



FLORIDA POLYTECHNIC
UNIVERSITY

Board of Trustees Strategic Planning Committee Meeting

December 10, 2019

4:00 PM – 5:00 PM

Or upon conclusion of the Audit & Compliance committee meeting

Florida Polytechnic University – IST 1046
4700 Research Way, Lakeland FL 33805

Dial 1.415.655.0001 | Access code: 310 014 960#

Mark Bostick, Chair
Dr. Louis Saco

Cliff Otto, Vice-Chair
Dr. W. Earl Sasser

Dr. Adrienne Perry
Ryan Perez

AGENDA

- | | |
|---|--|
| I. Call to Order | Mark Bostick, Chair |
| II. Roll Call | Michele Rush |
| III. Public Comment | Mark Bostick, Chair |
| IV. Approval of the September 11, 2019 Minutes
<i>*Action Required*</i> | Mark Bostick, Chair |
| V. 2018-20 Strategic Planning Committee Work Plan Review
<i>*Action Required*</i> | Rick Maxey |
| VI. Florida Industrial Phosphate Research Institute (FIPR)
Annual Report – FY 2018-2019 | Dr. James Mennie,
Assistant Professor |
| VII. Central Florida Innovation District Overview | Sean Malott, President & CEO,
Central Florida Development
Council (CFDC) |
| VIII. IT Security: Why Trustees Need to Know More | Ben Beachy, AVP & CIO,
Technology Services |
| IX. Closing Remarks and Adjournment | Mark Bostick, Chair |

Florida Polytechnic University
Board of Trustees

Strategic Planning Committee Meeting

DRAFT MEETING MINUTES

Wednesday, September 11, 2019
12:45 pm – 1:45 pm

Florida Polytechnic University, IST 1046
4700 Research Way, Lakeland, FL 33805

I. Call to Order

Committee Chair Mark Bostick called the Strategic Planning Committee meeting to order at 12:50 p.m.

II. Roll Call

Michele Rush called the roll: Committee Chair Mark Bostick, Vice Chair Cliff Otto, Trustee Ryan Perez, Trustee Adrienne Perry and Trustee Dick Hallion were present (Quorum).

Staff present: Mr. Rick Maxey, Ms. Michele Rush, Mrs. Kim Abels, Mr. John Irvine, Mr. Derek Horton and Mr. Alex Landback were present.

III. Public Comment

There were no requests received for public comment.

IV. Approval of Minutes

Trustee Dick Hallion made a motion to approve the Strategic Planning Committee meeting minutes of March 13, 2019. Trustee Ryan Perez seconded the motion; a vote was taken, and the motion passed unanimously.

V. 2018-20 Strategic Planning Committee Work Plan Review

The 2018-2020 Work Plan remains unchanged and no discussion occurred.

VI. Research Development Authority Resolution

The Committee reviewed a request to approve a resolution that would authorize the University to partner with a Research and Development Authority that may be established by the Polk County Board of Commissioners.

The Authority would serve as the entity that would lead development of a research park on land around Florida Poly. Florida law gives such an entity wide ranging, independent authority to

undertake such a project and assume the liability for the project. After creation by the Board of County Commissioners, approval would be sought by the Board of Governors to finalize the establishment of the Research Development Authority.

Vice Chair Otto questioned if the joint Innovation District initiative between Lakeland, Winter Haven and Auburndale that was mentioned in the local paper was a part of this Research Development Authority Resolution. Mr. Maxey responded that the Innovation District was put into place to protect the land surrounding Florida Polytechnic University and beyond while things are being worked out. While not a legally binding contract or agreement, this could potentially alleviate incompatible land usage between now and when the land is bought and developed.

Trustee Bostick asked what the timeline would be to get county approval, land purchased, and construction started. Mr. Maxey advised there is not a timeline at this point as purchasing the land has been under negotiations for some time.

Trustee Adrienne Perry made a motion to recommend approval of the resolution to authorize Florida Polytechnic University to partner with a Research Development Authority to the Board of Trustees. Vice Chair Cliff Otto seconded the motion; a vote was taken, and the motion passed unanimously.

VII. 2018 – 2019 Equity Report

The Committee also reviewed the 2019 Equity Report which gives a snapshot of the diversity on campus among the students, faculty and staff. The report is required by Board of Governors regulation and is compiled in a system wide view of diversity within Florida's public universities. Florida Poly numbers show that the institution is making progress in some areas compared to previous years and continues to seek improvement in others. When compared to the University's peers, Florida Poly performs comparatively well. In comparison to the State University System as a whole, the institution does well in some areas and not as well in others.

The Committee discussed some of the challenges the University faces and the need to continue working to have a diverse campus as it relates to students, faculty, and staff. Mr. Maxey advised the committee that on October 19th, Florida Polytechnic University is hosting an Inaugural Diversity Fest, an event entirely dedicated to celebrating and embracing diversity on campus. Participants will be able to showcase their culture or social group.

Trustee Adrienne Perry expressed concern that raising the enrollment standards will further impact minorities. Mr. Maxey explained that Florida Polytechnic University is recruiting heavily to all groups of students, including minorities, and is working hard to create communities for all students.

Trustee Dick Hallion made a motion to recommend approval of the 2018 – 2019 Equity Report to the Board of Trustees. Vice Chair Cliff Otto seconded the motion; a vote was taken, and the motion passed unanimously.

VIII. Closing Remarks and Adjournment

With no further comments, the meeting adjourned at 1:18 p.m.

**Florida Polytechnic University
Strategic Planning Committee
Work Plan 2018-2020**

February 28, 2018	May 22-23, 2018	September 5, 2018	December 5, 2018
	<ul style="list-style-type: none"> • 2018 University Accountability Report 	<ul style="list-style-type: none"> • Florida Equity Report • FIPR Institute Annual Report 	<ul style="list-style-type: none"> • Annual Accountability Report
February 27, 2019	May 21-22, 2019	September 11, 2019	December 11, 2019
	<ul style="list-style-type: none"> • 2019 University Accountability Report 	<ul style="list-style-type: none"> • Florida Equity Report • FIPR Institute Annual Report 	<ul style="list-style-type: none"> • Annual Accountability Report
February 2020	May 2020	September 2020	December 2020
	<ul style="list-style-type: none"> • 2020 University Accountability Report 	<ul style="list-style-type: none"> • Florida Equity Report • FIPR Institute Annual Report 	<ul style="list-style-type: none"> • Annual Accountability Report

Florida Polytechnic University
Strategic Planning Committee
Board of Trustees
December 10, 2019

Subject: Florida Industrial and Phosphate Research Institute (FIPR) Annual Report – FY 2018-2019

Proposed Committee Action

Information only – no action required.

Background Information

FIPR is providing this annual report to make the Board aware of expenditures by and activities of FIPR.

The Florida Industrial and Phosphate Research Institute, under Section 1004.346, Florida Statutes is required to do the following:

1. Establish methods for better and more efficient practices for phosphate mining and processing.
2. Conduct or contract for studies on the environmental and health effects of phosphate mining and reclamation.
3. Conduct or contract for studies of reclamation alternatives and technologies in phosphate mining and processing and wetlands reclamation.
4. Conduct or contract for studies of phosphatic clay and phosphogypsum disposal and utilization as a part of phosphate mining and processing.
5. Provide the public with access to the results of its activities and maintain a public library related to the institute's activities, which may contain special collections.

In addition to the requirements above, FIPR is authorized, but not compelled, to secure funds from sources other than state appropriations, provide education to the public, promote commercialization of its products, and enter into public-private partnerships.

Supporting Documentation: Florida Industrial and Phosphate Research Institute (FIPR) Annual Report – FY 2018-2019

Prepared by: Rick Maxey, AVP, Economic Development and Board Liaison



FLORIDA POLYTECHNIC
UNIVERSITY

FIPR
INSTITUTE

FLORIDA POLYTECHNIC UNIVERSITY

December 11, 2019

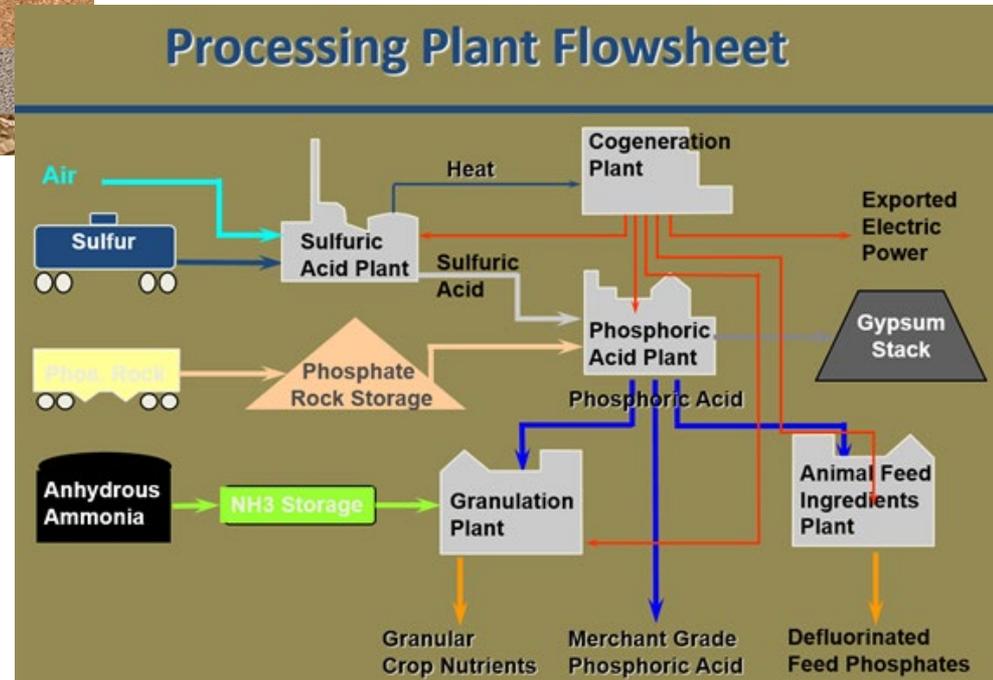
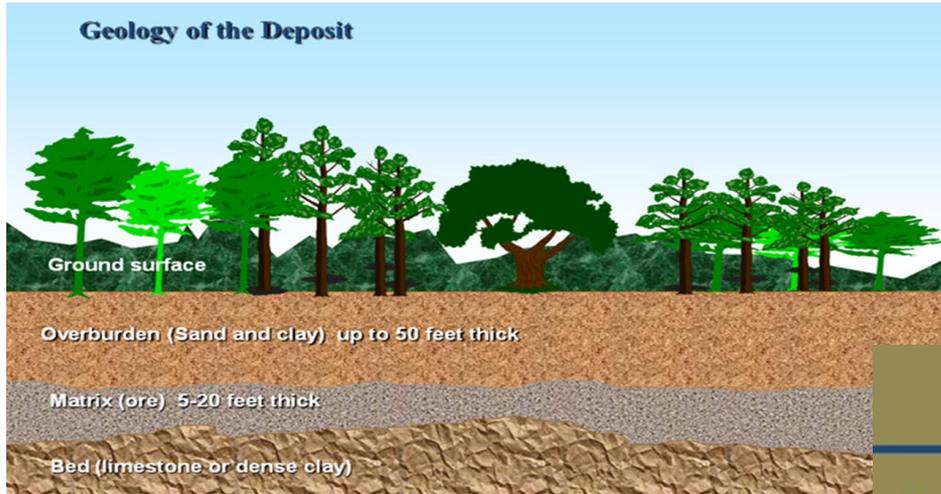
FIPR INSTITUTE Update

- **FIPR Institute Mission**
- **Historical Overview**
- **Technical Focus Areas**
- **Significant Efforts Project Status**
- **Environmental Engineering Program**
- **Business Opportunities Financial Overview**
- **Poly 2.0**
- **University Engagement & Integration**

FIPR Institute Mission

- **The mission of the FIPR Institute is to maintain a leadership role in identifying, conducting, funding, disseminating and assuring the scientific validity of phosphate and industrial research.**

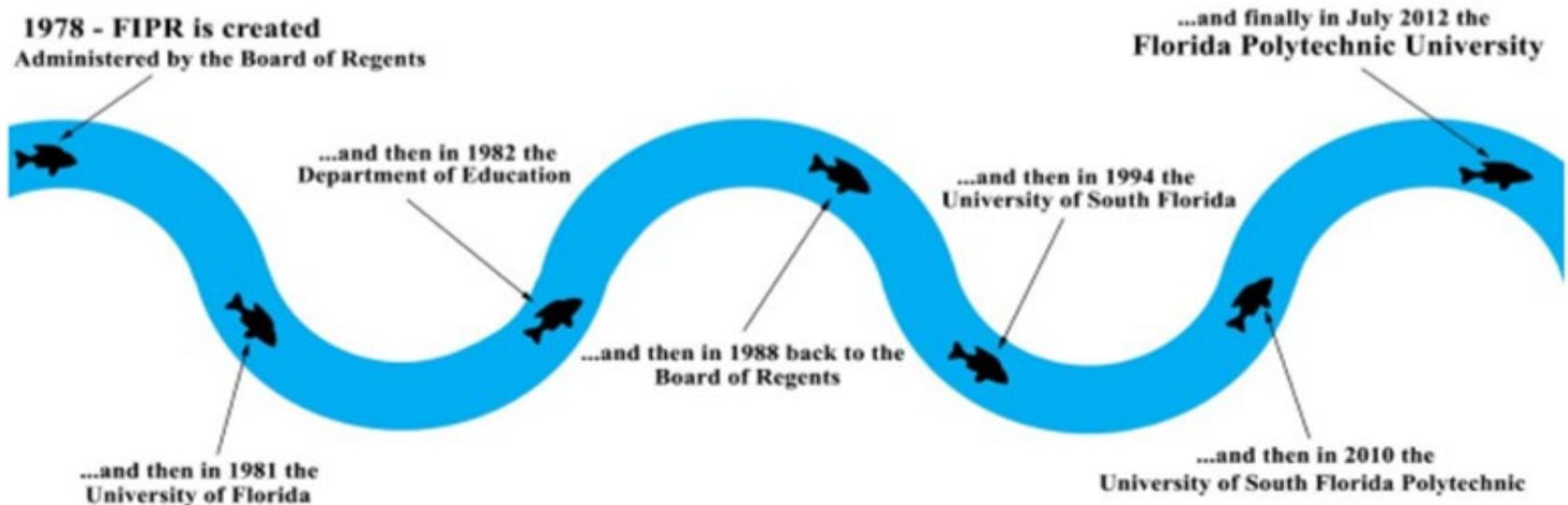
Historical Overview





Historical Overview

- **Formed in 1978**
- **Over \$100,000,000 allocated to phosphate and industrial research since our inception**



Technical Focus Areas

RESEARCH INITIATIVES:

- **WATER**- A water treatment & hydraulic engineering initiative tied to FIPR and the phosphate industry, that relates to the dual needs of environmental stewardship and requisite use of water for necessary use of water for commercial & residential purposes
- **PHOSPHOGYPSUM STACKS**- A phosphogypsum stack reduction effort tied to environmental imperatives and the development appropriate uses for the material and its safe and appropriate return to the supply chain
- **MINERALS PROCESSING/RARE EARTHS**- Development of improved separation technologies to optimize resource utilization which includes a rare earth elements separation effort. Additional efforts will focus on recovery from various industrial processing streams to develop creative technologies for separation into high value material streams
- **PHOSPHATIC CLAY**- Refocused research efforts on returning lands occupied by clay settling areas to viable economic property, as well as investigating the efficacy of detection, remediation and mitigation of red tide through the utilization of innovative technology

Significant Efforts Project Status

- **PCJ**
- **CMC & CMI**
- **Phosphogypsum Stacks**
- **Marketing, Re-Branding and Culture Change**



- **Internally funded, the Packed Column Jig project is a gravity separation device that requires only water and air to achieve mineral separation based on their specific gravity differences**
- **Can separate minerals with very minor differentials in their specific gravities**



- **Significance:**
- **Increased production = lowered production cost**
- **For the phosphate industry, it is the most efficient means of separating dolomite from phosphate**
- **Can be universally applied**

Environmental Engineering Program

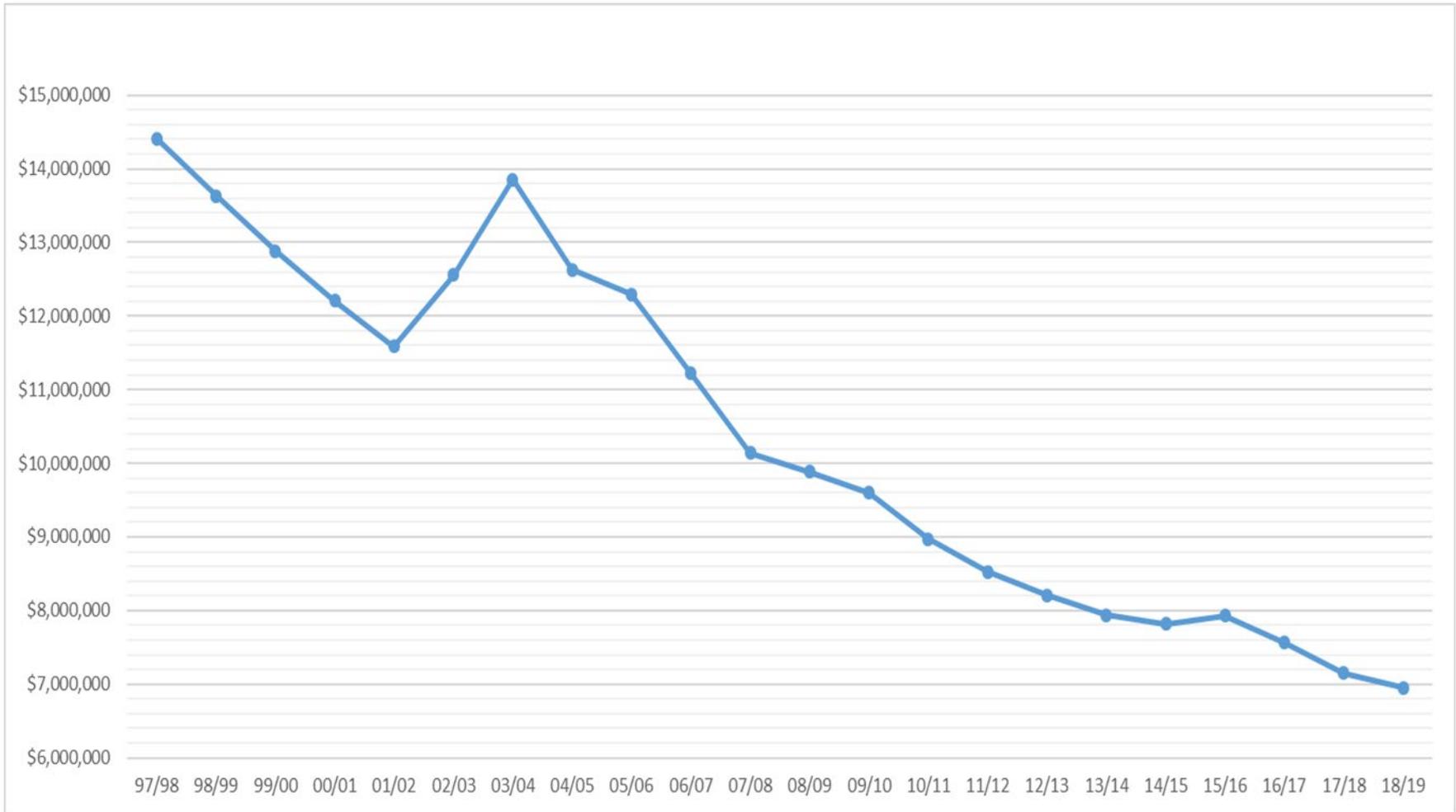


- **In collaboration with University Academic Affairs, developed program to meet the needs of Florida employers and community at-large**
- **Professors with have joint research and academic responsibilities**
- **Search process currently underway**

Business Opportunities Financial Overview

- **Current Financial Position**
- **Areas of Concern**
- **Efforts to Mitigate**

Current Financial Position



Current Financial Position

- **Combined balances Trust Fund & Auxiliary Fund**

\$7,002,493.00 as of 12/2/19

- **Severance Tax receipts have declined 35% over the last 10 years**

Efforts to Mitigate

- **Developing new sources of revenue through Industry collaboration**
 - **CMC**
 - **Hubei**
 - **Laboratory Services Agreements**
 - **International business**



Poly 2.0

FIPR is focused on developing alternative revenue streams to compensate for reduction of severance tax receipts:

- **Research initiatives are focused internally, not externally**
- **Efforts to engage and collaborate with industry are positive and continuing to grow with a focus on commercializing the research activities with the development of intellectual property endeavors**
- **This collaboration has generated new revenue streams and will provide employment opportunities for university undergraduate students, university graduate students and Poly graduates**

University Engagement & Integration

- **DSBA Department meeting at start of semester**
- **University Student Intern (starting January 6, 2020),
University Student Workers and local High School
Student Volunteers**
- **Website updates following University website updates**

Florida Polytechnic University
Strategic Planning Committee
Board of Trustees
December 10, 2019

Subject: Central Florida Innovation Districts

Proposed Committee Action

Information only – no action required.

Background Information

The Legislature and Governor created Florida Polytechnic University to catalyze economic development in the local region and state. The two primary means of doing so are by preparing students to take high tech jobs in engineering and related fields. Secondly, the University is to engage in cutting-edge applied research.

In its efforts to maximize the impact of its research, Florida Poly has begun collaborations to establish a research park on land adjacent to the University. This area will bring together education, government, and industry to solve some of the difficulty problems facing the State of Florida and its citizens.

Several major steps are essential to establishing the research park.

- 1) Obtain the land.
- 2) Identify Innovation Districts to organize research clusters within the research park.
- 3) Establish a Research Development Authority to obtain financing and operate the research park.
- 4) Acquire industry partners to build and operate research facilities in the park.
- 5) Coordinate the participation of the education sector with industry and government.
- 6) Recruit developers to build neighborhoods, retail stores, restaurants, and recreational spaces.

At your last meeting, you voted to approve a resolution for the University to partner with an RDA that may be established by the Polk County Board of County Commissioners and the State University System Board of Governors.

Today, Mr. Sean Malott, CEO of the Central Florida Development Council (CFDC), will discuss the creation of innovation districts and how they will serve to organize development in and around the research park.

Supporting Documentation: Innovation District PowerPoint Presentation

Prepared by: Rick Maxey, AVP, Economic Development and Board Liaison, and Mr. Sean Malott, CEO, Central Florida Development Council (CFDC)

Florida Polytechnic University

December 10, 2019



CENTRAL FLORIDA
DEVELOPMENT COUNCIL

Polk County's
Economic Development
Partnership

The **mission** of the CFDC is to grow an economy based on high-skill, high-wage sustainable businesses.

The organizational **pillars** of the CFDC:

- **Promote** Polk County as Florida's best place for business
- **Advocate** for key business issues
- **Facilitate** collaborative partnerships
- **Advance** strategic initiatives



- *Strategic Initiatives*



- *Strategic Initiatives*

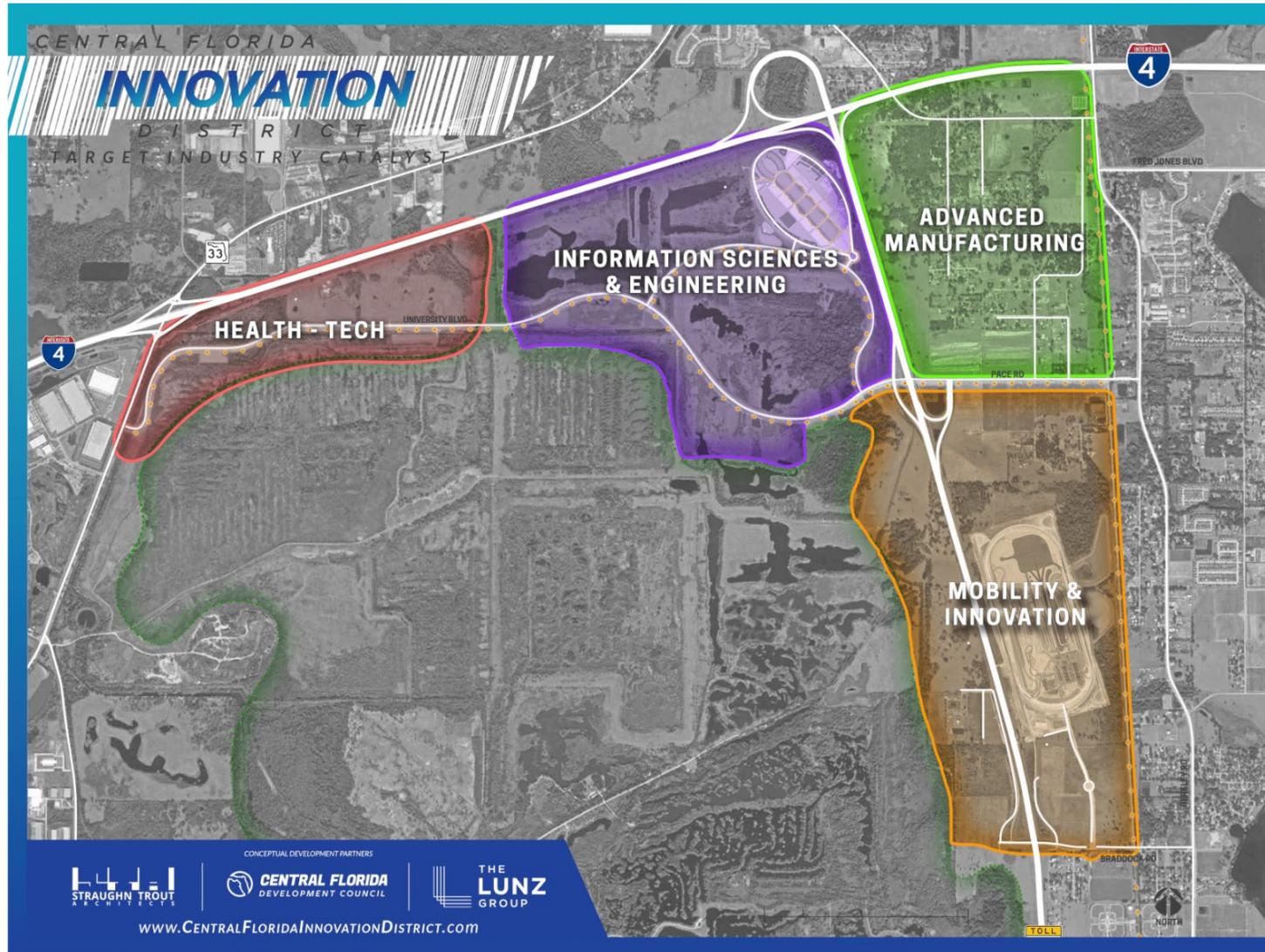
Central Florida Innovation District

Florida Poly and SunTrax

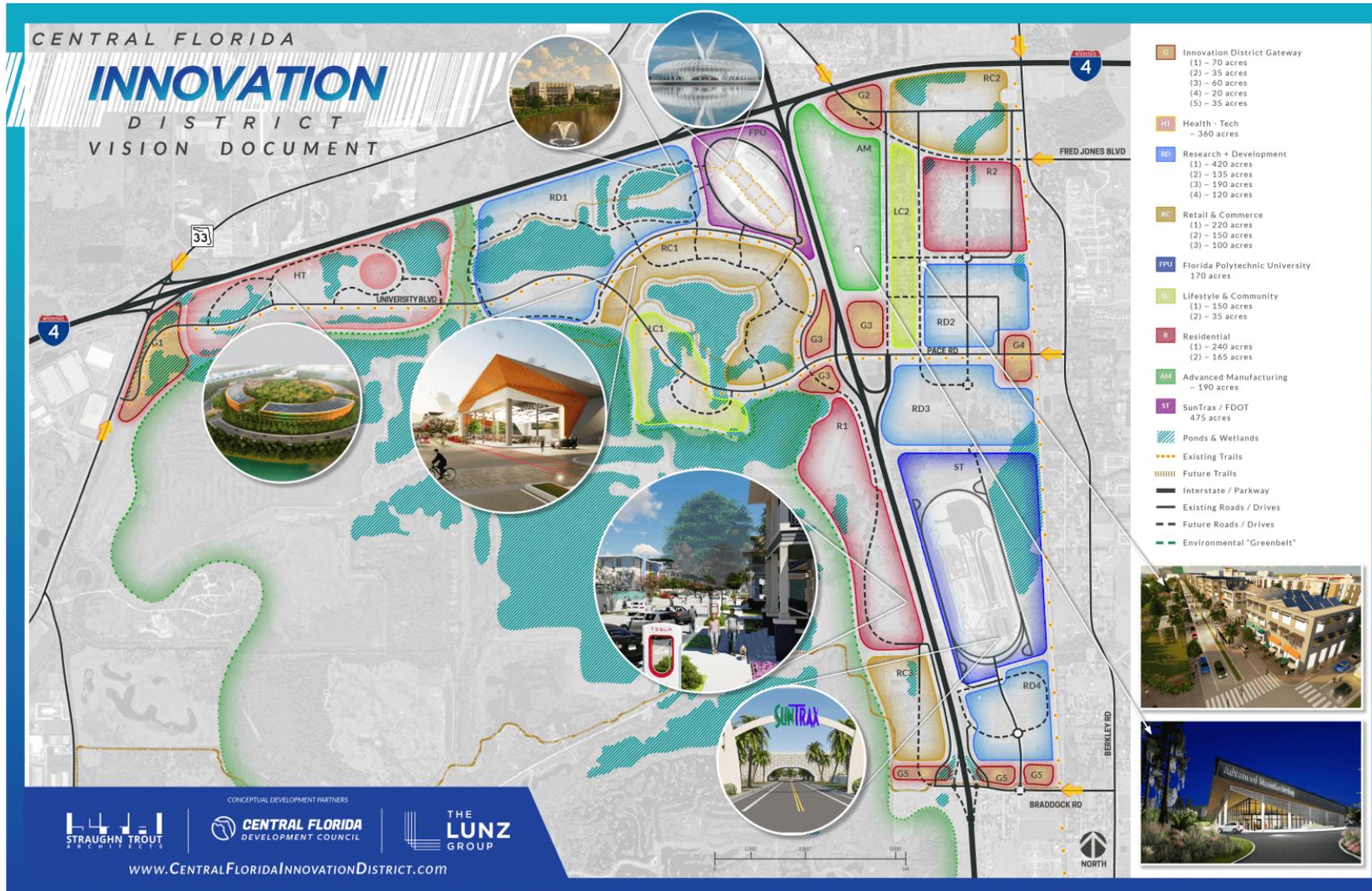
- Convergence – Industry, Education and Research
- Encourage technology innovation and research and development
- Signed MOU to develop shared vision between municipalities
- Unified land use



- *Target Industry Catalysts*



- Vision Document



- *Health Tech*



- *Retail & Commerce*



- Residential



- *Research & Development*



- *Lifestyle & Community Residential*



- *Advanced Manufacturing*



Questions?

SEAN MALOTT

President/CEO

sean@cfdc.org



CENTRAL FLORIDA
DEVELOPMENT COUNCIL

*Polk County's
Economic Development
Partnership*

Florida Polytechnic University
Strategic Planning Committee
Board of Trustees
December 10, 2019

Subject: Information Technology (IT) Security

Proposed Committee Action

Information only – no action required.

Background Information

According to The Tech Edvocate, “Education ranks third in experiencing security breaches, just after the healthcare and retail industries. Across a recent span of seven years, more than 500 universities suffered data breaches of some kind. The information hackers obtained consisted of social security numbers and credit card information, but they can also attempt to exploit data and extract ransoms.”

The Association of Governing Boards lists three reasons that make College and university computer systems particularly inviting targets for hackers.

First, institutional servers typically contain intellectual property of considerable scientific and commercial worth.

Second, in pronounced contrast to for-profit corporations, which tend to operate proprietary systems with carefully controlled access and layers of protective firewalls, college and university computer systems embrace access, including access by some users who demand it from all points at all times with a minimum of security interference.

Finally, the cost of top-notch cyber-protection can be prohibitively high, and many IT departments at universities lack the resources necessary to keep their systems updated.

Florida Poly’s AVP & Chief Information Officer, Ben Beachy, will discuss the challenges that the University faces. He will explain what our IT department has completed, what is currently being done, and what is planned for the future.

Supporting Documentation: Power Point Presentation

Prepared by: Rick Maxey, AVP Economic Development and Board Liaison, and Mr. Ben Beachy, AVP & CIO



FLORIDA POLYTECHNIC
UNIVERSITY

Cybersecurity and Operation Risk

Ben Beachy

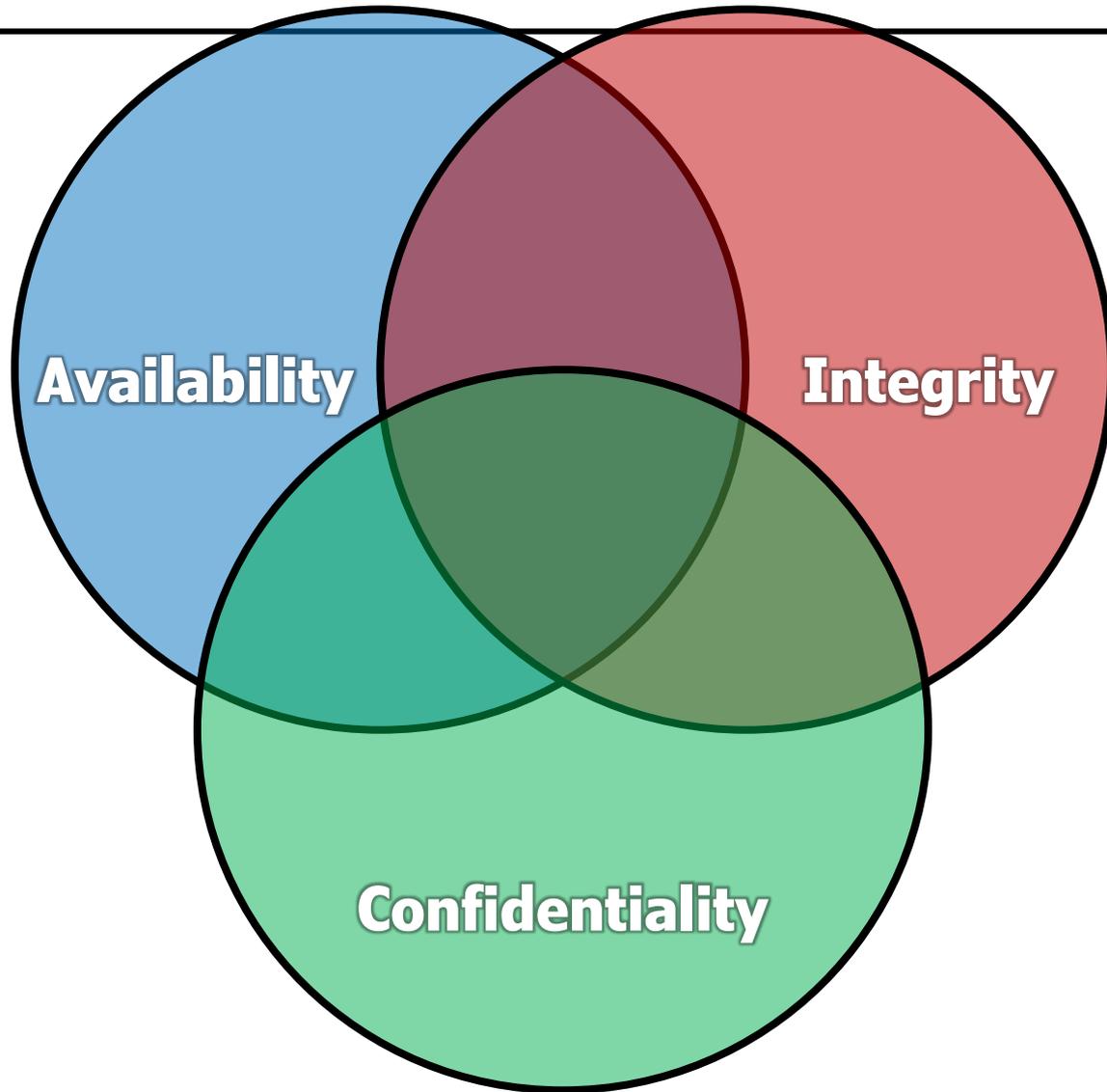
December 10, 2019



FLORIDAPOLY

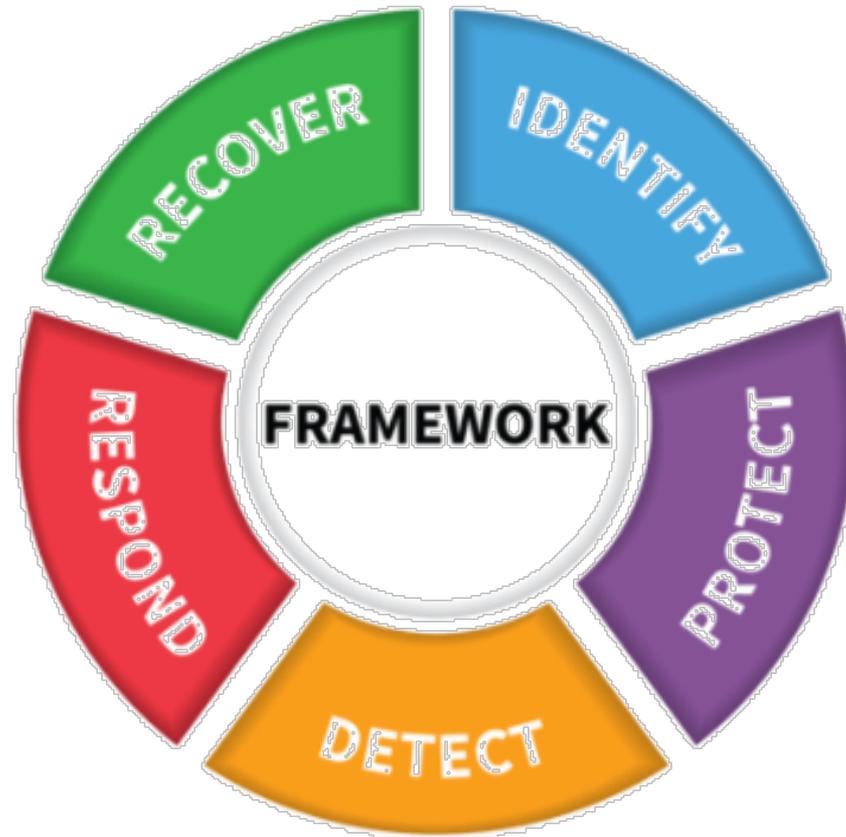
REGIS  **UNIVERSITY**

The crest is a shield divided into four quadrants. The top-left quadrant is blue with the year '1877' in yellow. The top-right quadrant is yellow with a blue diagonal line. The bottom-left quadrant is blue with yellow diagonal lines. The bottom-right quadrant is yellow with the letters 'IHS' in blue.

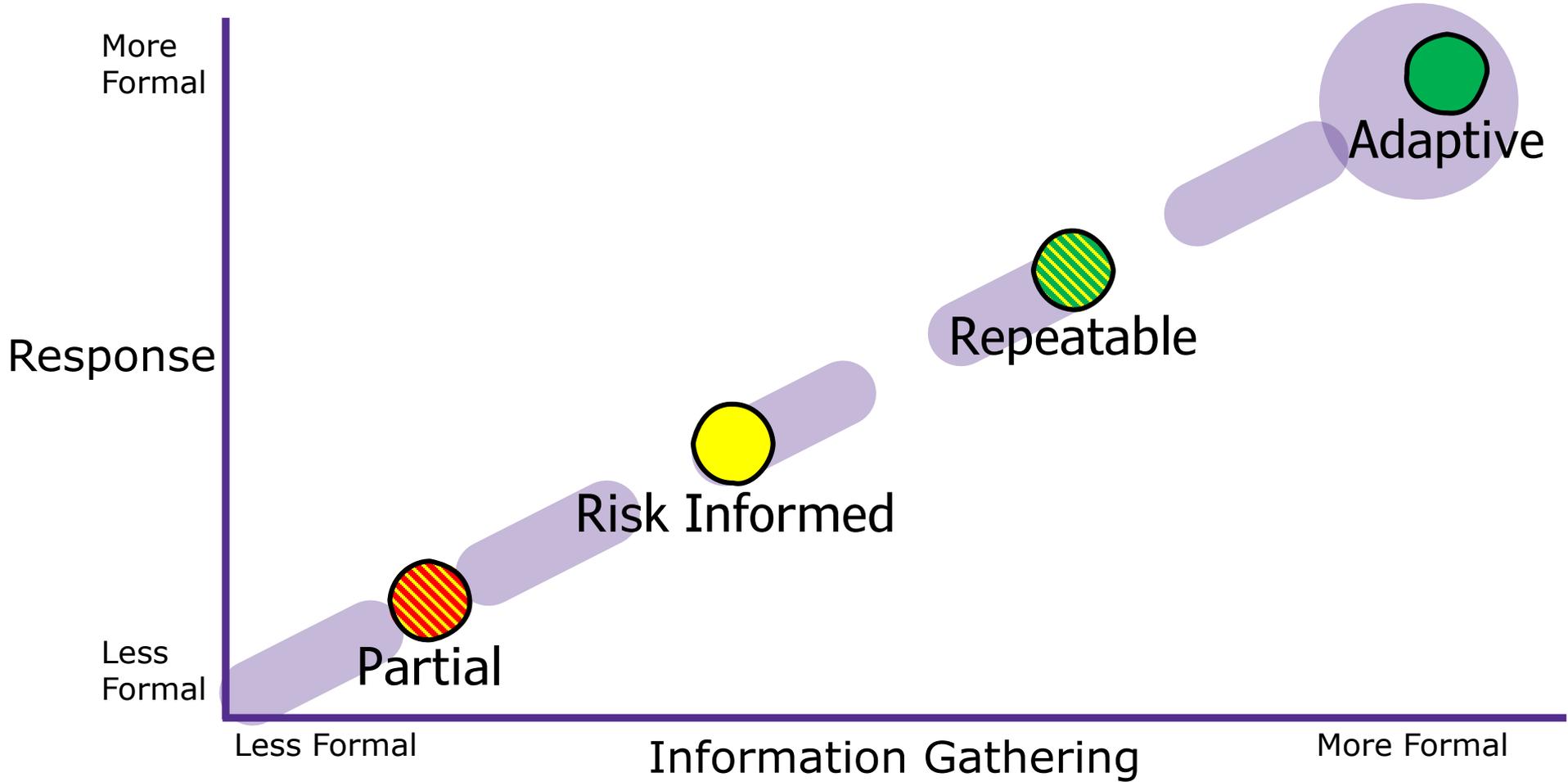


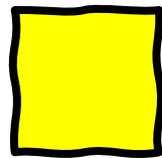
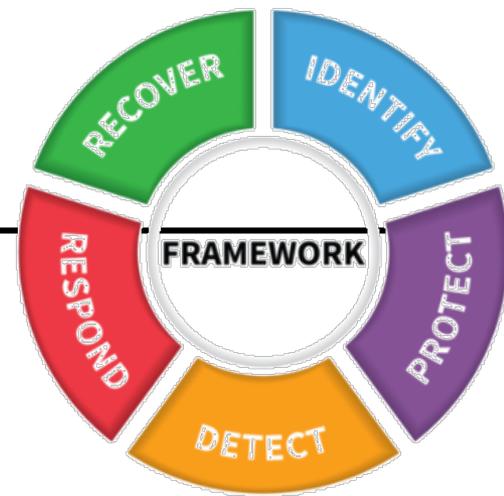
Framework Core

NIST



Framework Tiers





Identify

Risk Informed

“Develop an organizational understanding to manage cybersecurity risk to systems, people, assets, data, and capabilities.” -NIST Cybersecurity Framework

Identify: Initiatives

Completed

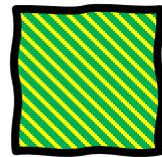
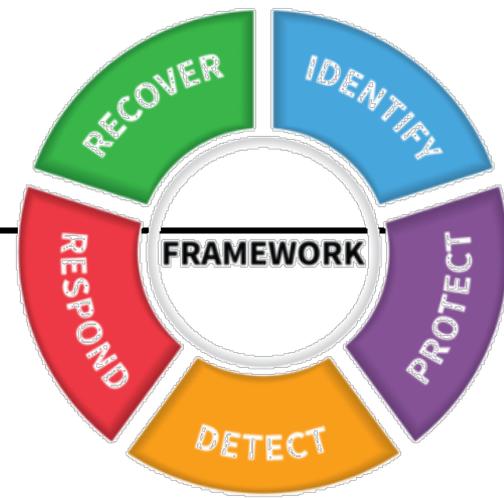
- ✓ Reworked policy framework
- ✓ Drafted data classification and protection policy
- ✓ Created risk assessment policy and procedure
- ✓ Completed asset and server inventory

In-process

- Completing system inventory
- Completing risk inventory

Moon-shot

- University-wide identity governance and administration (IGA) toolkit



Protect

Repeatable

“Develop and implement appropriate safeguards to ensure delivery of critical services.” -NIST Cybersecurity Framework



Protect: Initiatives

Completed

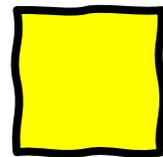
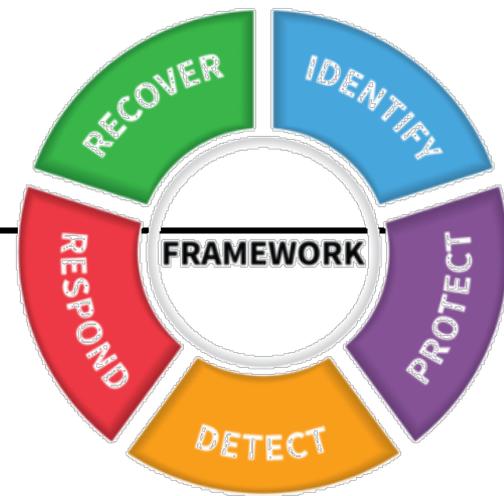
- ✓ Enhanced edge and account security
- ✓ Created...
 - Change management policy and procedures
 - Patch management policy and procedures
 - Data classification and protection policy and procedures
- ✓ Cybersecurity training policy and program

In-process

- Migrating to Microsoft OneDrive and Teams
- Completing risk inventory

Moon-shot

- Zero-trust network architecture



Detect

Risk Informed

“Develop and implement appropriate activities to identify the occurrence of a cybersecurity event.”

—NIST Cybersecurity Framework



Detect: Initiatives

Completed

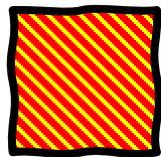
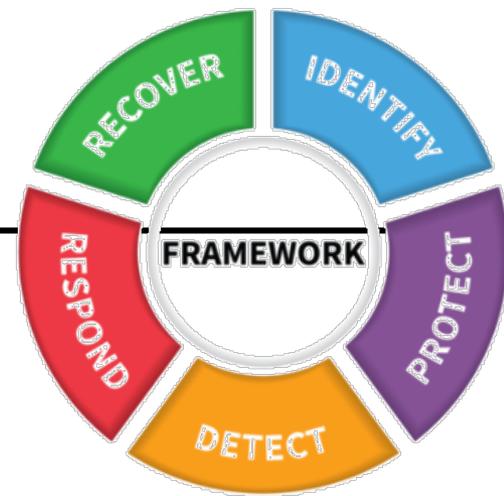
- ✓ Improved network threat detection
- ✓ Improved email threat monitoring
- ✓ Optimized anti-malware update delivery

In-process

- Enhancing data loss prevention
- Improving centralized logging and monitoring
- Improving mobile device security management

Moon-shot

- 24x7 cybersecurity monitoring center



Partial

Respond

“Develop and implement appropriate activities to take action regarding a detected cybersecurity incident.”

–NIST Cybersecurity Framework



Respond: Initiatives

Completed

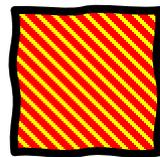
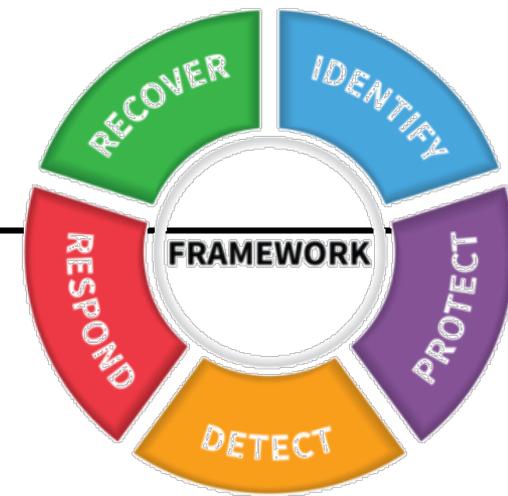
- ✓ Revised incident communications procedures
- ✓ Updated incident response protocols
- ✓ Formalized incident analysis procedure

In-process

- Improving vendor collaboration around incidents
- Evaluating redundancy and robustness posture
- Establishing contingency contracts

Moon-shot

- Dedicated cybersecurity incident response team



Partial

Recover

“Develop and implement appropriate activities to maintain plans for resilience and to restore any capabilities or services that were impaired due to a cybersecurity incident.” -NIST Cybersecurity Framework



Recover: Initiatives

Completed

- ✓ Revised incident response plan

In-process

- Developing table-top testing protocols
- Exploring cloud-based recovery solutions

Moon-shot

- Regular, inclusive live cybersecurity recovery drills

Overview

