



FLORIDA POLYTECHNIC
UNIVERSITY

Board of Trustees Meeting

Wednesday, September 5, 2018
1:30 PM - 3:00 PM

Florida Polytechnic University
ADMISSIONS BUILDING
4700 Research Way
Lakeland, FL 33805-8531

Don Wilson, Chair
Dr. Jim Dewey
Travis Hills
Dr. Adrienne Perry
Gary C. Wendt

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

Mark Bostick
Dr. Richard Hallion
Henry McCance
Bob Stork

AGENDA

- | | |
|---|-------------------|
| I. Call to Order | Don Wilson, Chair |
| II. Roll Call | Kris Wharton |
| III. Public Comment | Don Wilson, Chair |
| IV. Chairman's Remarks | Don Wilson, Chair |
| V. President's Remarks | Dr. Randy Avent |
| VI. Faculty Presentation: Entrepreneurship Program | Dr. Tim Shedd |
| VII. Funding Future Scholarships
Action Required | Dr. Randy Avent |
| VIII. Committee Reports | Committee Chairs |
| A. Audit & Compliance Committee Report | |
| 1. University Audit & Compliance (UAC) Annual Report
(2017-2018) | |
| *Action Required* | |

2. UAC Risk Assessment/Activity Plan (2018-19)
Action Required
3. Auditor General Operational Audit Report
Action Required
4. UAC Investigative Report Review (Report No. 2018-01)
Action Required
5. UAC Investigative Report Review (Report No. 2019-01)
Action Required

B. Academic & Student Affairs Committee Report

C. Finance & Facilities Committee Report

D. Governance Committee Report

E. Strategic Planning Committee Report

1. Strategic Plan
Action Required

IX. Consent Agenda

Action Required

Don Wilson, Chair

A. Finance & Facilities Committee

1. Foundation Board: New Members

B. Governance Committee

1. Governance Committee Charter
2. 2019 Government Relations Plan

C. Strategic Planning Committee

1. 2016-17 Equity Report

D. Board of Trustees Meeting

1. [Approval of May 22, 2018 Board of Trustees Workshop Minutes](#)
2. [Approval of May 22, 2018 Board of Trustees Meeting Minutes](#)
3. [Approval of June 29, 2018 Board of Trustees Transition Meeting Minutes](#)

X. Board of Trustees Meetings

Action Required

Don Wilson, Chair

1. December 5, 2018
2. February 27, 2019
3. May 21-22, 2019
4. September 11, 2019

5. December 11, 2019
6. February 26, 2020
7. May 19-20, 2020
8. September 9, 2020
9. December 2, 2020

XI. Board of Governors' Meetings

Don Wilson, Chair

1. September 12-13, 2018 (*New College of Florida, Sarasota*)
2. October 16, 2018 Facilities Committee and Budget and Finance Committee Workshops (*USF, Tampa*)
3. **TRUSTEE SUMMIT**, November 7, 2018 (*Florida Atlantic University, Boca Raton*)
4. November 7-8, 2018 (*Florida Atlantic University, Boca Raton*)
5. January 30-31, 2019 (*Florida International University, Miami*)
6. March 27-28, 2019 (*Florida A&M University, Tallahassee*)
7. June 11-13, 2019 (*USF, Tampa*)

XII. Closing Remarks and Adjournment

Don Wilson, Chair

**Florida Polytechnic University
Board of Trustees Meeting
Board of Trustees
September 5, 2018**

Subject: Florida Polytechnic University's Entrepreneurship Program

Proposed Committee Action

Information only – no action required.

Background Information

The Entrepreneurship program has five goals at this stage of development: (1) Establish curricular support for entrepreneurship (2) Generate sustainable co-curricular activity (3) Support startup activities at Florida Poly (4) Support Florida Startups with Florida Poly talent and (5) Keep STEM graduates in Florida. For the next year, from September 2018 to September 2019, these goals will be supported by four parallel lines of activity.

In the Curriculum

To date we have one active entrepreneurship class, ENT2112 Entrepreneurship Opportunity Analysis, with about 40 students taking this class every semester. A new Entrepreneurship Certificate program has been approved at the committee level and is set to launch summer 2019 with a 4-course sequence taken over two summers. Over the course of this next year we will work refining syllabi, integrating into the Department of Data Science and Business Analytics, identifying instructors and marketing to students in preparation of this launch. The goal is to have 20 students complete the first two courses by August 2019.

Along Side the Curriculum

The Phoenix Nest is a scalable, web-based platform that tracks participants through the stages of creating a viable business. Conceived of and developed by Justin Heacock, Entrepreneurship Coordinator, it is Poly's answer to the capital intensive, often results-challenged, start-up incubators that many institutions have created. The Phoenix Nest provides many of the benefits of a physical incubator – team formation, entrepreneurship education, connection to mentors, access to prototyping spaces – but is scalable to 100's if not 1000's of participants by tracking their actual progress toward a viable venture and focusing resources (like mentoring and money) on those who have made measurable progress. A beta release of the platform will occur in September of 2018 with a goal to have 50 students participate and 100 ideas submitted by the end of calendar year 2018. The goal is that, out of those students, at least 10 students (3 teams) to be in pilot user stage - meaning they have an active startup - by August 2019.

We will also establish a regular Entrepreneurship speaker series with accompanying networking events for students and faculty. There will be four of these events over the course of the next year. These events do not typically have measurable outcomes, but can significantly enhance

the chances of success of Florida Poly startups as students and faculty build relationships with leaders in the business, entrepreneurship and investment communities.

Hands-on Experience

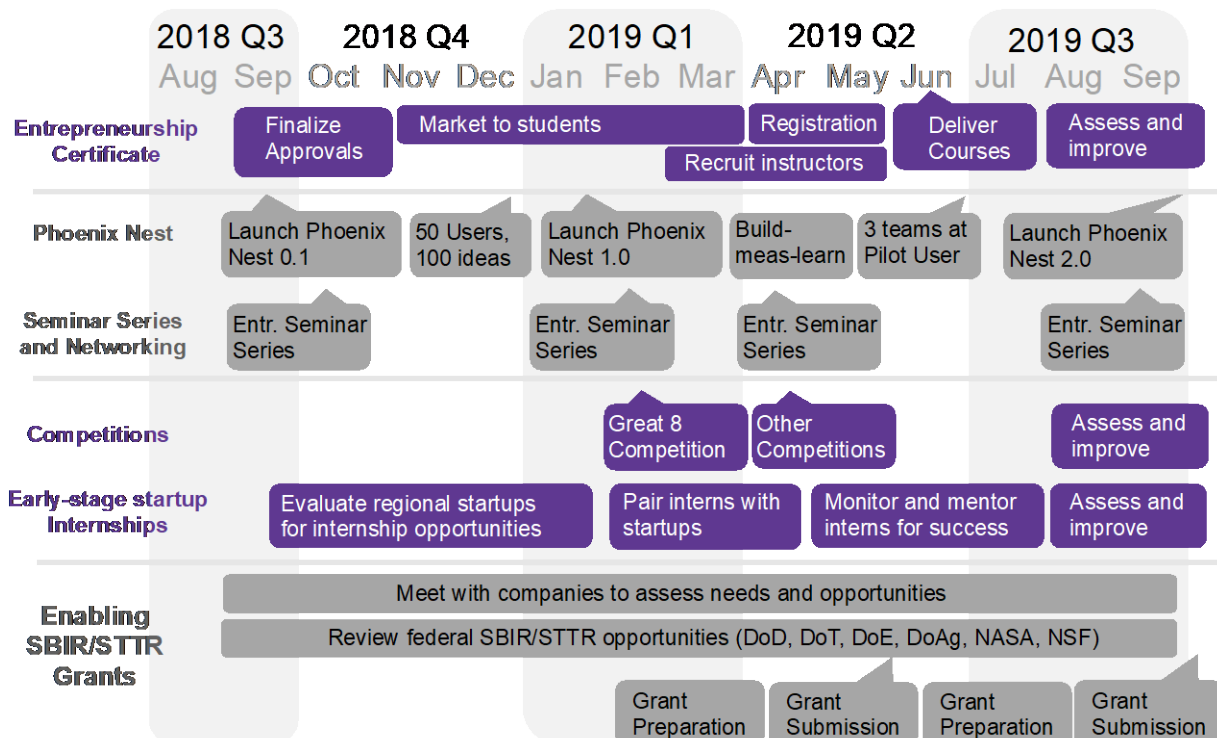
Currently, students are exposed to entrepreneurship through club activity, occasional lectures, and competitions. To date, Poly students have won over \$30,000 at state and local entrepreneurial competitions for their ideas. Moving forward, we would like to support Florida startups with Florida Poly student interns, which will require active vetting and mentoring to be successful for both the students and the startups. We plan to identify one or two specific opportunities over the next year and employ them to develop scalable policies and procedures for student internships with early stage startups.

Growing Florida

The federal government makes billions of dollars available to small businesses each year through the SBIR/STTR grant program. Florida Poly will develop an outreach program to help identify potential startup companies in Florida that could be successful recipients for these grants in collaboration with Florida Poly research talent and facilities. This will bring new dollars to Florida while supporting Florida small businesses and startups with Florida Poly talent. We intend to identify at least one strong opportunity and work with a company and Florida Poly faculty to submit an SBIR proposal by Fall of 2019.

We currently have a semi-private office for our entrepreneurial students in Catapult, the business incubator in Lakeland, and we have had engagements with Tampa Bay Wave, Tampa’s technology incubator and accelerator. Over the coming year, we will develop policies and procedures for directly engaging with vetted startups from these and other organizations such that Florida Poly faculty and students can productively engage and gain value from assisting these Florida early-stage startups.

Timeline and Milestones



Supporting Documentation: PowerPoint Presentation

Prepared by: Dr. Tim Shedd



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Entrepreneurship@FloridaPoly

Changing the way Poly grads change the world

Tim Shedd

Director, Division of Graduate Studies

Associate Professor of Mechanical Engineering

Justin Heacock

Entrepreneurship Coordinator

September 05, 2018

- **Entrepreneurship Update**

- Entrepreneurship linked to academic mission through Director of the Division of Graduate Studies
- Phoenix Nest prototype created
- Great Eight program
- Two prize-winning teams in state level competitions

Approximately 12% of our May graduates self reported that they started their own business prior to graduation or plan to do so soon after graduation.

Overview of the Entrepreneurship Program

Mission: to create, equip and inspire entrepreneurs who will drive growth in the Florida economy and improve quality of life everywhere.

Vision: To change the way Poly Grads change the world

In the Curriculum

Now:

- Create Entrepreneurship Certificate

Planned:

- Elective courses
- External certificate (for community members, non-traditional students)

Along Side the Curriculum

Now:

- Launch Phoenix Nest virtual incubator to Poly students
- Speaker Series + Networking event

Planned:

- Expand functionality of Phoenix Nest
- Enable collaborations with external entrepreneurs via Phoenix Nest

Hands-on Experience

Now:

- Vet internship opportunities
- Great Eight pitch Competition
- Support FL competitions

Planned:

- Engage with OrlandoTech
- Internship resource and mentorship
- Re-initiate student entrepreneurship club

Growing Florida

Now:

- Assist Central FL companies apply for SBIR/STTR opportunities

Planned:

- Provide SBIR/STTR grant writing services
- Partner with regional accelerators/incubators to assist startups in bringing products to market

Entrepreneurship Scorecard: Measuring the impact



Curricular Effort

- *Entrepreneurship Certificate*



Co-Curricular Activity

- *Phoenix Nest*
- *Competition participation*
- *Seminar Series*



Support of Startup Activities

- *Phoenix Nest*
- *New Design and prototyping facilities*



Support of Florida Startups with Florida Poly Talent

- *Student internships*
- *SBIR/STTR grant program*



Keep STEM Graduates in Florida

- *Encourage viable startups*
- *Connect students to full time jobs via internships, SBIR/STTR activities and networking events*



The Certificate in Entrepreneurship has four courses. Two courses present the nuts & bolts of entrepreneurship using a curriculum developed at MIT

Certificate in Entrepreneurship

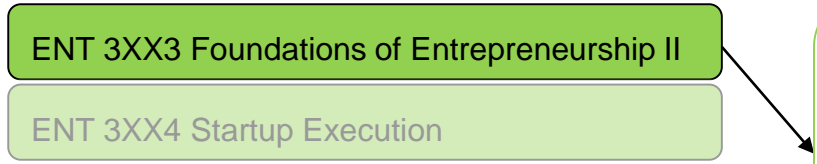
AY1

Su1



AY2

Su2



AY3

Su3



AY4

WHO IS YOUR CUSTOMER?

- 1 Market Segmentation
- 2 Select a Beachhead Market
- 3 Build an End User Profile
- 4 Calculate the TAM Size for the Beachhead Market
- 5 Profile the Persona for the Beachhead Market
- 9 Identify Your Next 10 Customers

WHAT CAN YOU DO FOR YOUR CUSTOMER?

- 6 Full Life Cycle Use Case
- 7 High-Level Product Specification
- 8 Quantify the Value Proposition
- 10 Define Your Core
- 11 Chart Your Competitive Position

HOW DOES YOUR CUSTOMER ACQUIRE YOUR PRODUCT?

- 12 Determine the Customer's Decision-Making Unit (DMU)
- 13 Map The Process to Acquire a Paying Customer
- 18 Map the Sales Process to Acquire a Customer

HOW DO YOU MAKE MONEY OFF YOUR PRODUCT?

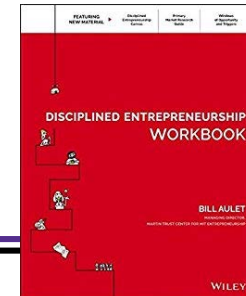
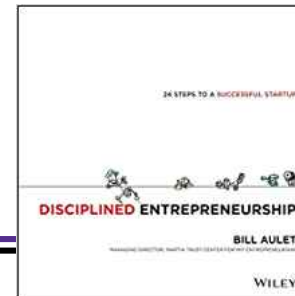
- 15 Design a Business Model
- 16 Set Your Pricing Framework
- 17 Calculate the Lifetime Value (LTV) of an Acquired Customer
- 19 Calculate the Cost of Customer Acquisition (COCA)

HOW DO YOU DESIGN & BUILD YOUR PRODUCT?

- 20 Identify Key Assumptions
- 21 Test Key Assumptions
- 22 Define the Minimum Viable Business Product (MVBP)
- 23 Show That "The Dogs Will Eat the Dog Food"

HOW DO YOU SCALE YOUR BUSINESS?

- 14 Calculate the TAM Size for Follow-on Markets
- 24 Develop a Product Plan



One course introduces the basics of operating a business while the final course is a hands-on start-up experience based on the Lean Launchpad from Stanford.

Certificate in Entrepreneurship

AY1

Su1

ENT 3XX1 Foundations of Entrepreneurship I

ENT 3XX2 Startup Business Fundamentals

AY2

Su2

ENT 3XX3 Foundations of Entrepreneurship II

ENT 3XX4 Startup Execution

AY3

Su3

IDS 4941 Internship

AY4

- Corporate Structure and governance (LLC, C-Corp, B-Corp, Boards)
- Financial Literacy (Budgeting, P&L, Balance Sheet, Cash Flow)
- Strategic Planning (Financial projections, headcount, sales and expense models)
- IP (Types, Domestic and international, process, costs of obtaining and maintaining, prioritizing)
- Financing (Types, Investors, Investment vehicles)
- HR (Hiring, firing, Legal considerations)

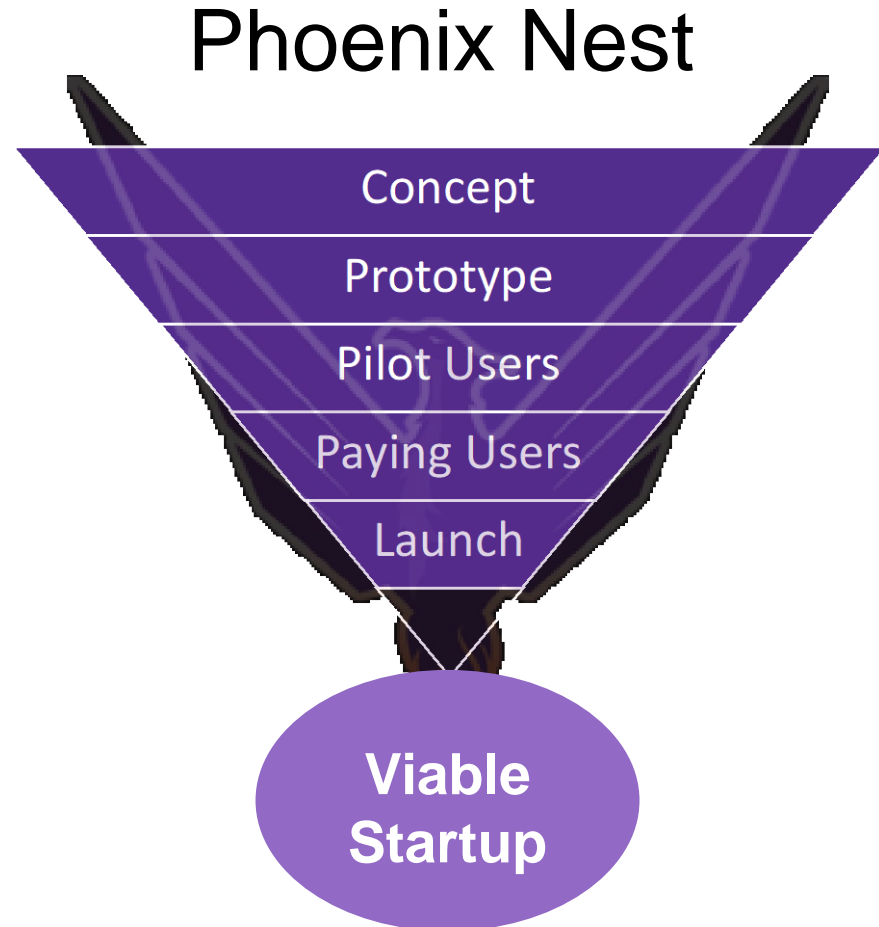
Lean Launchpad



You will be getting your hands dirty talking to customers, partners and competitors as you encounter the chaos and uncertainty of how a startup actually works. You'll practice evidence-based entrepreneurship as you learn how to use a business model to brainstorm each part of a company and customer development to get out of the classroom to see whether anyone other than you would want/use your product. Finally, based on the customer and market feedback you gathered, you will use agile development to rapidly iterate your product or concept to build/design something customers would actually buy and use. Each block will be a new adventure outside the classroom as you test each part of your business model and then share the hard earned knowledge with the rest of the class. <http://leanlaunchpad.stanford.edu/>

The Phoenix Nest is a novel “virtual startup incubator” conceived of and developed at Florida Poly.

- **Scalable, web-based platform**
- **“Virtual Incubator”**
- **Guides through stages of creating a viable business**
- **Provides online training targeted to each stage**
- **Provides a venue for creation of teams based on interests and strengths**
- **Goal: create a few viable startups a year**



Supporting Florida Startups and Poly Research via SBIR/STTR programs

- Perform regular SBIR/STTR opportunity search
- Get out to make connections with Florida startups and small businesses
- Meet with Faculty to understand interests and capabilities
- Introduce SBIR/STTR opportunities to faculty and companies
- Facilitate grant writing assistance as appropriate

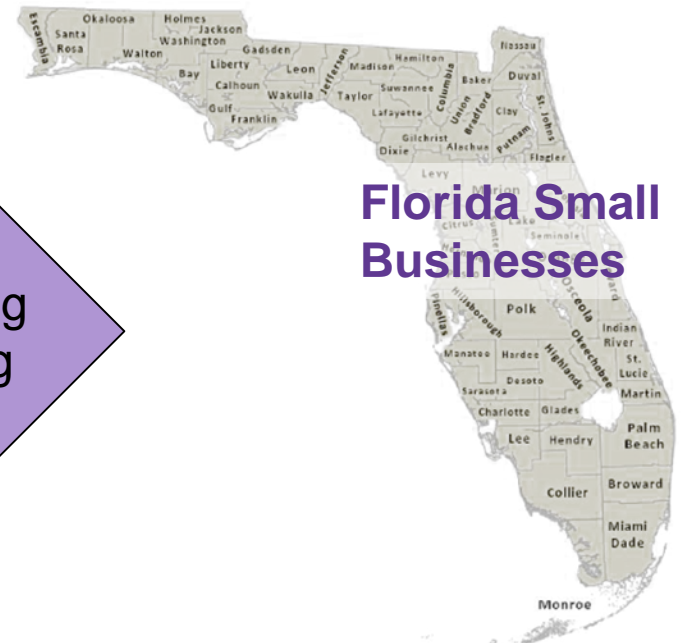
Faculty Research Programs

Matchmaking
Grant writing

Florida Small
Businesses



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Milestones

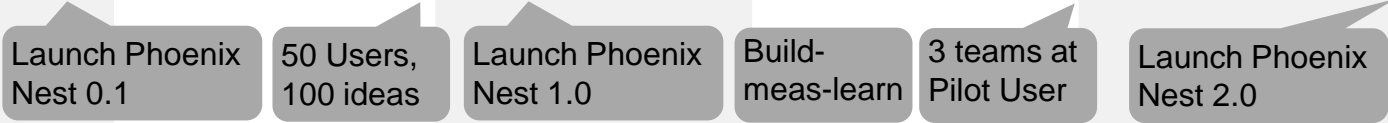
2018 Q3 2018 Q4 2019 Q1 2019 Q2 2019 Q3

Aug Sep Oct Nov Dec Jan Feb Mar Apr May Jun Jul Aug Sep

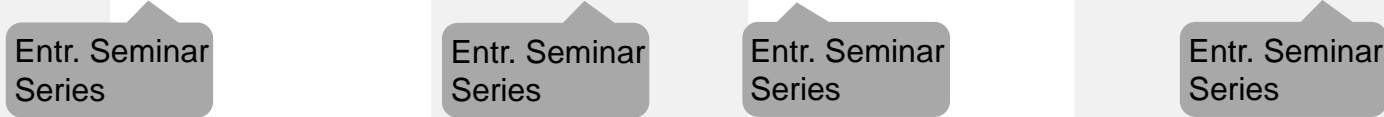
Entrepreneurship Certificate



Phoenix Nest



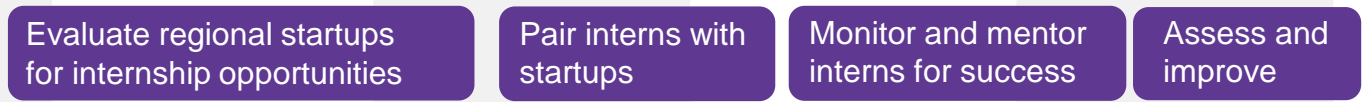
Seminar Series and Networking



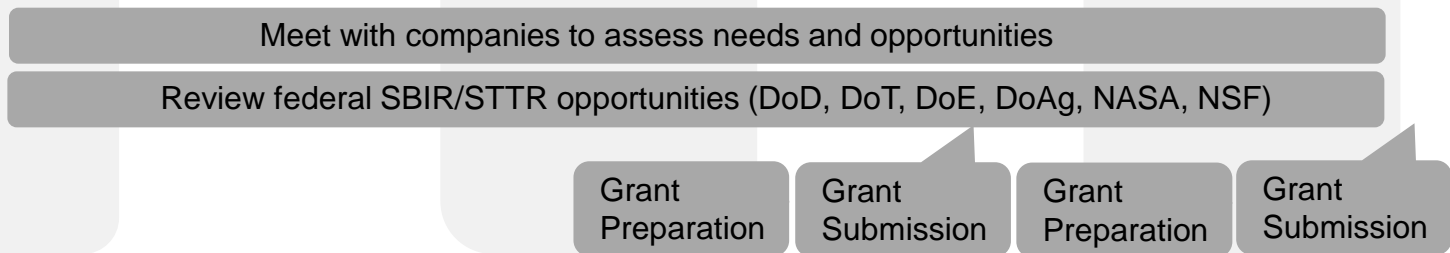
Competitions



Early-stage startup Internships



Enabling SBIR/STTR Grants





Deliverables

By September 2019 you will see:

In the Curriculum

Done:

- Certificate fully implemented
- First cohort of students completed first 2 courses

In progress:

- Developing elective courses for DSBA department

Along Side the Curriculum

Done:

- Phoenix Nest 1.0 launched
- 3 Poly Startups (at Pilot User stage)
- Hosted 4 Speakers + Networking events

In Progress:

- Preparing launch of Phoenix Nest 2.0
- Developing policies and procedures to tie faculty and external entrepreneurs into Phoenix Nest

Hands-on Experience

Done:

- Poly students completed internships with startups
- Poly students successfully competed in contests

In Progress:

- Engaging faculty and students with OrlandoTech
- Expanding internship opportunities
- Growing entrepreneurship club

Growing Florida

Done:

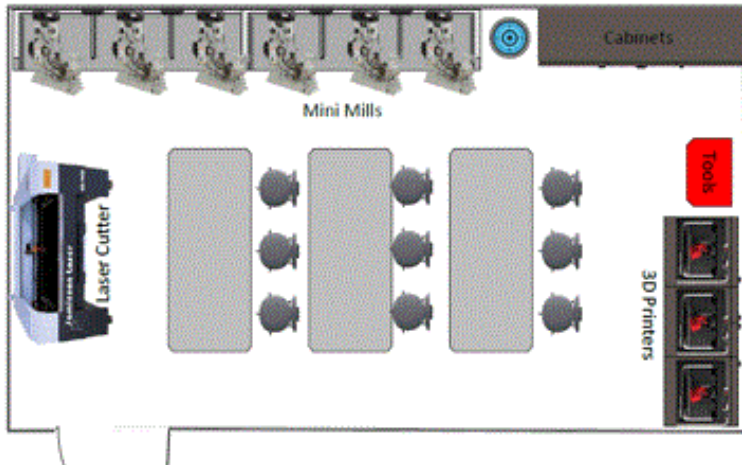
- At least one SBIR/STTR grant application ready for submission

In Progress:

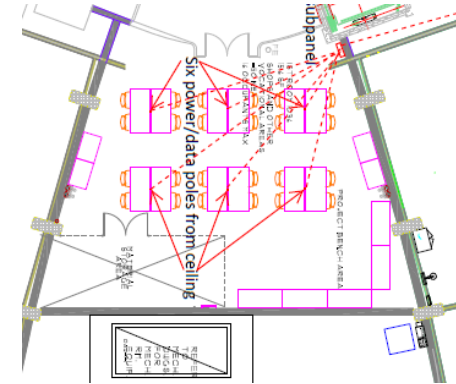
- Developing grant writing support for faculty and partners
- Developing policies and procedures to partner Poly talent with startups in the region

Additional changes underway that support Entrepreneurship

New design laboratories and white space to support both design curriculum and entrepreneurship



Multidisciplinary Capstone design course with support for student entrepreneurs



Professional machinist/machine shop supervisor will expand machining capabilities and student access

**Florida Polytechnic University
Board of Trustees Meeting
Board of Trustees
September 5, 2018**

Subject: Funding Future Scholarships

Proposed Committee Action

Recommend approval of waiver authority for financial aid through 2023.

Background Information

President Avent will review enrollment growth and options for funding future scholarships.

Supporting Documentation: PowerPoint presentation

Prepared by: Dr. Randy K. Avent, President



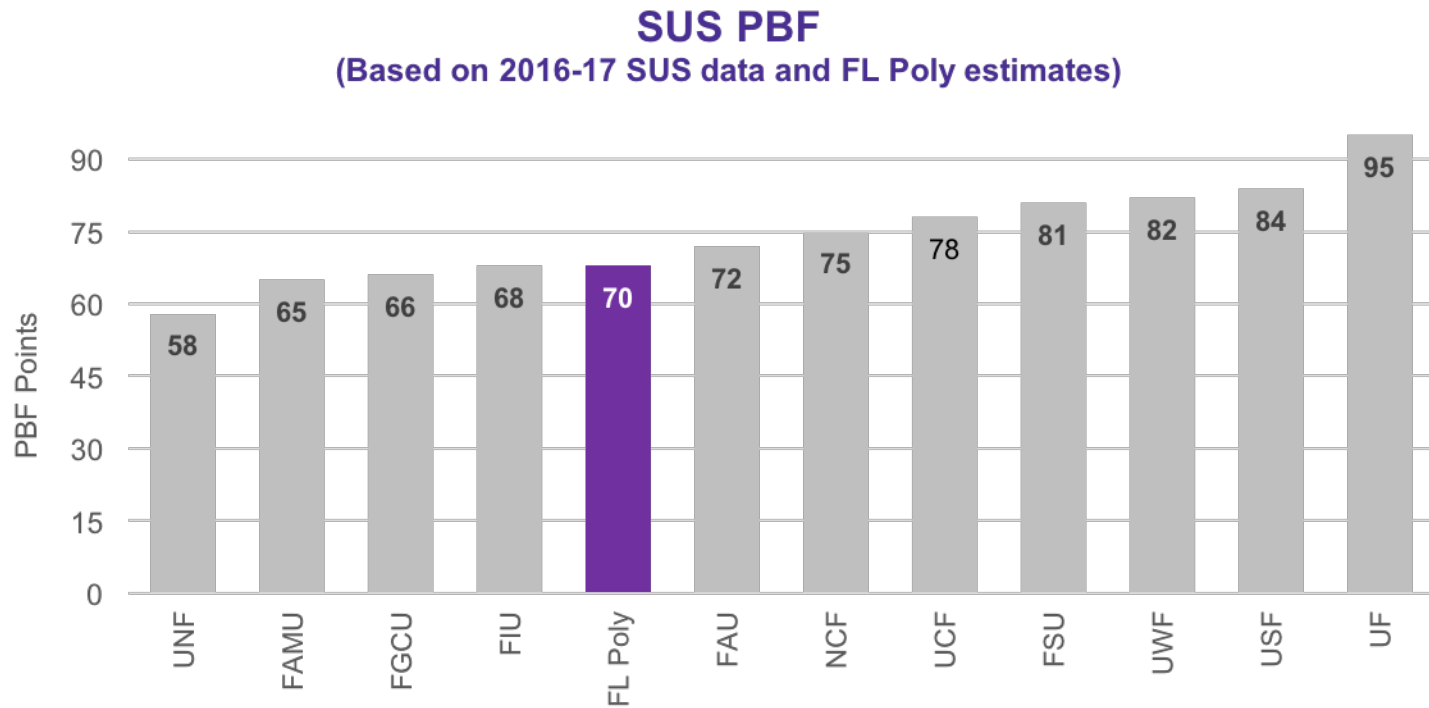
FLORIDA POLYTECHNIC
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Funding Future Scholarships

Randy K. Avent
05 September 2018
















Performance Based Funding (PBF)



- **Florida Poly must continuously improve PBF scores to remain competitive and receive operational funds**

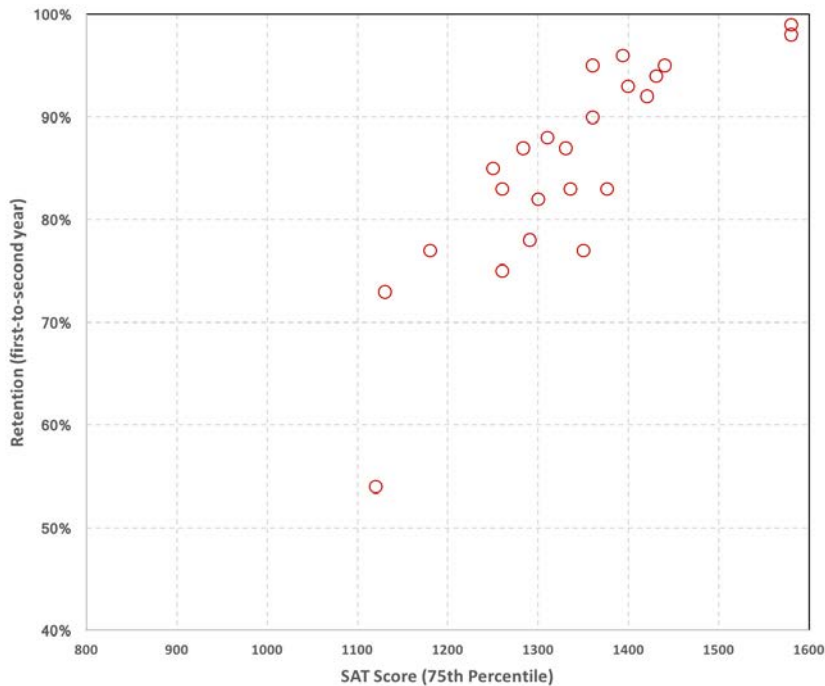
Florida Poly PBF Scores

	Points Scale			Goal Year	Points
	 (10)	 (5)	 (1)		
• Percent BS graduates employed	72.8%	61.4%	52.3%	<u>72.8%</u> 2018	 10
• Median wages for BS graduates	\$ 40,700	\$ 28,200	\$ 18,000	<u>\$ 50,000</u> 2018	 10
• Net tuition and fees per 120 hours	\$ 9,000	\$ 14,000	\$ 18,000	<u>\$9,500</u> 2018	 8
• Four-year graduation rate (FTIC)	50%	43.8%	38.8%	<u>36%</u> 2021	 1
• Academic progress rate (retention)	90%	83.8%	78.8%	<u>73%</u> 2017	 1
• BS awarded in strategic areas	50%	37.5%	27.5%	<u>100%</u> 2017	 10
• University access rate (UG w/ Pell)	42%	22%	6%	<u>30%</u> 2017	 7
• Graduate degrees in strategic areas	60%	47.5%	37.5%	<u>100%</u> 2017	 10
• % of B.S. Degrees without Excess Hours (BOG metric)	80%	67.5%	57.5%	<u>70%</u> 2018	 6
• BOT choice metric	x.x%	x.x%	x.x%		 7

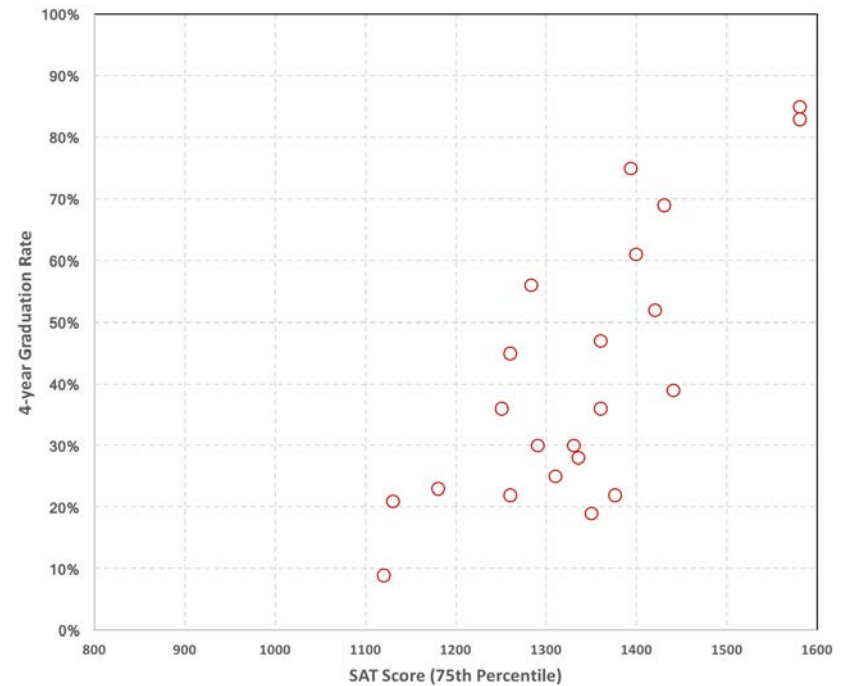
- Troublesome metrics are retention and 4-year graduation rate

Performance-to-Quality Correlations

• Retention



• Graduation



- Increasing student quality helps PBF metrics and meets strategic goal of being a highly selective institution
- Increasing student quality key element of differentiation in strategic plan

Outline

- Introduction
- **Enrollment growth**
- **Funding the vision**
- **Summary**



Enrollment Growth

- **Over Perform**

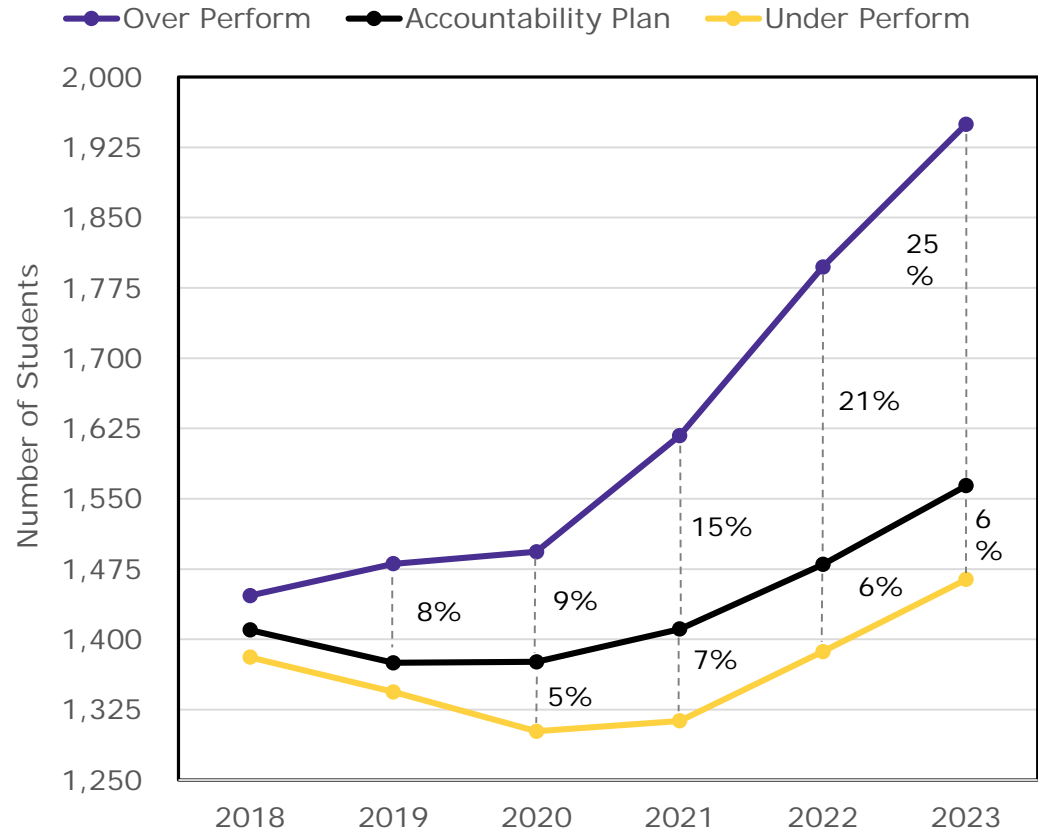
- Increase incoming students 10% annually
- Retention rate increases to 79%
- Graduation rate increases to 60%

- **Accountability Plan**

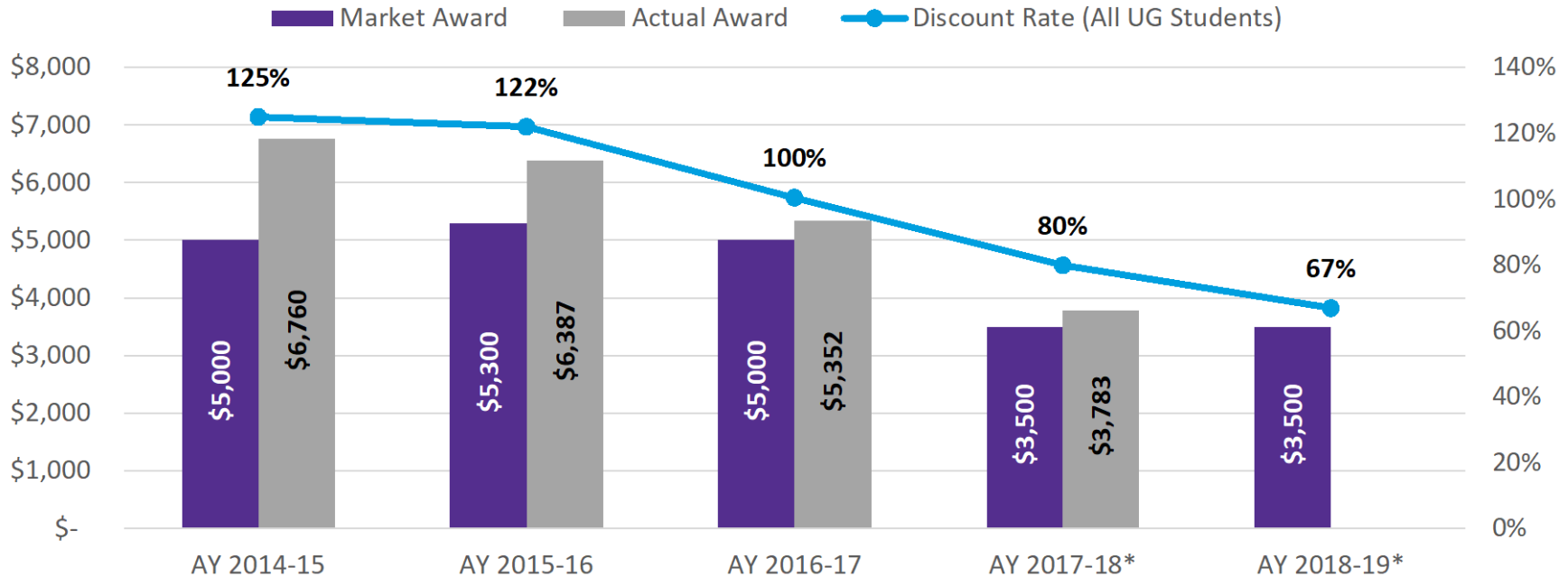
- Steady growth
- Retention rate of 72-75%
- Graduation rate of 40%

- **Under Perform**

- Decrease incoming students
- Retention rate of 72-75%
- Graduation rate of 40%



Florida Poly Discount Rate



**Projected (2017-18 does not include summer)*

- **Discount rate has decreased each year since AY2014-15 as Poly transitions from a scholarship based reputation to a reputation based one**

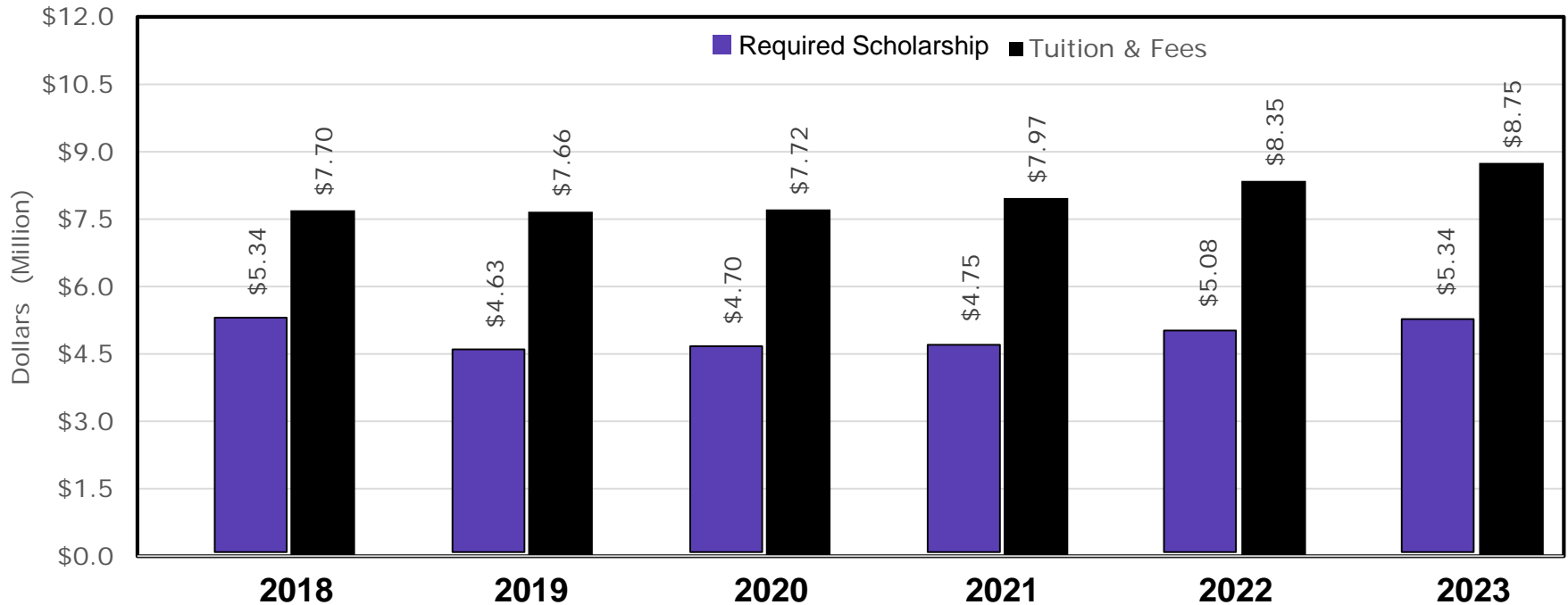


Discount Rate Model

GPA	SAT	2017 Admits	2017 Enrolls	2017 Yield	2017 Tuition Discount	Estimated 2017 Net Tuition Rev	2018 Tuition Discount	Yield
<3.47	<1180	10	7	70.0%	71%	\$ 10,028.20	41%	50%
	1180 - 1262	35	23	65.7%	71%	\$ 32,942.64	51%	45%
	1262 - 1360	45	27	60.0%	71%	\$ 38,680.20	61%	55%
	>1360	38	22	57.9%	71%	\$ 31,520.07	71%	58%
3.47 - 3.86	<1180	7	4	57.1%	71%	\$ 5,726.10	41%	25%
	1180 - 1262	50	28	56.0%	71%	\$ 40,112.80	51%	36%
	1262 - 1360	38	27	71.1%	71%	\$ 38,705.99	65%	68%
	>1360	47	26	55.3%	71%	\$ 37,234.71	80%	60%
3.86 - 4.25	<1180	7	6	85.7%	71%	\$ 8,594.17	51%	42%
	1180 - 1262	34	21	61.8%	71%	\$ 30,101.79	58%	41%
	1262 - 1360	44	22	50.0%	71%	\$ 31,517.20	65%	40%
	>1360	57	23	40.4%	71%	\$ 32,989.91	85%	50%
>4.25	<1180	4	2	50.0%	71%	\$ 2,865.20	60%	40%
	1180 - 1262	26	18	69.2%	71%	\$ 25,775.34	70%	69%
	1262 - 1360	33	10	30.3%	71%	\$ 14,324.57	80%	45%
	>1360	78	24	30.8%	71%	\$ 34,416.78	90%	45%

- Model created with limited data by Maguire Associates
- Preferentially awards higher student quality to shape class
- Highlights correlation between discount rate and quality

Funding the Class



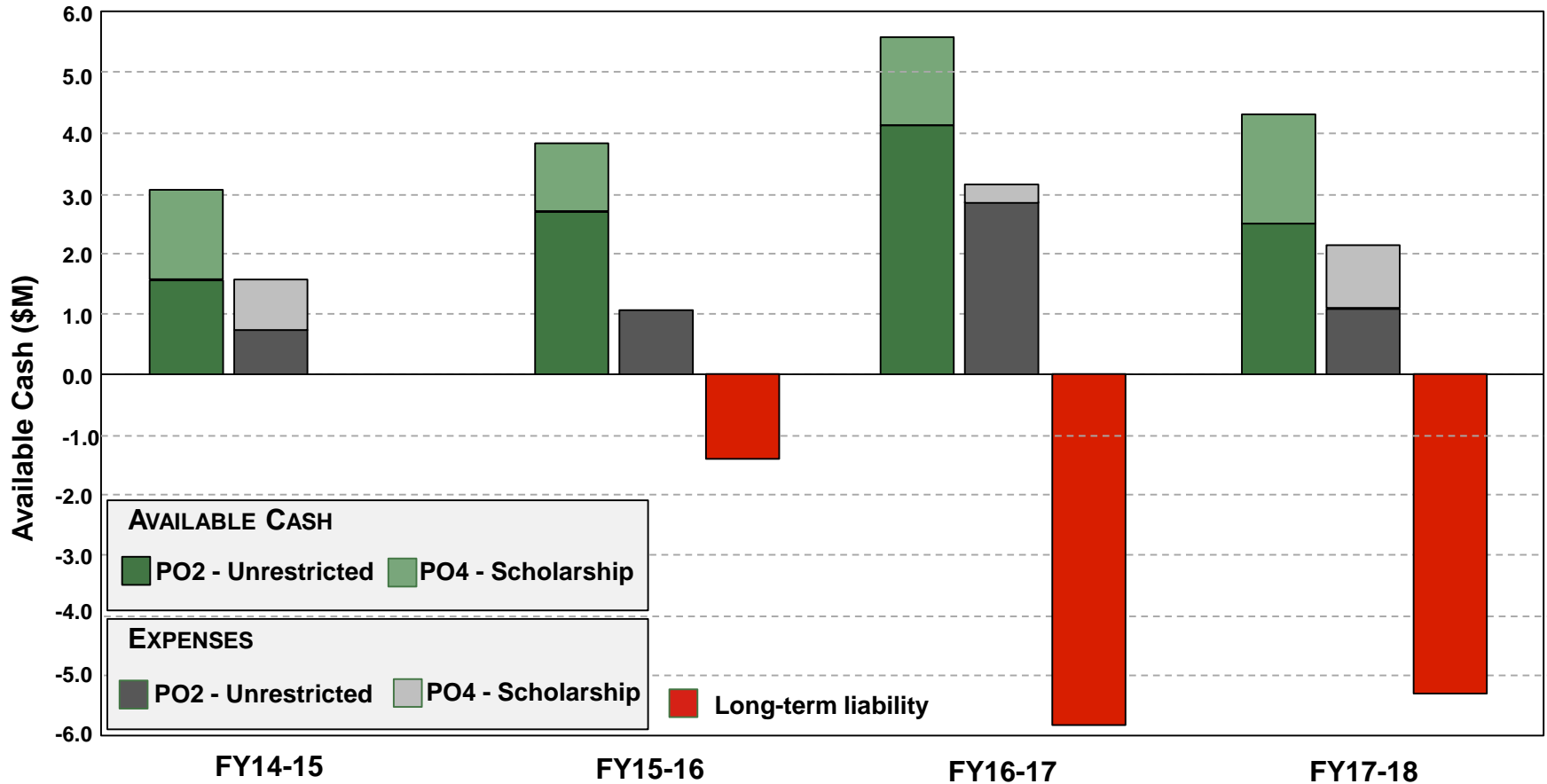
- **Scholarship funds are critical to our differentiation strategy and competition in Performance Based Funding**
- **Scholarship amounts put a heavy lift on a new Foundation**

Outline

- Introduction
- Enrollment growth
- **Funding the vision**
 - Stabilizing the Foundation
 - Funding scholarships
- **Summary**



Foundation Balances



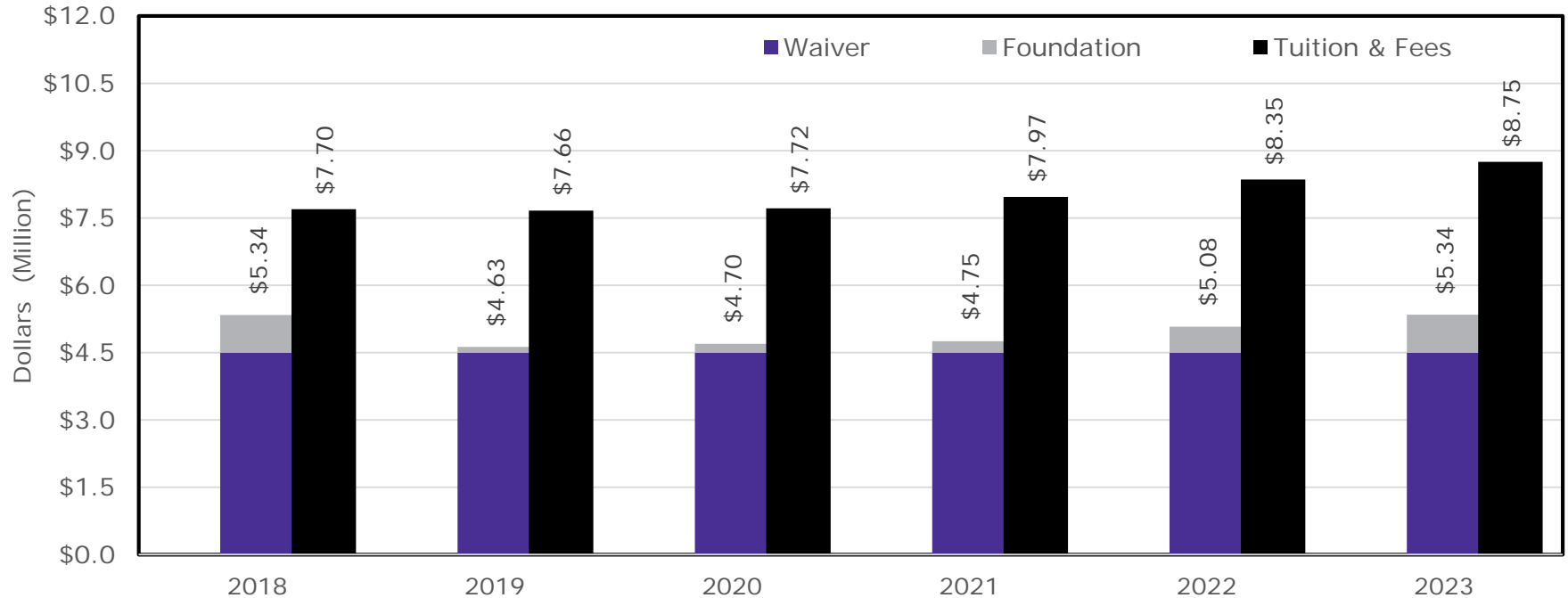
- Foundation sufficiently covered all operational expenses
- With high discount rates and minimal waivers, Foundation pledges to support scholarships exceeded fundraising capacity

Stabilizing the Foundation

- **Option 1: University forgives pledge and Foundation focuses on future scholarships**
 - Foundation accepted pledge under promise that unrestricted funds would be used to cover shortfall
 - CLA audit opinion that Foundation never voted to approve pledged amount in outyears
 - Stains Foundation reputation, opens University to criticism and risks donors losing confidence in the Foundation
- **Option 2: Foundation honors pledges through payments and limits contributions to new scholarships**
 - Foundation sets and tracks operating revenue goals it must meet
 - Foundation additionally works to build the endowment fund
 - Scholarship contributions grow as more capacity is built



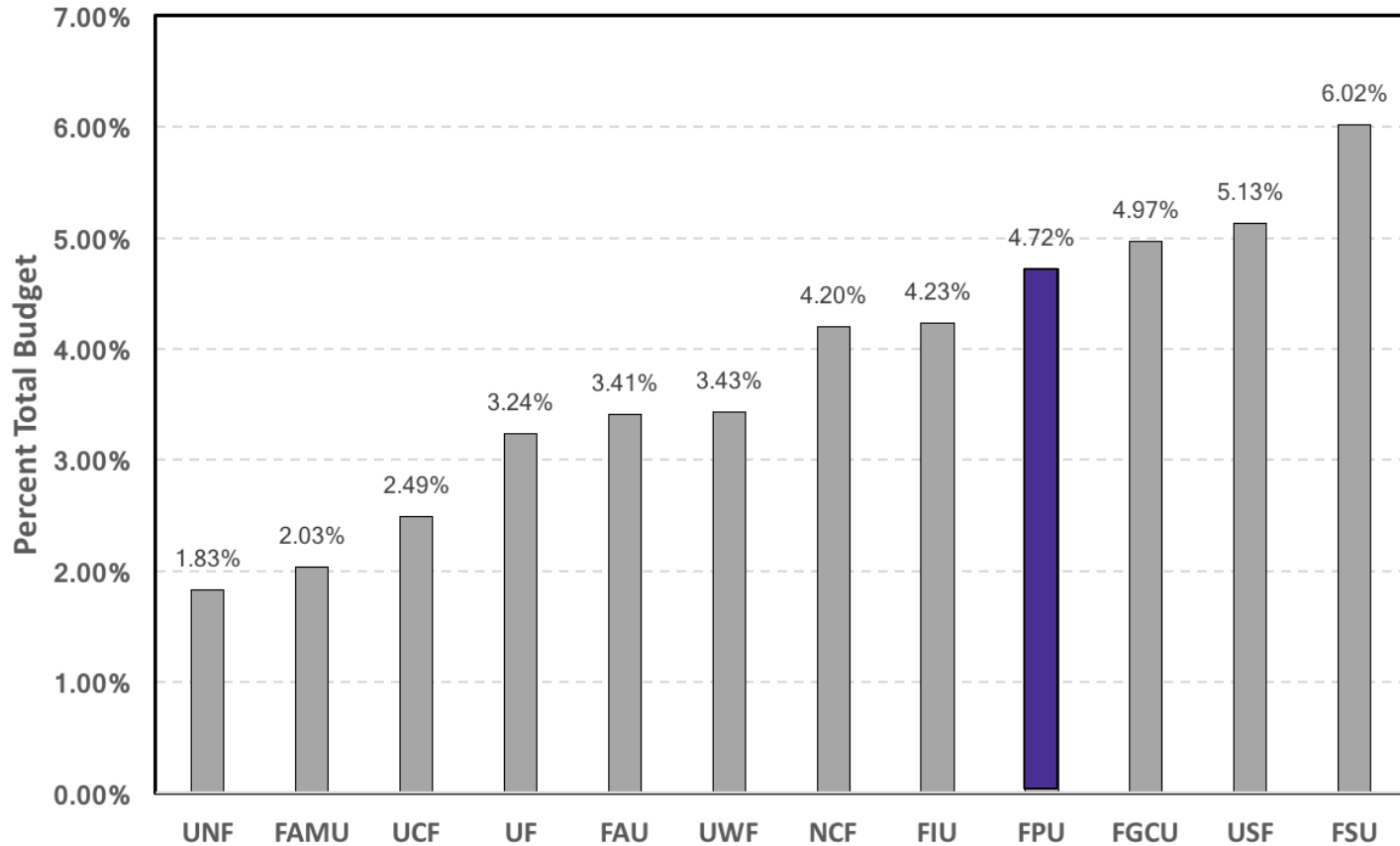
Option 2: Funding Scholarships



- Holds waiver authority at current amount (\$4.5M) with an increase in potential revenue over time
- Provides funds to increase class quality while allowing time to build Foundation



SUS Waivers



- **Three institutions have larger waivers than Florida Poly as measured by their percent budget**

Summary

- **Enrolling high-quality students important to the long term success of the institution**
 - Small institution must be excellent to have impact
 - High performing students increase retention and 4-year graduation rates that drive Performance Based Funding
- **Attracting excellent students requires aggressive awards**
 - Lack of brand awareness and unknown commodity drives increased scholarships for a given student quality
- **Recommend two approvals**
 - Stabilize Foundation through repayment of pledges and minimal future scholarship outlays
 - Fund incoming classes through 2023 with a maximum of \$4.5M in waivers with the remainder funded through Foundation scholarships

Florida Polytechnic University
Board of Trustees

Board of Trustees Workshop Meeting

DRAFT MEETING MINUTES

**Tuesday, May 22, 2018
8:30 AM-10:30 AM**

Joker Marchant Stadium, 2301 Lakeland Hills Blvd., Lakeland, FL 33805

I. Call to Order

Chair Frank Martin called the Board of Trustees meeting to order at 8:35 a.m.

II. Roll Call

Kris Wharton called the roll: Chair Frank Martin, Trustee Mark Bostick, Trustee Jim Dewey, Trustee Henry McCance, Trustee Louis Saco, Trustee Gary Wendt, Trustee Robert Stork, Trustee Cliff Otto, Trustee Don Wilson, Trustee Philip Dur, Trustee Richard Hallion, Trustee Adrienne Perry and Trustee Travis Hills were present. (Quorum).

Staff present: President Randy Avent, Dr. Terry Parker, Mr. Mark Mroczkowski, Ms. Gina Delulio, Mr. Kevin Aspegren, Mr. Rick Maxey, Mrs. Kris Wharton, Mrs. Kim Abels, Mrs. Maggie Mariucci, Mr. David Blanton, Mr. David Calhoun and Ms. Kathy Mizereck

III. Public Comment

There were no requests received for public comment.

IV. Approval of Minutes

Trustee Philip Dur made a motion to approve the Board of Trustees Workshop meeting minutes of June 7, 2017. Trustee Bob Stork seconded the motion; a vote was taken, and the motion passed unanimously.

V. Review of FGCU and FAMU Board of Trustees Audits

Mr. David Blanton, Chief Compliance Officer, is responsible for providing training to university employees and Board of Trustees members regarding their responsibility and accountability for ethical conduct and compliance with applicable laws, regulations, rules, policies, and procedures.

In keeping with this responsibility, Mr. Blanton informed the Board of training videos available on the Florida Commission on Ethics' (FCOE) website. Training modules are available on a variety of topics. The Florida Institute of Government has a website hosted by FSU that also provides 4 hours of training.

Mr. Blanton reminded the board that the annual financial disclosure form is due July 1, 2018.

Mr. Blanton then gave an overview of the FGCU and the FAMU case study investigative reports. He reviewed the various allegations that were brought forth.

Most compliance and ethics concerns for board members relate to the involvement at the operational level rather than a focus on governance. Other compliance and ethics concerns are procedural in nature such as Sunshine Law violations. Mr. Blanton reminded the Board that if more than one member of the board is present, they may not discuss anything that may go before the board except in a public meeting.

Chair Martin questioned if this type of training will occur annually. Mr. Blanton stated, yes, additional training may be provided. Chair Martin requested to add the annual training to the Board of Trustees work plan.

At the conclusion of Mr. Blanton's report, Chair Martin welcomed and introduced two new Trustees to the Board, Trustee Adrienne Perry and Trustee Travis Hills. Trustee Perry is very glad to have the appointment and is excited to work with a new University. Trustee Hills expressed his appreciation for the opportunity to serve and represent the student's perspective.

VI. Board of Trustees Self-Evaluation Survey Discussion

Ms. Carol Cartwright from the Association of Governing Boards (AGB) reviewed the results of the Board of Trustees Self-Evaluation survey. The report provides an overview of the collective responses to the board self-study survey. It is meant to be used as a tool to elicit dialogue on the board's performance and to develop action steps to strengthen the work of the board.

Ms. Cartwright congratulated the board on implementing the self-evaluation survey as it is considered a best practice in governance.

The roles and responsibilities of the board were reviewed and strengths and areas needing improvement were discussed. Some areas the board would like to improve are improving the board meeting structure and focusing more time on strategic issues.

VII. Closing Remarks and Adjournment

With no further business to discuss, the Full Board Workshop meeting adjourned at 10:45 a.m.

Florida Polytechnic University
Board of Trustees

Board of Trustees Meeting

DRAFT MEETING MINUTES

Wednesday, May 23, 2018
8:30 AM-12:00 PM

Joker Marchant Stadium, 2301 Lakeland Hills Blvd., Lakeland, FL 33805

I. Call to Order

Chair Frank Martin called the Board of Trustees meeting to order at 8:30 a.m.

II. Roll Call

Kris Wharton called the roll: Chair Frank Martin, Vice Chair Don Wilson, Trustee Philip Dur, Trustee Henry McCance, Trustee Travis Hills, Trustee Bob Stork, Trustee Adrienne Perry, Trustee Mark Bostick, Trustee Jim Dewey, Trustee Dick Hallion, Trustee Cliff Otto, Trustee Louis Saco, and Trustee Gary Wendt were present (Quorum).

Staff present: President Randy Avent, Provost Terry Parker, Ms. Gina Delulio, Mr. Mark Mroczkowski, Mr. Kevin Aspegren, Mr. Rick Maxey, Mrs. Kris Wharton, Mrs. Kim Abels and Mrs. Maggie Mariucci were present.

III. Public Comment

There were five requests received for public comment. Dr. Christina Drake, Dr. Patrick Luck, and Dr. Robert Austin addressed the Strategic Plan. Dr. Houssain Kettani addressed the Academic and Student Affairs Committee Report. Dr. Rich Matyi addressed aspects of the education environment at Florida Poly.

IV. Approval of Minutes

Trustee Philip Dur made a motion to approve the Board of Trustees meeting minutes of February 28, 2018. Trustee Louis Saco seconded the motion; a vote was taken, and the motion passed unanimously.

V. Chairman's Remarks

Chair Frank Martin asked to dedicate this meeting to the memory of Dr. Sandra Featherman. A moment of silence in her memory was observed. She was a champion of women and higher education and will be missed.

Chair Martin shared the comments he gave to the graduating seniors at Commencement on May 4, 2018. He thanked all of the Trustees for their support over the past two years. He will continue to serve on the board for two additional years and stated that he will be engaged and involved.

VI. President's Remarks

President Randy Avent began his remarks by reviewing many events that have been held since the Board last met. Events include the Economic Development Symposium, Women in STEM, Poly Pi Run, Excelerate and Commencement. He reported the Foundation and Industry Relations are working with 25 companies to engage and build relations. The University met with Lakeland Regional Health on collaboration in areas of IT Security, Operations, Informatics and Clinical Informatics. Trustee Cliff Otto is serving in this collaborative effort.

President Avent reported the University has begun leadership training for all Department Chairs and Heads. A culture initiative was rolled out in January and an Annual Employee Awards banquet (ABLAZE) was held in April. Communications to students and internal stakeholders are being improved and President Avent can now be found on Twitter.

A diversity inclusion town hall was held in April and was very successful. Several faculty and President Avent traveled to Brazil to discuss partnering with two universities. Florida Poly also continues to work with SunTrax.

Funding for an Advanced Mobility Institute (AMI) was requested and received from the state legislature; several faculty are being funded this summer to work with Suntrax to help define infrastructure.

VII. Legislative Session Report

Ms. Kathy Mizereck presented an update on the 2018 Legislative Session. She reviewed the appropriations history, operating funds, Public Education Capital Outlay (PECO), FIPR Institute, State University System (SUS) issues and policy issues. The appropriations history shows Florida Poly has held its own on receiving funds and is continuing to grow. Funding was requested for three projects and \$500,000 was received for the Advanced Mobility Institute (AMI).

The House and the Senate adopted resolutions recognizing Florida Poly for progress and accomplishments to date. A resolution from The Governor and cabinet recognized January 16, 2018 as Florida Polytechnic University day in honor of Florida Poly Day at the capitol.

Ms. Mizereck expressed her thanks to the Board for their support and stressed the relationships in Tallahassee are critical as there will be many changes happening with upcoming seat changes.

VIII. University Strategic Plan

President Randy Avent gave a presentation on the new Strategic Plan. He stated the end results of a strategic plan are positioning, priorities, performance, and payment. In the University's strategic plan, President Avent addresses positioning and priorities together. Payment comes in the form of the University's annual operations plan.

Discussion ensued on mitigating enterprise risk such as mass shootings. President Avent stated the University provides access to 24/7 mental health counseling; he is also in discussion with Chief Holland about campus-wide active shooter training.

There are three key items that differentiate Florida Poly from other universities in the SUS: Florida Poly is a small institution, a new institution, and 100% STEM focused.

Discussion occurred on the wording for the new mission and vision statements. Trustees and President

Avent agreed upon the following:

Mission: “Serve students, the state and beyond through excellence in education, discovery and application of engineering and applied sciences”

Vision: “Florida Poly will be a premier STEM university producing highly desirable graduates and new solutions”

There are four primary strategic priorities in the new plan: degree alignment, student success, economic development, and affordability.

Degree Alignment: the goal is to build prominent programs in high paying industries. Trustees discussed the value of including traditional programs that still pay well. Chair Martin reminded Trustees that Florida Poly also needs to be distinct and different from other engineering schools in the state.

President Avent reviewed performance metrics around enrollment, faculty, and instruction. Trustee Wendt inquired as to whether the University should track applications as part of performance metrics. President Avent agreed that applications could be included as part of the metrics; however, it is more important to look at the data surrounding the actual incoming class. Chair Martin requested more information on why applications went down in 2015 and 2016 and what the University has done to increase interest and applications.

Student Success: this includes four major priorities that help prepare students for a lifetime of success. Performance indicators are found in retention rate, jobs, and the number of industry projects.

Economic Development: the main goal is to grow a high-technology economy around Florida Poly. Trustee Dur asked about including a metric around a sustainable industry interaction model. Trustee McCance countered that some things will be difficult to assign a metric to. President Avent reviewed a graph on university-industry interactions and where Florida Poly has strong interactions and where the University has moderate and weak interactions.

Affordability: this priority is to maximize the value for the student. Performance will be assessed via the annual Noel Levitz student survey and on spending, specifically % expenditures on instructional effort, net tuition & fees per 120 hours and the University’s Performance Based Funding (PBF) score.

Trustees agreed that the University must be more aggressive in its outreach throughout the state of Florida. Trustee Otto stated it is the responsibility of every Trustee to weave discussions about Florida Poly into their daily life and work with colleagues and peers.

Staff and Trustees clarified the next steps for the Strategic Plan: with Board approval of President Avent’s presentation, a final narrative will be written and brought to the Board for approval at the September 5, 2018 meeting. Mr. Rick Maxey confirmed the University only has to submit the final strategic plan document to the BOG, but the BOG does not officially approve the plan.

Trustee Don Wilson made a motion to approve the new University Strategic Plan, mission statement and vision statements as presented and revised during this meeting, with the stipulation that the final narrative be written during the summer, circulated to Trustees for initial review, and presented for final approval of the Board on September 5, 2018. Trustee Gary Wendt seconded the motion; a vote was taken, and the motion passed unanimously.

IX. Foundation and Development Update

Mr. Kevin Aspegren presented the Foundation and Development report, which included their goals for the 2018-19 year. He reviewed year-to-year comparisons on contribution distribution by donor type, new funds, and endowment contributions. The Foundation currently has \$2.4M in unrestricted funds.

Mr. Aspegren reviewed the feasibility of launching a capital campaign. The University and the Foundation are not ready at this time. It requires a 12-18 month planning period, the new Strategic Plan to be in place, and the full support of both boards. A determination is needed on how much funding the University wants to raise as well as the purpose for raising the funds. It will be important for all Trustees to contribute financially to the campaign.

Trustees asked for marketing materials to hand out when talking with potential supporters across the state. Mr. Aspegren confirmed that materials will be provided to all Trustees.

Another current focus of the Foundation is recruiting additional members for the Foundation Board.

X. Economic Development

Mr. Rick Maxey presented the University's goals for economic development as well as reported on the Economic Development Summit that took place on campus in March. Administration's goal is to develop a research park around the existing campus, with an immediate focus of securing the land immediately to the west of the current campus. The research park would include industry, residential, and retail. Florida Poly is in a prime location with appropriate infrastructure such as airports, major highways, seaports, and rail.

XI. Title IX and Accessibility (American Disabilities Act – ADA)

Mrs. Michelle Disson presented on Title IX and Accessibility. She reviewed the history of Title IX complaints at Florida Poly and presented her training program plans for employees and students. She also covered her intent to ensure the campus is ADA compliant.

XII. Committee Reports

A. Governance Committee Report:

Committee Chair Hallion stated that the Governance Committee had 3 items for approval:

1. President's Evaluation for 2017-18

The Governance committee reviewed the President's self-evaluation and concurred President Avent is doing an excellent job. Chair Frank Martin reported his discussions with the Chair of the Board of Governors regarding President Avent's performance resulted in all good comments.

Trustee Philip Dur made a motion to approve the composite report on the President's performance evaluation for 2017-18 with the addition of the initials of the trustee next to each comment to indicate which trustee made the comment. Trustee Don Wilson seconded the motion; a vote was taken and the motion passed unanimously.

2. Adjustments to the President's compensation

Committee Chair Hallion reported the recommendations to the President's compensation are consistent with the other leaders in the Florida State Universities. He also stated President Avent requested that any adjustment to his salary be no more than 3.5 percent.

Trustee Don Wilson made a motion to approve a 3.5 percent increase to the current base salary. Trustee Mark Bostick seconded the motion; a vote was taken and the motion passed unanimously.

Trustee Don Wilson made a motion to approve a performance-based compensation bonus of 20% of the President's current base salary for President Avent. Trustee Mark Bostick seconded the motion; a vote was taken and the motion passed unanimously.

3. President's Goals 2018-19

Committee Chair Hallion reported the President's Goals were reviewed and were found to be reasonable and far-sighted and the committee recommends approval of the goals.

Trustee Philip Dur made a motion to approve the President's goals for 2018-19. Trustee Cliff Otto seconded the motion; a vote was taken and the motion passed unanimously.

Committee Chair Hallion also shared that the committee also nominated a slate of officers for 2018-2020, which will be reviewed and voted on later in this meeting's agenda. The committee also reviewed the 2016-18 Governance Committee Work Plan.

B. Strategic Planning Committee Report:

Committee Chair Wilson informed the board that the Strategic Planning Committee had one item for approval, the 2018 University Accountability Report.

Trustee Robert Stork made a motion to approve the 2018 University Accountability report. Trustee Louis Saco seconded the motion; a vote was taken and the motion passed unanimously.

Committee Chair Wilson also reported the Strategic Planning committee reviewed the 2016-2018 Strategic Planning Committee Work Plan.

C. Finance & Facilities Committee Report:

Committee Chair Stork stated the Finance and Facilities Committee had several items for approval:

1. ARC Funding Recommendation

Trustee Don Wilson made a motion to approve an additional \$15.8M in carry forward funding be committed so ARC construction can begin immediately. Trustee Henry McCance seconded the motion; a vote was taken and the motion passed unanimously.

2. 2018-19 University Operating Budget

Trustee Gary Wendt made a motion to approve the University budget for fiscal year 2018-2019. Trustee Henry McCance seconded the motion; a vote was taken and the motion passed unanimously.

3. Contract for Review and Approval

Trustee Gary Wendt made a motion to approve the Clark Nikdel Powell contract for 1.5M. Trustee Louis Saco seconded the motion; a vote was taken and the motion passed with 9 yays and 4 nays.

4. Legislative Budget Request for 2018-19 Operating Budget

Trustee Gary Wendt made a motion to approve the Legislative Budget Request for 2018-19 for the Operating Budget. Trustee Don Wilson seconded the motion; a vote was taken and the motion passed unanimously.

5. Legislative Budget Request for 2018-19 Capital Improvement Plan

Trustee Don Wilson made a motion to approve the Legislative Budget Request for 2018-19 for the Capital Improvement Plan. Trustee Cliff Otto seconded the motion; a vote was taken and the motion passed unanimously.

6. Current Foundation Board Member Confirmation

Trustee Cliff Otto made a motion to recognize and confirm the current Florida Polytechnic University Foundation, Inc. Board Members. Trustee Gary Wendt seconded the motion; a vote was taken and the motion passed unanimously.

7. 2018-19 Foundation Budget

Trustee Jim Dewey made a motion to approve the Florida Polytechnic University Foundation 2018-19 Budget. Trustee Philip Dur seconded the motion; a vote was taken and the motion passed unanimously.

8. Approval of Four Financial Gifts

The following gifts were reviewed and approved with one vote:

- Avent Family Foundation Endowed Scholarship: \$25K
- Chess Club Endowed Scholarship: \$26K
- Boring Business Solutions Naming Opportunity: \$50K
- Gidel Family Fund Endowed President's Fund: \$100K

Trustee Henry McCance made a motion to accept the four financial gifts as presented. Trustee Philip Dur seconded the motion; a vote was taken and the motion passed unanimously.

9. Anticipated Use of University Resources for 2018-19

Trustee Cliff Otto made a motion to approve the estimated resources of \$232,885 to be provided to the Florida Polytechnic University Foundation for the 2018-19 fiscal year. Trustee Gary Wendt seconded the motion; a vote was taken and the motion passed unanimously.

The Finance & Facilities Committee also reviewed the 2016-2018 Finance & Facilities Committee Work Plan.

D. Academic & Student Affairs Committee Report:

Committee Chair Richard Hallion reported on the Academic and Student Affairs Committee and the items needing board approval:

1. Four Year Graduation Improvement Plan

Trustee Philip Dur made a motion to approve the four-year graduation improvement plan. Trustee Robert Stork seconded the motion; a vote was taken and the motion passed unanimously.

2. Name Change on Two Undergraduate Degrees

Trustee Robert Stork made a motion to approve renaming the degree “Data Analytics” to “Data Science” and to approve renaming the degree “Science and Technology Management” to “Business Analytics”. Trustee Louis Saco seconded the motion; a vote was taken and the motion passed unanimously.

3. New Degrees over the Next Three Years

Trustee Cliff Otto made a motion to approve the development of a new degree titled “Engineering Mathematics”, the development of a new degree titled “Engineering Physics” and the development of a new degree titled “Environmental Engineering”. Trustee Don Wilson seconded the motion; a vote was taken and the motion passed unanimously.

4. Faculty Handbook Revision

Trustee Don Wilson made a motion to approve the revised Faculty Handbook. Trustee Philip Dur seconded the motion; a vote was taken and the motion passed unanimously.

Committee Chair Hallion also reported that the Academic & Student Affairs Committee reviewed the 2016-18 Academic & Student Affairs Committee Work Plan, heard highlights from Career Services, and heard an update on the Accreditation Board for Engineering and Technology (ABET).

E. Audit & Compliance Committee Report:

Committee Chair Cliff Otto gave a review of the Audit & Compliance committee meeting and sought board approval for three items:

1. University Financial Audit-FYE 6/30/17

Trustee Louis Saco made a motion to approve the University Financial Audit FYE 6/30/17. Trustee Robert Stork seconded the motion; a vote was taken and the motion passed unanimously.

2. Foundation Financial Audit- FYE 06/30/17

Trustee Louis Saco made a motion to approve the Foundation Financial Audit- FYE 06/30/17. Trustee Robert Stork seconded the motion; a vote was taken and the motion passed unanimously.

3. University Compliance and Ethics Program Plan

Trustee Robert Stork made a motion to approve the University Compliance and Ethics Program

Plan. Trustee Dick Hallion seconded the motion; a vote was taken and the motion passed unanimously.

Committee Chair Otto also reported that the Audit & Compliance Committee also reviewed the 2016-18 Audit & Compliance Committee Work Plan, heard an Audit & Compliance update and discussed Enterprise Risk Management (ERM).

XIII. Consent Agenda Discussion

Chair Frank Martin discussed that for future meetings a consent agenda system will be implemented. When the Committees hold their meetings, they will place a "C" for consent on some of the agenda items and "R" for regular agenda item. Utilizing this approach, one motion will cover all of the Consent Agenda items unless a request is made to address a consent agenda item separately.

XIV. Board of Trustees Meeting Calendar

Chair Frank Martin reviewed the following dates for the Board of Trustees Meetings:

1. September 5, 2018
2. December 5, 2018
3. February 27, 2019
4. May 21-22, 2019
5. September 11, 2019
6. December 11, 2019

Trustee Dick Hallion made a motion to approve February 27, 2019, May 21-22, 2019 and December 11, 2019 as upcoming Board meeting dates. Trustee Don Wilson seconded the motion; a vote was taken and the motion passed unanimously.

Board of Governor's meetings will be held at the following dates and times:

1. June 26-28, 2018 (University of Central Florida, Orlando)
2. September 12-13, 2018 (New College of Florida, Sarasota)
3. October 16, 2018 Facilities Committee and Budget and Finance Committee Workshops (University of South Florida, Tampa)
4. November 7-8, 2018 (Florida Atlantic University, Boca Raton)

XV. Election of Officers 2018-2020

The Governance Committee met on Wednesday, May 16, 2018. At this meeting, the committee voted to recommend the nomination of Trustee Don Wilson as the 2018-2020 Board of Trustees Chair and Trustee Cliff Otto as the 2018-2020 Board of Trustees Vice-Chair.

Chair Martin asked for any nominations from the floor.

With no nominations from the floor, Trustee Gary Went made a motion to approve Trustee Don Wilson as Board of Trustees Chair for the term of 2018-2020 and to approve Trustee Cliff Otto as Board of Trustees Vice-Chair for the term 2018-2020. Trustee Louis Saco seconded the motion; a vote was taken and the motion passed unanimously.

XVI. Closing Remarks and Adjournment

With no further comments, the meeting adjourned at 1:10 p.m.

DRAFT

**Florida Polytechnic University
Board of Trustees
Board Transition Meeting**

DRAFT MEETING MINUTES

**Friday, June 29, 2018
10:00 AM-12:00 PM**

Florida Polytechnic University, 4700 Research Way, Lakeland, FL 33805

I. Call to Order

Chair Frank Martin called the meeting to order at 10:02 a.m.

II. Roll Call

Trustees present: Chair Frank Martin, Chair-Elect Don Wilson, and Vice Chair-Elect Cliff Otto were present.

Staff present: President Randy Avent, Mr. Rick Maxey and Mrs. Kris Wharton were present.

V. Discussion

Chair Martin reviewed the Board of Governors' expectations of Board Chairs to attend the BOG meetings for the purpose of dialog between university Boards and the BOG. He also briefed the group on current discussions the BOG is conducting with the SUS Board chairs, such as the hiring process for university presidents and the Drug and Alcohol Task Force.

It is important for all new trustees to attend the BOG new trustee orientation in the fall. The BOG stated if they don't attend in the fall, they may be removed from their service on the Board.

Once Trustee Wilson is officially the Chair, he will need to appoint another trustee to the Foundation Board of Directors.

Discussion occurred regarding the format of future committee and Board meetings, such as running concurrent committee meetings and, if the agenda is brief, holding committee meetings via conference call. Also discussed was moving action items from committee to Board via consent agenda.

Mr. Maxey is gauging committee interest from the trustees and will review these with Trustee Wilson in the coming weeks.

The importance of committee workplans and the need for chairs and liaisons to update their workplans for the next two years was reviewed.

The group discussed creative options for funding additional buildings on campus. To date, two responses have been received for the RFI. President Avent and Mr. Maxey will discuss additional key strategic discussions that need to come before the board.

Chancellor Marshall Criser and BOG Chair Ned Lautenbach want to visit all 12 state universities. Chair Martin would like for them to visit the main campus, "Poly South" at the Polk State College campus, and FIPR Institute in Bartow. It will be important to discuss with them the need for the Applied Research Center (ARC), an administration building, and a student achievement center.

Discussion turned to SunTrax and the Advanced Mobility Institute (AMI). President Avent provided an update on the relationship between Florida Poly and FTE. As we do not have an MOU yet with FTE, Chair Martin suggested moving up the chain to the next level to get this accomplished.

Professor Tim Shedd is now overseeing the Entrepreneurship Program. While an advisory board is currently being developed, the challenge remains funding and lack of space. Trustee Wilson stated his advocacy for a business school at Florida Poly in the future. Trustee Otto and Chair Martin both have connections to people who have built entrepreneurship centers in the past and will give their contact information to President Avent.

Writing of the strategic plan is underway this summer. It will be completed and ready for trustee review prior to the September board meeting where it will be on the agenda for approval. Once the Board approves the plan, it will go to the Board of Governors for review.

Chair Martin stated staff needs to provide more analysis of information we are asking them to approve. Each item on the agenda needs to have a written narrative that provides information necessary for board members to understand the issue. The PowerPoints are only summaries for presentation purposes.

VII. Closing Remarks and Adjournment

With no further comments, the meeting adjourned at 11:30 a.m.