



FLORIDA POLYTECHNIC
UNIVERSITY

Board of Trustees Meeting

Wednesday, March 13, 2019

8:00 AM - 10:00 AM *and* 1:15 PM – 2:15 PM or upon conclusion of previous meeting

Florida Polytechnic University

ADMISSIONS BUILDING

4700 Research Way, Lakeland, FL 33805-8531

Dial In Number: 240-454-0887 | Access Code: 644 918 312

Don Wilson, Chair
Dr. Jim Dewey
Travis Hills
Dr. Adrienne Perry
Gary C. Wendt

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

Mark Bostick
Dr. Richard Hallion
Henry McCance
Bob Stork

- | | |
|--|-----------------------------------|
| I. Call to Order | Mark Bostick, Acting Chair |
| II. Roll Call | Kris Wharton |
| III. Public Comment | Mark Bostick, Acting Chair |
| IV. Chairman's Remarks | Mark Bostick, Acting Chair |
| V. President's Remarks | President Randy Avent |
| VI. Balanced Scorecard: Priorities | President Randy Avent |
| VII. 2019 Legislative Discussion | Kathy Mizereck |
| VIII. ARC Building | David Calhoun
HOK (Architects) |

MEETING WILL RECESS UNTIL AFTER LUNCH

- | | |
|---|------------------------|
| IX. Reconvene Board of Trustees Meeting | Cliff Otto, Vice Chair |
| X. Roll Call | Kris Wharton |

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 *Action Required* | Rear Admiral Philip Dur, Chair |
| 1. Renewal of President Avent's Agreement and Approval of Amendments to the Agreement | |
| E. Strategic Planning Committee Report | Mark Bostick, Chair |

XII. Consent Agenda *Action Required* Cliff Otto, Vice Chair

- 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

XIII. Board of Trustees Meetings Cliff Otto, Vice Chair

- May 21-22, 2019 (Annual Retreat)
- September 11, 2019
- December 11, 2019
- February 26, 2020
- May 19-20, 2020
- September 9, 2020
- December 2, 2020

XIV. Board of Governors' Meetings

Cliff Otto, Vice Chair

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

XV. Closing Remarks and Adjournment

Cliff Otto, Vice Chair



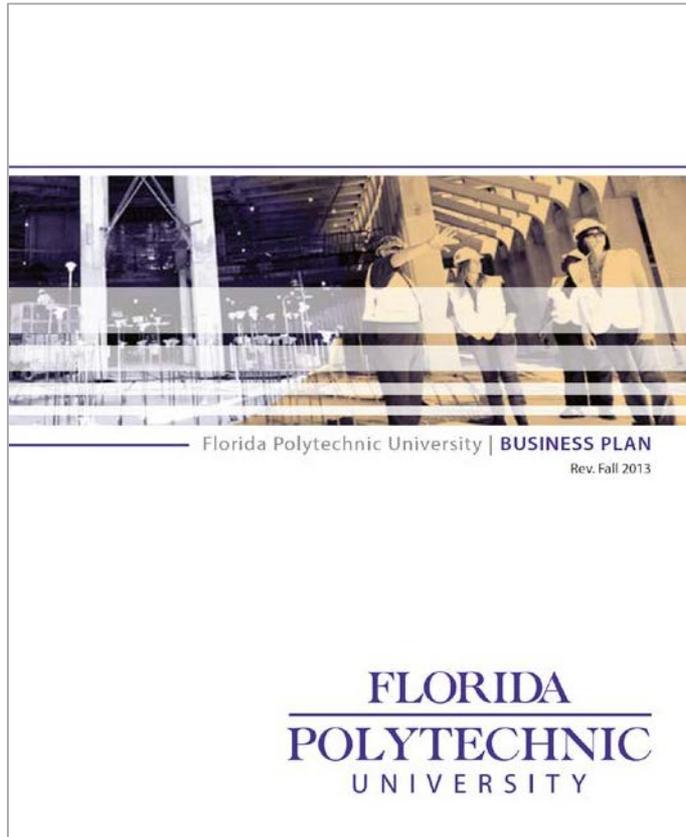
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Transition Discussions

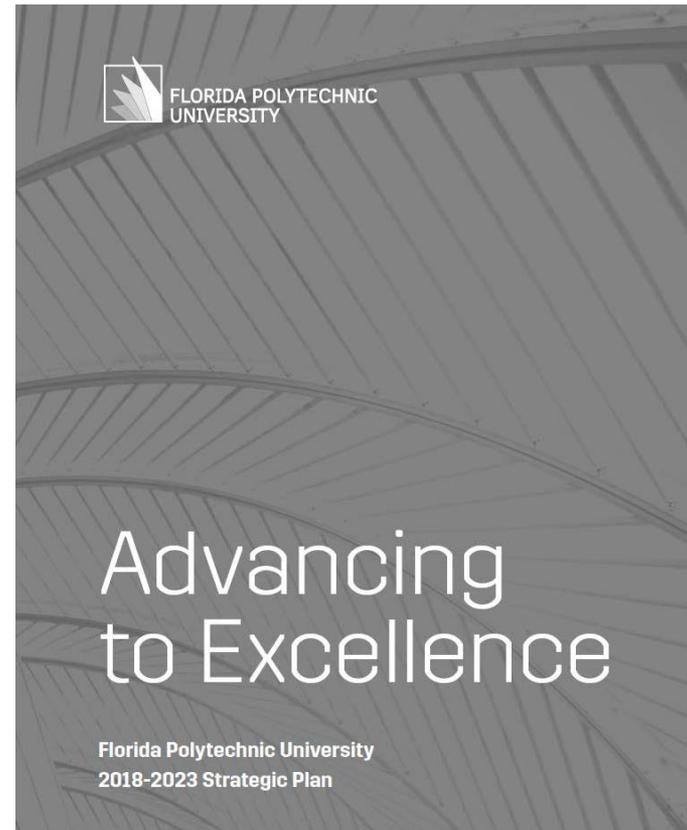
Randy K. Avent

13 March 2019

Transition Phase



- **Focus on Existence**



- **Focus on Excellence**

Florida Poly PBF Scores

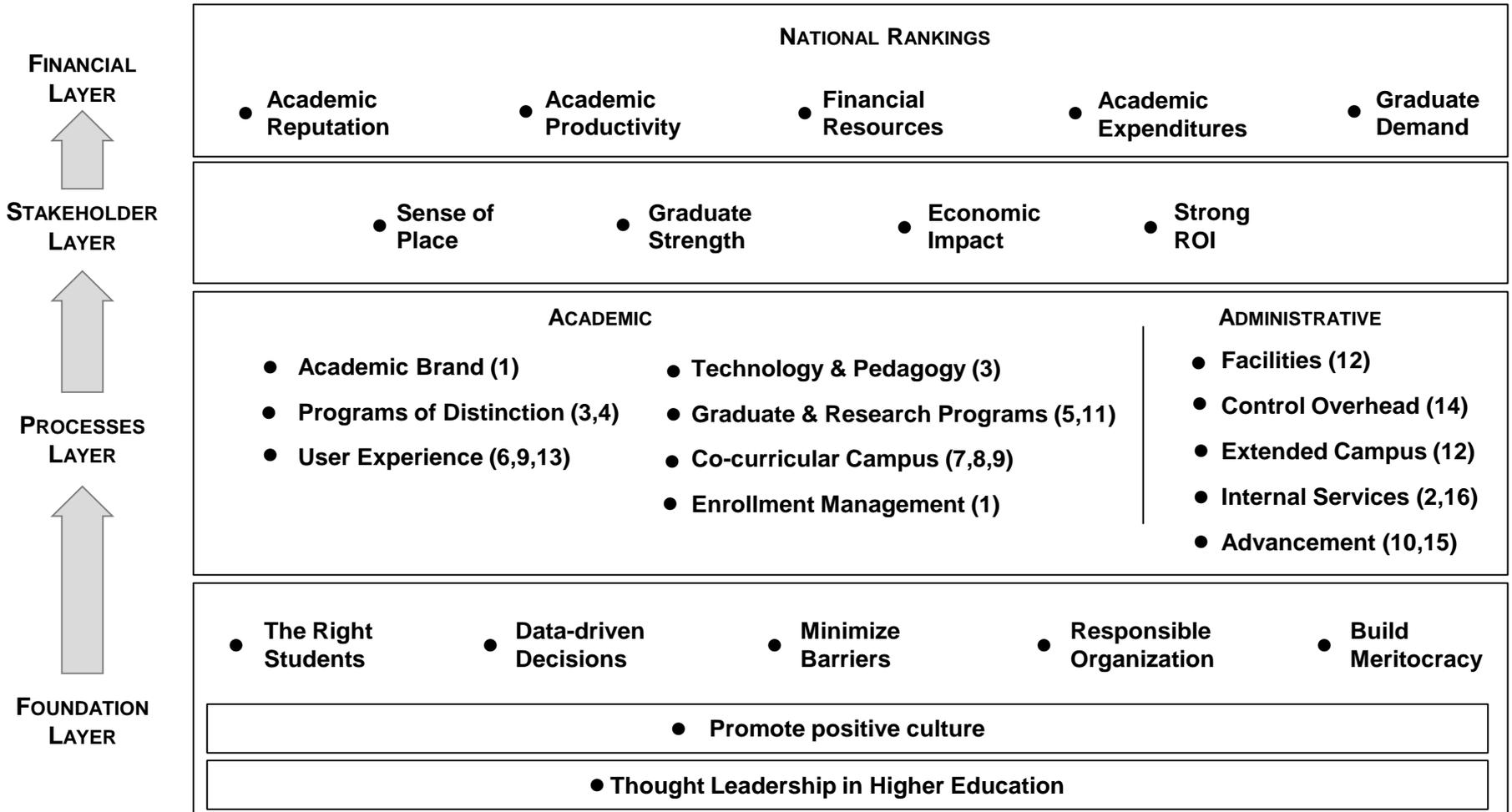
	Points Scale			Goal Year	Points
	 (10)	 (5)	 (1)		
• Percent BS graduates employed	72.8%	61.4%	52.3%	<u>72.8%</u> 2018	 10
• Median wages for BS graduates	\$ 40,700	\$ 28,200	\$ 18,000	<u>\$ 50,000</u> 2018	 10
• Net tuition and fees per 120 hours	\$ 9,000	\$ 14,000	\$ 18,000	<u>\$9,500</u> 2018	 8
• Four-year graduation rate (FTIC)	50%	43.8%	38.8%	<u>36%</u> 2021	 1
• Academic progress rate (retention)	90%	83.8%	78.8%	<u>73%</u> 2017	 1
• BS awarded in strategic areas	50%	37.5%	27.5%	<u>100%</u> 2017	 10
• University access rate (UG w/ Pell)	42%	22%	6%	<u>30%</u> 2017	 7
• Graduate degrees in strategic areas	60%	47.5%	37.5%	<u>100%</u> 2017	 10
• % of B.S. Degrees without Excess Hours (BOG metric)	80%	67.5%	57.5%	<u>70%</u> 2018	 6
• BOT choice metric	x.x%	x.x%	x.x%		 7

- Troublesome metrics are retention and 4-year graduation rate

Strategic Plan Mapping

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

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



Financial Layer

Academic Productivity:

Through Spring 2018	341 (UG:287, GR:54)
Expected 2019	187 (UG/G)
Retention	78% (peers average=81%)
4-year Graduation Rate	37% (peers average=32%)
6-year Graduation Rate	TBD (peers average=62%)

Degree Alignment:

UG degrees in strategic areas	100%
GR degrees in strategic areas	100%

Funding per student:

TBD

Student Employment*:

BS Graduates Employed	50%
Median Wages for BS Graduates	\$50k-\$70k

Operating Funds:

Nonrecurring(requested)	\$6M
Recurring	\$4.8M

Capital Funds:

\$7M

Development:

Total	\$17.564M
Unrestricted	\$6.405M

*Those responding to graduation survey, state numbers released year after graduation

Stakeholder Layer

Student Spending (2019):

Students Graduating with Debt	11% (National Average = 68%)
Total Amount of Debt	\$7,713 (National Average = \$37,172)
Average Cost to Student (120 hours)	\$9,500
Graduates Without Excess Hours	96%

Total Scholarships & Waivers: \$17.2M

Number Industry Partners (2019): 301 (200+ hire interns)

External Internships (2019): 83%

Number Industry Capstone projects (2019): 35 (of 36 total)

Economic Impact*:

<i>Total Yearly Budget (2018)</i>	<i>\$61m (~\$46m stayed in Polk County)</i>
<i>Total Vendor Spending:</i>	<i>\$186m (3,100 vendors)</i>

Entrepreneurship:

Number Projects/Startups Facilitated	135
Number County/State Competitions	10
Number Placements in Top 3	8

*Real Economic Impact will be calculated this year

Processes Layer (1/2)

Student Body (Fall 2018):	
Number Undergraduate Students	1390
Number Graduate Students	33
Entering Class (Fall 2018):	
FTIC	313
Transfer	51
Graduate	23
% White Students	63.2
% Female	13
Average SAT (enrolled)	1287
Average ACT (enrolled)	28.7
Student-to-Faculty Ratio:	18:1
% Hours Taught by Adjuncts:	12%
Administration/Instruction ratio:	0.69 (public=0.49, private=0.64)
Mental Health (Fall 2018):	
Number Students Contacted	113
Number Students Counseled	76
Maximum Wait Time	2 days depending on severity
Academic Mentoring/Advising:	
Students Served (Fall 2018)	988
Students Served (Spring 2019)	305
Career Counseling:	
Professional Internship Experience	Required
CODES workshops (Spring 2019)	7
CODES Student Participation	200

Processes Layer (2/2)

Student Life (Fall 2018):

Fitness Classes	15 (391 participants)
Intramural Sports	8 (681 participants)
Gym	7294 participants

Student Development (Fall 2018):

21 events, 6 community volunteer events

Student Government Association (Fall 2018):

Registered Student Organizations	40
Number of Events	80

Research Metrics (2018):

Number Grant Proposals Submitted	15
Number Proposals Won	1
Research Expenditures	\$1.33M

University Advancement (Total):

Total Funds Raised	\$17.564M
Unrestricted Funds Raised	\$6.405M
Scholarships Awarded	\$11.271M
Endowment	\$800K
Alumni Giving	74%

Foundation Layer

Audit Findings:

Operational (2018)	9
Financial (2018)	0
IT Operational (2018)	1
Foundation	0
Financial Aid	0

Lean Six-Sigma classes: *TBD*

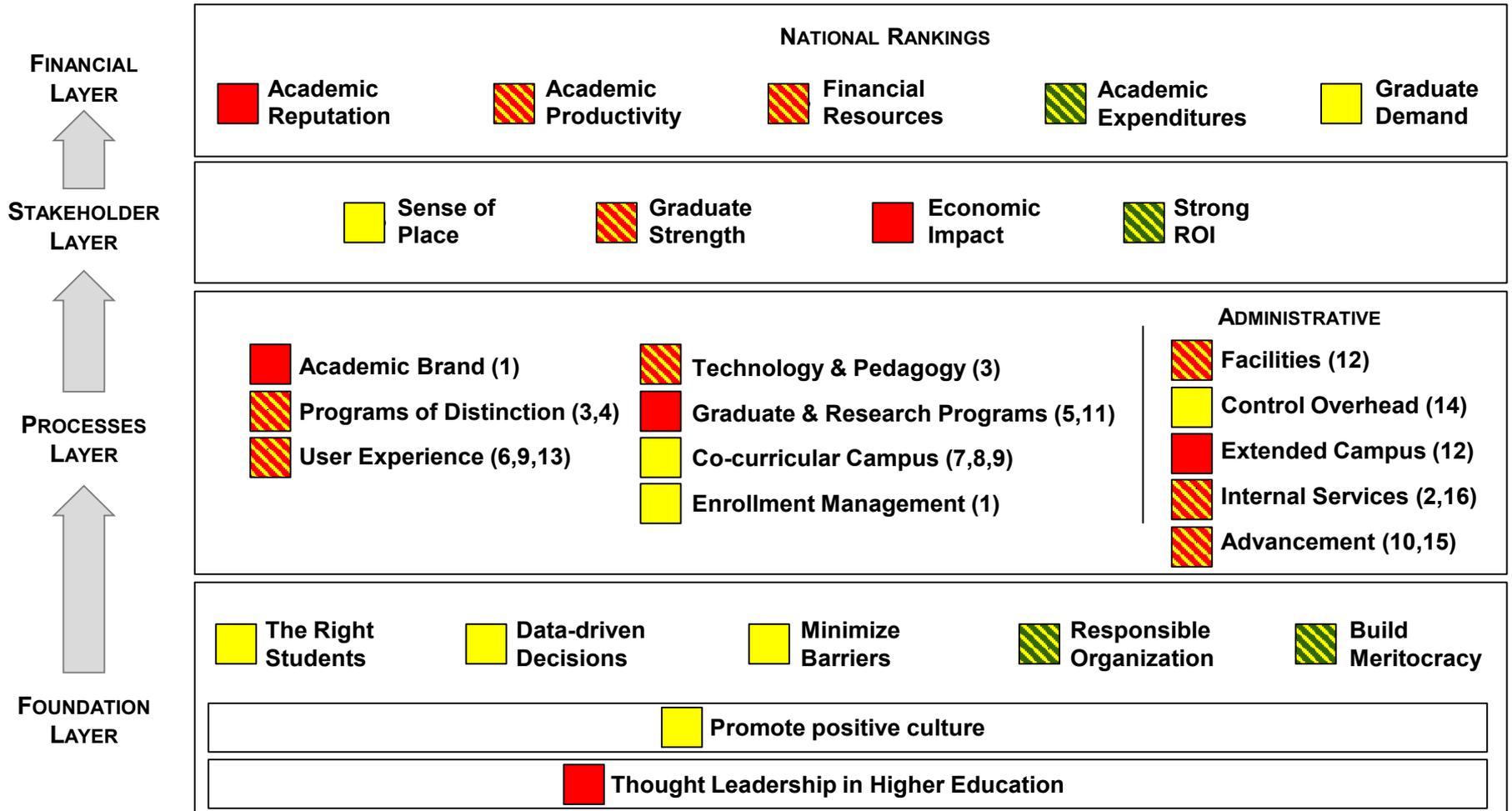
Internal training seminars: *TBD*

% completed required training: *TBD*

Perfunctory Analysis

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

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



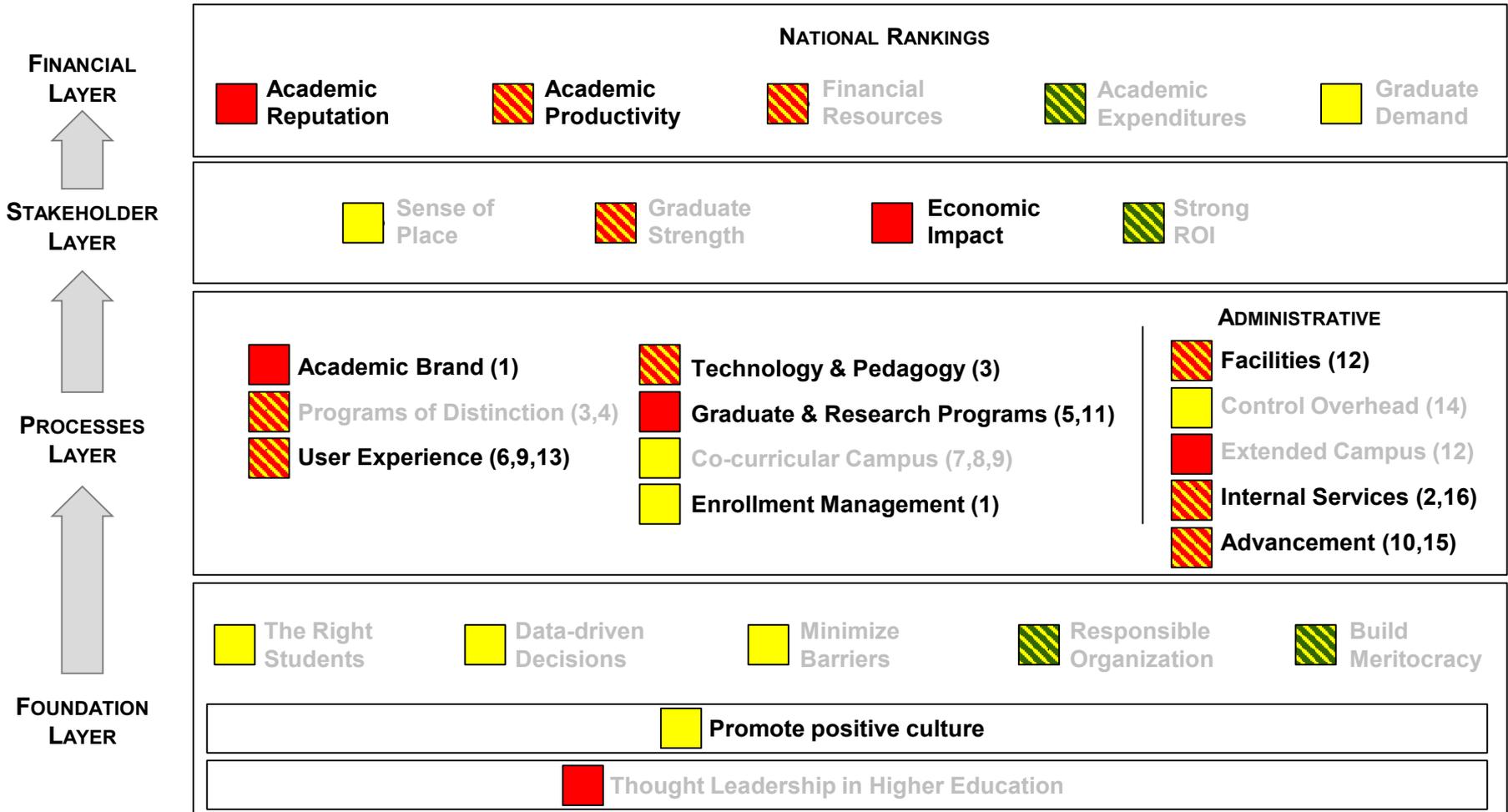


FLORIDAPOLY

Perfunctory Analysis

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

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



Operational Plan (2019-20)

- **Academic Reputation**

- Conduct campaign to raise awareness of Poly among key high school guidance counselors and other University peers

- **Academic Productivity**

- Develop a first-year excellence program
- Consider acquiring a retention software system to help identify students who may be struggling
- Refine degree audit process to ensure that student course choices are a direct pathway to graduation

- **Technology & Pedagogy**

- Build a Center for Teaching & Learning (T&L) and hire a Director
- 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
- Conduct internal assessment of capacity and opportunities for limited online delivery and develop an online program strategic plan

Operational Plan (2019-20)

- **Economic Impact**

- Hire faculty to grow our new programs and faculty body
- Create a working group to collaboratively manage all industry engagement
- Establish Florida Poly as a resource for fostering local/regional/state economic development
- Investigate capacity of campus to create and deliver continuing education programs for industry
- Conduct an economic impact analysis for Florida Poly that measures our institutional impact on Polk County and Florida

- **Academic Brand**

- Develop and market a clear brand around our curriculum, graduates and educational environment
- Complete the introduction of three new undergraduate programs
- Continue to build out the concentrations within and consider further expansion of named programs

Operational Plan (2019-20)

- **User Experience**

- Develop a user experience model that identifies and assesses all student interaction points
- Create a positive user experience for constituencies outside the University

- **Graduate & Research Programs**

- Grow program capacity and quality
- Plan dedicated infrastructure to support graduate student education and research
- Strategically expand graduate programs in both traditional and Professional Masters degrees
- Offer professional development opportunities to faculty centered on creating successful proposals
- Rebuild the Research Office to offer pre-award services

Operational Plan (2019-20)

- **Enrollment Management**

- Increase quality of incoming students to either an average 1300 SAT or 30 ACT
- Grow transfer applications through articulation agreements
- Grow the graduate student body to 50 students

- **Facilities**

- Create a roadmap that prioritizes and aligns the campus development with our strategic plan for growth in programs, students, faculty and staff
- Support current and future operations with the existing infrastructure
- Complete the detailed Feasibility and General Programming study for the near-term proposed facilities in the 2020-30 Master Plan
- Develop a business strategy plan that begins planning for a research park
- Assess bonding potential to build campus or purchase existing buildings

Operational Plan (2019-20)

- **Internal Services**

- Ensure our organizational structure allows for continuous improvement of centralized services
- Ensure employee access to information, tools and support that enables them to succeed in their job
- Foster a health work environment which addresses employee engagement, support and satisfaction
- Assess current training programs and professional development opportunities for employees. Create a comprehensive plan to organize, manage and implement university-based training

- **Advancement**

- Rebuild and increase investments in University Advancement
- Raise a minimum of \$1.5M in unrestricted funds and \$1.0M in scholarships
- Strengthen alumni programs

- **Promote Positive Culture**

- Review and refresh the Florida Poly Formula

Summary

- **Transition to a “continuous improvement” phase once nearly complete with the “building phase”**
- **Continuous improvement marked by a focus on metrics**
- **Metrics defined by a balanced scorecard approach that defines metrics that allow us to better measure all aspects of the organization**
- **Focus next year on better defining each scorecard element and deriving a set of metrics that measures performance**
 - Calendar implications since many metrics are yearly measures
- **Goal is to use scorecard as a means of having transparent and strategic discussions with the Board of Trustees**



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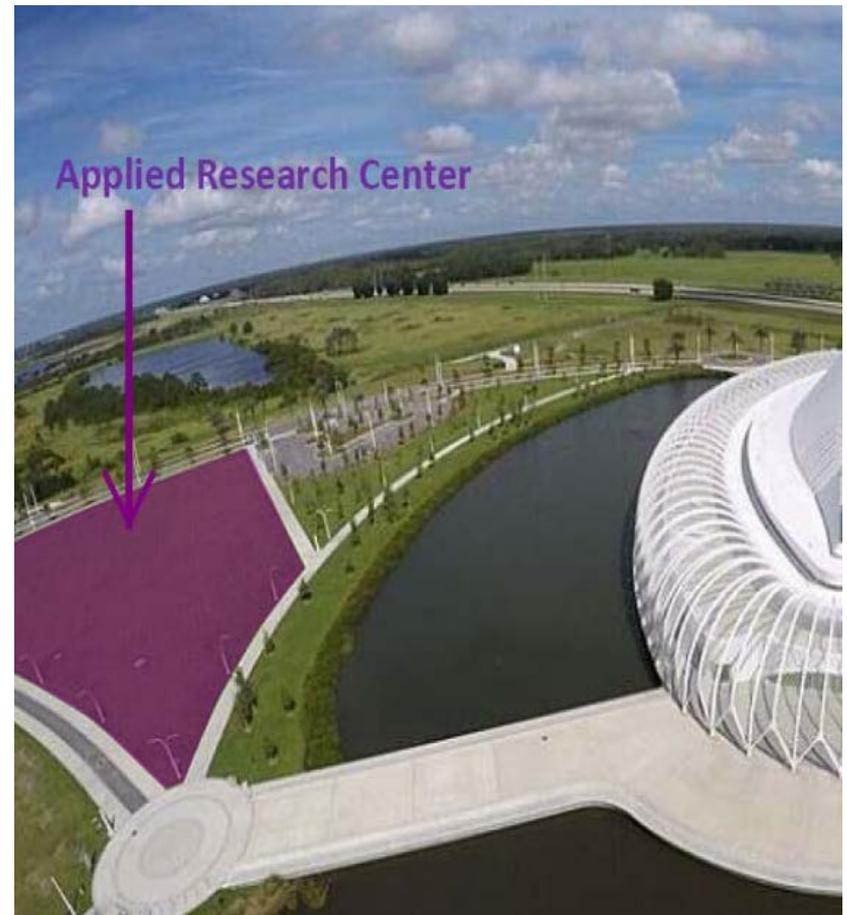
Facilities and Safety Services Update (ARC)

David Calhoun

March 13, 2019

ARC Overview

- **Total project budget (\$38.7M)**
- **Prior funding**
 - PECO funding 16-17 (\$5.0M)
 - PECO funding 17-18 (\$2.0M)
 - CF funding 16-17 (\$5.0M)
 - CF funding 18-19 (\$15.9M)
- **Estimated project cost remainder (\$10.8M)**
- **Projected PO&M (\$2.0M)**
- **Proposed completion date 08/2021**
- **Building size**
 - NAS (60,786)
 - GSF (85,100)



Funding Phasing Strategies

- BOG PECO Recommendation (\$303,237 Increase to CIP)**

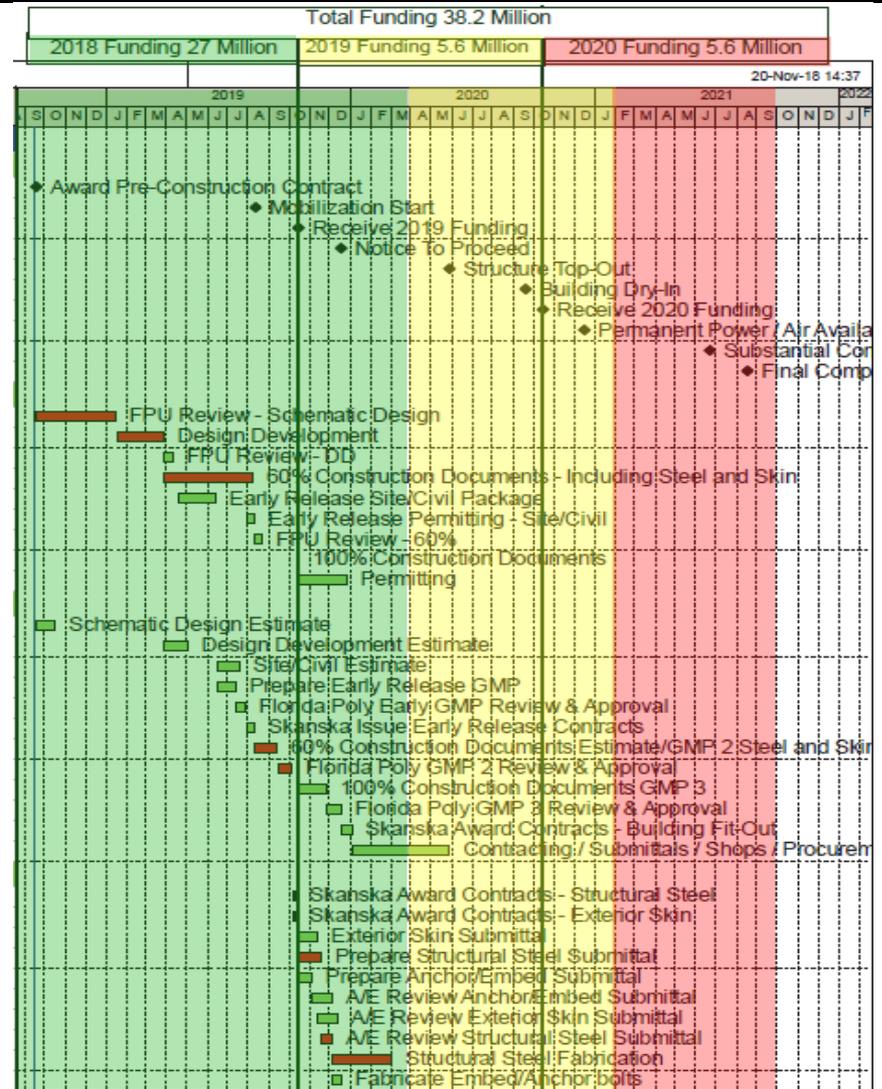
- 2019-20 = \$5,563,425 ■
- 2020-21 = \$5,563,425 ■

- Funded to date**

- \$27,873,150 ■

- Schedule**

- Includes milestones for two (2) funding opportunities
- Project will be phased/procured to maximize progress, and maintain scheduled completion date.



Funding Phasing Strategies

- BOG PECO Recommendation (\$303,237 Increase to CIP)**

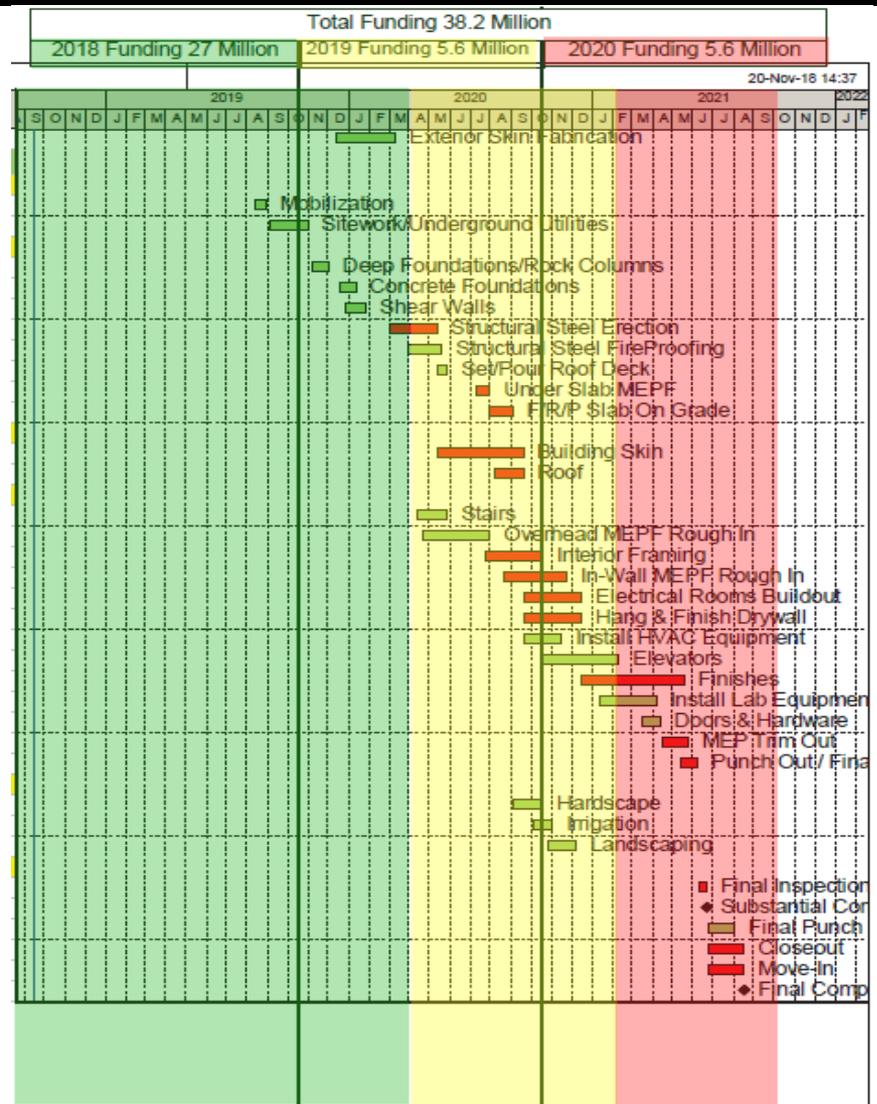
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ARC Budget Update

- **Building Cost Estimates**
 - Schematic Design (9/18/18)
 - Revised Schematic Design (11/2/18)
 - Advanced Schematic Design (12/12/18)
- **Advanced Schematic Design Construction Estimate**
 - Current Estimate = \$36,565,169
 - Target Value = \$33,068,613
 - Above target value \$3,496,556
- **Concurrent IST/ARC Planning Effort**
 - In progress
 - Objective is to align both buildings with the Academic Mission.

Design Update

- **HOK**

FLORIDA POLYTECHNIC UNIVERSITY

APPLIED RESEARCH CENTER

March 13th, 2019





APPLIED RESEARCH CENTER DESIGN PRINCIPLES

- Focus on growth in research and Student Population
- **Creating legacy** of culture
- Connection and collaboration between students and faculty
- Physical and Visual **Connection** between buildings
- Campus where students want to be
- **Interdisciplinary Research**
- Sustainability
- Fostering **community** amongst students and faculty



vision statement

In close keeping with the university design standards build an **icon** that creates a dynamic, **functional**, flexible applied research and academic building to promote a spirit of **entrepreneurship, collaboration and connectivity** amongst campus occupants and beyond while providing space for the growing needs of **thematic** and disciplinary research.



CAMPUS VIEW



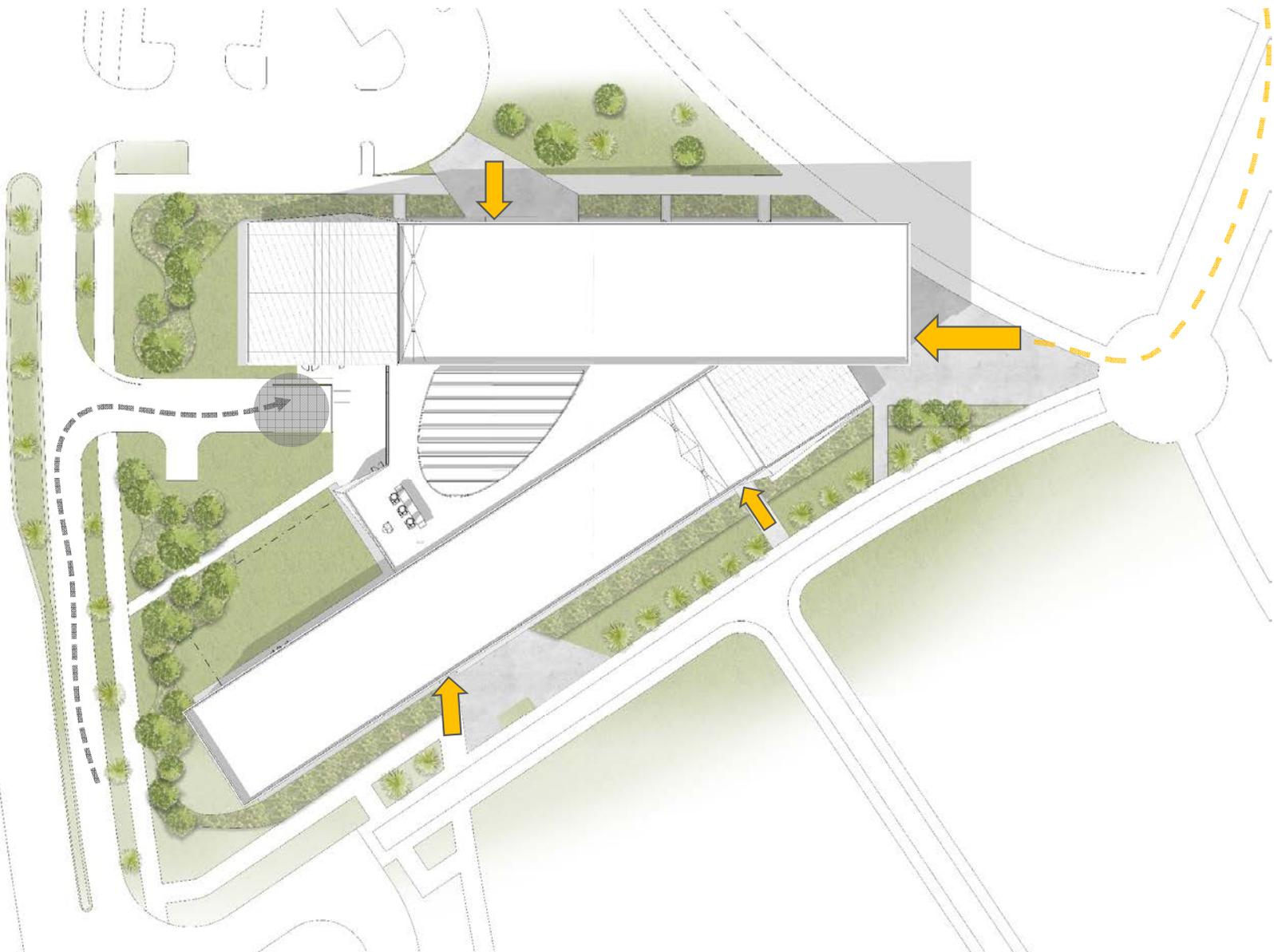
BUILDING ENTRY VIEW



SOUTH ELEVATION VIEW



SITE PLAN



SECTIONAL VIEW AT BUILDING



SECTIONAL PERSPECTIVE AT ATRIUM



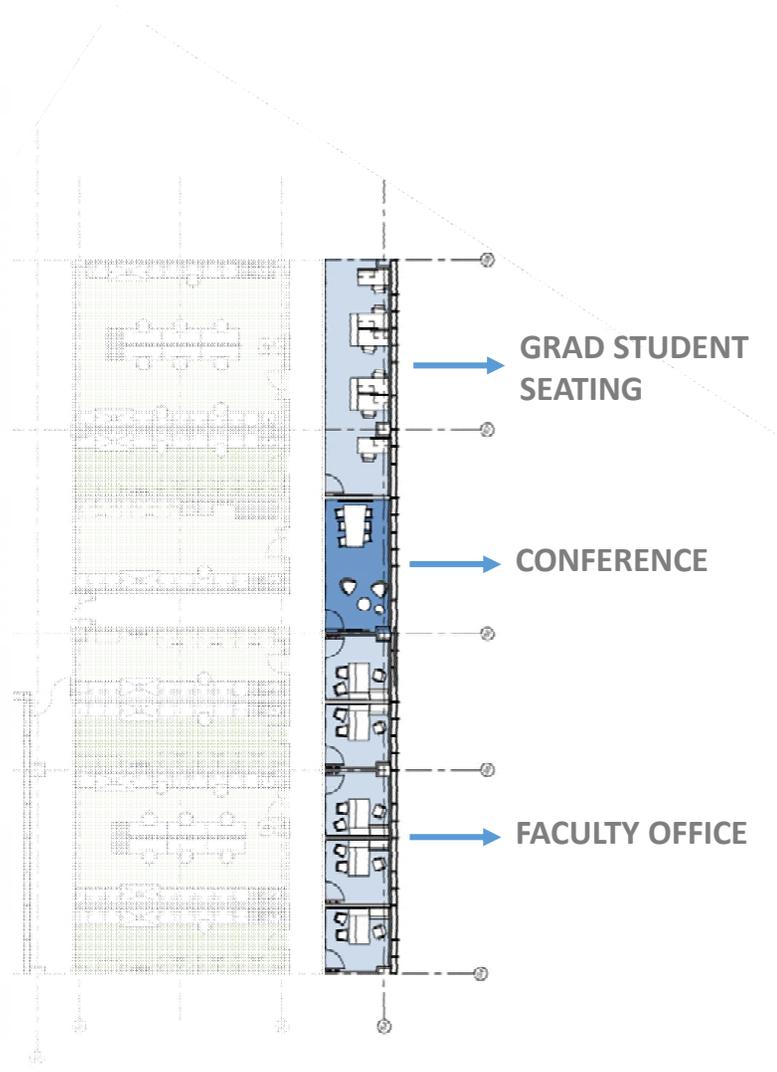
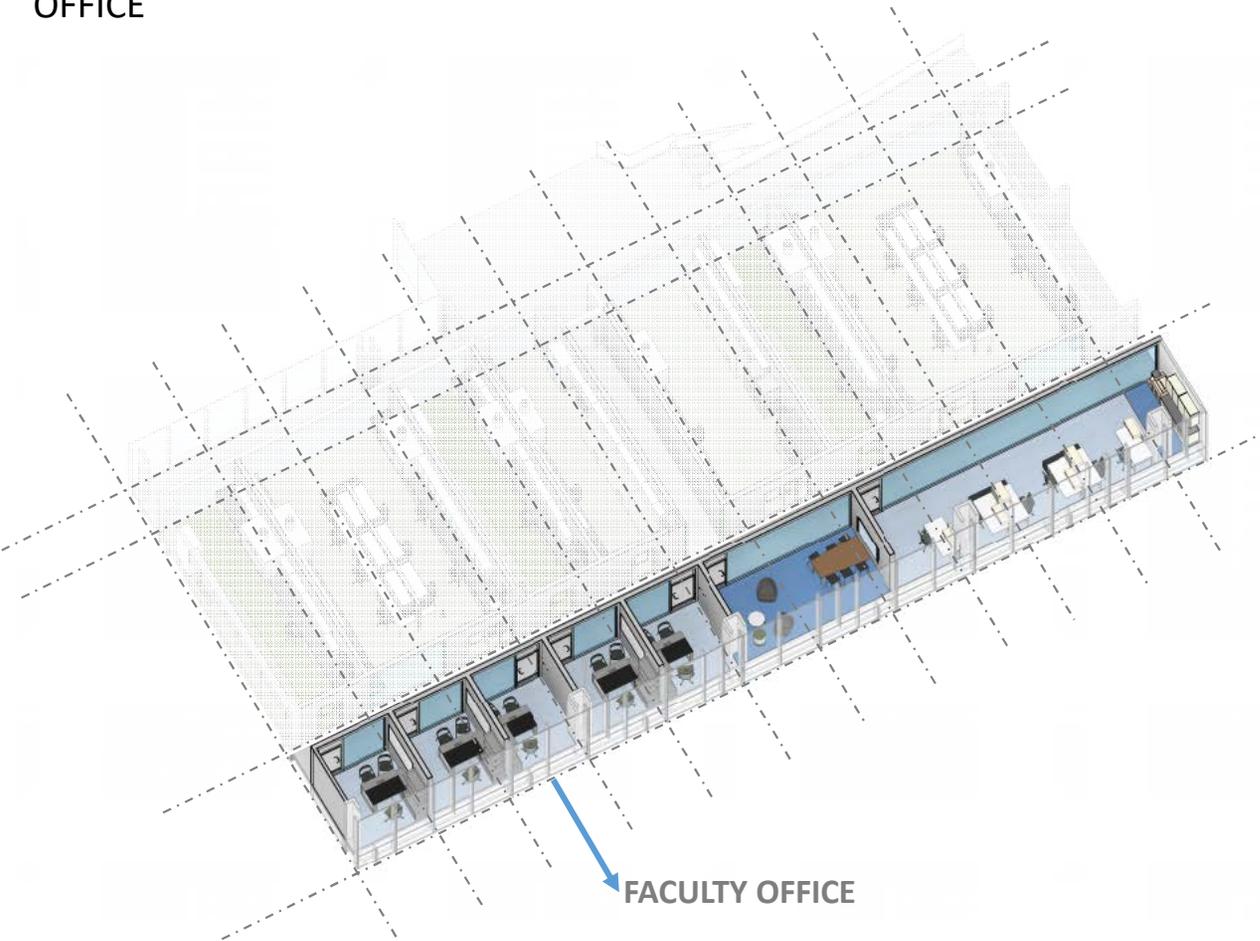
ENTRY ATRIUM VIEW



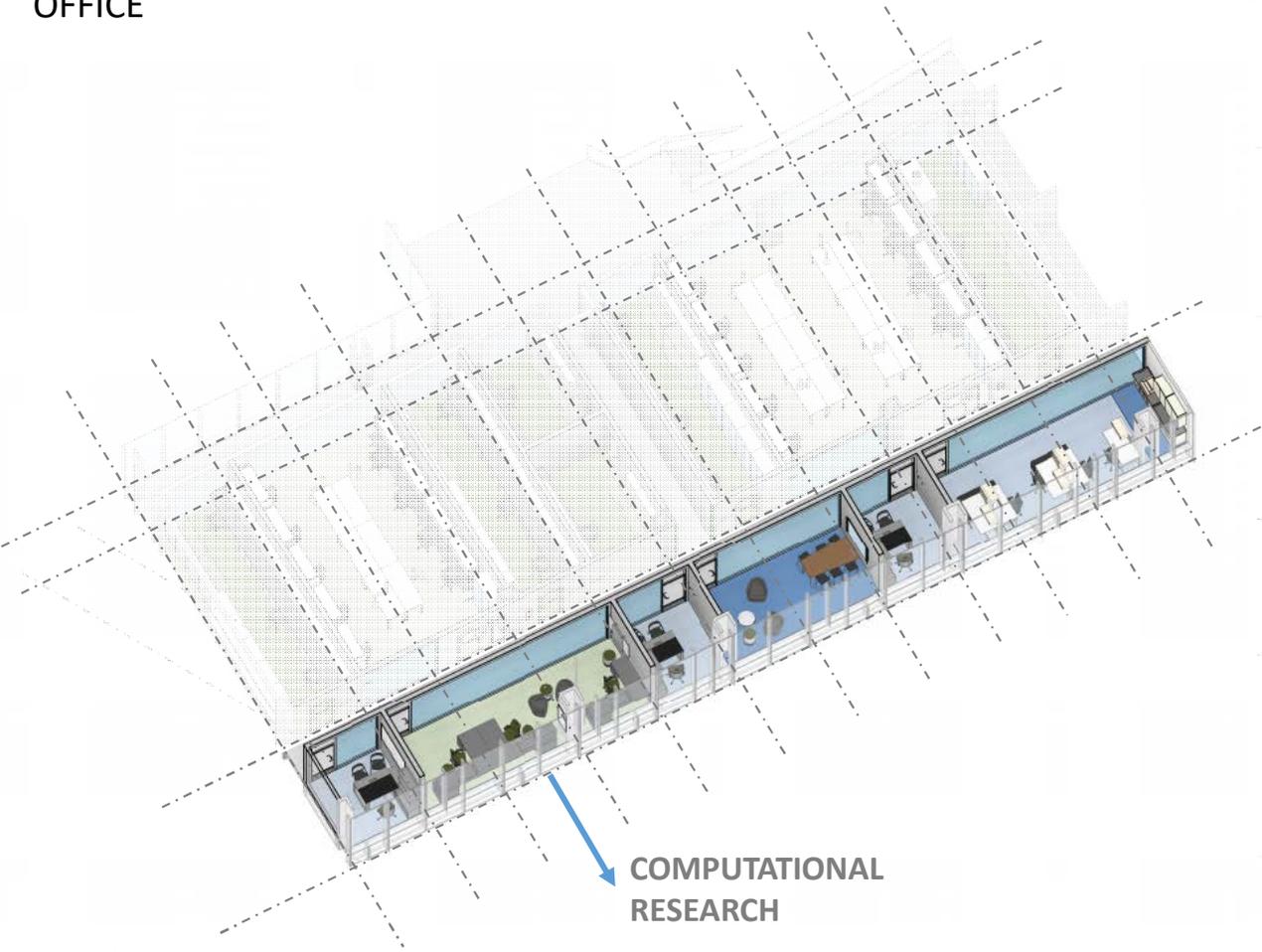
FIRST FLOOR PLAN



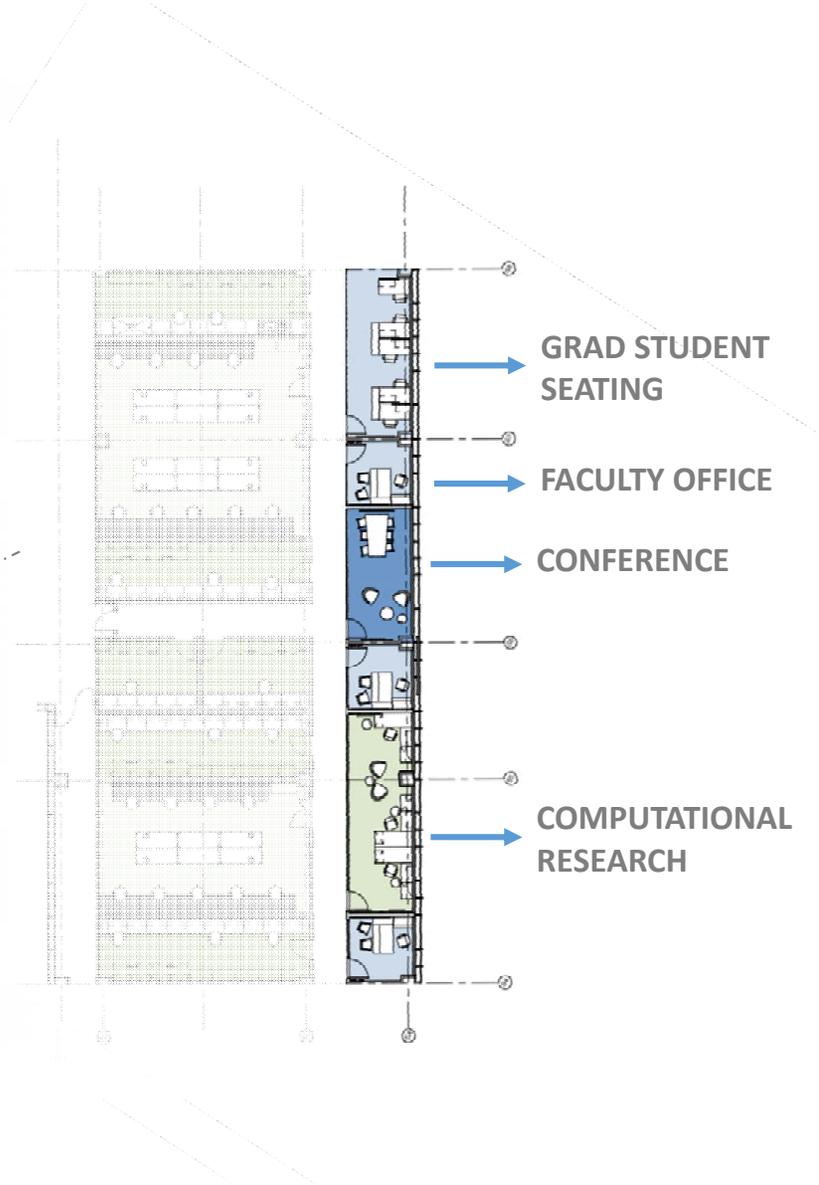
**APPLIED RESEARCH CENTER
OFFICE**



**APPLIED RESEARCH CENTER
OFFICE**



**COMPUTATIONAL
RESEARCH**



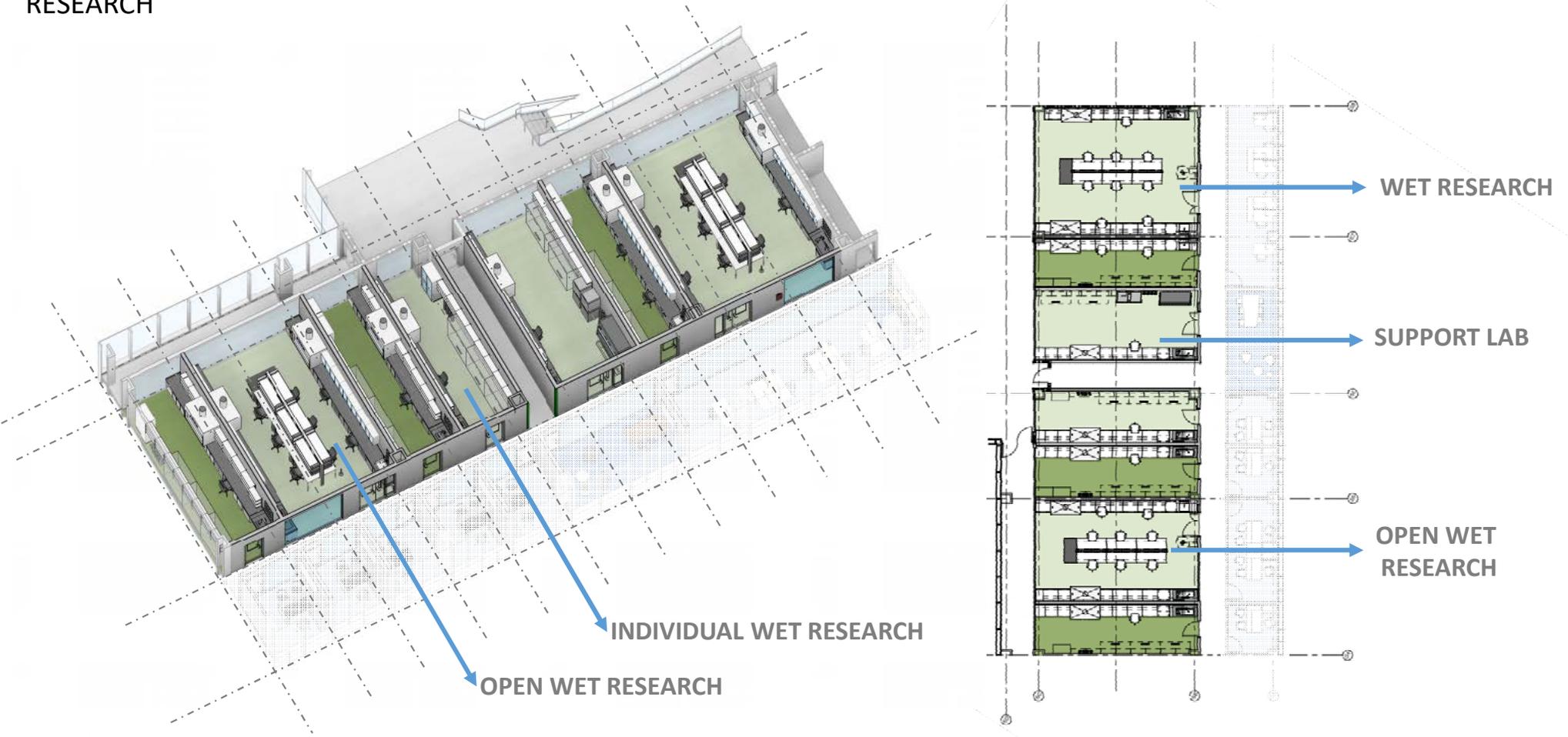
**GRAD STUDENT
SEATING**

FACULTY OFFICE

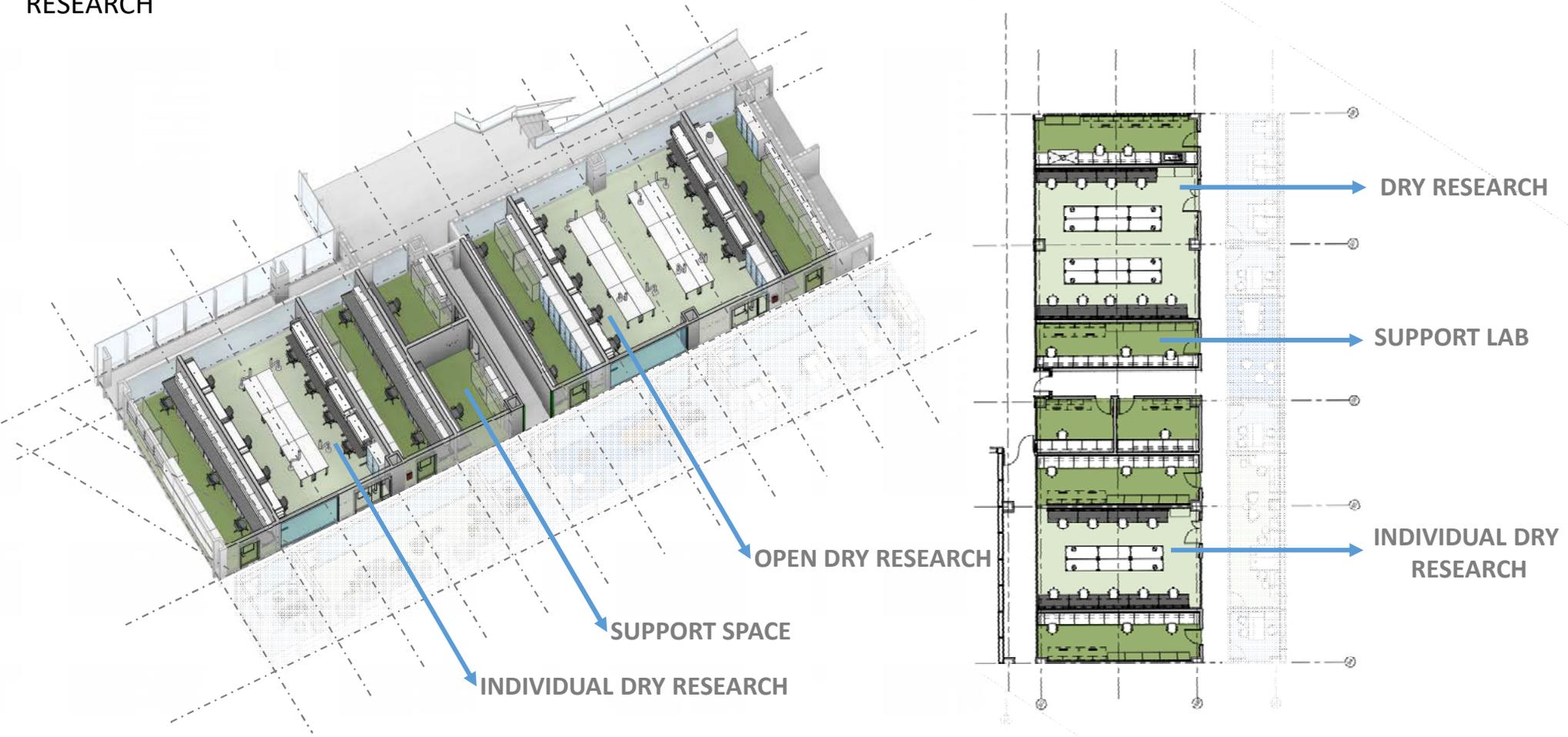
CONFERENCE

**COMPUTATIONAL
RESEARCH**

**APPLIED RESEARCH CENTER
RESEARCH**



**APPLIED RESEARCH CENTER
RESEARCH**

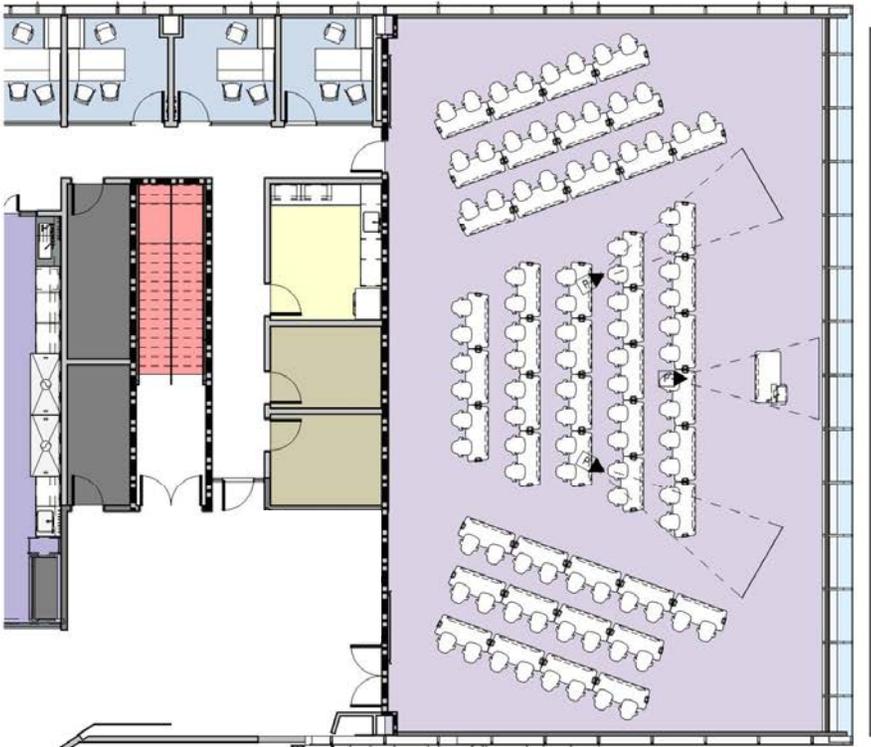




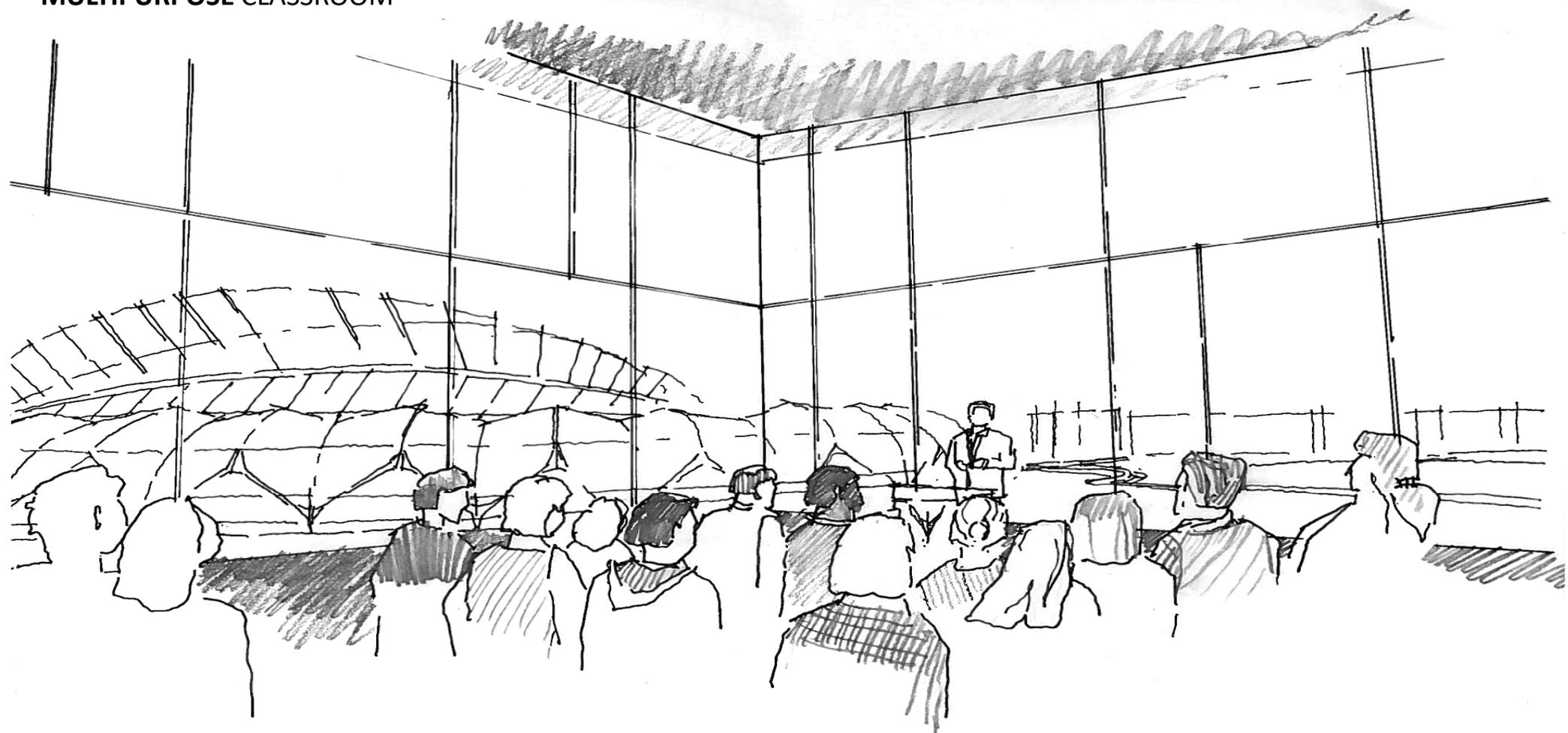
SECOND FLOOR PLAN



SECOND FLOOR PLAN



MULTIPURPOSE CLASSROOM







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