



## Governance Committee Meeting

Wednesday, May 1, 2019  
3:10 pm – 4:00 pm  
(or upon conclusion of the Executive Committee Meeting)

### TELE-CONFERENCE MEETING

Dial In Number: 240-454-0887 | Access Code: 641 291 819#

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Rear Admiral Philip Dur, Chair  
Cliff Otto

Dr. Louis Saco, Vice Chair  
Bob Stork

Frank Martin  
Henry McCance

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## AGENDA

- |   |                                |
|---|--------------------------------|
| I. Call to Order  | Rear Admiral Philip Dur, Chair |
| II. Roll Call   | Sherri Pavlik                  |
| III. Public Comment   | Rear Admiral Philip Dur, Chair |
| IV. <a href="#">Approval of the March 13, 2019 Minutes</a><br>*Action Required*     | Rear Admiral Philip Dur, Chair |
| V. <a href="#">2018-2020 Governance Committee Work Plan Review</a>                  | Rear Admiral Philip Dur, Chair |
| VI. <a href="#">Foundation Board Bylaws Revisions</a><br>*Action Required*          | Gina Delulio                   |
| VII. <a href="#">President's Evaluation for 2018-19</a><br>*Action Required*        | Rear Admiral Philip Dur, Chair |
| VIII. <a href="#">President's 2019-20 Compensation</a><br>*Action Required*         | Rear Admiral Philip Dur, Chair |
| IX. <a href="#">President's 2019-2020 Goals and Objectives</a><br>*Action Required* | Rear Admiral Philip Dur, Chair |
| X. Closing Remarks and Adjournment  | Rear Admiral Philip Dur, Chair |

Florida Polytechnic University  
Board of Trustees

Governance Committee Meeting

**DRAFT MEETING MINUTES**

Wednesday, March 13, 2019  
11:30 AM-12:00 PM

4700 Research Way, Lakeland, FL 33805

I. Call to Order

Committee Chair Dur called the Governance Committee meeting to order at 12:05 p.m.

II. Roll Call

Sherry Pavlik called the roll: Committee Chair Philip Dur, Committee Vice Chair Louis Saco, Trustee Frank Martin, Trustee Henry McCance, Trustee Cliff Otto, and Trustee Bob Stork were present (Quorum).

Staff present: Ms. Gina Delulio, Mr. Rick Maxey, Ms. Kathy Mizereck, Mr. Kevin Calkins, Mr. Alex Landback, Ms. Sherry Pavlik and Ms. Michele Rush.

III. Public Comment

There were no requests received for public comment.

IV. Approval of Minutes

**Trustee Louis Saco made a motion to approve the Governance Committee meeting minutes of December 5, 2018. Trustee Cliff Otto seconded the motion; a vote was taken, and the motion passed unanimously.**

V. 2018-2020 Governance Committee Work Plan Review

Committee Chair Philip Dur started the meeting with a review of the Committee's Work Plan, specifically on the items for May 21-22, 2019 as it relates to the proposed goals for the President and the evaluation outcome and compensation on the basis of those goals and projected work plans.

Dr. Saco will be chairing the May meeting in absence of Committee Chair Dur.

There were no changes to the work plan at this time.

VI. Renewal of President's Contract

Committee Chair Dur asked Trustee Cliff Otto, as Vice Chair of the Board, to lead the discussion on the renewal of President Avent's agreement to ensure that the dialogue is as complete as possible prior to voting. He pointed out that the agreement is actually signed by Chair of the Board.

Prior to starting the conversation, Trustee Otto brought forward a question that was asked earlier in the day by Trustee Frank Martin in regards to why the contract renewal is being discussed at this meeting when compensation, goals and objectives are not being discussed until the May meeting.

Ms. Gina Delulio explained that under BOG regulation any renewals of presidents' contracts need to be approved by the BOG and from a timing perspective the Board needs to make a commitment prior to setting goals for next year as the existing contract expires in July.

Trustee Martin expressed concerned about the flow of the process. Specifically why the contract is to be extended prior to adequately evaluating the President's performance for the past year, which will be taking place in May.

Ms. Delulio pointed out that any decision made to the President's contract and amendment of the contract is one thing; another is the annual evaluation period which is typically used to assess the President for that year to determine compensation regarding bonus and increase in salary. The committee will still be doing the annual evaluation based on the past year, under his contract.

The BOG is interested in what the president has achieved in the 5 years since he has been hired in order to determine whether or not to approve adding an additional year to his contract.

Trustee Henry McCance inquired why the amendment could not be approved at the May meeting; the same time as evaluation of the President's performance for the year and set out the goals. Why is it done this meeting? Trustee Martin elaborated noting next committee meeting is in May, the BOG meeting is June 11-13, with the contract term ending in July.

Ms. Delulio stated that it is a timing issue. She reviewed when other universities extended their presidents' contracts and patterned it after theirs. There is also a timing issue as the BOG typically gets a one month lead on materials beforehand. Concerned that putting off the extension of the President's contract at that late date is cutting it too close for getting materials to the BOG, or if something comes up.

Trustee Otto concluded that based on this feedback the committee needs to make sure they are cognizant that further discussions regarding detail on performance, compensation, and goals for the future years are discussed at the May meeting.

Trustee Otto felt it wasn't necessary for the committee to go through all of President Avent's accomplishments at this time; however he noted the successful conclusion of the collective bargaining negotiations as being a high achievement that the president has delivered on over the past year. All were in agreement to hold further discussions on accomplishments at the May meeting.

Trustee Otto noted two additional changes to the agreement. The first is to correct the addresses of the Board of Trustees and that of the General Counsel. The second is to authorize that the president's compensation that exceeds the \$200,000 cap to be paid by either the Foundation or out of auxiliary funds.

Trustee Martin inquired about where auxiliary funds come from.

Ms. Delulio explained that auxiliary funds are, for example, amounts received from business operations of the University such as the food services or bookstore contracts. Comparisons of other universities reveal

that individuals who are highly compensated that are subject to a \$200,000 cap, are paid out of auxiliary funds or grants and research funds.

Trustee Martin wondered if this also covered positions in the system, such as the provost and others that are over the \$200,000 cap.

Trustee Otto stated that this is specific to the President's contract as it is unique and has nothing to do with anyone else's. This will give the flexibility to cover the overage in another way besides the Foundation while the Foundation continues to work on getting healthy.

Ms. Delulio confirmed this change is only as to the President's contract. The Provost is an academic officer and without further investigation, not sure if he is subject to the \$200,000 cap. But did indicate that other vice presidents who exceed the \$200M cap are currently being paid for out of auxiliary funds to some extent.

**Trustee Cliff Otto made a motion to recommend approval of Amendment #2 to the President's Employment Agreement to the full board. Trustee Henry McCance seconded the motion; a vote was taken, and the motion passed with the exception of opposed vote by Trustee Frank Martin.**

- VII. Committee Chair Dur thanked the committee and with no further business to discuss, adjourned the meeting at 12:23 p.m.

**Florida Polytechnic University  
Governance Committee  
Work Plan 2018-2020**

February 28, 2018	May 22-23, 2018	September 5, 2018	December 5, 2018
	<ul style="list-style-type: none"> <li>• Make recommendations to Board on President's proposed goals for 2018-2019, President's 2017-2018 evaluation outcome and compensation</li> <li>• Consultant report on BOT self-assessment survey</li> </ul>	<ul style="list-style-type: none"> <li>• 2019 Government Relations Plan</li> <li>• Discussion on BOT self-assessment</li> </ul>	<ul style="list-style-type: none"> <li>• Discuss board training needs</li> </ul>
March 13, 2019	May 21-22, 2019	September 11, 2019	December 11, 2019
<ul style="list-style-type: none"> <li>• Make recommendation on renewal of President's employment agreement</li> </ul>	<ul style="list-style-type: none"> <li>• Make recommendations to Board on President's proposed goals for 2019-2020, President's 2018-2019 evaluation outcome and compensation</li> </ul>	<ul style="list-style-type: none"> <li>• 2020 Government Relations Plan</li> </ul>	<ul style="list-style-type: none"> <li>• Discuss board training needs</li> </ul>
February 2020	May 2020	September 2020	December 2020
<ul style="list-style-type: none"> <li>• Start process of making nominations</li> </ul>	<ul style="list-style-type: none"> <li>• Make recommendations to Board on President's proposed goals for 2020-2021, President's 2019-2020 evaluation outcome and compensation</li> </ul>	<ul style="list-style-type: none"> <li>• 2021 Government Relations Plan</li> </ul>	<ul style="list-style-type: none"> <li>• Discuss board training needs</li> </ul>

**Florida Polytechnic University  
Governance Committee  
Board of Trustees  
May 1, 2019**

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

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**Proposed Board Action**

Review the Foundation's proposed revised bylaws and make a recommendation to the full Board on approval.

**Background Information**

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

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

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

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**Supporting Documentation:**

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

**Prepared by:** David J. Brunell, Assistant General Counsel

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

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**ARTICLE 1. PURPOSE**

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

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

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

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

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

## ARTICLE 2. DEFINED TERMS

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

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

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

~~2.~~

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

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

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

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

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

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

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



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

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

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

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

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

### **ARTICLE 3. OFFICES**

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

### **ARTICLE 4. BOARD OF DIRECTORS**

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

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

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

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

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

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

### **Section 5. Foundation Life Members.**

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

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

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

### **Section 56. Terms of Office.**

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

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

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

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

**Section 67. Resignation.**

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

**Section 78. Removal.**

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

**Section 7. Powers And Duties Of Officers**

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

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

**ARTICLE 5. SELECTION AND POWERS OF OFFICERS**

**Section 1. Officers.**

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

~~**a.**~~

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

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

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

**d.** The Board may appoint other officers.

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

## **Section 2. Powers and Duties**

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

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

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

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

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

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

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

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

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

~~**Section 8. Resignation:**~~

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

### ~~Section 9. Removal.~~

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

## ~~ARTICLE 5. EXECUTIVE OFFICERS AND ELECTIONS~~

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

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

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

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

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

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

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

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

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

## **ARTICLE 7. TRANSACTION OF FOUNDATION BUSINESS**

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

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

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

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

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

## ARTICLE 8. COMMITTEES OF THE BOARD OF DIRECTORS

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

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

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

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

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

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



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

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

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

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

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

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

## ARTICLE 9. MEETINGS AND QUORUM

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

## ARTICLE 10. CONFLICTS OF INTEREST POLICY<sup>2</sup>

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

### **Section 2. Definitions.**

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

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

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

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

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

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

### **Section 3. Procedures for Conflicts of Interest.**

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

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

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

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

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

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

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

**d. Violations of the Policy.**

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

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

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

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

#### **Section 4. State Voting-Conflict Requirements.**

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

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

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

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

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

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

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

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



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

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

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

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

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

b. has read and understands the policy;

c. has agreed to comply with the policy; and

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

## ARTICLE 11. MISCELLANEOUS PROVISIONS

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



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

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

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

## **Section 5. Indemnification**

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

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

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

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

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

## **ARTICLE 12. AMENDMENTS**

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

*By-laws of Florida Polytechnic University Foundation, Inc. adopted by the Board of Directors of Florida Polytechnic University Foundation, Inc. on October 24, 2012, as amended. Revised and Restated Bylaws of Florida Polytechnic University Foundation, Inc. adopted April 5, \_\_\_\_\_2019.*

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

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**ARTICLE 1. PURPOSE**

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

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

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

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

**ARTICLE 2. DEFINED TERMS**

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

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

### **ARTICLE 3. OFFICES**

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

### **ARTICLE 4. BOARD OF DIRECTORS**

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

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

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

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

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

**Section 5. Terms of Office.**

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

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

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

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

**ARTICLE 5. SELECTION AND POWERS OF OFFICERS**

**Section 1. Officers.**

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

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

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

**d.** The Board may appoint other officers.

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

## **Section 2. Powers and Duties**

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

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

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

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

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

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

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

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

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

## **ARTICLE 7. TRANSACTION OF FOUNDATION BUSINESS**

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

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

## **ARTICLE 8. COMMITTEES OF THE BOARD OF DIRECTORS**

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

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

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

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

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

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

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



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

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

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

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

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

## **ARTICLE 9. MEETINGS AND QUORUM**

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

## **ARTICLE 10. CONFLICTS OF INTEREST POLICY**

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

### **Section 2. Definitions.**

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

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

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

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

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

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

### **Section 3. Procedures for Conflicts of Interest.**

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

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

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

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

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

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

**d. Violations of the Policy.**

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

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

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

#### **Section 4. State Voting-Conflict Requirements.**

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

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

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

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

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

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

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

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

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

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

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

## **ARTICLE 11. MISCELLANEOUS PROVISIONS**

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

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

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

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

### **Section 5. Indemnification**

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

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



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

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

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

## **ARTICLE 12. AMENDMENTS**

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

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

**Florida Polytechnic University  
Board of Trustees  
Governance Committee  
May 1, 2019**

**Subject: President's Evaluation for 2018-19**

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**Proposed Committee Action**

Make a recommendation to the Board regarding the President's Evaluation for 2018-19.

**Background Information**

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

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

1. **Self-Evaluation.** The President's Self Evaluation, listing the accomplishments for 2018-19 was provided to Chair Wilson, and Committee Chair Dur and was sent out to the Trustees as part of the evaluation process.
  2. **Evaluation Instrument.** As part of the formal review process, the Governance Committee created an evaluation instrument which was approved by the Board of Trustees. The evaluation instrument was updated to reflect the goals approved by the Board for 2018-19 and was distributed, along with the President's Self Evaluation, to the Trustees for completion. The results from the submitted evaluations were compiled and are provided to the Governance Committee.
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**Supporting Documentation:**

Florida Polytechnic University Board of Trustees Policy on Annual Review of the President  
President's Self Evaluation 2018-19  
Compilation of Trustees' Evaluations of the President

**Prepared by:** Gina DeIulio, General Counsel

**PRESIDENT'S SELF EVALUATION 2018-19**  
**FLORIDA POLYTECHNIC UNIVERSITY**

**Randy K. Avent**  
**April 2019**

**Report to the Board of Trustees**

## OPERATIONAL PERFORMANCE METRICS

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

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

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

## OPERATIONAL PRIORITIES

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

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

##### *1.1 Maintain steady student growth with increasing quality*

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

##### *1.2 Continue to reach outside Polk County for students*

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

### *1.3 Improve gender and racial diversity of incoming class*

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

## **Priority 2: Grow a faculty body committed to excellence**

### *2.1 Grow the faculty line to support new programs and concentrations*

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

## **Priority 3: Improve instructional effectiveness and consistency of quality**

### *3.1 Support achievement of ABET accreditation*

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

### *3.2 Continue to improve academic standards through common exams*

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

### *3.3 Enhance the foundations sequence in a common freshman year*

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

### *3.4 Establish a faculty instructional development program*

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

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

##### 4.1 Develop and position programs to implement three new degree programs

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

##### 4.2 Expand concentrations to support increased degree breadth within existing programs

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

#### (STUDENT SUCCESS) PREPARE STUDENTS FOR A LIFETIME OF SUCCESS

#### Priority 6: Help students achieve academic goals

##### 6.1 Facilitate advising to increase retention and persistence

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

##### 6.2 Improve student progression through graduation

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

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

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

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

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

### 8.1 Conduct a curriculum analysis for projects

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

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

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

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

### 9.1. Expand company connections for on-campus employer recruitment

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



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

#### *9.2 Identify opportunities for students to better understand careers*

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

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

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

##### *10.1 Develop university/industry engagement model based on industry discussions*

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

##### *10.2 Develop organizational construct that supports interaction model*

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

##### *10.3 Socialize application-pull approach around strategic verticals*

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

## Priority 11: Conduct applied research to strengthen University impact

### 11.1 Grow research activity among faculty

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

### 11.2 Conduct collaborative research with nationally and internationally prominent partners

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

### 11.3 Continue building and growing the Advanced Mobility Institute

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

### 11.4 Grow computing infrastructure to support faculty research

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

## Priority 12: Develop extended campus to support University growth

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

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

### 12.2 Continue pursuing acquisition of surrounding property to build research park

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

## (AFFORDABILITY) MAXIMIZE VALUE FOR THE STUDENT

## Priority 13: Create a strong student user experience

### 13.1 Facilitate communications for students with leadership and faculty

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

### *13.2 Grow numbers in student wellness and campus recreation programs*

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

### *13.3 Help SGA be organizationally successful*

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

### *13.4 Grow housing and commuter programs*

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

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

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

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

#### *13.6 Provide timely and easy access to counseling support*

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

#### *13.7 Improve registration services*

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

#### *13.8 Improve disability services*

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

#### *13.9 Improve auxiliary support to students*

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

## Priority 14: Concentrate spending on academic programs

### 14.1 Implement at least five efforts to improve university efficiency

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

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

### 15.1 Increase engagement opportunities with supporters

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

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

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

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

#### *15.3 Raise \$1.5M in unrestricted funds*

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

#### *15.4 Increase endowment by \$100K*

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

## Priority 16: Support professional growth of employees

### 16.1 Increase opportunities for improved communications with employees

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

### 16.2 Offer professional development programs for staff

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



### Recommendations from 360-degree review:

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

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

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



FLORIDA POLYTECHNIC  
UNIVERSITY

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

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

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

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

Average score 3.15  
Meets Expectation

**Comments**

While efforts have been implemented I feel we need to wait for the next reporting cycle to evaluate the results.

Dr. Avent has lead a multi-pronged effort for this priority, and that is yielding excellent results.

It is hard to attract students to a new institution that naturally has growing pains. Therefore “below expectations” is unfairly harsh. However, I cannot accurately rate this area “meets expectations”. We continue to have little success with admissions to the graduate program. We continue to admit undergraduates who are not ready for the first year sequence, or are otherwise mismatched - for example expecting computer science to be about making cool video games, not the hard work it really is. We continue to be behind on diversity. Diversity is hard to achieve in our niche, but too often our attitude or approach have come across lacking. Poor information communication to the right potential students is an apparently continuing problem. Perhaps recent changes have put admissions on the path to improvement, and next year we will be able to rate this area as exceeds expectations. Though I sympathize with why it has been a struggle, based on the record so far problems outweigh successes.

SAT Scores and class ranks of incoming students has been good. Number of applications in fall 2018 needs to be strengthened next year.

I believe that if Florida Poly continues to tailor its experience to the type of students it attracts and strives to be a University centered around creativity and innovation, we will continue to attract high quality and diverse students.

President Avent exceeds expectation. Over the last year he has overseen a great improvement in communication strategies, outreach activities, and application processes. 72% of the incoming Fall 2018 class were Bright Futures award winners. He has also overseen the development of a strong Fulbright scholar program, including the signing of MOUs with Canada, Belgium, Luxembourg, and Australia to promote Fulbright opportunities. Under his leadership, FPU has expanded its student search activities well beyond Polk County to include all FL counties, as well as increasing both its national and global awareness. He has been particularly energetic in pushing increased female student recruitment, and female students grew to 14% of the student body by spring 2019.

The fact that this is a priority for the President and staff is obvious with the improvement in objective measures. This will remain a key objective as the university continues to mature.

Numerical evidence supports statements that Dr. Avent has enrolled in high quality UG and Grad class. The institution is still working on ways to improve diversity related to females.

Progress is apparent in higher SAT and ACT score averages and incremental improvement in GPA scores for students admitted.

While there has been improvement in this area the university must continue to aggressively recruit African American students as well as female students and communicate results to the BOT as we use to receive very detailed reports during the first three-four years. We received more detailed reports on where the marketing dollars were spent and the hit rates of specific marketing efforts.



**Priority 2: Grow a faculty body committed to excellence**

Average score 3.23  
Meets Expectation

**Comments**

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



### Priority 3: Improve instructional effectiveness and consistency of quality

Average score 3.23  
Meets Expectation

### Comments

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

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

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

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

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

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

Great progress on movement on ABET!



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

Average score 3.46  
Meets Expectation

**Comments**

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

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

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

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

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

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

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

Good progress in identifying new academic programs.





## Priority 6: Help students achieve academic goals

Average score 3.38  
Meets Expectation

### Comments

We can never do enough to help our students succeed.

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

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

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

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

Good progress in the evolution of preparing students.

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

Good to see the development of the ASC.



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

Average score 3.15  
Meets Expectation

**Comments**

This is a key part of what makes Poly unique, and great strides have been made.

Fitting all the technical requirements and these other skills in 120 credit hours is a tall order. We need extensive requirements outside the curriculum or else to build more communications, leadership, and business aspects into other courses at an earlier stage. My impression is we did a better job of emphasizing these things in the first few years than we do now, partly just because we cannot prioritize everything all at once. At our recent Capstone showcase, we saw great progress in delivering quality projects, but it was also obvious that many seniors are very lacking in these particular skills. I consider the majority of my students over the past five years to have been short of the mark here.

I have no personal knowledge of how to measure this, but the development of a required course in Personal Intern Experience seems like a good step to build these skills and then put them into practice.

I believe Florida Poly is dedicated to an entrepreneur centered experience. However, I look forward to improvements in this area getting more students involved.

President Avent exceeds expectation. President Avent has taken commendable steps to address the “whole person” needs of students, namely the ability of young professionals not only to know their subject fields but to project themselves as confident, knowledgeable, and socially adept members of society. To this end he has overseen establishment of an essential skill program consisting of a professional internship experience, a formal workshop program on career development skills, and emphasis on dressing professionally, marketing, personal branding, and networking. One of the most innovative aspects of this was forming partnerships with JC Penney and Men’s Wearhouse to offer business dress at substantially reduced prices. A capstone project curriculum imparts essential communication and business skills, the so-called Phoenix Nest offers entrepreneurship programming activities, and the Office of General Counsel teaches students the fundamentals of intellectual property, debate, and public speaking skills.

Given the composition of the student body, as someone who hires FPU interns and graduates they are emerging ready to “fit” the business environment while preserving their innovative and entrepreneurial bent.

The programs designed to access these skills are in the developmental stages. However, they all look very promising and are needed components in future endeavors of any field.

The students exposed to the Board appear to have superlative communications skills.

Understanding the business side of technology is of paramount importance of technology students. While students may receive assistance for the general counsel’s office. The development of a more formal progress through a Business and Technology Law Course may be more appropriate to capture many of the area’s students need to know in the intellectual property space.



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

Average score 3.31  
Meets Expectation

**Comments**

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

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

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

Good progress in this area.

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



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

Average score 3.50  
Exceeds Expectation

**Comments**

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

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

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

See comment on #7.

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

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

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



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

Average score 3.08  
Meets Expectation

**Comments**

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

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

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

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

This remains an opportunity area particularly with the Foundation needs.

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

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



**Priority 11: Conduct applied research to strengthen University impact**

Average score 3.31  
Meets Expectation

**Comments**

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

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

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

This will be greatly improved once the ARC comes online.

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

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

Research projects appear to be well managed.

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



## Priority 12: Develop extended campus to support University Growth

Average score 3.31  
Meets Expectation

### Comments

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

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

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

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

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

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

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

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



## Priority 13: Create a strong student user experience

Average score 3.23  
Meets Expectation

### Comments

Yet to be seen.

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

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

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





## Priority 13: Create a strong student user experience - continued

### Comments - continued

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

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

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

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

Good progress.



## Priority 14: Concentrate spending on academic programs

Average score 3.15  
Meets Expectation

### Comments

A real challenge with such limited resources, but the leadership team in its allocation of those resources.

Much of this spending would be on faculty hiring and other initiatives to support students. But, as I noted above, I think we are below expectations in those areas. I know this is, appropriately, a priority. But we need more visible progress, not just statements that it is a priority.

I believe Poly actively supports academics and is determined to ensure a great academic environment.

President Avent exceeds expectation. He has worked strenuously to ensure that Poly resources are directed towards improving university efficiencies across a range of activities and programs. A major initiative of his has been to reduce time-intensive processes, to introduce a culture of continuous improvement, to empower staffs, to emphasize safety and safety services, and to better measure university performance at both the overview and deep-dive level.

Academic programs are appropriately supported. Specific faculty, staff, etc are hired and utilized to strengthen programs.

Balance physical growth with imperatives of delivering quality academic offerings.

I did not see the results of this priority in the write up. How much is the University spending on academic programs versus other programs?



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

Average score 3.15  
Meets Expectation

**Comments**

Dr. Avent is a very effective advocate for Poly locally and in the state.

Though there are clearly obstacles and difficulties, the lack of success of the foundation in raising support weighs heavily here. More troubling is the lack of the appearance of a clear and appropriate strategy given all the difficulties we face. There is perceived discordance between the rhetoric and the reality on the ground. This is true in marketing as well. There seems to be a mismatch between how our programs are marketed and what we are doing on the ground and what it is even possible for us to do well on the ground. I think this spills over into admissions and into recruiting the right students. Getting this right quickly is, perhaps, impossible. But, until there is a better match between the realities of what we are doing and what is possible to do and our presentation of ourselves to the outside world, I don't think we can meet expectations here.

Need to hire a strong VP of University Advancement.

I believe Florida Poly is active in the community and works to improve University Relations.

President Avent met expectation. At his initiative, the university prepared a new 2018-2023 Strategic Plan, improved its communications outreach with supporters via innovative approaches in social media and traditional email, increased by a third relevant editorial content and by 114% broadcast content transmitted from Poly. Through these activities and others Web traffic saw a 257% increase in webpage views over the 2017-2018 year, with a 14% increase in individual session time. He has been very active in inviting key legislators to campus to promote Poly and advocate for its needs, and had formed a strong a supportive bond with the Florida Chamber of Commerce and the Florida Council of 100. To enhance development, he oversaw the rebuilding of the University Advancement Department to increase its strength and efficiency, and directed a national search for a VP of University Advancement to bring stronger leadership and understanding in fundraising. Thanks to him, PIVOT and Founder's Day fundraising, and Poly Connect events in Orlando and Tampa have been highly successful. As well, the Foundation Board has grown in size and geographic diversity. While fund-raising is a continuing challenge, thanks to President Avent's corrective efforts the university is better positioned at the beginning of this year to secure funds than it was a year previously.

As in 13 above I am excited about the progress made in this area. It is so very important in raising funds vital to the universities ongoing success.

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

Loss of previous marketing expert was a blow, however.

Fundraising is well below the target for the past year and communication to the BOT is needs improvement. During the past year we did not receive monthly Presidential reports we had received for the first four years of President Avent's tenure.



**Priority 16: Support professional growth of employees**

Average score 3.23  
Meets Expectation

**Comments**

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

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

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

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

Meeting expectations.

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



## Overall Rating

Average score 3.31  
Meets Expectation

## Comments

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

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

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

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

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

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

## Overall Rating - continued

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

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

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

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



## General Comments

Please consider input to this evaluation form as requested.

Randy is doing an excellent job.

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

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

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

Well written and informative self-evaluation.

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

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

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

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

**Florida Polytechnic University  
Governance Committee  
Board of Trustees  
May 1, 2019**

**Subject: President's 2019-20 Compensation**

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**Proposed Board Action**

Determine recommendations related to adjustments in President's compensation.

**Background Information**

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

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

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

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**Supporting Documentation:**

Pertinent Language from President's Employment Agreement Regarding Compensation

**Prepared by:** Gina DeIulio, VP & General Counsel



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

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

**AGENDA ITEM: IX.**

**Florida Polytechnic University  
Governance Committee  
Board of Trustees  
May 1, 2019**

**Subject: President's Goals for 2019-20**

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**Proposed Board Action**

Review President's proposed goals for 2019-20 to make recommendation to the full Board.

**Background Information**

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

The President submitted his proposed President Goals for 2019-20 to Chair Wilson and Committee Chair Dur. The Governance Committee needs to discuss the goals with the President and approve the draft goals so that they may be recommended to the Trustees for final approval and provided to the Chair of the Board of Governors, as required.

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**Supporting Documentation:**

Draft President Goals for 2019-20

**Prepared by:** Gina DeIulio, General Counsel

**OPERATIONAL PLAN 2019-20**  
**FLORIDA POLYTECHNIC UNIVERSITY**

**Randy K. Avent**  
**May 2019**

**Report to the Board of Trustees**

## OPERATIONAL PERFORMANCE METRICS

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

## OPERATIONAL PRIORITIES

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

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

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

#### **Priority 2:** Grow a faculty body committed to excellence

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

#### **Priority 3:** Improve instructional effectiveness and consistency of quality

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

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

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

#### **Priority 5:** Mature and grow the graduate program

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

**(STUDENT SUCCESS) PREPARE STUDENTS FOR A LIFETIME OF SUCCESS**

**Priority 6:** Help students achieve academic goals

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

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

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

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

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

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

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

**Priority 11:** Conduct applied research to strengthen University impact

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

**Priority 12:** Develop extended campus to support University growth

- 12.1 Create a roadmap that prioritizes and aligns the campus development with our strategic plan for growth in programs, students, faculty and staff

- 12.2 Support current and future operations with the existing infrastructure
- 12.3 Complete a detailed Feasibility and General Programming study for the near-term proposed facilities in the 2020-2030 master plan
- 12.4 Develop a business strategy plan that begins planning for the Research Park
- 12.5 Assess bonding potential to build campus or purchase existing buildings

**(AFFORDABILITY) MAXIMIZE VALUE FOR THE STUDENT**

**Priority 13:** Create a strong student user experience

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

**Priority 14:** Concentrate spending on academic programs

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

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

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

**Priority 16:** Ensure a highly effective organization

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