Governance, Audit, and Compliance Committee Meeting Agenda

Monday, November 6, 2023
1:00 – 2:30 PM

Virtual via Microsoft Teams

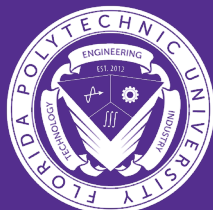**Dial in: 1-863-225-2351 | Conference ID: 736 047 255#**

AGENDA

I.	Call to Order	Mark Bostick, Chair
II.	Roll Call	Sherri Pavlik
III.	Public Comment	Mark Bostick
IV.	Approval of the September 21, 2023 Minutes *Action Required*	Mark Bostick
V.	2022-2024 Governance, Audit, and Compliance Committee Work Plan Review	Mark Bostick
VI.	Audit & Compliance	
	A. Audit and Compliance Update	David Blanton
	B. Textbook Affordability Monitoring Report	David Blanton
VII.	Governance	
	A. President's Annual Evaluation FYE23 *Action Required*	Mark Bostick
	B. President's Compensation *Actions Required*	Mark Bostick
VIII.	Closing Remarks and Adjournment	Mark Bostick

DRAFT MEETING MINUTES

Thursday, September 21, 2023
1:00 PM - 3:00 PM

Florida Polytechnic University
VIRTUAL via MICROSOFT TEAMS

I. <u>Call to Order</u>

Committee Chair Mark Bostick called the Governance Committee meeting to order at 1:00 p.m.

II. <u>Roll Call</u>

Sherri Pavlik called the roll: Committee Chair Mark Bostick, Committee Vice Chair Laine Powell, Board Chair Cliff Otto, Trustee Narendra Kini, Trustee Gary Wendt, and Trustee David Williams were present (Quorum)

Other Trustees present: Board Vice Chair Beth Kigel, Trustee Melia Rodriguez, and Trustee Lyn Stanfield

Staff present: President Randy Avent, Provost Terry Parker, David Fugett, David Blanton, Mike Dieckmann, Melaine Schmiz, Kris Wharton, and Sherri Pavlik

III. <u>Public Comment</u>

There were no requests received for public comment.

IV. <u>Approval of Minutes</u>

Trustee David Williams made a motion to approve the Governance, Audit, and Compliance Committee meeting minutes for June 7, 2023. Board Chair Cliff Otto seconded the motion; a vote was taken, and the motion passed unanimously.

V. <u>2022-2024 Governance, Audit and Compliance Committee Work Plan Review</u>

Committee Chair Bostick reviewed additions added to the Governance, Audit, and Compliance Committee Work Plan. There were no questions about the additions.

Trustee Narendra Kini made a motion to approve the revised 2022-2024 Governance, Audit, and Compliance Committee Work Plan as presented. Board Chair Cliff Otto seconded the motion; a vote was taken, and the motion passed unanimously.

VI. <u>Audit and Compliance</u>

    A. <u>Audit and Compliance Charters</u>

        David Blanton, CAE and CCO, presented 3 charters outlining the responsibilities of the audit and compliance function. These charters are driven BOG requirements and

internal auditing standards:

1. Audit and Compliance Committee Charter – added responsibility to notify Board of Governors (BOG) for extended CAE vacancy, approval for outsourcing, change of frequency of charter review to every 3 years, and other minor revisions
2. Audit Charter - minor revisions only
3. Compliance Charter - minor revisions only

Board Chair Cliff Otto made a motion to recommend to the Board of Trustees the approval of the revised AACC Charter, University Audit Charter, and the Compliance and Ethics Charter. Trustee Narendra Kini seconded the motion; a vote was taken, and the motion passed unanimously.

B. Audit and Compliance Update

Blanton provided the Committee with an update on external audits which included:

1. Auditor General (AG) Operational CY22 – completed
2. AG IT Audit – completed
3. AG Financial Audit FYE23 – in progress
4. AG State Financial Aid (2 year, FYE 22 & 23) – in progress
5. AG Federal Single Audit – in progress

Internal Audit Reports included:

1. Annual Report FYE23 – completed
2. Risk Assessment/Audit Plan – completed
3. Compliance & Ethics Program Plan – completed
4. Textbook Adoptions Compliance Review, Fall 2023 – in progress
5. Performance Based Funding – in progress

C. UAC Annual Report

Blanton provided an overview of the internal UAC Annual Report FYE 23 highlighting the completion of 4 audit reports, 3 compliance reports and the quality assurance review for the audit function.

D. UAC Risk Assessment & Audit Plan – FYE 24

Blanton provided an overview of the progress on UAC Risk Assessment & Audit Plan FYE24 which includes follow up on auditor general reports and the Crowe report.

Board Chair Cliff Otto made a motion to recommend to the Board of Trustees the approval of the UAC Risk Assessment & Audit Plan – FYE24. Trustee David Williams seconded the motion; a vote was taken, and the motion passed unanimously.

E. UAC Compliance & Ethics Program Plan – FYE 24

Blanton provided an overview of the UAC Compliance & Ethics Program Plan FYE 24. **Trustee David Williams made a motion to recommend to the Board of Trustees the approval of the UAC Compliance & Ethics Program Plan – FYE 24. Board Chair Cliff Otto seconded the motion; a vote was taken, and the motion passed unanimously.**

F. Performance Based Funding Audit, Scope, and Objections – 2023 Audit

Blanton presented to the Committee the objectives and scope of the Performance Based Funding (PBF).

Board Chair Cliff Otto made a motion to recommend to the Board of Trustees the approval of the proposed scope of the PBF Data Integrity Audit. Trustee David Williams seconded the motion; a vote was taken, and the motion passed unanimously.

G. Auditor General Operational Audit

Blanton provided an overview of the Auditor General Operational Audit.

Trustee Gary Wendt inquired on the retention of personal information on prospective students. Provost Parker explained retaining records assists in managing information for students that may reapply at a later date. Blanton followed up stating that there are record retention laws which require records be kept for 5 years for those students who applied for Federal Funds.

Trustee David Williams inquired about the value of non-sensitive information being retained for looking at trends, admissions, offers, etc. Provost Parker agreed that there is valuable information, however, the question is how long such information should be retained.

VII. Governance

A. Regulation FPU-3.006 Student Code of Conduct

Melaine Schmiz, Associate General Counsel, presented an overview of the amended Student Code of Conduct regulation. The changes are in compliance with the Board of Governors Regulation 14.010 and Section 553.865, Florida Statutes.

Trustee David Williams made a motion to recommend to the Board of Trustees the approval of the amended Regulation FPU-3.006 Student Code of Conduct. Trustee Narendra Kini seconded the motion; a vote was taken, and the motion passed.

B. Regulation FPU-8.001 Procurement

Schmiz presented an overview of the amended FPU-8.001 Procurement regulation. The proposed changes are in compliance with the BOG regulation.

Trustee Narendra Kini made a motion to recommend to the Board of Trustees the approval of the amended Regulation FPU-8.001 Procurement. Board Chair Cliff Otto seconded the motion; a vote was taken, and the motion passed unanimously.

C. Employment Practices

President Randy Avent provided the Committee with an overview of the employee hiring process, personnel management, a summary of employees hired in FY23, and a summary of employees making over $200k a year.

VIII.   Board of Trustees Self-Assessment Survey

Kristen Wharton, Corporate Secretary, reminded the Committee of the previous discussions regarding the Board's self-assessment survey. An in-house survey was provided to Chair Otto and Vice Chair Kigel for their review prior to being shared with Committee members. The proposed survey will be sent to each trustee following the BOT meeting and results will be discussed at the November meeting.

IX.   President's Annual Review – Trustee Evaluation Instrument

David Fugett, General Counsel, reminded Trustees that the Board of Governors (BOG) mandates an annual evaluation of the President. As President Avent's past evaluations received good information and involvement, the format will remain the same. This year's evaluation instrument was adjusted based on the goals of the President, which the Board approved, and certain items the BOG may wish to have more focus on. The evaluation form, along with the President's accomplishments for FYE23 will be sent to each trustee in mid-October.

Board Chair Cliff Otto made a motion to recommend to the Board of Trustees the approval of the Trustee Evaluation Instrument titled "President's Annual Review" to be used in the FYE 2023 evaluation of the President's performance. Trustee David Williams seconded the motion; a vote was taken, and the motion passed unanimously.

X.   President's FYE23 Accomplishments

President Avent presented his FYE23 accomplishments to the committee. Trustees had an opportunity to ask questions. With none, Committee Chair thanked President Avent for his presentation.

XI.   Closing Remarks and Adjournment

With no further business to discuss the meeting adjourned at 4:47 p.m.

Respectfully submitted:
Sherri Pavlik
Executive Assistant
Office of General Counsel

Florida Polytechnic University
Governance, Audit, and Compliance Committee
Board of Trustees
November 6, 2023

<u>**Subject**</u>: **2022-2024 Governance, Audit, and Compliance Committees Work Plan**

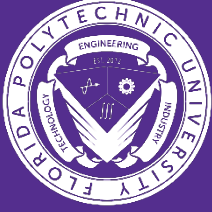<u>**Proposed Committee Action**</u>

Review only. No action required.

<u>**Background Information**</u>

Committee Chair Mark Bostick will review the Committee's 2022-2024 Work Plan.

Supporting Documentation: Governance, Audit, and Compliance Committee Work Plan 2022-2024

Prepared by: David Fugett, VP and General Counsel

Committee Work Plan

Governance, Audit and Compliance Committee Work Plan
2022-2024

SEPTEMBER

Review Governance, Audit and Compliance Committee Charter *(review every two years – due September 2022)*

Governance:
- Make recommendation on trustee evaluation instrument to be used for President's annual review
- Review President's Outcome Metrics (for prior FY)
- Review President's Powers and Duties (if needed)
- Employment Practices Report
- Evaluations Report (employees making over $200k)

Audit and Compliance:
- University Operational Audit – Auditor General *(minimum every three years)*
- UAC Annual Report *(prior FY)*
- UAC Risk Assessment and Audit Plan *(current FY)*
- University Compliance and Ethics Program Plan *(current FY)*
- Performance Based Funding Audit Scope Approval
- Audit and Compliance Charter Reviews *(every three years – due 2023)*

NOVEMBER

Governance:
- Make recommendations to the Board on President's evaluation outcome and compensation changes
- Make recommendation to Board on renewal of President's employment agreement and any necessary changes to the agreement

Audit and Compliance:
- Textbook Affordability Monitoring Report *(Fall semester)*

FEBRUARY

Governance:
- Review Board Bylaws *(review every 3 years – due 2024)*
- Discuss nominations for Board Chair and Vice Chair *(every 2 years - due February 2024)*
- Oversee Board self-assessment *(every 5 years – due February 2023)*
- Employment Practices Report

Audit and Compliance:
- Performance Based Funding Audit and Data Integrity Certification
- University Annual Financial Audit *(prior FY)*
- Foundation 990 Financial Audit *(prior FY)*

JUNE

Governance:
- Make recommendation to Board on President's proposed goals for FY+1
- Discuss Board training needs
- Make recommendation on nominations for Board Chair and Vice Chair *(every two years – due May 2024)*

Audit and Compliance:
- Textbook Affordability Monitoring Report *(Spring semester)*
- Bright Futures Audit *(review and approve every two years – due June 2024)*

Florida Polytechnic University
Governance, Audit and Compliance Committee
Board of Trustees
November 6, 2023

<u>**Subject**</u>: **Audit & Compliance Update**

<u>**Proposed Committee Action**</u>

Information only – no action required.

<u>**Background Information**</u>

David Blanton, Chief Audit Executive/Chief Compliance Officer (CAE/CCO) will provide the Committee with an update of all University audit and compliance activity including the status of all external audits and University Audit & Compliance activities and plans.

Supporting Documentation: N/A

Prepared by: David A. Blanton, CAE/CCO

Florida Polytechnic University
Governance, Audit and Compliance Committee
Board of Trustees
November 6, 2023

<u>**Subject**</u>: **Textbook Adoption Monitoring Review – Fall 2023**

<u>**Proposed Committee Action**</u>

Information only. No action required.

<u>**Background Information**</u>

University Compliance conducted a monitoring review over textbook adoptions, to determine compliance with State law. State law requires each university to post prominently in the course registration system and on its website, as early as feasible, but at least 45 days before the first day of class for each term, a hyperlink to lists of required and recommended textbooks and instructional materials for at least 95 percent of all courses and course selections offered at the university during the upcoming term. Additionally, the new requirements in State law related to required textbook listing information was included in the scope of the review.

The University contracts with a bookstore vendor (vendor) to manage and operate the bookstore. The University notifies the vendor of adoptions, and the vendor is responsible for subsequently posting the adopted textbooks and instructional materials on the vendor website. At the request of the University, the vendor provided a course file report evidencing the dates that (1) University staff communicated the adoption and (2) the subsequent posting of such information by the vendor to their website.

In conducting this interim monitoring review, University Compliance included a review of the vendor course file, University records, analytical review procedures, and inquiries to arrive at the conclusions reached and summarized in the monitoring review report. This monitoring report assists the Committee in their oversight responsibility and consideration of this matter which has been cited as audit findings in several recent operational audits.

Supporting Documentation: UAC Report No. 2024-04, Textbook Adoptions Compliance Monitoring Review – Fall 2023

Prepared by: David A. Blanton, CAE/CCO

University Audit & Compliance
Textbook Adoptions
Compliance Monitoring Review
Fall 2023

David A. Blanton, CPA, CCEP
Chief Audit Executive and Chief Compliance Officer

University Audit & Compliance
Textbook Adoptions Compliance Monitoring Review
Fall 2023 Semester

Index

I.   Background and Monitoring Approach

Pursuant to the Audit Work Plan[1] approved by the Audit & Compliance Committee, University Audit and Compliance (UAC) conducted a monitoring review over compliance with textbook affordability laws[2] for the Fall 2023 semester. This monitoring review was performed as a result of the risk assessment prepared by UAC for the 2023-24 fiscal year and as a result of recurring findings in the State Auditor General's operational audits[3]. The university may be subjected to additional oversight and accountability[4] by both the Board of Governors and the Joint Legislative Auditing Committee due to the recurrence of noncompliance in this area for the last three operational audits.

State law[2] requires each university to post prominently in the course registration system and on its website, as early as feasible, but at least 45 days before the first day of class for each term, a hyperlink to lists of required and recommended textbooks and instructional materials for at least 95 percent of all courses and course selections offered at the university during the upcoming term. Additionally, new legislation requires each university to maintain textbook listings in a searchable database and that such information is archived for the last five years.

The university contracts with a bookstore vendor (vendor) to manage and operate the bookstore. The university notifies the vendor of adoptions, and the vendor is responsible for subsequently posting the adopted textbooks and instructional materials on the vendor website. At the request of the university, the vendor provided a course file report evidencing the dates that (1) university staff communicated the adoption and (2) the subsequent posting of such information by the vendor to their website.

Procedures performed by UAC in conducting this monitoring review included review of the vendor course file and university records, analytical review procedures, and inquiries to arrive at the conclusions reached in **Section III** of this report. This monitoring review and the related report was not conducted pursuant to *Institute of Internal Auditing Standards*.

II.   Entrance/Exit Conference

Entrance Conference: At the inception of the monitoring review, UAC communicated with university academic and institutional research staff to explain the purpose and the scope of the monitoring review and to establish a timeline for completion.
Exit Conference: At the conclusion of the monitoring review, UAC communicated with university academic and institutional research staff to discuss the results of the review. A summary of the findings/observations was provided, and corrective action was discussed.

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[1] UAC Compliance and Ethics Program Plan for the Fiscal Year Ended June 30, 2024.
[2] Section 1004.085(5), Florida Statutes
[3] Auditor General operational audit report Nos. 2016-067, 2018-214, and 2021-008.
[4] Pursuant to BOG Regulation 4.004 and Section 11.45(7)(j), Florida Statutes.

III. Monitoring Results

UAC performed monitoring procedures over textbook adoptions and compliance with applicable laws for the Fall 2023 semester. **Table 1** below outlines various compliance requirements applicable to this review and provides an indication as to whether appropriate controls have been designed and implemented to ensure compliance for each requirement. Detailed findings for any noncompliance referenced in the tables below are included in **Section IV** of this report.

	Table 1 - Textbook Affordability Compliance Criteria		Finding #
1.	The university complied with the requirement that a hyperlink to lists of required and recommended textbooks and instructional materials for at least 95 percent of all courses and course selections offered at the University for the Spring 2023 term was prominently posted in the course registration system and on its website at least 45 days prior to the first day of class.	☑	-
2.	Exceptions to the compliance deadline were properly submitted in writing to the designated university official and outlined reasonable justification for the exception in accordance with Board of Governors (BOG) Regulation 8.003(1)(h).	☑	-
3.	The University accurately and timely reported textbook adoptions to the Chancellor of the State University System by September 30, 2022, as required[5].	☑	-
4.	The list of required and recommended instructional materials included the International Standard Book Number (ISBN) <u>or</u> all other required identifying information which must include, at a minimum, all of the following: the title, all authors listed, publishers, edition number, copyright date, published date, and other relevant information necessary to identify the specific textbooks or instructional materials required and recommended for each course.[6]	☑	-
5.	The list of required and recommended instructional materials was searchable by course subject, course number, course title, instructor name, title of textbook or instructional material, and by author.[6]	☑	-
6.	The list of required and recommended instructional materials was easily downloadable by current and prospective students.	☑	-
7.	The list of required and recommended instructional materials was complete and included all courses offered in the Fall 2023 term.	☑	-
8.	The list of required and recommended instructional materials remained posted for at least 5 academic years.	n/a	-

LEGEND:

☑ Appropriate controls in place to ensure compliance for this requirement.
☒ Processes need to be enhanced to ensure compliance for this requirement.

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[5] The "Textbook and Instructional Materials Affordability Annual Report" was presented to and approved by the Florida Poly Board of Trustees on September 21, 2023 and was accepted by the BOG on September __, 2023.
[6] Although certain information required by law was missing (course subject, course title, publication date, and copyright date) UAC concluded that sufficient information was available to comply with the spirit of the law.

IV.	Findings/Instances of Non-compliance

As noted in **Table 2** below, the university complied with the requirement that a hyperlink to lists of required and recommended textbooks and instructional materials for at least 95 percent of all courses and course selections offered at the University for the Spring 2023 term was prominently posted in the course registration system and on its website at least 45 days prior to the first day of class.

Table 2 Textbook and Instructional Materials Textbook Posting Dates[7] Fall 2023 Term	
Timely Course Sections	339
Late Course Sections	0
Total Course Sections	339
Percent Timely	100%

UAC was able to conclude that the University had established appropriate controls to ensure material compliance with the timeliness of textbook adoption requirements.

Findings: No Reportable Matters

The university corrected the previous finding related to incomplete listings of textbook postings maintained on its website.

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[7]Posting date as reflected in vendor course file report and/or University listing dated 7/8/22.

University Audit & Compliance
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Lakeland, Florida 33805
Floridapoly.edu

V.   Other Observations

As summarized in table 3 below, UAC performed similar compliance monitoring reviews for previous semesters. The results of recent monitoring efforts indicate the university has maintained compliance with State law over timely adoptions for the last six semesters.

Table 3 Textbook and Instructional Material Adoptions Historical Compliance Review Summary		
Term	**UAC Report No.**	**Result**
Fall 2023	2024-04	Compliant
Spring 2023	2023-06	Compliant
Fall 2022	2023-04	Compliant
Spring 2022	2022-07	Compliant
Fall 2021	2022-05	Compliant
Spring 2021	2021-07	Compliant
Fall 2020	2021-05	Non-compliant[8]

Additionally, the Florida Auditor General recently released an operational audit[9] that followed up on their three previous audit findings related to textbook affordability at Florida Poly. The results of that audit disclosed no reportable matters related to textbook affordability laws.

BOG Regulations over textbook adoptions were amended in September 2020 to require innovative pricing techniques and payment options for course materials include opt-out and opt-in provisions for students. In the most recent Annual Textbook and Instructional Materials Affordability Report filed with the BOG (2023), the university indicated that the opt-in provision was evaluated through the bookstore vendor and did not identify any cost savings due to low volume. The University responded that this option would continue to be evaluated over time.

The university continues to work with the bookstore vendor to include certain missing information identified in Table 1, Compliance Item #4, and has indicated that all SUS institutions are experiencing this same challenge.

UAC would like to extend gratitude to Zaira Medina for her assistance with these monitoring efforts and for enhancing controls to ensure compliance.

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[8] Compliance review concluded that the university adopted timely; however, new bookstore vendor did not maintain sufficient evidence/records of posting necessary to demonstrate compliance with State law.
[9] Florida Auditor General report No. 2024-07, released August 2023

VI.   References and Technical Assistance

Listed below are the applicable guidelines and other information related to textbook adoption compliance used by UAC to set the scope of this monitoring review:

- Florida Poly Regulation FPU-5.003, Textbook and Instructional Materials Selection and Affordability
- Section 1004.085(5), Florida Statutes
- Section 1004.085(7), Florida Statutes
- BOG Regulation 8.003, Textbook and Instructional Materials Affordability

AGENDA ITEM: VII.A.

Florida Polytechnic University
Governance, Audit, and Compliance Committee
Board of Trustees
November 6, 2023

<u>Subject</u>: President's Evaluation for 2022-23

<u>**Proposed Committee Action**</u>

Recommend to the Board of Trustees approval of the document "*President's Annual Review, July 2022-June 2023, Composite of the Trustees' Evaluations*" as the document reflecting the president's annual evaluation for 2022-23.

<u>**Background Information**</u>

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 FY23 Institutional Accomplishments was provided to the Board of Trustees in early October and was used as part of the evaluation process. In addition, a copy of the self-evaluation was provided to the Board of Governors, as required.

2. **Evaluation Instrument**. As part of the formal review process, an evaluation instrument was distributed, along with the president's FY23 Institutional Accomplishments, to the trustees for completion. The results from the evaluation instrument are compiled and are provided to the Governance Committee to assist in formulating its recommendation on the outcome of the president's evaluation.

Chair Cliff Otto met with Board of Governors Chair Brian Lamb to discuss President Avent's evaluation as required.

Supporting Documentation:

1. President's Institutional Accomplishments FY23
2. Florida Polytechnic University Board of Trustees Policy on Annual Review of the President, in pertinent part

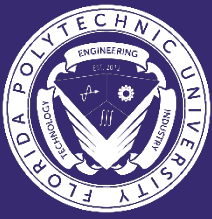**Prepared by:** David Fugett, VP and General Counsel
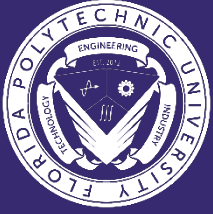
INSTITUTIONAL ACCOMPLISHMENTS 2022-23
FLORIDA POLYTECHNIC UNIVERSITY

Final Report
to the Board of Trustees
on Operational Goals

Randy K. Avent
October 2023

	FY22	Peers	SUS Average	FY23	ACTUAL	
RANKING						
USNWR Regional	1			1	1	●
USNWR Engineering	26 (Public)			Top 20 (Public)	**Top 20 (Public)**	●
DEGREE ALIGNMENT						
% Graduates Employed or Enrolled	69.0%			72%	76%	76% ●
Median Wages for BS Graduates	$ 54,000		$ 41,900	$ 54,500	$ 54,800	●
% BS Programs in Strategic Emphasis	100.0%	65%	60%	100%	100%	●
% Grad Programs Strategic Emphasis	100.0%		54%	100%	100%	●
STUDENT SUCCESS						
FTIC 4-year Graduate Rate	38%	40%	59%	42%	41%	🟡
Academic Progress Rate	64%	81%	89%	75%	75%	●
% HS students in top 10%	32%		38%	32%	31%	🟡
% BS Degrees w/o Excess Hours	82%		82%	82%	84%	●
6-Yr Graduation Rate	56%	68%	76%	49%	54%	●
Time-to-Degree	4		4.1	4.1	4.1	●
ECONOMIC DEVELOPMENT						
% BS with 2+ Workforce Experiences	78%			85%	98%	●
Research Expenditures ($K)	$ 1,091			$ 1,013	$ 1,725	●
Number BS Degrees Awarded	256	785		260	219	🔴
Number Grad Degrees Awarded	28	554		34	46	●
UG Headcount	1576			1668	1569	🔴
G Headcount	57	3479		73	49	🔴
AFFORDABILITY						
Average Cost to Student	$ (12,160)	$ 50,454	$ 3,020	$ 5,000	$ (9,370)	●
University Access Rate	33%	22%	37%	32%	33%	●

This table provides our outcome metrics for FY23 (Actual) compared to our FY23 goals (FY23). FY22, Peers, and the SUS Averages are also presented for comparison. The red dots are metrics that we did not achieve and are all related to the University size. We struggle in this category because of housing limitations and retention. Yellow dots signify those metrics that were mostly met, and green dots are those metrics we either met or exceeded. The black text is Performance Based Funding (PBF) metrics, and the gray text is Key Performance Indicators, both taken from the State University System (SUS) Accountability Report.

We were delighted to enter the national top 20 public undergraduate engineering institution (without a PhD) this year and to remain as the top public regional college in the Southeast for a third year. Our graduate outcomes remain the strongest within the SUS, and 100% of our programs align to the state's STEM strategic emphasis (our peers are only 65% STEM). Our graduates finish their degrees in slightly over 4 years on average with an average cost of $(9,370), which is significantly lower than our peers. Our access is significantly higher than our peers (by 11%) and our external research expenditures continue to grow. Our 4-year graduation rates are consistent with our peers, but our 6-year graduation rate is significantly lower likely because of retention. Retention, or the Academic Progress Rate (APR) which measures retention with a GPA greater than 2.0, remains an outstanding issue affected by incoming student quality, campus life and programs, and academic curriculum. As discussed later, there has been, and will continue to be, significant focus on this metric.

With these scores, we anticipate we will meet the 70-point PBF threshold this year and will receive the full PBF funding provided by the legislature.
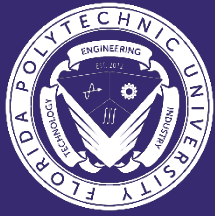
Introduction

As a reminder, our budget is constructed to include operational funding for running the operations of the University and project funding for continuous improvements. Operational funds are recurring funds and are included in the University's General Revenue (base) budget whereas our projects are funded using nonrecurring funds provided by PBF and operational enhancements. This report provides our accomplishments primarily for the project funds. Successful projects are often integrated into the operational funds the following year.

This year our projects focused on six primary areas: 1) Grow the Student Body; 2) Grow Academic Programs; 3) Improve Student Outcomes; 4) Improve Operations; 5) Invest in Our People; and 6) Advance the University.

Grow the Student Body

Growing the student body this year had to be carefully orchestrated because of the lack of on- and off-campus housing and the planned 50+% increase in beds beginning the Fall of 2024. The admission strategy this year was twofold. First, cast a broad net through new digital channels and campaigns, web content, name buys, and marketing to broadly raise awareness and generate interest in the university [1]. Second, conduct a targeted campaign focused on those students most likely to apply and be successful at the University [2]. These campaigns were conducted during 2022-2023 in preparation for the Fall, 2024. At the end of September, we had over 23,000 inquiries compared to 27,666 for the entire previous year. We collected and analyzed data for all campaigns to calculate ROI and shape future efforts.

Although growth is important to the success of the University, quality is critical to its reputation, impact, performance funding, and future ability to attract high-quality students. Our quality indicators this year remained strong but largely flat as did our (gender, race, geographic) diversity indicators [3].

Rankings play a significant role in the admissions process and are often based on a combination of university performance outcomes. That is the case for our regional rankings where we ranked as the top public college in the Southeast for the third year in a row. But the more important national ranking in undergraduate engineering programs without a PhD is based solely on peer perceptions. To enhance our reputation among peers, we executed a strategic advertising campaign in academic trade journals and distributed high-level postcards and informative quad-fold materials to key stakeholders [4].

Grow Academic Programs

Growing academic programs is key to a growing campus. We added two new degrees - Civil Engineering and Industrial Engineering. These additions are important major engineering programs and will help attract new students. Additionally, both majors are listed as having the highest predicted workforce gaps in Florida. With these, the number of majors has doubled, and our concentrations have become more aligned with the state's needs. We also discussed and identified potential "retreat" majors that are consistent with our STEM focus: Construction Engineering and Information Technology may be considered in the next round of new degrees.

We hired 22 new faculty as part of this program growth and promoted four others. We also made critical investments in providing equipment and laboratory space for student projects [5]. Mechanical Engineering continued work this year on an integrated design and engagement sequence that provides soft skills and leadership opportunities for our students [6]. With this sequence completed as a pilot, all

undergraduate degrees will be adopting a similar four-year engagement sequence in the 2023-24 academic year.

Finally, we are complying with SB 7044 that requires us to change accreditors this year. To begin that effort, we sent a formal letter requesting permission to switch to the Higher Learning Commission (HLC) based on their flexibility in introducing new programs without substantial changes. We continue working with the Board of Governors to answer questions and provide information to USDOE regarding that request.

Improve Student Outcomes

This initiative was expanded from the original proposed plan and focused on building programs that support positive outcomes in student retention, graduation, and employment. Promoting these positive outcomes begins with helping students be successful while at Florida Poly, and that starts with freshman retention. Numerous initiatives focusing on freshman retention were put in place with a Freshman Council that functioned as a virtual academic department leading the curricular initiatives [7]. But retention is also affected by numerous non-academic factors including student culture, support, on-campus housing, campus life, extracurricular activities, and engagement [8]. Improvements across both areas resulted in an impressive 11% YOY increase in APR. The University's purchase of the "freshman" residence hall and the construction of a new residence hall are critical components in creating a residential campus. The development and growth of a residential campus experience is important in continuing this trajectory of improved student outcomes [9].

Graduating students on time requires us to continue to retain them YOY and help keep them on track. This is most important for transfer students that often enter the University without the required prerequisites. Several initiatives including development of the Student Success Center and creation of Teaching and Learning Center were put in place to improve our 4-year and 6-year graduation rates, but those will likely take several years before we see results [10]. Major improvements to the graduate program were implemented this year and included formally creating and staffing a Graduate Program Office, re-engineering admissions and enrollment, and making the programs more attractive to a broader set of students [11].

Finally, leadership is an important element in building student culture and new programs were introduced to build soft skills in all students by integrating best practices across the entire curriculum. One of these best practices includes strong connections to industry and career counseling, where major improvements were made this year [12].

Improve Operations

As part of our continuous improvement plan, we made several enhancements to our business processes to further reduce overhead and make the University more efficient [13]. We also developed an organizational structure that is flat, centralized, and consistent and serves as the first step in a broad Title and Total Compensation (TTC) study. With this structure, we will define consistent titles that accurately reflect job positions and those will be used to conduct a salary survey.

Our Information Technology infrastructure is a critical element in improving operations and consists of the network, edge devices, server platforms, and software tools. Our network electronics and on-campus fiber were upgraded to prepare for the Next-Generation Network (i.e., Florida LambdaRail) that will improve campus connectivity. Video monitoring cameras that improve campus safety were installed and our capital equipment leases for computers have transitioned to a more cost-effective cyclical renewal and replacement model. We concluded a lengthy study on our Enterprise Resource Planning (ERP) software system and decided to go with a mixed platform that kept Workday for Human Capital

Management (HCM) and Finance functions and Ellucian Banner for the Student Information System (SIS) – work on each was accomplished this past year [14]. Finally, we implemented a much more efficient and planned architecture for IT services [15] and dramatically reduced the University's cybersecurity and IT risks through new systems for backup and recovery and identity authorization controls.

Invest in our People
We continue to invest in programs and resources that promote our employees' success and career trajectories. We provided mentorship and grant writing programs to help faculty grow their research portfolio, developed a teaching effectiveness workshop, and sent several faculty to a project-based learning workshop at WPI [16]. We continue to contract with Coursera as an online learning platform to provide professional development courses and degrees from leading universities for all employees. We proudly partnered with Coursera to offer tailored professional development courses and prestigious degrees from top-tier institutions for all employees. Every participant received a custom-designed curriculum, empowering their professional growth. Further enhancing our commitment to leadership excellence, we launched a Northwestern University certificate leadership program, focusing on advanced line management training. A distinguished group of 10 leaders were handpicked as the inaugural cohort, benefiting from both online courses, and enriching face-to-face discussions. Finally, with the conclusion of the "great resignation," we made numerous new hires that will make us a stronger organization: (3) senior leadership; (5) staff leadership; (1) faculty leadership; (22) faculty; (29) professional staff; (4) support staff; and (7) administrative staff.

Advance the University
Advancement raises the profile of the University by engaging external audiences to promote the University, highlight its accomplishments, and attract new funding. This year, we grew our strategic community relationships with Chambers and Economic Development Councils both within and outside of Polk County, and we conducted numerous key visits to critical stakeholders (legislative, BOT, BOG, and industry partners) to discuss the University's accomplishments and future needs [17]. These visits resulted in a 56% (+$21.6M) increase in state funding (+$5.4M in General Revenue, +$5M in Operational Enhancement, +$3.7M in Performance Based Funding, and +$12.5M in Recruitment & Retention) in addition to $11.2M in PECO funding for the Student Achievement Center (vetoed by the Governor). The Foundation continues to make significant fundraising gains across all constituents and has exceeded the benchmarks set for 2023 [18]. The capital campaign is 60% complete and we received a major naming gift this year that will help us complete our first campaign by the end of FY24 [19].

Branding and marketing are also important elements of an effective advancement strategy, and we continue to increase media exposure and advertising impressions [20]. We funded a strategic marketing study this past year to better understand the pathways for improving our branding with critical audiences like students, student parents, general population, and industry. Our conclusion was that Florida Poly has low brand awareness and of those that have heard of it, not many know that it is a STEM institution [21].

Notable Operational Accomplishments
We completed the FY25-29 University Strategic Plan entitled "Engineering Florida's Future". This plan took a year to complete and contains positioning, priorities, and performance sections that define the goals and outcomes for the University over the next five years. It was developed with the help of the Board of Trustees, faculty (19), staff (30), and students (13) across four committees. A separate research subcommittee that included six faculty also provided recommendations for growing Florida Poly's research agenda.

We completed minor construction projects including the Central Chiller Expansion and a remodel of the Admissions Center. The Applied Research Center construction phase was closed out and we started

construction on Residence Hall III. We negotiated the design-build contract for the Gary C. Wendt Engineering Building and completed the design phase. Construction will begin on that building in Spring 2024. Construction will also begin then on the Campus Control Center expansion, which is under design now.

Footnotes:

[1] Broad Admissions Marketing:

1. Invested in building Poly's brand in the important Hobsons/Intersect/Cappex and International HS data base. Increased name buys by 50% and now have 500,000 names vs 224,000. Currently (i.e., September 26) over 23,000 inquiries for Fall 2024 compared to 27,660 for the entire Fall 2023 cycle.
2. Created 35 pieces of dynamic content on multiple digital channels leading to nearly 17 million impressions with click through rates (CTR) generally above excellence benchmarks.
3. Bolstered our web content and content marketing leading to over 200K total page views and new prospects.
4. Increased digital outreach by creating 32 digital campaigns and five behavioral email series for FTIC, TR and GR candidates.
5. Over 10M emails sent to 1.1M prospects with an average open rate of 68.5% and CTR of 3.69% (anything above 2% is considered good). Most outreach ever achieved by Florida Poly.
6. Created 13 emails sent to 2,733 graduate prospects and created targeted Google Display ads, Google Search campaigns, Reddit, and LinkedIn.
7. We changed the way we award out-of-state waivers to potentially increase those student populations.

[2] Targeted Admissions Marketing:

1. Invested in parent outreach and marketing leading to the most parent interaction in history and 169,799 prospects and a 300% increase in clicks on content.
2. STEM Tech Days provide an avenue for students with desired academic backgrounds in mathematics and science to visit campus when they otherwise would not have considered Florida Poly. We held 32 events last year with over 1300 highly capable students and 120 AP teachers and counselors on campus. All STEM Tech Days this year are sold out.

[3] Quality Indicators:

1. Our average SAT this year is 1322 compared to last year's 1342. While SAT scores went down slightly, our ACT scores increased from 29 to 30 and GPA went from 4.2 to 4.4. 89% of students last year had Bright Futures while this year that number is 79%. Female and Black/African American incoming student populations went down this year (23% vs 19% for Females and 9% vs 7% for B/AA) while Latinos went up from 21% to 26%.

[4] USNWR campaign:

1. We conducted a successful campaign to increase awareness of the University and improve our US News and World Report (USNWR) rankings. We remained as the top public regional college in the Southeast and we increased our national ranking to the top 20 public undergraduate engineering college without a Ph.D.

[5] Laboratory Equipment:

1. Purchased a 3D CNC mill, lathe, and other miscellaneous equipment to outfit a mechanical shop.

[6] Engagement Sequence:

1. Created engagement or design sequence that will be implemented across all academic departments as described below:

Academic Year	Leadership Behaviors
Year One	**Personal Responsibility**: Learned by working in a group activity that cannot be achieved by one person. Students are introduced to team opportunities which require communication and adherence to instruction.
Year Two	**Teamwork and problem solving for more complex, larger, longer duration problems:** Project lasts for much of the semester and requires teamwork, planning, time-management, documentation, and organization.
Year Three	**Projects that require comparison of theory to a problem, long duration complex projections.** Students continue in a team structure with a project that is "start - to-finish" and ties theory to the project. Students must a) prepare formal presentations and b) organize themselves in terms of project execution, c) provide feedback to the team members.
Year Four	**Progress to a Common Goal:** As students prepare to graduate, they work with peers to identify solutions to multi-disciplinary challenges. As a team, the students take full ownership of their project and must dynamically adjust to team task allocation.

[7] Freshman Retention Efforts:

1. Established a Freshman Council that functions as a virtual department to create consistency in course expectations and deconflict student responsibilities.
2. Created a first-year common STEM core curriculum that allows students a year to make a final decision on their majors without suffering negative consequences.
3. Refined our practice of using prior student admissions data to predict students that might have difficulties and need more attention.
4. We enhanced the freshman year with hands-on, team-based projects that led to the creation of a design sequence.
5. To connect students with the campus, a class color was designated for the freshman class. Also, Family Day was planned as an activity to connect families, particularly freshman families, with the campus community.

[8] Student Culture and Support:

1. We hired a new AVP for Student Success and restructured the Student Success Center to increase consistency in advising and support and manage curricular expectations. We also hired three new dedicated academic success coaches who assist with academic advising and help students adjust to the University.
2. Academic Success Coaches participated in Appreciative Advising training - A Nationally recognized training for academic advisors.
3. Academic Success Coaches developed training modules to help students with their time-management skills, study strategies and techniques and to teach students how to effectively navigate the course syllabus and faculty office hours.
4. The Student Success Center and Student Affairs staff participated in Mental Health First Aid training, part of a campus Well-Being Summit

5. We enhanced our support for both Pell and first-generation students by providing additional training for the academic success coaches and additional aid and/or campus jobs where needed.
6. We continued the Peer Learning Strategists where upperclassmen tutor lower-class students that are having difficulties.
7. We continue to have a robust Title IX program even though the national policies are ever changing. We have a strong pool of students that serve on hearing panels thanks to multiple training sessions and refreshed student training programs on sexual harassment.
8. We controlled price inflation while improving dining services with new options like mobile ordering.
9. The number of students who use the Student Development Center doubled, and the number of intramural opportunities grew by 100%. Bowling, wiffleball, mini-golf, and flag football were added to the intramural rotation.
10. New student opportunities were introduced including 1) Outdoor Adventure 2) Barbershop Quartet (Polyphonics) and 3) Library Liaisons.
11. On-campus learning opportunities for health and wellness increased with the further development of Peer Health Educators and TAO Connect.
12. Programming to connect international students to campus, and the campus to international students was expanded.
13. TAO Connect resources were expanded for the student community to include sessions on how students can address situational problems.
14. The students and campus community named our mascot – Solaris.

[9] University-owned Residence Halls:

1. We conducted an ITN to build a new Residence Hall (RH) by working with Brailsford & Dunlavey as consultants. After a strong showing from development firms that were interested, we chose Capstone Development Partners for a two-phase design that begins with a 430-bed facility adjacent to the existing units.
2. We worked with the Division of Bond Financing to leverage our favorable purchase terms for RH2 to own RH2 and building and own RH3, establishing the FL Poly Student Housing System. We used tax-exempt bonds issued by Florida Poly, with the approval of the state of Florida, which required us to establish the University's first credit rating (Standard and Poor's Global BBB- with a stable outlook). With this, we were successful in issuing $76M of series 2023A tax exempt dormitory bonds.
3. With the successful purchase of RH2 and construction on RH3, we needed to create a Campus Housing Office to take over leasing operations and manage the properties. We hired a Director of Housing Operations with additional staff and acquired and implemented the StarRez leasing package. We developed a leasing strategy built on retention and growth that will improve on-campus access for incoming and returning second-year students.

[10] 4-year Graduation Rate Improvements:

1. We implemented a comprehensive advising system (Stellic) and advising model for FTIC students that helps them manage their schedules to graduate in four years.
2. Transfer student schedules are more difficult because they often lack critical courses needed to progress on schedule. For those students, we create start-to-finish custom plans to help them graduate as soon as possible.
3. The STEM Core Curriculum provides curricular consistent and discipline flexibility for those students that are unsure of their majors.

[11] Graduate Program:

1. We hired a Graduate Program Coordinator and created consistent standards for Graduate Assistantship Awards and eligibility. We reconfigured graduate stipends, we updated graduate policies and procedures, and we improved the admissions outreach and application process.
2. In addition to our traditional thesis-based program, we added a project-based program and a new 11-month professional program in Engineering Management that has an evening option. Our core majors were also strengthened and refocused.
3. We restructured our credit hour waiver and created Graduate admission committees that create departmental admission standards. Our program coordinator is working with admissions to develop workflows and guidelines, resulting in an incoming stream of both thesis-based and coursework-only students.
4. We launched a 4+1 graduate program for accelerated undergraduates.

[12] Career and Professional Development:

1. We hired a new Director of Career Services and Professional Development with two coordinators to continue helping students obtain internships and careers. They hosted alumni bootcamps, resume and job searching workshops, career fair preparation seminars, and virtual career fairs. In a six-month period, the office held 73 career coaching appointments and led 17 events. The Career Fair had 59 employers and 453 students, which was a 166% increase over last year.
2. While Universities have long focused on "hard skill" development, today's industries want universities to include more emphasis on the soft/transferable skills needed for employability. These soft skills focus on leadership behaviors and include communication, teamwork, problem solving, critical and innovative thinking, creativity, self-confidence, ethical understanding, and the ability to cope with uncertainty and be responsible.
3. We continue to build the Emerging Leaders Programs with the ULead, Outdoor Adventure, and Peer Learning Strategists programs. We also created an Extracurricular Leadership Program that includes TEAMS, a student-run series of activities where students represent Florida Poly in competition or performance. Women's Powerlifting, Men's lacrosse, Archery, Band, and Chess are examples of our TEAMS. The Student Government Association and Registered Student Organizations also provide opportunities for leadership as does the Presidential Ambassador program.

[13] Business Process Improvements:

1. Workday continues to evolve to support and improve University operations. We made numerous improvements to automating Workday functions in spend categories, bank reconciliation, compensated absences, period close, error reporting, grants management, … .
2. We upgraded the cashiering system and implemented Campus Pay for mobile payments.
3. We fully implemented the WEX fuel program to provide a fleet gas card system that better manages our fuel expenses for business vehicles.
4. We created a committee to monitor and oversee the implementation of all (51) new legislative regulations and policies.
5. We improved routing for contracts and agreements and improved our trustee communications.
6. We completed our Affirmative Action Plan and developed a process for updating it each period.
7. We used previously allocated funds for a new Police Officer to refresh our aging police vehicles. This was a stop gap measure and we have now created a new approach that will keep them updated going into the future.

8. We created an Event Management office that oversees all events on campus and works with organizations to help make sure those events are successful.
9. We updated the Continuity of Operations Plan (COOP) and Campus Emergency Management plans.
10. We maintained operational safety compliance with no infractions.
11. We led a collaborative study between Academic Affairs and Environmental Health to develop processes for laboratory safety and operations.

[14] Enterprise Resource Planning (ERP) Systems:

1. We conducted a study on the best path forward for our ERP system that consists of Human Capital Management, Finance (both on Workday) and the Student Information System (currently on CAMS). The preferred option would be to wait for Workday to deliver a working version of Workday SIS but with CAMS not being supported, and no clear timeline for when Workday SIS will be available, we had to pick another path. We looked at CAMS replacements and also considered replacing Workday but finally chose to go with a multi-platform solution that had Workday for Finance and HCM and Ellucian Banner for the SIS. We negotiated a favorable long-term contract with Workday and held numerous negotiations with Ellucian to agree to a contract. This marks the conclusion of an extremely long and important decision and required a lot of careful work and planning. Now work begins on Banner implementation and improvements to Workday.

[15] IT Services:
1. We partially implemented a "data hub" that effectively supports data exchanges between platforms and stores data for analysis and reporting.
2. We implemented a process-based integration platform for University business systems.
3. We made large-scale upgrades to the classroom technology and campus network infrastructure. We completed technology installations for the ARC building and completed IT infrastructure designs for the ARC, Residence Hall 3, Gary C. Wendt Engineering Building, and the IFF building.
4. We acquired and implemented the Everbridge emergency communications management system.

[16] Faculty Mentorship Programs:

1. We sent seven faculty members to a Worcester Polytechnic Institute (WPI) workshop to learn project and design-based approaches to experiential learning.
2. We developed a teaching effectiveness workshop that was delivered to faculty at orientation.

[17] Stakeholder Visits:

1. We continue to partner with Winter Haven EDC, Lakeland EDC, Central Florida Development Council (CFDC), the Florida Chamber, and our local Chamber.
2. We conducted key visits to advance the University and its mission including: (5) BOG members, (20) Representatives, (6) Senators, and (1) Governor's Office.
3. We upgraded our membership with Orlando Economic Partnership and joined Tampa Bay EDC, St. Pete EDC, Miami Beacon Council, and are evaluating the Space Coast EDC.
4. Staff serve on the Synapse and Tampa Bay Tech Boards, and we hold partnership agreements with Embarq Collective, eMerge Americas, Catapult, and Florida Funders.

[18] Foundation Benchmarks:

1. We had a 50% goal for our Donor Retention Rate and achieved 49%. Our Donor Acquisition Rate goal was 8% and we achieved 15%.
2. Corporate Impact Network increased by 90% and held five major events this year.
3. Alumni giving increased by 38% and employee giving increased by 13%, total gifts through Giving Day increased 208% to $532,951.

[19] Foundation Fundraising:

1. We secured an additional $6M pledge from the Barnett's to combine with their previous giving to name the Applied Research Center. Thus far we have raised $15M and will need to raise an additional $5M this year to meet the goal of closing out the campaign this year.

[20] Branding and Marketing:

1. We increased media exposure by 5.7% (goal was 2%) through 115 web stories and 32 press releases.
2. We increased advertising impressions to over 20M, an increase of 275%. Website users increased 17% and pageviews increased by 10%. Facebook increased by 7.5%, Instagram by 6%, and LinkedIn by 21%.

[21] Branding Study:

1. We conducted a branding study that focused on young adults (15-23 y/o), parents with at least one child that is 15-19 y/o, and general population 24 y/o and older. The conclusion was that we had low brand awareness, i.e., 67% of Florida residents are not familiar with the University and of the ones that are, only 35% know that we are a STEM institution.
2. Only 14% of students contacted are considering applying to Florida Poly.

Florida Polytechnic
University Board of Trustees
Policy on Annual Review of the President,
in pertinent part

This policy supplements Florida Board of Governors ("BOG") regulations and provides guidelines for conducting the annual review and assessment of the President's performance, goals, and compensation by the Board of Trustees ("Board"). This policy outlines the purposes and details the process by which the President's performance, goals, and compensation shall be reviewed by the Board on an annual basis. In addition, a comprehensive review of the President's performance and compensation shall first be conducted toward the latter part of the President's third year of employment with the University and then normally occur at five-year intervals thereafter.

Principles

The Board believes six principles should guide and inform the review of the President's performance:

I. The review should derive from explicit values of the University and from the University's strategic plan, work plan, accountability report, and the BOG's Strategic Plan.
2. The review process should set specific annual goals for the President.
3. Reviewing the President's performance is a non-delegable responsibility of the Board. While other viewpoints may be considered by the Board, specifically those of faculty, the Board must take direct responsibility for the review.
4. The review process should be a reciprocal process that includes a self-evaluation from the President.
5. The review should focus on how well the President advances the major institutional objectives of the University.
6. A formal review should be conducted annually, immediately following the academic year. A comprehensive review should occur the latter part of the President's third year of employment with the University and then normally occur at five-year intervals thereafter. Informal evaluations should occur frequently, in the form of informal conversations between the President and the Board Chair.

Annual Review

Purpose
The purpose of the annual review process is to enable the President to strengthen his or her performance, to enable the President and the Board to set mutually agreeable goals, and to inform the Board's decisions on compensation adjustments and other terms of the President's employment.

Responsibility

The Board is responsible for assessing the President's performance, goals, and compensation. The Board's Governance Committee, as its members shall mutually decide and within the parameters of this policy, is delegated the responsibility for organizing and conducting the annual review process with the President and making recommendations related to the outcome of the annual review, the annual goals, and the President's compensation to the full Board.

Process

1. On or before June 1 of each fiscal year, the President will submit his or her proposed goals for the upcoming fiscal year to the Board Chair and the Governance Committee.
2. The Governance Committee will discuss the goals for the upcoming year with the President and present the proposed goals to the full Board for discussion and approval.
3. In September of each year, the President shall initiate the annual review process by preparing a self-evaluation that addresses higher level activities for the just concluded fiscal year. The President will submit his or her self-evaluation to the Board Chair and the Governance Committee by October 15 of each year. The self-evaluation format will remain the same year to year unless revised by the Committee in consultation with the President in the intervening period.
4. Once the President has submitted the self-evaluation and proposed goals to the Board Chair, the Board Chair shall provide copies of the same to the chair of the BOG and request the chair of the BOG's participation in the annual evaluation; the chair of the BOG may involve the chancellor in the review process. Such participation will include a review of the President's responsiveness to the BOG's strategic goals and priorities and compliance with system-wide regulations.
5. The Governance Committee shall review the self-evaluation and proposed goals and may request any additional information from the President to assist the Board in its review.
6. Prior to the Board meeting at which the President's review, goals, and compensation will be acted upon, the Chair shall send to the President and all members of the Board the self-evaluation and proposed goals, any supplemental information the Governance Committee may have requested of the President and any supplemental information the Governance Committee has developed.
7. The Board shall complete the annual review and make any compensation award contemplated under the President's Employment Agreement no later than December 31 of each year, commencing December 2020.

After the Board's deliberation and action, minutes shall be published to document the review of the President's performance, goals, and any adjustments to the President's compensation.

Outcomes

After the Board's deliberation and action, minutes shall be published to document the review of the President's performance, goals, and any adjustments to the President's compensation.

Florida Polytechnic University

Governance, Audit, and Compliance Committee

Board of Trustees

November 6, 2023

<u>**Subject**</u>:   **President's Compensation Adjustments**

<u>**Proposed Committee Action**</u>

Recommend approval of President Randy Avent's compensation adjustments to the Board of Trustees as follows:

1. To award the President _____% increase to his base salary [3.5% or above]; and

2. To award the President a performance compensation bonus in the amount of _____% of his current annual base salary.

<u>**Background Information**</u>

Pursuant to the President's employment agreement 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 on:
a. The increase to the President's base salary; and
b. The performance compensation (bonus)

The President's Employment Agreement provides the following:

4.0 Salary

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, 2019 to June 30, 2020 fiscal year and continuing each year thereafter while 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 Section 3.3 of this Agreement. The President shall each 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.

5.0 Other Compensation While Serving as President

5.3 Effective with the Board's evaluation of the President's performance for the July 1, 2019 - June 30, 2020 fiscal year and continuing each year thereafter while he serves as president, the President shall be eligible for performance compensation as follows:

5.3.1 <u>Performance Compensation</u>. The President shall be eligible for performance compensation as a percent of his annual base salary then in effect. However, if the President receives an overall evaluation of "Achieved" or higher from the Board in his annual evaluation, the amount shall be not less than Twenty Percent (20%); if the President receives an overall evaluation of "Exceeded" or higher from the Board in his annual evaluation, the amount may be increased, not to exceed Thirty Percent (30%) of the annual base salary. The award of performance compensation 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. 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.

Supporting Documentation: N/A

Prepared by: David Fugett, VP & General Counsel