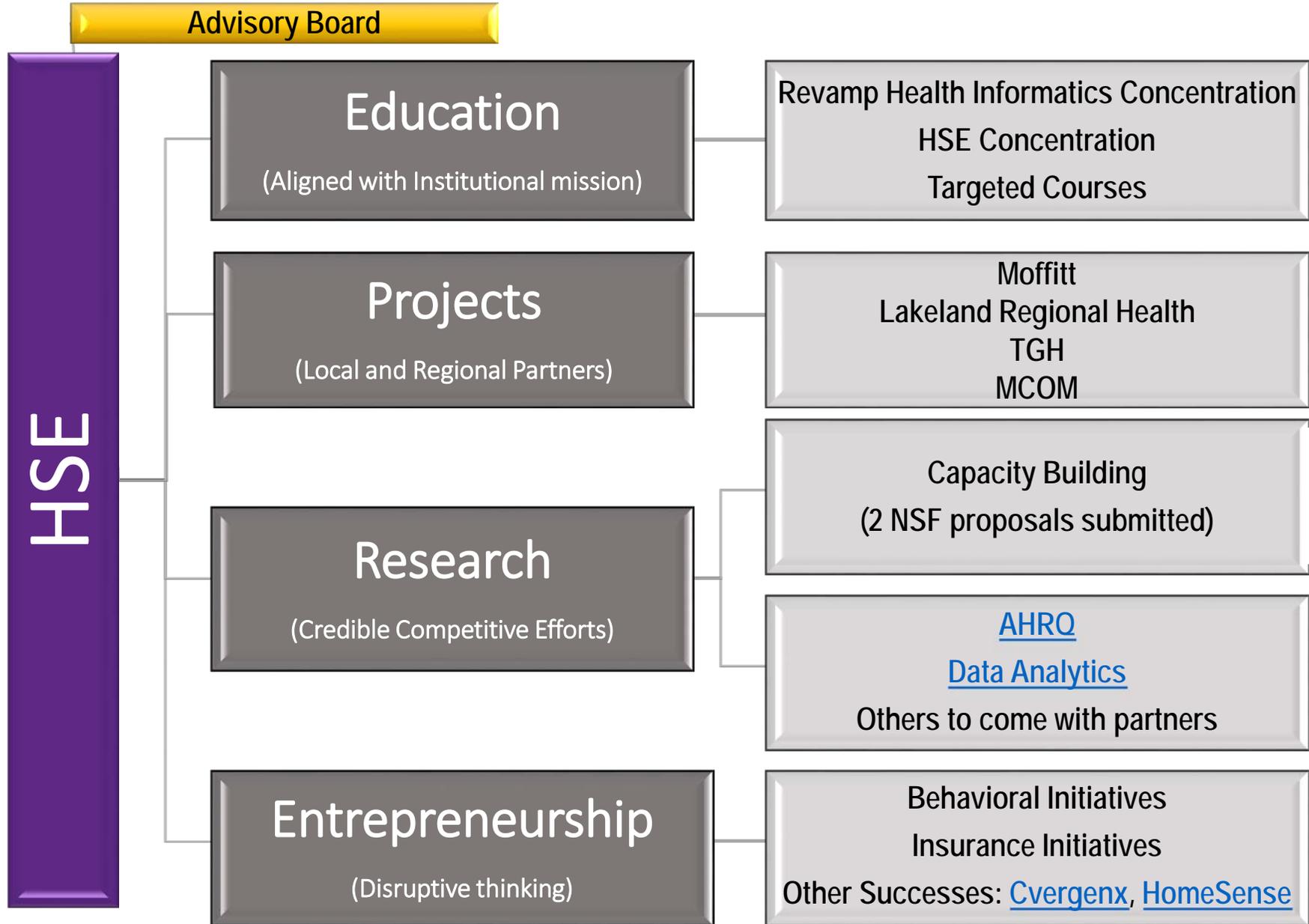


FLORIDA POLYTECHNIC
UNIVERSITY



HSE Program Overview





Questions? – Discussion...

**Florida Polytechnic University
Board of Trustees
May 22, 2019**

Subject: Approval of the Statement of Free Expression

Proposed Action

Adopt Free Speech Statement.

Background Information

In 2018, the Florida Legislature created the “Campus Free Expression Act,” codifying the right to free speech activities, including a prohibition against public institutions of higher education limiting free speech to just certain areas of campus. In response, the Board recently adopted a revised regulation FPU-1.007 Campus Free Expression. The governor called on the university presidents to adopt a resolution protecting and promoting the free speech of students on campuses. The general counsels from the public universities in the SUS worked together to create a statement. President Avent, along with the other SUS presidents, signed the attached *State University System of Florida Statement on Free Expression*. The statement is being presented to the Board for adoption.

Supporting Documentation:

State University System of Florida Statement on Free Expression
Governor’s Press Release

Prepared by: Gina DeIulio, Vice-President and General Counsel

State University System of Florida Statement on Free Expression

The State University System of Florida and its twelve public postsecondary institutions adopt this Statement on Free Expression to support and encourage full and open discourse and the robust exchange of ideas and perspectives on our respective campuses. The principles of freedom of speech and freedom of expression in the United States and Florida Constitutions, in addition to being legal rights, are an integral part of our three-part university mission to deliver a high quality academic experience for our students, engage in meaningful and productive research, and provide valuable public service for the benefit of our local communities and the state. The purpose of this Statement is to affirm our dedication to these principles and to seek our campus communities' commitment to maintaining our campuses as places where the open exchange of knowledge and ideas furthers our mission.

A fundamental purpose of an institution of higher education is to provide a learning environment where divergent ideas, opinions and philosophies, new and old, can be rigorously debated and critically evaluated. Through this process, often referred to as the marketplace of ideas, individuals are free to express any ideas and opinions they wish, even if others may disagree with them or find those ideas and opinions to be offensive or otherwise antithetical to their own world view. The very process of debating divergent ideas and challenging others' opinions develops the intellectual skills necessary to respectfully argue through civil discourse. Development of such skills leads to personal and scholarly growth and is an essential component of the academic and research missions of each of our institutions.

It is equally important not to stifle the dissemination of any ideas, even if other members of our community may find those ideas abhorrent. Individuals wishing to express ideas with which others may disagree must be free to do so, without fear of being bullied, threatened or silenced. This does not mean that such ideas should go unchallenged, as that is part of the learning process. And though we believe all members of our campus communities have a role to play in promoting civility and mutual respect in that type of discourse, we must not let concerns over civility or respect be used as a reason to silence expression. We should empower and enable one another to speak and listen, rather than interfere with or silence the open expression of ideas.

Each member of our campus communities must also recognize that institutions may restrict expression that is unlawful, such as true threats or defamation. Because universities and colleges are first and foremost places where people go to engage in scholarly endeavors, it is necessary to the efficient and effective operations of each institution for there to be reasonable limitations on the time, place, and manner in which these rights are exercised. Each institution has adopted regulations that align with Florida's *Campus Free Expression Act*, section 1004.097, Florida Statutes, and with the United States and Florida Constitutions and the legal opinions interpreting those provisions. These limitations are narrowly drawn and content-neutral and serve to ensure that all members of our campus communities have an equal ability to express their ideas and opinions, while preserving campus order and security.

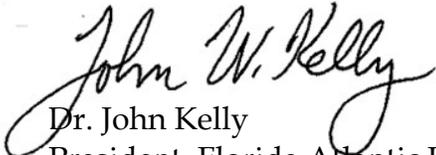
The undersigned do hereby adopt this Statement on Free Expression:



Marshall M. Criser III
Chancellor, State University System



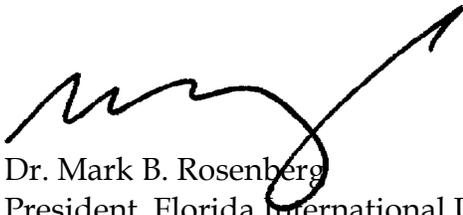
Dr. Larry Robinson
President, Florida A&M University



Dr. John Kelly
President, Florida Atlantic University



Dr. Mike Martin
President, Florida Gulf Coast University



Dr. Mark B. Rosenberg
President, Florida International University



Dr. Randy Avent
President, Florida Polytechnic University



Mr. John Thrasher
President, Florida State University



Dr. Donal O'Shea
President, New College of Florida



Dr. Thad Seymour
President, University of Central Florida



Dr. Kent Fuchs
President, University of Florida



Dr. David Szymanski
President, University of North Florida



Dr. Judy Genshaft
President, University of South Florida



Dr. Martha D. Saunders
President, University of West Florida

FROM THE OFFICE OF
GOVERNOR
RON DESANTIS

@GOVRONDESANTIS | WWW.FLGOV.COM | 850-717-9282 | MEDIA@EOG.MYFLORIDA.COM

For Immediate Release
April 15, 2019

Contact: Governor's Press Office
(850) 717-9282
Media@eog.myflorida.com

Governor Ron DeSantis Calls on State Colleges and Universities to Adopt Free Speech Resolution

All of Florida's 28 State Colleges and 12 State Universities Plan to Support

Tallahassee, Fla. – Today, at Florida State University, Governor Ron DeSantis called on Florida's state college and university presidents to adopt a resolution that protects and promotes the free speech of students on their campuses. The Governor requested that they frequently display their resolution throughout their campuses to ensure the American commitment to a free and open exchange of ideas and robust civil discourse is encouraged and protected.

"It is imperative for the future of our society that our state colleges and universities protect a culture of free speech on their campuses," **said Governor DeSantis**. "Here in Florida, we are showing that we welcome debate and the exchange of ideas. By signing a resolution outlining their commitment, our state's higher learning institutions can lead the way in promoting open discussion and civil discourse."

In anticipation of the Governor's call to action, the Florida College System Council of Presidents issued a statement on free expression and committed to having this [Statement of Free Expression](#) presented for formal adoption through the established college governance processes. It is expected that all 28 state colleges will sign on.

Joining Governor DeSantis at Florida State University this morning were President John Thrasher, Florida Department of Education Commissioner Richard Corcoran, State University System President Marshall Criser and other college and university presidents representing several of Florida's higher education institutions.

President John Thrasher noted that FSU and the 11 other state universities also support the Governor's position of "strongly and unconditionally advocating for freedom of speech at Florida's universities". It is expected that all 12 state universities will adopt a similar resolution.

In 2018, the Florida Legislature created the "Campus Free Expression Act," codifying the right to free speech activities, including a prohibition against public institutions of higher education limiting free speech to just certain areas of campus.

###

**Florida Polytechnic University
Board of Trustees
May 22, 2019**

Subject: 2020-2021 Legislative Budget Request

Proposed Board Action

Recommend approval of the 2020-2021 Legislative Budget Request (LBR) consisting of the Operating and Fixed Capital Outlay requests.

Background Information

Each year the Board of Trustees is required to submit its request for Legislative funding for operating issues and for Fixed Capital Outlay (PECO) issues to the Board of Governors. The PECO request includes the Capital Improvement Plan, which is a three-year subset of the University's Ten Year Master Plan. The BOG will review requests from all State University System institutions and submit its Legislative Budget Request to the Governor and Legislature in the fall of this year.

Supporting Documentation:

1. Legislative Budget Request: Operating Request
2. Fixed Capital Outlay Request and Capital Improvement Plan

Prepared by: Kathy Mizereck, AVP Government Relations

2020-2021 Legislative Budget Request**Issue: \$2 Million Increase in Operating Funds**

As Florida's newest and second smallest state university, Florida Poly has achieved every requirement set before it since its inception in 2012. With enrollment targets, SACS accreditation, and program offerings settled it is time for the university to focus on the climb to academic excellence. This effort has three components: stronger admissions and marketing processes; improved student on-campus experience; and growth in research activities. The requested funds will help us address these three components through a combination of personnel, infrastructure, processes, equipment, and a focused first year program that leads to retention and graduation.

Florida Poly graduates carry low debt loads, earn salaries averaging \$60,000 per year, and are prepared to be lifetime employable. But we cannot rest on our achievements thus far. We need the funds to move Florida's 100% STEM university to the next level of excellence. We believe our past success makes us worthy of investment for the future.

University Name Florida Polytechnic University

Project Address: 4400 Polytchnic Circle
Lakeland FL 33805-8531

OPTION 1

Project Title Applied Research Center

CIP-3 A - NARRATIVE DESCRIPTION:

The university is at the forefront of an emerging trend among STEM institutions to supply the expertise and collaborative research opportunities that are vital to high-tech companies. Florida Polytechnic research will be less curiosity driven and more focused on solving real-world problems. Based on current enrollment projections and very modest projections for faculty and industry partnered research, the expectation is that we must begin developing new research capacity now. As of May 2019, 100+ companies (industry partners) have signed on to partner with the University. The partners are expecting to work with our faculty and students on research problems that can help them grow Florida's economy. These partners and more to come, along with our faculty and students must have sufficient research space and access to technology that high-tech industries demand of their research partners. Space is also needed to meet the demand for hosting industry research groups as well as national and international meetings that bring money from around the world to Florida. This intellectual talent will be available to researchers in Florida, leading to an increased likelihood that solutions with commercial appeal will be generated. Our students will work side-by-side with industry researchers and university faculty as they seek to answer some of the pressing problems of society. Industry has made it clear that one of their biggest concerns with talent is that students graduate and are not prepared for the complexity of real-world problems, are not prepared to work as a part of a team and have little experience working with the latest technologies. Having the facility to conduct the research is crucial to the university's mission and is a significant part of the foundation for creating Florida Polytechnic University.

CIP-3, B - PROJECT DESCRIPTION

Facility/Space Type	Net Area (NASF)	Net to Gross Conversion	Gross Area (GSF)	Unit Cost (Cost/GSF)*	Construction Cost	Assumed Bid Date	Occupancy Date
Teaching Labs	7,000	1.40	9,800	360.48	3,532,704		
Research Labs	32,000	1.40	44,800	429.00	19,219,200		
Office/Computer	21,500	1.40	30,100	335.88	10,109,988		
Campus Support	286	1.40	400	306.90	122,760		
Totals	60786		85,100		32,984,652		

*Apply Unit Cost to total GSF based on primary space type

Space Detail for Remodeling Projects			
BEFORE		AFTER	
Space Type	Net Area (NASF)	Space Type	Net Area (NASF)
Remodeling/Renovation			
Total	0	Total	0

Total Construction - New & Rem./Renov. 32,984,652 Total 0 Total 0

31053500 1,931,152

CIP-3, C - SCHEDULE OF PROJECT COMPONENTS

	ESTIMATED COSTS							Funded & In CIP
	Funded to Date	Year 1	Year 2	Year 3	Year 4	Year 5		
1. BASIC CONSTRUCTION COSTS								
a. Construction Cost (from above)	23,560,000	9,424,652						32,984,652
Add'l/Extraordinary Const. Costs								
b. Environmental Impacts/Mitigation								0
c. Site Preparation	50,000							50,000
d. Landscape/Irrigation		25,000						25,000
e. Plaza/Walks		75,000						75,000
f. Roadway Improvements								0
g. Parking ___ spaces		1,000,000						1,000,000
h. Telecommunication								120,000
i. Electrical Service	120,000							175,000
j. Water Distribution	175,000							120,000
k. Sanitary Sewer System	120,000							125,000
l. Chilled Water System	125,000							175,000
m. Storm Water System	175,000							150,000
n. Energy Efficient Equipment	150,000							0
Total Construction Costs	24,475,000	10,524,652	0	0	0	0	0	34,999,652
2. OTHER PROJECT COSTS								
a. Land/existing facility acquisition								-
b. Professional Fees	2,600,000							2,600,000
c. Fire Marshall Fees	7,250							7,250
d. Inspection Services	40,000							40,000
e. Insurance Consultant	23,200							23,200
f. Surveys & Tests	50,000							50,000
g. Permit/Impact/Environmental Fees	8,700							8,700
h. Artwork	29,000							29,000
i. Moveable Furnishings & Equipment		2,000,000						2,000,000
j. Project Contingency	640,000	230,000						870,000
Total - Other Project Costs	3,398,150	2,230,000	0	0	0	0	0	5,628,150
ALL COSTS 1+2	27,873,150	12,754,652	0	0	0	0	0	40,627,802

Appropriations to Date			Project Costs Beyond CIP Period			Total Project In CIP & Beyond
Source	Fiscal Year	Amount	Source	Fiscal Year	Amount	
PECO	2016-17	5,000,000	CRYFWD	2016-17	5,000,000	
PECO	2017-18	2,000,000				
PECO	2018-19	-	CRYFWD	2018-19	15,873,150	
PECO	2019-20	-				
TOTAL		7,000,000	TOTAL		20,873,150	40,627,802

Higher Educational Facilities Return on Investment – Florida Polytechnic University

This is a tool developed by a collaborative group of stakeholders designed to facilitate the identification of return on investment metrics for higher education facilities. Check any box(es) that apply, provide a quantitative explanation, and identify the term or years in which ROI information is provided.

Institution: Florida Polytechnic University
Project: Applied Research Center
Total Project Cost: \$ 40,627,802
Previous Funding (State): \$ 7,000,000
University Contribution: \$ 20,873,150
Current Request: \$ 12,754,652
STEM (Yes or No): Yes
Contact Person (Name, Position, Office and Cell Phone No., Email):
Mark Mroczkowski, CFO 836.874.8408 407.580.5317 MMroczkowski@FloridaPoly.edu

Check any box(es) that apply and provide a quantitative explanation. Identify the term or years in which ROI information is projected.

1. Number of Additional Degrees and Certificates Produced and How Those Degrees are Meeting the Needs of our State (Job Openings, Average Wages of those Job Openings, etc.)

Explanation:

The number of students attending Florida Polytechnic University has increased as the university developed. This will lead to more students graduating with degrees in high-tech fields. These graduates will earn salaries higher than average wages, thus helping to increase the economic health of the State of Florida.

2. Number of Additional Students Served and the Benefits/Efficiencies Created (increase graduation rate, alleviate waitlist, increase academic support, etc.)

Explanation:

The ARC will provide research space for faculty which gives graduate students opportunities beyond the limited opportunities currently available to engage in research in the Innovation, Science and Technology (IST) building. We anticipate that additional graduate students will get research experience as a result of building the Applied Research Center (ARC). The ARC will attract major private sector research companies looking to take advantage of the university's graduate students. While the number is undetermined at this time, Florida Polytechnic University currently has no research space in which to collaborate on applied research projects with industry partners.

3. Amount of Additional Research Funding to be Obtained; Patents Awarded

Explanation:

We anticipate an additional \$20 M in research funding and 5-10 patents in the short term. Already, we have freshmen students who are being assisted with filing provisional patents.

4. Project is in an Area of Strategic Emphasis as Determined by the Board of Governors' Gap Analysis or the Department of Economic Opportunity's National Occupational Forecast

Explanation:

Florida Polytechnic University is a 100% STEM University so all degree programs address Areas of Strategic Emphasis. Students and faculty in those programs engage in "applied research" which is a major focus of the institution.

5. Improves the Ranking of a Preeminent Program or Improves on a Performance Funding Model Metric

Explanation:

Florida Polytechnic University began educating students in the Fall of 2014. Therefore there has been not enough time to generate results or data to serve as the basis for any of its programs to be classified as preeminent or be included in the state's Performance Funding Model.

6. Increase Business Partnerships Which Will Lead to Guaranteed Internships and Jobs for Students

Explanation:

The capacity of the university to collaborate with more industry partners will lead to internships and jobs for its students. The ARC will help with recruiting additional partners. Many of our 89 existing partners have already expressed their interest in providing internships for Florida Polytechnic University students. Therefore we expect that many of the additional partners will also provide internships for students.

7. Project Improves the Use, either Operationally or Academically, of Existing Space

Explanation:

Currently, we are converting classroom space to research space which creates two negative outcomes. First, the conversion of classroom space reduces the intended capacity of the IST for educating students. Second, the converted classroom space is not ideal for use as research space. Therefore, the ARC will provide appropriate space for applied research and free up space in the IST for academic instruction. This increases the number of students that can be educated in those high-tech fields important to Florida's development as a leader in STEM education. The research conducted will lead to commercialization of some of the outcomes from that research.

8. Contribution of Local Funds Through Matching Grants, Property Donations, etc.

Explanation: None

9. Reduces Future Deferred Maintenance Cost and Extends the Life of the Facility by Bringing the Project up to Existing Standards (cost-benefit analysis of renovation or new facility vs. maintenance)

Explanation:

Not applicable. The first phase of the campus was completed in 2014.

Other Pertinent Information not included above:

The State of Florida has invested heavily in creating an economic future as a leader of high-tech. Florida Polytechnic University's focus is applied research of real-world issues of high importance to its citizens. This research will serve as an economic catalyst in Florida and the nation. The University is at the forefront of an emerging trend among STEM institutions to supply the expertise and collaborative research opportunities that are vital to high-tech companies. Florida Polytechnic research will be less curiosity driven and more focused on solving real-world problems.

Based on current enrollment projections and very modest projections for faculty and industry partnered research, the expectation is that we must begin developing new research capacity now. As of May 2018, 50+ companies have relationships with the University. The companies are expecting to work with our faculty and students on research problems that can help them grow Florida's economy. These partners and more to come, along with our faculty and students must have sufficient research space and access to technology that high-tech industries demand of their research affiliations.

In addition to laboratories, the facility will accommodate an entrepreneurship center to assist with the commercialization of the products and systems created from the university's research. Faculty, students and private sector researchers will get the support they need to start companies, patent their innovations and create high-paying, high-tech jobs. Space is also needed to meet the demand for hosting industry research groups as well as national and international meetings that bring money from around the world to Florida. This intellectual talent will be available to researchers in Florida, leading to an increased likelihood that solutions with commercial appeal will be generated.

A significant amount of the interest shown by students in attending Florida Polytechnic University is the fact that they will get hands-on experience working with the latest technology on real-world problems. Our students will work side-by-side with industry researchers and University faculty as they seek to answer some of the pressing problems of society. Industry has made it clear that one of their biggest concerns with talent is that students graduate and are not prepared for the complexity of real-world problems, are not prepared to work as a part of a team and have little experience working with the latest technologies. Some of our industry partners have already identified issues on which they want to work on with our faculty and students. Having the facility to conduct this research is crucial to the University's mission and is a significant part of the foundation for creating Florida Polytechnic University.

University Name Florida Polytechnic University

Project Address: 4500 Polytechnic Circle
Lakeland FL 33805-8531

Project Title Student Achievement Center

CIP-3 A - NARRATIVE DESCRIPTION:

The Student Achievement Center will house an honors college, industry job center, international liaison office, a faculty and industry mentorship program and tutoring programs. Additionally, this facility will house programs that provide support for the psychological and social well-being of students, many of whom will be away from home from the first time. This facility will serve as the key component in an essential series of initiatives to ensure that students succeed in their studies at the University. Studies have shown that higher levels of support, both academic and personal, dramatically increase the retention and graduation rates of students in STEM fields. Every student will have 24/7 access to programs developed to increase their chances of graduating with a degree. The need for higher retention rates that lead to a greater number of STEM graduates was highlighted in three critical reports. The Florida Chamber of Commerce identified "Six Pillars" that are essential to a robust economy in the state with talent being one of them. The report states that "Florida faces an emerging talent gap — a crisis in human capital that represents a vast and growing unmet need for a highly skilled and educated workforce". The Florida Chamber Foundation authored "Cornerstone" and "Cornerstone Revisited" which also highlight the need for additional STEM talent. Without this Student Achievement Center, the intended impact of Florida Polytechnic will not be what is needed and expected.

CIP-3, B - PROJECT DESCRIPTION

Facility/Space Type	Net Area (NASF)	Net to Gross Conversion	Gross Area (GSF)	Unit Cost (Cost/GSF)*	Construction Cost	Assumed Bid Date	Occupancy Date
Patient Care	2,500	1.40	3,500	335.88	1,175,580		
Office Computer	5,000	1.40	7,000	335.88	2,351,160		
Audit/Exhibit	32,000	1.40	44,800	374.49	16,777,152		
Study	1,200	1.40	1,680	324.06	544,421		
Campus Support	286	1.40	400	306.90	122,883		
Totals	40,986		57,380		20,971,196		
*Apply Unit Cost to total GSF based on primary space type							
Remodeling/Renovation							
Total Construction - New & Rem./Renov.					20,971,196	Total 0	Total 0

CIP-3, C - SCHEDULE OF PROJECT COMPONENTS

	ESTIMATED COSTS					Funded & In CIP
	Funded to Date	Year 1	Year 2	Year 3	Year 4	
1. BASIC CONSTRUCTION COSTS						
a. Construction Cost (from above)			6,301,543	13,541,220	1,128,433	20,971,196
Add'l/Extraordinary Const. Costs						
b. Environmental Impacts/Mitigation						0
c. Site Preparation			25,000			25,000
d. Landscape/Irrigation					12,500	12,500
e. Plaza/Walks					37,500	37,500
f. Roadway Improvements						0
g. Parking ___ spaces			500,000			500,000
h. Telecommunication			60,000			60,000
i. Electrical Service			87,500			87,500
j. Water Distribution			80,000			80,000
k. Sanitary Sewer System			80,000			80,000
l. Chilled Water System			110,500			110,500
m. Storm Water System			75,000			75,000
n. Energy Efficient Equipment						0
Total Construction Costs	0	0	7,319,543	13,541,220	1,178,433	22,039,196
2. OTHER PROJECT COSTS						
a. Land/existing facility acquisition						0
b. Professional Fees			1,100,000			1,100,000
c. Fire Marshall Fees			3,625			3,625
d. Inspection Services			3,000	30,000		33,000
e. Insurance Consultant			9,500			9,500
f. Surveys & Tests			5,000	15,000		20,000
g. Permit/Impact/Environmental Fees			4,350			4,350
h. Artwork					14,500	14,500
i. Moveable Furnishings & Equipment					1,000,000	1,000,000
j. Project Contingency					564,218	564,218
Total - Other Project Costs	0	0	1,125,475	45,000	1,578,718	2,749,193
ALL COSTS 1+2	0	0	8,445,018	13,586,220	2,757,151	24,788,389

Appropriations to Date			Project Costs Beyond CIP Period			Total Project In CIP & Beyond
Source	Fiscal Year	Amount	Source	Fiscal Year	Amount	
TOTAL		<u>0</u>	TOTAL		<u>0</u>	<u>24,788,389</u>

Higher Educational Facilities Return on Investment – Florida Polytechnic University

This is a tool developed by a collaborative group of stakeholders designed to facilitate the identification of return on investment metrics for higher education facilities. Check any box(es) that apply, provide a quantitative explanation, and identify the term or years in which ROI information is provided.

Institution: Florida Polytechnic University

Project: Student Achievement Center

Total Project Cost: \$ 24,788,389

Previous Funding (State): \$ 0

University Contribution: \$ 0

Current Request: \$ 24,788,389

STEM (Yes or No): Yes

Contact Person (Name, Position, Office and Cell Phone No., Email):

Mark Mroczkowski, CFO 836.874.8408 407.580.5317 MMroczkowski@FloridaPoly.edu

Check any box(es) that apply and provide a quantitative explanation. Identify the term or years in which ROI information is projected.

1. Number of Additional Degrees and Certificates Produced and How Those Degrees are Meeting the Needs of our State (Job Openings, Average Wages of those Job Openings, etc)

Explanation:

The number of students attending Florida Polytechnic University will increase as the university develops. This will lead to more students graduating with degrees in high-tech fields. These graduates will earn salaries higher than average wages, thus helping to increase the economic health of the State of Florida.

2. Number of Additional Students Served and the Benefits/Efficiencies Created (increase graduation rate, alleviate waitlist, increase academic support, etc.)

Explanation:

The SAC will provide student services space and instructional support, which gives all students opportunities beyond the limited opportunities currently available, to engage in learning and study activity in the Innovation, Science and Technology (IST) building. We anticipate that additional students will get enhanced academic experience as a result of building the Student Achievement Center (SAC). The SAC will attract major private sector companies looking to take advantage of the university's student assembly spaces, and to schedule weekend training opportunities in the auditorium and meeting spaces. While the number is undetermined at this time, Florida Polytechnic University currently has limited space in which to collaborate on tutoring, student engagement with support staff, and direct contact with registrar, student health, counseling, bursar, and financial aid.

3. **X** Amount of Additional Research Funding to be Obtained; Patents Awarded

Explanation:

We anticipate an additional \$20 M in research funding and 5-10 patents in the short term. Already, we have several students who are being assisted with filing provisional patents. The academic support will be in the SAC.

4. **X** Project is in an Area of Strategic Emphasis as Determined by the Board of Governors' Gap Analysis or the Department of Economic Opportunity's National Occupational Forecast

Explanation:

Florida Polytechnic University is a 100% STEM University so all degree programs address Areas of Strategic Emphasis. Students in the programs engage in both research and academics ... a major focus of the institution.

5. **X** Improves the Ranking of a Preeminent Program or Improves on a Performance Funding Model Metric

Explanation:

Florida Polytechnic University began educating students in 2014. Therefore there has been not enough time to generate results or data to serve as the basis for any of its programs to be classified as preeminent or be included in the state's Performance Funding Model.

6. **X** Increase Business Partnerships Which Will Lead to Guaranteed Internships and Jobs for Students

Explanation:

The SAC will help with retention of students for our industry partners. Therefore, we expect that many of the additional partners will also provide internships for students.

7. **X** Project Improves the Use, either Operationally or Academically, of Existing Space

Explanation:

Currently, we are occupying academic office space for collaboration rooms and occupying temporary facilities for student support, which creates two negative outcomes. First, the conversion of the space forces use of the Polk State College office space. Second, the temporary office spaces in Housing 2 implies lack of concern for student services. Therefore, the SAC will provide appropriate space for both student services and staff offices, and it will free up space in the IST for faculty and academic support. It increases the number of students that can be served or counseled in those high-tech fields important to Florida's development as a leader in STEM education. The service conducted will lead to academic success for students.

8. **X** Contribution of Local Funds Through Matching Grants, Property Donations, etc.

Explanation:

Initial \$5M was donated for student wellness and success. A portion of the money was expended for room in Housing 2 – a public, private partnership. The remainder of the monies and new funds will help supplement the project.

9. Reduces Future Deferred Maintenance Cost and Extends the Life of the Facility by Bringing the Project up to Existing Standards (cost-benefit analysis of renovation or new facility vs. maintenance)

Explanation:

Not applicable. The first phase of the campus was completed in 2014.

Other Pertinent Information not included above:

The State of Florida has invested heavily in creating an economic future as a leader of high-tech. Florida Polytechnic University's focus is applied research in real-world issues of high importance to its citizens. Success of the students is paramount to retention and the university mission of education. The University is at the forefront of an emerging trend among STEM institutions to supply the expertise and emerging opportunities that are vital to high-tech companies. Florida Polytechnic research will be less curiosity driven and more focused on solving real-world problems.

Based on current enrollment projections and very modest projections for student and faculty growth, the expectation is that we must begin developing collaborative methods for student success and support for the students. The students are expected to work with the faculty and industry partners on real world problems, which can help them grow Florida's economy. The students must have sufficient space and access to technology, which high-tech industries demand of the student interns.

Space is needed to meet the demand for hosting industry groups to gather for conferences and training, as well as national and international meetings that bring money from around the world to Florida. The intellectual talent will be available to partners in Florida, leading to an increased likelihood that solutions to problems will be generated by the students.

A significant amount of the interest shown by students in attending Florida Polytechnic University is the fact that they will get hands-on experience working with the latest technology on real-world problems. Our students will work side-by-side with industry partners and University faculty as they seek to answer some of the pressing problems of society. Industry has made it clear that one of their biggest concerns with talent is that students graduate and are not prepared for the complexity of real-world problems , are not prepared to work as a part of a team and have little experience working with the latest technologies. Some of our industry partners have already identified issues on which they want to work on with our faculty and students. Having the facility to support student success is crucial to the university's mission and is a significant part of the foundation for creating Florida Polytechnic University.

University Name Florida Polytechnic University

Project Address: 4390 Polytechnic Circle
Lakeland FL 33805-8531

Project Title Faculty Staff Office Building

CIP-3 A - NARRATIVE DESCRIPTION:

Campus support service spaces are almost non-existent on the JDA Campus. Currently, University personnel are housed on the JDA Campus in the Innovation, Science & Technology Building, Technology Admissions Center, the Wellness Center Phase 1 and the Student Housing Phase 1. Personnel are also being housed in the Lakeland Technology Building on the campus of Polk State College in Lakeland. The statute creating Florida Polytechnic University requires that Florida Polytechnic turn over space on the Polk State campus to the College once space becomes available on the campus of Florida Polytechnic University. Growth in enrollment at the Polk State College campus in Lakeland makes their need for the space currently being occupied by Florida Polytechnic critical to the ability of Polk State College to meet the academic demands of their students. As enrollment increases, the Technology Exhibition Hall will house the main exhibition space, campus support services, meeting spaces and administrative offices. Space in the Wellness Center Phase 1, which currently houses many of these services, will be used to expand the food service operation to feed students, faculty and visitors as the enrollment grows. Current projections show that our current facilities will exceed capacity within three years. The Innovation, Science & Technology Building was designed and built to prioritize Classroom and Laboratory learning. Consequently, there is very limited meeting space, exhibition space, campus support and office spaces. STEM organizations and industry related companies have already approached the University about hosting scientific meetings and conferences. The construction of a Technology Exhibition Hall will free space in other campus facilities for such

CIP-3, B - PROJECT DESCRIPTION

Facility/Space Type	Net Area (NASF)	Net to		Unit Cost (Cost/GSF)*	Construction Cost	Assumed Bid Date	Occupancy Date	Space Detail for Remodeling Projects			
		Gross Conversion	Gross Area (GSF)					BEFORE		AFTER	
								Space Type	Net Area (NASF)	Space Type	Net Area (NASF)
Office Computer	30,000	1.4	42,000	335.88	14,106,960						
Audit/Exhibit	4,000	1.4	5,600	374.49	2,097,144						
Campus Support	4,786	1.4	6,700	306.90	2,056,353						
Totals	38,786		54,300		18,260,457						
*Apply Unit Cost to total GSF based on primary space type											
Remodeling/Renovation											
Total Construction - New & Rem./Renov.					18,260,457	Total	0	Total	0		

18260457
17633800
626657
2750000
3376657

CIP-3, C - SCHEDULE OF PROJECT COMPONENTS

	ESTIMATED COSTS						
	Funded to Date	Year 1	Year 2	Year 3	Year 4	Year 5	Funded & In CIP
1. BASIC CONSTRUCTION COSTS							
a. Construction Cost (from above)				3,376,657	11,293,800	3,590,000	18,260,457
Add/Extraordinary Const. Costs							
b. Environmental Impacts/Mitigation							0
c. Site Preparation				25,000			25,000
d. Landscape/Irrigation				12,500			12,500
e. Plaza/Walks				37,500			37,500
f. Roadway Improvements							0
g. Parking ___ spaces				500,000			500,000
h. Telecommunication				60,000			60,000
i. Electrical Service				87,500			87,500
j. Water Distribution				85,000			85,000
k. Sanitary Sewer System				87,500			87,500
l. Chilled Water System				110,500			110,500
m. Storm Water System				75,000			75,000
n. Energy Efficient Equipment							0
Total Construction Costs	0	0	0	4,457,157	11,293,800	3,590,000	19,340,957
2. OTHER PROJECT COSTS							
a. Land/existing facility acquisition							0
b. Professional Fees				1,000,000	546,347		1,546,347
c. Fire Marshall Fees				3,625			3,625
d. Inspection Services					25,000		25,000
e. Insurance Consultant				9,500			9,500
f. Surveys & Tests				5,000	20,000		25,000
g. Permit/Impact/Environmental Fees				4,350			4,350
h. Artwork						14,500	14,500
i. Moveable Furnishings & Equipment						1,000,000	1,000,000
j. Project Contingency						529,014	529,014
Total - Other Project Costs	0	0	0	1,022,475	591,347	1,543,514	3,157,336
ALL COSTS 1+2	0	0	0	5,479,632	11,885,147	5,133,514	22,498,293

Appropriations to Date			Project Costs Beyond CIP Period			Total Project In CIP & Beyond
Source	Fiscal Year	Amount	Source	Fiscal Year	Amount	
TOTAL		0	TOTAL		0	22,498,293

Higher Educational Facilities Return on Investment – Florida Polytechnic University

This is a tool developed by a collaborative group of stakeholders designed to facilitate the identification of return on investment metrics for higher education facilities. Check any box(es) that apply, provide a quantitative explanation, and identify the term or years in which ROI information is provided.

Institution: Florida Polytechnic University
Project: Faculty/Staff Office Building
Total Project Cost: \$ 22,498,293
Previous Funding (State): \$ 0
University Contribution: \$ 0
Current Request: \$ 22,498,293
STEM (Yes or No): Yes
Contact Person (Name, Position, Office and Cell Phone No., Email):
Mark Mroczkowski, CFO 836.874.8408 407.580.5317 MMroczkowski@FloridaPoly.edu

Check any box(es) that apply and provide a quantitative explanation. Identify the term or years in which ROI information is projected.

1. Number of Additional Degrees and Certificates Produced and How Those Degrees are Meeting the Needs of our State (Job Openings, Average Wages of those Job Openings, etc.)

Explanation:

The number of students attending Florida Polytechnic University will increase to 2,300 as the university develops, and more faculty are hired into the new programs. This will lead to more students graduating with degrees in high-tech fields, thus helping to increase the economic health of the State of Florida.

2. Number of Additional Students Served and the Benefits/Efficiencies Created (increase graduation rate, alleviate waitlist, increase academic support, etc.)

Explanation:

The Faculty Staff Office Building and training facilities will provide space for more faculty which giving students more opportunities for curriculum. We anticipate that additional students will get new experiences in emerging technologies, as a result of building the Faculty Staff Office Building (FSO). The training area in the building will attract major private sector research companies looking to take advantage of the university's graduating students.

3. Amount of Additional Research Funding to be Obtained; Patents Awarded

Explanation:

Coupled with the Applied Research Center the Faculty Staff Office Building can help provide the additional \$20 M in research funding and the 5-10 patents in the short term.

4. Project is in an Area of Strategic Emphasis as Determined by the Board of Governors' Gap Analysis or the Department of Economic Opportunity's National Occupational Forecast

Explanation:

Florida Polytechnic University is a 100% STEM University so all degree programs address Areas of Strategic Emphasis. Students and faculty in those programs engage in "applied research" which is a major focus of the institution. Staff and faculty support only leads to improved programs in STEM programs.

5. Improves the Ranking of a Preeminent Program or Improves on a Performance Funding Model Metric

Explanation:

Florida Polytechnic University began educating students in the Fall of 2014. Therefore there has been not enough time to generate results or data to serve as the basis for any of its programs to be classified as preeminent or be included in the state's Performance Funding Model.

6. Increase Business Partnerships Which Will Lead to Guaranteed Internships and Jobs for Students

Explanation:

The capacity of the university to collaborate with more industry partners will lead to internships and jobs for its students. The FSO will help with recruiting additional faculty and partners. Many of the more than 100 partners have already expressed their interest in providing internships for Florida Polytechnic University students. Expanded faculty can help mentor those students.

7. Project Improves the Use, either Operationally or Academically, of Existing Space

Explanation:

Currently, we are converting office space to tutoring space, which creates a negative outcome for faculty and staff. The converted classroom space is not ideal for use as tutoring space. Therefore, the FSO training space will provide appropriate space for student and staff instruction assistance.

8. Contribution of Local Funds Through Matching Grants, Property Donations, etc.

Explanation: \$5M has been donated to the project through private donations.

9. Reduces Future Deferred Maintenance Cost and Extends the Life of the Facility by Bringing the Project up to Existing Standards (cost-benefit analysis of renovation or new facility vs. maintenance)

Explanation:

Not applicable. The first phase of the campus was completed in 2014, with no significant additions since that time, other than P3 Housing.

Other Pertinent Information not included above:

The State of Florida has invested heavily in creating an economic future as a leader of high-tech. Florida Polytechnic University's focus is applied research of real-world issues of high importance to its citizens. The University is at the forefront of an emerging trend among STEM institutions to supply the expertise and collaborative Faculty mentoring opportunities that are vital to high-tech companies. Florida Polytechnic outcomes will be less curiosity driven and more focused on solving real-world problems.

Based on current enrollment projections and very modest projections for faculty and industry partnered research, the expectation is that we must begin developing new research capacity now. As of May 2018, 50+ companies have relationships with the University. The companies are expecting to work with our faculty and students on problems that can help them grow Florida's economy. These partners and more to come, along with our faculty and students must have sufficient mentoring and office space, with access to technology which high-tech industries demand of partners.

Space is also needed to meet the demand for hosting industry research groups as well as national and international meetings that bring money from around the world to Florida. The FSO will provide for much needed appropriate faculty and staff office support.

A significant amount of the interest shown by students in attending Florida Polytechnic University is the fact that they will get hands-on experience working with the latest technology on real-world problems. Our students will work side-by-side with industry partners and University faculty mentors, as they seek to answer some of the pressing problems of society. Industry has made it clear that one of their biggest concerns with talent is that students graduate and are not prepared for the complexity of real-world problems, are not prepared to work as a part of a team, having little experience working with the latest technologies. Some of our industry partners have already identified issues on which they want to work on with our faculty and students. Having the facility, to house faculty and staff, and provide training areas, is crucial to the university's mission and is a significant part of the foundation for creating Florida Polytechnic University.

STATE UNIVERSITY SYSTEM
Fixed Capital Outlay Projects Requiring Board of Governors Approval
to be Constructed, Acquired and Financed by a University or
a University Direct Support Organization with Approved Debt
BOB-1

Florida Polytechnic University

2020-2021

Univ.	Project Title	GSF	Brief Description of Project	Project Location	Project Amount*	Funding Source	Estimated Month Of Board Approval Request	Estimated Annual Amount For	
								Operational & Maintenance Costs Amount *	Source
1- FPU	Parking Structure 1	156,000	600-Car Parking Structure 1	Lakeland	\$11,099,800	DSO	05.23.2018	\$90,000	Bond Funds
2- FPU	Parking Structure 2	149,500	600-Car Parking Structure 2	Lakeland	\$10,061,750	DSO	05.23.2018	\$90,000	Bond Funds
3- FPU	Res Hall 3	134,400	350-bed Residential Housing	Lakeland	\$25,980,518	DSO	05.23.2018	\$180,000	Bond Funds
4- FPU	Res Hall 4	134,400	350-bed Residential Housing	Lakeland	\$25,980,518	DSO	05.23.2018	\$180,000	Bond Funds
Subtotal					\$73,122,586			\$540,000	
Courtelis Matching Fund									
	Private Contribution	115,889	IST Buiding & Site Infrastructure	Lakeland	\$10,634,192	CFDC	10.24.12 *	\$315,000	PO+M & Carry Forward
	Private Contribution	39,955	Wellness Center	Lakeland	\$3,500,000	LFDC	10.24.12 *	\$130,000	PO+M & Auxilliary
Subtotal					\$14,134,192			\$445,000 *	

* Transferred from USFP

University Name: Florida Polytechnic University

Project Address: 4310 Polytechnic Circle
Lakeland FL 33805-8531

Project Title: Parking Structure 1

CIP-3 A - NARRATIVE DESCRIPTION:
 The Florida Polytechnic university, while within the City of Lakeland, is a remote campus and will require parking spaces for approximately 2,400 vehicles within the ten-year planning period. The need for a parking garage structure is paramount to preserving land for future development on the campus. Approximately 1,200 parking spaces would be provided as surface parking spaces, and the need for the additional 1,200 spaces would be met by the project in two phases of 600 each, with shared ramps. The program requires the university to also investigate adjacent alternate use spaces in order to maximize infrastructure investment. To support the development of the university transportation alternates have been studied. The need for parking structures is documented in a study prepared for the university by Tim Haas Associates, and will be included in the Master Plan Update.

CIP-3, B - PROJECT DESCRIPTION

Facility/Space Type	Net Area (NASF)	Net to Gross Conversion	Gross Area (GSF)	Unit Cost (Cost/GSF)*	Construction Cost	Assumed Bid Date	Occupancy Date
Parking	120,000	1.3	156,000	60	9,360,000		
Space Detail for Remodeling Projects							
				BEFORE		AFTER	
				Space Type	Net Area (NASF)	Space Type	Net Area (NASF)
Totals	120,000		156,000		9,360,000		
*Apply Unit Cost to total GSF based on primary space type							
Remodeling/Renovation							
Total Construction - New & Rem./Renov.					9,360,000	Total 0	Total 0

CIP-3, C - SCHEDULE OF PROJECT COMPONENTS

	ESTIMATED COSTS							
	Funded to Date	Year 1	Year 2	Year 3	Year 4	Year 5	Funded & In CIP	
1. BASIC CONSTRUCTION COSTS								
a. Construction Cost (from above)			9,360,000				9,360,000	
Add'l/Extraordinary Const. Costs								
b. Environmental Impacts/Mitigation							0	
c. Site Preparation			26,000				26,000	
d. Landscape/Irrigation			12,000				12,000	
e. Plaza/Walks			25,000				25,000	
f. Roadway Improvements			14,000				14,000	
g. Parking ___ spaces							0	
h. Telecommunication			12,000				12,000	
i. Electrical Service			55,000				55,000	
j. Water Distribution			20,000				20,000	
k. Sanitary Sewer System							0	
l. Chilled Water System							0	
m. Storm Water System			85,000				85,000	
n. Energy Efficient Equipment							0	
Total Construction Costs		0	0	9,609,000	0	0	0	9,609,000
2. OTHER PROJECT COSTS								
a. Land/existing facility acquisition								0
b. Professional Fees			780,000					780,000
c. Fire Marshall Fees			3,150					3,150
d. Inspection Services			33,400					33,400
e. Insurance Consultant			9,900					9,900
f. Surveys & Tests			21,200					21,200
g. Permit/Impact/Environmental Fees			4,650					4,650
h. Artwork								0
i. Moveable Furnishings & Equipment				170,500				170,500
j. Project Contingency				468,000				468,000
Total - Other Project Costs		0	0	852,300	638,500	0	0	1,490,800
ALL COSTS 1+2		0	0	10,461,300	638,500	0	0	11,099,800

Appropriations to Date			Project Costs Beyond CIP Period			Total Project In CIP & Beyond
Source	Fiscal Year	Amount	Source	Fiscal Year	Amount	
TOTAL		0	TOTAL		0	11,099,800

University Name: Florida Polytechnic University

Project Address: 4330 Polytechnic Circle
Lakeland FL 33805-8531

Project Title: Parking Structure 2

CIP-3 A - NARRATIVE DESCRIPTION:
 The Florida Polytechnic university, while within the City of Lakeland, is a remote campus and will require parking spaces for approximately 2,400 vehicles within the ten-year planning period. The need for a parking garage structure is paramount to preserving land for future development on the campus. Approximately 1,200 parking spaces would be provided as surface parking spaces, and the need for the additional 1,200 spaces would be met by the project in two phases of 600 each, with shared ramps. The program requires the university to also investigate adjacent alternate use spaces in order to maximize infrastructure investment. To support the development of the university transportation alternates have been studied. The need for parking structures is documented in a study prepared for the university by Tim Haas Associates, and will be included in the Master Plan Update.

CIP-3, B - PROJECT DESCRIPTION

Facility/Space Type	Net Area (NASF)	Net to Gross Conversion	Gross Area (GSF)	Unit Cost (Cost/GSF)*	Construction Cost	Assumed Bid Date	Occupancy Date
Parking	115,000	1.30	149,500	60	8,970,000		
			0		0	Space Detail for Remodeling Projects	
			0		0	BEFORE	
			0		0	Space Type	Net Area (NASF)
			0		0	AFTER	
			0		0	Space Type	Net Area (NASF)
Totals	115,000		149,500		8,970,000		
*Apply Unit Cost to total GSF based on primary space type							
Remodeling/Renovation							
Total Construction - New & Rem./Renov.					8,970,000	Total	0

CIP-3, C - SCHEDULE OF PROJECT COMPONENTS

	ESTIMATED COSTS						
	Funded to Date	Year 1	Year 2	Year 3	Year 4	Year 5	Funded & In CIP
1. BASIC CONSTRUCTION COSTS							
a. Construction Cost (from above)				8,970,000			8,970,000
Add'l/Extraordinary Const. Costs							
b. Environmental Impacts/Mitigation							0
c. Site Preparation				24,000			24,000
d. Landscape/Irrigation				11,000			11,000
e. Plaza/Walks				20,000			20,000
f. Roadway Improvements				10,000			10,000
g. Parking ___ spaces							0
h. Telecommunication				8,000			8,000
i. Electrical Service				40,000			40,000
j. Water Distribution				5,000			5,000
k. Sanitary Sewer System							0
l. Chilled Water System							0
m. Storm Water System				65,000			65,000
n. Energy Efficient Equipment							0
Total Construction Costs	0	0	0	9,153,000	0	0	9,153,000
2. OTHER PROJECT COSTS							
a. Land/existing facility acquisition							0
b. Professional Fees				410,000			410,000
c. Fire Marshall Fees				2,900			2,900
d. Inspection Services				33,400			33,400
e. Insurance Consultant				9,000			9,000
f. Surveys & Tests				10,000			10,000
g. Permit/Impact/Environmental Fees				4,650			4,650
h. Artwork							0
i. Moveable Furnishings & Equipment					80,000		80,000
j. Project Contingency					358,800		358,800
Total - Other Project Costs	0	0	0	469,950	438,800	0	908,750
ALL COSTS 1+2	0	0	0	9,622,950	438,800	0	10,061,750

Appropriations to Date			Project Costs Beyond CIP Period			Total Project In CIP & Beyond
Source	Fiscal Year	Amount	Source	Fiscal Year	Amount	
TOTAL		0	TOTAL		0	10,061,750

University Name Florida Polytechnic University

Project Address: 4536 Polytechnic University
Lakeland FL 33805-8531

Project Title Residence Hall 3

CIP-3 A - NARRATIVE DESCRIPTION:
 Dr. Ray Gasser, University of Idaho reported in his 2008 study that "Researchers consistently have found that living on campus, and more specifically living in residence halls, positively impacts students in a variety of ways including higher GPAs, higher retention rates, and higher matriculation rates. Of the more than 3,000 applicants for 500 slots in the 2014-15 inaugural class, approximately 66% of them preferred to live on campus. Enrollment is expected to grow in the 2019-20 academic year to over 1,481 students making the current, 219 beds in Housing 1 and 529 beds in Housing 2, numbers on campus woefully inadequate to meet demand. The inability to provide more housing will negatively impact retention rates at the university. Florida Polytechnic plans to build a third residence hall that has 350 beds and planned spaces for learning and living. This will directly support the university's mission to graduate students in sufficient numbers who are needed by high-tech industries in Florida. Those industries need well-educated students if they are to grow and provide well-paying jobs thereby having a positive impact on the state's economic status. In addition, higher retention rates at Florida Polytechnic University will provide more students to work with high-tech companies to solve problems important to Florida's future.

CIP-3, B - PROJECT DESCRIPTION

Facility/Space Type	Net Area (NASF)	Net to Gross Conversion	Gross Area (GSF)	Unit Cost (Cost/GSF)*	Construction Cost	Assumed Bid Date	Occupancy Date
Residence Hall 350 bed Unit	90,000	1.40	126,000	160	20,160,000		
Living Learning	6,000	1.40	8,400	160	1,344,000		
Totals	<u>96,000</u>		<u>134,400</u>		<u>21,504,000</u>		
*Apply Unit Cost to total GSF based on primary space type							
Remodeling/Renovation							
Total Construction - New & Rem./Renov.					<u>21,504,000</u>	Total	<u>0</u>

Space Detail for Remodeling Projects			
BEFORE		AFTER	
Space Type	Net Area (NASF)	Space Type	Net Area (NASF)
Total	<u>0</u>	Total	<u>0</u>

CIP-3, C - SCHEDULE OF PROJECT COMPONENTS

	ESTIMATED COSTS					Funded & In CIP
	Funded to Date	Year 1	Year 2	Year 3	Year 4	
1. BASIC CONSTRUCTION COSTS						
a. Construction Cost (from above)				21,504,000		21,504,000
Add/Extraordinary Const. Costs						
b. Environmental Impacts/Mitigation				0		0
c. Site Preparation				25,000		25,000
d. Landscape/Irrigation				12,500		12,500
e. Plaza/Walks				20,000		20,000
f. Roadway Improvements				0		0
g. Parking ___ spaces				1,222,000		1,222,000
h. Telecommunication				60,000		60,000
i. Electrical Service				87,500		87,500
j. Water Distribution				80,000		80,000
k. Sanitary Sewer System				80,000		80,000
l. Chilled Water System				115,000		115,000
m. Storm Water System				75,000		75,000
n. Energy Efficient Equipment				0		0
Total Construction Costs	0	0	0	23,281,000	0	23,281,000
2. OTHER PROJECT COSTS						
a. Land/existing facility acquisition				0		0
b. Professional Fees				1,572,500		1,572,500
c. Fire Marshall Fees				4,368		4,368
d. Inspection Services				40,000		40,000
e. Insurance Consultant				13,300		13,300
f. Surveys & Tests				15,000		15,000
g. Permit/Impact/Environmental Fees				4,350		4,350
h. Artwork				0		0
i. Moveable Furnishings & Equipment				1,050,000		1,050,000
j. Project Contingency				0		0
Total - Other Project Costs	0	0	0	2,699,518	0	2,699,518
ALL COSTS 1+2	0	0	0	25,980,518	0	25,980,518

Appropriations to Date			Project Costs Beyond CIP Period			Total Project In CIP & Beyond
Source	Fiscal Year	Amount	Source	Fiscal Year	Amount	
TOTAL		<u>0</u>	TOTAL		<u>0</u>	<u>25,980,518</u>

University Name Florida Polytechnic University

Project Address: 4516 Polytechnic University
Lakeland FL 33805-8531

Project Title Residence Hall 4

CIP-3 A - NARRATIVE DESCRIPTION:
 Dr. Ray Gasser, University of Idaho reported in his 2008 study that "Researchers consistently have found that living on campus, and more specifically living in residence halls, positively impacts students in a variety of ways including higher GPAs, higher retention rates, and higher matriculation rates. Of the more than 3,000 applicants for 500 slots in the 2014-15 inaugural class, approximately 66% of them preferred to live on campus. Enrollment is expected to grow in the 2019-20 academic year to over 1,481 students making the current, 219 beds in Housing 1, 529 beds in Housing 2, and 350 beds in Housing 3, numbers on campus woefully inadequate to meet demand. The inability to provide more housing will negatively impact retention rates at the university. Florida Polytechnic plans to build a fourth residence hall that has 350 beds and planned spaces for learning and living. This will directly support the university's mission to graduate students in sufficient numbers who are needed by high-tech industries in Florida. Those industries need well-educated students if they are to grow and provide well-paying jobs thereby having a positive impact on the state's economic status. In addition, higher retention rates at Florida Polytechnic University will provide more students to work with high-tech companies to solve problems important to Florida's future.

CIP-3, B - PROJECT DESCRIPTION

Facility/Space Type	Net Area (NASF)	Net to Gross Conversion	Gross Area (GSF)	Unit Cost (Cost/GSF)*	Construction Cost	Assumed Bid Date	Occupancy Date
Residence Hall 350 bed Unit	90,000	1.40	126,000	160	20,160,000		
Living Learning	6,000	1.40	8,400	160	1,344,000		
Totals	96,000		134,400		21,504,000		
*Apply Unit Cost to total GSF based on primary space type							
Remodeling/Renovation							
Total Construction - New & Rem./Renov.					21,504,000	Total	0

Space Detail for Remodeling Projects			
BEFORE		AFTER	
Space Type	Net Area (NASF)	Space Type	Net Area (NASF)
	0		0
	0		0
Total	0	Total	0

CIP-3, C - SCHEDULE OF PROJECT COMPONENTS

	ESTIMATED COSTS						Funded & In CIP
	Funded to Date	Year 1	Year 2	Year 3	Year 4	Year 5	
1. BASIC CONSTRUCTION COSTS							
a. Construction Cost (from above)						21,504,000	21,504,000
Add'l/Extraordinary Const. Costs							
b. Environmental Impacts/Mitigation						0	0
c. Site Preparation						25,000	25,000
d. Landscape/Irrigation						12,500	12,500
e. Plaza/Walks						20,000	20,000
f. Roadway Improvements						0	0
g. Parking ___ spaces						1,222,000	1,222,000
h. Telecommunication						60,000	60,000
i. Electrical Service						87,500	87,500
j. Water Distribution						80,000	80,000
k. Sanitary Sewer System						80,000	80,000
l. Chilled Water System						115,000	115,000
m. Storm Water System						75,000	75,000
n. Energy Efficient Equipment						0	0
Total Construction Costs		0	0	0	0	23,281,000	23,281,000
2. OTHER PROJECT COSTS							
a. Land/existing facility acquisition						0	0
b. Professional Fees						1,572,500	1,572,500
c. Fire Marshall Fees						4,368	4,368
d. Inspection Services						40,000	40,000
e. Insurance Consultant						13,300	13,300
f. Surveys & Tests						15,000	15,000
g. Permit/Impact/Environmental Fees						4,350	4,350
h. Artwork						0	0
i. Moveable Furnishings & Equipment						1,050,000	1,050,000
j. Project Contingency						0	0
Total - Other Project Costs		0	0	0	0	2,699,518	2,699,518
ALL COSTS 1+2		0	0	0	0	25,980,518	25,980,518

Appropriations to Date			Project Costs Beyond CIP Period			Total Project In CIP & Beyond
Source	Fiscal Year	Amount	Source	Fiscal Year	Amount	
TOTAL		0	TOTAL		0	\$ 25,980,518

Florida Polytechnic University
Board of Trustees
May 22, 2019

Subject: President Avent's 2018-19 Evaluation

Proposed Action

Determine President's Evaluation for 2018-19.

Background Information

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

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

1. **Self-Evaluation.** The *President's Self Evaluation 2018-19*, listing the President's accomplishments was provided to Chair Wilson, and Committee Chair Dur and was sent out to the Trustees as part of the evaluation process. In addition, a copy of the self-evaluation and the *Average of Trustees' Ratings of the President with Comments 2018-19* evaluation report has been provided to the Board of Governors, as required.
2. **Evaluation Instrument.** The evaluation instrument was updated to reflect the goals approved by the Board for 2018-19 and was distributed, along with the *President's Self Evaluation 2018-19*, to the Trustees for completion. The results were considered by the Governance Committee in formulating its recommendation on the outcome of the President's evaluation.

The Governance Committee met on May 1, 2019 and is recommending that the President's overall rating is a "meets expectation", and the *Average of Trustees' Ratings of the President with Comments 2018-19* be approved as the report reflecting the evaluation of the President for 2018-19.

Supporting Documentation:

Florida Polytechnic University Board of Trustees Policy on Annual Review of the President
President's Self Evaluation 2018-19
Average of Trustees' Ratings of the President with Comments 2018-19

Prepared by: Gina DeIulio, General Counsel

Florida Polytechnic University

Board of Trustees

Policy on Annual Review of the President

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

Principles

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

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

Annual Review

Purpose

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

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

Responsibility

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

Process

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

Outcomes

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

Comprehensive Review

Purpose

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

Responsibility

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

Process

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

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

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

Outcomes

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

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

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

Chair's signature: 

PRESIDENT'S SELF EVALUATION 2018-19
FLORIDA POLYTECHNIC UNIVERSITY

Randy K. Avent
April 2019

Report to the Board of Trustees

OPERATIONAL PERFORMANCE METRICS

Degree Alignment				Student Success			
Enrollment	<i>Target</i>	<i>Actual</i>	<i>Difference</i>	Retention	<i>Target</i>	<i>Actual</i>	<i>Difference</i>
UG incoming size	380	373	-7	Retention (1st-to-2nd year)	72%	78%	6%
G incoming size	18	24	6	4-year graduation rate	38%	36%	-2%
Average SAT	1290	1287	-3	6-year graduation rate	62%		
Average ACT	29	28	-1	Jobs	<i>Target</i>	<i>Actual</i>	<i>Difference</i>
Freshman in top 10%	18%	25%	7%	%BS graduates employed	70%	89%	19%
Faculty	<i>Target</i>	<i>Actual</i>	<i>Difference</i>	Median wages for BS	\$40,700	\$50,000	\$9,300
Student:Faculty	18:01	18:01	0	% Industry Interns	80%	83%	3%
% hours taught by adjuncts	<30%	12%	18%	Projects	<i>Target</i>	<i>Actual</i>	<i>Difference</i>
Instruction	<i>Target</i>	<i>Actual</i>	<i>Difference</i>	% industry capstone projects		97%	
% participation in programs				Number entrepreneurship efforts			
Institutional effectiveness (NL)	0%	-9%	-9%	Number UG research opportunities			
Affordability				Economic Development			
User Experience	<i>Target</i>	<i>Actual</i>	<i>Difference</i>	Research	<i>Target</i>	<i>Actual</i>	<i>Difference</i>
Overall experience (NL)	>70%	48%	-22%	Number proposals generated	20	15	-5
Spending	<i>Target</i>	<i>Actual</i>	<i>Difference</i>	Number proposals won	5	1	-4
% expenditures on instruction	30%	28.38%	-1.62%	Research expenditures	\$300K	\$1.333m	\$1.033m
Net tuition & fees per 120 hrs	\$9,500	\$9,500	0	Space	<i>Target</i>	<i>Actual</i>	<i>Difference</i>
PBF score	70	73	3	Instructional	45,989	47,505	1,516
				Academic support	21,135	20,995	-140
				Instructional support	17,757	20,909	3,152

¹Metrics in gray are measured from the previous year and not applicable, or have not yet been measured

²Future metrics for the operational plan and assessment will be based on the Balanced Scorecard and more complete than these

OPERATIONAL PRIORITIES

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

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

1.1 Maintain steady student growth with increasing quality

- To maintain steady long-term student growth, we dramatically increased new strategic recruitment material for freshmen, transfer and graduate students; we designed a new guidance counselor view book with additional guidance counselor events on campus; and we designed “Florida Poly Tech Days” to bus in STEM classes and teachers for academic immersion and admission events. Our admissions staff visited four times as many Florida high schools than last spring and we held two Open House events for the first time.
- We overhauled our communication strategy by engaging a new enrollment marketing vendor. Search parameters were enhanced (micro-targeted) and new targeted email messaging was developed. In collaboration with University Relations, we developed and deployed a new admit box and experience and a new admit web page.
- Working hours of admissions counselors and student workers were changed to make personal calls into the evening to reach prospects and admits.
- To increase quality, we changed the application requirements and the application itself, adding essays, Letters of Recommendations, Advanced Placement scores, Student Self-reported Academic Records turned mobile; we also limited application fee merit waivers and we developed a new academic merit admissions category called “Provost Scholars” for increased student recognition. We designed and deployed a significantly enhanced display of Financial Aid packages timed for increased yield.
- 72% of the fall 2018 class were Bright Futures award winners.
- We hosted three Fulbright Scholars from Germany and have signed MOUs with Canada, Belgium, Luxembourg, and Australia for more Fulbright opportunities. We also have an informal agreement with Ireland to promote Florida Poly to Irish scholars.

1.2 Continue to reach outside Polk County for students

- We obtained national and international high school guidance counselor databases and developed an enrollment marketing communications plan for brand awareness and the development of new strategic relationships. Additionally, national high school sophomore and junior names were obtained for enhanced targeting.
- As we increase our global depth and reach, the University contracted with an international partner to recruit high caliber international undergraduate and graduate students. To date, Admissions has received 100 inquiries and 47 applications for fall 2019. In addition, a contract with the Institute of International Education was established to bring in J-1 visa holders (students and scholars).
- We wrote and placed profiles in seven new College Search publications and web sites (US News, Princeton Review, etc).
- FIPR Institute was instrumental in presenting STEM activities and Florida Poly recruitment materials beyond Polk County. Lake County was a noted target.
- We established study abroad MOUs with UNIFEBE in Brazil, the American University in Morocco and Panjab University in India.

1.3 Improve gender and racial diversity of incoming class

- Female student population on campus grew to 14% of the student body in spring 2019.
- Admissions produced a STEMpalooza recruitment activity and FIPR delivered focused STEM presentations and activities for underprivileged and female students in Polk County schools and Girl Scout groups.
- We established and grew THRIVE, a group that helps female students develop a sense of belonging by providing collaborative opportunities.
- Increasing recruitments from national Pathways in Technology Early College High Schools (P-TECH high schools) is under consideration as another means for increasing diversity.

Priority 2: Grow a faculty body committed to excellence

2.1 Grow the faculty line to support new programs and concentrations

- We hired fifteen new faculty in 2018-2019. The University currently employs 73 full-time faculty members.
- The UFF Collective Bargaining Agreement was ratified unanimously. Having a Collective Bargaining Agreement in place is helpful in recruiting new faculty. The Agreement also contains articles that will assist in increasing faculty excellence and provide mechanisms for rewarding such excellence, thereby facilitating retention.
- We continued to provide Global Scholar awards to faculty for establishing strategic alliances with international research centers and industries.

Priority 3: Improve instructional effectiveness and consistency of quality

3.1 Support achievement of ABET accreditation

- Four Programs (computer science, electrical, mechanical, and computer engineering) are in the due-process phase of review. This means each program is submitting final evidence of compliance strength with decision from ABET expected in August 2019. Critically, no program received a deficiency during the on-site review, which would have served as a barrier to initial accreditation.

3.2 Continue to improve academic standards through common exams

- Critical multi-section courses now administer common exams as a way of ensuring quality and consistency standards within and across programs.

3.3 Enhance the foundations sequence in a common freshman year

- Based on instructor and student feedback, a working group has made significant improvements to the sequence, including hiring a coordinator who is a specialist in first-year experience courses. This is a multi-year process that includes curricular improvements and collaboration and alignment with co-curricular experiences. The sequence aims to advance teamwork, leadership, critical thinking and communication skills essential to student success in each program and professionally.

3.4 Establish a faculty instructional development program

- We started an initial research mentorship program which we plan to grow over the years.
- The University drafted the framework for a faculty instructional development program, began conducting modest instructional support services (within available resources), and hired a Director of Teaching and Learning to finalize and implement the program.

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

4.1 Develop and position programs to implement three new degree programs

- Faculty and staff developed proposals with submission to the Board of Trustees and Board of Governors for three new degree offerings: Engineering Physics, Engineering Mathematics and Environmental Engineering.

4.2 Expand concentrations to support increased degree breadth within existing programs

- Department of Mechanical Engineering is working on a new graduate track in Mechanical Engineering and a new undergraduate concentration in Aero/Astronautical Engineering led by two of our new faculty hires, Professors Siddiqui and Sadeghizadeh.
- The department of Data Science and Business Analytics added concentrations in Intelligent Mobility and Quantitative Economics and Econometrics.
- The department of Computer Science added concentrations in Software Engineering and renamed Cyber-Gaming to Game Development and Simulation to address broader job market appeal.
- The Department of Electrical and Computer Engineering revamped an existing concentration into one focused on renewable energy.
- A new Certificate Program in Entrepreneurship has been developed and will begin implementation for undergraduate students in summer 2019.
- Other programs, concentrations and certificates are currently under development.

(STUDENT SUCCESS) PREPARE STUDENTS FOR A LIFETIME OF SUCCESS

Priority 6: Help students achieve academic goals

6.1 Facilitate advising to increase retention and persistence

- Student advising was improved and is conducted as a shared responsibility between the Registrar's office, the Academic Success Center and the Faculty.
- The Academic Success Center (ASC) guides students as they develop their schedules and prepare required paperwork. The ASC uses a First-Year coaching model, and subsequently supports students on an as-needed basis through graduation.
- ASC Success Coaches are considered curriculum experts but not content experts. ASC Success Coaches are holistic advisors who engage in proactive advising, focusing on the "whole" student. Holistic advising takes into consideration all the complexities of the person including academic preparedness, time management, social challenges and self-discovery.
- Faculty are the subject-matter experts and/or content experts. Each department formally assigns a mentor to each student who declares a major within that department. The department informs students of their mentor assignment and the administrative assistant maintains a semester-by-semester list (archived by semester) of students and their mentors. The mentor role functions as a key connection for students to gain faculty subject-matter-expert input on academic issues and professional development.
- In fall 2018, students worked with the ASC for a total 2,266 student contacts, with 988 students serviced and 77% of students returning for continued support.

6.2 Improve student progression through graduation

- Persistence of first time in college (FTIC) from fall 2018 to spring 2019 is 94%.

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

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

- We developed a Professional Internship Experience course that all students must take before starting their internship, and we also developed Career Opportunities Developing Evolutionary Success (CODES) workshops on career development skills, including dressing professionally, marketing, personal branding and networking.
- We created a partnership with JC Penney and Men's Wearhouse to offer business clothing for our students at a substantially reduced price. We also held an internal business clothing drive that was supported by our "Tech-Styled" initiative.
- Through improved coordination of the capstone project curriculum, essential communication and business skills were taught in the senior design sequence.
- The entrepreneurship programming activities focused on business acumen and leadership development and have helped over 100 students through their Phoenix Nest.
- The Office of General Counsel assisted students with understanding key concepts in STEM and business such as intellectual property, and facilitating improvement in student's debate and public speaking skills.
- We received approval of our federal work study program, which provides additional opportunities for students to experience leadership through on campus job opportunities.

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

8.1 Conduct a curriculum analysis for projects

- The curriculum previously went through significant review with help from faculty and one major weakness identified was the way in which Senior Capstone projects were implemented. These capstone projects are now organized by Dr. Matt Bohm, who collaborates with each department to provide a shared curriculum experience for all senior projects. We maintain a catalog of senior projects and have been able to increase the number of projects from industry each year to 35 of 36 projects this past year.

8.2 Build software and hardware structures that support classrooms and student projects

- The University invested nearly \$500,000 in classroom technology over the summer, installing 48 interactive projectors and upgrading about 150 lab and classroom computers, as well as providing training for faculty and staff on the new capabilities.
- Technology Services partnered with Academic Affairs to offer Canvas LMS training to all faculty at the start of the fall semester; they provided smaller group trainings at the start of the spring semester.
- With support from the Student Technology Fee Committee, the University upgraded the laptop loaner pool with ten new laptops.

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

9.1. Expand company connections for on-campus employer recruitment

- Fifty-five companies and 436 students participated in the 2019 Career and Internship Fair.
- In 2019, early-stage startups were included in the Career and Internship Fair. This resulted in aggressive recruitment of Florida Poly students by two early-stage startups, providing both internship opportunities and a unique view into the workings of a startup for those students interested in entrepreneurship.

- Collaboration of the Industry Update group has resulted in key company connections that are shared between Advancement and Career Development.
- During fall 2018, the University introduced “Company Days” on campus. An employer can now schedule a day on campus to facilitate an information session and recruit students. Six companies participated in Company Days last fall.
- The Handshake Career Network was implemented in summer 2018, providing employers with one-stop access for job postings at Florida Poly, as well as other schools in the SUS and Polk County. Over 2,300 companies are included in this network.
- We joined the Florida Career Centers Consortium this past year, which includes access to and participation in the statewide Career Fair.
- A Career Development Office was established on campus, providing students with the ability to walk in and access support from professional career staff. A Student Advisory Board was established to support this department.

9.2 Identify opportunities for students to better understand careers

- Career Development connected to companies willing to host student tours of their facilities, as well as come to campus to speak on career related topics.

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

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

10.1 Develop university/industry engagement model based on industry discussions

- Collaboration of the Industry Update group has resulted in academics, advancement, communications, government relations and economic development sharing key information leading to positive and consistent industry connections.
- To provide opportunities for our students, the University has 301 active industry partners. Of these 301 partners, 234 of them are career collaborators, meaning they have hired a Florida Poly intern or graduate, have attended a career recruitment event on campus, and/or have sponsored a senior capstone project.

10.2 Develop organizational construct that supports interaction model

- Professor Matt Bohm was designated as Director of Capstone Projects. Dr. Bohm identified industry sponsors for more than 30 capstone projects which began during the fall 2018 semester.
- Students must complete a senior capstone project, preferably motivated by an industry partner. Last year, 21 companies provided 35 projects for the 36 senior capstone projects. Many of our students additionally participated in undergraduate research.
- Internships and careers are handled through academic services and are discussed in 9.1.

10.3 Socialize application-pull approach around strategic verticals

- We built relationships with Central Florida Economic Development Centers (Orlando, Tampa and Central Florida) to identify and better understand the targeted industry clusters. I serve on the Orlando Economic Partnership board and maintain a strong relationship with Polk County Economic Development Corporation/Centers. We appointed a Director of Economic Development and began efforts to attract industry into the area – resulting in one smaller high-tech company relocating to Lakeland.

Priority 11: Conduct applied research to strengthen University impact

11.1 Grow research activity among faculty

- FIPR Institute funded two Florida Poly projects for a total of \$104,343. The projects involved four faculty members and eight students.
- The University is actively engaging small businesses to develop research funding based on federal Small Business Innovation Research/Small Business Technology Transfer Research (SBIR/STTR) grants. At least one proposal will be submitted in 2019.
- The University identified and prepared research-specific space for the Mechanical Engineering, Electrical and Computer Engineering, and Computer Science departments. This has enabled new projects in each of these departments.
- The recruitment of strong Graduate students has enabled faculty to expand their research and generate more publications than in previous years.
- The Office of General Counsel assisted in growing faculty research by working with sponsored programs to procure services needed for research as well as directly reviewing awards, sub-awards, and proposals.

11.2 Conduct collaborative research with nationally and internationally prominent partners

- FIPR Institute funded four R1/R2 research projects with two universities. The Institute continues to collaborate with six other qualifying universities through its membership in the DOE-sponsored Critical Materials Institute (CMI). The Institute also collaborates with four national laboratories through CMI.

11.3 Continue building and growing the Advanced Mobility Institute

- We began work on four important topics related to advanced testing of Connected and Autonomous Vehicles (CAV): (1) Edge Case Generation; (2) Sensor Verification; (3) Electromagnetic Interference including cybersecurity; and (4) Transportation Infrastructure OS. We assembled a strong team of eight faculty and numerous undergraduate students to build infrastructure and conduct research in these four areas.
- To date, this work has generated four IEEE Conference papers with an SAE Transaction paper in process. We are clearly establishing ourselves as a growing leader in CAV Test and Verification, as we have chosen that specific area as our primary focus.
- We have four new grant proposals in play. The first is an NSF Major Research Instrumentation (MRI) grant that funds research equipment. We have two DOT grants, one as a member of the Central Florida Proving Grounds group and one as the PI partnering with Dactile, Nova Technologies and Seaside/Walton County. We are also applying for a grant with Cyber Florida.
- We continue to build strategic partnerships with important organizations that will strengthen our research program. We continue partnership discussions with MATHWORKS, National Instruments, Siemens and TUV SUD. We have formed AV Partnerships with the Jacksonville Transportation Authority (JTA), TalTech and SunTrax. And we are building strategic partnerships with SAE and the ISMTA, which is an international test track alliance.

11.4 Grow computing infrastructure to support faculty research

- The University moved the High Performance Computing (HPC) system from the IST building to the Campus Control Center. That machine now supports 260 virtual servers (194 for general use and 66 dedicated to academics) and 24 terabytes of data inclusive of server operating systems and applications.

Priority 12: Develop extended campus to support University growth

12.1 Facilitate campus growth and STEM education through mission-driven construction projects

- The design for the Applied Research Center is 55% complete, having completed the conceptual schematic, and advanced schematic designs. Preconstruction services have been procured and the Construction Manager is working with the University and design team to ensure budget alignment throughout the design process.
- The IST Building was reconfigured with new furniture and glass writing surfaces, and infrastructure was added to labs to support academic program alignment.

12.2 Continue pursuing acquisition of surrounding property to build research park

- The University developed a vision for an adjacent Polk County Research Park based on other successful research parks across the nation.
- Discussions continue with the community, developers, and commissioners on building a research park adjacent to Florida Poly that brings together academia, industry and government in a live-work-play business park. Several discussions have occurred between Florida Poly, the surrounding landowners, developers and investors and these will likely continue until we can secure the future of the land.
- Florida Poly is working with the city and county to make sure we have the correct land use policies in place so as not to preclude a local research park. This becomes important to the growth of Polk County because while the average 3-year GDP growth rate of rural counties across the US is 7.35%, if that county has a technical research university in it the average rate is 25%.
- We are pursuing the creation of a Research Authority as the official body that creates the park.

(AFFORDABILITY) MAXIMIZE VALUE FOR THE STUDENT

Priority 13: Create a strong student user experience

13.1 Facilitate communications for students with leadership and faculty

- “President’s Office Hours” were launched where approximately once a month, I hold office hours to meet with undergraduate and graduate students in my office. These sessions are an opportunity for students to get to know me and to speak with me about topics that are on their minds.
- A President’s office communications plan was developed and implemented, including defining audiences, introducing social media channels, and a monthly video recap called “Around Florida Poly in 60 seconds”.
- A new communication tool, the weekly Phoenix, was developed and implemented. The weekly email provides calendar and news update for students and employees.
- The Florida Poly app was designed and implemented which includes a “student persona” for information targeted directly to students.
- Monthly town hall meetings were conducted between Student Life and students through November to keep them better informed of new developments on campus and to hear their concerns. (Meetings were ultimately cancelled because of low student attendance and have been replaced with monthly office hours for students to meet with me).

13.2 Grow numbers in student wellness and campus recreation programs

- Fifteen new fitness classes, eight intramural sports, and dozens of single-night tournaments were added to provide exercise and recreational opportunities for students.
- Student Development delivered 21 on-campus events for students throughout the academic year. Six volunteer events with Lakeland non-profit organizations also provided students the opportunity to give back to their community.
- The Student Government Association (SGA) increased the number of Registered Student Organizations (RSOs) to 40 with 80 student-led events taking place on campus throughout the year.

13.3 Help SGA be organizationally successful

- The Office of General Counsel provided general support and training to SGA members on Sunshine law and public records, and assisted in developing a new judicial handbook and statutes.
- Continuity manuals were written for all Recognized Student Organizations (RSOs) to ensure each club has proper information to continue their programming from year to year.
- Student development held monthly meetings with all RSOs to discuss travel, branding, events, and leadership.
- Suggestion boxes were made available for the student body to give input to the SGA leadership.
- A shadowing program for all incoming Executive Board members was developed to ensure seamless transition of leadership.

13.4 Grow housing and commuter programs

- We increased communication with RISE/VESTCOR on issues such as billing, maintenance, and student life. In addition, we started on-campus quarterly meetings with RISE/VESTCOR and moved two University staff members' offices into the dorm to assist with residential life.
- We now attend weekly Resident Assistant (RA) meetings in an effort to increase communication between students and staff.
- In collaboration with RISE, we have improved residential life programming with events such as hot dogs with the Police Department, a breakfast-for-dinner event, and Purple Fire week events. Students have also participated in six volunteer events off campus.
- We renovated the existing Wellness Center to add a small food court with an Einstein Bagel and Tu Taco.

13.5 Improve student-centered programs (training, orientation, ...)

- Student orientation was changed from one large event into four smaller events with an overnight stay in the residential halls. This allowed the students to meet others, bond, and meet potential roommates.
- During orientation, all students participated in Title IX Sexual Misconduct training.
- 100% of students completed Anti-Hazing training.
- Several sessions on personal banking and finances were offered to students throughout the year. In addition, two Resource Fairs and two events for LGBTQ+ students were held.
- Online training is also available to students on topics such as identity and inclusion, consent and sexual violence, and alcohol and other drugs.
- Student organization *Rise Up* offers a monthly program that includes workshops, awareness events, and tabling. Some topics include consent, dating/relationship violence, boundaries and stalking, and sexual assault prevention.

- We installed banners across the campus to celebrate the mission and students of the University.

13.6 Provide timely and easy access to counseling support

- An Associate Director of Campus Wellness Management (CARE Manager) was hired to serve as the crucial link between students needing assistance, appropriate resources, and the University. The Associate Director is a primary point of contact for faculty and staff who express concerns regarding students, and uses non-clinical consultation and case management strategies to improve the level of mental health services and support provided to students. Additionally, the Associate Director leads the Campus CARE Team (a Behavior Consultation Assessment Team) that collaboratively works to identify and assist students in need of services.
- Counseling services are available on campus with master's level clinicians who are contractually obligated to provide students with priority access to clinical services within a specific timeframe depending on the student's needs.
- The utilization of campus mental health services has grown in 2018-2019. From September 2018 through February 2019, 167 unique students have been served by Campus Mental Health services. The CARE Manager has supported 146 unique students and the on-campus licensed mental health counselors have supported 80 unique students.

13.7 Improve registration services

- The University registered 370 new undergraduate students for the fall 2018 semester. A new schedule wizard was implemented with 79% of all students utilizing the tool during priority registration. The new scheduling tool assisted 90% of the continuing new undergraduate students to register in full time hours.

13.8 Improve disability services

- For spring 2019, and each semester moving forward, the Office of Disability Services (ODS) will issue students a renewed accommodation letter. Students will participate in an interactive process with ODS to ensure that their accommodations are aligned with their academic needs.
- The University dedicated a Success Coach to disability services. She has introduced "Conversations with ODS" which provides faculty training on disability services. In March 2019, the University of Florida Disability Resource Center, Office of Disability Services will provide on-site faculty training in the area of disabilities.
- An online system has been established for students scheduling accommodation exams. Additionally, SharePoint is being utilized to support accommodation exams and communication with faculty.
- An Accessibility Advisory Committee has been formed to help create an inclusive and welcoming campus environment through assessment, collaboration, and providing recommendations for further growth.

13.9 Improve auxiliary support to students

- Parking and card services were automated to simplify processes for students.
- Vending services are evaluated annually to ensure products reflect students' preferences.
- Campus mail services were upgraded to support ease of use for students.

Priority 14: Concentrate spending on academic programs

14.1 Implement at least five efforts to improve university efficiency

- We launched a Lean Six Sigma Program which is available to all employees with supervisory approval. Forty-one employees have participated in the training and many process improvements and ideas have resulted from the program.
- With these programs, we made six important improvements in University processes that Staff felt were too time intensive. We improved International Meal Reimbursements, International Student Recruitment, Systematic Naming Conventions across Filing Systems, Waste Management Procedures, Contract Administration and Compliance, and Faculty Credentialing Process.
- More importantly, we promoted a culture of continuous improvement by analyzing processes and making them more lean. Several projects are still in flight with results expected through the year. We will continue to promote these opportunities as a means to improve efficiency, but also to provide professional development and certificate opportunities for our faculty and staff.
- Department Heads commented that this program empowered their staff, strengthened their critical thinking skills and boosted confidence.
- We expanded Safety Services to support the needs associated with Environmental Health and Safety, Building Code Enforcement/Permitting and Safety Training. Safety Services provides over 15 programs to support safe operation campus wide, in addition to providing plans review and inspections for all new construction initiatives.
- We created Balanced Scorecard approach to managing University performance, and the metrics and data that support that approach are under development. The scorecard consists of four “views” of the organization that provide more detail into where we need to focus our development and resources in the future. The scorecard will provide a deep dive into University operations and will allow for more robust and transparent strategic discussions with our Trustees on yearly goals and accomplishments.

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

15.1 Increase engagement opportunities with supporters

- A new Strategic Plan for 2018-2023 was developed, written and launched. This plan focused on four pillars that align with emerging trends and concerns in Higher Education.
- The University increased communication with supporters through coordinated and targeted communications via email and social media.
- The University app was created which has a “community persona” - allowing the community at large to engage with the University. It is comprised of targeted information for specifically community members.
- A monthly newsletter, “NewsBytes”, as well as an industry quarterly newsletter, the “IQ”, was developed and distributed.
- “Around Florida Poly in 60 seconds” videos are shared on YouTube and other social media platforms.
- A 33% increase in editorial content was gained from 2017-2018 and a 114% increase in broadcast from 2017-2018.
- The average increase in all social media channel followers was 20+%. There was also an increase of all social media channels impressions/people reached from 556 to 1,256,419.
- Web traffic saw a 256.7% increase in webpage views from 2017-2018. Users are staying

longer on the website: the average session duration increased from 1:49 to 2:05 - a 13.92% increase. Users are also viewing more pages during each visit from 2.29 to 2.50 - a 9.24% increase.

15.2 Foster support of University's legislative priorities with key constituencies

- We hosted ten key legislators on campus to promote our accomplishments and advocate for the University needs. We also provide regular "Florida Poly Highlights" to legislators, communicating success stories about our students, faculty and progress.
- We visited an additional ten legislators during session to reiterate our needs and support our legislative budget request. Government Relations meets with legislators daily during session to maintain situational awareness and keep our requests fresh in their minds.
- We involved business partners such as Skanska and Vestcor in legislative communication efforts.
- We strengthened our relationship with the Florida Chamber of Commerce in support of our research efforts and economic impact, especially in the area of autonomous mobility. We hosted members of the Florida Council of 100 to seek support for our programs.

15.3 Raise \$1.5M in unrestricted funds

- We rebuilt our University Advancement Department to make it stronger. We grew the number of development officers and now have three officers doing full-time fundraising in Tampa, Polk County and Orlando. We hired two new support staff to oversee operations and conduct research on potential donors.
- We are now conducting a national search through Bill Funk and Associates for a VP of University Advancement that will bring strong leadership and a deep understanding of fundraising in higher education to Florida Poly.
- We held several key fundraising events this year including PIVOT and Founder's Day. We thanked our larger donors with President's Dinners and held six Poly Connect events in Orlando and Tampa to grow our reach. We also restarted the Poly Fellows group as a way of attracting younger community members and getting them onboard with our mission.
- We started an Alumni association and elected officers to the Alumni Advisory Council. We held our first annual Alumni Social.
- We completed building our business operations and now use QGiv as the conduit for collecting all donations. We use Salesforce as our Customer Relationship Management (CRM) software, and we migrated to Workday as our Foundation ERM. We additionally integrated all three packages to improve efficiency. We moved from Donor Search and Lexus Nexus to iWave as our primary prospect research tool.
- We also continue to grow the Foundation Board, both in numbers and geography – adding new members from Tampa, Orlando and Miami. We increased the number of donors to the University, but unfortunately have not been able to increase gift sizes. To date, we have raised \$340K unrestricted funds in comparison to \$1.2mm last year, of which \$1.0mm was from a single anonymous donor.

15.4 Increase endowment by \$100K

- The Foundation added \$133K to the endowment through February and is working to add two more gifts totaling \$300K before Founder's Day.

Priority 16: Support professional growth of employees

16.1 Increase opportunities for improved communications with employees

- In fall 2018, the President initiated “Coffee & Conversation”, a small group, casual roundtable with staff and faculty departments. These intimate discussions provided employees the opportunity to share their ideas, questions, and concerns with the President. Numerous suggestions have been followed up with tangible action or facilitation of collaboration with peers across the institution.
- 2018’s inaugural ABLAZE Employee Recognition Dinner was expanded this year to include three full days of activities geared towards employee appreciation. Activities included a “Florida Poly Perks” fair, health and wellness day with E4Health webinars, yoga classes, a healthy cooking demonstration by Chartwells, and health screenings.
- A new communications plan for the Office of the President was developed and implemented; this plan included President’s messaging to employees.
- A new communication tool, the weekly Phoenix, was developed and implemented. This electronic newsletter for employees assists them in communicating their messages and provides an avenue to distribute university community news.
- The “weekly highlight” email is sent to all Florida Poly employees every Thursday, which highlights one positive story about the University weekly.
- University Relations distributes all press releases and the monthly media roundup to the leadership team for further distribution throughout the University.
- In summer of 2018, “Florida Poly Summer Days” was initiated. This program brought departments together on all campuses and provided numerous employees opportunities to network and socialize within the workplace.
- The Collective Bargaining Agreement provides mechanisms for exchange of information between faculty and administration and additional opportunities to communicate on a regular basis regarding concerns.

16.2 Offer professional development programs for staff

- Leadership development training was provided by consultant, Emily Rogers, to members of the Cabinet and all department heads and department chairs. This year-long training included a 360-degree profile for each participant, and covered topics such as developing highly functioning teams, managing and resolving conflict, and improving communication.
- A “Management Series” of trainings was developed to equip managers and supervisors with skills and tools for their job. Eight courses have been delivered over the course of this past year, including topics such as recruiting for hiring managers, procurement methodologies, budgeting, and performance appraisals.
- The Human Resources “Webinar Series” provided another effective learning tool for supervisors, accessed from anywhere at any time. Topics in this series include ethical conduct, employment law, and compliance.
- In fall 2018, 100% of employees completed civilian active assailant training, taught by University police.
- The University provides free online training for employees through Lynda.com. Employees can access entry, intermediate, and advanced Microsoft software courses, IT-specific courses, project management and more.

Recommendations from 360-degree review:

1. *Establish a mentor or executive coach (e.g. a seasoned former university president) who can serve as a resource to President Avent and help him grow in his role.*
 - I continue to contract with the Association of Governing Boards (AGB) for Dr. Tom Meredith to serve as a resource for me when I need help. Dr. Meredith served as a university president and was the head of three university systems. He was also the chancellor of the University of Georgia system and the University of Alabama system.
2. *Encourage the President to participate in seminars and conferences devoted to fundraising at the presidential level.*
 - Last year, I joined the Council for Advancement and Support of Education (CASE) and attended a three-day seminar on development for academic leaders. I continue to participate in these seminars and this past year did a three-day training session on Capital Campaigns.
3. *Engage in a retreat for Trustees, the President and his senior staff to discuss the campus-wide strategic plan.*
 - The Strategic Plan was discussed in depth during last year's May offsite retreat. I have looked for other ways to encourage more discussions around strategy and direction and have created a balanced scorecard framework I think will accomplish this. We hope to take several deep dives into aspects of this framework at this year's retreat.
4. *Trustees should think strategically about advocacy and their role going forward. The Board and President should work together to prepare the institution for a new level of accountability and ensure that appropriate metrics are in place for positioning Florida Poly as strongly as possible.*
 - We reached out to Board members to help advocate for our funding priorities by giving them a list of delegates to contact with talking points. We have also moved towards more metrics in our plans and assessments as the institution matures and grows. These metrics will be a central focus of the Balanced Scorecard, which takes different views of the organization.
5. *Establish best practices for improving and enhancing diversity. Dr. Mason recommended researching other universities and inviting experts to campus to get recommendations on approaches.*
 - We continue to measure our diversity against our peers as benchmarks, and while we remain low in the number of female students, we are doing better in regards to racial diversity. One of the common best practices in academia for increasing student diversity is to increase faculty diversity. In that regard, we have been successful in attracting a diverse faculty body with 10 of the 15 new faculty hired last year being diverse candidates.

6. *Encourage the President to become more involved in and seek leadership in national organizations that position the University within higher education both nationally and internationally.*

- We continue memberships in SACSCOC and are active in that organization. We are also members of the American Council on Education and the American Association of State Colleges and Universities (AASCU). We hope to become members of ABET this summer.



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**AVERAGE OF TRUSTEES'
RATINGS OF THE PRESIDENT
WITH COMMENTS
2018-19**

Methodology used for determining average score for each priority and for overall rating.

1. Assign the following values for each response:
 - a. Exceeds Expectation - 4 points
 - b. Meets Expectation - 3 points
 - c. Below Expectation - 2 points
2. Total the points for all the responses for each priority and for overall rating and divide the total by the number of individuals responding (13 in all cases except Priority 9 since only 12 trustees responded to that priority) and round the number to the nearest hundredth to determine the final average.
3. Assign the following based on the final average:
 - a. If the final average is greater than 3.5 = Exceeds Expectation
 - b. If the final average is 3.5 or less, but greater than 2.5= Meets Expectation
 - c. If the final average is 2.5 or less, = Below Expectation



Priority 1: Enroll a high quality and diverse incoming class

Average score 3.15
Meets Expectation

Comments

While efforts have been implemented I feel we need to wait for the next reporting cycle to evaluate the results.
Dr. Avent has lead a multi-pronged effort for this priority, and that is yielding excellent results.
It is hard to attract students to a new institution that naturally has growing pains. Therefore "below expectations" is unfairly harsh. However, I cannot accurately rate this area "meets expectations". We continue to have little success with admissions to the graduate program. We continue to admit undergraduates who are not ready for the first year sequence, or are otherwise mismatched - for example expecting computer science to be about making cool video games, not the hard work it really is. We continue to be behind on diversity. Diversity is hard to achieve in our niche, but too often our attitude or approach have come across lacking. Poor information communication to the right potential students is an apparently continuing problem. Perhaps recent changes have put admissions on the path to improvement, and next year we will be able to rate this area as exceeds expectations. Though I sympathize with why it has been a struggle, based on the record so far problems outweigh successes.
SAT Scores and class ranks of incoming students has been good. Number of applications in fall 2018 needs to be strengthened next year.
I believe that if Florida Poly continues to tailor its experience to the type of students it attracts and strives to be a University centered around creativity and innovation, we will continue to attract high quality and diverse students.
President Avent exceeds expectation. Over the last year he has overseen a great improvement in communication strategies, outreach activities, and application processes. 72% of the incoming Fall 2018 class were Bright Futures award winners. He has also overseen the development of a strong Fulbright scholar program, including the signing of MOUs with Canada, Belgium, Luxembourg, and Australia to promote Fulbright opportunities. Under his leadership, FPU has expanded its student search activities well beyond Polk County to include all FL counties, as well as increasing both its national and global awareness. He has been particularly energetic in pushing increased female student recruitment, and female students grew to 14% of the student body by spring 2019.
The fact that this is a priority for the President and staff is obvious with the improvement in objective measures. This will remain a key objective as the university continues to mature.
Numerical evidence supports statements that Dr. Avent has enrolled in high quality UG and Grad class. The institution is still working on ways to improve diversity related to females.
Progress is apparent in higher SAT and ACT score averages and incremental improvement in GPA scores for students admitted.
While there has been improvement in this area the university must continue to aggressively recruit African American students as well as female students and communicate results to the BOT as we use to receive very detailed reports during the first three-four years. We received more detailed reports on where the marketing dollars were spent and the hit rates of specific marketing efforts.

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Priority 2: Grow a faculty body committed to excellence

Average score 3.23
Meets Expectation

Comments

Major strides have been made in this section.
Hiring high quality faculty is not a short term effort, and Poly has made good progress.
It is hard to attract faculty to a new institution that naturally has growing pains. Because of that, "below expectations" is unfairly harsh. Even so, I cannot accurately rate this area "meets expectations". On the plus side, we have many great faculty that are committed to Poly's success. There has been progress. However, in some areas faculty are spread too thinly across different courses or too many courses to focus on research but still perceive administration as ratcheting up pressure for traditional research. We lack the faculty in some areas to develop programs without placing unsustainable demands on chairs and key faculty. A good collective bargaining agreement that addressed numerous faculty concerns was needed long ago to facilitate hiring and support retention. Blame for the delay in agreement must rest in part with administration. The legal findings of fact in the recent unfair labor practice proceeding clearly show how behaviors and attitudes of administration, actual or perceived, and a related lack of clear direct and honest communication, played a major role in slowing bargaining progress and in creating division between administration and faculty and among the faculty. Moreover, those issues played a major role in the overwhelming faculty support for unionization in the first place. I hope recent changes, in particular finalizing the collective bargaining agreement, have us on the path to improvement. Based on the record so far, problems outweigh successes.
Good progress in achieving satisfactory union agreement.
I have had great experiences with some of our faculty at the University. I believe once the University is in a stronger position, we will continue to attract great faculty.
President Avent exceeds expectation. He has pursued a vigorous recruitment campaign that resulted in the hiring of fifteen new faculty members for the 2018-2019 year, a 26 percent increase in faculty (from 58 to 73). During the year he successfully concluded a bargaining agreement with the UFF which was ratified unanimously, enhancing faculty recruitment. He is actively pursuing Global Scholar faculty awards to establish strategic alliances with international research centers and industries.
Faculty has been hired to accommodate curriculum and research needs.
I continue to recommend the recruitment of junior faculty completing Doctorate degrees in STEM disciplines at premier United States -universities.
What are the actual results of growth for female and African American faculty? What's real impact does the Global Scholars Program on FPU and the ROI? I have not seen the benefit of this program.

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Priority 3: Improve instructional effectiveness and consistency of quality

Average score 3.23
Meets Expectation

Comments

This is difficult to quantify, but the steps that have been taken are important in moving Poly in the right direction.

There is clear progress. A movement to common final exams across courses with multiple sections is part of it. An increased emphasis on rigor and higher expectations is apparent in early classes. There has been a great deal of work on fixing holes in the curriculum and making sure appropriate structure is in place to support academic quality. We have hired a director of teaching effectiveness who is already building a good relationship with faculty. We take the commitment to assessment and continuous improvement seriously. While there are bumps in the road and rough edges, and plenty of work to do to find the right balance, movement is apparent.

ABET Accreditation appears on track for 4 programs. This will enhance the reputation of the degree and the institution.

Over the years I have seen significant improvements in the teaching styles and the capability of our faculty and support staff. With the adoption of common standards classes have become more structured and better suited to ensure student success.

President Avent exceeds expectation. He has directed a FPU-wide program to ensure consistent standards within and across programs, and to ensure that freshmen have a strong foundational basis that will position them for subsequent academic success over their next years through graduation. Initiatives include establishing a faculty instructional development program, including the hiring of a Director of Teaching and Learning. Finally, he has been extremely active in supporting achievement of ABET accreditation in Computer Science, Electrical Engineering, Mechanical Engineering, and Computer Engineering. Significantly, during the ABET on-site review, no deficiencies were noted.

Instructional effectiveness and consistency of quality is demonstrated by numerous student research projects and awards.

Great progress on movement on ABET!

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

Average score 3.46
Meets Expectation

Comments

The new degree programs are complementary to our missions and are being put in place with reasonable efficiency. We need to see better progress on the graduate programs if we wish to proceed with them, so we are not exceeding expectations. But there is apparent progress.

Three proposed new degree programs appear to align with job opportunities.

I believe the number of programs available are competitive and sustainable.

President Avent exceeds expectation. He has aggressively pushed establishment of three new degree programs in Engineering Physics, Engineering Mathematics, and Environmental Engineering, overseeing as well the establishment of new graduate tracks and concentrations in existing majors to address: Aero/Astronautical Engineering, Mobility and Quantitative Economics and Econometrics, Software Engineering, Game Development and Simulation, and Renewable Energy. As well, a new Certificate Program in Entrepreneurship has been developed.

Commendable progress in a year of concluding union negotiations and seeking ways to upgrade faculty quality.

Growth of academic programs in the disciplines supports ballooning industry/technical needs of students.

I continue to believe that more can be done to align academic programs with two imperatives: 1. STEM Programs not offered at other FUS -institutions. 2. Align program offerings with the stated requirements of major employers (potential benefactors/partners) in the state of Florida and adjacent states.

Good progress in identifying new academic programs.

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Priority 6: Help students achieve academic goals

Average score 3.38
Meets Expectation

Comments

We can never do enough to help our students succeed.

Changes in advising and the academic success coaches have been productive. There is more to do though. Particularly, student expectations about the workload need to be more realistic. Until students understand it is a 60 hour a week job to thrive at a STEM institution, they will struggle to achieve their goals. This needs to be communicated to them right at the start, before they are even admitted to the university. Ongoing work in the first year sequence has potential to help considerably, but that is too late to start building the commitment and understanding required for success as we want it to be defined.

Persistence level for FTIC students from Fall 2018 to Spring 2019 of 94% appears impressive.

While this area still has room to grow, I believe the infrastructure has been successfully built-out by our ASC.

President Avent exceeds expectation. He has stressed the importance of enabling students to fulfill their academic potential, achieve their dreams, and continue with FPU as they move onwards towards graduation. He has vigorously promoted activities of the Academic Success Center to support students, establishing a Success Coach program that has been very successful, and ensuring that departments appoint faculty mentors to work with students to build their student and work skills and to ensure that their time at Poly is both productive and enjoyable. Persistence of first time in college (FTIC) from fall 2018 to spring 2019 is 94% and first to second year student retention is 78% a +6% difference between target and actual performance.

Good progress in the evolution of preparing students.

Academic advising, mental health counseling, effective teaching and research opportunities combine to assist students in achieving their academic goals.

Good to see the development of the ASC.



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

Average score 3.15
Meets Expectation

Comments

This is a key part of what makes Poly unique, and great strides have been made.
Fitting all the technical requirements and these other skills in 120 credit hours is a tall order. We need extensive requirements outside the curriculum or else to build more communications, leadership, and business aspects into other courses at an earlier stage. My impression is we did a better job of emphasizing these things in the first few years than we do now, partly just because we cannot prioritize everything all at once. At our recent Capstone showcase, we saw great progress in delivering quality projects, but it was also obvious that many seniors are very lacking in these particular skills. I consider the majority of my students over the past five years to have been short of the mark here.
I have no personal knowledge of how to measure this, but the development of a required course in Personal Intern Experience seems like a good step to build these skills and then put them into practice.
I believe Florida Poly is dedicated to an entrepreneur centered experience. However, I look forward to improvements in this area getting more students involved.
President Avent exceeds expectation. President Avent has taken commendable steps to address the "whole person" needs of students, namely the ability of young professionals not only to know their subject fields but to project themselves as confident, knowledgeable, and socially adept members of society. To this end he has overseen establishment of an essential skill program consisting of a professional internship experience, a formal workshop program on career development skills, and emphasis on dressing professionally, marketing, personal branding, and networking. One of the most innovative aspects of this was forming partnerships with JC Penney and Men's Wearhouse to offer business dress at substantially reduced prices. A capstone project curriculum imparts essential communication and business skills, the so-called Phoenix Nest offers entrepreneurship programming activities, and the Office of General Counsel teaches students the fundamentals of intellectual property, debate, and public speaking skills.
Given the composition of the student body, as someone who hires FPU interns and graduates they are emerging ready to "fit" the business environment while preserving their innovative and entrepreneurial bent.
The programs designed to access these skills are in the developmental stages. However, they all look very promising and are needed components in future endeavors of any field.
The students exposed to the Board appear to have superlative communications skills.
Understanding the business side of technology is of paramount importance of technology students. While students may receive assistance for the general counsel's office. The development of a more formal progress through a Business and Technology Law Course may be more appropriate to capture many of the area's students need to know in the intellectual property space.



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

Average score 3.31
Meets Expectation

Comments

The overhaul of the senior Capstone Projects, with 35 out of 36 being industry sponsored, is a good achievement.

I believe Senior Design can be improved upon. However, it does successfully provide professional experiences for students. Teaching how to communicate effectively in a professional setting.

President Avent exceeds expectation. Thanks to his oversight and establishment of a critical review process, a weakness in the Senior Capstone project process was identified and rectified before it caused problems. He drove a \$500K investment in classroom technology over the last year, installing 48 interactive projectors and upgrading 150 lab and classroom computers, plus supporting faculty and student training on these new capabilities. Other initiatives have included enhanced faculty training and upgrading the "loaner" laptop pool.

Good progress in this area.

We have made progress, as plainly seen in the Capstone showcase. That said, many of our students come into their senior year without the skills needed to work in a self-directed productive way on a team. Developing these skills, without clear room for them in the curriculum is a tough ongoing challenge.



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

Average score 3.50
Exceeds Expectation

Comments

We must devote significantly more resources to developing appropriate industry interaction, which in turn will support this activity. Without that, it is very difficult to support this activity appropriately.

Florida Poly has assisted in successful placing of many students with good internships & jobs. However, I would like to see more big name partnerships (i.e. Google, Facebook, Amazon, etc.) in an effort to bring these companies to Florida.

President Avent exceeds expectation. He has vigorously supported work experience programs for students and Poly participation in career and internship fairs (in the 2019 Career and Internship Fair, for example, 436 students and 55 companies participated), dedicated "Company Days" on campus where potential employers come to Poly to brief students and faculty on their work and opportunities, and a "handshake" career network now including 2,300 companies offering one-stop access for job postings. He oversaw development of a career development office on campus and a student advisory board to support this operation.

See comment on #7.

Career clinics and senior research projects are important and critical components of student support that help to develop competence and confidence. The narrative supports this claim. Students are also supported with employment fairs.

More can be done to develop relationships with established industry and potential employers. Here again programs must be aligned to their needs.

While there are 2,300 companies in the network data base what is the University doing to have a balanced approach of local, state, regional, national as well as global data base.



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

Average score 3.08
Meets Expectation

Comments

Many involved in this area have put in good individual effort. However, we need a more concerted effort with considerable resources behind it, rather than pockets of effort that are not well coordinated. We need staff in economic development whose full time focus is just on this, working in close coordination with academic affairs, to meet expectations here.

This will be a continuing long term effort, but the steps outlined in the Self Evaluation memo seem constructive.

While I know being a new State University these relationships take time to build, I would like to see more big name partnerships (i.e. Google, Facebook, Amazon, etc.) in an effort to bring these companies to Florida.

President Avent exceeds expectation. Indeed, it can be argued this has been his most persistent effort in working to ensure Poly students leave with the best possible chance of future success. Because of his activities, FPU now had 301 active industry partners, of whom 294 (98%) have hired a Poly intern or graduate, have attended a career recruitment activity, and/or have sponsored a senior capstone project. In 2018, 21 industry partners provided 35 projects (97%) of the total of 36 senior capstone projects. To improve the organizational construct supporting industry interaction, he ordered the appointment of a Director of Capstone Projects. As well, he oversaw the development of institutional relationships with the Central Florida Economic Development Centers (Orlando, Tampa, and Central Florida), and he serves on the Orlando Economic Partnership board as well as maintaining close ties with the Polk County Economic Development Corporation and Centers. Appointment of a Director of Economic Development at Poly actually resulted in a small high-tech company relocating to Lakeland, further evidence of President Avent's efforts benefiting not only Poly but the local community.

This remains an opportunity area particularly with the Foundation needs.

The institution has done a remarkable job in this area. Cooperative projects with industry are ongoing and futuristic in nature.

FPU needs to have a stronger role in the region to promote economic development.

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Priority 11: Conduct applied research to strengthen University impact

Average score 3.31
Meets Expectation

Comments

Another key to defining Poly's identity and impact, and we have shown very good progress.

We suffer from a combination of mixed messages, insufficient communication, and lack of resources in this area. First, faculty perceive substantial pressure for research. However, only recently have any faculty had time to devote to it, though they may have given five years of hard work to the university, permanently tying their career success to Poly and to Poly's understanding treatment of them. Many faculty still have teaching loads that make this difficult, and it takes years of concerted effort to build a research pipeline. Further, the goal as generally perceived is unclear. Highly applied research that supports matching students to industry partners and jobs should be our goal, as is clear in our mission statement. Yet, many faculty feel the emphasis is on traditional academic research aimed at advancing their profession and serving their discipline, not applied research that would serve industry or students. Whether accurate or not, this perception takes focus away from students and industry relevant work. In the first two years the President stressed, directly and repeatedly, that Poly would have a differentiated faculty model. That model would reward good teachers that got students involved even if they did not do much traditional basic research, those that were highly involved in traditional academic research, and those that were highly involved with industry. The perception is now that the President's clear commitments in this area will not be honored. At best, the perception of the vision and mission and commitment in this area is blurred. At worst, faculty perceive incompatible and unrealistic expectations contrary to what was repeatedly and openly promised. Morale is therefore suffering. Since the faculty have to execute the mission, this is a serious problem.

The Advanced Mobility Institute appears to have the opportunity to be a unique strength of Florida Poly research in an important technology growth area.

This will be greatly improved once the ARC comes online.

President Avent exceeds expectation. He has been particularly active in emphasizing growing faculty research, acquiring research funding via Small Business Innovation Research/Small Business Technology Transfer Research (SBIR/SBTR) grants, increasing research space within the Poly campus, establishing national and international collaborative research, building and growing the Advanced Mobility Institute and its work on advanced testing of Connected and Autonomous Vehicles (CAV), forming strategic research and collaborative partnerships, and growing a computer infrastructure - the High Performance Computing (HPC) system, which supports 260 virtual servers) to support faculty research with 24 TB of data inclusive of server operating systems and applications. RH

The University's impact on applied research is exceptional for a small school. I am always delighted to read about some new research efforts that Florida Poly students are engaged in.

Research projects appear to be well managed.

AMI is still getting off to a slow start to make the full impact in the AV Industry. Do we have a Business Plan with specific direction for the Center? For almost two years when asked about the status of the MOU with FTE we were informed that negotiations were ongoing to later find out an agreement had been signed and the BOT had not been informed. FPU needs to accelerate efforts to be ahead of the AV development curve and have a true partnership between the FDOT, FTE and FPU.

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FLORIDA POLYTECHNIC
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Priority 12: Develop extended campus to support University Growth

Average score 3.31
Meets Expectation

Comments

The President's effort to develop a Research Center around FL Poly is both insightful and necessary to our long term success.

We are in an early stage on this effort, and the challenge is great. With that said, meeting expectations on applied research and sustainable industry interactions are necessary conditions for meeting expectations here, and I think we have not meet expectations in those areas.

Very long term goal, which is hard to measure on an annual basis.

Being a new institution Poly has limited resources. However, with the construction of the ARC Florida Poly will be in a better position as a campus.

President Avent exceeds expectation. Since assuming the presidency of Poly, President Avent has advanced appropriate expansion and growth as a means of enhancing and expanding the educational, technical, and research capabilities of the university. Most notably this has involved the conceptualization and design of an Applied Research Center (the design is now 55% complete), re-configuring the existing IST building, increasing the amount of space available for research, and working with state and local authorities to ensure that Poly has the correct land use policies so as not to preclude a local research park.

Dr. Avent is to be commended for his outreach to other countries, counties, etc. The extension of his efforts are beginning to show positive results.

Visible effort is an obvious priority for the President. I would suggest careful attention be paid to comparative architectural designs with a view to controlling the cost of university infrastructure.

Great beginning to start the dialogue regarding growth and the development of a Research Authority.



FLORIDA POLYTECHNIC
UNIVERSITY

Priority 13: Create a strong student user experience

Average score 3.23
Meets Expectation

Comments

Yet to be seen.

Strong positive student experiences benefit our current students and will enhance Poly's future in various ways. Dr. Avent has led a strong effort.

It would be wrong to say there has been no effort. But there are at least three problem areas we need to be confront. First, when students have tried in the past to collectively voice concerns, they have often come away feeling their concerns were received in a hostile way and that they were not welcomed into a genuine discussion, but rather were talked down to and treated in a condescending way. At least this is what student leaders, both the vocal and non-vocal ones, have communicated to me privately. Their perceptions have spread though large parts of the student body. I am personally convinced we have missed teachable moments with our students here, creating enemies of administration instead of allies. Second, we obviously have issues with a lack of rich activities near campus. We all know our location creates challenges. Even so, we need to be much more careful with how we say things related to this. Rather than saying we exist in the middle of a cow pasture, which focuses on the negative, we should say we are working from a blank slate which means we have a lot of work before us but also that we can build a student experience completely adapted to our needs. Third, there are no visible markers of progress outside of but near the campus - no nearby new apartments, not even a convenience store. Fourth, there is a perceived lack of willingness to devoting whatever resources are needed to create highly visible and engrossing activities for students. Given our surroundings, it would seem we need considerable overcompensation on campus coordinated activities, and such activity is not perceived by many.

A long list of initiatives is included in the President's self evaluation. The Committee should review survey results from graduates to make sure Florida Poly is improving on user satisfaction.



FLORIDA POLYTECHNIC
UNIVERSITY

Priority 13: Create a strong student user experience - continued

Comments - continued

Dr. Avent has made himself available to the Student Body President and has been an active supporter of SGA and student experience. The relationship with student leaders and the Administration has never been stronger, as I've been a part of these relationships for 4 years. However, I believe that this area could still use some work. The Administration has made significant strides to accomplish this by supporting SGA and allowing for some autonomy leading to a stronger student life. With the advent of the Student Development department and its leadership under Tonya Chestnut I believe student life will continue to move in the right direction. Barring any more major restructuring I think Student Development understands well the position they hold on the campus in making sure that student life and experience on the campus more pleasurable than ever before.

President Avent exceeds expectation. He has championed at all levels access to the University by students and faculty, launching a "President's Office Hours" initiative to ensure that students and faculty have direct contact with him to express their views on whatever topics interest them (he initiated these after monthly "Town Hall" meetings did not reflect sufficient student attendance). He has directed strong communication outreach activities to inform the local and state community about what Poly is doing, including a weekly Phoenix communication tool and a Florida Poly app. Beyond this, he is very active in promoting student wellness, recreation, student education and awareness of applicable Florida statutes and requirements, is leading the way on growing housing and commuter programs, improving student centered programs such as training and orientation, providing timely and easy access to counseling support (he hired an Associate Director of Campus Wellness Management to serve as the link between students, resources, and the university community), improving registration services via a new scheduling tool, hiring a dedicated Success Coach to work with disabled students, and directing the automation of services such as parking and card services to facilitate student access.

Still very much a work in progress but to date the year on year improvement is impressive. The external coverage of various events has been a positive impact on the view of FPU.

Facilities are sufficient for student enjoyment and support. Most importantly, the academic and psychological support serves to create a helpful and healthy student experience.

Good progress.



FLORIDA POLYTECHNIC
UNIVERSITY

Priority 14: Concentrate spending on academic programs

Average score 3.15
Meets Expectation

Comments

A real challenge with such limited resources, but the leadership team in its allocation of those resources.
Much of this spending would be on faculty hiring and other initiatives to support students. But, as I noted above, I think we are below expectations in those areas. I know this is, appropriately, a priority. But we need more visible progress, not just statements that it is a priority.
I believe Poly actively supports academics and is determined to ensure a great academic environment.
President Avent exceeds expectation. He has worked strenuously to ensure that Poly resources are directed towards improving university efficiencies across a range of activities and programs. A major initiative of his has been to reduce time-intensive processes, to introduce a culture of continuous improvement, to empower staffs, to emphasize safety and safety services, and to better measure university performance at both the overview and deep-dive level.
Academic programs are appropriately supported. Specific faculty, staff, etc are hired and utilized to strengthen programs.
Balance physical growth with imperatives of delivering quality academic offerings.
I did not see the results of this priority in the write up. How much is the University spending on academic programs versus other programs?



FLORIDA POLYTECHNIC
UNIVERSITY

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

Average score 3.15
Meets Expectation

Comments

Dr. Avent is a very effective advocate for Poly locally and in the state.
Though there are clearly obstacles and difficulties, the lack of success of the foundation in raising support weighs heavily here. More troubling is the lack of the appearance of a clear and appropriate strategy given all the difficulties we face. There is perceived discordance between the rhetoric and the reality on the ground. This is true in marketing as well. There seems to be a mismatch between how our programs are marketed and what we are doing on the ground and what it is even possible for us to do well on the ground. I think this spills over into admissions and into recruiting the right students. Getting this right quickly is, perhaps, impossible. But, until there is a better match between the realities of what we are doing and what is possible to do and our presentation of ourselves to the outside world, I don't think we can meet expectations here.
Need to hire a strong VP of University Advancement.
I believe Florida Poly is active in the community and works to improve University Relations.
President Avent met expectation. At his initiative, the university prepared a new 2018-2023 Strategic Plan, improved its communications outreach with supporters via innovative approaches in social media and traditional email, increased by a third relevant editorial content and by 114% broadcast content transmitted from Poly. Through these activities and others Web traffic saw a 257% increase in webpage views over the 2017-2018 year, with a 14% increase in individual session time. He has been very active in inviting key legislators to campus to promote Poly and advocate for its needs, and had formed a strong a supportive bond with the Florida Chamber of Commerce and the Florida Council of 100. To enhance development, he oversaw the rebuilding of the University Advancement Department to increase its strength and efficiency, and directed a national search for a VP of University Advancement to bring stronger leadership and understanding in fundraising. Thanks to him, PIVOT and Founder's Day fundraising, and Poly Connect events in Orlando and Tampa have been highly successful. As well, the Foundation Board has grown in size and geographic diversity. While fund-raising is a continuing challenge, thanks to President Avent's corrective efforts the university is better positioned at the beginning of this year to secure funds than it was a year previously.
As in 13 above I am excited about the progress made in this area. It is so very important in raising funds vital to the universities ongoing success.
Dr. Avent is to be commended for his outreach to other countries, counties, etc. The extension of his efforts are beginning to show positive results.
Loss of previous marketing expert was a blow, however.
Fundraising is well below the target for the past year and communication to the BOT is needs improvement. During the past year we did not receive monthly Presidential reports we had received for the first four years of President Avent's tenure.

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FLORIDA POLYTECHNIC
UNIVERSITY

Priority 16: Support professional growth of employees

Average score 3.23
Meets Expectation

Comments

While I am not well versed in this area of the University, I know Poly has implemented programs to assist with professional development such as lean 6 sigma training.

I am pleased to see the many programs and efforts to develop a long term, reliable, loyal employee. This effort is required in growing a strong university.

President Avent exceeds expectation. He views professional growth in the broadest terms, from enhancing communication with employees through offering developmental programs for the staff. Leadership training including a "360-degree" profile for participants, a series of management trainings (including eight courses), and an active assailant training program taught by university police with 100% of employees trained.

Many activities are developed to support the professional growth of employees to include faculty and staff.

Meeting expectations.

If there was a choice of N/A, I would have picked it. We have been so consumed with getting the university off the ground and to something like a sustainable path for basic functioning that no one has had time to think meaningfully about professional development. But, since we have had very little professional development in practice, and should have activity in the area, below expectation seems the only accurate choice. This will be a more meaningful question three years from now.



FLORIDA POLYTECHNIC
UNIVERSITY

Overall Rating

Average score 3.31
Meets Expectation

Comments

I strongly feel the "Overall Rating" final question in the survey would be more accurate and substantially more representative of my true evaluation if a numerical feedback was allowed instead of a "Exceeds - Meets - Below" selection. This should be an average of the total of my entire responses through the Annual Review. I ask the University to seriously consider this in future reviews. My numeric response would have been "2.6875".

Dr. Avent is one of the nation's leading scientists, and experienced leader in STEM academics, and an even, steady force moving Poly towards an outstanding role in Florida's future.

My comments above are obviously from the perspective of the faculty. I believe a large segment of the faculty have concerns about most of the particular areas above, and would not consider us meeting expectations in them. (I cannot be specific about just how wide those concerns are because there is no formal mechanism to gauge faculty perceptions of performance in these areas.) I understand the reasons for those concerns and I agree with many of them. Thus, I could not rate our performance at meeting expectations in many specific areas. Getting us through the legislative mandates and accreditation and the first round of ABET and adding new degree programs was a huge task and a success. However, we are too far from where we want to be in too many specific areas to say we are meeting what should be expected of us.

As the university moves into its second 5 years, Terry's stable leadership continues to impress.

I believe Florida Poly is on track to becoming the preeminent hub for new innovations and technology for the State of Florida & the South Eastern United States as a major University dedicated to STEM and Research. Now that a lot of the Administrative functions of the Universities creation has been accomplished. Poly can look to new initiatives and ways to improve the University as a whole. Student Life and involvement remains something that is at the forefront of Poly's attention and I am excited to see what things Student Development, SGA, and the Administration can accomplish in the years to come.

Overall, President Avent exceeds expectations as Poly President. A review of the requirements, his performance and actions, and subsequent university markers indicates that the university is fortunate to have his leadership at this time.

Overall Rating - continued

Randy continues to shine in his role as President and as a Trustee I am grateful that we were able to attract him here. He is the recognized leader of the University across all fronts and is an effective advocate. At the same time his focus on the academic objectives has never wavered through a number of challenges. I appreciate a job very well done.

Dr. Avent has had some challenges this year and he met them all with professionalism and grace. He kept the Board of Trustees aware of problems and sort advice when needed.

I believe the President is committed to the improvement and growth of FPU. I would caution against overemphasis on entrepreneurship and digitalized disciplines.

While the overall rating is meets expectations there are specific areas that need improvement going forward for the critical growth phase of Florida Polytechnic University.



FLORIDA POLYTECHNIC
UNIVERSITY

General Comments

Please consider input to this evaluation form as requested.

Randy is doing an excellent job.

As the faculty representative on the BOT, I have three general concerns. First, it was not appropriate to have the final vote on the President's new contract prior to completing this evaluation process. We are implementing a long, painful, rigorous process, with outside evaluation, for all faculty. This would seem to be a mixed message or double standard regarding review and evaluation. Second, this review period extends through June 30, but the evaluations are completed in April. I cannot evaluate May and June in April. Third, I have endeavored to be complete and honest in my comments and ratings, as I see them from a faculty perspective, even though that is very uncomfortable. If the faculty representative is honest and complete, it will always be obvious which comments are from them. Clearly there is a conflict of interest for the faculty BOT member. This is true, at least to an extent, for the student BOT member as well. I think the board would extend to the faculty and student representatives on the BOT, formally and on the record, the courtesy of a clear and standing opportunity to recuse themselves, if they see fit, when voting on presidential contract renewal or compensation, and when completing or voting on presidential evaluations. That would render it more meaningful when they do register a vote on these matters, and allow them to avoid doing so when they feel the conflict is too high, without feeling as though they are shirking their duty.

Continued emphasis of great hires for the key administrative positions will have a great deal to determine the university's future success. Terry Parker is an outstanding Provost. Randy needs to have the same high standards for the VP of University Advancement, the Director of Admissions and other key roles.

Thanks for a great year. I have enjoyed my time here at Poly and I'm excited to see where you take it next.

Well written and informative self-evaluation.

I respect and admire the energy and enthusiasm so evident in Dr Advent's performance.

Increased fund raising, AMI, student and faculty recruitment/diversity are critical areas that need additional focus during the next review period.

I think President Avent is doing an excellent job and the University is fortunate to have him leading the institution.

This exam is very difficult (near impossible) for Trustees who spend 5 hours, 4 times a year and who have virtual no contact with the academic staff or students to do. I can't acknowledge true understanding or feelings about any of the rankings I gave.

Florida Polytechnic University
Board of Trustees
May 22, 2019

Subject: President's Compensation Adjustments

Proposed Board Action

1. Determine the percent increase to the President's current annual base salary.
2. Approve a performance-based compensation bonus.

Background Information

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

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

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

On May 1, 2019, the Governance Committee held a meeting to review the President's Compensation Adjustments. The President informed the Governance Committee that he would like to waive the 3.5% minimum increase to his base salary; therefore, the Governance Committee does not have a recommendation as to the adjustment to the base salary.

The Governance Committee is recommending that the performance compensation bonus be 12% of President Avent's annual base salary.

Supporting Documentation:

Pertinent Language from President's Employment Agreement Regarding Compensation

Prepared by: Gina DeIulio, General Counsel

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

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

**Florida Polytechnic University
Board of Trustees
May 22, 2019**

Subject: President's Goals for 2019-20

Proposed Board Action

Review and approve President's proposed goals for 2019-20.

Background Information

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

The President submitted the proposed President Goals for 2019-20 to Chair Wilson, Committee Chair Dur and the Governance Committee for review. The Governance Committee discussed the goals with the President and is recommending the proposed goals for final approval. The proposed goals were also provided to the Chair of the Board of Governors, as required.

Supporting Documentation:

Draft President Goals for 2019-20

Prepared by: Gina DeIulio, General Counsel

OPERATIONAL PLAN 2019-20
FLORIDA POLYTECHNIC UNIVERSITY

Randy K. Avent
May 2019

Report to the Board of Trustees

OPERATIONAL PERFORMANCE METRICS

2019-20	Peer Group	SUS Average	2020-2021
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Academic Reputation				
USNWR Ranking	N/A			Introduced
Academic Productivity				
UG Incoming Class Size	330			436
G Incoming Class Size	25			28
Average SAT	1270	1321	1266	1270
Average ACT	29	29	26	29
% Academic Progress Rate (GPA>2.0)	72%	81%	82%	74%
4-year Graduation Rate	37%	32%	41%	40%
6-year Graduation Rate		62%		58%
% Degrees without Excess Hours	95%		75%	>75%
% University Access Rate (UG with Pell)	30%	24%	38%	30%
Financial Resources				
Unrestricted Funds	\$460K			\$800K
Scholarship Funds	(\$122K)			\$1.3M
Endowment	\$463K			\$150K
Academic Expenditures				
% Expenditures on Instruction	28%	30%	32%	30%
Student:Faculty	18:01	14:01	21:01	18:01
% Hrs Taught by Adjuncts	12%			<20%
Average Cost to Students (120 hours)	\$9.5K	\$21.9K	\$13.9K	<\$14K
Graduate Demand				
% BS Graduates Employed			67%	70%
Median Wages for BS Grads			\$36.8K	\$45K
% BS Awarded in Strategic Areas	100%	78%	51.37%	100%
% Graduate Degrees in Strategic Areas	100%	74%	61.20%	100%
% Industry Internships	83%			80%
% Industry Capstone Projects	97%			80%

OPERATIONAL PRIORITIES

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

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

- 1.1 Maintain quality of incoming students to either an average 1270 SAT or 29 ACT score while growing admissions
- 1.2 Grow out of state applications and headcount
- 1.3 Grow transfer applications through articulation agreements
- 1.4 Grow the graduate student body to 40 students
- 1.5 Conduct campaign to raise awareness of Poly among key high school guidance counselors and other University peers
- 1.6 Develop and market a clear brand around our curriculum, graduates and educational environment

Priority 2: Grow a faculty body committed to excellence

- 2.1 Hire faculty to grow our new programs and faculty body

Priority 3: Improve instructional effectiveness and consistency of quality

- 3.1 Build a Center for Teaching and Learning (T&L) and hire a Director
- 3.2 Establish a suite of T&L services that include basic, intermediate and advanced training in technology supported pedagogies and appropriate integration of instruction technology assets
- 3.3 Conduct internal assessment of capacity and opportunities for limited online delivery and develop an online programs strategic plan

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

- 4.1 Complete the introduction of three new undergraduate programs
- 4.2 Continue to build out concentrations within degrees

Priority 5: Mature and grow the graduate program

- 5.1 Grow program capacity through curricular enhancements and by increasing and developing faculty
- 5.2 Build dedicated infrastructure to support graduate student education and research
- 5.3 Strategically expand graduate programs

(STUDENT SUCCESS) PREPARE STUDENTS FOR A LIFETIME OF SUCCESS

Priority 6: Help students achieve academic goals

- 6.1 Develop a first-year excellence program

- 6.2 Leverage the common first year curriculum courses to help students connect with the University
- 6.3 Consider acquiring a retention software system to help identify students who may be struggling
- 6.4 Refine degree audit process to ensure that student course choices are a direct pathway to graduation

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

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

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

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

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

- 10.1 Create a working group to collaboratively manage all industry engagement
- 10.2 Establish Florida Poly as a resource for fostering local/regional/state economic development by aligning future curriculum development to the needs of employers
- 10.3 Investigate capacity of campus to create and deliver continuing education programs for industry

Priority 11: Conduct applied research to strengthen University impact

- 11.1 Offer professional development opportunities to faculty centered on creating successful proposals
- 11.2 Develop institution-wide vision and plan for research based on departmental strengths and capacity; market plan to industrial partners and government agencies
- 11.3 Rebuild the Research office to offer pre- and post-grant services
- 11.4 Conduct an economic impact analysis for Florida Poly that measures our institutional impact on Polk County and Florida
- 11.5 Foster growth and sustainability of Florida industries through FIPR Institute research

Priority 12: Develop extended campus to support University growth

- 12.1 Create a roadmap that prioritizes and aligns the campus development with our strategic plan for growth in programs, students, faculty and staff
- 12.2 Support current and future operations with the existing infrastructure
- 12.3 Complete a detailed Feasibility and General Programming study for the near-term proposed facilities in the 2020-2030 master plan
- 12.4 Develop a business strategy plan that begins planning for the Research Park
- 12.5 Assess bonding potential to build campus or purchase existing buildings

(AFFORDABILITY) MAXIMIZE VALUE FOR THE STUDENT

Priority 13: Create a strong student user experience

- 13.1 Develop a user experience model that identifies and assesses all student interaction points
- 13.2 Build program that focuses on the common student experience in the first 45 days on campus
- 13.3 Remove obstacles for students to navigate the admissions, registration and graduation process
- 13.4 Create a positive user experience for constituencies outside the University

Priority 14: Concentrate spending on academic programs

- 14.1 Ensure our organizational structure allows for continuous improvement of centralized services
- 14.2 Ensure employee access to information, tools and support that enables them to succeed in their job

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

- 15.1 Rebuild and increase investments in University Advancement
- 15.2 Raise unrestricted funds and scholarship funds to support the University mission and needs
- 15.3 Strengthen alumni programs

Priority 16: Ensure a highly effective organization

- 16.1 Foster a healthy work environment, which addresses employee engagement, support and satisfaction
- 16.2 Review and refresh the Florida Poly Formula
- 16.3 Assess current training programs and professional development opportunities for employees. Create a comprehensive plan to organize, manage, and implement University-based training

Florida Polytechnic University
Board of Trustees

Executive Committee Meeting

DRAFT MEETING MINUTES

**Wednesday, May 1, 2019
3:00 pm – 3:10 pm**

TELE-CONFERENCE MEETING

I. Call to Order

Chair Don Wilson called the Executive Committee meeting to order at 3:00 p.m.

II. Roll Call

Kris Wharton called the roll: Chair Don Wilson (in person), Vice Chair Cliff Otto, Trustee Philip Dur, Trustee Frank Martin, Trustee Dick Hallion, and Trustee Gary Wendt attended by conference call (Quorum).

Other trustees present: Trustee Bob Stork, Trustee Henry McCance by conference call.

Staff present: President Randy Avent, Mr. Mark Mroczkowski, Ms. Gina Delulio, Mr. Rick Maxey, Mrs. Kris Wharton, Mr. David Calhoun, and Mr. David O'Brien were present.

III. Public Comment

There were no requests for public comment.

IV. Approval of Skanska Building, USA Contract

Mr. Mark Mroczkowski stated the University has finished negotiating the contract with Skanska Building, USA, who will repair/replace the pergolas on the IST building that were damaged during Hurricane Irma. The total cost for this project is \$9.6M with \$8.2M covered by the state insurance fund. The University is attempting to recoup the remaining \$1.4M from FEMA.

David O'Brien, Director of Procurement, stated the contract is based on a sole source given the unique design and fabrication of the pergolas. Skanska was the construction manager for the IST building and the University does not want to compromise quality for this repair. David Calhoun stated the project will run concurrently with the construction of the Applied Research Center (ARC), with a target start date this fall. Running these two projects concurrently reduces the footprint of construction activity and has less of an impact on day to day operations.

Vice Chair Cliff Otto inquired when an answer from FEMA is expected. Mr. Mroczkowski stated he is unsure but it could be a long time.

Trustee Phil Dur and Trustee Dick Hallion agreed the Board should be mindful of the architectural details of buildings brought to them for approval so this kind of damage to buildings is minimized in a weather event. Mr. Calhoun stated the new pergolas' wind capacity will be increased to withstand up to 145mph winds. He further confirmed the Skanska contract is for one year with a projected seven month schedule for completion.

Trustee Frank Martin made a motion to approve the Skanska Building, USA contract to repair/replace the pergolas on the IST building. Trustee Dick Hallion seconded the motion; a vote was taken, and the motion passed unanimously.

President Randy Avent provided a legislative budget update. The SUS will sustain a \$37M cut to the budget, with an approximate \$800k cut to Florida Poly's base budget of recurring funds. Non-recurring funds of \$500k for the Advanced Mobility Institute (AMI) and \$500k for improvement of the graduate program were approved. The \$7M in PECO funds previously given to Florida Poly for the building of the ARC remains intact, however no new PECO funds were allotted to the University. Trustee Henry McCance inquired as to which universities received PECO funding. President Avent stated only the university at the top of the Board of Governors' list received funding and three or four other projects not on the list received significant funding. Chair Wilson stated the Board needs to discuss a contingency plan in the event the University does not receive PECO funds next year to complete the ARC.

V. Closing Remarks and Adjournment

With no further comments, the meeting adjourned at 3:25 p.m.

Florida Polytechnic University
Board of Trustees

**2019-2020
Board of Trustees
MEETING CALENDAR**

- September 11, 2019
- December 11, 2019
- February 26, 2020
- May 19-20, 2020
- September 9, 2020
- December 2, 2020

Florida Polytechnic University
Board of Trustees

2019-2020
Board of Governors
MEETING CALENDAR

2019

- June 11-13, 2019 (*USF, Tampa*)
- August 28-29, 2019 (*Florida Gulf Coast University, Ft. Myers*)
- October 3, 2019 Facilities Committee and Budget and Finance Committee Workshops (*UCF, Orlando*)
- October 29-30, 2019 (*University of Florida, Gainesville*)

2020

- January 29-30, 2020 (*Florida State University, Tallahassee*)
- March 25-26, 2020 (*USF, Tampa*)
- June 23-25, 2020 (*UCF, Orlando*)
- September 16-17, 2020 (*University of West Florida, Pensacola*)
- October 6-7, 2020 Facilities Committee and Budget and Finance Committee Workshops (*USF, Tampa*)
- November 4-5, 2020 (*University of North Florida, Jacksonville*)