



FLORIDA POLYTECHNIC
UNIVERSITY

Board of Trustees Workshop

Wednesday, May 20, 2020
8:30 AM – 9:30 AM

Florida Polytechnic University
TELE-CONFERENCE MEETING

Dial In Number: 415-655-0001 | Access Code: 618 932 538#

Don Wilson, Chair
Dr. Victoria Astley
Connor Coddington
Gary C. Wendt

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

Mark Bostick
Dr. W. Earl Sasser
Henry McCance
Bob Stork

AGENDA

- | | |
|---|---------------------------|
| I. Call to Order | Don Wilson, Chair |
| II. Roll Call | Michele Rush |
| III. Public Comment | Don Wilson, Chair |
| IV. Approval of the February 26, 2020 Minutes
Action Required | Don Wilson, Chair |
| V. President's Report | Randy K. Avent, President |
| VI. Closing Remarks and Adjournment | Don Wilson, Chair |



FLORIDA POLYTECHNIC
UNIVERSITY

Board of Trustees Workshop

DRAFT WORKSHOP MINUTES

Wednesday, February 26, 2020

8:30 a.m. – 10:30 a.m.

Florida Polytechnic University – Student Development Center
4700 Research Way, Lakeland, FL 33805

I. Call to Order

Chair Don Wilson called the meeting to order at 8:30 a.m.

II. Roll Call

Kris Wharton called the roll: Chair Don Wilson, Vice Chair Cliff Otto, Trustee Mark Bostick, Trustee Ryan Perez, Trustee Henry McCance, Trustee Victoria Astley, Trustee Adrienne Perry, Trustee Earl Sasser, Trustee Philip Dur, Trustee Lou Saco, and Trustee Gary Wendt were present (Quorum).

Trustees not present: Trustee Bob Stork, Trustee Frank Martin

Staff present: President Randy Avent (via telephone from Tallahassee), Provost Terry Parker, Mr. Mark Mroczkowski, Ms. Gina Delulio, Ms. Kathy Bowman, Mr. Rick Maxey, Mrs. Kris Wharton, Mr. David Calhoun, Ms. Michele Rush, Mrs. Kim Abels, Mr. David Blanton and Kathy Mizereck (via telephone from Tallahassee) were present.

III. Public Comment

There were no requests received for public comment.

IV. Minutes

Trustee Lou Saco made a motion to approve the Board Workshop meeting minutes of December 10, 2019. Trustee Earl Sasser seconded the motion; a vote was taken, and the motion passed unanimously.

Chair Don Wilson made a special presentation to Dr. Richard Hallion, who retired from the Florida Poly Board of Trustees in summer 2019. **Chair Don Wilson made a motion to approve Resolution 2020-002 In Recognition and Profound Appreciation of Distinguished Service: Trustee Richard P. Hallion, Ph.D. Trustee Earl Sasser seconded the motion; a vote was taken, and the motion passed unanimously.**

V. Legislative Update

Ms. Kathy Mizereck, AVP Government Relations, presented an update on Florida House Bill 7087 which, if it becomes law, would merge Florida Polytechnic University and New College into the University of Florida. She stated HB 7087 moved through the House Appropriations Committee with a vote of 17

yays versus 11 nays and will now go to the House floor. One Republican in the University's district voted no. No one spoke in favor of HB 7087 other than the legislator who proposed it. Currently, there is still no companion bill in the State Senate.

Ms. Mizereck stated the importance for University trustees to contact their legislators regarding HB 7087. Contact information will be sent to trustees via email. Trustees affirmed their desire to make those contacts as soon as possible.

The Trustees had an opportunity to ask questions of Ms. Mizereck and of President Randy Avent. Trustee Dur inquired as to the motivation of the bill, as well as who prepared the calculations used to form the bill. While the true motivation remains unclear, the calculations came from the Board of Governors at the request of Representative Fine. Additionally, Trustee Victoria Astley stated Florida Poly faculty will vote on their own resolution stating opposition to HB 7087.

Finally, Ms. Mizereck thanked Trustee Ryan Perez for his support through the Student Government Association (SGA) by sending five students to Tallahassee to speak against the bill. In addition, many parents have sent letters and emails to their legislators opposing the bill.

VI. 2019-2020 Operations Plan Update

President Avent shared his goal of creating one assessment document for both annual operations and SACSCOC; the dates for the performance appraisal will need to be changed to accomplish this..

President Avent reminded trustees that this interim assessment as presented in the meeting materials is being done solely to assist trustees in deciding the renewal of his contract for 2020-2021. The final assessment report for FY 2019-2020 will not be addressed until the December board meeting.

VII. Closing Remarks and Adjournment

Trustee Dur stated his appreciation for the interaction with faculty at the Board/Faculty reception last night. He appreciated learning more about their work.

President Avent recognized and congratulated Trustee Bob Stork who is not in attendance today because he is being honored tonight by Indian River State College as the 2020 Entrepreneur of the Year.

With no further business to discuss, the meeting adjourned at 9:20 a.m.

Florida Polytechnic University
Workshop
Board of Trustees
May 20, 2020

Subject: President's Report

Proposed Committee Action

Information only. No action required.

Background Information

Dr. Randy K. Avent, President, will present the University's financial resiliency plan and discuss the University's COVID-19 response and plan.

Supporting Documentation: PowerPoint

Prepared by: Dr. Randy K. Avent, President



FLORIDA POLYTECHNIC
UNIVERSITY

University Advancement

Randy K. Avent


20 May 2020

House Bill 7087

House Bill receives approval for New College merger, despite student and faculty disapproval

Kayla Gallagher, Staff Writer Published 11:24 a.m. ET March 1, 2020


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Students at the New College of Florida (NCF) held a walkout of Representative bill that would merge NCF with the University of Florida (UF).

The Florida House of Representatives has proposed to merge New College of Florida (NCF) in Sarasota with Florida Polytechnic University in Lakeland. Students, faculty, and alumni from both NCF and UF have expressed disapproval because they fear it will take away the institutions' identities. Walkouts were held on Friday, Feb. 21.


Florida Poly remains in bull's-eye of merger with UF



Bill to merge Florida Poly, New College into UF advances in Florida Legislature

The debate blew past the committee's scheduled end time and featured testy exchanges between members of the Florida House.


SHARE TWEET COMMENT



Plan To Merge Florida Poly, New College With UF Headed For House Vote

By ANA CEBALLOS - NEWS SERVICE OF FLORIDA • FEB 26, 2020

SHARE TWEET EMAIL



A plan that would merge New College of Florida and Florida Polytechnic University into the University of Florida, seen here, passed a key House committee on Tuesday.

UNIVERSITY OF FLORIDA

- House Bill 7087 proposed merging Florida Poly into UF and was Temporarily Postponed (TP'ed) in the 2020 session

COVID-19

COVID-19: US universities scramble to arrange campus closures

Posted on Mar 17, 2020 by Caitlan Quinn

Posted in News, under North America.

Tagged with Coronavirus, Covid-19, International students, Universities, US. Bookmark the permalink.

Universities across the US have announced plans to close their campuses, scale back operations and send as many students as possible home in the wake of increasing numbers of COVID-19 cases in the country. The **latest count** by the CDC lists the number of confirmed cases at 3,487.



COVID-19

Campus chaos: International students navigate COVID-19 closures

Alex Schroeder | Mar 18, 2020

HIGHER EDUCATION

Here are the U.S. universities that have closed due to coronavirus

Local colleges, universities issue partial refunds amid COVID-19 closure

By: Brian Pedersen

March 30, 2020 10:31 am

After one local college announced it would close its campus because of COVID-19, others quickly followed suit.

It was the beginning of the local higher education response to the rising concerns over the virus that sent students across the state out of their dorms and classrooms and into online instruction for the remainder of the spring semester.

The move led many students and families to wonder if they would get some type of refund for losing access to housing, dining services and other amenities they already paid for.

So far, it's a mixed bag, with most offering partial refunds of some amenities, but not tuition.



Lehigh University in Bethlehem is among those higher education institutions offering partial refunds because of COVID-19-related closures. (PHOTO/SUBMITTED CHRISTA NEU/LEHIGH UNIVERSITY) –

- **COVID-19 crises had a chilling effect on the nation with widespread disruption in education and business**

University Advancement

- **Two disruptive events changed the course of University Advancement**
- **Merger justification focused on cost of degrees, administrative overhead and campus construction**
- **COVID-19 drove concern for future state Higher Education appropriations and academic operations**
- **University advancement must consider related issues around financial resiliency (COVID-19), sustainability (merger) and academic operations**

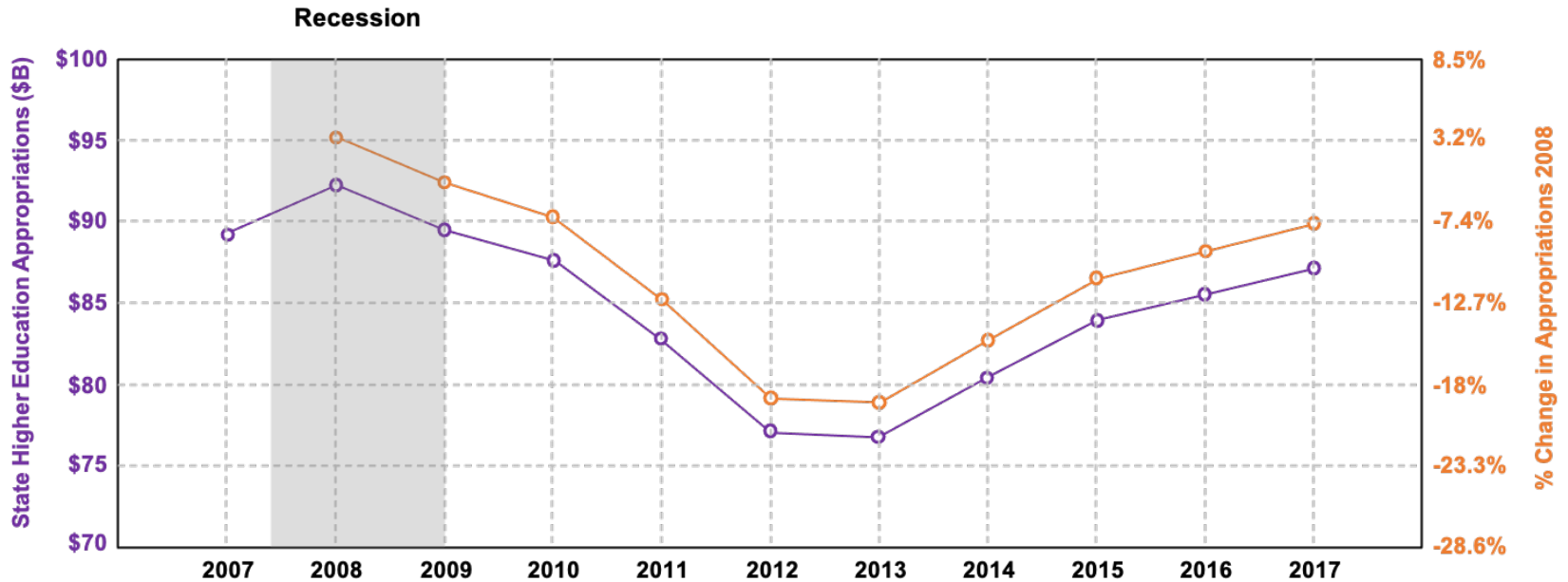
Outline

- Introduction
 - **Financial resiliency (COVID-19)**
 - **Campus sustainability (Merger)**
 - **University Operations**
 - **Summary**
-

FY 21 Budget Status

- **Governor has not yet signed the FY21 budget**
- **General concern a special legislative session called to develop a new budget with deep cuts**
- **Senator Galvano suggested budget will not be revisited**
 - Predicted reduction in state revenues of approximately \$3B
 - Florida has reserves of \$4B plus additional federal funding (~\$3B)
 - Expected the Governor will veto many elements of the budget
- **Best guess is that the FY21 budget will remain as is with deep cuts in the outyears**

Understanding Exposure



- Higher Education state appropriations dropped 18% in four years and remained down 7% near the ten-year mark nationally
- Florida reduction was closer to 10% but lasted equally as long
- COVID-19 recovery shape (U or V), depth and duration is unknown

Guiding Principles

- **Preserve liquidity for a potential recession**
- **Protect and grow the academic enterprise**
 - Remote instruction investments
 - Grow student body and campus
 - Grow faculty and programs
- **Increase revenues through campus growth, PBF and Universities of Distinction**
- **Explore quality vs size dilemma**
- **Invest in University Advancement and Foundation**

Recovery Scenarios

- **Quick recovery (V-shaped)**
 - Higher Education budget cut by 10%
 - Cuts fully restored after one year
- **Global slowdown (u-shaped)**
 - Higher Education budget cut by 10%
 - Cuts grow to 15% within two years
 - Cuts fully restored within four year
- **Recession (U-shaped)**
 - Higher Education budget cut by 15%
 - Cuts grow to 20% within four years
 - Cuts mostly restored within eight years

Identify Actions

Expense cuts Revenue increases Strategies

	Quick Recovery	Global Slowdown	Recession
Personnel	<p>Administrative hiring freeze Maintain core faculty Salary freeze</p>	<p>Faculty hiring freeze Increased OPS hiring Voluntary early retirement Remote work with 10% reduction</p>	<p>Mandatory vacation use Leadership temporary pay reduction Furlough highly paid employees Reduction In Force (RIF)</p>
Contracts	<p>Review/cut important contracts</p>	<p>Review/cut needed contracts</p>	<p>Review/cut critical contracts</p>
Academics	<p>Professional Science Masters Campus growth</p>	<p>Certificate programs STEM-related degrees Campus growth</p>	<p>On-line programs Non-STEM degrees Campus growth Program reviews</p>
Other	<p>Reduce FIPR construction</p> <p>Travel restrictions Reduction in Prof Development Limit membership funds Review library licenses Limit travel/phone reimbursements Consolidate like-type services IT reinvestment strategy</p> <p>CARES Education Stabilization Fund Universities of Distinction/PBF Pay down debt with C/F funds Fund "Cabinet Discretionary Fund"</p>	<p>Eliminate FIPR construction Reconsider chiller/towers Travel restrictions Reduction in Prof Development Eliminate membership funds Cut library licenses Cut travel/phone reimbursements Consolidate like-type services</p>	<p>Eliminate FIPR construction Eliminate chiller/towers Travel restrictions Eliminate Prof Development Eliminate membership funds Cut library licenses Cut travel/phone reimbursements Consolidate like-type services</p>

- Strong employee involvement suggesting ways to reduce expenses

Other Considerations

- **University mostly in a strong financial position**
- **Auxiliaries will be negatively impacted if AY21 is conducted remotely**
- **Giving rebounded quicker after the 2008 recession than state budgets**
- **We must work with our campus partners (Vestcor, Chartwells) for mutual success**
- **Performance Based Funding and Universities of Distinction funding could help offset outyear budget cuts**

Outline

- Introduction
- Financial resiliency (COVID-19)
- **Campus sustainability (Merger)**
- **University Operations**
- **Summary**

Merger

- **Build strong support behind our differentiated value**
 - Appropriately thank all stakeholders (legislators, parents, industry, media)
 - Create a diversified high-tech economy in Florida
 - Keep our high-performing students in Florida
 - Grow campus & university impact
- **“Right the Wrongs”**
 - Numbers behind merger justification lacked important context
 - Need independent analysis of cost/degree and administrative overhead
 - Implement bookkeeping consistent with other SUS institutions
- **Grow and maintain our strategic network**
- **Develop and communicate campus growth plan**



Department of Economic Opportunity

Florida 2019 - 2027 Occupational Employment Projections								
Technology, Engineering and Mathematics Occupations								
Occupational Code	Occupational Title	2019 Employment	2027 Employment	Employment Growth	Percent Employment Growth	Total Job Openings	2018 Median Hourly Wage (\$)*	BLS Education†
15-1132	Software Developers, Applications	39,205	49,627	10,422	26.6	32,726	44.53	B
17-2051	Civil Engineers	19,793	21,890	2,097	10.6	13,915	39.98	B
15-1121	Computer Systems Analysts	20,523	22,681	2,158	10.5	13,033	38.08	B
15-1133	Software Developers, Systems Software	18,174	20,776	2,602	14.3	12,382	47.62	B
15-1143	Computer Network Architects	19,031	20,787	1,756	9.2	11,838	41.74	B
15-1142	Network and Computer Systems Administrators	19,588	21,308	1,720	8.8	11,708	36.14	B
15-1199	Computer Occupations, All Other	11,484	12,926	1,442	12.6	7,860	36.78	B
17-2112	Industrial Engineers	10,854	12,342	1,488	13.7	7,384	35.41	B
15-1131	Computer Programmers	14,710	14,555	-155	-1.1	7,112	35.03	B
13-1081	Logisticians	6,992	7,787	795	11.4	6,413	29.77	B
15-1141	Database Administrators	8,166	9,229	1,063	13.0	5,415	41.09	B
17-2141	Mechanical Engineers	8,198	9,124	926	11.3	5,217	39.98	B
15-2031	Operations Research Analysts	6,905	8,489	1,584	22.9	5,166	32.33	B
19-2041	Environmental Scientists and Specialists, Including Health	5,946	6,493	547	9.2	5,039	23.80	B
15-1122	Information Security Analysts	5,311	6,738	1,427	26.9	4,628	42.86	B
17-2071	Electrical Engineers	6,987	7,819	832	11.9	4,540	43.59	B
17-1011	Architects, Except Landscape and Naval	6,995	7,386	391	5.6	4,409	34.01	B
17-2199	Engineers, All Other	6,022	6,574	552	9.2	3,745	37.03	B
17-2072	Electronics Engineers, Except Computer	5,559	5,956	397	7.1	3,281	44.85	B
17-1022	Surveyors	3,885	4,297	412	10.6	2,698	25.81	B
17-2081	Environmental Engineers	2,843	3,064	221	7.8	1,738	34.61	B
17-2011	Aerospace Engineers	2,855	3,128	273	9.6	1,672	51.83	B
17-2061	Computer Hardware Engineers	2,372	2,617	245	10.3	1,480	46.46	B
17-1012	Landscape Architects	2,096	2,238	142	6.8	1,353	30.29	B
15-2041	Statisticians	996	1,334	338	33.9	1,017	38.76	M
17-2111	Health and Safety Engineers, Except Mining Safety Engineers and Inspectors	1,033	1,126	93	9.0	642	35.75	B
17-1021	Cartographers and Photogrammetrists	609	710	101	16.6	470	28.44	B
17-2031	Biomedical Engineers	718	788	70	9.7	462	34.77	B
15-2011	Actuaries	579	702	123	21.2	430	48.29	B

- Florida Poly should make safe bets on select industry verticals that align to Florida’s targeted industries
- Focus on Information Sciences, Health Care, Manufacturing and Mobility as industry verticals



Strategic Network building

- **Parents**
 - Create and maintain a database of parent's email addresses to strengthen communications
- **Board of Governors**
 - Grow relationships with Board members through site visits
- **Executive Education offerings**
 - Promote one-year certificate program for DOT employees
 - Build program that offers one-day programs around leadership, technology and government to international audiences
- **Industry**
 - Create definitions with database of industry partners
 - Align our programs (degrees, concentrations & capstone) with select industry verticals (information sciences, health, manufacturing, ...)
 - Work with Department of Economic Opportunity when developing new programs

Board of Trustees

BOG Appointed

Don Wilson (Polk)
Frank Martin (Lake County)
Adrienne Perry (Orange)
Lou Saco (Polk)
Earl Sasser (Orange)

Governor Appointed

Mark Bostick (Polk)
Bob Stork (Indian River)
Cliff Otto (Polk)
Henry McCance (Polk)
Phil Dur (Okaloosa)
Gary Wendt (Broward)

Local Representation

Victoria Astley (Polk)
Connor Coddington (Orange)

Current
Rolling off
Waiting reconfirmation

- **New trustee appointments should consider: strategic districts, skill sets (business, technology, education), influence and diversity**
- **BOT has potential influence on BOG appointees, little influence on Gubernatorial appointees**



Campus Growth Plan

- **Three-year plan**
 - Top 25 in USNWR Engineering Colleges without Doctoral Program
 - 1700 students, 350 yearly graduates
 - 80% APR, 41% 4-year graduation rate
- **Five-year plan**
 - Top 15 in USNWR Engineering Colleges without Doctoral Program
 - 2000 students, 400 yearly graduates
 - 85% APR, 43% 4-year graduation rate
- **Ten-year plan**
 - Top 10 in USNWR Engineering Colleges without Doctoral Program
 - 2800 students, 650 yearly graduates
 - 90% APR, 55% 4-year graduation
 - Plans/discussions/decision on whether to introduce doctoral program

Need to develop a campus growth plan that addresses all elements of growth to meet milestones

Applied Research Center

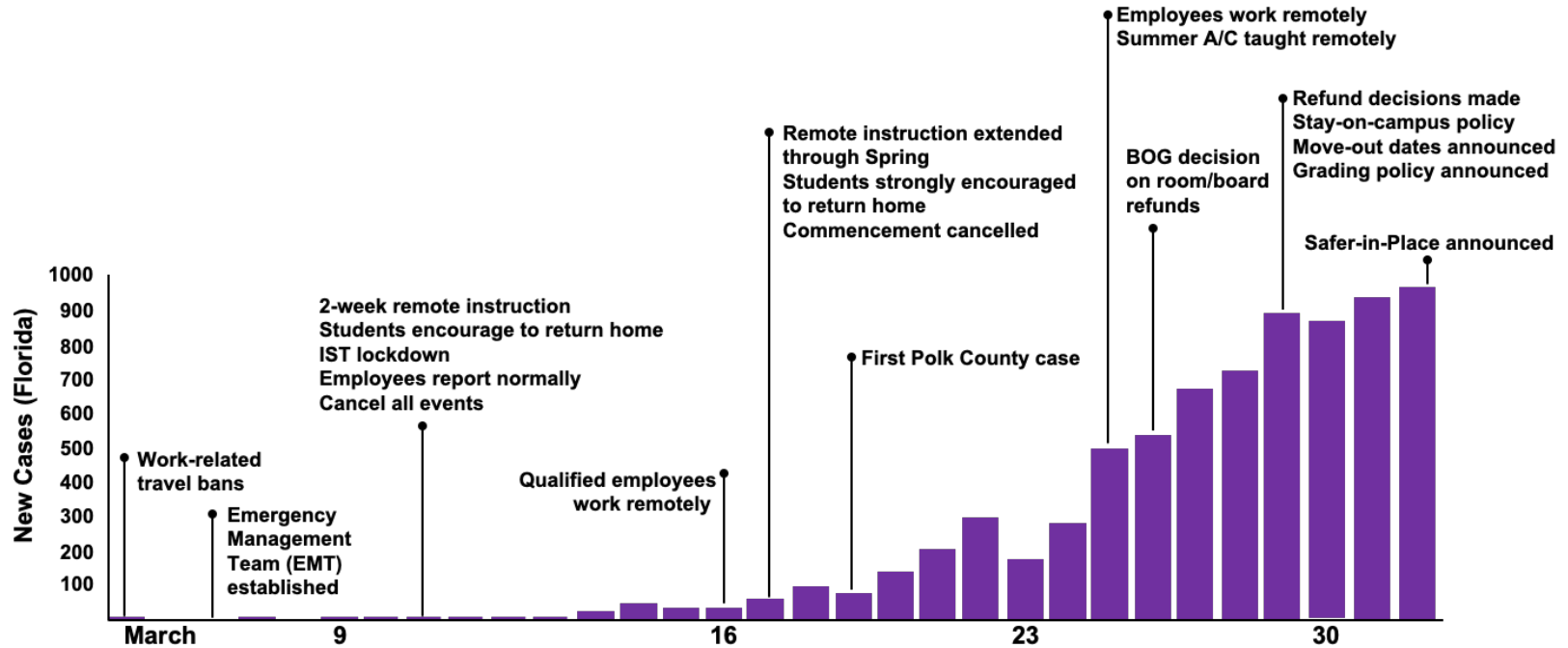
- **Applied Research Center did not receive funding in FY21**
 - Expect an approximate \$5M increase in costs for design, management and increased costs of goods
 - Building completion will be delayed six months to a year since we could not negotiate GMP 3
 - Important to maintain continuity of the essential trades
- **Propose we use Carry Forward funds to provide gap funding until FY22 budget**
 - Encumber remaining carry forward funds to the project to maintain continuity of essential trades
 - Request \$14.9M in FY22 to complete the building with an anticipated delay of one year (opening Fall 2022)
- **Annex completed as planned with potential for small portions of ARC to be opened**

Outline

- Introduction
- Financial resiliency (COVID-19)
- Campus sustainability (Merger)
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- **Summary**



Florida Poly COVID-19 Timeline



- Florida Polytechnic addressed immediate challenges COVID-19 created through several student and employee actions
- Bringing campus back on line will be coordinated with the BOG just as the move to remote operations was



Reopening Parameters

- **Each University has appointed a “Task Force” to study academic operations for the next academic year**
 - Provost Parker chosen to lead our Campus Resiliency Plan that includes three subcommittees
 - Scenarios of the Future (Professor Centeno)
 - The Campus Environment (Vice Provost Miller)
 - The Academic Environment (Vice Provost Dvorske)
- **Information and best practices regularly shared and coordinated between all SUS institutions**
- **BOG likely sets broad guidelines and allows each university to define implementation through the “Blueprint” document**
- **Plans presented and discussed at June 23 BOG meeting**
 - Plans due to BOG by June 12 and must be BOT approved
 - Plans communicated to students shortly after that meeting
- **Epidemiologist claim May will be a critical month**

BOG Draft Blueprint

- **A healthy and safe campus**
 - Foundational priority to keep all students and employees healthy and safe
 - CDC guidelines (social distancing, PPE, education and regularly cleaning)
- **COVID-19 virus testing**
 - Rapid testing through collaboration with local DOH and health care providers
 - Identify and prioritize those individuals who warrant testing
- **Contact tracing and surveillance**
 - Contact tracing in place with means to isolate positive cases
 - Early warning surveillance systems in place for quick reaction
- **Academic program delivery**
 - Timelines and academic format being determined at each university
 - Everything is on the table (class sizes, alternative academic calendars, ...)
 - We must remain flexible and react to the evolving health conditions

Remote Instruction

- **Online infrastructure lacking at Florida Poly**
 - Plans existed for introducing online instruction in FY22
 - Academic Affairs transitioned to remote operations over a weekend
- **COVID represents opportunity to grow online and hybrid delivery models**
- **Next year concentrate on building and growing our remote operations for excellence**
 - Addressed in admissions, student progression and student experience and faculty development
 - Plans and metrics will be introduced in revisions to the Operational Plan for 2021

Summary

- **Financial resiliency plan presented that begins discussions on how to weather potential budget cuts**
- **Academic growth and building a strategic network (legislators, industry, influencers) are important to remaining independent**
- **Priority on building Applied Research Center remains as campus priority**
- **Florida Poly enters Performance Based Funding next year**
- **Campus trajectory for Fall 2020 remains a topic of discussion and will be announced early July**