



BOARD OF TRUSTEES

Tuesday, October 31, 2017
2:00 PM

(or upon adjournment of previous committee meetings)

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

Frank Martin, Chair	Don Wilson, Vice Chair	Mark Bostick
Bill Brown	Dr. Jim Dewey	Rear Admiral Philip Dur
Dr. Sandra Featherman	Dr. Richard Hallion	Jacob Livingston
Henry McCance	Cliff Otto	Bob Stork
Gary Wendt		

AGENDA

- | | |
|--|---------------------|
| I. Call to Order | Frank Martin, Chair |
| II. Roll Call | Maggie Mariucci |
| III. Public Comment | Frank Martin, Chair |
| IV. Approval of Minutes | Frank Martin, Chair |
| A. June 7, 2017 | |
| *Action Required* | |
| B. September 13, 2017 | |
| *Action Required* | |
| V. Chairman's Remarks | Frank Martin, Chair |
| VI. President's Remarks | Dr. Randy Avent |
| VII. Student Presentation: Logentix (15 minutes) | Randy Lopez |
| VIII. Digital Education Presentation (20 minutes) | Dr. Rahul Razdan |
| IX. University Strategic Plan Discussion (45 minutes) | Dr. Randy K. Avent |
| X. 2017-18 Revised Board of Trustees Meeting Schedule | Frank Martin, Chair |
| *Action Required* | |

XI. Committee Reports

- A. Governance Committee Dr. Dick Hallion, Chair
 - 1. 2016-18 Governance Committee Work Plan
Action Required
 - 2. 2018 Government Relations Plan
Action Required
 - 3. Resolution on President's Powers and Duties
Action Required
 - 4. Form for President's 2017-18 Annual Review
Action Required

- B. Audit and Compliance Committee Don Wilson, Vice-Chair

- C. Finance and Facilities Committee Bob Stork, Chair
 - 1. Revised Regulation: FPU-1.003 Use of University Facilities and Property
Action Required

- D. Strategic Planning Committee Don Wilson, Chair
 - 1. 2016-17 FIPR Institute Annual Report
Action Required

- E. Academic and Student Affairs Committee Dr. Sandra Featherman,
Chair
 - 1. Textbook and Instructional Material
Affordability Report
Action Required

XII. Upcoming Events/Meetings Frank Martin, Chair

- A. Board of Trustees Meetings
 - 1. December 6, 2017
 - 2. February 28, 2018 (*pending approval*)
 - 3. Retreat: May 22-23, 2018 (*pending approval*)
 - 4. September 12, 2018
 - 5. December 5, 2018

- B. Board of Governor's Meetings
 - 1. November 8-9, 2017 (University of Central Florida, Orlando, FL)
Please note: The BOG Trustee Summit will be held on November 8, 2017.
 - 2. January 24-25, 2018 (Florida State University, Tallahassee, FL)
 - 3. February 22, 2018 (Conference Call)
 - 4. March 28-29, 2018 (University of North Florida, Jacksonville, FL)
 - 5. May 8, 2018 (Conference Call)
 - 6. June 26-28, 2018 (University of Central Florida, Orlando, FL)

XIII. Closing Remarks and Adjournment Frank Martin, Chair

DRAFT

**FLORIDA POLYTECHNIC UNIVERSITY
BOARD OF TRUSTEES
MEETING MINUTES
Florida Industrial and Phosphate Research Institute
1855 W. Main St., Bartow, FL 33830
June 8, 2017 @ 10:30 AM**

I. Call to Order

Chair Frank Martin called the Board of Trustees meeting to order at 11:26 am.

II. Roll Call

Maggie Mariucci called the roll: Chair Frank Martin, Vice-Chair Don Wilson, Trustee Mark Bostick, Trustee Jim Dewey, Trustee Philip Dur, Trustee Sandra Featherman, Trustee Dick Hallion, and Trustee Jacob Livingston were present. (Quorum).

Staff present: President. Randy Avent, Dr. Terry Parker, Mr. Mark Mroczkowski, Mr. Kevin Aspegren, Ms. Gina DeIulio, Mrs. Maggie Mariucci, and Mr. Rick Maxey.

III. Public Comment

There were no requests received for public comment.

IV. Approval of Minutes

Trustee Livingston made a motion to approve the Board of Trustees meeting minutes of March 15, 2017. Trustee Bostick seconded the motion; a vote was taken, and the motion passed unanimously.

V. Chairman's Remarks

Chair Frank Martin thanked everyone for taking time to attend the board retreat. He stressed that this meeting was the most important meeting of the year. He reminded Trustees of the Board of Governors meeting November 8, 2017 at UCF in Orlando. Any new Trustees will attend a mandatory "BOG 101" summit orientation. Chair Martin will share with the Board of Governors the following three topics for consideration for roundtable discussion at the November Board of Governors meeting: Student and Faculty diversity and inclusion; Fundraising; and Entrepreneurship.

Chair Martin presented a possible conflict with the March 14, 2018 Board of Trustees meeting. This date is the annual Women in STEM Summit. A date change will be discussed at the September Board meeting.

President's Remarks

President Avent stated he would be making appointments with each Trustee to brief in detail his strategic plan for the University. The meetings will be scheduled throughout the summer months.

VI. Committee Reports

A. Strategic Planning Committee

Committee Chair Don Wilson gave a report on the Strategic Planning Committee.

1. 2017 Florida Polytechnic University Work Plan

Based upon the report given by Committee Chair Don Wilson, Chair Frank Martin presented a motion with full Committee approval to approve the 2017 Florida Polytechnic University Work Plan. A vote was taken and the motion passed unanimously.

B. Finance and Facilities Committee

Acting Committee Chair Sandra Featherman gave a report on the Finance and Facilities Committee.

1. Legislative Budget Requests for 2018-19

- a. Operating Budget Request: Approve the Legislative Budget Request for 2018-19 for the Operating Budget:

Based upon the report given by Committee Representative Sandra Featherman, Chair Frank Martin presented a motion with full Committee approval to approve the Operating Budget of the Legislative Budget Request for 2018-19. A vote was taken and the motion passed unanimously.

- b. Capital Improvement Plan: Approve the Legislative Budget Request for 2018-19 for the Capital Improvement Plan

Based upon the report given by Committee Representative Sandra Featherman, Chair Frank Martin presented a motion with full Committee approval to approve the Capital Improvement Plan of the Legislative Budget Request for 2018-19. A vote was taken and the motion passed unanimously.

2. Increase Waiver Authority: Approval of the Increase Waiver Authority from \$2.4 million to \$4.5 million

Based upon the report given by Committee Representative Sandra Featherman, Chair Frank Martin presented a motion with full Committee approval to approve the increase waiver authority from \$2.4 million to \$4.5 million. A vote was taken and the motion passed unanimously.

3. 2017-18 University Operating and Capital Budget

Based upon the report given by Committee Representative Sandra Featherman, Chair Frank Martin presented a motion with full Committee approval to approve the 2017-18 University Operating and Capital Budget. A vote was taken and the motion passed unanimously.

4. 2017-18 Florida Polytechnic University Foundation Budget

Based upon the report given by Committee Representative Sandra Featherman, Chair Frank Martin presented a motion with full Committee approval to approve the 2017-18 Florida Polytechnic University Foundation Budget. A vote was taken and the motion passed unanimously.

5. Naming Opportunity:

Based upon the report given by Committee Representative Sandra Featherman, Chair Frank Martin presented a motion with full Committee approval to approve the naming of Lab 1056 in the Innovation, Science and Technology Building of Florida Polytechnic University as the “Vestcor Research Lab”. A vote was taken and the motion passed unanimously.

6. Campus Development Agreement

Based upon the report given by Committee Representative Sandra Featherman, Chair Frank Martin presented a motion with full Committee approval to approve the Campus Development Agreement. A vote was taken and the motion passed unanimously.

C. Audit and Compliance Committee

Committee Vice-Chair Don Wilson gave a report on the Audit and Compliance Committee.

Based upon the report given by Committee Vice-Chair Don Wilson, Chair Frank Martin presented a motion with full Committee approval to approve the Report of the Internal Auditor. A vote was taken and the motion passed unanimously.

D. Governance Committee

Committee Vice-Chair Philip Dur gave a report on the Governance Committee.

1. Comprehensive Review of the President:

Chair Frank Martin shared with the Board of Trustees of the discussion he had with Board of Governors’ Chair Tom Kuntz regarding Dr. Avent’s performance.

Based upon the report given by Committee Vice-Chair Philip Dur, Chair Frank Martin presented a motion with full Committee approval to approve the consultant’s report as the comprehensive review of the President. A vote was taken and the motion passed unanimously.

2. The President’s Compensation Adjustments:

Based upon the report given by Committee Vice-Chair Philip Dur, Chair Frank Martin presented a motion with full Committee approval to approve a 3.5 percent increase to the President’s base salary. A vote was taken and the motion passed unanimously.

Based upon the report given by Committee Vice-Chair Philip Dur, Chair Frank Martin presented a motion with full Committee approval to approve a performance based compensation bonus of 20%. A vote was taken and the motion passed unanimously.

3. Review of President’s Goals for 2017-18

Based upon the report given by Committee Vice-Chair Philip Dur, Chair Frank Martin presented a motion with full Committee approval to approve the President's Goals for 2017-18. A vote was taken and the motion passed unanimously.

E. Academic and Student Affairs Committee

Committee Chair Sandra Featherman gave a report on the Academic and Student Affairs Committee.

1. Degree Name Changes:

Based upon the report given by Committee Chair Sandra Featherman, Chair Frank Martin presented a motion with full Committee approval to approve the following degree name changes, conditional on, and not effective until, formal SACSCOC accreditation, as follows:

- 1. Mechanical & Industrial Engineering to Mechanical Engineering**
- 2. Computer Science & Information Technology to Computer Science**
- 3. Advanced Technology to Data Analytics**

A vote was taken and the motion passed unanimously.

2. FPU-3.002 Student Government and Student Organizations:

Based upon the report given by Committee Chair Sandra Featherman, Chair Frank Martin presented a motion with full Committee approval to approve the revised regulation FPU-3.002. A vote was taken and the motion passed unanimously.

3. FPU-3.009 Reasonable Accommodations for Religious Observances, Practices and Beliefs:

Based upon the report given by Committee Chair Sandra Featherman, Chair Frank Martin presented a motion with full Committee approval to approve the revised regulation FPU-3.009. A vote was taken and the motion passed unanimously.

VIII. Upcoming Events/Meetings

Chair Martin asked Trustees to review the list of upcoming events for Florida Polytechnic University Board of Trustees and the Board of Governors.

IX. Closing Remarks and Adjournment

With no further business to discuss, the meeting adjourned at 12:00 p.m.

DRAFT

**FLORIDA POLYTECHNIC UNIVERSITY
BOARD OF TRUSTEES
MEETING MINUTES
Teleconference Meeting
September 13, 2017 @ 3:00 PM**

I. Call to Order

Chair Frank Martin called the Board of Trustees meeting to order at 3:00 p.m.

II. Roll Call

Maggie Mariucci called the roll: Chair Frank Martin, Vice-Chair Don Wilson, Trustee Mark Bostick, Trustee Philip Dur, Trustee Sandra Featherman, Trustee Bill Brown, Trustee Gary Wendt, Trustee Cliff Otto, Trustee Bob Stork, and Trustee Dick Hallion were present. (Quorum).

Staff present: President Randy Avent, Dr. Terry Parker, Mr. Mark Mroczkowski, Ms. Gina DeJulio, Mrs. Maggie Mariucci, Mr. David Blanton, Mr. Kevin Calkins, Mr. Rick Maxey, Mr. David Calhoun.

III. Public Comment

There were no requests received for public comment.

IV. Hurricane Irma Update

David Calhoun gave a report on Hurricane Irma damage to campus. Damage was minimal with no life-threatening issues. Trees blocking roads and walkways have been removed. TECO electricity issues are repairable. All buildings have electrical power with the exception of the chiller plant that is operating with generator power. The first refill of fuel is scheduled for tomorrow (Thursday). The IST building received some damage to several pergolas attached to the structure but are not required in order to provide support to the structure. Engineers will assess the damage on Friday, and access to the terrace will be restricted until further notice. FIPR Institute has power, but has fallen trees, broken glass and several roof leaks. Poly South at Polk State College will remain closed until Monday due to power outages.

V. Contract Review and Approval

A. Workday Subscription Renewal

The current Workday ERP subscription expires in April 2018. The University intends to renew the subscription for three years and three months. The terms are the same as the original agreement; the only difference in the renewal is the price increase of CPI plus 2%.

Chair Martin inquired if this contract included the integration of Workday and Salesforce in order to support the Foundation. Mark Mroczkowski responded the contract does not directly deal with Salesforce integration. The integration is something that will occur in-house once the contract renewal is confirmed.

Trustee Dick Hallion made a motion to approve the Workday Subscription Renewal contract. Trustee Don Wilson seconded the motion; a vote was taken, and the motion passed unanimously.

B. Global University Systems (GUS)

Dr. Terry Parker requested to initiate a contract with Global University Systems (GUS). The intent is to hire GUS to recruit international students. Ten percent of the student body can be non-residents. International students bring culture, diversity and high talent. The University will limit international students to no more than 10% of the incoming student body.

Dr. Parker reviewed the items in the contract that will be revised, including the targets that need to be set to a maximum of 10% of the incoming class; the implementation timeline needs to be updated and one duplicate page should be removed.

Trustee Featherman stated her strong support to contain the maximum number of international students to 10%.

Trustee Philip Dur inquired as to the cost of the contract. Dr. Parker stated the cost is based on the return of tuition collected. If no student attends Florida Poly, there is no cost. International students will pay the full tuition and out-of-state fee costs with no financial aid from the University. The first year cost is 45% of tuition and fees collected. The cost decreases to 30%, 25% and 20% for each subsequent year the student attends.

Trustee Dur expressed concern with the focus on recruiting international students instead of in-state and out-of-state U.S. students. President Avent responded by assuring the University is not recruiting international students “instead of”, but “in addition to” recruiting in-state and out-of-state U.S. students. The University is also not incurring any up-front costs or deflecting any of the institution’s resources. Trustee Dur still expressed his opposition to this concept and contract.

Trustee Henry McCance inquired if the University is confident of the quality of incoming international students. Dr. Parker stated that international students still have to meet the University’s admission requirements. In addition, the recruiter only supplies the leads; they do not make admission decisions.

Gina DeJulio stated that the Board’s approval of the contract is contingent upon the following changes:

- Amendment of the term dates on page two
- Set the target to 75% of the maximum
- Define the maximum as 10% of the total of incoming students
- Make the initial agreement five years to be consistent throughout contract
- Revise the timeline on page 27 based on new beginning dates
- Delete page 28 as it is a duplicate
- Change “Lakeside” to “Lakeland” on page 25

Trustee Bob Stork inquired if 40% is the lowest reduction percentage if GUS brings fewer students than the target goal. Gina stated the University would have the ability to terminate the agreement if GUS consistently did not meet the target goal. Chair Martin asked what the international students would pay for their schooling. Mr. Mroczkowski answered they will pay full out-of-state tuition at \$615 per credit hour (undergraduate) or \$993 per credit hour (graduate) plus the out-of-state fee.

Mr. Mroczkowski stated the only insurance requirements are on the contractor; there are no additional insurance requirements on the part of the University. He also clarified that if a student begins classes and then drops out after a month, the University still keeps the tuition they have collected from the student and GUS will still receive their percentage of the tuition collected.

Trustee Sandra Featherman made a motion to approve the Global University Systems contract. Trustee Dick Hallion seconded the motion; a vote was taken, and the motion passed with one dissenting vote.

C. HOK – Fee Proposal for the Applied Research Center

Mark Mroczkowski requested approval of the contract with HOK to be retained as the architect for the Applied Research Center (ARC). Their fee is 9.04% of construction costs, estimated at \$30M, for a basic service total of \$2.712795M. Trustee Wilson inquired if the University used a standard AIA contract. Ms. DeJulio stated the institution used a contract tailored for the State University System.

Trustee Philip Dur made a motion to approve the HOK Fee Proposal for the Applied Research Center. Trustee Sandra Featherman seconded the motion; a vote was taken, and the motion passed unanimously.

VI. Florida Equity Report

Mr. Kevin Calkins provided a high-level overview of the Florida Equity Report, comprised of information from the past year of operation. Mr. Rick Maxey shared he is chairing a Diversity Committee to help the University remain aware of diversity efforts, help students on campus feel comfortable within the university culture, and develop programs and events to recognize diversity throughout the year.

Trustee Don Wilson made a motion to approve the Florida Equity Report. Trustee Sandra Featherman seconded the motion; a vote was taken, and the motion passed unanimously.

VII. Enterprise Risk Management Survey

President Avent introduced David Blanton, the University's new Chief Audit Executive and Chief Compliance Officer. Mr. Blanton will report directly to the Audit and Compliance Committee and will be their staff liaison.

Mr. Blanton stated the Board of Governors requested the University complete a survey regarding Enterprise Risk Management (ERM). This survey involves the entire organization from a cultural, performance and governance perspective. The intention is to provide universities a framework for evaluating the risks behind decision-making. The Board of Governors would like universities to develop an ERM plan but have not made it mandatory.

VIII. Upcoming Events/Meetings

Chair Martin encouraged trustees to attend the Trustee Summit on November 8 at University of Central Florida (UCF). He will also discuss with staff the possibility of rescheduling the full Board meeting that was missed because of Hurricane Irma.

IX. Closing Remarks and Adjournment

With no further business to discuss, the meeting adjourned at 3:57 p.m.

AGENDA ITEM: VII

**Florida Polytechnic University
Board of Trustees
October 31, 2017**

Subject: Student Presentation: Logentix

Proposed Board Action

No Action Required – Information Only.

Background Information

Logentix has created an aftermarket device that gives self-driving capabilities to existing vehicles for commercial trucking. The goal is to give logistics and transportation businesses the same benefits of self-driving vehicles at a reasonable price. The hardware integrates to existing components, such as ABS and steering, through a vehicle's diagnostics port. On average, there are 415,000 accidents involving large trucks each year, 3,598 of which result in fatalities. Logentix aims to make an impact on this statistic by providing technology that will make the roads safer.

They use novel machine learning and computer vision algorithms to give a vehicle awareness of its surroundings. From pedestrians to road signs and other vehicles, their goal is to catch discrepancies that could potentially lead to accidents faster than humans could. Logentix was founded in 2015 by Randy Lopez as a result of over three years of work in computer vision and machine learning. Randy was born in Cali, Colombia and came to the United States at the age of 5. He is currently attending Florida Polytechnic University and majors in computer engineering. His experience ranges from running research teams at University of Florida to working on machine learning projects at The Nielsen Company.

The primary team at Logentix has experience in computer science, electrical engineering, IT and entrepreneurship. The Board of Advisors comprises of Ivy League graduates, serial entrepreneurs, and experienced C-level executives. They believe we have the skills and perseverance to bring this innovative technology into the world and make driving safer and more efficient for everyone.

Supporting Documentation:

Presentation (Provided the day of the meeting.)

Prepared by: Jessica Throckmorton

AGENDA ITEM: VIII

**Florida Polytechnic University
Board of Trustees
October 31, 2017**

Subject: Digital Education Presentation

Proposed Board Action

No Action Required – Information Only.

Background Information

Dr. Rahul Razdan will present on Digital Education.

Supporting Documentation:
Presentation

Prepared by: Jessica Throckmorton



FLORIDA POLYTECHNIC
UNIVERSITY

Education: Moving from Industrial age to the Information Age

Dr. Rahul Razdan

Oct 31, 2017



EXEC SUMMARY

Strategy Process

- Trend Analysis
- As-Is
- SWOT (with comp analysis)
- Differentiated Vectors

Background

- BS/MS CMU, Phd Harvard
- CPU Design DEC
- GM \$400 P/L Cadence
- Successful Startups
- SrVP Strategy Flextronics
- Research UF, IHMC, MIT

Key Take Away:

- **Technology and Economic Model will deeply disrupt University Education**
- **As a university startup, Poly has a disproportional advantage**

IP Generated

- [Database Faculty \(exp, cit\)](#)
- [Database Online Mapping Curriculum](#)
- Series Articles (underlying reasoning)
- Series PPT (Ted Talk, Center for STEM Research)

Potential Partners Contacted

- MIT Courseware, Harvardx, Edx
- Industry (ex. Cadence, Synopsys)
- Silicon Valley Startups (ex.Vocareum)
- Large Education Players (ex. Laurent)
- HBS Education, Florida FLVC



ENGAGEMENT

Admin Leaders

- Mike Smith, Dean A&S Harvard
- Steve Director, Provost
- Sanjay Sarma, MIT Online VP
- Jason Ruckert (vice chancellor ER)

Thought Leaders

- Julie Young, founder FLVS
- Michael Horn, HBS
- Sanjay Srivastava, EdTech CEO
- Manu Luria, EdTech CEO

Florida Public

- Joel Hartman (UCF)
- Pam Northrup (UWF)
- John Opper (FLVC)

Internal

- Randy, Terry, Bill, Kevin
- KMizereck, KMiller
- Kanwal, Mustafa, Hirish,

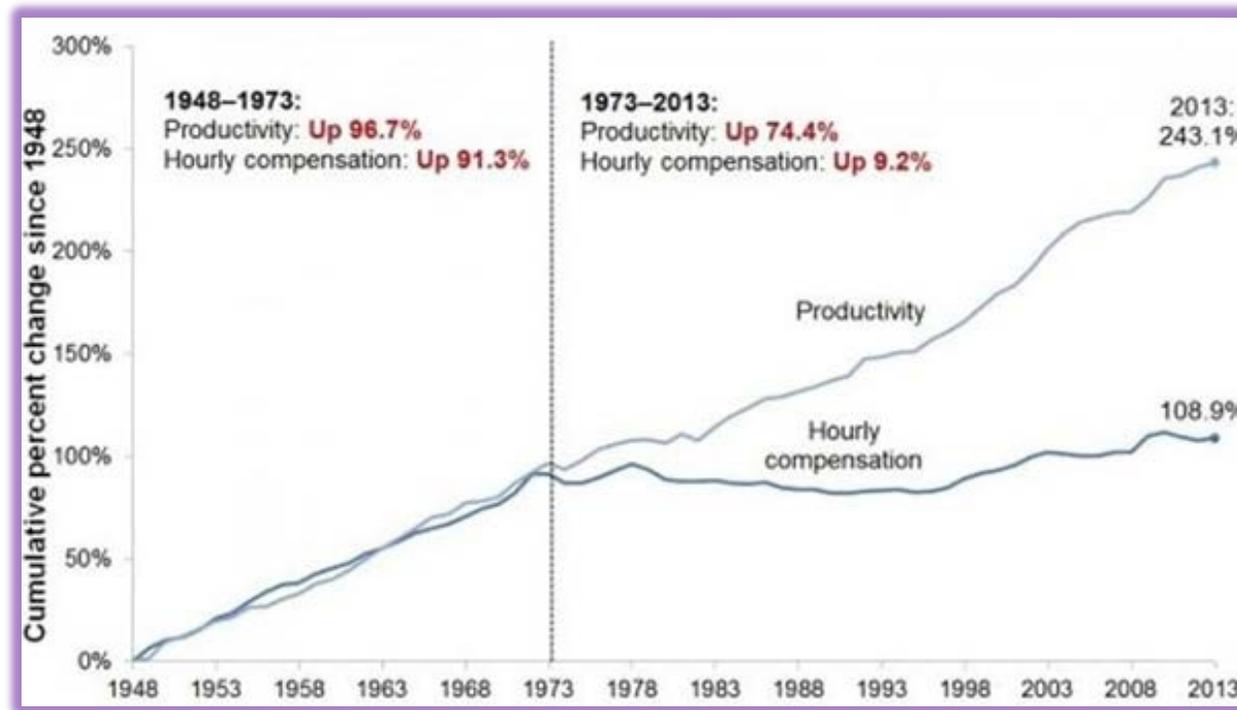


Outline

- Mega trends
- Economic structure of education
- Disruptive forces
- Poly SWOT
- Opportunity for differentiated offering
- Way forward



Mega Trends: Old Economy Stagnating Largely Due to Technology





SHIPPING IN INFORMATION AGE

Manual Repetitive



SW Managed System

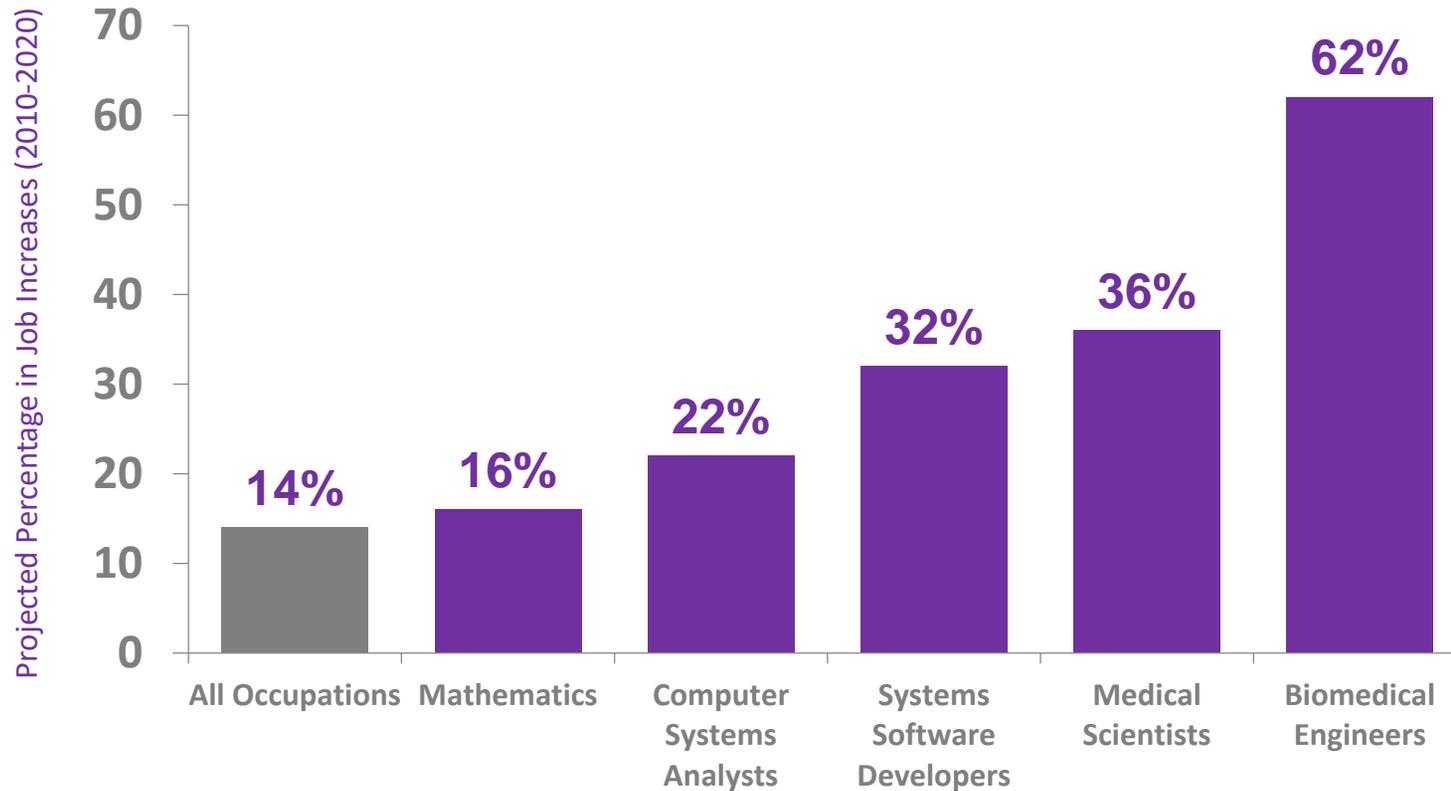


Manufacturing, Logistics, Retail all on same trend



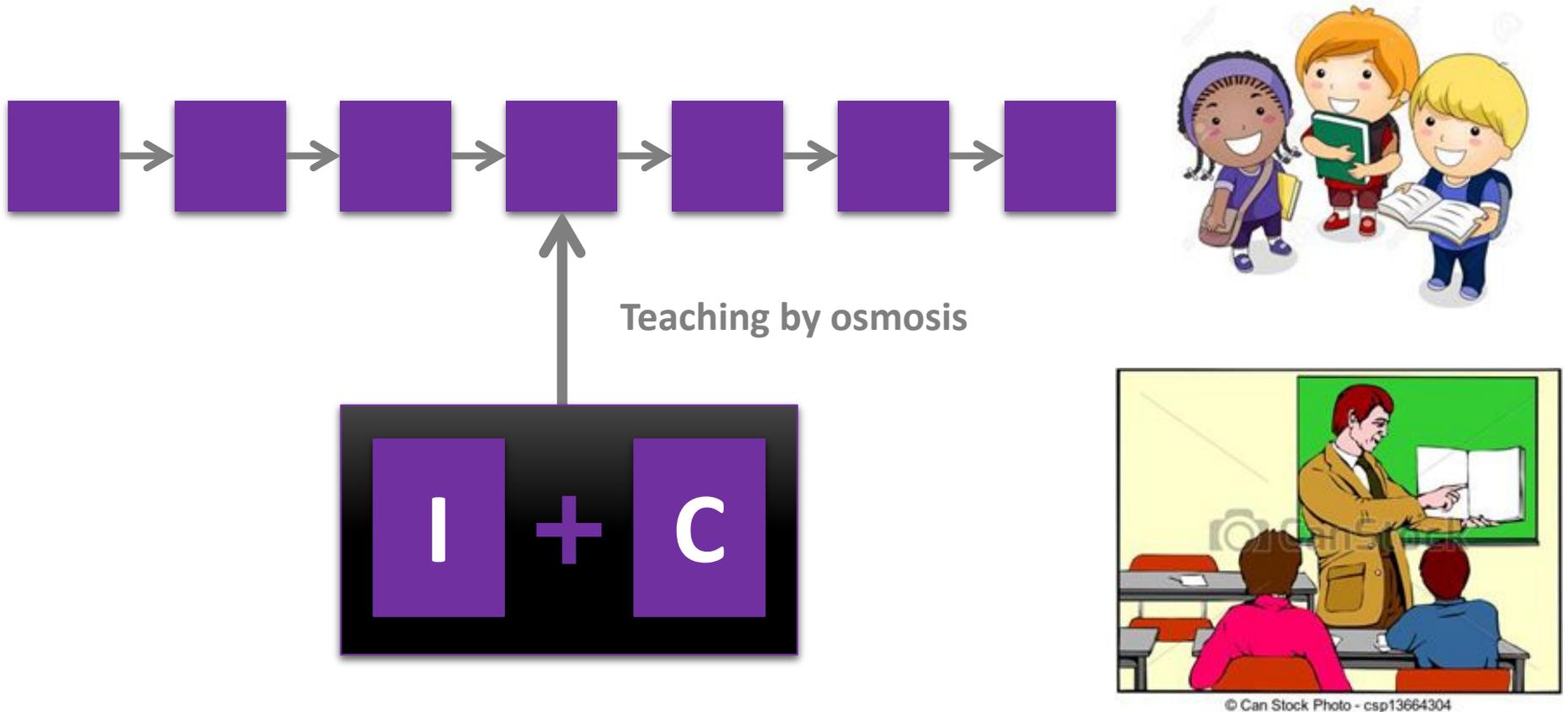
Mega Trends: STEM Need Rising

**PROJECTED PERCENTAGE INCREASES
IN STEM JOBS: 2010-2020**





AS IS: SCARCITY (INSTRUCTOR + CLASSROOM)



PHYSICAL INTEGRATION WITH CRAFTSMAN MODEL



KEY ASPECTS: CURRENT EDUCATION SYSTEM

- Industrial response to scarcity of teacher/ classroom
- Teacher/ classroom utilization focused
 - “Craftsman” model for teaching
 - Grades for filtering to next level
 - Operations run on school time (not student time)
 - No IP capture/management
 - Overall, NOT scalable for information age



IS THIS SCARCITY REAL IN THE INFORMATION AGE?

Classroom: With internet classrooms can be virtual

Instructor: Five aspects:

- **Lecture/ Instruction:** Superior virtual alternatives available
- **Assessment:** Superior virtual alternatives available
- **Laboratory:** Virtual physical alternatives available
- **Interactive Learning/ Collaboration:** Teacher critical
- **Motivation/ Learning Style Assessment:** Teacher critical



TEACHING IN INFORMATION AGE

Manual Repetitive



SW Managed System



Improve Quality and Performance

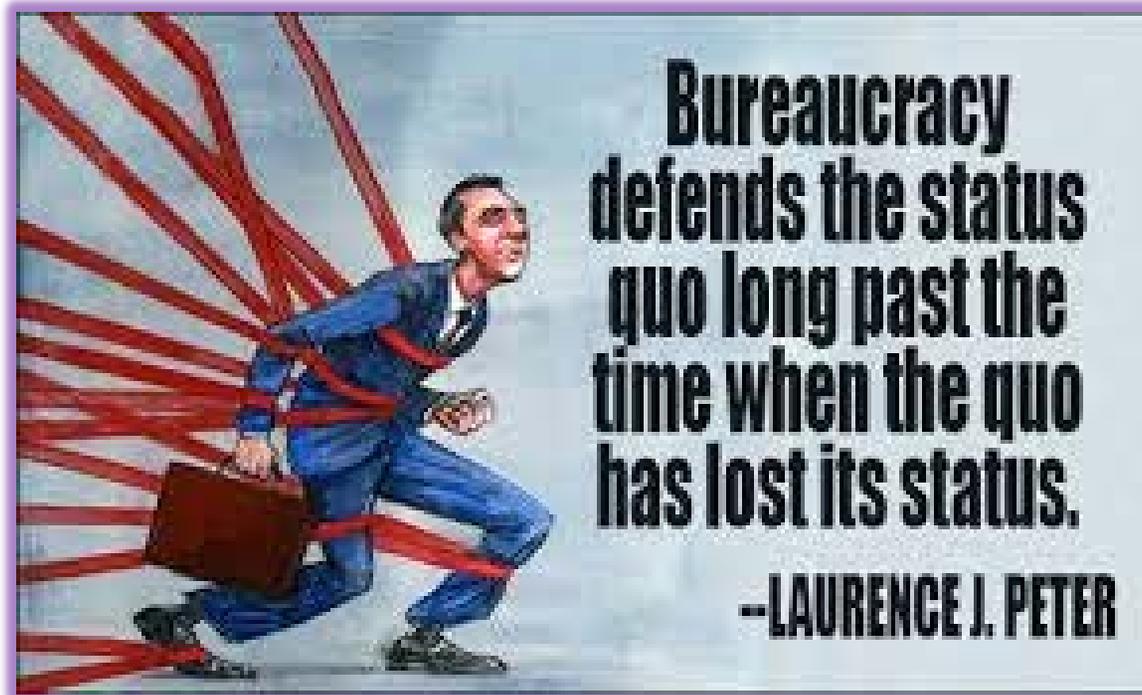


SOLUTION: TEACHING IN INFORMATION AGE

- Virtual classrooms
- Instructor leverage through powerful tools
- Collaborative and optimizing instruction IP
- Self paced, emersion, competency based
- Success coaches and uniform engagement model
- Differentiation and career discovery
- Big data analysis and feedback process



IMPEDIMENTS TO PROGRESS





IMPEDIMENTS OF PROGRESS

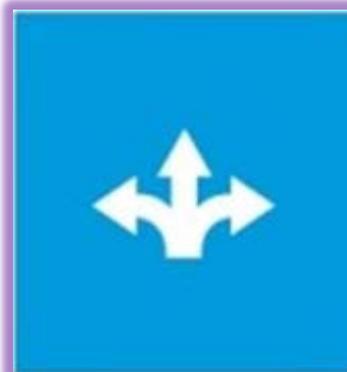
- Bureaucratic inertia
- Local vs global decision making
- Process freezing structures (funding, organizations)
- Research university business model



SWOT (Poly)

Strengths

- Not significant conflict with research and incremental cost of teaching
- Major problem in scaling delivery based on staff/physical space
- Charter for STEM in the state of Florida



Opportunities

- Drive STEM online charter
- Central mission
- Leverage IP for high school and workforce development
- Partnerships
- Collaboration

Weaknesses

- Focus (accreditation)
- Funding for development
- Building execution engine



Threats

- Someone will do this.. likely private universities first.. With distance learning, your competition is world-wide.
- Much smaller threat from current institutions



Poly Unique Opportunity

- What: Become the world wide leader in STEM education
- Why: Intense need in economy (univ AND adult)
- Why Poly:
 - Startup University
 - STEM charter
 - Business model innovation possible
- Poly unique innovations in STEM Education
 - Open source structure for instruction IP (consortium)
 - Professional engineer (motivation, learning styles, ethics)
 - Early career discovery



High Level Plan and Progress

- High Level Plan:
 - Experiment and research from current base(project)
 - Optimize class
 - Optimize major
 - Charter university
- Progress:
 - Small experiments (Dr. Akbas, Dr. Chintakunta)
 - Center for STEM Education (LBR Request)
 - Summer projects (instruction IP and early career discovery)



Summary (key messages)

- Technology is disrupting all markets and will disrupt education
- STEM careers will be in need for foreseeable future
- Poly is in a unique position to disrupt and lead in STEM education
- Mission alignment, focus, and execution are key
- Early framing of solutions has started



THANKS



SCARCITY RISES WITH LEVELS

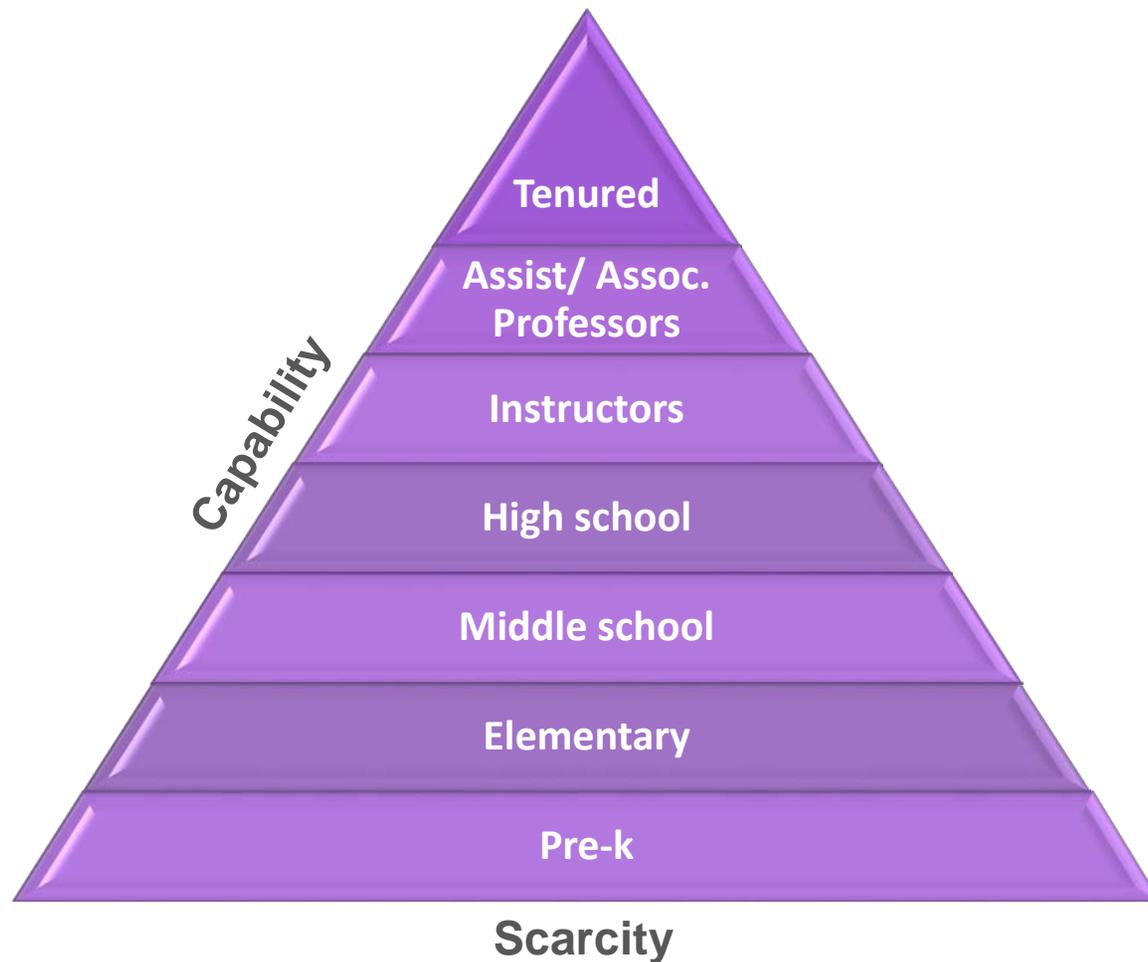


Chart 1: Scarcity and the current educational system



AS IS: CURRENT ORGANIZATIONAL STRUCTURE

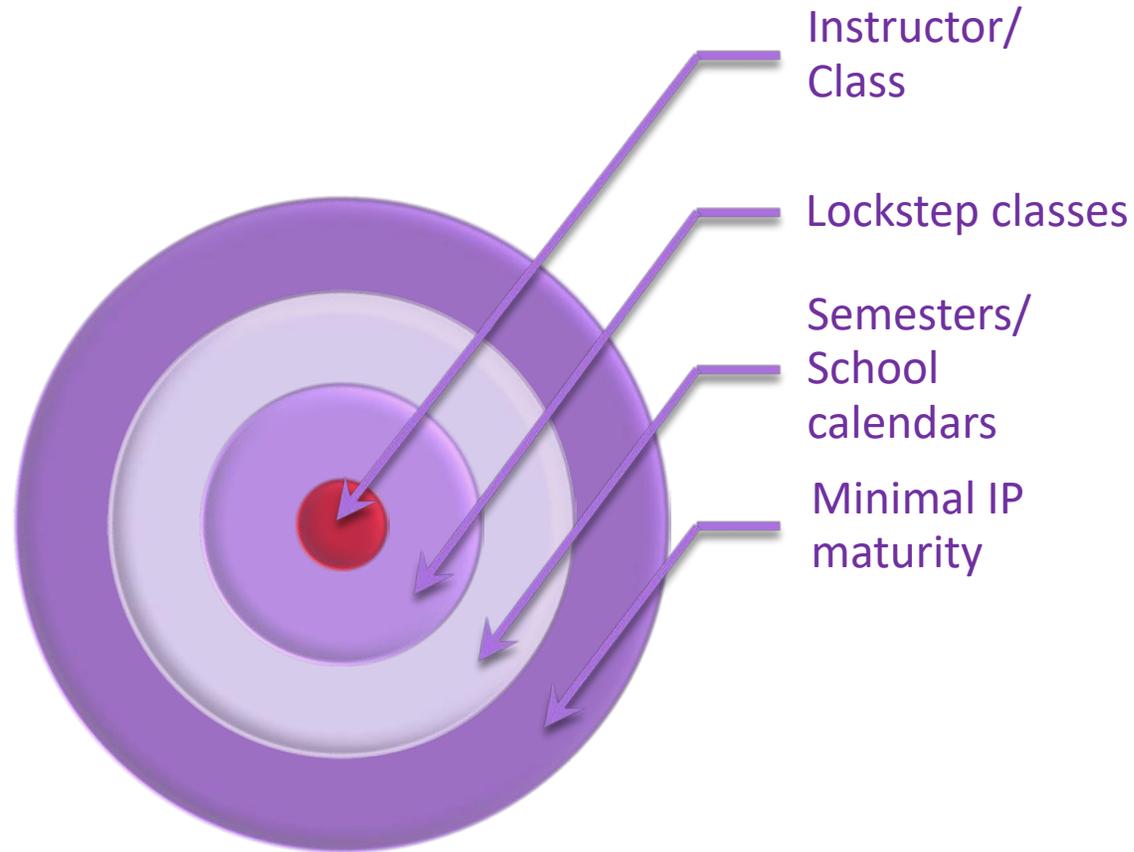
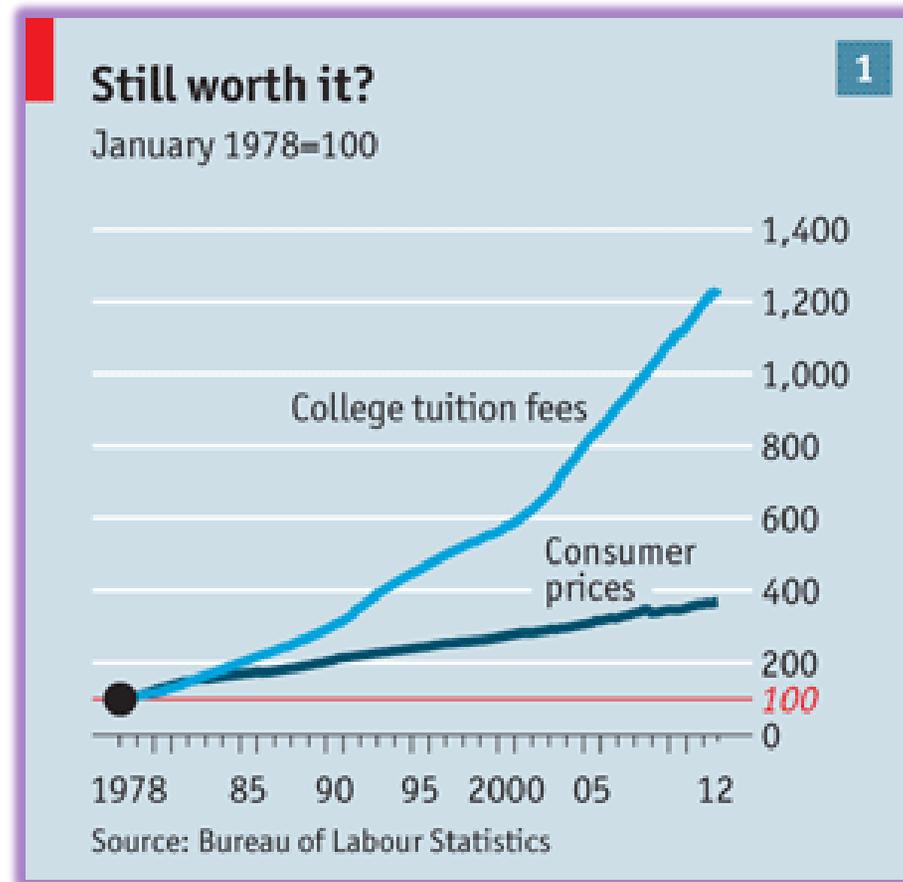


Chart 2: Instructor/ Classroom Centered Model



MEGA TRENDS: COLLEGE COST EXPLODING





AS IS: LIMITATIONS OF CURRENT SYSTEM

- Teacher/Classroom Centric Learning
- Instruction IP (capture, improvement, publish)
- Purpose of Grades (filtering your future)
- Standardization on Engagement Model
- Differentiation and Societal Segregation

AGENDA ITEM: IX

**Florida Polytechnic University
Board of Trustees
October 31, 2017**

Subject: University Strategic Plan Discussion

Proposed Board Action

No Action Required – Information Only.

Background Information

President Randy K. Avent will continue his discussion on the University Strategic Plan. The PowerPoint will be provided the day of the meeting.

Supporting Documentation:

Presentation (Day of the meeting)

Prepared by: Jessica Throckmorton



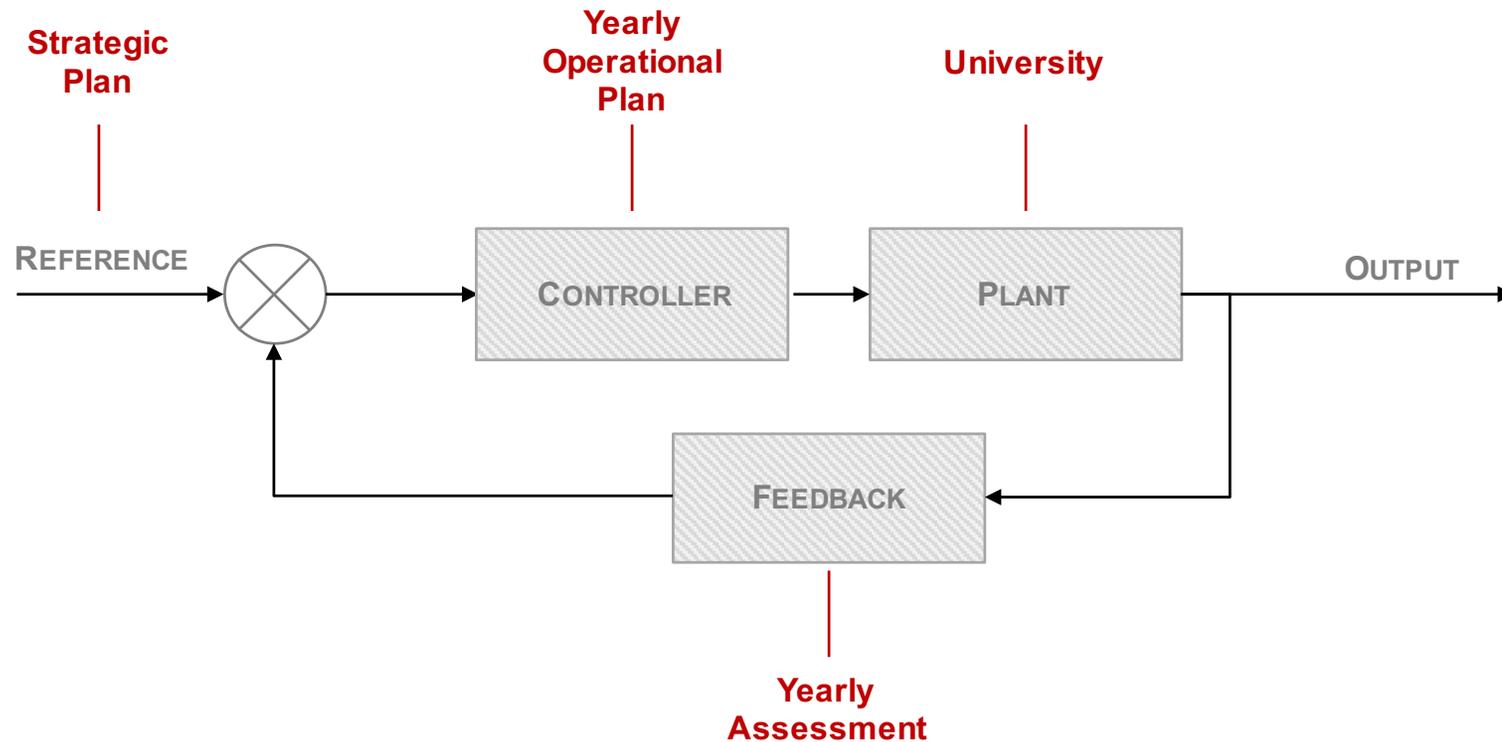
FLORIDA POLYTECHNIC
UNIVERSITY

Strategic Planning 2017

Randy Avent
13 September 2017



Control Theory



Stable systems have a control rate that is at least twice as fast as the plant dynamics



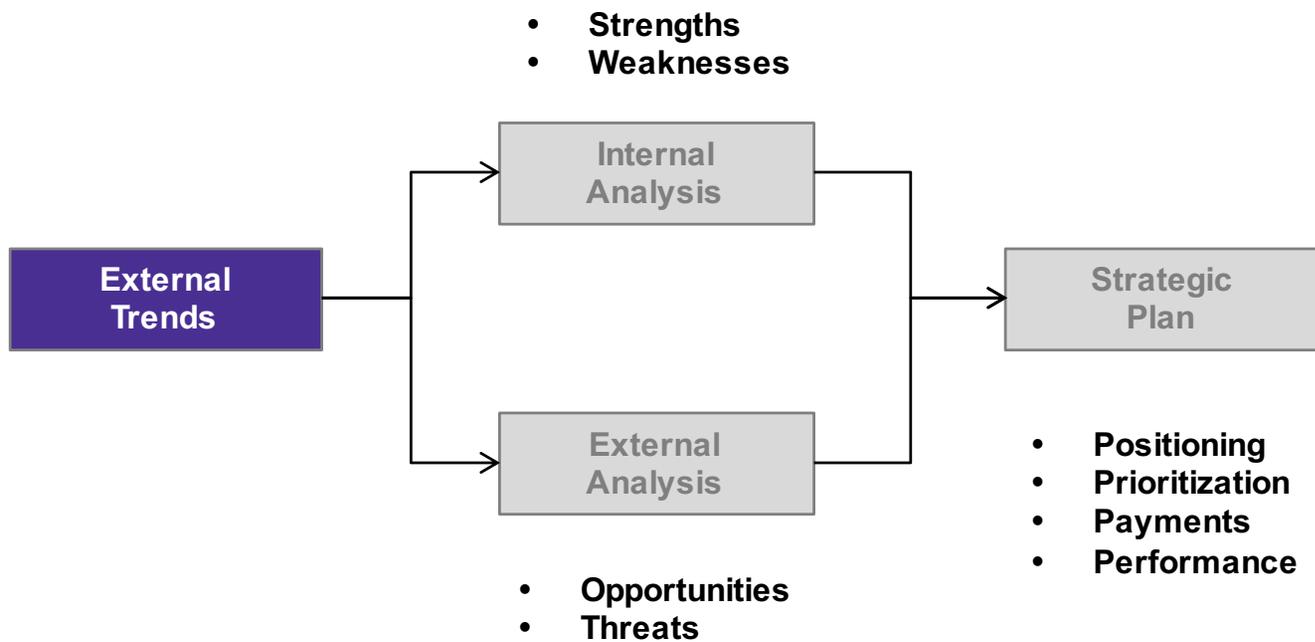
Outline

- Introduction
- **Trends**
- **SWOT Analysis**
- **Positioning**
- **Summary**



Strategic Planning Process

- “Traditional” strategic planning process



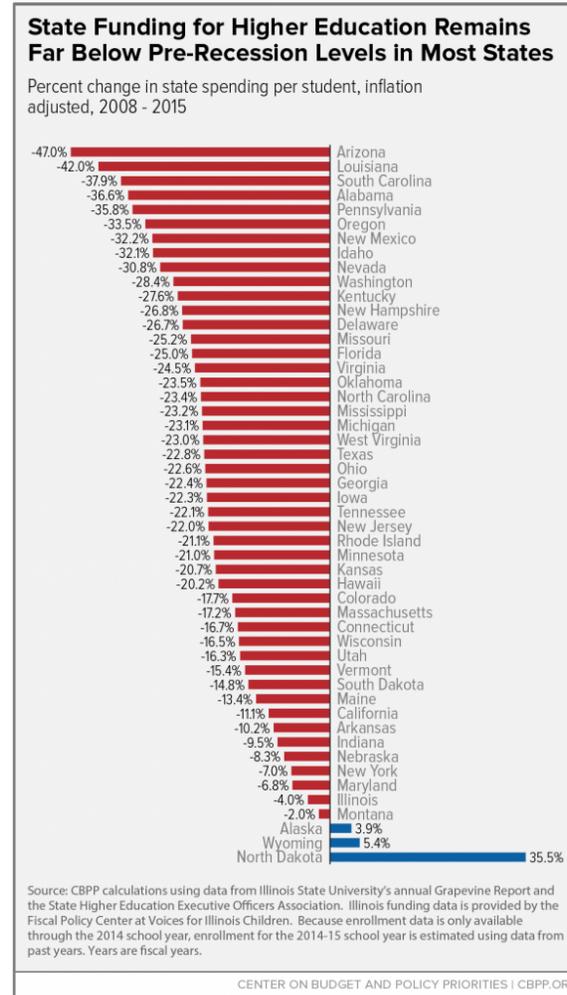
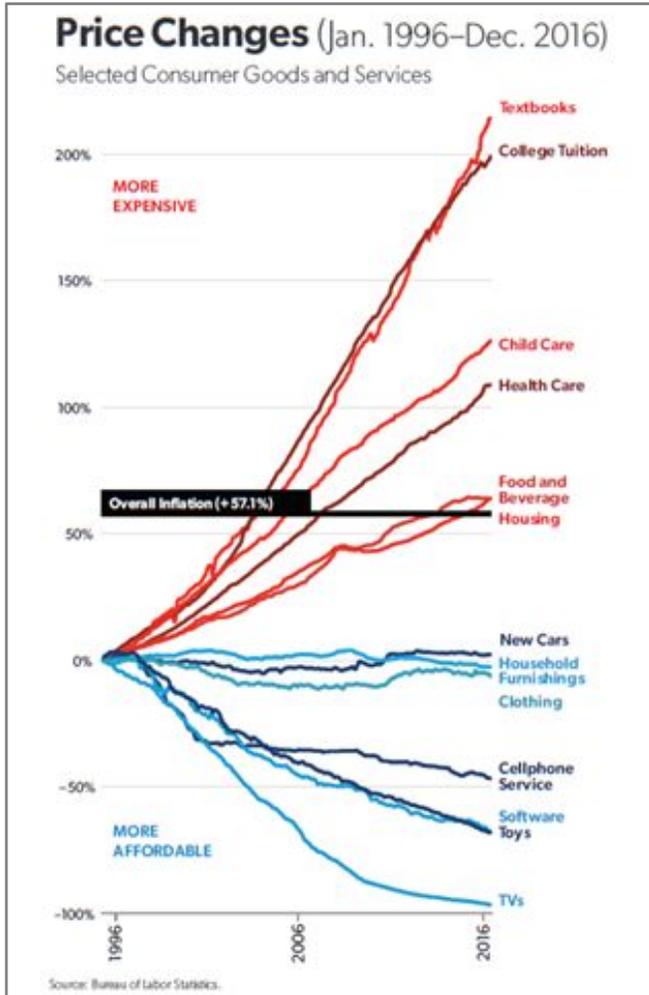


External Trends Studies

- **Legislation**
- **Higher Education**
- **Students**
- **Industry**
- **Technology**
- **Research**



Public Support



- Higher education is the balance wheel of state budgets



Cost/Value Proposition

- **Hollowing of the middle class resulted in less income and wealth leading to debt aversion¹**
- **The recession and unemployment created a "lost class" of college graduates that are un- or underemployed¹**
- **Only 39% of the jobs in the 10 fastest growing occupations through 2016 will require a college degree²**
- **Today's students ...**
 - Question the value of a college degree
 - Believe getting a job is the primary reason for going to college
 - More likely to be non-traditional students or working adults
 - Interested in "just-in-time" credentialing and new approaches

¹ "Demonstrating Return on Education in a Fast-Changing Market", EAB report, 2016-2017

² Bureau of Labor Statistics



New Business Models



- **2005 Collective Bargaining Agreement changed rules for early entry into NBA**
- **Created concept of “one-and-done” players**
- **Largely rejected by college coaches and purported to ruin college basketball**
- **Embraced by John Calipari and turned into a strategic advantage**

- **Should Florida Poly embrace nanodegrees, micro-credentialing, shortened programs, bundling, MOOCs...?**

Millennials as Students

Opinions

How those spoiled millennials will make the workplace better for everyone

By Emily Matchar August 30, 2012

Have you heard the one about the spoiled millennials? Or about the college students who are over-entitled in the office?

Yep, we're talking about Generation Z — also known as millennials — who are nicknamed: teacup kids, for being so pampered they wind up back home; trophy kids, for never growing up.

Now this pampered, over-entitled generation — which considers itself a sort of over-entitled percent of the American workforce —

FASHION & STYLE

What Happens When Millennials Run the Workplace?

By BEN WIDDICOMBE MARCH 28, 2014

THE BLOG 03/12/2016 02:58 pm ET | Updated Jul 12, 2016

Millennials Always Make These 7 Expensive Career Mistakes

By Quora

What are some surprising reasons talented young people today might still fail? originally appeared on Quora - the knowledge sharing network where compelling questions are answered by people with unique insights.

Answer by Patrick Mathieson, venture investor at Toba Capital, on Quora.

I'm not sure how "surprising" these are, but here are some reasons that talented young people might fail:

- **Debt.** See who got rich off the student debt crisis. Debt forces people to make decisions to satisfy their short term debt burden that may not be in their long-term interest (from an opportunity cost POV).

The Washington Post



DEFINING LEADERSHIP | LEAD WITH COURAGE | LEADERSHIP METRICS | IT'S ABOUT OTHERS | **MILLENNIAL QUESTION** 15:01

Everything you need to know about your Millennial co-workers

Katherine Reynolds Lewis Jun 23, 2015

Millennials are tired of getting a bad rap. They're sick of being called lazy,

Joel Paveleski, 27, isn't the first person who has lied to his boss to scam some time off work.

But inventing a friend's funeral, when in fact he was building a treehouse — then blogging and tweeting about it to be sure everyone at the office noticed? That feels new.

- **Bad parenting skills reduces self esteem**
- **Social media increases depression & reduces social interactions**
- **Impatience reduces job satisfaction**



Top Skills for the New Economy¹

SKILL/QUALITY	IMPORTANCE
• Ability to make decisions and solve problems	4.7
• Ability to verbally communicate with persons inside and outside the organization	4.6
• Ability to obtain and process information	4.6
• Ability to plan, organize and prioritize work	4.5
• Ability to analyze quantitative data	4.4
• Technical knowledge related to the job	4.2
• Proficiency with computer software programs	4.1
• Ability to create and/or edit writer reports	3.7
• Ability to sell or influence others	3.6

- **92% of executives say “soft” skills as important or more important than technical skills²**

¹2014 National Association of Colleges and Employers (NACE) Survey

² Kate Davidson, “Employers find ‘soft’ skills like critical thinking in short supply”, Wall Street Journal, 2016

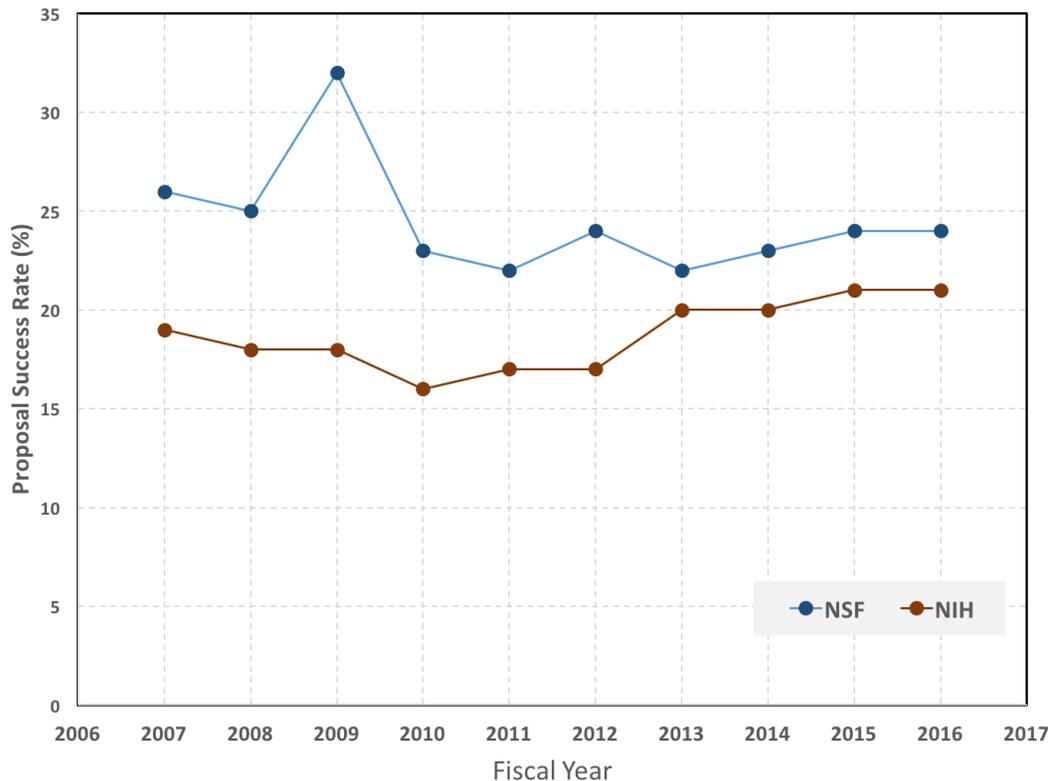


Industry Landscape

- **Pace of technological change is phenomenal**
 - Outpaces ability of social institutions to keep pace
 - Drives need for employees to be lifelong learners
 - **Emotional Intelligence and networking skills become more important**
 - **Fewer high-paying, medium skill-jobs and more high-paying, high-skill and low-paying, low-skill jobs**
 - More work can be done on contractual basis using dynamic labor force
 - Companies and employees will be more nimble, mobile and agile
 - **Technology will continue to automate more jobs**
 - **Poly is well aligned with key technology drivers, less so with disrupted industries**
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Research Burden



- Faculty research burden on federal grants continue to grow
- Even at current reimbursement rates, Universities lost a combined total of \$4.9B in FY15



Source Performer Matrix

		Performer					
		Federal Gov't	FFRDC	Industry	Academia	Non-Profit	Total
Source	Federal Gov't	\$43.0	\$15.0	\$29.0	\$38.0	\$6.3	\$131.3
	Industry		\$3.0	\$328.4	\$5.0	\$2.0	\$338.4
	Academia		\$0.3		\$18.0		\$18.3
	Other Gov't				\$6.5		\$6.5
	Non-Profit				\$5.0	\$14.4	\$19.5
	Total	\$43.0	\$18.4	\$357.4	\$72.5	\$22.7	\$514.0

- **Little industry funding dedicated to academia**
 - \$5.0 represents an average 1% increase over last four years
 - Industry spends less than 1% of its research funding at universities, which accounts for 7% of academic funding
- **Industry research focused on development and job creation**



Outline

- Introduction
- Trends
- **SWOT Analysis**
- **Positioning**
- **Summary**



Strengths

- **New public university**
 - Lack traditional legacy cultures, structures & bureaucracies
 - Small scale allows flexibility and agility
 - Young faculty body provides platform for experimentation
 - Financial backing from the state government
- **Modern attractive campus with iconic building strategically located along the I-4 corridor**
- **Modern curriculum aligns to industry needs**
 - STEM-based programs provide strong ROI for students
 - Internships and (emerging) hands-on approach
 - Strong interactions with industry



Weaknesses

- **New public university**
 - Unknown commodity in educational field, with little brand awareness
 - Takes time to establish a strong institution
 - Taking on too much too quickly
 - Lack of appropriate accreditations
 - **Remoteness of campus location**
 - Little surrounding support for the University
 - Lack of appropriate space for mission success
 - Geographically distributed institution creates inefficiencies
 - **Lack of diversity**
 - **Inexperienced faculty and staff body**
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Opportunities

- **Ability to change the education paradigm**
- **Establish adjacent research park connecting I-4 corridor**
- **Change the faculty research paradigm from only publications**
- **Faculty excellence hiring increase to base budget**



Threats

- **Local universities with more brand recognition and funding can adopt our ideas quicker (dominant design)**
 - **Weak K-12 schools with poor math preparation**
 - **Passing peak enrollments periods for universities**
 - **No state appetite for capital investments**
 - **Difficult to attract talented research faculty**
 - **Student life/attrition**
 - **PBF favors quantity over quality**
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Outline

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Inspiring Mission Statements

- **Own the Night - Army**
- **We save people money so they can live better - Walmart**
- **To make it easy to do business anywhere - Alibaba**
- **To bring creative projects to life - Kickstarter**
- **Spread the power of optimism - Life is Good**
- **Make everyday life better - Ikea**
- **Organize the world's information and make it universally accessible and useful - Google**



Florida Poly Mission Statement

- **The mission of Florida Polytechnic University is to prepare 21st century learners in advanced fields of science, technology, engineering and mathematics (STEM) to become innovative problem-solvers and high-tech professionals through interdisciplinary teaching, leading-edge research and collaborative local, regional and global partnerships**



Why Florida Poly?

- **Investors**

- What's the business case for Florida Poly?
- What's Florida Poly's unique role in the SUS?
- What are we trying to create? What's our scope?
- Why should industry partners invest in Florida Poly?
- What's the role of research at Poly?

- **Customers**

- Who is our customer?
- What attributes do we want our graduates to have?
- What's the differential value of Poly vs. the competitive alternatives?
- What qualities do we want our students to have at graduation?
- Are we CalTech, Harvey Mudd or The Air Force Academy?

- **Employees**

- What kind of culture should we create?
 - What's our commitment to our employees?
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Summary

- **Completion of several milestones presents an appropriate time for new strategic plan**
- **New plan will be formed with input from all stakeholders, but final decision authority rest with the Board of Trustees**
- **Tentative schedule is for a March 2018 adoption of the new strategic plan**
 - June 2017 offsite provides initial directions from BOT
 - September 2017 meeting outlines Positioning for final discussion
 - December 2017 meeting presents draft Priorities for discussion
 - March 2018 presents entire plan for BOT approval

AGENDA ITEM: X

**Florida Polytechnic University
Board of Trustees
October 31, 2017**

Subject: 2017-18 Revised Board of Trustees Meeting Schedule

Proposed Board Action

Approve the 2017-18 Revised Board of Trustees Meeting Schedule.

Background Information

1. December 6, 2017
2. February 28, 2018 (new)
3. Retreat: May 22-23, 2018 (new)
4. September 12, 2018
5. December 5, 2018

Supporting Documentation:

None

Prepared by: Jessica Throckmorton

AGENDA ITEM: XI-A-1

**Florida Polytechnic University
Board of Trustees
October 31, 2017**

Subject: 2016-2018 Governance Committee Work Plan

Proposed Action

Approve revised Governance Committee Work Plan.

Background Information

At the December 7, 2016 Governance Committee meeting, the committee reviewed and voted to approve the committee work plan. The work plan has been revised to provide a more even distribution of the work at the upcoming meetings.

Supporting Documentation:

Supporting materials are located in the Governance Committee section.

Prepared by: Gina DeIulio, VP & General Counsel

AGENDA ITEM: XI-A-2

**Florida Polytechnic University
Board of Trustees
October 31, 2017**

Subject: 2018 Government Relations Plan

Proposed Board Action

Approve the 2018 Government Relations Plan.

Background Information

Rick Maxey, Government Relations Director presented the 2018 Government Relations Plan during the Governance Committee.

Supporting Documentation:

Supporting materials are located in the Governance Committee section.

Prepared by: Rick Maxey, Government Relations Director

AGENDA ITEM: XI-A-3

**Florida Polytechnic University
Board of Trustees
October 31, 2017**

Subject: BOT Resolution on Powers and Duties of the President

Proposed Action

Approve Board of Trustees Resolution 2017-003 Powers and Duties of the President and **rescind** Board of Trustees Resolution 2014-001 Powers and Duties of the President.

Background Information

Based on the Board of Governors' Best Practices on delegations of authority, the Governance Committee held discussions related to the delegation of authority to the President at its March 2017 and June 2017 meetings. The proposed resolution was drafted to include all the delegations contained in the BOG document "Delegation Best Practices and Principles" and the delegations previously contained in BOT Resolution 2014-001 that were not addressed in the Best Practices document. In addition, the BOT Chair and Committee made some decisions related to revisions to authority in specific areas (such as contract signature authority in purchasing agreements, leases of real property, construction contracts, profession architectural services contracts, the handling of claims and settlements, and personnel matters involving VPs or executives) and those revisions are reflected in the draft BOT Resolution 2017-003.

Supporting Documentation:

Supporting materials are located in the Governance Committee section.

Prepared by: Gina DeIulio, VP & General Counsel

AGENDA ITEM: XI-A-4

**Florida Polytechnic University
Board of Trustees**

Subject: President's Annual Review Form

Proposed Board Action

Approve revised President's Annual Review Form for 2017-18 Review.

Background Information

Pursuant to the Board's Policy on Annual Review of the President, the Governance Committee is delegated the responsibility for organizing and conducting the annual review process with the President and making recommendations to the full Board. The Governance Committee previously approved a review form to be sent out to all the trustees so that each trustee could complete the form to provide their feedback on the President's performance.

The review form has been used to conduct two annual reviews and the Governance Committee reviewed the form to see if any changes are warranted. The form has been updated to reflect the President's goals and priorities for 2017-2018 which were approved by the Board in the June 2017 meeting.

Supporting Documentation:

Supporting materials are located in the Governance Committee section.

Prepared by: Gina DeIulio, General Counsel

AGENDA ITEM: XI-C-1

**Florida Polytechnic University
Board of Trustees
October 31, 2017**

Subject: FPU-1.003 Use of University Facilities and Property

Proposed Board Action

Approval of revised regulation **FPU-1.003 Use of University Facilities and Property.**

Background Information

University regulation **FPU-1.003** was initially approved by the Board of Trustees on May 15, 2014.

This regulation sets the scheduling priorities for the use of University Facilities and Property and the applicable conditions that must be agreed to by those using the Facilities. This regulation is being revised primarily to reflect that the Government Relations staff must be consulted before contacting or inviting any elected official to an event sponsored by the University or a University Affiliated Group. Definitions for “Affiliated Organizations”, “Affiliated Activities” and “Elected Official” were added to provide clarity.

The Notice of Proposed Amended Regulation was published on the University’s website on August 4, 2017. No comments were received during the review and comment period.

Supporting Documentation:

Supporting materials are located in the Finance and Facilities Committee section.

Prepared by: Gina DeLulio, General Counsel

AGENDA ITEM: XI-D-1

**Florida Polytechnic University
Board of Trustees
October 31, 2017**

Subject: 2016-17 FIPR Institute Annual Report

Proposed Board Action

Approval of the 2016-2017 FIPR Institute Annual Report.

Background Information

On April 20, 2012, Governor Scott signed legislation that re-established the Florida Industrial and Phosphate Research Institute within Florida Polytechnic University. Section 1004.346, Florida Statutes, requires approval of an annual report which outlines the expenditure of the funds appropriated to the university from the Phosphate Research Trust Fund and describes the various phosphate-related projects and institute operations funded by those moneys.

Supporting Documentation:

Supporting materials are located in the Strategic Planning Committee section.

Prepared by: Dr. Brian Birky, Interim Executive Director, FIPR Institute

AGENDA ITEM: XI-E-1

**Florida Polytechnic University
Board of Trustees
October 31, 2017**

Subject: Textbook and Instructional Material Affordability Report

Proposed Action

Approval of the **Textbook and Instructional Material Affordability Report.**

Background Information

According to the Florida Board of Governors, Section 1004.085, Florida Statutes, establishes requirements regarding the textbook and instructional materials adoption process at public colleges and universities in Florida. Each institution in the State University System is required to submit an annual report by September 30 of each year plus any extensions granted*, beginning in 2016, to the Chancellor of the State University System that addresses the following:

- The selection process for textbooks and instructional materials for general education courses identified with a wide cost variance and those with high enrollments;
- Specific initiatives of the University designed to reduce the costs of textbooks and instructional materials;
- University policies for implementing the posting of textbooks and instructional materials information for students; and
- The number of courses and course sections that were unable to meet the posting deadline in the previous academic year.

*We received an extension to October 13 for the initial filing and an additional extension for the BOT approved report following its next meeting.

Supporting Documentation:

The supporting materials are available in the Academic and Student Affairs Committee section.

Prepared by: Mark Mroczkowski