



# BOARD OF TRUSTEES Strategic Planning Committee

**April 26, 2021  
8:00 – 9:30 AM**

## **Florida Polytechnic University WEBEX TELECONFERENCE MEETING**

**Dial in: 415-655-0001 Access Code: 185 665 6817#**

### **MEMBERS**

Gary Wendt, Chair  
Dr. Ala' J. Alnaser

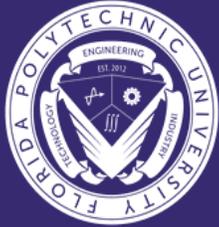
Dr. Earl Sasser, Vice-Chair  
Lyn Stanfield

Beth Kigel

### **AGENDA**

- |  |   |
|--|---|
| I. Call to Order   | Gary Wendt, Chair   |
| II. Roll Call  | Michele Rush  |
| III. Public Comment  | Gary Wendt, Chair   |
| IV. <a href="#">Approval of the February 10, 2021 Minutes</a><br><b>*Action Required*</b>              | Gary Wendt, Chair   |
| V. <a href="#">2020-2022 Strategic Planning Committee Work Plan Review</a>                             | Gary Wendt, Chair   |
| VI. <a href="#">Campus Master Plan</a>   | David Calhoun, AVP<br>Facility & Safety<br>Services   |
| VII. Diversity, Equity, and Inclusion: Strategic Priorities for the State University System of Florida | Dr. Traki L. Taylor,<br>Chief Diversity, Equity,<br>and Inclusion Officer for<br>the Board of Governors |
| VIII. <a href="#">Diversity and Inclusion Report</a>   | Rick Maxey, AVP<br>Diversity and Inclusion  |
| IX. Closing Remarks and Adjournment  | Gary Wendt, Chair   |





# Strategic Planning Committee Meeting

## DRAFT MEETING MINUTES

February 10, 2021  
3:00 PM – 4:00 PM

### Florida Polytechnic University WEBEX TELE-CONFERENCE MEETING

I. Call to Order

Committee Chair Gary Wendt called the Strategic Planning Committee meeting to order at 3:00 p.m.

II. Roll Call

Michele Rush called the roll: Committee Chair Gary Wendt, Committee Vice Chair Earl Sasser, Trustee Beth Kigel, Trustee Lyn Stanfield and Trustee Ala' J. Alnaser were present (Quorum).

Other Trustees present: Chair Cliff Otto, Trustee Bob Stork, Trustee Connor Coddington, Trustee Laine Powell, and Trustee Narendra Kini.

Staff present: President Randy Avent, Provost Terry Parker, Ms. Gina DeIulio, Mrs. Kathy Bowman, Mrs. Kris Wharton, Mr. Rick Maxey, Mr. John Causey, Mr. David Calhoun, Ms. Lydia Guzmán, Ms. Melaine Schmiz, Mr. Alex Landback, Mr. David Brunell, Ms. Sherri Pavlik, Dr. Patrick Zhang, Mr. Gary Albarelli, Mrs. Maggie Mariucci, Mr. David Blanton.

III. Public Comment

There were no requests received for public comment.

IV. Approval of November 11, 2020 Minutes

**Trustee Lyn Stanfield made a motion to approve the Strategic Planning Committee meeting minutes of November 11, 2020. Trustee Beth Kigel seconded the motion; a vote was taken, and the motion passed unanimously.**

V. Strategic Planning Committee Charter Review

President Randy Avent explained the latest changes to the Charter further defined the committee's oversight of the development of Florida Polytechnic University's Strategic Plan, which occurs every five years.

Trustee Lyn Stanfield inquired as to the addition of Diversity & Inclusion to the Strategic Planning committee, if this had been moved from another committee and if so, which one. President Avent clarified Diversity & Inclusion has always been in the Strategic Planning committee with the presentation of the Equity Report. The new Charter language strengthens and broadens the Diversity & Inclusion discussion past the Equity Report.

This revision includes the following changes:

- Removed the Annual Accountability and Performance Based Funding (PBF) reports
- Added Diversity and Inclusion
- Added a statement regarding facilitation of ad hoc committees to conduct strategic studies

**Trustee Beth Kigel made a motion to recommend approval of the Strategic Planning Committee charter with changes to the Board of Trustees. Trustee Lyn Stanfield seconded the motion; a vote was taken, and the motion passed unanimously.**

VI. 2020-2022 Strategic Planning Committee Work Plan Review

There were changes to the Work Plan Review as outlined by President Avent. The changes in the work plan more closely align with the new committee Charter.

The Work Plan revisions include the following changes:

- Removed the Annual Accountability and Performance Based Funding (PBF) reports
- Added Diversity and Inclusion

**Trustee Earl Sasser made a motion to recommend approval of the Strategic Planning Committee Work Plan with changes to the Board of Trustees. Trustee Ala' J. Alnaser seconded the motion; a vote was taken, and the motion passed unanimously.**

VII. Florida Industrial Phosphate Institute (FIPRI)

Provost Terry Parker presented a report on the Florida Industrial Phosphate Institute (FIPRI), covering its background, mission, funding, and areas of focus. Provost Parker discussed FIPRI's current projects and initiatives and led a discussion on moving FIPRI from its current location in Bartow, Florida to the Florida Poly campus.

Provost Parker walked the trustees through the history of the phosphate industry dating from the 1880's which led to the creation of FIPRI in 1978 as an independent state entity to address mining and reclamation, environmental and health effects, reclamation alternatives, wetlands reclamation, phosphatic clay, phosphogypsum disposal and utilization, education and in 2010 broadened to include commercial and industrial activity. In 1994 FIPRI was placed within USF and moved to USF Polytechnic in 2010. It became a part of Florida Poly when the university was created in 2012.

The work at FIPRI was limited to term research contracts to universities and businesses and remained unchanged until 2017. It is governed by a five-member board that includes the Florida Poly President and is wholly funded through a severance tax on phosphate mining activity of which FIPRI receives 5.6%. Expenses have exceeded income for the last ten years but it is expected to break even during this year, in part resulting from changes in the operation and focus of FIPRI made by Provost Parker.

The focus has been redefined to allow FIPRI to be a strong producer of research based on current phosphate industry and state needs in the areas of water, beneficiation, phosphatic clays, and phosphogypsum use and management. There is lab equipment valued at about \$500K that is used to support market-rate testing for the phosphate industry. The current FIPRI focus and structure allows FIPRI to scale up rapidly when demand for services warrants it.

As a research institute, FIPR's new focus provides an important launchpad for research at Florida Poly and supports the university's environmental engineering program by utilizing current FIPR staff and resources that make starting up of the program more efficient.

To gain even greater results Florida Poly must move FIPR to the main campus. Planning is underway for an 8,000 square foot facility which would increase joint research opportunities and create more research synergies.

VIII. Closing Remarks and Adjournment

With no further business to discuss the meeting adjourned at 4:07 p.m.

**Florida Polytechnic University  
Strategic Planning Committee  
Board of Trustees  
April 26, 2021**

**Subject: 2020-2022 Strategic Planning Committee Work Plan Review**

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**Proposed Committee Action**

Information only – no action required.

**Background Information**

The 2020-2022 Strategic Planning Committee Work Plan provides information to the committee about the major issues expected to come before the committee for consideration over the course of a year.

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**Supporting Documentation:** 2020-2022 Strategic Planning Committee Work Plan

**Prepared by:** Rick Maxey, AVP Office of Diversity and Inclusion



# Strategic Planning Committee Work Plan

## COMMITTEE TOPICS

Following is a list of major issues expected to come before the Strategic Planning Committee over the next two years.

- University Strategic Plan
- Campus Master Plan
- Educational Plant Survey
- Florida Polytechnic University Equity Report
- Florida Industrial and Phosphate Research Institute Annual Report
- Diversity and Inclusion
- Rare Earth Elements Manufacturing Consortium

ISSUE	CYCLE	COMMENTS	ACTION
University Strategic Plan	5 years	Reviewed annually and approved by BOG every 5 years	Approve
Campus Master Plan	10 years	Updated at least every 5 years and submit to BOG for review	Approve
Educational Plant Survey	10 years	Updated at least every 5 years by the BOG or upon request by the University	Approve
Florida Polytechnic University Equity Report	Annual	Fall	Approve
Florida Industrial and Phosphate Research Institute Annual Report	Annual	Fall	Review
Diversity and Inclusion	Annual		Review

*\*The issues listed above occur in regular cycles. However, ad hoc matters may be brought to the Committee for review and approval or as determined by the Committee Chair or Board Chair.*

**Florida Polytechnic University  
Strategic Planning Committee  
Board of Trustees  
April 26, 2021**

**Subject: Campus Master Plan and Facilitation of Growth**

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**Proposed Committee Action**

Information only – no action required.

**Background Information**

Florida Poly's Campus Master Plan was adopted in 2016 and demonstrates the types, general location, and approximate size of buildings on the campus over 10 years. Statute requires that the Campus Master Plan be updated every 5 years. Facilities' need stem from projected enrollment which determines faculty and staff need, along with various types of space need.

The desired facilities are determined by formulas specified by the Board of Governors. This discussion will focus on the relationships between the CMP, Educational Plant Survey, and funding. The Master Plan Update will include an adjustment in facility priority based on space need. The supporting documentation (Power Point Presentation) will speak to the priorities of facilities, as well as additional parcels allocated for future spaces (P3's, and FIPRI).

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**Supporting Documentation:** Power Point Presentation

**Prepared by:** David Calhoun, Assistant Vice President of Facilities and Safety Services



**FLORIDA POLYTECHNIC  
UNIVERSITY**

**Campus Master Plan:  
2020-2030**

**David Calhoun**

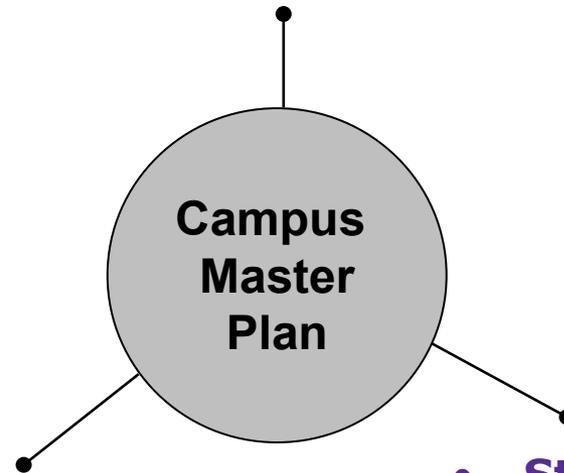
**3 May 2021**



# Role of Campus Master Plan

- **State Government**

- Capital Improvement Plan (CIP)
- Fixed Capital Outlay (FCO)
- Legislative authority to construct



- **Host Local Government(s)**

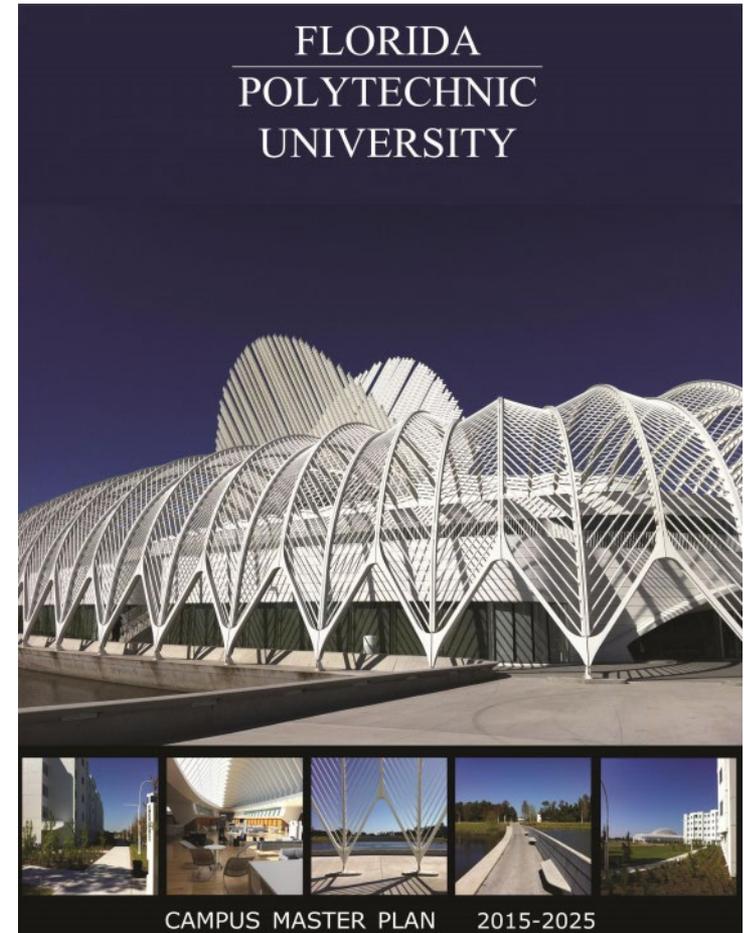
- 90-day review period
- Campus Development Agreement

- **State University System**

- Capital improvement list for PECO
- Educational Plant Survey

**Campus Master Plan is the central document used by various agencies to govern campus construction**

- **Florida State Statutes require a ten-year Master Plan**
  - Must be updated every 5 years
  - Annual amendments as necessary
- **BOT adopted last plan in 2016**
- **Table of Contents**
  - Academic Mission and Program
  - Future Land Use
  - Transportation
  - Housing
  - General Infrastructure
  - Conservation
  - Recreation and Open Space
  - Intergovernmental Coordination
  - Capital Improvement
  - Figures, Data, Evaluation/Appraisal



# Campus Master Plan

## Required Plan Elements

- **Specific land uses**
- **General structure locations**
- **Densities and intensities**
- **Site design**
- **Environmental management**
- **Preservation of historic and archaeological resources**
- **Public transportation**
- **Figures, Data, Evaluation/Appraisal**

## Optional Plan Elements

- **Academic mission**
- **Academic program**
- **Utilities**
- **Public Safety**
- **Landscape architectural design**
- **Facilities maintenance**



# Student Enrollment

CAMPUS MASTER PLAN (2015-2015)		
YEAR	FTE	HEADCOUNT
2014	383	545
2020	1302	1760
2025	1713	2319



# Completed & In Progress Improvements

- Complete
- In Progress
- TBD

Applied Research Center

Parking Lots

● Eng. Shop

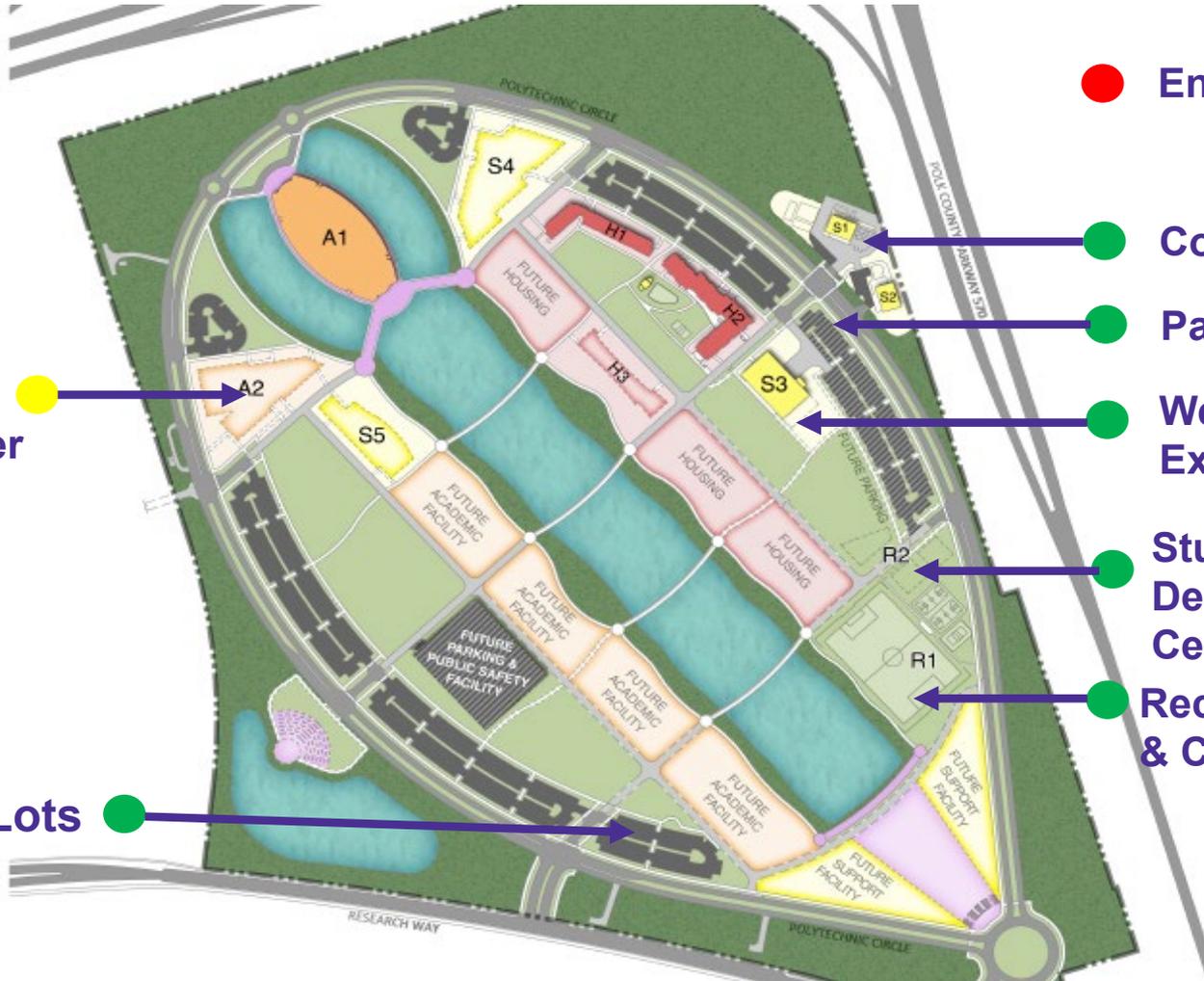
● Cooling Tower

● Parking Lot

● Wellness Center Expansion

● Student Development Center

● Recreation Field & Courts

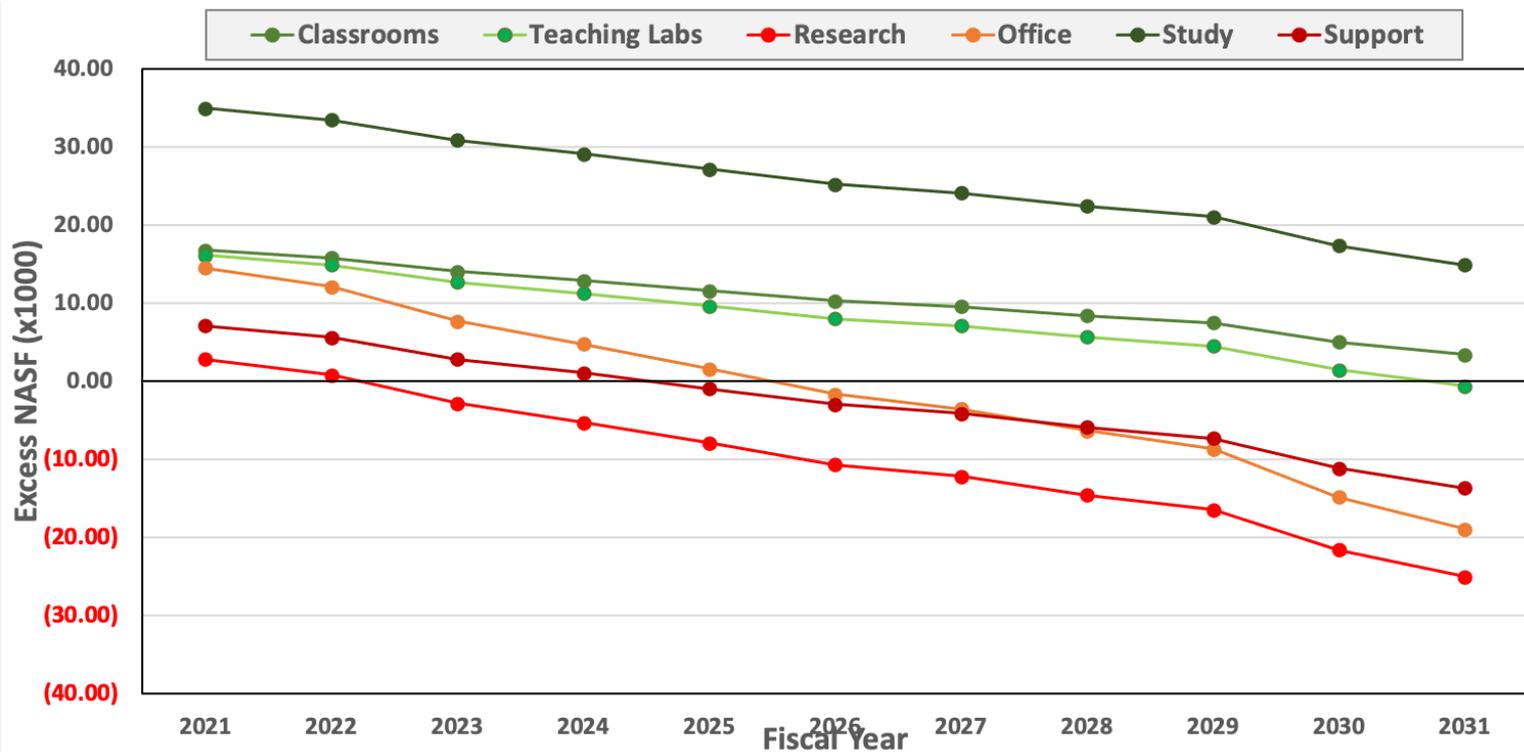


# Student Enrollment

	CAMPUS MASTER PLAN (2015-2015)		CAMPUS MASTER PLAN (2020-2030)	
YEAR	FTE	HEADCOUNT	FTE	HEADCOUNT
2014	383	545		
2020	1302	1760	1233	1366
2025	1713	2319	2130	2284
2031			2736	3000



# Future Campus Needs



- Applied Research Center provides space to grow campus to ~2300
- Long-term need for office, research and support space remains
- Need an additional building to grow the campus to 3000 student

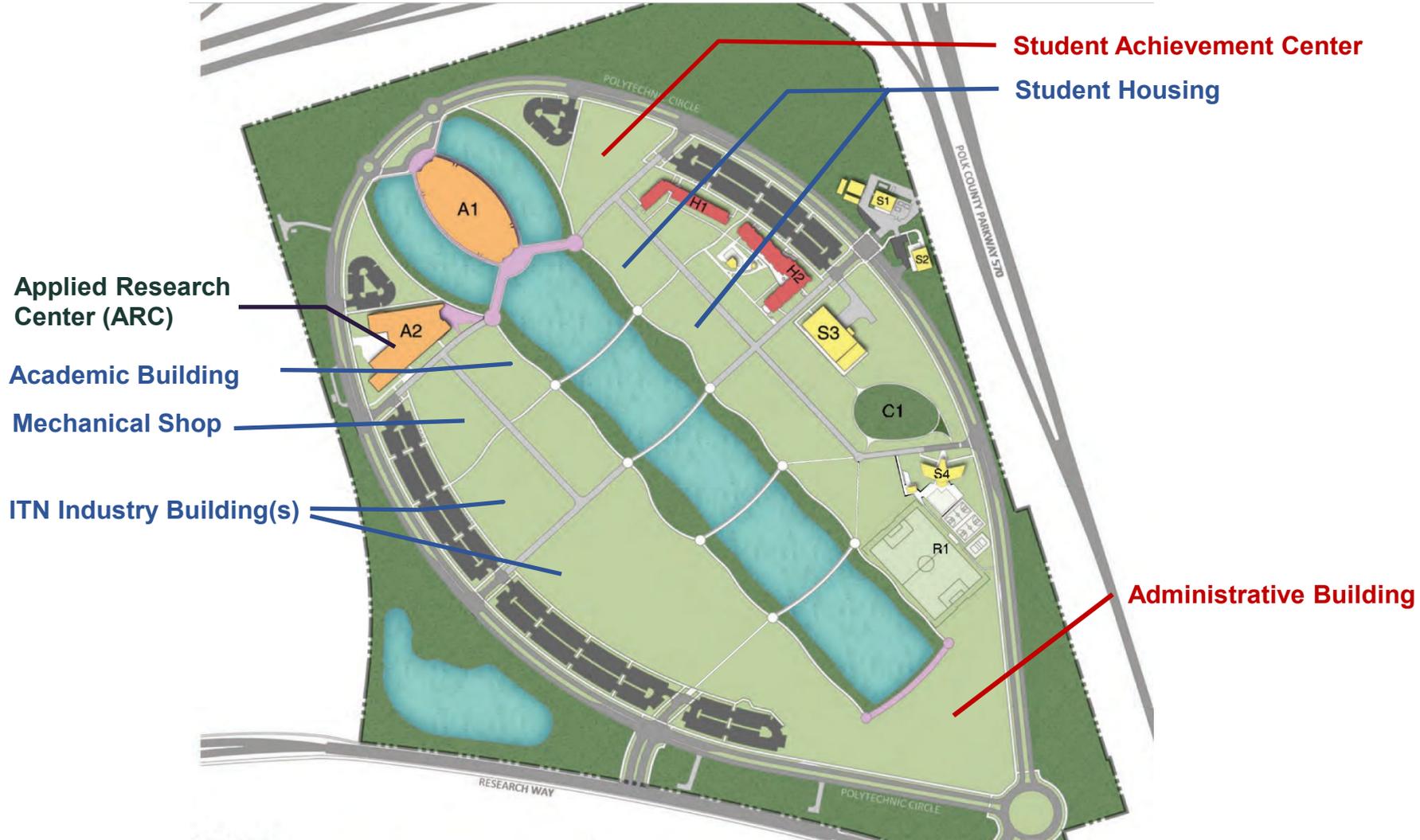


# Campus Master Plan Overview

- **Complete the Applied Research Center (~66,681 NASF)**
  - Requires \$14.9M in funding to complete and populate with FFE
- **Build FIPR facility (10-20,000 NASF)**
  - Funded through the Trust Fund, Carry Forward and/or a P3 paid by leasing the Bartow facility
- **Build Industry research center(s) (10-20,000 NASF each)**
  - Funded through a P3, FLPOLY provides infrastructure
- **Build academic building mid-to-late 20s (~57,000 NASF)**
  - Funded through combination of PECO and donations
- **Build student housing with the University designing and managing the facility**
  - Funded through lease agreement with private developer



# Layout Options



# Campus Master Plan 2015-25 vs. 2020-30

Figure 1.3: FUTURE LAND USE MAP



Figure 1.3: FUTURE LAND USE MAP



# Summary

- **Campus Master Plan Schedule**
  - Initial BOT approval of draft plan
  - 90-day agency approval with hearings
  - Final BOT adoption/approval
  - Submission to BOG
  - Schedule Educational Plan Survey (EPS)
  
- **Process will likely require an Executive Session in June**
  - Approve the Draft Plan
  - Approve contract extension of the ARC

**Florida Polytechnic University  
Strategic Planning Committee  
Board of Trustees  
April 26, 2021**

**Subject: Diversity and Inclusion Report**

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**Proposed Committee Action**

Information only – no action required.

**Background Information**

In 2017, Florida Polytechnic University established the Diversity and Inclusion Committee comprising staff and faculty tasked with implementing activities that recognize and celebrate the identities and cultures of everyone in our university community. Activities included a Diversity Festival, video profiles of staff members and members of the surrounding community. Town Hall discussions were held to give members of Florida Poly an opportunity to express their views on diversity related topics.

In August of 2020, the University established the Office of Diversity and Inclusion to continue previous activities and to be proactive in helping to increase the diversity among students, faculty, and staff. In addition, the Office would develop policies and practices to ensure that opportunities and treatment are equitable in a wide range of University operations. In October of 2020, Florida Poly's Chief Diversity Officer organized his counterparts at the other 11 SUS institutions to form the SUS Council of Diversity and Inclusion Officers. They would collaborate to identify and implement best practices and serve as the lead entity for systemwide for efforts related to diversity, equity, and inclusion strategies.

Responding to national incidents of violence and unrest addressing racism and social injustice that occurred in the Spring of 2020, Board of Governors Chair Syd Kitson established a SUS Workgroup on Diversity, Equity, and Inclusion (D.E.I.) in June 2020 as a subcommittee of the SUS Task Force for the Fall 2020 Semester Opening. The Workgroup included System leaders in academic affairs, student affairs, diversity, equity & inclusion, public safety, human resources, and financial affairs, as well as the Florida Student Association and the Advisory Council of Faculty Senates, and met to share experiences, gain insight, and identify best practices regarding racial equity, diversity, and inclusion in the SUS.

The report of the SUS Workgroup was presented to the SUS Task Force in October 2020 and expressed a clear commitment by the Board of Governors to prioritize and support diversity, equity, and inclusion in the SUS and to hold each university accountable for policies, programs, and actions that will codify and operationalize the System's commitment. The report identified critical areas that must be addressed by the leadership of each university to integrate D.E.I. initiatives throughout the SUS.

The efforts of the SUS Workgroup culminated in a statement of expectations issued by Board of Governors Vice Chair Brian Lamb. Those expectations were not made mandatory so that university trustees would have the opportunity to address them. Vice Chair Lamb indicated that after an appropriate period, there would be an assessment of progress that would serve

as the foundation for determining whether some or all of the expectations would need to be mandatory.

Earlier in 2021, Chancellor Marshall Criser established Chief Diversity Equity and Inclusion Officer who would work with university diversity officers to collaborate and coordinate with SUS campuses to implement strategic initiatives, and promote a culture of equity, diversity and inclusion.

To begin addressing the Board of Governors expectations it is necessary to understand how Florida Poly stands on each of the expectations. To facilitate the Board of Trustees ability to guide and monitor the University we have created a stop light chart that shows our best assessment of our status.

Each expectation is scored on a scale of 1 to 5. A score of 4 or 5 indicates that the University has fully implemented policies, programs and/or activities related to that expectation and is colored green. Yellow (a score of 2 or 3) is assigned to those expectations where implementation is underway but not fully developed. If the University has not begun significant work on an expectation, then a score of 1 is assigned and the is colored red.

This simple chart can give a quick status update of how the University stands regarding each of the expectations from the Board of Governors.

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**Supporting Documentation:** Stop light chart for the Board of Governors expectations

**Prepared by:** Rick Maxey, Assistant Vice President, Diversity and Inclusion

# Florida Poly Alignment with BOG Diversity Expectations As of April 2021

<b>Listening and Feedback Processes</b>	
Conduct listening sessions.	5
Hold town hall meetings.	5
Utilize social media formats.	1
Conduct one-on-one sessions.	2
Provide anonymous input channels.	3
Obtain feedback that addresses diversity, equity, and inclusion issues.	2
<b>Recruitment, Hiring, Retention</b>	
Implement workplace training programs.	4
Review D.E.I. education and training programs	2
Integrate D.E.I. best practices into the academic curriculum.	1
Implement processes and strategies to attract, employ, and retain a fully diverse population of students.	3
Implement processes and strategies to attract, employ, and retain a fully diverse population of faculty.	5
Implement processes and strategies to attract, employ, and retain a fully diverse population of staff.	3
Review current hiring procedures, including recruitment strategies, candidate interview and evaluation processes, orientation programs, and promotion policies.	3
Have mentoring programs that connect new hires with experienced campus employees.	1
Conduct exit interviews with students, faculty, and staff who leave the university.	5
<b>Supplier Diversity</b>	
Provide minority-owned businesses of all sizes with equal access to the established bidding and negotiation processes.	2
Support purchasing relationships with companies that support anti-racism and promote social justice for all citizens.	1
Conduct a comprehensive review of all supplier categories, particularly in areas with a lack of participation and/or low penetration.	2
Evaluate the procedures that are in place to onboard new diverse suppliers.	3
Monitor the institution's spending with minority-owned businesses in order to track institutional commitment and evaluate progress and outcomes.	2
All activity designed to increase and further support supplier diversity should be regularly shared with university leadership, including the board of trustees.	1
<b>Strategic and Operational Plans</b>	
A university's strategic plan, as well as its mission statement, should prioritize diversity, equity, and inclusion and provide clear direction for the total integration of D.E.I. initiatives throughout the institution.	2
The annual university Equity Report that is required for the Board of Governors will be prioritized by BOG.	5
The annual university Equity Report that is required for the Board of Governors will be operationalized by the BOT.	5
Each university board of trustees should be diverse and representative of the population that it serves.	5
Have a senior-level university administrator to lead the establishment, implementation, and monitoring of D.E.I. initiatives.	5
Official D.E.I. communications that promote and support D.E.I. policies and programs can be integrated in all university materials.	2