



# Governance, Audit, and Compliance Committee Meeting

## MEETING MINUTES

Committee approved 09.21.2023

Wednesday, June 7, 2023  
2:45 PM – 4:15 PM

### Florida Polytechnic University WEBEX TELE-CONFERENCE MEETING

#### I. Call to Order

Committee Chair Mark Bostick called the Governance, Audit, and Compliance Committee meeting to order at 2:45 p.m.

#### II. Roll Call

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

Other Trustees present: Trustee Ajeet Kaushik

Staff present: President Randy Avent, Provost Terry Parker, Dr. Allen Bottorff, Kathy Bowman, Mike Dieckmann, David Fugett, David Blanton, Melaine Schmiz, Maggie Mariucci, Kristen Wharton, and Sherri Pavlik

#### III. Public Comment

There were no requests received for public comment.

#### IV. Approval of Minutes

**Trustee Bob Stork made a motion to approve the Governance, Audit, and Compliance Committee meeting minutes of February 8, 2023. Board Chair Cliff Otto seconded the motion; a vote was taken, and the motion passed unanimously.**

#### V. 2022-24 Governance, Audit, and Compliance Committee Work Plan

Committee Chair Bostick reviewed the Governance, Audit, and Compliance Committee Work Plan. There was no discussion on this item.

#### VI. Audit and Compliance Update

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

1. Operational Audit – field work is near completion;
2. Financial Audit – FYE23;
3. Federal Audit – FYE23; and
4. Bright Futures and State Assistance (2-yr – FYE22 & FYE23)

Internal Audit reports included:

1. Risk Assessment & Work Plans – FYE22; and
2. Annual Report FYE23

Blanton also provided a follow-up report on the Crowe Audit. The Foundation hired a CPA for backup in compliance with the segregation of duties. Appropriate controls are being established and once they are complete, Blanton will conduct a follow-up review to ensure the finding has been properly addressed.

VII. Textbook Affordability Monitoring Review – Spring 23

Blanton shared the Textbook Affordability Monitoring Report for spring 2023, and reported the University is in compliance with State law for posting textbooks 45 days prior to start of classes. The University fell short somewhat due to a revised law which requires maintaining and archiving searchable lists of textbook information with specific identifying information to be listed on the website. Blanton recommended enhanced controls to ensure compliance.

VIII. Foundation 990

Blanton presented the University Foundation's Form 990 for FYE22. This report is done annually, and under Florida law allows the University to provide resources to the Foundation. The Foundation 990 is a tool for the Committee to use to ensure that the Foundation is operating responsibly in support of the University. There were no questions or discussion on this item.

IX. University Financial Audit Summary

Blanton provided the Committee with the University Financial Audit FYE22, which included a report on financial statements, and a report on governmental auditing standards (GAS). The University received a clean opinion from the Auditor General (AG) and there were no deficiencies nor instances of noncompliance reported.

X. Information Technology Operational Audit

Blanton provided information on the Information Technology (IT) Operational Audit which focused solely on IT controls and infrastructure during the period October 2021 through September 2022. It was conducted by a team of certified IT auditors for the Florida Auditor General, along with several staff who are CISA certified. This audit is separate from the Auditor General's division and is conducted every 3-5 years. There is no immediate follow-up by the AG.

Blanton noted two audit findings. The first is a recommendation to improve the existing security awareness training for employees in order to reduce the risk for University data to be compromised. Auditors recommended training on best practices for authentication and data handling be specific to University controls.

Details of the second finding are protected by Section 1004.055, Florida Statutes. Committee members were contacted directly by Blanton and Mike Dieckmann, Vice President and CIO, who explained the findings in detail. Issues were related to authentication, data recovery, configuration management, account management, and vulnerability management.

Discussion ensued on the mitigation and resolution of the second finding. Board Chair Otto requested that University Audit perform an internal audit as a follow-up to the findings, and Blanton agreed to include this in the Committee's FY24 Work Plan with ongoing reporting until the issues are resolved. Chair Otto also requested a deeper dive into the cybersecurity threats that exist globally and what is coming in the future as far as risks and threats. Due

to the protection of the State Statute, a deeper discussion on the audit findings could take place in a closed meeting. David Fugett provided insight into how and when closed meetings are handled.

XI. Regulations and Policies

Fugett shared that both of the proposed regulations mirror and meet the standards mandated by the Board of Governors (BOG).

The first, *FPU-5.0084 Credit for Military Training, Courses, and Organizations* outlines the policy and process that enables students to earn appropriate academic college credit for college-level training and education acquired in the military. Fugett also stated this regulation replaces existing policy *FPU-5.0084AP Course Credit for Military Trainings and Courses*.

**Trustee David Williams made a motion to recommend approval of Regulation *FPU-5.0084 Credit for Military Training, Courses and Occupations* to the Board of Trustees. Trustee Bob Stork seconded the motion; a vote was taken, and the motion passed unanimously.**

**Board Chair Cliff Otto made a motion to recommend the repeal of *FPU-5.0084AP Course Credit for Military Training and Courses* to the Board of Trustees. Trustee David Williams seconded the motion; a vote was taken, and the motion passed unanimously.**

The second proposed regulation is *FPU-5.0072 Examination and Assessment of Instruments*. This regulation keeps the University up to code with Federal Law, State Statutes, and the BOG regulation regarding exemption of public records laws for access, maintenance and destruction of testing instruments and related materials.

**Trustee Bob Stork made a motion to recommend approval of Regulation *FPU-5.0072 Examination and Assessment of Instruments* to the Board of Trustees. Trustee David Williams seconded the motion; a vote was taken, and the motion passed unanimously.**

XII. President's Operational Goals FYE24

President Avent presented a PowerPoint (attached) on his proposed Operational Goals for FYE24.

President Avent discussed the accountability metrics for FY24 as compared to the University's peers, the SUS average, the FY23 goals, and 5-year goals. These metrics align with the approved goals in FY23 Accountability Plan and the new University Strategic Plan for 2024-2029.

President Avent presented strategies for reaching the University's Performance Based Funding goals and the initiatives within Academic Affairs to address academic progress rate and 4-year graduation rate challenges. To achieve excellence points in these two areas, two initiatives have been launched: GET 90 and GET 50. GET 90 will focus on admissions, academic support, and faculty instruction, and GET 50 will focus on academic support, leadership and professional development, and faculty instruction.

He then shared the University's one-year operational plan for each of the four priorities embedded within the new Strategic Plan: Grow the Academic Enterprise, Transform Students' Lives, Become an Engine of Innovation, and Improve Campus Operations.

Trustees had the opportunity to ask questions. With none, Committee Chair Bostick asked

for approval of the president's Operational Goals for FY24.

**Board Chair Cliff Otto made a motion to recommend to the Board of Trustees approval of the President's Goals for FYE24. Trustee David Williams seconded the motion; a vote was taken, and the motion passed unanimously.**

XIII. Closing Remarks and Adjournment

Committee Chair Mark Bostick thanked the committee and with no further business to discuss, adjourned the meeting at 4:15 p.m.

Respectfully submitted:

Sherri Pavlik

Executive Assistant

Office of the General Counsel



**FLORIDA POLYTECHNIC**  
UNIVERSITY

## **Operational Goals FYE24**

**Randy K. Avent**

**7 June 2022**

# Balanced Scorecard



- “Check Engine” dashboard aligned to new strategic plan
- Increased funding this year allows broader coverage



# Accountability Metrics

	PEERS	SUS AVG	FY23	5-YR GOAL	FY24
<b>GROW THE ACADEMIC ENTERPRISE</b>					
% Graduates Employed or Enrolled		65%	75%	80%	76%
Median Wages for BS Graduates		\$ 42,000	\$ 54,800	\$ 65,000	\$ 54,800
% BS Programs in Strategic Emphasis		59%	100%	100%	100%
% Grad Programs Strategic Emphasis		65%	100%	100%	100%
<b>TRANSFORM STUDENT LIVES</b>					
Academic Progress Rate	83%	87%	75%	83%	82%
4-year Graduate Rate	28%	61%	41%	45%	40%
6-Yr Graduation Rate	65%	73%	47%	63%	56%
% BS Degrees w/o Excess Hours		82%	85%	85%	82%
University Access Rate		36%	35%	32%	32%
Time-to-Degree		4.1	4.1	4.1	4.1
<b>BECOME AN ENGINE OF INNOVATION</b>					
% BS with 2+ Workforce Experiences			98%	98%	96%
Research Expenditures (\$K)			\$ 1,500,000	\$ 3,000,000	\$ 1,900,000
Headcount (FT Students)			1572	2570	1974
Headcount (Certificate Students)				95	100
<b>IMPROVE CAMPUS OPERATIONS</b>					
Faculty-to-Administration Ratio		4.69	3.46	4	3.25
Cost of Engineering Degree		\$ 22,597	\$ 24,400	\$ 25,504	\$ 25,000
Average Cost to Student		\$ 1,550	\$ (9,370)	\$ -	\$ (8,000)

- Alignment with Approved Goals in FY23 Accountability Plan and new University Strategic Plan



# Performance Funding Strategies

- **Florida Poly FY22 Performance Based Funding (PBF) score required a Student Success Plan be implemented in FY23**
  - Required significant emphasis and investments in FY23
  - Resulting plan will be supported and expanded in FY24
- **Academic Affairs will launch two new initiatives this year aimed at stabilizing our Performance Based Funding scores**
  - Our Academic Progress Rate and 4-year Graduation Rate metrics cannot compete with comprehensive universities leading to an over reliance on improvement points
  - Both initiatives are stretch metrics and provide an organizing principle for strategic intentions
  - Both initiatives form the basis for operational items in “Growing the Academic Enterprise” and “Transforming Student Lives”
- **GET 90! will achieve a 90% Academic Progress Rate**
- **GET 50! will achieve a 50% 4-year Graduation Rate**





# Academic Affairs Initiatives

## • GET 90!

- **Admissions:** (targeted recruiting, message alignment, enhanced summer experience, ...)
- **Academic support:** (improved Peer Learning Strategies (PLS), Freshman Council, student success tracking and intervention, emphasis on first 3 weeks, robust calculus placement, programming pilot, ...)
- **Faculty instruction:** (lower cap in math courses, faculty instructional development, ...)

## • GET 50!

- **Academic support:** (structured/targeted learning support for middle years, “pick your major” fairs, undergraduate research opportunities, Professional Certifications, transfer student center, Pell student support programs, ...)
- **Leadership and Professional Development:** (sophomore and up leadership opportunities, student worker training, internship program enhancements, goal oriented academic and social clubs, ...)
- **Faculty instruction:** (engagement sequence support, instructional support, ...)

# Outline

- Introduction
- **Grow the Academic Enterprise**
- **Transform Students' Lives**
- **Become an Engine of Innovation**
- **Improve Campus Operations**
- **Summary**



# Grow the Academic Enterprise

- **Programs and curriculum**

- Grow and refresh concentrations that attract undergraduate student growth
- Propose minimum of two new retreat majors that align with our mission
- Provide “skills” training through professional certifications in each major
- Grow graduate program pathways (coursework only, thesis)
- Implement 4+1 program with recruiting pathways for Florida Poly students

- **Faculty**

- Recruit key Departmental leadership
- Improve recruiting processes through conference participation, updated faculty pages,...
- Appropriately staff Departments and build enabling infrastructure
- Provide professional development opportunities in teaching excellence and consistency

- **Students**

- Align website to showcase degrees and concentrations
- Increase participation in college fairs; align name buys and increase digital outreach
- Increase scholarship and provide improved net cost information
- Develop two transfer relationships with state colleges with advising plans for our degree



# Transform Students' Lives

- **Academic success**

- Improve Peer Learning Strategies effort to impact more Freshman students
- Expand learning support the “middle” division
- Build transfer student center, improve Pell student support programs
- Enhance the summer experience; emphasis on the first three weeks
- Introduce robust calculus placement, programming pilot, lower caps in math courses

- **Leadership & Professional Development**

- Expand current leadership development training to all student workers
- Develop a visiting speaker series and industry shadowing program
- Create committee to hire national consultant to help develop tailored activities that match our student body needs; improve career services and academic/social clubs
- Hire staff to execute against committee recommendations

- **Engage campus community**

- Create a residential campus culture by building residential leasing and operations
- Pilot an Undergraduate Research program, highlight student research results
- Create five “Activities of Excellence” programs led by faculty & staff
- Create taskforce to consider expanded athletic fields and recreation complex



# Become Engine of Innovation

- **Industry**

- Create institute that studies the flow of university research into industry and use that to become a state thought leader on growing a high-tech industry in Florida
- Strengthen university interactions with industry (advisory boards, faculty connections, project support, ...)

- **Research**

- Provide programs to faculty in proposal development and writing skills
- Develop and implement plan to purchase critical instrumentation
- Fund the graduate level research experience, investigate thesis publishing software
- Enhance library access to critical publications needed for research
- Fund graduate seminars program and seed grants

- **Entrepreneurship**

- Examine best practices in IP policies to promote entrepreneurship

- **Land development**

- Develop Williams/Campus history project & interactive display
- Continue collaborating with Williams on surrounding land development



# Improve Campus Operations

- **Complete campus construction projects**
  - Complete IFF Citrus Research Center
  - Complete and open Residence Hall 3 in August, 2024
  - Begin construction of the Gary Wendt Engineering Building
  - Begin construction of the Public Safety & Facilities Complex
  - Begin programming and design of the Student Achievement Center
- **Enhance the IT infrastructure**
  - Begin implementation of the new Student Information System (SIS) with realignment of adjacent systems
  - Begin major overhaul of business processes optimized via Workday
  - Achieve compliance with IT-related risks mitigation best practices
  - Establish next-generation network infrastructure connecting main campus to regional, national, and global education and research networks
- **Employees**
  - Implement Leadership Academy for staff leadership positions
  - Conduct an implement a Title & Total Compensation (TTC) study
  - Evaluate Performance Assessment process

# Improve Campus Operations

- **Business processes**
  - Budget engineering (zero-based budget, forecasting, modeling, ...)
  - Implement maverick spending project
  - Implement courier services taskforce
  - Build a strategic plan for improving auxiliary functions (parking, food services, bookstore, STEM summer camps, ...)
  - Conduct taskforce to ensure compliance with new legislation
  - Conduct taskforce to review all regulations, policies and processes
  - Improve risk management processes
- **Advance the University**
  - Improve infrastructure for university events
  - Conduct a targeted branding and marketing campaign
  - Grow relationships and involvement with community and industry

# Summary

- **Continued strong emphasis on student success to mitigate reliance on PBF improvement points**
- **Strong funding allows the institution to focus on reducing long-term operational costs with improvements to the IT infrastructure and business operations**
- **Continued strong focus on academic and student growth while methodically growing economic impact through research, graduate programs, and industry relationships**