

**FLORIDA POLYTECHNIC UNIVERSITY  
BOARD OF TRUSTEES RETREAT  
MINUTES**

**Florida Polytechnic University  
Circle B Bar Reserve  
Lakeland, FL 33803  
June 1, 2016 @ 9:00 AM**

I. Call to Order and Roll Call

Chair Mark Bostick called the Board of Trustees Retreat to order at 9:05 a.m.

The following Board of Trustees members were present: Chair Mark Bostick, Vice-Chair Frank Martin, Trustee Christina Drake, Trustee Philip Dur, Trustee Sandra Featherman, Trustee Richard Hallion, Trustee Henry McCance, Trustee Cliff Otto, Trustee Bob Stork and Trustee Don Wilson.

II. Welcome

Chair Mark Bostick welcomed three new members to the Board of Trustees:

- Rear Admiral Philip Dur
- Henry McCance
- Cliff Otto

Chair Bostick then welcomed Dr. Carol Cartwright, Senior Consultant, Association of Governing Boards of Universities and Colleges and President Emerita of Kent State University.

III. Retreat

Dr. Cartwright began the retreat with a list of trends in higher education (national context) in an effort for the Board to introduce themselves and talk about which trends they find interesting and/or compelling.

Dr. Cartwright's presentation can be found [here](#).

The Board members indicated the following trends were of interest:

- Trustee Wilson – Partnership Imperative
- Trustee Martin – Partnership Imperative/Diversity (internships – co-ops imperative)
- Trustee McCance – Changing Environment for Higher Education (amazing opportunities to influence)
- Trustee Drake – Business Model/Changing Environment for Higher Education
- Trustee Otto – Partnership Imperative/Changing Environment for Higher Education/Student Success and Completion

- Trustee Dur – Student Success and Completion/Academic Workplace
- Trustee Bostick – Business Model/Changing Environment for Higher Education
- President Avent – Changing Environment in Higher Education

When discussing Consequential Boards, the trustees stated:

- Trustee Don Wilson mentioned as enrollment is currently one of the main focuses of the University, during Board meetings, reports on that issue are highly relevant and necessary. Additionally, reports from staff, and students where applicable, prove to be very beneficial. Trustee Henry McCance stated faculty/staff involvement is beneficial to them as well as the Board.
- Trustee Sandra Featherman said she would like to see the Board find ways to get involved with one another and get to know each other better by building relationships.
- Trustee Don Wilson stated there must be collegiality and respect among the Board.

Dr. Cartwright stated there is a need for discussion regarding risk management (financial, operational, institutional, strategic, and reputational) which could be conducted within a committee or during a strategic planning session.

When discussing what the President should be able to expect from the Board, the trustees made the following observations:

- Board members should attend meetings.
- Board members should articulate mission/vision.
- The President should be able to consider the Board as trusted advisors.
- Board members should be contacts for strategic partnerships.
- The President should expect the Board members to use appropriate hierarchy to address sensitive issues.
- The President should expect the Board to be fair and honest in their evaluation of his work/accomplishments.
- The President should expect the Board to remain factual when handling controversial issues.
- The President should expect the Board to act as ambassadors for the University in given situations.

Conversely, when discussing what the Board should be able to expect from the President, the trustees made the following remarks:

- The Board should be able to expect transparency.
- The President should present problems as well as solutions to the Board and to address concerns while they are small. Also, present issues/concerns in a timely manner.
- The Board should be able to expect the President to be the leader; the CEO of the institution.
- The Board should be able to expect the President to build a strong team; staff, faculty, and support staff.
- The Board should be able to expect the President to faithfully execute the decisions and strategies agreed upon.
- The Board should be able to expect the President to pay appropriate attention to detail.

- The Board should be able to presume the President will strive for a sense of mutual expectation.
- The Board should be able to expect the President to use appropriate rules of engagement when addressing issues. This should be clearly defined by the President.

When discussing the partnership between the Board and the President, the trustees posed the following questions:

- Trustee Frank Martin inquired whether or not the Board should complete self-assessments, and if so, how often? Dr. Cartwright indicated Board self-assessments should be completed annually and periodically involve a third party to conduct a more comprehensive assessment. AGB has an online tool available.
- Trustee Philip Dur asked if the Board of Governors or State University System have insight into how well a Board is functioning. Trustee Frank Martin stated nothing currently exists.

Dr. Cartwright stated the Board can also establish annual goals, if preferred, which should be in synchrony with the University's strategic plan.

#### Strategic Planning Workshop

Dr. Cartwright facilitated discussion regarding the Board's role in strategic planning. When discussing student success and completion, the Board posed the following:

- Trustee Philip Dur observed millennials no longer look at completing a degree in four years. Trustee Sandra Featherman stated the biggest reason for this is financial; however, many factors play a role in this situation.
- Trustee Featherman suggested Florida Poly provide double majors (a "fall back" major) in order to keep the attrition rate low and retain students.
- President Avent stated the University continues to attempt to determine the students who will do well (i.e. quantitative analysis; possible use of admissions GRIT testing).
- President Avent also stated he would like Florida Poly to have the reputation of being a high quality, selective institution producing high quality students.

While discussing diversity and inclusivity, the trustees noted:

- Trustee Don Wilson stated it is imperative to be tolerant within diversity.
- Trustee Philip Dur mentioned the importance of the art of compromise within value sets.

During discussion relating to the challenges of campus safety, it was stated:

- Dr. Cartwright stated many institutions are struggling with mental health issues. Trustee Christina Drake mentioned faculty are not trained to handle students with mental health issues.
- Trustee Philip Dur asked if Florida Poly has a cross-class mentoring program. He stated seniors mentoring freshman is an excellent program to consider. Florida Poly does not currently have such a program.

President Avent facilitated further discussion regarding strategic planning and provided the following points:

1. First and second phase of the University
  - a. First Phase – Construction Phase (staff, faculty, facilities)
  - b. Second Phase – Legislative Mandate Phase
    - Accreditation
    - 1244 FTE (full-time equivalent) by December 2016

Florida Poly is on track to meet the 1244 FTE mandate in Fall 2016 and plans to achieve accreditation in Spring 2017. At that point, all Legislative mandates will be removed. Accreditation remains foremost and the University is working diligently until December 2016.

2. Developing a Strategic Plan

President Avent stated due to the aforementioned Legislative mandates, development of a revised Strategic Plan will not begin until 2017; however, he provided the following insights:

- a. Look at current trends
- b. Complete SWAT analysis
  - Position (Mission/Values/Core Statements)
  - Priorities
  - Pay for the above
  - Performance measurements

In order to determine position and priorities, the entire University must be engaged.

- c. Discuss the Business Plan
  - Four core tenets
    - Education
    - Applied Research
    - Industry Partnerships
    - Efficiency
  - Goals
    - Innovative University
      - ❖ Project-based curriculum
        - Broad education and skills (life-time employable)
      - ❖ Introduce every student to entrepreneurship
      - ❖ Good balance between broad theory and narrow demand
    - Core STEM curriculum
    - Fast-growing/high tech areas

Trustee Henry McCance suggested the use of ILAB in the future.

As discussion regarding the Strategic Plan continued, the following comments were made:

- Trustee Don Wilson noted Florida Poly's project-based curriculum was a carefully considered decision when the University was being conceptualized. Trustee Sandra Featherman also noted the Board of Governors' mandate stated Florida Poly not duplicate what was already in existence.
- Trustee Frank Martin stated industry requires graduating students that know how to work in teams. Florida Poly students meet this requirement.
- President Avent noted a project-based curriculum is expensive; therefore, Florida Poly's cost per student is always going to be high. Also, does a project-based curriculum scale to 5,000 students? This is something the University may need to address.
- President Avent stated healthy conversation is needed regarding the use of online programs to supplement or reduce faculty burden.
- Regarding student selectivity, President Avent noted Florida Poly's academic quality is behind that of University of Florida by only .2%. The University's goal is to be the most selective school in the State University System.
- President Avent stated Florida Poly's goal is to be higher than any other school with international students. The addition of the English Language School will help in reaching this goal.
- President Avent also mentioned the possibility of talking with Polk State College regarding the potential of working with students that cannot make it through Calculus I. The President also mentioned the possibility of "flipping" the curriculum whereby offering the major courses the first two years and general education courses the last two year. Thus, allowing students to start internships after the first two years.
- President Avent stated design will remain important in Florida Poly's curriculum as it is important in the building of products. The President also noted there are currently no industrial design programs in the state of Florida.
- President Avent noted some of the majors Florida Poly currently offers may need to be renamed after SACS COC accreditation. Double-named majors will have to be broken apart to meet the requirements for ABET accreditation.
- When discussing faculty, in lieu of Department Heads and Deans, Florida Poly may use Academic Division Heads.
- President Avent noted Florida Poly needs to review its concentrations. Currently, there is heavy faculty load with low student count; therefore, this needs to be reconfigured.
- Trustee Bob Stork inquired how SACS COC is treating Florida Poly right now. President Avent stated currently everything is frozen. After achieving accreditation, programs can be changed in order to meet ABET accreditation standards.

- President Avent stated the Graduate School needs quite a bit of work.
- President Avent mentioned Florida Poly currently has problem-driven applied research. The question was posed, “How far down the research road does the University want to go?” President Avent noted research is expensive.
- Trustee Bob Stork inquired if Florida Poly will keep faculty if research is not offered. President Avent stated the type of faculty the University would garner would change. The President also noted tenure is a topic for discussion when hiring faculty, as well as office and lab space.
- President Avent stated Florida Poly will continue to maintain strong relationships with industry while centralizing the University as much as possible.
- President Avent noted the University is attempting to minimize the number of administrative resource programs with the implementation of Workday.
- Trustee Sandra Featherman stated how extremely proud she is of the accomplishments achieved by the University thus far.

With no further items to discuss, the Board of Trustees Retreat adjourned at 2:00 p.m.