

FLORIDA
POLYTECHNIC
UNIVERSITY

BOARD OF TRUSTEES

Thursday, June 8, 2017
10:30 a.m. Eastern Standard Time
(or upon adjournment of previous committee meetings)

Florida Industrial & Phosphate Research Institute
1855 Main Street West
Bartow, Florida 33830

Frank Martin, Chair	Don Wilson, Vice Chair	Mark Bostick
Bill Brown	Dr. Jim Dewey	Rear Admiral Philip Dur
Dr. Sandra Featherman	Dr. Richard Hallion	Henry McCance
Cliff Otto	Jacob Livingston	Bob Stork
	Gary Wendt	

AGENDA

- | | |
|---|-----------------------|
| I. Call to Order | Frank Martin, Chair |
| II. Roll Call | Maggie Mariucci |
| III. Public Comment | Frank Martin, Chair |
| IV. Approval of March 15, 2017 Minutes Pgs. 3-9
Action Required | Frank Martin, Chair |
| V. Chairman's Remarks Pg. 10
A. Board of Governors Trustee Summit Discussion | Frank Martin, Chair |
| VI. President's Remarks Pg. 11 | Dr. Randy Avent |
| VII. Committee Reports | |
| A. Strategic Planning Committee | Don Wilson, Chair |
| 1. 2017 Florida Polytechnic University Work Plan
Action Required Pg. 12 | |
| B. Finance and Facilities Committee | Dr. Sandra Featherman |
| 1. Legislative Budget Requests for 2018-19 Pg. 13 | |
| a. Operating Budget Request
Action Required | |
| b. Capital Improvement Plan
Action Required | |
| 2. Increase Waiver Authority Pg. 14
Action Required | |
| 3. 2017-18 University Operating and Capital Budget Pg. 15 | |

- *Action Required***
- 4. **2017-18 Florida Polytechnic University Foundation Budget** Pg. 16
Action Required
- 5. **Naming Opportunity** Pg. 17
Action Required
- 6. **Campus Development Agreement** Pg. 18
Action Required

C. **Audit and Compliance Committee** **Don Wilson, Vice-Chair**
1. **Report of Internal Auditor** Pg. 19
Action Required

D. **Governance Committee** **Rear Admiral Philip Dur,
Vice Chair**
1. **Comprehensive Review of the President** Pgs. 20-55
Action Required

2. **The President's Compensation Adjustments** Pgs. 56-58
2 Actions Required

3. **Review of the President's Goals for 2017-18** Pgs. 59
Action Required

4. **Review of the Policy on the Annual Review of the President** Pg. 60
Action Required

E. **Academic and Student Affairs Committee** **Dr. Sandra Featherman,
Chair**
1. **Degree Name Changes** Pg. 61
Action Required

2. **FPU-3.002 Student Government and Student Organizations** Pg. 62
Action Required

3. **FPU-3.009 Reasonable Accommodations for Religious Observances, Practices and Beliefs** Pg. 63
Action Required

VIII. **Upcoming Events/Meetings** **Frank Martin, Chair**

A. **Board of Trustees Meetings**

- 1. **September 13, 2017**
- 2. **December 6, 2017**
- 3. **March 14, 2018**
- 4. **June 6-7, 2018**

B. **Board of Governor's Meetings**

- 1. **June 20-22, 2017 (University of South Florida, Tampa, FL)**
- 2. **August 30-31, 2017 (University of Florida, Gainesville, FL)**
- 3. **October 3, 2017 (Florida Gulf Coast University, Ft. Myers, FL)**
- 4. **November 8-9, 2017 (University of Central Florida, Orlando, FL)**
- 5. **January 24-25, 2018 (Florida State University, Tallahassee, FL)**
- 6. **February 22, 2018 (Telephone Conference Call)**

IX. **Closing Remarks and Adjournment** **Frank Martin, Chair**

DRAFT
FLORIDA POLYTECHNIC UNIVERSITY
BOARD OF TRUSTEES
MEETING
Florida Polytechnic University
Admissions Center
4700 Research Way
Lakeland, FL 33805
March 15, 2017 @ 3:00 p.m.

I. Call to Order

Chair, Frank Martin, called the Board of Trustees meeting to order at 2:45 pm.

II. Roll Call

Maggie Mariucci called the roll: Chair Frank Martin, Vice-Chair Don Wilson, Trustee Mark Bostick, Trustee Philip Dur, Trustee Sandra Featherman, Trustee Dick Hallion, Trustee Christina Drake, Trustee Henry McCance, Trustee Cliff Otto, and Trustee Bob Stork were present (Quorum).

Staff present: President Dr. Randy Avent, Dr. Terry Parker, Mr. Mark Mroczkowski, Mr. Kevin Aspegren, Ms. Gina DeJulio, Mrs. Maggie Mariucci, and Mr. Rick Maxey.

III. Public Comment

Dr. Richard Matyi submitted a request to address the Board of Trustees. Dr. Matyi, Associate Professor in Florida Polytechnic University's College of Engineering, is the President of the Florida Poly chapter of the United Faculty of Florida. He stated that Florida Poly faculty is student-centric and seek what is best for the University's students. He requested the support of the Board in creating a stable work environment, and in the form of a reasonable and fair policy for assessing pay and performance. Faculty desire to work with University administration and the Board of Trustees to achieve the goal of becoming the 'jewel' of the State University System by doing what is best for Florida Poly's students.

IV. Approval of Minutes

Trustee Richard Hallion made a motion to approve the Board of Trustees meeting minutes of December 7, 2016. Trustee Philip Dur seconded the motion; a vote was taken, and the motion passed unanimously.

Trustee Philip Dur made a motion to approve the Board of Trustees meeting minutes of December 21, 2016. Trustee Richard Hallion seconded the motion; a vote was taken, and the motion passed unanimously.

Chair Frank Martin changed the meeting agenda and committee reports were done first.

V. Committee Reports

A. Governance Committee

1. FPU-1.014 Animals on University Property - Amendment

Based upon the report given by Committee Chair Richard Hallion, Chair Frank Martin presented a motion with full Committee approval to approve FPU-1.014 Animals on University Property. A vote was taken and the motion passed unanimously.

B. Academic and Student Affairs Committee

1. BOT Resolution 2017-001 naming the Provost as the Board's designee for purposes of reviewing costs of textbooks

Based upon the report given by Committee Vice-Chair Richard Hallion, Chair Frank Martin presented a motion with full Committee approval to approve BOT Resolution 2017-001 naming the Provost as the Board's designee for purposes of reviewing costs of textbooks. A vote was taken and the motion passed unanimously.

2. FPU-2.001 Admission to the University and Appeal Process - General – Amendment

Based upon the report given by Committee Vice-Chair Richard Hallion, Chair Frank Martin presented a motion with full Committee approval to approve FPU-2.001 Admission to the University and Appeal Process - General – Amendment. A vote was taken and the motion passed unanimously.

3. FPU-7.002 Student Financial Aid

Based upon the report given by Committee Vice-Chair Richard Hallion, Chair Frank Martin presented a motion with full Committee approval to approve FPU-7.002 Student Financial Aid. A vote was taken and the motion passed unanimously.

C. Finance and Facilities Committee

1. Naming Opportunity

Trustee Stork has submitted a Form 8A, disclosing a conflict of interest. Gina DeJulio read Trustee Stork's disclosure into the record. It is attached to the minutes.

Based upon the report given by Committee Vice-Chair Henry McCance, Chair Frank Martin presented a motion with full Committee approval to approve the naming of Lab 1013 as Bob Stork Engineering Lab. A vote was taken and the motion passed unanimously.

Chair Martin requested that the minutes reflect that Trustee Stork chose to not participate in this portion of the meeting and was not present for the presentation, discussion or vote on the naming of Lab 1013 in the Innovation, Science and Technology Building and that Trustee Stork has submitted Form 8A with the Board's recording secretary.

2. Educational Plant Survey

Based upon the report given by Committee Vice-Chair Henry McCance, Chair Frank Martin presented a motion with full Committee approval to approve the Educational Plant Survey. A vote was taken and the motion passed unanimously.

C. Audit and Compliance Committee

1. FPU-1.015 Allegations of Waste, Fraud, Financial Mismanagement, Misconduct, and other Abuses

Based upon the report given by Committee Chair Cliff Otto, Chair Frank Martin presented a motion with full Committee approval to approve FPU-1.015 Allegations of Waste, Fraud, Financial Mismanagement, Misconduct, and other Abuses. A vote was taken and the motion passed unanimously.

2. Audit Committee Charter Revisions and Internal Charters for Audit and Compliance

Based upon the report given by Committee Chair Cliff Otto, Chair Frank Martin presented a motion with full Committee approval to approve Audit Committee Charter Revisions and Internal Charters for Audit and Compliance. A vote was taken and the motion passed unanimously.

3. Report of Internal Auditor

Based upon the report given by Committee Chair Cliff Otto, Chair Frank Martin presented a motion with full Committee approval to approve the report of the Internal Auditor. A vote was taken and the motion passed unanimously.

D. Strategic Planning Committee

1. 2015-2016 Annual Accountability Report

Based upon the report given by Committee Chair Don Wilson, Chair Frank Martin presented a motion with full Committee approval to approve the 2015-2016 Annual Accountability Report. A vote was taken and the motion passed unanimously.

VI. Board of Trustees 2018-2019 Meeting Schedule

Trustee Cliff Otto made a motion to approve the Board of Trustees meeting schedule for 2018-2019. Trustee Don Wilson seconded the motion; a vote was taken, and the motion passed unanimously.

VII. Upcoming Events/Meetings

Chair Martin asked Trustees to please review the list of upcoming events for Florida Polytechnic University, the Board of Trustees and the Board of Governors.

VIII. Trustee Recognition

Chair Martin stated that beginning May 2, Dr. Christina Drake will no longer serve as a Trustee and Dr. Jim Dewey will be taking her place. In recognition of Trustee Drake's service, Chair Martin read the attached resolution.

Trustee Drake thanked the Board and the faculty for trusting her to serve in this role.

Trustee Philip Dur made a motion to approve the resolution recognizing Dr. Drake's service as a Trustee. Trustee Mark Bostick seconded the motion; a vote was taken, and the motion passed unanimously.

IX. Chair Remarks

Chair Martin thanked Trustees for embracing the concept of committee work plans. He stated how important the collaboration between Committee Chairs and staff liaisons is in carrying out each work plan.

X. President's Remarks

President Avent shared that the University celebrated its first graduating class of 18 students in January. All but one graduate currently has a full-time job.

The Board of Governors asked how many students have transferred from Florida Poly to other state universities. Since Florida Poly opened, 194 students have left with only 25 transferring to another state university. Of the 25, only 2 transferred into the same major. Fifteen students transferred into majors unrelated to STEM and 8 transferred into STEM fields that Florida Poly doesn't offer.

Since being awarded candidacy status by SACSCOC, the University has the ability to offer federal financial aid to students.

President Avent gave a brief update on research grant awards that the University has received.

SunTrax has been selected to be one of ten national proving grounds for autonomous vehicles. The Florida Department of Transportation (FDOT) closed with the primary land owner several weeks ago and a ground breaking ceremony is projected for May 2017.

The University has three legislative priorities this session: the Applied Research Center (ARC) where the University is asking for \$25M to complete the building; the Institute for Entrepreneurship where the University is asking for the second half of the funds requested last year as recurring funds; and \$6.6M in recurring funds for a cluster hiring program for faculty.

XI. SUS Performance Based Funding

President Avent reviewed the performance based model and how Florida Poly currently measures in the ten metrics that are used by the Board of Governors. The University does not qualify for performance based funding yet but administration is doing its own measuring in preparation for future funding. He shared that the current SUS scores fall between 56-84 points out of a total of 97 with the average being 70.4. Florida Poly's estimated score is 67 points which administration wants to continue to improve over time.

XII. Faculty/Student Presentation

Dr. Dean Bushey and his students gave a presentation on their autonomous vehicle project along with an actual demonstration outside the building.

XIII. Closing Remarks and Adjournment

The meeting ended when the autonomous vehicle demonstration concluded outside.

FORM 8A MEMORANDUM OF VOTING CONFLICT FOR STATE OFFICERS		
LAST NAME—FIRST NAME—MIDDLE NAME Stork Robert William		NAME OF BOARD, COUNCIL, COMMISSION, AUTHORITY, OR COMMITTEE Florida Polytechnic University - Board of Trustee
MAILING ADDRESS 4450 US 1		NAME OF STATE AGENCY State University System
CITY Vero Beach	COUNTY USA	MY POSITION IS: <input type="checkbox"/> ELECTIVE <input checked="" type="checkbox"/> APPOINTIVE
DATE ON WHICH VOTE OCCURRED March 15, 2017		

WHO MUST FILE FORM 8A

This form is for use by any person serving at the State level of government on an appointed or elected board, council, commission, authority, committee, or as a member of the Legislature. It applies to members of advisory and non-advisory bodies who are presented with a voting conflict of interest under Section 112.3143, Florida Statutes.

Your responsibilities under the law when faced with voting on a measure in which you have a conflict of interest will vary greatly depending on whether you hold an elective or appointive position. For this reason, please pay close attention to the instructions on this form before completing and filing the form.

INSTRUCTIONS FOR COMPLIANCE WITH SECTION 112.3143, FLORIDA STATUTES

ELECTED OFFICERS:

As a person holding elective state office, you may not vote on a matter that you know would inure to your special private gain or loss. However, you may vote on other matters, including measures that would inure to the special private gain or loss of a principal by whom you are retained (including the parent or subsidiary or sibling organization of a principal by which you are retained); to the special private gain or loss of a relative; or to the special private gain or loss of a business associate. If you vote on such a measure or if you abstain from voting on a measure that would affect you, you must make every reasonable effort to disclose the nature of your interest as a public record in a memorandum filed with the person responsible for recording the minutes of the meeting, who shall incorporate the memorandum in the minutes. If it is not possible for you to file a memorandum before the vote, the memorandum must be filed with the person responsible for recording the minutes of the meeting no later than 15 days after the vote.

For purposes of this law, a "relative" includes only your father, mother, son, daughter, husband, wife, brother, sister, father-in-law, mother-in-law, son-in-law, and daughter-in-law. A "business associate" means any person or entity engaged in or carrying on a business enterprise with you as a partner, joint venturer, coowner of property, or corporate shareholder (where the shares of the corporation are not listed on any national or regional stock exchange).

A member of the Legislature may satisfy the disclosure requirements of this section by filing a disclosure form created pursuant to the rules of the member's respective house if the member discloses the information required by this subsection, or by use of Form 8A.

* * * * *

APPOINTED OFFICERS:

As a person holding appointive state office, you are subject to the abstention and disclosure requirements stated above for Elected Officers. You also must disclose the nature of the conflict before voting or before making any attempt to influence the decision by oral or written communication, whether made by you or at your direction.

For purposes of this law, a "relative" includes only your father, mother, son, daughter, husband, wife, brother, sister, father-in-law, mother-in-law, son-in-law, and daughter-in-law. A "business associate" means any person or entity engaged in or carrying on a business enterprise with you as a partner, joint venturer, coowner of property, or corporate shareholder (where the shares of the corporation are not listed on any national or regional stock exchange).

IF YOU INTEND TO MAKE ANY ATTEMPT TO INFLUENCE THE DECISION PRIOR TO THE MEETING AT WHICH THE VOTE WILL BE TAKEN:

- You must complete and file this form (before making any attempt to influence the decision) with the person responsible for recording the minutes of the meeting, who will incorporate the form in the minutes.
- A copy of the form must be provided immediately to the other members of the agency.
- The form must be read publicly at the next meeting after the form is filed.

IF YOU MAKE NO ATTEMPT TO INFLUENCE THE DECISION EXCEPT BY DISCUSSION OR VOTE AT THE MEETING:

- You must disclose orally the nature of your conflict in the measure before participating.
- You must complete the form and file it within 15 days after the vote occurs with the person responsible for recording the minutes of the meeting, who must incorporate the form in the minutes. A copy of the form must be provided immediately to the other members of the agency, and the form must be read publicly at the next meeting after the form is filed.

DISCLOSURE OF STATE OFFICER'S INTEREST

I, Robert Stork, hereby disclose that on March 15th, 20 17 :

(a) A measure came or will come before my agency which (check one or more)

- inured to my special private gain or loss;
- inured to the special gain or loss of my business associate, _____ ;
- inured to the special gain or loss of my relative, _____ ;
- inured to the special gain or loss of _____, by whom I am retained; or
- inured to the special gain or loss of _____, which is the parent, subsidiary, or sibling organization of a principal which has retained me.

(b) The measure before my agency and the nature of my conflicting interest in the measure is as follows:

The Florida Polytechnic University Board of Trustee's will be voting on the naming assignment of a classroom to which I have donated a University-specified amount of funds that allow for the naming of this classroom with a title of my choosing. I have elected not to participate in or attend the discussion and subsequent voting involved in this matter to avoid any appearance of impropriety.

If disclosure of specific information would violate confidentiality or privilege pursuant to law or rules governing attorneys, a public officer, who is also an attorney, may comply with the disclosure requirements of this section by disclosing the nature of the interest in such a way as to provide the public with notice of the conflict.

February 27th, 2017
Date Filed


Signature

NOTICE: UNDER PROVISIONS OF FLORIDA STATUTES §112.317, A FAILURE TO MAKE ANY REQUIRED DISCLOSURE CONSTITUTES GROUNDS FOR AND MAY BE PUNISHED BY ONE OR MORE OF THE FOLLOWING: IMPEACHMENT, REMOVAL OR SUSPENSION FROM OFFICE OR EMPLOYMENT, DEMOTION, REDUCTION IN SALARY, REPRIMAND, OR A CIVIL PENALTY NOT TO EXCEED \$10,000.

THE FLORIDA POLYTECHNIC UNIVERSITY BOARD OF TRUSTEES

**Board of Trustees
Resolution 2017-002**

**SUBJECT: In Recognition and Profound Appreciation of Distinguished Service:
Trustee Christina Drake, Ph.D.**

WHEREAS, Trustee Christina Drake has served on The Florida Polytechnic University Board of Trustees since May 2015 and will continue to serve on the board through May 2017, and

WHEREAS, Trustee Drake served with distinction on the Board of Trustees Academic and Student Affairs Committee and the Board of Trustees Finance and Facilities Committee, and

WHEREAS, Trustee Drake serves as an Assistant Professor in the College of Engineering, is an Editor for the Industrial Biotechnology Journal, helped start the FL Poly Women in STEM Leadership Program, is the Principle Investigator for fog prediction sensor research at FL Poly and served as chair of the FL Poly Faculty Assembly.

NOW, THEREFORE BE IT RESOLVED that The Florida Polytechnic University Board of Trustees, at its regular board meeting on this 15th day of March, the year of 2017, does hereby recognize and commend Trustee Christina Drake for her many contributions to Florida Polytechnic University, and

BE FURTHER RESOLVED that this resolution is included in the minutes of the meeting and a copy presented to Trustee Christina Drake as a token of the Board's appreciation and sincere thanks.

Resolution adopted by the Florida Polytechnic University Board of Trustees on March 15, 2017,

BOT Chair signature: _____

AGENDA ITEM: V

**Florida Polytechnic University
Board of Trustees
June 8, 2017**

Subject: Chairman's Remarks

Proposed Board Action

No action required- Information only.

Background Information

Chair Martin will provide the Board of Trustees his remarks including a discussion on the Board of Governor's Trustee Summit. The 2017 Trustee Summit will be held on November 8, 2017 at the University of Central Florida. The focus of this year's Trustee Summit will be "A Higher Degree for Business."

Supporting Documentation: None

Prepared by: Jessica Throckmorton, Government Relations and External Affairs

AGENDA ITEM: VI

**Florida Polytechnic University
Board of Trustees
June 8, 2017**

Subject: President's Remarks

Proposed Board Action

No action required- Information only.

Background Information

President Avent will provide the Board of Trustees remarks on Florida Polytechnic University.

Supporting Documentation: None

Prepared by: Jessica Throckmorton, Government Relations and External Affairs

AGENDA ITEM: VII-A-1

**Florida Polytechnic University
Board of Trustees
June 8, 2017**

Subject: 2017 Florida Polytechnic University Work Plan

Proposed Board Action

Approve the 2017 Florida Polytechnic University Work Plan.

Background Information

Pursuant to the Board of Governors Regulation 1.001, the Board of Trustees (BOT) shall prepare a multi-year Work Plan for the Board of Governors (BOG) that outlines the university's priorities, strategic directions, and specific actions and financial plans for achieving those priorities, as well as performance expectations and outcomes on institutional and system-wide goals. The Work Plan reflects the university's distinctive mission and focus on core institutional strengths within the context of the State University System goals and regional and statewide needs.

The 2016-17 Work Plan will require BOT approval prior to submitting the Work Plan to the BOG for adoption at its June 2017 meeting.

Supporting Documentation: Supporting materials are located in the Strategic Planning Committee section.

Prepared by: Kevin Calkins, Director of Institutional Research

AGENDA ITEM: VII-B-1-A&B

**Florida Polytechnic University
Board of Trustees
June 8, 2017**

Subject: Legislative Budget Request for 2018-19

Proposed Board Action

- A. Approve the 2018-19 Operating Budget Request.
- B. Approve the 2018-19 Capital Improvement Plan.

Background Information

Pursuant to the Board of Governors Regulation 1.001, the Board of Trustees (BOT) shall prepare a multi-year Work Plan for the Board of Governors (BOG) that outlines the university's priorities, strategic directions, and specific actions and financial plans for achieving those priorities, as well as performance expectations and outcomes on institutional and system-wide goals. The Work Plan reflects the university's distinctive mission and focus on core institutional strengths within the context of the State University System goals and regional and statewide needs.

The 2016-17 Work Plan will require BOT approval prior to submitting the Work Plan to the BOG for adoption at its June 2017 meeting.

Supporting Documentation: Supporting materials are located in the Finance and Facilities Committee section.

Prepared by: Rick Maxey, Director of Government Relations

AGENDA ITEM: VII-B-2

**Florida Polytechnic University
Board of Trustees
June 8, 2017**

Subject: Increase Waiver Authority

Proposed Board Action

Approve Increase Waiver Authority

Background Information

Due to the growth of the University, the need to attract and retain the best students and the admission of the 4th cohort, the University needs to increase its waiver authority from \$2.4 million to \$4.5 million to meet the needs of its scholarship programs.

Supporting Documentation: Supporting materials are located in the Finance and Facilities Committee section.

Prepared by: Mark Mroczkowski, CFO and Vice President

AGENDA ITEM: VII-B-3

**Florida Polytechnic University
Board of Trustees
June 8, 2017**

Subject: 2017-18 Operating and Capital Budget

Proposed Board Action

Approve the 2017-18 Operating and Capital Budget.

Background Information

Based upon the 17-18 State legislative appropriation and other estimated revenues, the University presents for approval its 17-18 fiscal year operating and capital budget.

Supporting Documentation: Supporting materials are located in the Finance and Facilities Committee section.

Prepared by: Mark Mroczkowski, CFO and Vice President

AGENDA ITEM: VII-B-4

**Florida Polytechnic University
Board of Trustees
June 8, 2017**

Subject: 2017-18 Florida Polytechnic University Foundation Budget

Proposed Board Action

Approve the 2017-18 Florida Polytechnic University Foundation Budget.

Background Information

Based upon the budget approved by the University Foundation's Board of Trustees, the University presents for approval the Foundation's 17-18 fiscal year budget.

Supporting Documentation: Supporting materials are located in the Finance and Facilities Committee section.

Prepared by: Mark Mroczkowski, CFO and Vice President

AGENDA ITEM: VII-B-5

**Florida Polytechnic University
Board of Trustees
June 8, 2017**

Subject: Naming Opportunity

Proposed Board Action

Approve the naming of Lab 1056 in the Innovation, Science and Technology Building of Florida Polytechnic University as the “Vestcor Research Lab”.

Background Information

On May 5, 2017, the Florida Polytechnic University Foundation Finance and Investment Committee voted unanimously to approve the naming of Lab 1056 in the Innovation, Science and Technology Building of Florida Polytechnic University as the “Vestcor Research Lab”. The naming then went before the full Board and received unanimous approval.

Supporting Documentation: Supporting materials are located in the Finance and Facilities Committee section.

Prepared by: Kevin Aspegren, Vice President of Advancement

AGENDA ITEM: VII-B-6

**Florida Polytechnic University
Board of Trustees
June 8, 2017**

Subject: Campus Development Agreement

Proposed Board Action

Approve the Campus Development Agreement.

Background Information

Tim Campbell will provide an update on the Campus Development Agreement.

Supporting Documentation: Supporting materials are located in the Finance and Facilities Committee section.

Prepared by: Tim Campbell

AGENDA ITEM: VII-C-1

**Florida Polytechnic University
Board of Trustees
June 8, 2017**

Subject: Report of Internal Audit

Proposed Board Action

Approve the Internal Audit Reports.

Background Information

Focal Point Data Risk, LLC (formerly Sunera) provides internal audit services to the University in accordance with Florida Statutes and BOG Regulations. The Internal Auditor has undertaken five audit projects to-date as follows:

1. Risk Assessment
2. ERP Implementation Review
3. Anti-Hazing review
4. 2016 Summer Payment Compensation Review
5. FIPR payroll Audit

Projects 1-3 have previously been approved by the Committee and the Board; No. 4 will be presented at this meeting and No. 5 is still in process.

Supporting Documentation: Supporting materials are located in the Audit and Compliance Committee section.

Prepared by: Mark Mroczkowski, Vice President and CFO and Larry Burke, Internal Auditor

AGENDA ITEM: VII-D-1

**Florida Polytechnic University
Board of Trustees
June 8, 2017**

Subject: Comprehensive Review of the President

Proposed Board Action

Accept and approve the Comprehensive Review Report as the annual evaluation of the President for this past year.

Background Information

Pursuant to the President's employment contract and the Board of Trustees Policy on Annual Review of the President, the Board of Trustees must conduct an annual review and assessment of the President's performance. Since this is the end of the President's third year of employment, the policy requires that a comprehensive review be conducted. The purpose of the comprehensive review is to "strengthen the leadership of the President and Board by assessing the quality of their relationship and the President's performance through an independently conducted process which will normally include a 360° review. The process seeks to gather, on a wide range of management and governance matters, the informed perceptions of leaders of major stakeholder groups, as well as those of the President and trustees."

The Governance Committee has the responsibility for organizing and conducting the comprehensive review process with the President, with the assistance of an independent consultant, and making recommendations related to the outcome of the comprehensive review process to the full Board. A consultant was hired, Dr. Sally Mason, and the consultant has prepared a comprehensive written report detailing the institution's progress and major achievements during the President's tenure. The President's self-evaluation related to progress during the three year period was provided to the consultant and it is attached to the consultant's report.

On May 19, 2017, the Governance Committee held a committee meeting to discuss Dr. Sally Mason's report and recommendations.

Dr. Mason gave six specific recommendations at the May 19, 2017 Governance Committee meeting:

1. Establish a mentor or executive coach (e.g. a seasoned former university president) who can serve as a resource to President Avent and help him grow in his role.
2. Encourage the President to participate in seminars and conferences devoted to fundraising at the presidential level.

3. Engage in a retreat for Trustees, the President and his senior staff to discuss the campus-wide strategic plan.
4. Trustees should think strategically about advocacy and their role going forward. The Board and President should work together to prepare the institution for a new level of accountability and ensure that appropriate metrics are in place for positioning Florida Poly as strongly as possible.
5. Establish best practices for improving and enhancing diversity. Dr. Mason recommended researching other universities and inviting experts to campus to get recommendations on approaches.
6. Encourage the President to become more involved in and seek leadership in national organizations that position the University within higher education both nationally and internationally.

Board Chair Frank Martin reported on his meeting with Board of Governors Chair, Mr. Tom Kuntz. After reviewing Dr. Mason's report, Chair Kuntz remarked that in light of how young the University is and how far it has come in a short period of time, President Avent has done great job of focusing on Florida Poly's mission and commended the President for his efforts. Chair Kuntz remarked on issues with last year's Workplan but felt that Florida Poly is on track for this year's Workplan. The only legislative mandate that has not been completed is receiving accreditation, and we await the June decision from SACSCOC.

Trustee Philip Dur motioned to accept the President's Comprehensive Review Report and Chair Kuntz' remarks as the annual evaluation of the President for this past year and to recommend forwarding the report to the Board. Trustee Don Wilson seconded the motion. A vote was taken, and the decision passed unanimously.

Supporting Documentation:

Florida Polytechnic University Board of Trustees Policy on Annual Review of the President Consultant's report (with President's Self Evaluation- 2016-17 attached)

Prepared by: Gina DeJulio, General Counsel

Florida Polytechnic University Board of Trustees Policy on Annual Review of the President

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

Principles

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

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

Annual Review

Purpose

The purpose of the annual review process is to enable the President to strengthen his or her performance, to enable the President and the Board to set mutually agreeable goals, and to

inform the Board's decisions on compensation adjustments and other terms of the President's employment.

Responsibility

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

Process

1. In April of each year, the President shall initiate the annual review process by preparing a self-evaluation that addresses higher level activities for the just concluded fiscal year. The President will submit his or her self-evaluation to the Board Chair and the Governance Committee by May 1 of each year. The self-evaluation format will remain the same year to year unless revised by the Committee in consultation with the President in the intervening period.
2. On or before June 1 of each fiscal year, the President will submit his or her proposed goals for the upcoming fiscal year to the Board Chair and the Governance Committee.
3. Once the President has submitted the self-evaluation and proposed goals to the Board Chair, the Board Chair shall provide copies of the same to the chair of the BOG and request the chair of the BOG's participation in the annual evaluation; the chair of the BOG may involve the chancellor in the review process. Such participation will include a review of the President's responsiveness to the BOG's strategic goals and priorities and compliance with system-wide regulations.
4. The Governance Committee shall review the self-evaluation and proposed goals and may request any additional information from the President to assist the Board in its review.
5. The Governance Committee will discuss the goals for the upcoming year with the President and present the proposed goals to the full Board for discussion and approval.
6. Prior to the Board meeting at which the President's review, goals, and compensation will be acted upon, the Chair shall send to the President and all members of the Board the self-evaluation and proposed goals, any supplemental information the Governance Committee may have requested of the President and any supplemental information the Governance Committee has developed.
7. The Board shall complete the annual review and make any compensation award contemplated under the President's Employment Agreement no later than September 30 of each year, commencing September 2015.

Outcomes

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

Comprehensive Review

Purpose

The purpose of the comprehensive review is to strengthen the leadership of the President and Board by assessing the quality of their relationship and the President's performance through an independently conducted process which will normally include a 360° review. The process seeks to gather, on a wide range of management and governance matters, the informed perceptions of leaders of major stakeholder groups, as well as those of the President and trustees.

Responsibility

It is the Board's responsibility to comprehensively assess the quality of the relationship of the President and the Board of Trustees; and the President's performance and compensation, normally at three-year intervals. The Governance Committee, as its members shall mutually decide and within the parameters of this policy, is delegated the responsibility for organizing and conducting the comprehensive review process with the President, with the assistance of an independent consultant. The selected consultant shall not be connected, directly or indirectly, with the institution by present or past affiliation. The Board Chair and the President shall be consulted regarding the selection of the consultant. Procedural details shall be decided upon by the Governance Committee, with the consultant's advice and counsel, and within the parameters of this policy.

Process

All activities in this comprehensive review process shall be completed within four months after the selection of the consultant. The activities shall include personal interviews with appropriate individuals, internal and external to the institution, as agreed upon by the Committee and consultant. They also shall agree on the general nature of the questions to ask. A staff member shall be assigned to work directly with the consultant and the Committee.

The customary annual review shall be modified to be consistent with the advice of the consultant and Committee. Prepared in advance of the review process, the President's self-evaluation for years in which a comprehensive review is conducted shall provide a comprehensive picture of the institution's academic, financial, and other indicators of progress during the President's tenure. It should highlight particular achievements, as well as persistent institutional issues.

The Committee shall also decide how best to communicate with the University community and Lakeland and Polk County area before, during, and after this process. The Committee is delegated the authority to agree to (1) the consultant's compensation and an appropriate schedule of payments and reimbursements, (2) the general written and/or oral format for the consultant's report (for later submission to the Committee, President, and Board), and (3) the arrangement by which the consultant will be available to discuss the report with the President and the full Board.

Outcomes

The consultant will provide a comprehensive written report detailing the institution's progress and major achievements during the President's tenure, and the Board will consider the consultant's report in the Board's annual review of the President for that year. The consultant's report shall include substantive recommendations for both the President and the Board designed to strengthen the University's leadership, management and governance.

Note: Portions of this policy were selected from the following publication: R. T. Ingram and W. A. Weary, Presidential & Board Assessment in Higher Education Purposes, Policies & Strategies Appendix B Illustrative Board Policy and Procedures: Annual Presidential Performance Reviews (Washington, D.C.: Association of Governing Boards of Universities and College Publications, 2000), 57-58.

Adopted by the Florida Polytechnic University Board of Trustees on June 3, 2015.

Chair's signature: 



FLORIDA POLYTECHNIC UNIVERSITY
ASSESSMENT OF THE PERFORMANCE
OF PRESIDENT RANDY AVENT
DR. SALLY MASON
SENIOR CONSULTANT, AGB

SUBMITTED BY THE

Association of Governing Boards of Universities and Colleges
Contact: Brent Schrader (bschrader@agb.org)

PREPARED FOR THE

Florida Polytechnic University
Governance Committee
Board of Trustees

**Florida Polytechnic University,
Report to the Governance Committee
Comprehensive Presidential Review of President Randy Avent
May 2017
Prepared by Sally Mason, Senior Consultant, AGB**

Introduction

Since the official opening of its doors in August of 2014, Florida Polytechnic University has grown, evolved, and now begun to deliver on the promise of becoming a significant educational and economic asset in Polk County and beyond. Living in the shadow of what might have initially seemed like insurmountable legislative mandates, Florida Poly is now on the verge of having met or exceeded each mandate, and with SACS accreditation on the horizon, there are no impediments left to slow the university's progress.

Dr. Randy Avent, the founding president of Florida Poly, is completing his third year of service, and the Board of Trustees has opted, as an acknowledged best practice, to conduct a full comprehensive review of the president. A full review at this point in his tenure will allow for both calibration and, if needed, re-calibration of goals, plans, and behaviors that will shape the institution during the years ahead. As a new, first-time president, Dr. Avent has welcomed this opportunity to reflect upon accomplishments to date, to continue the strategic planning and thinking that has already begun to accelerate, and, with input from many different constituents, to consider adjustments, as appropriate, to actions, operations and planning.

Below, the process by which this review was conducted is described, the findings are summarized, and a series of recommendations for both the Board of Trustees and the President to consider are presented. As a general observation at the conclusion of this process, the strong and consistent support for the institution and its president voiced by the vast majority of constituents interviewed was truly impressive. Over and over, those interviewed conveyed in some detail how Florida Poly is a "game changer" for Polk County and perhaps for all of Florida, and this was usually followed by "... and Dr. Avent is the right fit for Florida Poly at the right time."

Process

The formal evaluation process consisted of two campus visits. A preliminary visit in early March was made by the consultant to familiarize herself with the campus history and current infrastructure, to meet the key players in Florida Poly's administration, and to speak with members of the Board of Trustees' Governance Committee. Conversations with these key players, including extensive discussions with President Avent, were essential to developing a strategy for conducting extensive and comprehensive interviews of many constituents during the second, week-long, campus visit. Following these initial conversations, the consultant worked with Kris Wharton, President Avent's executive

assistant, who scheduled a series of in-depth face-to-face and phone interviews for the consultant with key people who are associated in varying ways with Florida Poly and who have insight regarding the activities and performance of the president.

These in-depth interviews were conducted over a two-week period. Face-to-face interviews were conducted on campus during the week of April 10-14, 2017. Phone interviews were conducted from April 6-18. In total, 62 people participated in the interviews. There was strong participation from faculty, staff and students on the Florida Poly campus, and there was willing and enthusiastic participation by many local community members, supporters, elected officials, and statewide colleagues of President Avent. All of the current and several former members of the Florida Poly Board of Trustees and several members of the Florida Board of Governors were also interviewed. The same questions were asked of everyone, with the understanding that not everyone would have information or have observed President Avent in all settings and thus be able to provide insight on every question. The questionnaire template that guided each interview is included at the end of this report.

In addition to these extensive interviews, the consultant measured the president's performance through the lens of a self-study prepared by President Avent, from the perspectives outlined in Board policy on annual and comprehensive evaluation of the president, and in the context of the university strategic plan. The president's self study is included at the end of this document; the strategic plan can be found on the Florida Poly website.

The findings, summarized below, are a synthesis of comments from many different people from the sectors mentioned above framed within the context of the self-study and strategic plan. There was remarkable consistency in the answers to many of the questions from a significant majority of interviewees. Those who work most closely with the president understandably had many additional insights and suggestions for the president and the institution going forward.

From many years of experience in higher education and from working with governing boards, the consultant would characterize the overall climate at Florida Poly as one that includes a high-functioning, well-led and cohesive governing board, a well-liked and highly respected new president, and tremendous local enthusiasm by people (both on and off campus) for "their" university. Much like start-up companies, where the risk is high but the rewards can be great, Florida Poly is attractive to those who are looking for something different, something focused, and something with great potential and promise. There is both a strongly collegial as well as an entrepreneurial spirit that is palpable on campus and has been embraced within the local community. There is also the overriding sense that once the final legislative mandate (accreditation) has been met, Florida Poly is poised and ready to move full speed ahead.

Findings

- Leadership, Strategic and Educational

There is strong consensus from all groups of constituents that President Avent is clear, passionate and sincere in telling the story or conveying the mission of Florida Poly. He does this well to all audiences, both internal and external, and can be compelling and inspiring as he describes Florida Poly as it exists currently and what it will likely be in the future. This is particularly energizing within the local community and has led to widespread and growing support for the institution and its unique mission.

The president is viewed by many as a perfect fit for this young institution and for Florida generally. His deep roots in the southern part of the United States give him an appreciation for the culture within the state and most specifically within the agricultural and rural parts of the state that include Lakeland and Florida Poly.

There was widespread acknowledgement of the university strategic plan, and many were quick to point out that this plan is already beginning to change and will likely undergo more change once accreditation is assured. The current plan, with goals and priorities, is viewed as an organic document that will evolve in concert with the rapid growth and evolution of the institution's student body, its curriculum and under the leadership of President Avent.

There was also clear consensus that President Avent is a strong and vocal proponent for academic excellence. Many describe his vision as one that would someday have Florida Poly in the same category as MIT, Georgia Tech or Cal Tech. There is no doubt that much will need to be accomplished before the institution can be equated to the likes of an MIT, but the enthusiasm for this vision and for the president to aim his sights high is widely shared.

- Management, Organizational and Financial

There was considerable praise for the "team" that President Avent is building at Florida Poly. In particular, the new provost is experienced, savvy, and is working hard to build collegial and productive relationships with the faculty. The faculty are in turn optimistic and enthusiastic about the "new" administration generally, which opens the door for building strong shared governance moving forward. In the wake of the formation of a faculty union, the ability to have open and trusting conversations between the chief academic officer and the faculty is essential, and Provost Parker appears to be more than up to the task at hand. Prior to the appointment of Dr. Parker, President Avent was spending too much of his time dealing with issues best delegated to his provost. The challenge for the president now is how best to grow his interactions with faculty in the interest of shared governance. The faculty, in turn, must understand that some of what they were bringing to the president before the arrival of Dr. Parker must now, appropriately, be returned to the office of the provost.

Building a strong administrative team is one of the most important jobs that a president faces. Finding the right people who share the goals and values of the president is crucial for the future success of the university, and this is especially relevant at this early point in the history of Florida Poly. Dr. Avent was careful to assess the people who occupied key administrative positions upon his arrival at Florida Poly and was deliberate in assessing what his needs were and how he would use his team to complement his own skill set. It takes time to conduct searches and screen candidates. While some might feel that it has taken too long to fill key positions, it appears that a very talented team has been assembled and that this team has come together thanks to the great care, deliberation, and attention to quality by the president. These thoughtful actions will now allow the president to turn his attention from operations to oversight---from the “internal” to more “external.”

Two key positions on any university leadership team are the chief academic officer (provost) and the chief financial officer (CFO). President Avent’s CFO comes from extensive experience mainly in the corporate sector. He is experienced and capable in budget management but will require some mentoring on some of the unique qualities of higher education and shared governance. Building a strong relationship between the provost and CFO will ensure that the academic priorities of the president and the institution will be met. Encouraging the CFO to see the university through various lenses (administrator, faculty, student) will help him grow into an effective advocate for academic quality.

Similarly, the chief development officer comes from a strong entrepreneurial background rather than from the traditional ranks of university development professionals. He has the enthusiasm and the background to be outstanding in his role at Florida Poly because the institution is many years from having a profile that would mirror what is traditional at most universities. Without a large alumni base, development at Florida Poly will need to be unique, entrepreneurial, and nimble. President Avent has positioned this organization to be all of these things and to serve him well as he grows into his role as a fund-raiser.

Those close to the president acknowledge that he has, understandably, delegated the day-to-day management of the budget to the CFO. It is also widely acknowledged that he has a firm grasp of the overall budget, budgetary dynamics and budgetary priorities. He is careful to align priorities with budget reality and he understands the importance of finding meaningful ways to measure success.

- Fundraising

As mentioned above, fund-raising at Florida Poly is very different than fund-raising at any older or well-established university. Having produced only a handful of alums thus far, one of the prime sources of donors is not available to Florida Poly. Thus, considerable attention has been focused on local community support, corporate support, and others in Florida who have expressed vocal support for the concept of a polytechnic university.

The president has expressed to many around him that fund-raising is not his favorite part of the job, and yet he appears to have considerable natural talent in this area. His ability to articulate a compelling vision for the institution and to share stories effectively about the institution and its people are what lay the groundwork for effective fund-raising, and President Avent is excellent in this regard. There is no doubt that moving forward will require that considerable time and effort be devoted to fund-raising. The president will need to continue to grow in this area and to gain a comfort level with fund-raising that allows him to be the strongest possible advocate for the university and its mission.

University presidents typically spend between 40-60% of their time on fund-raising, friend-raising and stewardship. President Avent, while highly respected as a scholar and research director, has had few opportunities during his career to engage in high-level academic fund-raising. There are a variety of ways that these skills can be honed and expanded. The Board of Trustees should encourage and support President Avent to seek out these opportunities and continue his professional growth in this area.

- External and Internal Relations

President Avent enjoys wide and universal support from local community leaders and external supporters of Florida Poly. His presidential colleagues across the state also hold him in high regard and respect the thoughtful and articulate way in which he advocates for Florida Poly. He has been effective in growing substantial local support for the institution. Small and large businesses have contributed to scholarships and internships, and corporate support is moving beyond Polk County.

Efforts to grow external support, legislatively, corporately and across the state and national educational scene, will and should be a continuing priority. Concerted efforts to work with local media outlets and to promote the institution through higher education organizations and media outlets could pay large dividends in the future. Targeted marketing and branding will help with student recruiting and with meeting academic and diversity priorities.

Internally, President Avent has been an active and visible president. He has taught a class and students comment positively about his accessibility and about the interest he shows in their work and studies. Faculty have been similarly impressed with his presence on campus and his accessibility. He has worked hard to cultivate good relations within all sectors of the campus community and is greatly respected for those efforts. Staff hold him in high regard and students find him engaging and supportive. As mentioned previously, with a new provost in place, President Avent now needs to determine how he will build faculty relations going forward. He is by nature inclined to be accessible and he is acknowledged by many to be predisposed toward finding amicable ways to solve problems. Provost Parker is now in the best position to be the arbiter of faculty issues, and President Avent needs to focus on the faculty role in shared governance and strategic planning. Faculty universally expressed a willing enthusiasm for helping the president and the institution be successful. Faculty and staff both expressed the hope that President

Avent will hone his listening skills to be even more effective as Florida Poly continues to grow.

Perhaps the biggest challenge that Florida Poly faces now and into the future is diversity. There is widespread acknowledgement from all internal constituents that diversity is an important priority moving forward. As a new institution, focused on STEM education and training, Florida Poly has an opportunity to examine how it will enhance and support gender and ethnic diversity today and tomorrow. If this is indeed an institutional priority, the Board of Trustees might consider engaging outside expertise to provide advice, planning, and original thinking regarding ways in which this campus can be uniquely attractive to a diverse student body. There are many fine examples of programs, best practices and support systems for those who are traditionally underrepresented in STEM disciplines. Just as Florida Poly is thinking “outside the box” when it comes to development, faculty hiring or curriculum, seeking help from individuals who may be interested in growing diversity within STEM programs at this very early time in Florida Poly’s history could pay large dividends in the future and would be a unique distinguishing feature for Florida Poly.

- Board and Governance Relations

As mentioned previously, President Avent and the Board of Trustees (BOT) enjoy a strong and mutually supportive relationship. The BOT is engaged and enthusiastic about the future of Florida Poly. The president is focused and very attentive to the needs of the board. BOT members are effusive in their praise for the progress of the institution under President Avent’s leadership. They are also thoughtful and reflective about the future, both near and long term. They acknowledge that President Avent is new to his leadership role and that he is on a steep and rapid learning curve.

President Avent is careful and well prepared for every BOT meeting. He communicates regularly with the BOT and works effectively to anticipate their needs and the appropriate depth of information to share. If senior staff or faculty are scheduled to present to the BOT, President Avent works with them to be certain they are well prepared. In sum, the president is well-tuned to the needs and desires of board members. He is careful to focus on important issues and not to wade too deeply into issues not directly pertinent to appropriate board activities.

Similarly, President Avent has gained considerable credibility with the Florida Board of Governors (BOG). Relationship building with this group will require additional attention from the president, but the chancellor and several key members of the BOG expressed strong support for Florida Poly and its leadership. It is apparent that both boards are awaiting final word on accreditation. This has garnered significant attention from the BOG and has resulted in special reports at each BOG meeting regarding the progress of Florida Poly to date.

Two layers of governance require considerable work on the part of the president to be certain that all interested parties are receiving appropriate information in a timely fashion.

President Avent is clearly meeting the needs of the BOT and is satisfying the needs of most members of the BOG. He approaches his work with both boards in a deliberate and thoughtful way. Those who have observed this work comment that he is a master at maintaining his composure even when challenged, and he responds to challenges in a clear and non-defensive manner. This is widely admired and respected by those who have witnessed his presentations to the governing boards.

- Personal Characteristics and Values

When asked to provide a single word or short sentence that would describe President Avent to someone who has not met him, the following themes were repeated by many: He is bright (brilliant), thoughtful, outgoing and easy to engage in conversation. He maintains the highest standards of ethics and integrity. He embraces transparency. He can talk about anything and can be trusted to keep confidences. He is a quick study and not likely to make the same mistake twice. He is a problem solver, creative and a strategic thinker. He is genuine, sincere, and down to earth, as well as passionate, energetic and highly analytical. While many describe him as a good listener, others acknowledge that he would do well to listen more and heed advice.

When asked to provide a single piece of advice to the president, these themes were common to those who were interviewed: With his team in place, the president needs to turn his attention to the larger issues that face the university and leave the day-to-day operations to the people he has hired. He needs to think boldly about the future and should not be afraid of change. He needs to continue building friends locally, statewide and nationally. Finding the right balance of work and relaxation will be crucial to his health and well-being going forward. He will need to continue working on communications with all constituents and develop stronger listening skills. Hone the skills that are common to presidents, especially successful presidents. Be more cautious in trusting people and understand that not everyone will (or needs to) be pleased by your decisions. And most of all, keep up the good work!

Recommendations

Florida Poly has moved from the very early start-up phase, to a phase of growth and development designed to meet the original legislative mandates set before it, to what will soon become movement toward maturity and establishment of its brand and uniqueness. Much has been done to prepare the institution for this forward momentum, and the agenda for the board and for the president moving forward is an ambitious one. The suggested recommendations outlined below are designed to help the institution and its leadership as it continues on toward maturity.

- Many suggested that President Avent would benefit from having a mentor or executive coach, preferably a former university president, who can help him navigate the very new terrain that he has entered as an academic CEO. AGB (or other higher education organizations that provide coaching/mentoring services) can be consulted for help with this. The BOT can function as the facilitator; for executive coaching to be successful, the president and the coach/mentor must be compatible and the board must be supportive of the president's desire to build this type of relationship.
- The BOT would also be well served to encourage the president to participate in one or more of the many seminars, webinars, workshops or retreats devoted to fund-raising at the presidential level. Several higher education organizations offer these opportunities on a regular schedule. The president will learn that he has already acquired many excellent fund-raising skills, he will learn how to build on these, and hopefully he will gain enthusiasm for the work in this area that lies ahead of him.
- The president is poised to continue working on a campus-wide strategic plan. The board might wish to consider setting aside some considerable time or meeting in retreat fashion with the president and his senior staff to have parallel discussions about their own strategic thinking and how it might inform the campus strategic planning process.
- Similarly, the board should begin now to think strategically about advocacy and what the appropriate role of the BOT will be going forward. At private institutions, advocacy efforts for board members often contain significant philanthropy commitments; this is not the case for public boards. However, the highly political nature of public higher education today can become an opportunity for the board and the president to coordinate advocacy efforts that will be mutually supportive. Florida Poly will soon be facing the same types of accountability and scrutiny that other, more well-established institutions across the state face. The board and the president will need to work together to prepare the institution for this new level of accountability and to make certain that appropriate metrics are in place for positioning Florida Poly as strongly as possible within Florida more generally.

- Diversity is a priority at most institutions of higher education across the country. Much has been written about the challenge of attracting women and people of color into the STEM disciplines. Florida Poly, as a very young institution, has the opportunity to be informed by the many programs and best practices that have been developed at other institutions with strong STEM programs in order to address diversity issues. Changes in curriculum, campus life, and the faculty profile can all be helpful in promoting diversity. However, caution should be exercised, as too often it is perceived that institutions will make exceptions or changes to the rigor of the curriculum in order to enhance enrollments of underrepresented groups. This is offensive to the very people that an institution may be trying to attract. Professionals who have worked for years to promote diversity on college campuses are in the best position to inform an institution about better ways to promote diversity goals. The board should look to the president for appropriate goal setting; but the board can also be proactive in encouraging the recruitment of outside expertise for help in this area.
- And finally, as Florida Poly moves steadily toward maturity, the president should be encouraged to begin to think about positioning the institution within the greater landscape of higher education nationally and internationally. There are many organizations that exist to provide networks and opportunities for sharing good work across large sectors of higher education today. Being certain that Florida Poly is a member of national organizations and that President Avent is encouraged to seek leadership opportunities within appropriate organizations will do much to promote the institution's brand and visibility. With a solid administrative team in place, this is an appropriate time for the board and the president to begin thinking about such opportunities.

Questions Used to Inform the Review

STRATEGIC LEADERSHIP

How effectively does the president:

- Demonstrate an understanding of the culture and strategic position of the University and convincingly tell its story?
- Use a credible and collaborative strategy process to renew the mission and create a compelling vision?
- Enact the strategy and make things happen to create competitive advantage in responding to and anticipating the driving forces of change and competition?

EDUCATIONAL LEADERSHIP

How effectively does the president:

- Assure high academic quality by mobilizing resources and using evaluation, evidence, metrics and benchmarking to improve performance continuously in teaching, student learning, research and service?
- Encourage and enable educational and curricular change and innovation?
- Understand and participate in shared academic governance and collaborative decision?

ORGANIZATIONAL MANAGEMENT

How effectively does the president:

- Manage the University– analyze, organize, plan, direct, evaluate, improve, and renew basic institutional processes and resources (finances, technology, human resources, facilities, services, etc.)?
- Create a sense of urgency, hold others accountable and drive results in key performance areas such as admissions, retention, enrollment, student learning, fund raising, research, service, finances and facilities?
- Make clear, timely, and tough decisions?
- Build a talented leadership team and empower and motivate the members to achieve beyond their expectations?

FINANCIAL MANAGEMENT

How effectively does the president:

- Understand the organization's financial dynamics, metrics and processes (budgeting, costs, revenues, overhead, balances, debt, endowment and investments) and communicate financial realities to stakeholders?
- Manage resources, expenses and risk to build long-term financial equilibrium and take the lead in assuring the University's current momentum of success (create operating balances, add revenue that outpaces expense, increase net tuition revenue, provide for depreciation, manage debt, and increase the purchasing power of the endowment)?

FUNDRAISING

How effectively does the president:

- Nurture relationships and lead in obtaining and stewarding gifts and grants at full potential from the board, individuals, alumni, parents, corporations and foundations?
- Engage the board, and lead the advancement staff and volunteers in fund raising in various forms, including capital and endowment gifts, program support, annual gifts, and other major initiatives.

EXTERNAL RELATIONS

How effectively does the president:

- Establish credibility and influence with external constituencies, such as alumni, government officials, state educational officers, legislators, local leaders, parents, and educational associations?
- Gain influence and credibility with general and specialized media and increase the visibility and reputation of the institution?

INTERNAL RELATIONS

How effectively does the president:

- Develop a climate and programs that enhance diversity and inclusiveness?
- Demonstrate interpersonal skills and sensitivities in relating to individual faculty and staff members and students, showing a commitment to their welfare and development?
- Communicate with the campus community?

BOARD AND GOVERNANCE RELATIONS

How effectively does the president:

- Build a relationship of mutual trust, confidence and transparency and communication with the governing board?
- Develop a good working understanding of the board's, the faculty's and the administration's respective roles in decision-making?
- Focus the board on mission and vision, strategic thinking, resource use and acquisition, and on governance issues that need attention?

PERSONAL CHARACTERISTICS AND VALUES

How effectively does the president:

- Demonstrate persistence in reaching goals?
- Communicate clearly and convincingly in various forms and contexts?
- Listen?
- Show respect for others?
- Examine and challenge his assumptions and show a willingness to explore other viewpoints?
- Build relationships and reconcile conflict between self and others, and among groups and individuals?
- Influence others to pursue a common direction?
- Demonstrate honesty and integrity?
- Inspire trust and confidence?

SUMMARY

- What have been the president's major accomplishments in the leadership of the University during the past three years? What remains to be achieved?
- What are the president's particular strengths in meeting his responsibilities?
- What might be improved? What specific suggestions would you offer to improve the effectiveness of the president or the University?
- Overall, has the president's leadership met, exceeded or fallen below expectations?
- What other points need to be covered?

President Avent's Self Evaluation (May 2017)

1. DELIVER CORE STEM EDUCATION IN FAST-GROWING HIGH TECHNOLOGY AREAS.

1.1. Develop and implement Enrollment Management initiatives to manage student recruitment, matriculation, retention and graduation.

- With no history and a broad vision, the University lacked a quantitative roadmap that developed out a sustainable growth path with the resources needed to achieve a student body of 5000 in ten years. We immediately developed a plan that incorporated first-order models of enrollment, matriculation, housing, curriculum, etc. that was used to define the University's roadmap. The plan started with student enrollment projections and derived the required housing, majors, faculty, staff, facilities and budget needed to support that growth. The target of 5000 students in ten years resulted in a need for 13 buildings and was quickly shown not to be realistic. A new phased growth plan was then developed and strategically shown to important stakeholders (i.e., BoG, BoT and key legislators) as a way of gaining support for the University.
- As a STEM university seeking the most advanced, tech-savvy students, Florida Poly adopted a cutting-edge, tech-based approach to marketing. Focusing almost exclusively on digital marketing – websites, apps, social media, digital advertising and email automation - we are able to target a precise audience, collect robust data, deliver custom messages based on a student's application status and make quick adjustments on the fly. Over the past three years, this approach resulted in nearly 100,000 inquiries (96,992) and 7,839 applications, 44% of which were organic, i.e., generated directly through digital marketing efforts. These efforts have also resulted in a 32% increase in web traffic since the university's opening year, with an average yearly growth of 13.5%
- A key legislative mandate for the University was to have 1244 Full Time Equivalent (FTE) students by December 2016. In response, we built a forward leaning admissions department not afraid of experimenting and testing data-driven approaches to recruitment, and we looked for innovative ways to increase FTE outside of traditional First Time in College (FTIC) students. The first year we enrolled 553 students, with a key event during the summer that minimized summer melt. Our second cohort was smaller with 508 students because we were not allowed to build a second dorm. Our third class of 561 students increased the overall headcount (total: 1316) to reach the 1244 FTE mandate (1256). To date, our average High School GPA is 3.78, SAT(Math) is 582, SAT(Reading) is 572 and ACT(Composite) is 26. Recruiting for the entering 2017 class is focused on a smaller number of more selective students. We continue to experiment with different rubrics for admissions that use non-traditional methods like grit and projects to predict and admit successful students.

- Because we are not an accredited institution, and therefore not eligible for federal student aid, we developed an aggressive scholarship model that provided a greater than 100% discount rate for all students in the first three classes. These scholarships were provided by our new Foundation Board and have been critical to attracting good students to meet the legislative mandate. Since then, we developed a roadmap to reduce the discount rate and offer four-year scholarships that lead to a more sustainable program for attracting and retaining top students.
- We developed and launched an outreach program to attract high-performing K-12 and underrepresented students that combined efforts from our Florida Industrial & Phosphate Research Institute (FIPR) and the main campus. As part of this effort, we continue to participate in science fairs, conduct classes for students, encourage visits to campus and offer a summer program to high school students on medical robotics. We are currently working with the legislature to fund an autonomous vehicle joint program with MIT's Beaverworks Institute to attract high-performing low-income students across the state.
- As engineering programs across the nation struggle with low retention numbers, we are proud to report that our average first-to-second year retention rate last year was 83%. We contribute this to several initiatives aimed at improving retention.
 - We developed a state-of-the art library program where all books and articles are on-line and accessible to all students through a Refworks account. On the first day of classes our students had access to over 140,000 books and 60 databases. Our library was featured as a jeopardy question and has been covered by the news in over 24 different foreign countries.
 - We conducted an analysis of “troublesome” classes and looked at potential root causes - and predictive algorithms. Given this information, we changed our approach to admissions to help select students that were more likely to be successful at Florida Poly, and we implemented several different programs. We developed and tested five approaches (tutoring, primers, modules, summer math bootcamps and intrusive tutoring based on mid-term grades) in an effort to decrease withdraws and increase the probability of an A, B or C. Both “Poly Primers” and the “Summer Math Bootcamp” are being further developed and expanded.
 - We developed an Academic Success Center that offers orientation, tutoring, advising, proctoring and mentoring services for all students. We developed several approaches and kept track of the performance of each as we continuously improved our services to the students. We hired three “Success Coaches” this year to work closely with students and take over much of the day-to-day advising needed to ensure student success and progression, including intrusive advising and development of academic success plans for those students that are struggling. We also offered numerous enrichment programs to help our students in diverse areas from coping with stress to investing.

- We developed a robust student life program that provides several co-curricular venues to foster student growth in a safe and nurturing environment.
 - We worked with students to form a fully functioning Student Government Association (SGA) with a student senate, constitution and budget. The students elected officers and used the SGA to develop and establish numerous clubs and organizations. We created a student-driven campus activities board and delivered over 40 student activities and events.
 - We developed and published a FERPA policy and worked with faculty to train them on its implications. We created and published a student handbook that includes the student code of conduct and students' rights and responsibilities.
 - We formed partnerships with local providers to deliver comprehensive health care services to our students. We designed and built a space with the necessary equipment and partnered with a local pharmacy for prescriptions. We staffed counseling, disability and health services offices and organized a local referral network of health care providers. We also designed and offered four stress management and wellness programs.
 - We grew new student chapters of professional organizations.
 - We built a recreation complex with a multi-purpose field, basketball and volleyball courts. We budgeted and began construction on phase 2 of our Wellness Center that provides an extensive gym facility with a pool. We offer a comprehensive wellness program that includes recreation and fitness, nutrition, intramural sports and stress management programs.
 - We started several events to create a positive culture for the students. As examples, we offer a late-night breakfast served by faculty and staff before exams, we hold yearly hackathons and polycons, we held our first Family Weekend and our third Annual Florida Poly Pi Run.
 - We encouraged diversity by working with students to create a National Society of Black Engineers and to offer women support groups. We held workshops on Title IX and Healthy Relationships and provided an anti-hazing program to educate students on the effects of hazing.
- We held our inaugural graduation January 3, 2017 with 18 students (14 graduate and 4 undergraduate) graduating. We held a second graduation on April 28, 2017 where approximately 22 students graduated, most of them were undergraduates.

1.2. Recruit and retain qualified faculty who are professional practitioners and scholars in their respective fields.

- We created a phased strategy for faculty hiring that can best be described as “just in time” hiring. With a large majority of our students being First Time in College (FTIC), we targeted our early hiring campaigns on General Education and a select few programmatic faculty members tasked with creating the curriculums and teaching. We slowly built programmatic faculty at the leading edge as the first cohort of students matriculated.

- After a gap analysis, we launched an initiative to aggressively recruit additional new faculty members. To drive that process, we employed digital marketing and outreach tactics that included developing a new web page focused on workplace and academic culture, targeted email blasts to recent Ph.D. graduates and engineering department heads nationwide, geo-targeted mobile ads, social media ads and high-profile employment ads on key recruitment channels like the Chronicle of Higher Ed, HigherEdJobs.com and AcademicKeys. These efforts gave recruitment a kick start, driving more than 1,600 faculty applications. The "Culture" page on FLPoly.org has regularly been among the Top 10 visited pages each month, even after the end of the email and digital ad campaign.
- To date, we have 36 faculty members (23 full-time and 13 part-time) with most of the senior faculty having nontraditional backgrounds in industry or government. Our faculty are largely early career with the median maturity being seven years.
- We created a flat academic organizational structure with the Provost and six Academic Program Coordinators (APCs) supported by a central administration. We studied minimalist structures at other leading universities and have discussed how to evolve our structure as we grow. We gave the APCs a more powerful voice by having them more deeply involved in scheduling, oversight of technicians and the student support budget, and stronger ownership of the curriculum, degrees and course quality.
- We launched several faculty retention efforts aimed at making our faculty successful.
 - Our faculty created an orientation program that provided necessary information to help improve the transition of new faculty at Florida Poly, and they created a Faculty Assembly to provide a unified voice in academic matters related to the University.
 - Because so many of our faculty are either recent graduates or nontraditional, we experimented with several approaches for offering summer salary. All faculty in the first cohort were offered summer salary to conduct studies that helped better define our mission. Faculty could choose to participate in one of three studies that investigated innovative teaching methods, built a project-based curriculum or conducted research. The second cohort was offered full 12-month appointments for the first year while the third cohort was offered standard nine-month appointments with start-up packages.
 - We are currently working with a consultant to help identify potential opportunities for faculty internships and consulting to further offer our faculty a means for professional development.
 - With rapid student body growth, it has been difficult to keep pace with hiring, which has led to aggressive faculty teaching workloads and limited research time for many. We included a cluster hiring program in our Legislative Budget Request this year in an effort to regularize these loads and reduce the Faculty-to-new Course ratios to slightly over 2.0. We aligned faculty hiring

with the student body and are working to improve delivery support and move to three-year course delivery forecasts.

- Faculty compensation was inconsistent in early 2014 so we did a local study using the Chronicle of Higher Education data and concluded many faculty members were underpaid. Those faculty member salaries were adjusted to make their salaries more in line with expectations. During the second year, we hired an outside consultant to conduct an official salary study. Armed with this information, we asked the United Faculty of Florida to allow us to make a second adjustment to underpaid faculty to ensure all were paid at least 85% of the median salary for their rank and field.
 - In preparation for regional accreditation, and in conjunction with the Faculty Assembly, we made significant updates to the Faculty Handbook bringing it in line with a more traditional document. We reformatted the handbook, identified minimum qualifications for rank, created a mechanism for a formal recognition of the faculty and expanded the role of faculty in many committees.
- We created and funded an internal seed funding program to help our faculty launch research programs that could successfully compete for external funding. We also created and funded a faculty development program that provides up to \$3500 for each faculty member to be used at their discretion.

1.3. Leverage technology to provide unique, advanced, accessible and highly sought after learning and working experiences for students, faculty and staff

- We developed a modern computing infrastructure that supports both administrative and academic/research computing applications. The infrastructure includes both wired and wireless services across an advanced high-speed computing environment that supports internet services, an open Bring You Own Device (BYOD) ecosystem, open-use computer labs, a genius bar-style helpdesk and VPN access to the Poly Cloud from anywhere.
 - We built a Network Operations Center (NOC) that provided a network and system monitoring and management capability.
 - We designed and built a Distributed Antenna System to provide higher bandwidth and improved cellular signal strength across campus.
 - We built a University Data Warehouse with interactive visual dashboards for reporting.
- We developed a new intranet to better facilitate internal communications and allow departments to post internal news, policies, procedures, and updates. We conducted training for administrators and continue to evolve this important platform for internal communications.
- We built a robust administrative computing capability with relevant products and access to modern computing devices for all faculty, staff and students. We

implemented a CAMS-based Student Information System, a MyPoly University enterprise portal, a student ID card, campus parking system and a campus calendar system that integrates with existing applications to schedule and manage all events.

- We procured a High Performance Computing (HPC) system for academic and research services, and we negotiated agreements with nearly 100 key vendors to provide important software packages for engineering and mathematical applications.
- We implemented a Learning Management System (LMS), lecture capture for all classrooms and an on-line capability for virtual classrooms. We designed and developed instructional computer labs and created educational technology services for the classroom. We built a series of “Innovation Labs” around media, cyber gaming and 3-D printing.
- We hired an Information Security Manager and developed an information security program. We provided cyber security awareness training for all current and new employees and are managing our vulnerability and information security on an on-going basis. We implemented a penetration testing plan, enterprise anti-virus and email SPAM filtering.
- With the departure of our CIO, we developed a strategic approach to IT Services that included migrating much of our administrative architecture to a fully integrated cloud-based approach that can be dynamically provisioned as resources are needed.

1.4. Prepare students for careers in high-tech industries to work and live successfully within a multicultural global community.

- With regional accreditation in sight, we began making needed changes to our curriculum to bring it in line with traditional programs and provide students with a better course flow. We planned several changes in our program CIP codes that will improve our chances of obtaining ABET accreditation, and we contracted with Hanover Research to study future degree programs that are consistent with our vision of providing high-paying job opportunities for our graduates.
- We have begun efforts to internationalize our University and now have an international student body with students coming from 10 countries and six continents. We have signed Memorandums of Understanding (MOU)s with UNIFEBE in Brazil, The American University in Morocco and Panjab University in India. We are in negotiations with Avans University in Netherland and the African Institute of Technology and Mathematical Sciences in South Africa for future programs.

- We developed an international institutional partnership program with the Fulbright commission and currently have Fulbright scholars from Germany and are in discussions with Canada and Ireland. We have internship opportunities for our students in Brazil and are working on a study abroad program in Dublin, Ireland.
- After releasing an ITN for an on-campus English Language School to help international recruiting efforts, we could not come to an agreement in negotiations and suspended the program. Recently we completed an RFP to assist only with international recruiting efforts and the contract has been awarded to Global University Systems. Once we obtain accreditation we will revisit the need for adding an English Language School to our efforts.
- We started a Presidential Ambassadors program that provides leadership training to students who serve as official and formal hosts at designated events held by the President's Office. Selection of students into this program has become very rigorous and students are expected to complete 70 hours of service per year.
- We built a Career Planning Center that helps students prepare for and obtain internships and full-time employment after graduation.
 - We offered career information services with relevant companies (Disney, Harris, Bristol Meyers, NASA, ...) presenting to groups of interested students on campus.
 - All students are required to find and secure an internship. We regularly meet with interested companies to help them understand the process for hiring interns. We also hold internship and career fairs each year to match companies to appropriate students.
 - We organize and manage job and internship opportunities using Purple Briefcase, a software-based tool that pushes job openings to students based on their degree and concentration.
 - We developed Florida Poly resume and cover letter templates to help students prepare their application materials. We offer job search coaching, resume review, interview coaching and mock interviews for all students.

2. BUILD ENVIRONMENT THAT ENCOURAGES PROBLEM-DRIVEN APPLIED RESEARCH FOR NEAR-TERM IMPACT.

2.1. Build infrastructures to support hands-on student-integrated creative learning opportunities and faculty research.

- We created an Environmental Health and Safety (EH&S) office that developed and implemented policy and procedures on health, environmental and safety protection. We ensured that emergency action preparedness plans were communicated to all personnel to ensure familiarity and coordination between facility personnel and emergency responders. We completed all safety policies,

developed an EH&S manual and implemented a robust training program. In just our first year of operations, we received the Innovation Award of Commendation from the Campus Safety, Health and Environmental Management Association (CSHEMA).

- We created an Office of Research Services (ORS) that provides cradle-to-grave support for funding identification, RFP application support, institutional compliance and monitoring, post award management, close out and communication and outreach support. ORS also provides additional support on questions related to budgeted costs, costing allocation and resources dedicated to sponsored projects.
 - ORS has been integrated into our Enterprise Resource Planning (ERP) software (Workday) to establish a fully functional grants capability, greatly enhancing streamlined functionality and transparency for all projects. We are establishing our indirect cost rate and have made numerous decisions related to cost sharing support on key proposals and the use of Graduate Assistants to support faculty research.
 - We developed and approved all policies related to research as required by federal funding agencies, and we developed online compliance training through the Collaborative Institutional Training Initiative (CITI) program.
 - We created clear guidelines and appropriate procedures to award and manage faculty internal seed funding and faculty start-up funds.
 - We developed a generous Intellectual Property (IP) policy designed to help create economic development and facilitate industry engagement.

- We applied for and were awarded nonrecurring funds through the Legislative Budget Request to build an Institute for Technology Entrepreneurship. We hired the former VP of Technology Ventures for Georgia Tech to conduct a study that defined the program, co-curricular activities and needed resources. We assembled an Advisory Board that provided oversight and guidance on the program and then hired a Director and Coordinator to run the program. Interested students formed an Entrepreneurship Club and we held our first “Great Eight” competition. Our coordinator has consulted on 46 student startups and entrepreneurial projects in just four months with a projection to hit 100 by the end of his first year. We are creating the “Phoenix Nest” to streamline the process of assisting these entrepreneurial projects across the university. Our students have participated in several entrepreneurship competitions and thus far we produced one of the three prize winners at the Governor’s Cup Competition (Statewide entrepreneurship competition hosted by Roundtable for Entrepreneurship Education in Florida), three prize winners in the Daveler Competition (Statewide Competition hosted by USF) and the three top prizes in Slingshot Polk (Countywide STEM entrepreneurship competition).

- We created a Health Informatics Institute with a \$5M anonymous gift and began funding both educational and research efforts. We appointed an interim Director and made significant progress on building strategic relationships with key local

health care organizations including Lake Regional Health, Winter Haven Hospital, Moffitt Cancer Center and others. We assembled an Advisory Board to help vet our internal research projects, and we built a Health Informatics Institute lab to conduct both structured and unstructured data mining of health data. After conducting two national searches, we appointed a Director and continue to work to grow this important program.

- We fully integrated the existing Florida Industrial and Phosphate Research (FIPR) Institute into Florida Polytechnic (websites, policies, purchasing, financials, EH&S, ...) and have been working with their leadership to grow stronger collaborations between us. We held several discussions with senior leadership at Mosaic on the future of the phosphate industry in Florida and the technology needed to support it. In conjunction with FIPR leadership, we are developing a new strategic growth plan for FIPR that provides a technology roadmap for modernizing the phosphate industry in Florida.
- We negotiated a joint partnership with the Florida Turnpike Enterprise (FTE) to build an over \$80M advanced center called SunTrax that will conduct Research, Development, Testing & Evaluation of Intelligent Tolling Systems (ITS) and Autonomous and Connected Vehicles (ACV). We evaluated several potential sites and landed on a property just south of campus. We negotiated land purchases and swaps with five different land owners and construction will begin on the 400-acre site early July 2017.
 - We developed a holistic testing approach that uses a combination of simulation and hardware in the loop emulation (i.e., stimulation) with live testing. We assembled a team of researchers at Florida Poly and have been working on developing several different technology concepts for funding.
 - We joined the Central Florida AV Partnership with Orlando and UCF and won a grant that awarded SunTrax a designation as one of ten national test centers for autonomous vehicles. We also teamed with Atkins to win a grant that provides engineering assistance with the FDOT's telecommunications infrastructure. Lastly, we won a large grant to study and evaluate fog detection systems.
 - We teamed with MIT's Beaverworks to put together a course on autonomous vehicles. We purchased remote controlled vehicles and relevant sensors, and then the students modified them as part of the course to make them autonomous. These vehicles will be used as part of a summer program to attract high-performing underserved students across Florida (provided we get funding from the legislature).
- We made significant investments in research infrastructure each year since opening the University. We invested over \$3.5M in laboratory equipment, most of which was financed under the State's Consolidated Equipment Financing Program (CEFP), and have transferred over \$600K in research equipment from UCF's Florida Solar Energy Center.

3. FORM INDUSTRY AND COMMUNITY PARTNERSHIPS FOR MUTUAL BENEFIT.

3.1. Cultivate and maintain regional business and industry partnerships for increased student opportunities.

- With more than 50% of the identified top skills needed for a new economy being soft skills, we built our curriculum to include opportunities for students to present, lead, communicate and work together in teams. We also have a stated objective to work closely with industry to grow the high-technology economy in Florida, and have thus spent significant effort to grow our interactions with industrial partners.
- We now have over 200 different interactions with industry that span internships, design projects, advisory boards, events, advocacy and development. Our largest industry sector now is in IT and software with manufacturing and logistics not far behind.
 - To date, Florida Poly students have worked with over 135 different companies in University-recognized internships.
 - We created a design curriculum where students work on projects given to them by our industry partners. Partners are not charged for these projects, but must assign a Subject Matter Expert (SME) to interact and work with the students on a regular basis. To date, Florida Poly student teams have worked on over 36 industry-focused design projects.
 - We created initial advisory boards for each of the programs but will revisit these boards as the programs change post accreditation.
 - We conducted industry summits, industry round tables, hosted professional group meetings and held individual meetings resulting in contacts with over 200 partners and potential partners.
- We hired a retired General to help form senior relationships in key defense companies as an initial foray into providing summer internship and consulting activities for our faculty. We developed a faculty and industry friendly IP policy to encourage technology transfer and faculty venture creation to help foster the growth of Florida's high-tech economy. We are working on two concepts, Applied Research Team and High-Tech Senior Mentors that bring together faculty, students and industry to target specific industry partners in the defense sector that align with our desired areas of studies and concentrations.

3.2. Create ongoing exchange programs of information with industry leaders and business partners.

- We evolved the many different methods in which we interact with industry from one that is large in scope and covers many topics, to smaller more informal events that are specific to industries.

- We began yearly Industry Summits the year before we opened and have held three events since then. These events are formal events that bring together many industries and companies with a keynote speaker and then breakout sessions focused on different concentrations and technology areas. Recently, we have used these events to showcase our student projects and have even coupled them with internship fairs.
 - In 2015, we launched "#STEMTalks, powered by Florida Poly," an online, interactive thought leadership series broadcast 2-3 times per semester via Google Hangouts. The series brings together industry leaders, faculty and students to discuss hot topics in STEM. Viewers have the opportunity to join the conversation live and ask questions through a built-in chat feature. Episodes in 2016-17 included "The Sustainability Gap: What it Means for Future Generations," "The Internet of Things: A Future of Constant Connection," "Virtual Reality: A World of Immersion," and "Drones: Changing Your Perspective." Industry leaders from IBM, Metro Development Group, Aero Simulations, IrisVR, FLYMOTION and more joined us virtually from around the country. Collectively, the 2016-17 season garnered more than 1,000 views on YouTube and more than 130 comments/questions from viewers. Leaders from four of the companies mentioned above reached out afterward with interest in joint research, internships and/or hiring Florida Poly students.
 - We hosted numerous industry events at Florida Poly and represented Florida Poly at external industry events. We held lecture series with speakers from Dell and Rockwell Automation, and we developed a "Career Talk" series that offered students the opportunity to hear and talk with professionals in various fields.
 - We are currently discussing new formats for disseminating information to industry based on the MIT Lincoln Laboratory "Joint Advisory Committee" talks. These talks are held yearly on topical themes and are meant to bring together industry, researchers and academia to discuss emerging technical areas. For Florida Poly, we would hold events around focused concentration areas with student and faculty presentations to industry. The goal is to make both our students and faculty more attractive to industry and to provide more public speaking opportunities for them.
- We routinely meet with legislators in Tallahassee, and we visit them in their home districts. We have been successful in turning the negative discussions around the creation of the University into positive conversations and support. We have been successful in securing both capital (\$5M) and operational (more than \$113M) funding to support the growth of the University.
 - We met with all members of the Board of Trustees (BOT) and most of the members of the Board of Governors (BOG) to hear their thoughts on the growth of the University. We held several meetings with both the former and current Chair of the BOG to help them better understand the role of the University within the State University System, and to hear and address their thoughts and concerns.

We also met with more than half of the SUS Presidents to discuss Florida Poly and potential collaborations with their universities. We provided updates on the six legislative mandates to the BOG select committee on Florida Poly at each BOG meeting, and we used that opportunity to market our progress and raise awareness about the great vision for the institution.

- We completed two statewide media tours where we met with numerous journalist to discuss the University and its progress. These tours have resulted in routine positive stories (and some negative ones as well). We presented talks on the University at countless community events both in and out of Polk County.

4. CREATE EFFICIENT ORGANIZATION WITH SOUND FINANCIAL GROWTH, STABILITY AND ADMINISTRATIVE PRACTICES.

4.1. Recruit, train and retain quality staff that matches constituent needs and industry demands.

- We continue to strategically hire staff to match our adopted staff-to-faculty ratios. We have a fully functioning Human Resources Department and a defined process for hiring staff. We made key hires (Provost, CFO, VP Advancement, Director Economic Development, Assistant VP of Government Relations, Director Health Informatics, Title IX Coordinator, Compliance & Audit Officer, ...) across the University that allow us to continue to build and grow the University.
- With concerns about the variances in pay across both faculty and staff, we hired an outside firm to conduct a compensation study and define pay grades across the different levels and functions at the University. This classification study created a more formalized structure that was market based. Adjustments were given to all staff and faculty below their identified pay bands as a first step towards a merit-based pay structure.
- We created several retention efforts including formal on-boarding and culture building programs. We created a recognition program through Brag Boxes and Edison Awards and are working to hold a yearly faculty and staff awards banquet. Staff also created an Employee Activities Committee that sponsors events for all employees across the year.

4.2. Manage campus facilities to accommodate University constituents, foster campus life and support university engagement.

- We opened a new Campus Facilities and Construction office and hired a key member of the team that built the Innovation, Science and Technology (IST) building. This office successfully closed out all capital projects on time and on budget (\$135M).

- Although most would not have bet on it, we completed the first dorm as a Public Private Partnership (P3) on time for the opening of the University. We requested permission to build a second dorm in 2015 and were denied because the BOG was revising the P3 guidelines. As a stopgap measure, we developed an ITN for an off-campus housing solution and chose an apartment complex where we secured the necessary furniture, transportation, utilities and security for our students.
- In 2015, we worked through the BOG to obtain permission to build a second dorm with over 500 beds. Although the number of beds exceeded our expected class in 2016, we wanted a housing solution that would support the planned growth of the student body. Again, the dorm was built as at P3 with an existing partner and it was completed on time for the arrival of our third class.
- We developed a Campus Master Plan and negotiated its adoption and integration into the Campus Development Agreement with the City of Lakeland. We conducted an educational plant survey through the BOG to validate and recommend space requirements, and to support our maintenance requests. We completed campus operations and maintenance scopes for the annual upkeep of all campus buildings and grounds. We created and adopted campus design standards with professional guides and forms that have been incorporated into operations.
- We built a lighted field complex that includes a multi-purpose field, basketball courts and a volleyball court. We programmed, designed and began construction on phase 2 of the recreational complex that includes a recreational building in the shape of a Phoenix, a pool and a pavilion.
- We continued to evolve the campus infrastructure to support our current and planned growth and safety. We installed a campus wide lightning protection system and we cleared wooded areas to allow for the use of outdoor space by students, staff and faculty. We installed new sidewalks to planned structures and constructed a second cooling tower for 100% redundancy. We created several sustainability initiatives for recycling and reducing energy consumption across the University.
- With our planned growth, we built a construction roadmap that identified three new buildings (Applied Research Center, Student Achievement Center and an Administration Building) and planned upgrades to existing buildings to support us in the interim. We hired a consultant to work with faculty to re-engineer current space in the IST to make it more efficient and we completed two designs for increasing office space in the IST and the new Wellness Center 2.
- Lastly, we hired consultants to conduct a parking study and recommend additional parking to overcome current and future parking shortfalls. We built new parking

lots to allow for campus growth, and we have a preliminary concept for a parking garage complex that includes space for amenities.

4.3. Gain regional accreditation for validating educational quality, institutional excellence and stakeholder accountability.

- We are preparing for a SACSCOC accreditation decision at their June 2017 Board meeting, just under three years after opening the University. SACSCOC suggested fast timeline for accreditation is 3.5 years with a typical timeline of four.
 - We submitted our candidacy application at the earliest possible time and had zero findings as a result of our candidacy site visit. We were awarded candidacy in June 2016, but were also told at that time that because of inconsistencies in DOE and SACSCOC policies, we would not be allowed to complete our initial accreditation in 2016 as planned.
 - With candidacy, we applied for and received the ability to award federal student financial aid in the Spring semester of 2017.
 - We reappointed our committee structure and completed the compliance certification by the end of 2016. Just after our inaugural graduation on January 3, 2017, we submitted our compliance certification to SACSCOC and requested a site visit mid-February. With no findings as part of that site visit as well, we petitioned SACSCOC to waive the standard five-month response time and they put us on the June 2017 agenda for an initial accreditation decision.

- Whereas SACSCOC is a regional accrediting body that accredits institutions, we are now turning our attention to ABET the accrediting body that accredits programs. This requires us to align our programs with national standards, and we have completed reconfiguring the curriculum with a planned conversion the beginning of fall 2017. Part of this realignment includes modifications like a common freshman year, capstone design courses and an attention to both “skills” and education to ensure we produce lifetime employable students.

4.4. Develop and implement external funding programs and relations to support University growth and financial viability

With neither alumni nor intercollegiate sports programs, we raised over \$16.5 M since 2014 to support scholarships, advocacy and salaries to grow the University to meet the legislative mandates imposed on it by the legislature. These funds include three major gifts (\$5M, \$3M and \$1M) as well as the creation of a nearly \$800K endowment. We have provided more than an average 100% discount rate for our first three classes.

- We created a Foundation as a Direct Supporting Organization (DSO) and appointed a board of distinguished community supporters. The Foundation’s early focus was outward facing with specific emphasis on fundraising. As

the mission matured, it became more inward facing with a focus on cementing its operations. We reorganized the Board into committees with regularized meeting and reporting structures.

- We developed a detailed five-year plan of the University's needs that included scholarships as well advocacy and salaries. We worked with the Provost, Advancement and the CFO to create a sustainable approach for scholarships that supports our goal to improve student selectivity.
- We hired a VP of Advancement and grew the number of development positions to extend our market to Orlando and Tampa. We added additional staff for research and grant support as well.
- We implemented moves management software using Salesforce and created an extensive database of industry partners and donors. We purchased LexisNexis and DonorSearch to help identify and conduct research on potential donors.
- We hired an investment firm to receive securities, real estate, trusts and estate assets and to create an investment policy for the Foundation.
- We established an Alumni and Parent's Association and created a Parent's giving initiative.
- We held a number of fund raising and donor recognition events including having three seminal Pivot events that raised over \$2.5M. We held two Women in STEM events, Donor appreciation breakfasts, Founders Day event, #FuelthePhoenix University Campaign and the President Installation ceremony.

4.5. Promote effective standards for financial integrity, efficiency, responsibility and accountability.

- We developed 115 policies, 22 regulations and 4 rules that govern all aspects of University operations. We implemented federal policies on Title IX and immigration H1B processes.
- We conducted the necessary hires and implemented programs to build a fully functional Finance and Planning Office, including a Purchasing, Bursars, Business & Auxiliary Services, Controller, Human Resources, Accounting, Finance & Planning offices.
- We built a Department of Public Safety and Police office with eight sworn officers and four non-sworn public safety officers that offer services 24 hours a day, 7 days a week. We brokered mutual aid agreements with the Lakeland Police Department and the Polk County Sheriff's Office for dispatch duties and background checks. We obtained an ORI number from the FBI to be recognized as an official Police Department. We trained officers in the use of Naxolene and built strong relationships with students.

- We built and grew a vibrant HR department with significant accomplishments this past year:
 - We implemented our first cloud based human resource information system with over 400 business processes in the system.
 - We absorbed all HR related functions (e.g., educational verifications, level I and level II background checks, eVerify processes during hiring process, ...) from our previous shared service agreement. We also developed and launched the Florida Poly New Hire Orientation program, which includes information on our mission, vision, key policy information and benefits.
 - We made many improvements in the recruitment process, including launch of the first university recruiting module (a.k.a. Careers). We also contracted with the Chronicles of Higher Ed and Higher Ed for higher education recruiting purposes.
 - We implemented our first web-based employee training module (first class, sexual harassment for employees and supervisor). Additional classes will include topics such as Title IX, best practices surrounding hiring, and employment laws and more.
 - The university held the first open enrollment benefit fair in October and has been asked by the state to host a second for this year. We implemented additional benefits, including the university's first Employee Assistance Program (EAP), and we launched the university's first "Poly Perks", offering various discounts to Florida Poly employees.

- We built a Business & Auxiliary Services office that developed numerous auxiliary services. We developed parking systems, food services, bookstores, mail/copy services, ID cards and banking services. We renegotiated contracts to grow the office from \$1M to \$1.5625M in revenues this past year, with \$14M guaranteed over 10 years, while improving service.

- We finalized and tested our crisis communications plan and tools, and we worked with the Continuity of Operations Plan (COOP) committee and the Comprehensive Emergency Management Plan (CEMP) to ensure alignment. We launched a "dark" website that can take over the FLPoly.org homepage in the event of an emergency and serve as a communications hub for students, parents, staff and community members. We established a collection of emergency notification templates for our Blackboard Connect emergency alert system to ensure emergency alerts can be sent quickly with clarity and consistency, and we developed a department-level Continuous Operations Plan and conducted team cross-training to ensure duplication of basic skills in the event of an emergency.

- We completed media training for key University spokespeople. We established trademark use and brand licensing processes for both internal and external requests. We developed a style guide to ensure consistent use of our existing brand elements and designed a new logo and brand identity with roll out to be completed summer of 2017. We developed a campus filming contract to better monetize commercial filming requests and to ensure proper adherence to

University policies. We developed an official use policy of the University name, logo and mascot to improve brand consistency and to manage future licensing requests. We also launched a new University seal to represent the Office of the President.

- We created the appropriate delegations of authority in several areas to become more consistent with the operations of other SUS institutions and with SACSCOC requirements.
- We reorganized along three levels and identified key positions that needed filling. We developed a budgeting process and budget council that ties departmental budgets to our strategic plan and provides tracking mechanisms to help departments better manage their budgets. We held training sessions on budget authority and budget construction.
- We created a President's Cabinet that meets weekly to discuss strategic University issues. We additionally hold weekly operational meetings, departmental meetings and monthly All-Hands meetings. We restructured all standing committees and memberships to both make the committees more effective and to reduce burden on key individuals.
- We re-negotiated our Shared Services Agreement and developed a phased-in approach for transitioning activities from UF to Florida Poly. We completed an extensive due diligence on several ERP systems and chose a cloud-based modern approach, Workday. We hired an implementation partner and completed installation under a very aggressive implementation timeline which included defining and re-engineering over 432 business processes.
- Having an IT strategy that minimizes interoperability issues by carefully selecting our administrative software systems, we compared many Student Information System options and decided to go with a Workday implementation. We conducted an ITN for an implementation partner and chose IBM.
- We completed one operational audit (with a second in process), four financial audits and three Foundation audits.

AGENDA ITEM: VII-D-2

**Florida Polytechnic University
Board of Trustees
June 8, 2017**

Subject: The President's Compensation Adjustments

Proposed Board Action

1. Approve a 3.5% increase to the President's current annual base salary.
2. Approve a performance based compensation bonus of 20% of the President's current annual base salary.

Background Information

Pursuant to the President's employment contract and the Board of Trustees Policy on Annual Review of the President, the Board of Trustees must after conducting an annual review and assessment of the President's performance, make any adjustments to the President's base salary and determine whether to award a bonus/performance compensation.

The Governance Committee is responsible for making a recommendation as to the President's Compensation to the full Board.

- a. **Adjustment to Base Salary.** The President's Employment Agreement provides that the increase to the President's base salary shall in no event "be less than Three and One-Half Percent (3.5%) of the prior year's Base salary".
- b. **Performance Compensation/Bonus.** The President's Employment Agreement also provides, "The President shall be eligible for performance compensation up to Twenty Percent (20%) of his annual base salary then in effect. The award of performance compensation is discretionary and shall be awarded based on the Board's assessment, in its sole and absolute discretion, of the President's performance as President during the fiscal year under review... Any performance compensation awarded shall be paid to the President within 90 days of the date on which it is awarded."

On May 19, 2017, the Governance Committee held a meeting to review the President's Compensation Adjustments. Trustee Philip Dur motioned to approve a 3.5% increase to President Avent's base salary. Trustee Don Wilson seconded the motion. A vote was taken, and the decision passed unanimously.

Trustee Mark Bostick motioned to approve a performance compensation bonus of 20% for President Avent. Trustee Don Wilson seconded the motion. A vote was taken, and the decision passed unanimously.

Supporting Documentation:

Pertinent Language from President's Employment Agreement Regarding Compensation

Prepared by: Gina DeLulio, General Counsel

Pertinent Language from President's Employment Agreement Regarding Compensation

- 4.2 Increase to Presidential Base Salary During Annual Evaluation. Effective with the Board's evaluation of the President's performance for the July 1, 2014 to June 30, 2015 fiscal year and continuing each year thereafter which he serves as President, the President's salary shall be reviewed annually for increase by the Board in conjunction with the Board's evaluation of job performance, as set forth in 3.3 of this Agreement. The President shall each year following the first year also be eligible for any salary increase generally applicable to University employees in his employment classification, but **in no event shall the Base Salary increase be less than Three and One-Half Percent (3.5%) of the prior year's Base Salary.**
- 5.3 Effective with the Board's evaluation of the President's performance for the July 1, 2014- June 30, 2015 fiscal year and continuing each year thereafter while he serves a President, the President shall be **eligible for performance compensation**; and he shall also be entitled to an accreditation bonus, as follows:
- 5.3.1 Performance Compensation. The President shall be eligible for performance compensation **up to Twenty Percent (20%) of his annual base salary then in effect.** The award of performance compensation is discretionary and shall be awarded based on the Board's assessment, in its sole and absolute discretion, of the President's performance as President during the fiscal year under review. The Board may award any amount of performance compensation from zero to the maximum identified above. **In making its determination, the Board shall consider the President's achievement of the annual goals and objectives set pursuant to Section 3.2, the evaluation results pursuant to Section 3.3, and/or other criteria set by the Board prior to the start of the evaluation period** and provided to the President in writing. The President shall receive such award if he remains as President through the end of a fiscal year for which performance is determined even though the award is determined later. Any performance compensation awarded shall be **paid to the President within 90 days of the date on which it is awarded.**

AGENDA ITEM: VII-D-3

**Florida Polytechnic University
Board of Trustees
June 8, 2017**

Subject: Review of the President's Goals for 2017-18

Proposed Board Action

Approve the Review of the President's Goals for 2017-18.

Background Information

On June 8, 2017, the Governance Committee reviewed and voted on the President's Goals for 2017-18.

Supporting Documentation:

Supporting materials are located in the Governance Committee section.

Prepared by: Gina DeLulio, General Counsel

AGENDA ITEM: VII-D-4

**Florida Polytechnic University
Board of Trustees
June 8, 2017**

Subject: Review of Policy on Annual Review of the President

Proposed Board Action

Approve any changes recommended by the Governance Committee on the BOT's **Policy on Annual Review of the President**.

Background Information

The BOT Policy on Annual Review of the President was adopted by the Board on June 3, 2015 and has been used to conduct two annual reviews in addition to this year's comprehensive review. It is appropriate for the Committee to review the policy and make recommendations on revisions to the full Board.

Dr. Sally Mason, the consultant who conducted the comprehensive review of the President, reviewed the policy and on May 19, 2017 in discussions with the Committee, recommended that the comprehensive review process in the future, that there be a survey issued to faculty staff and students for input into the process.

Supporting Documentation:

Supporting materials are located in the Governance Committee section.

Prepared by: Gina DeLulio, General Counsel

AGENDA ITEM: VII-E-1

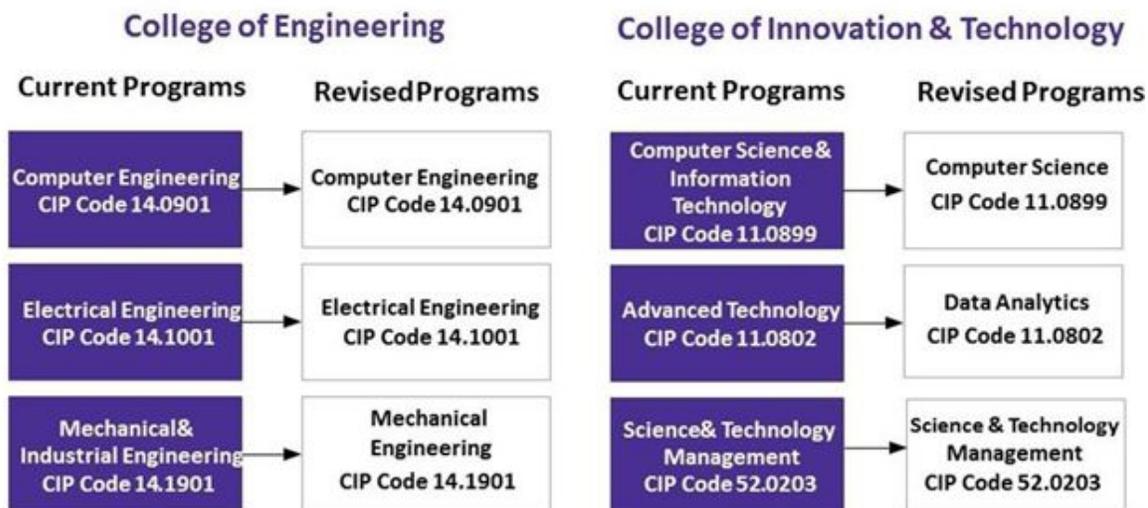
**Florida Polytechnic University
Board of Trustees
June 8, 2017**

Subject: Degree Name Changes

Proposed Board Action

Approve the Degree Name Changes.

Background Information



Supporting Documentation:

Supporting materials are located in the Academic and Student Affairs Committee section.

Prepared by: Dr. Terry Parker, Provost

AGENDA ITEM: VII-E-2

**Florida Polytechnic University
Full Board
June 8, 2017**

Subject: FPU-3.002 Student Government and Student Organizations

Proposed Board Action

Approve the revised University regulation **FPU-3.002 Student Government and Student Organizations** to the Board of Trustees.

Background Information

Regulation **FPU-3.002 Student Government and Student Organizations** was adopted by the Board of Trustees on July 28, 2014. The regulation is being revised to remove the requirement that SGA and student organization officers be enrolled in a credit bearing course during the summer semester. The regulation is also being revised to add the requirement that SGA and student organization officers be in good standing with the Student Code of Conduct. In addition, the title “Director of Student Affairs” was changed to Provost or Provost/designee throughout.

The Notice of Proposed Amended Regulation was published on the University’s website on May 8, 2017. No comments were received during the review and comment period.

Supporting Documentation:

DRAFT amended regulation FPU-3.002

Prepared by: Melaine Schmiz, Assistant General Counsel

AGENDA ITEM: VII-E-3

**Florida Polytechnic University
Board of Trustees
June 8, 2017**

Subject: FPU-3.009 Reasonable Accommodations for Religious Observances, Practices and Beliefs

Proposed Board Action

Approve the revised regulation **FPU-3.009 Reasonable Accommodations for Religious Observances, Practices and Beliefs**.

Background Information

University regulation FPU-3.009 Reasonable Accommodations for Religious Observances, Practices and Beliefs was approved by the Board of Trustees on February 15, 2014. The proposed amendments revise the applicable grievance process to specify that a student who believes he/she has been unreasonably denied a religious accommodation may use the grievance process as outlined in FPU-3.0031P Student Grievance Process. A statement indicating that the University does not consider religious practice or beliefs when determining whether to admit a student was added. Additionally, the provisions were reorganized and updated to improve clarity and provide consistency.

The Notice of Proposed Amended Regulation was published on the University's website on April, 11 2017. No comments were received during the review and comment period.

Supporting Documentation:

Supporting materials are located in the Academic and Student Affairs Committee section.

Prepared by: Gina DeIulio, General Counsel and VP