

BOARD OF TRUSTEES

Board of Trustees Meeting Agenda

December 13, 2023
8:30 AM – 9:30 AM

Florida Polytechnic University
[Virtual via Microsoft Teams](#)

Dial in: 1-863-225-2351 | Conference ID: 142 396 02#

MEMBERS

Cliff Otto, Chair
Dr. Laine Powell
Melia Rodriguez
Dr. Dorian Abbot
Jesse Panuccio

Beth Kigel, Vice Chair
Lyn Stanfield
Patrick Hagen
Dr. Sidney Theis

Mark Bostick
Dr. David Williams
Dr. Ajeet Kaushik
Ilya Shapiro

AGENDA

- | | | |
|------|--|--|
| I. | Call to Order | Cliff Otto, Chair |
| II. | Roll Call | Kristen Wharton
Corporate Secretary |
| III. | Public Comment | Cliff Otto, Chair |
| IV. | Presidential Search Committee Update | Beth Kigel, Vice Chair |
| V. | <u>Presidential Search Position Criteria</u>
Action Item | Cliff Otto, Chair |
| VI. | <u>Presidential Search Marketing Plan</u> | Beth Kigel, Vice Chair |
| VII. | Closing Remarks and Adjournment | Cliff Otto, Chair |

Florida Poly Presidential Position Criteria

Florida Polytechnic University, a [top ranked](#) public, four-year undergraduate institution within the State University System of Florida, seeks a new president. Located in Lakeland, Florida Poly is the only state university dedicated exclusively to science, technology, engineering, and mathematics (STEM) education.

The president is Florida Poly's chief executive officer and reports to the Florida Poly Board of Trustees (the Board). Subject to the oversight and governance of the Board, the president is responsible for all Florida Poly operations and for assuring that all of those operations uphold and are consistent with the University's mission. These responsibilities include overall leadership and management of the institution, its academic and educational functions, its institutional fundraising, the development of strategic plans, and fiscal and budgetary plans and the allocation of resources. The president also has oversight responsibilities for Florida Poly's private affiliated organizations including the Florida Poly Foundation. The president will advance Florida Poly's academic and outreach efforts to enhance its programs and ensure that student services and support are provided to create appropriate learning environments.

Florida Poly's mission is to serve students and industry through excellence in education, discovery, and application of engineering and applied sciences and a bold vision to be the academic leader in building Florida's technology-based economy. Florida Poly, in the short time it has been in existence, has experienced amazing success. The University's enrollment continues to grow and it is in the process of building a new dorm and research facilities. For the third consecutive year, Florida Poly is ranked as the No. 1 public college in the Southeast by U.S. News and World Report. The University is also ranked as a top-20 public engineering program without a Ph.D. in the nation.

With its history of innovation and commitment to academic excellence, Florida Poly seeks a president who is ready to advance Florida Poly to the next step in growing the University to be the premier STEM university known for producing highly desirable graduates and new technology solutions. The president must be an inspiring, visionary champion of STEM education with the ability to harness the energy, talent, resources, and passion of Florida Poly's many partners and friends.

Candidates for the position should demonstrate significant, successful leadership experience in a complex organizational setting; an understanding of and ability to advocate for Florida Poly's mission and uphold its historical commitments; a commitment to the value and promise of outstanding, innovative STEM education; a deep and abiding interest in student success and academic excellence; a proven ability to lead Florida Poly's fund-raising efforts; and the interpersonal skills to develop productive relationships with all members of the Florida Poly community and others key to the success of the University.

Qualifications and Attributes

The following criteria include the presidential qualities and characteristics established by the Florida Poly Board of Trustees in consultation with alumni, stakeholders, industry partners, and friends of Florida Poly.

Academic

- a) As the highest-ranking official of a major public university, the president should be a distinguished scholar or leader dedicated to the advancement of academic scholarship. A Ph.D., or advanced terminal degree, and/or significant executive experience in a STEM-related field that would command respect and complete confidence is required.
- b) While academic experience (professional and administrative) is strongly desired, exceptional candidates can also have demonstrated a high degree of scholarly and administrative success outside academia.
- c) Demonstrated commitment to and support for excellence in teaching, research, and service, and a willingness to champion interdisciplinary collaboration and genuine innovation in these areas.
- d) A willingness and ability to successfully work with industry partners on and off campus to provide exceptional research and growth opportunities for students and faculty.
- e) An appreciation and respect for all academic disciplines and a demonstrated support for scholarly work and academic excellence.

Leadership

- a) A dynamic, transparent, and confident leadership style appropriate to be the public face of a prominent public STEM institution with high state and national profiles.
- b) The commitment and confidence to embrace an ambitious goal of continual recognition as a top public STEM university.
- c) Ability and commitment to accelerate Florida Poly's enrollment trajectory, including the ability, fortitude, and strategic vision to take Florida Poly to the next level by increasing the number of quality students who welcome and can excel at the academic rigor of Florida Poly.
- d) Demonstrated commitment to free expression and civil discourse.
- e) Knowledge of the national trends in higher education, specifically regarding STEM education.
- f) Ability to identify new academic innovations and establish partnerships with private sector and governmental agencies to realize the potential for growth and opportunity at Florida Poly.
- g) Ability to improve the performance metrics that inform and impact Florida Poly's external rankings and performance measures established by the Florida Board of Governors and the Legislature.
- h) A passion for learning and the belief in the power of education to change lives.
- i) An understanding of all aspects of the student experience, and the ability to interact and engage with undergraduate and graduate students.

j) An understanding of all aspects of the faculty and staff experience and the ability to effectively interact with faculty and staff.

Collaboration with Stakeholders

a) Ability to inspire trust and confidence among all internal and external constituents and stakeholders.

b) Ability to serve as a partner to the Board of Trustees and the Florida Poly Foundation to develop Florida Poly's priorities and strategic plan, leading Florida Poly to successfully carrying out that plan in a manner consistent with becoming a leading STEM institution.

c) Commitment to working collaboratively with the Florida Board of Governors and all elected state leaders to advance Florida Poly priorities.

d) A passion for and commitment to Florida Poly's academic values and the capacity to communicate its mission and needs clearly and persuasively to all external and internal constituencies.

e) A record of accomplishment serving as a relationship builder who is authentic, ethical, and of good character.

f) Demonstrated commitment to the faculty's participation in governance, including academic standards and policies, with faculty playing an appropriate role as determined by the Board of Trustees in decision-making processes that affect the academic and working environment of Florida Poly.

g) Experience serving as a passionate advocate for a university or organization and the capacity to establish fruitful relationships with members of the legislative and executive branches as well as donors, alumni, and other individuals who may be in a position to promote Florida Poly's agenda and interests.

h) Demonstrates an effective communication style that would be embraced by a broad spectrum of internal and external stakeholders.

i) Commitment to Florida Poly's role as a contributor to local, state, and national economic, environmental, and cultural vitality, and recognition of Florida Poly as a partner with the community in which it serves.

Operational Responsibilities

A. General

a) Demonstrated success in leading an academic unit or institution of higher education, including administrative experience, or experience serving in a senior-level leadership role in a complex organization in higher education, government, business, or the nonprofit sector.

b) An established history of leading and managing institutional change while achieving long- and short-term strategic objectives that advance the mission and goals of a complex organization.

c) The ability to develop high-performing leadership teams and to cultivate environments with a shared sense of mission and culture that encourages entrepreneurship, innovation, strategic risk-taking, and collaboration.

d) The ability to set clear expectations, priorities, and performance metrics that align with the vision for Florida Poly and inspire faculty and staff to achieve success.

e) Experience leading an institution or organization during times of uncertainty, crisis, innovation, and opportunity.

B. Student Success

a) An appreciation for the significant role of increasing the vibrancy of student life at Florida Poly. This may include providing quality services (food, housing, etc.), athletics, and opportunities for students to find a balance between the academic rigor of a STEM university and enjoying a well-rounded life.

b) Place significant emphasis on academic success. Work to advance student preparation and connection to resources by improving logistical support for student advising, hiring, counseling, and other services.

c) Foster leadership and professional development for students by providing several opportunities that include curricular, cocurricular, and extracurricular professional development; workforce development experiences like internships, capstone projects, and undergraduate research opportunity programs; engagement in career preparation and strategy; and research experience and support structures for undergraduate students.

d) Build an engaged campus community, including a vibrant campus environment with on-site social programming and experiences that support a sense of belonging and social interaction. After graduation, alumni should be inspired to continue their engagement with Florida Poly and display their alumni pride.

C. Fiscal

a) A high level of sophistication and understanding of the fiscal issues affecting institutions of higher education, in particular an astute understanding of public university finances and state-level budgeting and appropriations.

b) Experience with complex budgetary matters, managing and allocating resources effectively, and large-scale budgetary decision-making.

c) Experience in identifying and developing new revenue streams from public, private, and governmental sources.

d) Commitment to collaborate and work with the executive and legislative branch of the Florida government to serve the mission and fulfill Florida Poly's needs.

D. Advancement / Fundraising

a) A demonstrated ability to raise funds, with the capacity to cultivate a broad range of stakeholders including donors, alumni, and outside supporters of Florida Poly.

b) Demonstrated success in fundraising from public and private sources and working with key stakeholders to engage them with the institution, as well as a willingness to place that activity high on their agenda.

PRESIDENTIAL SEARCH MARKETING PLAN

Advertising Outlets	Details	Cost
Chronicle of Higher Education * https://www.chronicle.com/	~ Premium Exposure Package: Extended Network, The Chronicles Daily Newsletter, Sponsored Job, Top Job ~ 60 Days (12/15 - 2/15)	\$ 935.00
Inside Higher Ed * https://www.insidehighered.com/	~ Maximum Exposure for Online job listing ~ 60 Days (12/15 - 2/15)	\$ 400.00
HigherEdJobs.com * https://www.higheredjobs.com/products/vip-position.cfm	VIP Upgrade: ~ Graphic Ad on Homepage ~ Branding added to job listing ~ Priority job upgrade	\$ 995.00
Florida Poly LinkedIn	~ Boosted Job Listing ~ 60 Days (12/15 - 2/15)	\$ 1,600.00
American Association of University Professors (AAUP) https://www.aaup.org/	~ Online job listing ~ 60 Days (12/15 - 2/15) ~ E-Newsletter Ad linking to job listing ~ February 7, 2024	\$ 1,200.00 \$ 2,000.00
American Conference of Academic Deans (ACAD) https://acad.org/	~ Digital Ad: Premium Job Flash Package Plus Network of 1,000+ Sites ~ 60 Days (12/15 - 2/15)	\$ 1,398.00
American Society of Mechanical Engineers (ASME) https://www.asme.org/	~ Premium Job Flash Package Plus Network of 1,000+ Sites ~ 60 Days (12/15 - 2/15)	\$ 899.00
American Society of Civil Engineers (ASCE) https://www.asce.org/	~ Online job listing ~ 60 Days (12/15 - 2/15)	\$ 1,095.00
Civil Engineering (ASCE Publication) https://www.asce.org/publications-and-news/civil-engineering-source/civil-engineering-magazine	~ Online job listing ~ 60 Days (12/15 - 2/15)	\$ 1,095.00
American Society of Engineering Educators (ASEE) https://www.asee.org/	~ Online job listing ~ 60 Days (12/15 - 2/15)	\$ 1,400.00
Civil + Structural Engineer https://csengineermag.com/	~ Digital Web Ad linking to job listing ~ 60 Days (12/15 - 2/15) ~ Digital e-News Ad linking to job listing ~ One week: January 8, 2024	\$ 2,000.00 \$ 1,200.00
Roads & Bridges https://www.roadsbridges.com/	~ Digital Ads linking to job listing: \$75-\$225 per 1K impressions ~ 60 Days (12/15 - 2/15)	\$ 2,500.00

PRESIDENTIAL SEARCH MARKETING PLAN

Asians in Higher Ed https://www.asiansinhighered.com/	~ Digital Banner Ad linking to job listing ~ 60 Days (12/15 - 2/15)	\$ 2,000.00
Hispanic Outlook https://hispanicoutlook.com/job-posting-rates	~ Priority Posting for Job Listing ~ 60 Days (12/15 - 2/15)	\$ 450.00
Journal of Blacks in Higher Education https://jbhe.com/	~ Priority Posting for Job Listing ~ 60 Days (12/15 - 2/15)	\$ 399.00
Women in Higher Education https://employer.wihe.com/	~ Boosted online job listing ~ 60 Days (12/15 - 2/15)	\$ 825.00
Academic Keys AcademicKeys.com: Higher Education Jobs and University Jobs	TBD	TBD
Bloomberg Businessweek Businessweek - Bloomberg	TBD	TBD
Wall Street Journal The Wall Street Journal - Breaking News, Business, Financial & Economic News, World News and Video (wsj.com)	TBD	TBD
Banner Ads: Geofence Aspirational Institutions	TBD	TBD
Florida Poly Press Release	Distribute 12/15/23	\$ -
Institute of Electrical and Electronic Engineers (IEEE) https://www.ieee.org/	Followed up consistently using various emails and phone numbers. Will continue outreach	
Engineering News-Record https://www.enr.com/	Email sent, left voicemail, followed up 11/29	
Total Cost		\$ 22,391.00



FLORIDA POLYTECHNIC
UNIVERSITY®



PRESIDENTIAL

LEADERSHIP PROFILE

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FLORIDA POLYTECHNIC
UNIVERSITY



ABOUT FLORIDA POLY

Florida Poly was created by the state in 2012 as its first and only all-STEM public university and welcomed its first class of students in the fall of 2014. The University's goal: provide an excellent STEM-focused education preparing high-ability students to meet the mounting statewide demand for the high-skill professionals industry needs to succeed and continue innovating.


After several years of aggressively achieving critical milestones and accreditations, the University began building its reputation as a remarkable provider of STEM degrees. It rapidly proved its value to the state with the success of its very first graduating class and has been growing since into a solid producer of highly skilled graduates.

Today, Florida Poly is nationally ranked and recognized for its top-quality STEM education, career outcomes, and outstanding affordability. It has almost 1,600 high-achieving students working toward degrees in 12 undergraduate and four graduate programs. Each program is created to be responsive to the evolving needs of industry as technology and scientific advances develop. With an emphasis on hands-on education and small classes, the University provides students with real-world industry experience

through internships, capstone design projects, and employment opportunities with high-tech employers throughout the state.

Florida Poly has deliberately and exponentially grown essential aspects of the institution, including growth in student enrollment, distinguished research faculty, academic programs, industry partnerships, and campus facilities. The iconic campus in Lakeland boasts two award-winning and architecturally stunning academic buildings, and a third begins construction in 2024. Its student body has grown significantly, sparking the need to build a third residence hall scheduled to open in fall 2024.

Florida Polytechnic University stands as a beacon of innovation and cutting-edge education in the state of Florida. With its distinctive focus on core STEM disciplines, state-of-the-art facilities, and a commitment to research and industry collaboration, the University has successfully created an environment that fosters creativity, critical thinking, and hands-on learning. And as it continues to evolve, Florida Poly remains dedicated to shaping the future of its students and making impactful contributions to the fields of engineering and applied sciences, as well as to the state's economy.



With its distinctive focus on core STEM disciplines, state-of-the-art facilities, and a commitment to research and industry collaboration, the University has successfully created an environment that fosters creativity, critical thinking, and hands-on learning.



OUR MISSION:

Serve students and industry through excellence in education, discovery, and application of engineering and applied sciences.

OUR VISION:

Florida Poly will be the academic leader in building Florida's technology-based economy.

ENVISIONED FUTURE:

Florida Poly will be ranked as the top STEM university in the Southeast and widely recognized for producing in-demand graduates who are well-rounded and prepared to be leaders in industry. Attracted by this pipeline of remarkable talent, industry wants strong collaborations with the University. Many of these businesses will move their technology centers to a vibrant research park attached to the University. Through substantial interactions with our students and our faculty, this leads to a growing research influence in critical fields.



LOCATION: LAKELAND, FL

Nestled in the heart of Central Florida, Lakeland combines small-town charm with big-city amenities. With a population of about 115,000 residents, it strikes a perfect balance between the tranquility of suburban life and the opportunities of a bustling city.

Lakeland is renowned for its picturesque landscapes, including numerous lakes that dot the city, such as Lake Hollingsworth, Lake Mirror, and Lake Morton. These serene bodies of water provide a scenic backdrop and opportunities for recreational activities like boating, fishing, exercising, and picnicking. The historic Lake Mirror Promenade is a popular spot for leisurely strolls and hosts many cultural events throughout the year.

Lakeland boasts a dynamic variety of activities that offer something for everyone. This includes Downtown's charming Munn Park Historic District lined with shops and restaurants, the newly opened Bonnet Springs Park – a blended urban/natural park that families and outdoor enthusiasts enjoy every day of the week, and Circle B Bar Reserve, a restored wetlands site that offers outdoor trails and up-close wildlife encounters. The vibrant Downtown Farmers Curb Market, held on Saturdays, showcases local produce, crafts, and unique finds. Residents can savor a diverse culinary scene with gourmet dining, casual eateries, and much more. Lakeland also has a thriving cultural scene. The Lakeland Community Theatre and the Polk Theatre offer a range of live performances, and music lovers can enjoy the melodies of the Imperial Symphony Orchestra.

Lakeland enjoys warm, sunny weather for most of the year, making outdoor activities and sports a year-round option. For sports fans, Lakeland is famous as the spring training home of the Detroit Tigers, drawing baseball fans from across the country. In addition to baseball, the city offers a wide range of sporting events and activities. The city is also within arm's reach of world-class professional sporting venues and teams, including Tampa Bay's Rays (MLB), Lightning (NHL), and Buccaneers (NFL) as well as Orlando's Magic (NBA) and Orlando City Soccer Club (MLS). Lakeland also offers convenient access to theme parks and beaches, all within an hour's drive. Head west for Busch Gardens and beaches along the Gulf of Mexico, and head east for Disney World, Universal Studios, and Sea World.



It's a city that truly captures the essence of the Florida lifestyle, and those who live here will tell you it's the perfect place to call home.

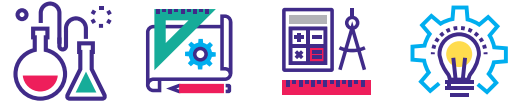
Without question, Lakeland's greatest asset is the people who call it home. Generational Lakelanders and new neighbors alike provide the city with a lively and warm atmosphere. The range of neighborhoods, from historic districts to advanced developments, reflects the personalities of the growing population. Lakeland offers a unique blend of natural beauty, cultural richness, and modern amenities and has something to offer everyone. It's a city that truly captures the essence of the Florida lifestyle, and those who live here will tell you it's the perfect place to call home.

FAST FACTS

ESTABLISHED
2012

OPEN FOR
INSTRUCTION

**AUG
25
2014**



Only ALL-STEM
Public University in Florida

FACULTY
86

STAFF
187

TOTAL
ENROLLMENT
1,618

UNDERGRADUATE
STUDENTS
1,569

GRADUATE
STUDENTS
49

17:1

Student-to-Faculty
Ratio

4.5

Average H.S. GPA

1323

Average SAT

30

Average ACT

44%

Freshmen in Top 10%
of H.S. Class



NUMBER OF
**DEGREE
PROGRAMS**

12 Undergraduate
Degrees

4 Graduate
Degrees

ACCREDITATIONS: Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) and four bachelor's degrees are accredited by ABET: Computer Engineering, Computer Science, Electrical Engineering, and Mechanical Engineering

RANKINGS



#1

Public College
in Southeast US



NATIONALLY TOP 20

Public Engineering
program without a Ph.D.



#2

Best Value Public School
in Southeast US

Florida Polytechnic University's remarkable rankings over its first decade of existence are a testament to its unwavering commitment to excellence in STEM education and innovation. The institution has been recognized year after year as a top-tier university at the state and national levels, speaking volumes of the caliber of its academic programs and the success of its graduates.

Florida Poly's focus on offering leading-edge, core STEM degrees creates a vibrant learning environment where students are taught to think critically and push the boundaries of their own potential. Its growing state-of-the-art campus and resources empower students to engage in hands-on learning experiences and collaborative research projects, fostering the development of skills that make graduates highly sought after in the job market. And with exceptional faculty members at the forefront of their respective fields, the University continues to produce important research that makes a difference in industry and advances knowledge.

Florida Poly is proud of its mission to prepare students for lifetime employability and success, and the outstanding

rankings it has received validate its steadfast dedication to shaping Florida's future STEM leaders and contributors to a better society.

FLORIDA POLY'S LATEST RANKINGS:

- **Top 20 public engineering program without a Ph.D. in the nation – U.S. News and World Report**
- **No. 1 public college in the Southeast for third year in a row – U.S. News and World Report**
- **No. 2 best value public college in the Southeast, combining affordability and academic performance – U.S. News and World Report**
- **No. 2 college in the Southeast (public & private) – U.S. News and World Report**
- **No. 1 college for veterans in the Southeast – U.S. News and World Report**
- **No. 30 for best career outcomes in the nation – WalletHub**

COMMUNITY AND ECONOMIC IMPACT

As Florida Poly has experienced meteoric growth during its first 10 years of operation, so has the University's academic, economic, and societal impact throughout the state. By focusing exclusively on STEM, Florida Poly enjoys solid partnerships and collaboration with high-tech industry partners ranging from nimble local startups to storied global giants. Many of these employers directly benefit from the University's talent pipeline by sponsoring capstone design projects and internships, and directly engaging with students on campus through career events, hosted days on campus, and more.

Among its most significant industry collaborations is Florida Poly's research partnership with IFF, a global leader in food, beverage, health, biosciences, and scent. The Fortune 500 company is opening its Global Citrus Innovation Center on campus in 2024, bringing with it research, job, and internship opportunities. This on-campus industry partnership is the first of what is envisioned to be a bustling research park anchored by the University.

This vision is also reflected in the priorities of the Central Florida Innovation District – a partnership between local municipalities, economic development agencies, the county, and private landowners, all committed to a common development plan surrounding the University. The goal is to build a dense, mixed-use area connecting Florida Poly with community and industry, creating a live-work-play environment where industry, academia, and government are brought together.

An economic impact assessment in 2019 found that Florida Poly generated more than \$289 million in overall economic activity, including more than \$161 million in gross domestic product (GDP) to the local and state economies. The impact is expected to be significantly higher today due to program growth, alumni success, community development, campus projects, and industry partnerships.

The University's research also is having a strong impact in many fields of study. Three faculty members are currently included among the world's top 2% of scientists, including a global leader in electrical and computer engineering and a pioneer in rare earth element recovery. The work of these and many other faculty members generates significant interest from business and community stakeholders, as well as from talented students eager to learn from these experts.

The community surrounding the campus experiences positive effects from Florida Poly. Many student

organizations participate in community service activities, and employees hold positions with various community and economic development groups throughout the region.

Florida Poly is proud to be a powerful partner for community and economic impact in Florida.



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ACADEMICS

Outstanding core engineering and applied science programs are the central element of Florida Poly's ongoing academic success. The 2023-2024 academic year is the University's 10th year of educating students in the targeted STEM fields identified as the most in demand throughout the state and the nation. The University continues developing new degree programs aligned with industry needs to further this, including the launch of bachelor's degrees in civil engineering and industrial engineering in the fall of 2023.

Florida Poly graduates are in high demand and earn the highest salaries of all the State University System (SUS) one year after graduation. Both private companies and public-sector agencies seek out professionals with the academic and hands-on experience that Florida Poly graduates carry.

The University began its 10th year of instruction in August 2023, and in its first decade has gone from being just a vision at the time of its founding in 2012 to a thriving university ranked among the top 20 public engineering programs in the country without a doctorate, and the No. 1 public college in the Southeast U.S. As a regionally and ABET-accredited institution, Florida Poly will continue to grow in student body size, number of campus facilities, and very importantly, faculty.

Admitted students are highly qualified with an average SAT score of 1323, ACT score of 30, and high school GPA of 4.5.

The University awards bachelor's and master's degrees in 12 undergraduate and four graduate programs. It also offers students the ability to earn an advanced degree in five years with its newly announced "4+1" program that allows exceptional students to begin their graduate degree during their undergraduate senior year.

Florida Poly prizes leadership as a core focus of its programs. Leadership is delivered in classes through the University's engagement sequence, which extends from the freshman year into the senior year and requires that student teams execute industry-inspired capstone design projects. Leadership is also promoted with extracurricular activities strategically supported by the institution (termed "emerging leaders"), as well as with student-led "opt-in" leadership programs such as student government.

All Florida Poly degrees require that each graduate complete at least one professional experience internship and participate in an industry-sponsored capstone design project. These professionally-focused experiences further prepare Florida Poly graduates with the real-world experiences they need to excel in their careers. Between an intensive and rigorous curriculum, a focus on leadership, and soft skills, the internship program, and the capstone design project, students emerge as industry-ready and technically competent individuals who are ready to contribute to the Florida economy.

ENGINEERING FLORIDA'S FUTURE



Now that Florida Poly has cemented itself as a powerful provider of in-demand STEM degrees and positioned itself for long-term success, the University is focusing on the future. In the coming years, the institution will work steadily to expand its ranks of top faculty, continue growing its outstanding student body, and develop more campus facilities to accommodate the increasing academic and student life demands.

Florida Poly's main priorities are growing the academic enterprise, transforming students' lives, becoming an engine of innovation, and strengthening campus operations. The result of work in these areas will be transformational, pushing the University toward the next echelon of academic and research success.

To grow the academic enterprise, Florida Poly will build on the foundation of strong engineering and applied sciences majors, setting the stage for more and stronger academic programs and initiatives. While remaining true to its core STEM curriculum, the University will also strive to further stimulate progress in areas like graduate programs, research opportunities, and innovative pedagogies.

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Transforming students' lives is an important goal that relies on support from the entire campus population and structure. Alumni already experience formidable outcomes during their time at Florida Poly and following graduation, including obtaining well-paid, in-demand careers that allow for exceptional personal and professional growth. Florida Poly will further support student growth by providing strong health and wellness programming, student success guidance, and campus social programs. These efforts to build a great pipeline of talent will lead to greater industry partnerships.

The University's work to **become an engine of innovation** for the state has borne fruit, and this will continue to be a strong priority. This can be achieved by stimulating progress in areas that include increased campus community engagement, expanded research thrusts in relevant industries, strengthened intellectual property framework that encourages industry involvement, and supported faculty growth pathways that include industry engagement. By becoming an engine of innovation, industry

will turn to Florida Poly for solutions needed for existing and emerging technologies and processes, setting the stage for greater statewide economic prosperity.

Strengthening campus operations will allow Florida Poly to thoroughly support student and faculty success while maximizing fiscal resources and stakeholder engagement. The current organizational structure will continue, but care will be taken to encourage advancement in several areas, including improving human capital management (HCM), empowering employees working toward a common goal, unifying campus facilities, employing efficient tools that reduce workload, and simplifying policies and processes.

Through this essential work, Florida Poly will continue its charge toward becoming the state's most sought-after producer of high-skill graduates to fill the high-wage, low-supply STEM jobs that stand to solidify Florida's national reputation as a technology industry leader and global competitor.



STUDENT LIFE

Student life provides activities and opportunities for students to develop and grow beyond the classroom. With a primary focus on the residential campus experience and the rural campus setting, there is strong University emphasis on student life. New student orientation, academic convocation, and Purple Fire Week welcome students to the fall semester. Student life traditions, including the annual Florida PolyCon celebration in the spring, 5K races including the annual March 14 Pi-Run, and campus-wide survival-based tag games continue emerging in the campus' growing student culture. The University works hard to ensure there are many events and socially-based programs for students on campus with an ongoing focus of creating a culture of "work hard, play hard."

Florida Poly has prioritized the growth of student activities on campus, including University TEAMS, registered student organizations, intramural sports, and music activities. TEAMS is an acronym that represents the purpose and expected learning experiences within all Florida Poly TEAMS: Teamwork, Effective communication, Accountability, Mental health awareness, Social responsibility. All these activities provide students with opportunities to connect with others on campus, reduce stress, and have fun.

University TEAMS are geared toward student passions and provide extramural competition opportunities. Popular TEAMS include esports, women's powerlifting, women's soccer, men's lacrosse, archery, men's basketball, and ultimate Frisbee. Florida Poly TEAMS have gained both regional and national recognition, as well as awards for their talent and competitive success.

Intramural sports also have a vibrant presence on campus, bringing students together for competitive tournaments including volleyball, flag football, and pickleball. The number of participating students grows every year. Students are also encouraged to participate in outdoor adventure opportunities.

The University's registered student organizations include the Alpha Squad Math Club, Chess Club, Cybersecurity Club, the Institute of Electrical and Electronics Engineers (IEEE), Music Association, Nerf-Tech, Pokémon League, and the Society of Women Engineers.

Finally, the campus infrastructure includes multiple recreation facilities, including a swimming pool, fitness area, equipment rentals, disc golf course, and a scenic running path.






SUPPORT

Florida Poly is grateful to receive state funding annually at levels determined by the Florida Legislature and governor. It has continued to see year-over-year increases in state funding based on its performance and role in advancing the state's economy. This has contributed to the University's quick rise to being a strong provider of top STEM degrees, but the campus has also received significant support from the community.

The Florida Poly Foundation has received multi-million-dollar gifts from major local philanthropists and generous supporters, including Trustee Gary C. Wendt and the Barnett family. Support like this has fueled the naming of multiple campus buildings, endowed scholarships, and the University's first endowed chair.

In fiscal year 2023, the foundation had a donor retention rate of 44% and a donor acquisition rate of 28%, both surpassing the industry averages of 31% and 7%, respectively.

The foundation also is preparing for a major gala event in the spring of 2024. Excelerate will celebrate the University's first decade educating students and honor Florida Poly's significant achievements and its sky-high plans for the future.



The Florida Poly Foundation has received multi-million-dollar gifts from major local philanthropists and generous supporters, including Trustee Gary C. Wendt and the Barnett family.

Additionally, the University is prioritizing the enhancement of alumni relations, ensuring Phoenixes remain connected to their alma mater long after graduation and throughout their STEM-related professions. Events throughout the year maintain this engagement and contribute to increasing the number of donors.

Florida Poly remains intently focused on growing philanthropic support, building industry connections, and working with all stakeholders to advance advocacy efforts necessary to continue driving the University toward extraordinary growth and even greater success.



PRESIDENTIAL PROFILE

Florida Polytechnic University, a top ranked public, four-year undergraduate institution within the State University System of Florida, seeks a new president. Located in Lakeland, Florida Poly is the only state university dedicated exclusively to science, technology, engineering, and mathematics (STEM) education.

The president is Florida Poly's chief executive officer and reports to the Florida Poly Board of Trustees (the Board). Subject to the oversight and governance of the Board, the president is responsible for all Florida Poly operations and for assuring that all of those operations uphold and are consistent with the University's mission. These responsibilities include overall leadership and management of the institution, its academic and educational functions, its institutional fundraising, the development of strategic plans, and fiscal and budgetary plans and the allocation of resources. The president also has oversight responsibilities for Florida Poly's private affiliated organizations including the Florida Poly Foundation. The president will advance Florida Poly's academic and outreach efforts to enhance its programs and ensure that student services and support are provided to create appropriate learning environments.

Florida Poly's mission is to serve students and industry through excellence in education, discovery, and application of engineering and applied sciences and a bold vision to be the academic leader in building Florida's technology-based economy. Florida Poly, in the short time it has been in existence, has experienced amazing success. The University's enrollment continues to grow and it is in the process of building a new dorm and research facilities. For the third consecutive year, Florida Poly is ranked as the No. 1 public college in the Southeast by U.S. News and World Report. The University is also ranked as a top-20 public engineering program without a Ph.D. in the nation.

With its history of innovation and commitment to academic excellence, Florida Poly seeks a president who is ready to advance Florida Poly to the next step in growing the University to be the premier STEM university known for producing highly desirable graduates and new technology solutions. The president must be an inspiring, visionary champion of STEM education with the ability to harness the energy, talent, resources, and passion of Florida Poly's many partners and friends.

Candidates for the position should demonstrate significant, successful leadership experience in a complex organizational setting; an understanding of and ability to advocate for Florida Poly's mission and uphold its historical commitments; a commitment to the value and promise of outstanding, innovative STEM education; a deep and abiding interest in student success and academic excellence; a proven ability to lead Florida Poly's fund-raising efforts; and the interpersonal skills to develop productive relationships with all members of the Florida Poly community and others key to the success of the University.

QUALIFICATIONS AND ATTRIBUTES

The following criteria include the presidential qualities and characteristics established by the Florida Poly Board of Trustees in consultation with alumni, stakeholders, industry partners, and friends of Florida Poly.

ACADEMIC

- a.** As the highest-ranking official of a major public university, the president should be a distinguished scholar or leader dedicated to the advancement of academic scholarship. A Ph.D., or advanced terminal degree, and/or significant executive experience in a STEM-related field that would command respect and complete confidence is required.
- b.** While academic experience (professional and administrative) is strongly desired, exceptional candidates can also have demonstrated a high degree of scholarly and administrative success outside academia.
- c.** Demonstrated commitment to and support for excellence in teaching, research, and service, and a willingness to champion interdisciplinary collaboration and genuine innovation in these areas.
- d.** A willingness and ability to successfully work with industry partners on and off campus to provide exceptional research and growth opportunities for students and faculty.
- e.** An appreciation and respect for all academic disciplines and a demonstrated support for scholarly work and academic excellence.

LEADERSHIP

- a.** A dynamic, transparent, and confident leadership style appropriate to be the public face of a prominent public STEM institution with high state and national profiles.
- b.** The commitment and confidence to embrace an ambitious goal of continual recognition as a top public STEM university.
- c.** Ability and commitment to accelerate Florida Poly's enrollment trajectory, including the ability, fortitude, and strategic vision to take Florida Poly to the next level by increasing the number of quality students who welcome and can excel at the academic rigor of Florida Poly.
- d.** Demonstrated commitment to free expression and civil discourse.
- e.** Knowledge of the national trends in higher education, specifically regarding STEM education.
- f.** Ability to identify new academic innovations and establish partnerships with private sector and governmental agencies to realize the potential for growth and opportunity at Florida Poly.
- g.** Ability to improve the performance metrics that inform and impact Florida Poly's external rankings and performance measures established by the Florida Board of Governors and the Legislature.
- h.** A passion for learning and the belief in the power of education to change lives.
- i.** An understanding of all aspects of the student experience, and the ability to interact and engage with undergraduate and graduate students.

- j.** An understanding of all aspects of the faculty and staff experience and the ability to effectively interact with faculty and staff.

COLLABORATION WITH STAKEHOLDERS

- a.** Ability to inspire trust and confidence among all internal and external constituents and stakeholders.
- b.** Ability to serve as a partner to the Board of Trustees and the Florida Poly Foundation to develop Florida Poly's priorities and strategic plan, leading Florida Poly to successfully carrying out that plan in a manner consistent with becoming a leading STEM institution.
- c.** Commitment to working collaboratively with the Florida Board of Governors and all elected state leaders to advance Florida Poly priorities.
- d.** A passion for and commitment to Florida Poly's academic values and the capacity to communicate its mission and needs clearly and persuasively to all external and internal constituencies.
- e.** A record of accomplishment serving as a relationship builder who is authentic, ethical, and of good character.
- f.** Demonstrated commitment to the faculty's participation in governance, including academic standards and policies, with faculty playing an appropriate role as determined by the Board of Trustees in decision-making processes that affect the academic and working environment of Florida Poly.
- g.** Experience serving as a passionate advocate for a university or organization and the capacity to establish fruitful relationships with members of the legislative and executive branches as well as donors, alumni, and other individuals who may be in a position to promote Florida Poly's agenda and interests.
- h.** Demonstrates an effective communication style that would be embraced by a broad spectrum of internal and external stakeholders.
- i.** Commitment to Florida Poly's role as a contributor to local, state, and national economic, environmental, and cultural vitality, and recognition of Florida Poly as a partner with the community in which it serves.

OPERATIONAL RESPONSIBILITIES

A. GENERAL

- a.** Demonstrated success in leading an academic unit or institution of higher education, including administrative experience, or experience serving in a senior-level leadership role in a complex organization in higher education, government, business, or the nonprofit sector.
- b.** An established history of leading and managing institutional change while achieving long- and short-term strategic objectives that advance the mission and goals of a complex organization.
- c.** The ability to develop high-performing leadership teams and to cultivate environments with a shared sense of mission and culture that encourages entrepreneurship, innovation, strategic risk-taking, and collaboration.

- d.** The ability to set clear expectations, priorities, and performance metrics that align with the vision for Florida Poly and inspire faculty and staff to achieve success.
- e.** Experience leading an institution or organization during times of uncertainty, crisis, innovation, and opportunity.

B. STUDENT SUCCESS

- a.** An appreciation for the significant role of increasing the vibrancy of student life at Florida Poly. This may include providing quality services (food, housing, etc.), athletics, and opportunities for students to find a balance between the academic rigor of a STEM university and enjoying a well-rounded life.
- b.** Place significant emphasis on academic success. Work to advance student preparation and connection to resources by improving logistical support for student advising, hiring, counseling, and other services.
- c.** Foster leadership and professional development for students by providing several opportunities that include curricular, cocurricular, and extracurricular professional development; workforce development experiences like internships, capstone projects, and undergraduate research opportunity programs; engagement in career preparation and strategy; and research experience and support structures for undergraduate students.
- d.** Build an engaged campus community, including a vibrant campus environment with on-site social programming and experiences that support a sense of belonging and social interaction. After graduation, alumni should be inspired to continue their engagement with Florida Poly and display their alumni pride.

C. FISCAL

- a.** A high level of sophistication and understanding of the fiscal issues affecting institutions of higher education, in particular an astute understanding of public university finances and state-level budgeting and appropriations.
- b.** Experience with complex budgetary matters, managing and allocating resources effectively, and large-scale budgetary decision-making.
- c.** Experience in identifying and developing new revenue streams from public, private, and governmental sources.
- d.** Commitment to collaborate and work with the executive and legislative branch of the Florida government to serve the mission and fulfill Florida Poly's needs.

D. ADVANCEMENT / FUNDRAISING

- a.** A demonstrated ability to raise funds, with the capacity to cultivate a broad range of stakeholders including donors, alumni, and outside supporters of Florida Poly.
- b.** Demonstrated success in fundraising from public and private sources and working with key stakeholders to engage them with the institution, as well as a willingness to place that activity high on their agenda.

APPLICATION AND NOMINATION PROCESS

Applications are now being accepted. We strongly encourage submitting application materials as PDF attachments. Materials should include:

- A letter of interest that addresses specifically how the candidate's experience and qualifications intersect with Florida Poly's qualifications, attributes, and listed strategies priorities as presented in the Presidential Profile
- A current resume/curriculum vitae

Initial screening of applications will begin immediately and continue until an appointment is made. Those selected for interviews will be asked to provide a minimum of three (3) personal/professional references. For best consideration applications should be provided by February 8, 2024. Please submit application materials and inquiries to : presidentalsearch@floridapoly.edu

Further information about Florida Polytechnic University may be found at: Presidential Search (floridapoly.edu)

NOMINATIONS

If you know of someone who may be an outstanding candidate, we encourage you to reach out to them to apply using the above process.

CONFIDENTIALITY

The search will be conducted with a commitment to confidentiality. Pursuant to section 1004.098, Florida Statutes, applicants' personal identifying information is confidential and exempt from public disclosure requirements. Personal identifying information of applicants selected for the final group who will be interviewing on campus will be made public pursuant to section 119.071, Florida Statutes.





MEMBERS OF THE FLORIDA POLYTECHNIC UNIVERSITY PRESIDENTIAL SEARCH COMMITTEE

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Vice Chair, Florida Poly Board of Trustees

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Community/Business Leader

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Faculty, Assistant Professor

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