



STATE
UNIVERSITY
SYSTEM
of FLORIDA
Board of Governors

AGENDA

Board of Governors Meeting
Grand Ballroom
UCF Fairwinds Alumni Center
University of Central Florida
Orlando, Florida
June 19, 2014
10:30 a.m.

or

Upon Adjournment of Previous Meetings

1. **Call to Order and Chair's Report:** *Chair Mori Hosseini*
2. **Approval of Meeting Minutes:** *Chair Hosseini*
 - A. Board of Governors Retreat, February 20, 2014
 - B. Board of Governors, February 20, 2014
 - C. Board of Governors, March 20, 2014
3. **Chancellor's Report:** *Chancellor Marshall Criser III*
4. **Public Comment:** *Chair Hosseini*
5. **Consideration of Confirmation of President for Florida Polytechnic University:**
Chair Hosseini

6. **Strategic Planning Committee Report:** *Governor Dean Colson*
Action:
 - A. Approval, Revision of Florida Gulf Coast University Accountability Metrics
 - B. Approval, 2014-2015 University Work Plans and Performance Funding Improvement Plans
7. **Select Committee on Florida Polytechnic University Report:** *Governor Tom Kuntz*
8. **Academic and Student Affairs Committee Report:** *Governor Norman Tripp*
Action:
 - A. Approval, Ph.D. in Rehabilitation Sciences, CIP 51.2314, University of South Florida, Tampa
 - B. Approval, Relocation of the Florida International University Broward County Educational Site
 - C. Public Notice of Intent to Amend Board of Governors Regulation 6.017 Criteria for Awarding the Baccalaureate Degree
 - D. Final Approval of New Board of Governors Regulation 8.005 General Education Core Course Options
9. **Audit and Compliance Committee Report:** *Governor Alan Levine*
Action:
 - A. Approval, Charters
 - i. Board of Governors Audit and Compliance Committee Charter
 - ii. Office of Inspector General and Director of Compliance Charter
 - B. Approval, Office of Inspector General and Director of Compliance Work Plan
10. **Facilities Committee Report:** *Governor H. Wayne Huizenga, Jr.*
Action:
 - A. Approval, 2014-2015 University CITF Project Allocations
 - B. Approval, 2014-2015 Critical Deferred Maintenance Allocations
 - C. Approval, New College of Florida Educational Plant Survey Validation
 - D. Approval, 2015-2016 Fixed Capital Outlay Legislative Budget Request Guidelines

11. **Budget and Finance Committee Report:** *Governor Kuntz*
Action:
 - A. [Approval, Allocation of Performance Funds](#)
 - B. [Approval, 2015-2016 Legislative Budget Request Guidelines](#)
12. **Nomination and Governance Committee Report:**
Governor Mori Hosseini
 - A. [Appointment of University Trustee: University of Florida](#)
(1 vacancy)
13. **Innovation and Online Committee Report:** *Governor Ned Lautenbach*
14. **Legislative Affairs Committee Report:** *Governor Dick Beard*
15. **Health Initiatives Committee Report:** *Governor Ed Morton*
16. **Concluding Remarks and Adjournment:** *Chair Hosseini*

(As to any item identified as a "Consent" item, any Board member may request that such an item be removed from the consent agenda for individual consideration.

Public comment will only be taken on agenda items before the Board. Public comment forms will be available at the staff table at each meeting and must be submitted prior to the plenary meeting of the Board. A maximum of 15 minutes will be set aside after the Chancellor's Report to accept public comment from individuals, groups, or factions who have submitted a public comment form.)

**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS**

June 19, 2014

SUBJECT: Chair's Report to the Board of Governors

PROPOSED BOARD ACTION

For Information Only

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution

BACKGROUND INFORMATION

The Chair, Mori Hosseini, will convene the meeting with opening remarks.

Supporting Documentation Included: None

Facilitators/Presenters: Chair Mori Hosseini

**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS**

June 19, 2014

SUBJECT: Approval of Minutes of Meetings held February 20, 2014, and March 20, 2014

PROPOSED BOARD ACTION

Approval of minutes of the Board of Governors Retreat held on February 20, 2014, Tampa; the Board of Governors meeting held on February 20, 2014 at the University of South Florida, Tampa; and the Board of Governors meeting held on March 20, 2014 at Florida State University, Tallahassee.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution

BACKGROUND INFORMATION

Board members will review and approve the minutes of the Board of Governors Retreat held on February 20, 2014, Tampa; the Board of Governors meeting held on February 20, 2014 at the University of South Florida, Tampa; and the Board of Governors meeting held on March 20, 2014 at Florida State University, Tallahassee.

Supporting Documentation Included: Minutes: Retreat, February 20, 2014; Meeting, February 20, 2014; Meeting, March 20, 2014

Facilitators/Presenters: Chair Mori Hosseini

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NOTES
BOARD OF GOVERNORS
STATE UNIVERSITY SYSTEM OF FLORIDA
RETREAT
TAMPA, FLORIDA
FEBRUARY 20, 2014

1. Welcome and Opening Remarks

The Chair, Mori Hosseini, convened the Board of Governors Retreat at 9:00 a.m. on February 20, 2014. The following members were present: Tom Kuntz, Vice Chair; Dick Beard; Matthew Carter; Manoj Chopra; Dean Colson; Carlo Fassi; H. Wayne Huizenga, Jr.; Ned Lautenbach; Alan Levine; Wendy Link; and Ed Morton.

Chair Hosseini thanked the members for participating in the retreat. He said that the Board of Governors is making a difference for the students, families, and taxpayers of Florida. He said that the Board has made great strides in the last two years. Chair Hosseini explained that the purpose of the retreat was to begin planning for the next two years. He said that he knows that this Board wants to hold the universities accountable while also helping each institution.

Chancellor Criser introduced Carrie O'Rourke. He said that Ms. O'Rourke had joined the Board office in the role of Associate Vice Chancellor for Government Relations and would be serving as staff to the Legislative Affairs Committee. He also introduced Amy Beaven. He said that Ms. Beaven was the Board's STEM and Health Initiatives Director and would be working with the Health Initiatives Committee.

2. Overview of Committee Work Plans

Chair Hosseini said that the committee work plans would serve as the blueprint for the Board's work over the next two years. He explained that each committee would have fifteen minutes today to present its draft work plan. He also explained that the work plans would be presented in final form at the Board meeting in March.

Chancellor Criser commented that the members would notice cross-pollination in the committee work plans. He said that those connections were intentional.

A. Budget and Finance Committee

Committee Chair Mr. Kuntz presented the draft work plan for the Budget and Finance Committee. Discussion included the performance funding model and shared services.

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Mr. Kuntz explained that the metrics used in the performance funding model have been in place for several years but money could be tied to them for the first time because the Board included performance funding in its Legislative Budget Request. He explained that the model is about making each university better so there are two ways that universities can earn points under the model: excellence or improvement. He explained that there would be a report on performance funding at every Committee meeting.

B. Facilities Committee

Committee Chair Mr. Huizenga presented the draft work plan for the Facilities Committee. Discussion included the Legislative Budget Request for Fixed Capital Outlay and its coordination with new project prioritization. Members also discussed public-private partnerships.

Mr. Huizenga explained that the committee would focus on how to quantify facilities issues and ways to increase return on investment. He stated that the committee would need to look at how to evaluate public-private partnerships if a bill passed during Legislative Session. He said that the committee would have another meeting in the fall to consider university requests for facilities. Mr. Huizenga explained that the Committee should assist each institution in determining which facilities would enhance its distinctive mission.

C. Audit and Compliance Committee

Committee Chair Mr. Levine presented the draft work plan for the Audit and Compliance Committee. Discussion included the charters and performance funding data integrity.

Mr. Levine explained that the Committee will be looking at an attestation by the university president and the Chief Audit Officer on data related to performance funding. He said that the attestation would be approved by the university board of trustees Audit Committee and the full university board of trustees before coming before this Committee.

D. Innovation and Online Committee

Committee Chair Mr. Lautenbach presented the draft work plan for the Innovation and Online Committee. Discussion included conducting an environmental scan to review critical higher education trends and the possibility of creating an advisory group to provide advice and counsel to the Committee.

Mr. Lautenbach stated that the Board may need to ask for funding for some of the recommendations from the Task Force on Postsecondary Online Education. He stated

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that UF Online would make a presentation to the Committee in March. He also said that each institution would review its online plan at a later Committee meeting.

E. Strategic Planning Committee

Committee Chair Mr. Colson presented the draft work plan for the Strategic Planning Committee. Discussion included strategic plan alignment, assessment of pre-eminent institutions, and the recommendations of the American Council on Trustees and Alumni.

F. Health Initiatives Committee

Committee Chair Mr. Morton presented the draft work plan for the Health Initiatives Committee. Discussion included conducting an environmental scan focusing on health education, delivery, and research.

Mr. Morton said that the environmental scan would look at foundational elements in year one and would begin to make recommendations about how to address gaps in year two. Discussion also covered potential System coordination for research grants through that National Institutes of Health. Members also discussed the need for more medical residencies in Florida.

G. Academic and Student Affairs Committee

Committee Vice Chair Ms. Link presented the draft work plan for the Academic and Student Affairs Committee. Discussion included coordination with the Florida College System, student retention and time-to-degree, the CAVP Academic Coordination Project, and research within the System.

H. Legislative Affairs Committee

Committee Chair Mr. Beard presented the draft work plan for the Legislative Affairs Committee. Discussion included performance funding, funding for facilities, and public-private partnerships. Mr. Beard said that the Board office is watching about sixty bills and will update members throughout Session.

I. Nomination and Governance Committee

Committee Chair Mr. Hosseini presented the draft work plan for the Nomination and Governance Committee. Discussion included presidential searches and trustee development.

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Mr. Hosseini said that the committee will continue the process started under former Chair Colson for presidential searches. He also said that the Committee will continue to hold trustee orientations and annual Trustee Summit. He said that each member of the Committee will be asked to attend one meeting of two university boards of trustees each year.

3. Closing Remarks and Adjournment

Members discussed continuing to focus on graduates getting good jobs. The retreat concluded at 1:01 p.m.

Mori Hosseini, Chair

Monoka Venters,
Corporate Secretary

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1. Chair's Report

Chair Mori Hosseini convened the meeting at 1:02 p.m., on February 20, 2014, with the following members present and answering roll call: Tom Kuntz, Vice Chair; Dick Beard; Matthew Carter; Dr. Manoj Chopra; Dean Colson; Carlo Fassi; Patricia Frost (participating by phone); H. Wayne Huizenga, Jr.; Ned C. Lautenbach; Alan Levine; Wendy Link; and Ed Morton. Norman Tripp joined the meeting by phone at 2:03 p.m.

Chair Hosseini thanked the members for attending. He thanked the University of South Florida for hosting and recognized President Genshaft.

President Genshaft said that her university is always pleased when the Board of Governors meets at the University of South Florida. She reported on a meeting held earlier in the week for the State University System Advisory Council on Cybersecurity. She said that the University of South Florida will be hosting a keynote address on cybersecurity by P.W. Singer co-author of *Cybersecurity and Cyberwar: What Everyone Needs to Know* on March 3, 2014. She invited members to attend.

President Genshaft also reported that Dr. Charles J. Lockwood would be joining the institution as the Dean of the Morsani College of Medicine. She reported that Dr. Lockwood is a National Academy member.

2. Chancellor's Report

Chair Hosseini called on Chancellor Criser for his report. Chancellor Criser said that he did not have a report.

3. Public Comment

Chair Hosseini asked the Board's General Counsel Vikki Shirley if there were any requests for public comment. Ms. Shirley stated that no requests for public comment were received.

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4. Consideration of Confirmation of President for Florida Atlantic University

Chair Hosseini said that the Board would be considering presidential candidates from Florida Atlantic University and Florida A&M University. He welcomed both candidates. He said that both institutions have a long way to go on performance funding. He assured the institutions that the Board of Governors would work to help the universities to become great.

Chair Hosseini reminded members that Regulation 1.001 requires confirmation by the Board of Governors of presidential candidates selected by the university board of trustees. He informed members that the Board of Trustees of Florida Atlantic University on January 17th selected Dr. John Kelly as its candidate for president. He stated that the Chair of the FAU Board of Trustees Anthony Barbar requested confirmation of Dr. Kelly's selection.

Chair Hosseini explained that the Board would hear from the following: Chair Barbar, Dr. Kelly, and Wendy Link, the Board of Governors representative on the Florida Atlantic University Presidential Search Committee. He said that there will be time for questions from members of the Board.

Chair Hosseini called on Mr. Barbar. Mr. Barbar said that he was joined by Florida Atlantic University Board of Trustees Vice Chair Tom Workman. Mr. Babar reviewed the search process and informed the members that the search committee had nine semi-finalists and interviewed three final candidates. Mr. Barbar stated that he was honored to present Dr. John Kelly as the candidate. He reviewed Dr. Kelly's qualifications including his twenty-eight years of service with distinction at Clemson University. He explained that Dr. Kelly has strategic planning expertise, is strongly student-focused, and will provide effective leadership at Florida Atlantic University.

Chair Hosseini called on Dr. Kelly. Dr. Kelly thanked the Board of Governors for the time devoted to the confirmation hearing and Chancellor Criser for providing him some insight into the Board. He said that he was impressed with the System's attention to metrics.

Dr. Kelly reviewed his family and academic background. He said that his father was an architect who taught him about the planning process. He explained that he received his bachelor's degree from Clemson University and his master's and doctoral degrees from Ohio State University.

Dr. Kelly discussed his tenure at Clemson University. He said that he began as a faculty member and is currently one of three vice presidents. He said that Clemson established a goal of moving from number 78 to number 50 in the U.S. News & World Report rankings. He said that Clemson focused on aligning measurements to metrics and moved to number 39 by changing from planning to a budget to budgeting to a plan. He reported that Clemson is now ranked as number 21 by U.S. News & World Report.

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Dr. Kelly explained his vision for Florida Atlantic University. He said that he would like to build upon existing strengths such as being first in the System in student diversity and being tied for first in job placement of graduates. He stated that he would like to create new areas of strength through a comprehensive revision of the strategic plan.

Dr. Kelly discussed the Board of Governors performance funding model. He explained that Florida Atlantic University does well on job placement and median salary but needs to increase its graduation rate. He said that increasing the graduation rate would be his top priority and that a Student Success Initiative has already begun to address the rate by providing additional services such as tutoring. Dr. Kelly said that he would continue efforts such as the Center for Teaching and Learning aimed at decreasing time to degree.

Dr. Kelly described the new medical residency program at Florida Atlantic University. He explained that the first admits will begin in three months and that the program will add 400 medical residencies.

Dr. Kelly explained that his two- to three-year plan would be to work closely with the Board of Governors to make Florida Atlantic University a nationally-known university. He elaborated that he would produce a comprehensive plan, would budget money to that plan, and would expect to be held accountable. He stated that he would like to complete strategic plan revisions, socialize the plan to obtain buy-in, and have the plan approved by the university board of trustees and the Board of Governors in the next year.

Discussion with members of the Board included specifics for increasing the six-year graduation rate such as implementing living-learning communities and strategies for universities to employ to become more efficient such as aligning program offerings to changing needs. Discussion also included ways to get the private sector to partner with universities and tactics for reducing student debt.

Ms. Link reported that the process used by the Florida Atlantic University Presidential Search Committee was an open, transparent, fair process. She said that she put forward Dr. Kelly's name during the search process when she was asked to choose one candidate from sixty-one applications. She reported that she was impressed by his interview and his response to questions by the Florida Atlantic University Presidential Search Committee.

Ms. Link moved that the Board of Governors confirm the selection of Dr. John W. Kelly as the president of Florida Atlantic University. Mr. Kuntz seconded the motion, and the members of the Board concurred unanimously.

Chair Hosseini congratulated Dr. Kelly on his confirmation. He thanked Chair Barbar for his leadership.

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5. Consideration of Confirmation of President for Florida A&M University

Chair Hosseini called on the chair of the Florida A&M University Board of Trustees Solomon Badger to present Dr. Elmira Mangum. Mr. Badger said that he is honored to put forward Dr. Mangum as the candidate for the next president at Florida A&M University. He reviewed Dr. Mangum's qualifications including her positions at the University of Buffalo, the University of North Carolina at Chapel Hill, and Cornell University. He explained that Dr. Mangum has expertise in areas critical to Florida A&M University including strong leadership skills, student services, facilities, donor development, and working as part of a system.

Chair Hosseini welcomed Dr. Mangum. Dr. Mangum said that she is honored by the recommendation by the university board of trustees and thanked the Board of Governors for considering her confirmation.

Dr. Mangum reviewed her background as a first generation college graduate. She said that she graduated from an HBCU and is excited about Florida A&M University's commitment to access.

Dr. Mangum stated that she supports the System-wide goals for improving Florida A&M University. She elaborated that increasing retention and graduate rates is crucial. She said that initiatives approved by the university board of trustees are beginning to show promise and that she would like to focus on the four-year graduation rate. She explained that she would focus on reducing profile admits, reducing excess hours, and reducing student debt. She stated that she would concentrate on increasing professional licensure passage rates and increasing STEM production. She pointed out that Florida A&M University is the largest producer of African American STEM graduates in the country.

Dr. Mangum applauded the System for its three-pronged approach to accountability and the focus on data. She stressed maintaining focus on the distinct mission of each institution. She said that Florida A&M University is a critical access point for African Americans seeking a college degree. She informed members that the median income of Florida A&M University graduates is often more than the income of their parents – the university moves people into the middle class.

Dr. Mangum said that her goal looking forward is to maintain the historic mission while having Florida A&M University become a global leader. She plans to mobilize the alumni base to increase fundraising.

Chair Hosseini recognized Dr. Chopra who served as the Board of Governors representative on the Florida A&M University Presidential Search Committee. Dr.

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Chopra commended the well-planned search process and its chair Trustee Karl White. He stated that the process resulted in an excellent candidate in Dr. Mangum.

Discussion with members of the Board included the performance funding model as well as specific plans for increasing graduation rates such as intentional advising and providing additional scholarships to alleviate student issues. Dr. Mangum also elaborated on her plans for an institutional review. Dr. Mangum was encouraged to review recent audits conducted at Florida A&M University.

Mr. Chopra moved that the Board of Governors confirm the selection of Dr. Elmira Mangum as the president of Florida A&M University. Mr. Carter seconded the motion, and the members of the Board concurred unanimously.

Chair Hosseini congratulated Dr. Mangum. He also commended Interim President Larry Robinson for saving Florida A&M University.

6. Concluding Remarks and Adjournment

Chair Hosseini thanked the members of the Board, the members of the university boards of trustees, and the new presidents. He said that the next meeting of the Board of Governors would be held on March 19th and 20th at Florida State University in Tallahassee. He reminded members that the Legislative Session begins on March 4th.

Dr. Badger commended the Board of Governors for its work on the presidential search process and recognized the contributions of Dr. Chopra and Mr. Colson. He stated that he hopes that the Board of Governors will continue having representatives on each presidential search because their input was invaluable. Chair Hosseini confirmed the Board of Governors commitment to being involved with future presidential searches.

Having no further business, the meeting was adjourned at 3:19 p.m. on February 20, 2014.

Mori Hosseini, Chair

Monoka Venters,
Corporate Secretary

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Chair Mori Hosseini convened the meeting at 8:34 a.m., on March 20, 2014, with the following members present: Vice Chair Tom Kuntz; Dick Beard; Matthew Carter; Manoj Chopra; Dean Colson; Daniel Doyle, Jr.; Carlo Fassi; Patricia Frost; H. Wayne Huizenga, Jr.; Ned C. Lautenbach; Alan Levine; Ed Morton; Commissioner Pam Stewart; Norman Tripp; and Elizabeth Webster.

1. Visit from the Honorable Don Gaetz, President of the Florida Senate

Chair Hosseini welcomed President Gaetz and thanked him for his support of higher education, the Board of Governors, the Board's performance funding, and the Florida GI Bill. He said that President Gaetz's personal care for students, higher education and the State of Florida is unbelievable.

President Gaetz thanked the members of the Board of Governors for their service and leadership. He said that he appreciated that the Board was lashing education to the realities and opportunities in the State's economy through the performance funding model. He thanked the Board for saying that it matters whether students graduate in four years and get a job in their field of study. He said that he believes as Thomas Jefferson did that a college education should lead to a good job. He said that the Senate supports the metrics put forth by the Board of Governors. He stated that the Senate will bet the people's money on rewarding performance.

Chair Hosseini thanked President Gaetz for his support and assured him that performance funding is the Board's first priority.

2. Chair's Report

Chair Hosseini thanked Vice Chair Les Pantin, President Barron, and Florida State University for hosting the meeting. He recognized President Barron for remarks.

President Barron said that he was proud of Florida State University because it has the strongest set of students in history. He said that the university has achieved the highest ranking in its history in the national rankings. He reported that Florida State was ranked as the most efficient university in the nation for the second year in a row.

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President Barron discussed the Big Ideas campaign launched by Florida State four years ago that focuses on things such as assisting students in gaining national awards through the Office of National Fellowships and helping students to be successful in their careers through the entrepreneurs-in-residence program.

President Barron said that the thing that he is most proud of is the faculty and staff at Florida State. He said that he hopes to return to Florida some day as a Trustee or a member of the Board of Governors.

Chair Hosseini wished President Barron well at Penn State. He thanked President Barron for his leadership, hard work and dedication to the System and Florida State University.

Chair Hosseini thanked Larry Robinson for his service as Interim President at Florida A&M University. He said that President Robinson had done an incredible job.

Chair Hosseini welcomed new Florida Atlantic University President John Kelly.

Chair Hosseini recognized Daniel Doyle, Jr. as the newest member of the Board of Governors. Mr. Doyle said that he is proud to be a member of the Board and looks forward to the next seven years.

Chair Hosseini updated members on the stress test to focus on each institution's ability to adapt to changing circumstances from financial, operational, and programmatic perspectives. He said that he had been working with Chancellor Criser and staff on the parameters and that the members would receive more information.

3. Approval of Meeting Minutes

A. Board of Governors Meeting held January 16, 2014

Mr. Tripp moved that the Board approve the Minutes of the Meeting held on January 16, 2014, as presented. Mr. Lautenbach seconded the motion, and the members concurred unanimously.

3. Chancellor's Report

Chair Hosseini called on Chancellor Criser for his report. Chancellor Criser welcomed new staff: Carrie O'Rourke as Associate Vice Chancellor for Government Relations, Amy Beaven as STEM and Health Initiatives Director, and Alma Littles as a consultant to the Board on health initiatives.

Chancellor Criser congratulated Tom Kuntz on being elected as chair of the Higher Education Coordinating Council (HECC). He reported that he would continue to

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leverage the HECC for areas of collaboration and communication with the other education sectors to best serve Florida's students.

Chancellor Criser congratulated President Hitt and the University of Central Florida Army ROTC for receiving the McArthur Award. He acknowledged Florida International University's work with the business community to bring wind, storm surge and rain flood insurance under one umbrella.

Chancellor Criser reported that the Board office is working with Enterprise Florida and Workforce Florida to engage the expertise of the universities on job creation. He said that the University of Florida would bring its expertise in working with potential employers and helping to translate what our institutions have to offer the business community to this effort.

4. Public Comment

Chair Hosseini asked the Board's General Counsel Vikki Shirley if there are any requests for public comment for items on the Board's agenda. Ms. Shirley stated that no requests for public comment were received.

5. Performance Funding

Chair Hosseini said that Board would hear a presentation from each university president on performance funding. He explained that each president will present a very high level review of the metrics and will identify metrics that their institution will focus on for improvement.

Chair Hosseini called on Florida A&M University Interim President Larry Robinson. Interim President Robinson said that Florida A&M University is determined to improve on its metrics. He said that Florida A&M would support capturing employment outside of Florida. Interim President Robinson discussed the following areas for improvement: six-year graduation rates, retention rates, percent of bachelor's degrees awarded without excess hours, and degrees awarded in areas of strategic emphasis/STEM. He said that Florida A&M University will address these areas by continuing to implement the student retention and debt reduction approved by the Board of Governors and by establishing a new College of Science and Technology, applying Title III and NSF grant funds toward STEM efforts, and hiring ten new faculty.

Chair Hosseini recognized Florida Atlantic University President John Kelly. President Kelly said that Florida Atlantic University would target the six-year graduation rate and the academic progress rate. He reported that Florida Atlantic would employ strategies such as hiring 22 strategic advisors, adopting a new advising system to target at-risk

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students, developing plans for study for entering students, and implementing mandatory advising sessions for at-risk entering students.

Chair Hosseini called on Florida Gulf Coast University President Brad Bradshaw. President Bradshaw said that Florida Gulf Coast University would focus on the four metrics with a score below three: six-year graduation rates, academic progress rate, average cost per undergraduate degree, and graduate degrees awarded in areas of strategic emphasis/STEM. He reported that Florida Gulf Coast would, among other initiatives, expand its honors program, increase merit-based aid, create a comprehensive student learning program, reduce the student to advisor ratio, utilize a new early warning system, request facilities funding for new science classrooms, and add a biochemistry degree.

Chair Hosseini called on Florida International University President Mark Rosenberg. President Rosenberg reviewed the ten performance funding metrics for Florida International University. He discussed working to reduce the student-faculty ratio to improve the average cost per undergraduate degree. He said that he was concerned about changes to the state scholarship program because the increased SAT scores required for state scholarships would result in 75% of incoming Florida International University students not qualifying for scholarships (assuming the student profile remains the same). He said that the university would lose \$5,000,000, and they are working to raise private funds. Board members discussed the issue with Bright Futures and the need to address the problem because the State of Florida already has an access problem.

6. Visit from the Honorable Will Weatherford, Speaker of the Florida House of Representatives

Chair Hosseini welcomed Speaker Weatherford and thanked him for being a great friend to the Board of Governors and the State University System. He said that Speaker Weatherford has supported performance funding and online education. He recognized two members of the Speaker's staff: Chief of Staff Kathy Mears who is a champion and Lynn Cobb who is always dedicated to higher education.

Speaker Weatherford thanked Chair Hosseini and former Chair Dean Colson for creating a great relationship with the Legislature. He said that he is proud of UF Online, Complete Florida, and pre-eminence. He explained that the Legislature is working on making a significant investment in higher education – including performance funding and facilities funding. He said that the Legislature is also working on tuition equality by fixing the system of investing tax dollars in high school students then not treating them like Floridians when they enter higher education. He thanked the members of the Board, Chancellor Criser, and the university presidents for being great partners to the Florida House of Representatives.

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7. Performance Funding

Chair Hosseini called on Florida State University President Eric Barron. President Barron said that Florida State University's key areas of investment would be the following metrics: employment, wages, national awards, and areas of strategic emphasis/STEM. He said that Florida State would focus on creating a culture of entrepreneurship, working with Florida A&M University and Tallahassee Community College on job creation in the Tallahassee region, investing in its career center, and investing pre-eminence funding in hiring STEM faculty as well as providing scholarships for STEM-ready students with high SAT scores.

Chair Hosseini called on New College of Florida President Donal O'Shea. President O'Shea said that New College would focus on the percentage of bachelor's graduates employed and/or continuing their education one year after graduation, median wages of bachelor's graduates employed in Florida one year after graduation, academic progress rate, and the number of freshmen in the top 10% of high school class. He discussed efforts to counsel students on careers and to create a position in the career center devoted to internships. President O'Shea and members discussed the return on the State's investment at New College as well as the possibility of adding data on students who are employed outside of Florida and looking at wages five years after graduation.

Chair Hosseini called on University of Central Florida President John Hitt. President Hitt reviewed the ten performance funding metrics for the University of Central Florida. He discussed strategies to improve on the metrics including DirectConnect, online education, enhancing undergraduate success, offering focused student aid to encourage seniors to graduate on time, and increasing graduate degrees awarded in areas of strategic emphasis. He stressed that academic success at the University of Central Florida will be helped by its new Florida Consortium partnership with the University of South Florida and Florida International University.

Chair Hosseini called on University of Florida President Bernie Machen. President Machen said that the University of Florida fully supports performance funding. He said that he would like to see an expansion to include data on students who are employed outside of Florida and data on wages from employment outside of Florida. He also said that the average cost per undergraduate degree is an imperfect metric. Discussion with members included whether the performance funding metrics and pre-eminence metrics clash. President Machen said that about one-third of the performance funding metrics, including the institution-specific metrics for the University of Florida, are part of the pre-eminence metrics. He pointed out that the University of Florida built its pre-eminence goals based on an assumption that the university would receive additional tuition dollars.

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Chair Hosseini called on University of North Florida President John Delaney. President Delaney said that the University of North Florida is successful in the percentage of graduates who are employed in Florida. He said that one of the challenges for the University of North Florida is its six-year graduation rate. He said that some of the strategies that the university will use to improve that metric include offering supplemental instruction, providing tutoring, reviewing gateway courses, and providing financial aid. Discussion with the members included the impact of students who transfer to other institutions on the six-year graduation rate.

Chair Hosseini called on University of South Florida President Judy Genshaft. President Genshaft said that the University of South Florida would focus on three areas: students who graduate without excess hours, post-graduation employment, and six-year graduation rates. She reported that the University of South Florida had implemented a policy of limiting double majors to reduce excess hours, added numerous services including academic roadmaps and new student success advisors to ensure employment success, and adopted high impact practices such as increased need-based aid and a more effective First Year Experience program to increase six-year graduation rates. She said that she is proud of the burgeoning collaboration with Florida International University and the University of Central Florida and hopes that the Board will approve grants to support that collaboration later in the day.

Chair Hosseini called on University of West Florida President Judy Bense. President Bense said that the University of West Florida would not be last in performance funding for long because staff have been assigned responsibility for improvement on each metric. She reported that the university would focus on improving the retention rate and the six-year graduation rate. She said that the university will address the retention rate through efforts such as improvements in the early warning system and will address the graduation rate through individual outreach to determine what a student in the fourth or fifth year needs to finish. She said that the university is also focusing on changes to the financial aid strategy to focus on students who are most likely to finish. President Bense said that she had heard some great ideas from the other System institutions and would consider implementing some of those ideas as well.

Chair Hosseini thanked all of the presidents for the presentations. He assured the universities that the Board of Governors will fight for the students and for the future of the State of Florida.

8. Confirmation of Interim President for Florida State University

Chair Hosseini informed the members that the Board of Trustees of Florida State University on March 7, 2014, selected Dr. Garnett S. Stokes as the candidate to serve as the interim president beginning at the close of business on April 2, 2014. He reported

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that Dr. Stokes is the current provost at Florida State. He further stated that Allan Bense, Chair of the Florida State University Board of Trustees submitted a request that the Board of Governors confirm Dr. Stokes as interim president.

Chair Hosseini recognized Mr. Bense to present Dr. Stokes for confirmation. Mr. Bense said that he was honored to present Provost Stokes on behalf of the Florida State University Board of Trustees to the Board of Governors for approval. Mr. Bense said that Dr. Stokes has been with Florida State for three years and is very focused on getting Florida State University into the top twenty-five. He said that he humbly asked for approval from the Board of Governors.

Chair Hosseini recognized Dr. Stokes. Dr. Stokes said it was a pleasure to be before the Board of Governors today. She said that as interim president she would focus on several things related to performance funding metrics and pre-eminence metrics: strategic faculty hires, offering 21st century courses that focus broad and critical thinking into the first two years of study, infusing critical thinking into the last two years of study, and embedding career liaisons into academic areas to work with faculty on internships. Dr. Stokes said that other efforts include using data analytics to complement the mapping system. She said that she is also looking forward to transforming one of the most blighted areas of Tallahassee with a revitalized the Civic Center into a pedestrian-friendly area called the Madison Mile. Provost Stokes stated that her plan as interim president would be to push the agenda for getting into the top twenty-five forward; to continue the legacy of a student-centered university that is focused on excellence, continual improvement, and innovation; and to continue to capital campaign.

Discussion with Board members included the integration of the performance funding metrics and the pre-eminence metrics. Dr. Stokes agreed that they do not clash.

Mr. Colson moved that the Board confirm Dr. Garnett S. Stokes as the Interim President of Florida State University effective close of business on April 2, 2014. Mr. Levine seconded the motion. The members of the Board concurred in the motion unanimously. Chair Hosseini congratulated Dr. Stokes.

9. Consideration of Amendments to Board Operating Procedures

Chair Hosseini recognized the Board's General Counsel Vikki Shirley to explain amendments to the Board Operating Procedures. Ms Shirley explained that the revised operating procedures incorporate the description of the scope of responsibility of the new Innovation and Online Committee. She said that the revisions also change the title from Trustee Nominating and Development Committee to Nomination and Governance and address the governance responsibility of that Committee. She explained that the revisions expand the scope the Audit and Compliance Committee to

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include review of financial and operations audits of the universities, to address repeat audit findings at the universities, and to perform due diligence for data integrity.

Mr. Colson moved that the Board approve the amendments to the Board Operating Procedures. Ms. Tripp seconded the motion, and the members concurred unanimously.

Chair Hosseini adjourned the meeting for lunch at 12:08 p.m. Chair Hosseini reconvened the meeting at 12:56 p.m. with the following members present: Vice Chair Tom Kuntz; Dick Beard; Matthew Carter; Manoj Chopra; Dean Colson; Daniel Doyle, Jr.; Carlo Fassi; Patricia Frost; H. Wayne Huizenga, Jr.; Ned C. Lautenbach; Alan Levine; Ed Morton; Norman Tripp; and Elizabeth Webster.

Chair Hosseini asked the members to combine committee reports and committee priorities in the interest of time. He also asked members to make all reports at the same time, including any special assignments.

10. Select Committee on Florida Polytechnic Report

Chair Hosseini called on Mr. Kuntz for his reports. Mr. Kuntz first provided the Select Committee on Florida Polytechnic University report.

Mr. Kuntz reported that the committee received a monthly report and asked for a modification to the information being presented to include an assessment from both Florida Polytechnic and Board staff. He reported that the committee will continue to monitor progress to assess whether Florida Polytechnic University is on track to meet the December 2016 deadline. He stated that the committee feels like the university is currently on track.

11. Budget and Finance Committee Report

Mr. Kuntz next provided the Budget and Finance Committee report. He reported that the committee has one action item.

A. Auxiliary Facilities 2014-2015 Operating Budget

Mr. Kuntz moved that the Board approve the Auxiliary Facilities 2014-2015 Operating Budgets. Mr. Lautenbach seconded the motion, and the members of the Board concurred unanimously.

Mr. Kuntz reported that the committee discussed performance funding, shared services, and tuition and fee flexibility. He said that the committee was fully supportive of the concept of aggregating tuition differential amounts with other tuition dollars to provide

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greater flexibility. He reported that the committee asked Chancellor Criser to research and discuss tuition flexibility with the executive and legislative branches.

B. Committee Priorities

Mr. Kuntz presented three committee priorities for the next two years: (1) continue to advocate for increased funding levels for the universities through the Legislative Budget Request, (2) implement the performance funding model and make any needed improvements, and (3) scope the efficiencies that may be gained by better utilizing shared services and redeploy the savings into the System.

12. Academic and Student Affairs Committee Report

Chair Hosseini called on Mr. Tripp for his reports. Mr. Tripp first provided the Academic and Student Affairs Committee report. He reported that the committee continued to explore research issues in the System and heard a presentation on ExpertNet.

A. Approval of Awards for the Target Educational Attainment Grant Program

On behalf of the committee, Mr. Tripp moved that the Board approve the recommendations of the Commission on Florida Higher Education Access and Degree Attainment to award Targeted Educational Attainment (TEAm) grants as follows: (1) CSIT: An Urban University Coalition Response to Florida's Computer and Information Technology Workforce Needs (University of Central Florida, University of South Florida, and Florida International University) - \$4,858,413, (2) An Innovative, Collaborative Approach to Increasing the Supply of Quality Accounting Graduates in Florida (University of Central Florida, Florida International University, and University of South Florida) - \$3,643,157, (3) The FITC Alliance: Expanding North Florida's IT Career Pathways (Florida State University and Florida A&M University) - \$2,981,386, and (4) CAPTURE Project: Computer Accelerated Pipeline to Unlock Regional Excellence (Florida Atlantic University, Palm Beach State College, and Broward College) - \$3,517, 044. Mr. Carter seconded the motion. After discussion about ensuring a return on investment of these monies, the members of the Board concurred unanimously.

B. Public Notice of Intent to Establish Board of Governors Regulation 8.005 General Education Core Course Options

Mr. Tripp moved that the Board approve the public notice of intent to establish Board of Governors Regulation 8.005 General Education Core Course Options. Mr. Carter seconded the motion, and the members of the Board concurred unanimously.

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C. Committee Priorities

Mr. Tripp presented the committee priorities for the next two years. He said that activities will include providing leadership for the development of System-level policies on academic issues and reviewing requests for new academic programs, limited access, and exceptions to program length. He reported that the committee will also work on student affairs issues with input from the Council on Student Affairs and the Florida Student Association. He added that the committee will focus on greater coordination of academic affairs with the Florida College System; an examination of student retention issues including time-to-degree; monitoring and receiving updates from the CAVP Academic Coordination Project; and a review of research, innovation, and workforce development in the System.

13. Florida Polytechnic University Presidential Search Committee Update

Mr. Tripp reported that he is serving as the Board of Governors representative on the Florida Polytechnic University Presidential Search Committee. He further reported that the members of the committee also include all members of the Florida Polytechnic University Board of Trustees and the Chair of the Florida Polytechnic University Foundation Cindy Alexander. He said that there are three sub-committees: (1) credentials chaired by Richard Hallion, (2) compensation chaired by Scott Hammack, and (3) campus and community visits chaired by Don Wilson. Mr. Tripp reported that he is a member of the compensation sub-committee.

Mr. Tripp reported that the Presidential Search Committee selected Funk & Associates as the search committee. He stated that the compensation sub-committee hired a consultant with the Association of Governing Boards to recommend a compensation package. He reviewed the criteria adopted by the credentials sub-committee as primary guidelines for the review of applications: (1) leadership, innovation, and vision, (2) ability to develop funding and support, (3) STEM background and experience, (4) educational leadership and administrative/management experience, (5) outstanding communications, and (6) prior experience with the Legislative process.

Mr. Tripp reported that the Presidential Search Committee hopes to have its work completed by the spring or early summer. He said that the university hopes to have its first president in place by the beginning of the school year in the fall.

14. Strategic Planning Committee Report

Chair Hosseini called on Mr. Colson for the Strategic Planning Committee report. Mr. Colson reported that the committee addressed three items.

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A. Further Consideration of Strategic Plan Alignment: Revision of Florida A&M University's Accountability Metrics

Mr. Colson reported that the committee held a discussion of strategic plan alignment. He said that the committee would continue to address strategic plan alignment for the next six months and plans to make recommendations to the Board by the end of 2014.

Mr. Colson moved that the Board approve a technical change to Florida A&M University's annual accountability report to change the 6-year graduation rate for the 2007-13 cohort from 39% to 41%. Mr. Morton seconded the motion. After discussion, the members of the Board concurred unanimously.

B. Mission Change for New College of Florida

Mr. Colson moved that the Board grant NCF a change in mission to include the ability to grant Master's Level certificates and degrees subject to first receiving approval from the Board of Governors for any degrees to be offered at the Master's level and provided that there is no change to New College's basic Carnegie Classification. Mr. Beard seconded the motion.

Members engaged in a discussion of the motion. Some members expressed concern about mission creep and program duplication. Other members objected to the process of requesting funding from the Legislature without first discussing the request with the Board of Governors. Some members expressed support for allowing the mission change by New College because the Board of Governors would not be approving a specific master's program under this motion but would require New College to bring a request for a program back to the Board of Governors for approval at a later date.

After discussion, the members of the Board approved the motion 8-7 with Mr. Carter, Ms. Frost, Mr. Huizenga, Mr. Lautenbach, Mr. Levine, Mr. Tripp, and Ms. Webster voting no.

C. Committee Priorities

Mr. Colson presented the committee priorities for the next two years. He said that the committee will focus on strategic plan alignment, annual university work plans, the annual accountability report, assessment of pre-eminent institutions, discussion of the recommendations of the American Council on Trustees and Alumni, and System growth.

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15. Audit and Compliance Committee Report

Chair Hosseini called on Mr. Levine for the Audit and Compliance Committee report. Mr. Levine reported that the committee heard a presentation about how the universities currently validate data submissions.

A. Committee Priorities

Mr. Levine presented the committee priorities for the next two years. He said that the committee will continue to conduct periodic updates of the charters and will add two components: (1) performance funding data integrity and (2) operations of the Boards of Trustees Audit Committees. He said that the role of the committee is to be skeptical.

Mr. Levine reported that the committee will work on periodic review of the data definitions related to performance funding. He stated that the committee will engage the Boards of Trustees and the university president in the validation of the data. Mr. Levine stated that he has directed the Inspector General to develop a certification document to be signed by the university president and the university Board of Trustees that the university has reported complete and accurate performance funding data. He elaborated that the certification will require an assessment of the controls and monitoring processing in place at the university.

Mr. Levine said that he had also directed the Inspector General to engage the audit committee of each university Board of Trustees to perform a quality assurance self-assessment of both the university board's audit committee and the university's chief audit executive. He reported that the committee would like to host a meeting of the Board of Trustees Audit Committee Chairs, the university Chief Audit Executive, and the Board of Governors Audit Committee.

16. Innovation and Online Committee Report

Chair Hosseini called on Mr. Lautenbach for the Innovation and Online Committee report. Mr. Lautenbach reported that the committee heard reports from Complete Florida and UF Online. He said that the committee received a status report on the implementation of the recommendations of the Task Force on Postsecondary Online Education.

A. Committee Priorities

Mr. Lautenbach presented the committee priorities for the next two years. He reviewed the charge for the committee and said that key words for the focus of the committee are transformative and innovative. Mr. Lautenbach said that the committee will form an advisory group to help vet issues and to provide guidance on developing System-wide

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policies. He said that the committee will review critical trends and emerging issues and reported that staff has already begun identifying innovations in higher education.

Mr. Lautenbach said that the committee will monitor the recommendations of the Task Force on Postsecondary Online Education. He said that the committee will hold a meeting on May 8th at Florida Gulf Coast University to discuss current online efforts in the System.

17. Health Initiatives Committee Report

Chair Hosseini called on Mr. Morton for the Health Initiatives Committee report. Mr. Morton reported that the committee held its first meeting and approved its work plan. He stated that the committee discussed emerging trends in the health arena.

A. Committee Priorities

Mr. Morton presented the committee priorities for the next two years. He reviewed the predicate for the committee. He stated that the committee's responsibility will cover issues that impact approximately 40% of the State's economy, the majority of university research, and the preponderance of new high-paying jobs in the State.

Mr. Morton informed the Board that the work plan will begin with an environmental scan to determine where we are in health initiatives as a State. He said that the anticipated timeframe of the environmental scan is ten months and will include the input of the advisory group. He said that the report on the environmental scan should be on the agenda for the Board in January 2015.

Mr. Morton reported that the committee's next step would involve developing a strategic plan for health initiatives to benefit the students and taxpayers of Florida. He said that the Health Initiatives Committee would work with the Strategic Planning Committee to ensure that the committee's strategic plan is closely integrated with the Board's strategic plan.

B. Approval of Committee Two-Year Work Plan

Mr. Morton moved that the Board Approve Health Initiatives Committee Work Plan. Mr. Colson seconded the motion, and the members of the Board concurred unanimously.

18. Legislative Affairs Committee Priorities

Chair Hosseini called on Mr. Beard to present the priorities of the Legislative Affairs Committee for the next two years. Mr. Beard reported that the committee would

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continue tracking bills this Session. He said that the committee will work in the second year on finding a source of funding for facilities projects.

Mr. Beard reported that the Legislature passed the GI bill and that the bill is awaiting the signature of the Governor. He further reported that the budgets were released yesterday, that staff was reviewing them, and that members would receive additional information soon. He also provided an update on some of the bills being considered by the Legislature including bills addressing performance funding, public-private partnerships, Florida Prepaid, Bright Futures, residency requirements for illegal immigrants, differential tuition, other tuition increases, and revenue to address the PECO issue.

19. Facilities Committee Priorities

Chair Hosseini called on Mr. Huizenga to present the priorities of the Facilities Committee for the next two years. Mr. Huizenga reported that the committee would focus on providing an appropriate level of facilities funding and would review the current LBR forms to ensure that they provide the data necessary to effectively evaluate projects and to identify the strategic importance of monies requested. He said that the Board would adopt the primary project list in September and hold another meeting in October to review the facilities projects requested by the universities. He stated that the committee would finalize the Fixed Capital Outlay Legislative Budget Request in January.

Mr. Huizenga reported that the committee would review and approve the educational plant survey. He said that the plant survey process would become a comprehensive master planning document.

Mr. Huizenga reported that the committee would work with the Board of Trustees and university presidents to determine which facilities would best enhance the university's distinctive mission. He said that the committee would seek guidance from the Academic and Student Affairs Committee on whether unnecessary programs or program duplication would affect needs for additional facilities.

Mr. Huizenga stated that the committee would work to implement any legislation coming from Legislative Session regarding public private partnerships. He also said that the committee will continue to consider bond issuances as they arise.

20. Concluding Remarks and Adjournment

Chair Hosseini reported that the next meeting on the calendar is a conference call scheduled for May 8th. He advised members that there would not be a conference call for the whole Board; instead, the Innovation and Online Committee would hold an in-

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person meeting at Florida Gulf Coast University to hear reports from each of the universities about online efforts.

Chair Hosseini reminded members Board that the next in-person meeting would be held on June 17th, 18th and 19th at the University of Central Florida. He said that he looks forward to the three-day meeting.

Mr. Fassi said that he would like to recognize Chancellor Criser and the Board office staff for the work that they do on behalf of the students and the System. He said that it had been a pleasure to serve under both Chair Colson and Chair Hosseini. Chair Hosseini thanked Mr. Fassi for the work that he had done for the past year. He said that Mr. Fassi had done a great job representing the students.

Having no further business, the meeting was adjourned at 2:12 p.m., March 20, 2014.

Mori Hosseini, Chair

Monoka Venters,
Corporate Secretary

**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS**

June 19, 2014

SUBJECT: Chancellor's Report to the Board of Governors

PROPOSED BOARD ACTION

For Information Only

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution

BACKGROUND INFORMATION

Chancellor Marshall Criser III, will report on activities affecting the Board staff and the Board of Governors since the last meeting of the Board.

Supporting Documentation Included: None

Facilitators/Presenters: Marshall Criser III

**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS**

June 19, 2014

SUBJECT: Public Comment

PROPOSED BOARD ACTION

For Information.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution; Article V, Section H, Board of Governors Operating Procedures; Section 286.0114, Florida Statutes

BACKGROUND INFORMATION

Article V, Section H, of the Board of Governors Operating Procedures provides for public comment on propositions before the Board. The Board will reserve a maximum of fifteen minutes during the plenary meeting of the Board to take public comment.

Individuals, organizations, groups or factions who desire to appear before the Board to be heard on a proposition pending before the Board shall complete a public comment form specifying the matter on which they wish to be heard. Public comment forms will be available at each meeting and must be submitted prior to the plenary meeting.

Organizations, groups or factions wishing to address the Board on a proposition shall designate a representative to speak on its behalf to ensure the orderly presentation of information to the Board. Individuals and representatives of organizations, groups or factions shall be allotted three minutes to present information; however, this time limit may be extended or shortened depending upon the number of speakers at the discretion of the Chair.

Supporting Documentation Included: None

Facilitators/Presenters: Chair Mori Hosseini

**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS**

June 19, 2014

SUBJECT: Consideration of Confirmation of President for Florida Polytechnic University

PROPOSED BOARD ACTION

Consider the confirmation of Dr. Randy Avent as the first president of Florida Polytechnic University as recommended by the Board of Trustees of Florida Polytechnic University.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Section 7, Article IX, Florida Constitution; Board of Governors Regulation 1.001
University Boards of Trustees Powers and Duties

BACKGROUND INFORMATION

Sub-paragraph (5)(c) of Regulation 1.001 provides that the board of trustees shall select its president subject to confirmation by the Board of Governors. The candidate shall be required to appear before the Board of Governors for the confirmation. A two-thirds vote of the Board of Governors shall be required to deny confirmation of a candidate selected by a board of trustees.

On April 14, 2014, the Board of Trustees of Florida Polytechnic University selected Dr. Randy Avent to serve as the first president of Florida Polytechnic University. The Florida Polytechnic University Board of Trustees Chair Robert H. Gidel requested confirmation of Dr. Avent's selection by the Board of Governors.

Florida Polytechnic University provided the following documents for review:

- (1) Letter from Florida Polytechnic University Board of Trustees Chair including the Compliance Statement,
- (2) Search Process,
- (3) Selection/Search Criteria,
- (4) Search Timeline,
- (5) Names of Search Committee Members,
- (6) Position Announcement,
- (7) Candidate's Letter of Application,

- (8) Candidate's Curriculum Vitae, and
- (9) Summary of Contractual Provisions.

The selection is pending confirmation by the Board of Governors.

Supporting Documentation Included:

- 1. Letter from Florida Polytechnic University Board of Trustees Chair including Compliance Statement,
- 2. Search Process
- 3. Selection/Search Criteria,
- 4. Search Timeline,
- 5. Names of Search Committee Members,
- 6. Position Announcement,
- 7. Candidate's Letter of Application,
- 8. Candidate's Curriculum Vitae, and
- 9. Summary of Contractual Provisions.

Facilitators/Presenters:

Mori Hosseini, Chair, Board of Governors
Norman Tripp, Member, Board of Governors
Florida Polytechnic University Presidential Search Committee
Robert H. Gidel, Chair, Florida Polytechnic University Board of Trustees
Dr. Randy Avent, Candidate

FLORIDA POLYTECHNIC UNIVERSITY

May 21, 2014

Morteza "Mori" Hosseini, Chairman
Board of Governors
State University System of Florida
325 West Gaines Street, Suite 1614
Tallahassee, FL 32399

Dear Chair Hosseini:

On April 14, 2014, the Florida Polytechnic University Board of Trustees unanimously selected Dr. Randy Avent to serve as the University's first president. Dr. Avent is an accomplished academic leader and current Associate Vice Chancellor of Research Development at North Carolina State University. He personifies the innovative, entrepreneurial qualities that we hope to inspire in our future students. He has experience and a demonstrated commitment to applied research and academics.

Dr. Avent earned bachelor's, master's and doctoral degrees from the University of North Carolina, Chapel Hill. He earned a second master's degree from North Carolina State University. In addition, Dr. Avent completed the Greater Boston Executive Program at the MIT Sloan School of Management.

We have negotiated an employment agreement with Dr. Avent that was approved by the Florida Polytechnic Board on May 15, 2014. The contract is for a five year term and will commence on July 1, 2014. The annual base salary is \$385,000. The University's General Counsel has confirmed that the contract complies in all respects with Florida law, including but not limited to all statutory provisions governing presidential compensation, termination, and severance.

The Florida Polytechnic Board of Trustees respectfully requests that the Board of Governors approve Dr. Randy Avent's appointment as President of Florida Polytechnic University at the Board's June 19, 2014 meeting.

Please let me know if I can provide you any additional information in preparation for that meeting.

Sincerely



Robert H. Gidel
Chairman

Cc: Chancellor Marshall Criser, III, State University of Florida
Dr. Randy Avent, President-Select, Florida Polytechnic University

Florida Polytechnic University

439 S. Florida Avenue, Suite 300, Lakeland, FL 33805 | 863.583.9050 | 863.583.9070 | FloridaPolytechnic.org

Florida Polytechnic University Search Process

Board Chairman Rob Gidel announced the start of the search for the Founding President of Florida Polytechnic University on June 25, 2013 at a meeting of the Board of Trustees. Chair Gidel appointed all members of the BOT to the search committee along with Cindy Alexander, Foundation Board Chair. Mr. Norman Tripp was later appointed by the Chair of the Board of Governors to represent it on the search committee.

At its August 26, 2013 meeting, the Board authorized Chair Gidel to negotiate a contract with R. William Funk and Associates to assist the University with getting qualified candidates to apply for the position. Mr. Funk was introduced to the Board at its October 24, 2013 meeting after having signed a contract to assist the University.

At a December 16, 2013 the Board of Trustees discussed factors and issues that they might recommend to the Board of Trustees for use when evaluating candidates for the position. The Board then held a discussion with Bill Funk, whom it had hired to assist in the search process, posing questions to him and seeking his guidance on the search process.

The Presidential Search Committee held its first meeting on February 3, 2014 and appointed a Credentials Subcommittee, Compensation Subcommittee and a Collaboration Committee. At that same meeting the search committee discussed the search process and discussed a desire to have the Founding President begin work by July 1, 2014.

On March 7, 2014 and March 12, 2014 the Credentials Subcommittee met to develop a list of major qualifications for the person to be chosen as the Founding President of Florida Polytechnic University. They also identified other criteria that they felt would be important traits in the successful candidate.

The Compensation subcommittee met on April 8, 2014 and adopted a compensation study developed by the Association of Governing Boards and the College & University Professional Association for Human Resources. Based on that study, the Compensation subcommittee recommended that the contract be negotiated within the range presented in the study.

The Presidential Search Committee met on April 8, 2014 and took the following actions.

- (1) Approved the presidential selection criteria
- (2) Approved compensation guidelines as presented by the Compensation Subcommittee
- (3) Approved consideration of a list of 12 presidential candidates from among the list of 43 applicants
- (4) Approved consideration of a list of three candidates for discussion
- (5) Approved inviting Dr. Randy Avent and Dr. Robert McGrath to Lakeland for interviews and to meet with community leaders and staff.

On April 13, 2014 the Presidential Search Committee sat with approximately 75 community leaders and University staff they met and interacted with both candidates. Each candidate had a separate one hour meeting with the group.

Florida Polytechnic University Search Process

During its morning meeting of April 14, 2014 the Presidential Search Committee interviewed each candidate for 90 minutes using prepared questions and questions developed during the interviews. After considerable discussion, the search committee voted to recommend Dr. Randy Avent to the Board of Trustees as the Founding President of Florida Polytechnic University.

At its April 14, 2014 afternoon meeting, the Board of Trustees met and approved the compensation guidelines within which contract negotiations would occur. It then voted to adopt the Presidential Search Committee's recommendation of Dr. Randy Avent as the Founding President of Florida Polytechnic University pending confirmation by the Board of Governors.

Florida Polytechnic University

Presidential Selection Criteria

In the selection of Florida Polytechnic University's first President, the Credentials Subcommittee has approved the following criteria as primary guidelines for the Presidential Search Committee's review of applicants. The order of the criteria is prioritized based on a summary of the rankings by each subcommittee member.

1. **Leadership, Innovation and Vision.** The ability and talent to inspire and lead faculty, staff, students and supporters of the University. Should demonstrate innovation and vision to develop and grow this new institution in a manner consistent with its mission and vision.
2. **Develop Funding and Support.** Experience attracting and securing private funding, public and private grants, and legislative appropriations, together with the creation of on-going relationship with public and private stakeholders.
3. **STEM Background and Experience.** Educational, experiential and administrative/managerial background in one or more STEM disciplines.
4. **Educational Leadership and Administrative/Managerial Experience.** Administrative and/or organizational responsibilities for a significant operation, with preference for experience as a dean, provost, vice president or president of an academic institution.
5. **Communications.** The ability to listen and appreciate information from others, and to effectively express verbally and in writing information and ideas in a manner that will persuade, motivate and gain support from an audience, large or small.
6. **Legislative and Government Interaction.** Prior experience working with and obtaining support from government executives, administrators and legislators for a public or private institution.

The subcommittee recognized that no list of criteria is complete and that the unique experience and qualifications of each applicant requires that a wide range of issues will be considered during the selection process. Other criteria recognized by the subcommittee as relevant in the selection process, in no particular order, include: Entrepreneurial and/or enterprise venture experience, Florida knowledge, motivation, private business experience, academic and/or private research background, and educational achievements.

Florida Polytechnic University Presidential Search Timeline

Activity	Date
Contract with search firm	September 2013
Advertise Position	October 2013 until filled
Chairman Gidel appointed Committees & Subcommittees (Search Committee, Compensation Subcommittee, Credentials Subcommittee, Collaboration Committee)	February 3, 2014
Credentials Subcommittee identified credentials to guide selection	March 12, 2014
Compensation Subcommittee developed compensation guidelines for contract negotiations	April 8, 2014
BOT adopted compensation guidelines for contract negotiations	April 8, 2014
BOT created a short list of candidates for consideration	April 8, 2014
BOT identified candidates to interview	April 8, 2014
Candidates met with community leaders and staff	April 13, 2014
Search Committee Interviews candidates	April 14, 2014
BOT considers Search Committee recommendation for Founding President	April 14, 2014
BOT approves selection of Founding President	April 14, 2014
BOG interviews president-select	June 19, 2014 Set by BOG
Founding President begins	July 1, 2014 (desired start date)

**Florida Polytechnic University
Presidential Search Committee**

	Robert H. Gidel Chairman, Presidential Search Committee		Richard Hallion Chairman, Credentials Subcommittee
	Don Wilson, Esq. Chairman, Collaboration Subcommittee		Cindy Alexander Chair, Florida Polytechnic University Foundation
	R. Mark Bostick		William M. Brown
	Sandra Featherman		Scott Hammack Chairman, Compensation Subcommittee
	Dr. Robert MacCuspie		Frank T. Martin
	Bob Stork		Norman D. Tripp Board of Governors

FOUNDING PRESIDENT
FLORIDA
POLYTECHNIC
UNIVERSITY

One of the most exciting initiatives in higher education is literally rising from the ground in Lakeland, Florida. Florida Polytechnic University, the 12th university in the Florida State University System, is being developed on a 150 acre tract between Orlando and Tampa. Anchored by a spectacular marquis building designed by internationally renowned architect Santiago Calatrava, the Florida Polytechnic University will be home to an innovative approach to educating students in applied STEM areas.

When classes begin in August 2014, there will be two colleges – (1) Engineering and (2) Technology and Innovation - offering six degrees. The entering class of 500 students will include both freshman and transfer students who will all receive tuition scholarships for their entire student experience at the University. Faculty are currently being hired and an interim administrative team is working under the guidance of the Board to lay the groundwork for the opening of classes.

The University's *Mission Statement* states that the University's goal 'is to educate students emphasizing Science, Technology, Engineering and Mathematics (STEM) in an innovative, technology-rich, and interdisciplinary learning environment. The University collaborates with industry partners to offer students real-world problem-solving, work experience, applied research and business leadership opportunities. Florida Polytechnic prepares students to assume available leadership positions in the dynamic technological landscape in Florida, the nation, and the world.' (You are encouraged to learn more about the University at its website <http://floridapolytechnic.org>.)

The President reports directly to the Board of Trustees and is the chief executive officer of the University. The President is responsible for the execution of the strategic plan and the effective development and operation of FPU. The Board seeks President candidates who embrace and personify the DNA of the University. We are seeking individuals from the STEM areas who are visionary, innovative, and forward-thinking. The best candidates will have an entrepreneurial spirit and a strategic perspective. The President will work closely with leaders in the business community and state government to assure that the University's educational offerings are appropriately serving the needs of students, the high technology industry and the State of Florida.

Applications and nominations should be submitted to our consultant at the address below by December 31 to assure optimal consideration.

FPU President Search
R. William Funk & Associates
100 Highland Park Village, Suite 200
Dallas, Texas 75230
Email: krisha.creal@rwilliamfunk.com
Fax: 214/295-3312

~Florida Polytechnic University is an affirmative action/equal employment employer.~
[Please note that this search is being conducted consistent with the State of Florida's Sunshine Laws.]

The ad ran in the following publications.

Chronicle of Higher Education
October 11 & October 18 Issues

Hispanic Outlook
October 7 Issue

DIVERSE
October 24 Issue

Women In Higher Education
November 1 Issue

1806 Stillwater Drive
Raleigh, NC 27607
December 16, 2013

Mr. William Funk
R. William Funk & Associates
100 Highland Park Village
Dallas, Texas 75205

Dear Mr. Funk,

Thank you for your recent letter informing me of my nomination for the President of Florida Polytechnic University. I agree this is one of the most exciting initiatives in STEM education, and I am delighted to be nominated as a candidate. With the right visionary leader, a new STEM-based higher education institution that honors academic traditions while incorporating modern business practices will surely promote excellence and innovation in Florida's high-tech industry.

Having demonstrated the ability to build and lead successful strategic initiatives at several institutions, I feel I am well suited for this task. As outlined in my Curriculum Vitae, I have broad experience in the life and engineering sciences with academic, industry, government, national laboratory, and start-up experience. I have a strong history of visionary leadership in diverse environments and experience in connecting universities with industry and government. I also have experience in leading and managing strategic initiatives, and I have been involved in several of the policy debates surrounding the US technology base including H1B Visas, STEM education, and manufacturing.

As an innovative leader I will grow Florida Polytechnic University into a premier STEM University by building strong alliances with industry and preparing students for today's complex workforce. But since most companies no longer offer lifetime employment, we must also strive to insure our students become lifetime employable. We will accomplish this by offering strong classroom programs combined with Co-ops and internships, the single most important factor in predicting whether graduates are employed. We will be responsive to national trends like the advanced manufacturing initiatives, cyber-security, data science, and others and introduce a project-based curriculum like that at Olin College or at our Institute for Advanced Analytics at NC State.

As I hope you see, I have many talents matched to today's public institutional needs like business acumen, leadership skills, personnel and fiscal management, industry connections and government service. I am very interested in this leadership position and would welcome the opportunity to further discuss my initiatives and philosophies with the search committee. I appreciate your consideration and welcome any questions you may have concerning my application.

Best,



Randy K. Avent

Randy K. Avent
NC State University

1806 Stillwater Drive
Raleigh, NC 27606
(m) 919-614-0363 (w) 919-513-2457
randy.avent@gmail.com

EDUCATION

- 2005 **Greater Boston Executive Program**
MIT Sloan School of Management
- 1986 **Ph.D., Biomedical Mathematics and Engineering**
University of North Carolina, Chapel Hill
- 1986 **M.S., Electrical Engineering**
North Carolina State University
- 1984 **M.S., Biomedical Mathematics and Engineering**
University of North Carolina, Chapel Hill
- 1980 **B.S., Zoology**
University of North Carolina, Chapel Hill

WORK HISTORY

North Carolina State University

- (2012-pres) Associate Vice Chancellor for Research Development
- (2011-pres) Professor, Department of Computer Science
- (2013-pres) Founding Director, Data Science Institute (in planning)

Synstreams, LLC

- (2012-pres) Cofounder & CEO

Office of Secretary of Defense, Office of Basic Research

- (2009-2011) Chief Scientist (IPA)

Massachusetts Institute of Technology, Lincoln Laboratory

- (2006-2009) Associate Chief Technology Officer
- (2002-2005) Founding Leader, Airborne Communications Laboratory
- (1999-2002) Founding Leader, Advanced Decision Theory Laboratory
- (1998-1999) Associate Leader, Adaptive Beamforming Laboratory
- (1996-1998) Assistant Leader, Adaptive Beamforming Laboratory
- (1990-1996) Principal Investigator, Real-time Discrimination Laboratory
- (1986-1990) Research Scientist, Bistatic Scattering Phenomenology

BBN Technologies Inc.

- (2005-2006) Vice President

Aventure Pharmaceutical Consulting

- (1980-1983) Founder & CEO

EXPERIENCE

ADMINISTRATIVE LEADERSHIP

1. Current position is Associate Vice Chancellor of Research Development, where I am in the final stages of reorganizing along three themes: Opportunity Development, Infrastructure Development, and Proposal Development.
2. Opportunity Development focuses on identifying and preparing faculty for funding opportunities.
 - a. Leading effort to increase faculty use of commercial packages to help find funding solicitations matched to their individual research interests.
 - b. Created a new faculty-training program to help early career faculty improve grantsmanship skills, learn more about federal agencies by participating in panel discussions, and receive individual mentoring on a proposal of their choice.
 - c. Creating a new faculty-training program focused on “Team Science” and building interdisciplinary research programs.
 - d. Improving Limited Submission program through tighter integration with proposal development, proactive planning of cyclical large proposals, and a more strategic approach to internal competitions.
 - e. Analyzing performance of current seed funding efforts and proposing new initiatives like travel funding and quick-turnaround seed funds.
 - f. Formed a new charter for the standing University Research Committee to represent the faculty voice on research matters, and to vet and advise on emerging issues related to research. I often use the URC to find faculty “pain points” our office should be addressing and to communicate new initiatives to faculty.
3. Infrastructure Development is a new role for this office and focuses on improving the horizontal structures within the university like Centers and Institutes (C/Is), and Laboratories and Cost Centers.
 - a. Increasing oversight of C/Is with the goal of reviewing all C/Is that have not been reviewed in the last five years. Also building instrumentation to track research funding and student education in each C/I, developing a plan to refresh our C/Is, and discussing new organizational structures around interdisciplinary C/Is and how F&A is returned to them.
 - b. Rolling out new program to allow faculty to share equipment and vote on university investments in new equipment. Analyzing laboratory equipment and service cost centers to develop a plan to make them more sustainable and efficient.
4. Proposal Development helps faculty with all aspects of developing large interdisciplinary winning proposals. Our Proposal Development Unit (PDU) works only on proposals over \$1M (FY12 average size was \$8.75M) and has a hit rate approaching 50%.

- a. Developing plan to grow the PDU impact by helping new faculty struggling to get their first grant through a mentoring program that includes three phases: planning, budgeting, and review using interns.
 - b. Improving the integration and alignment of the PDU with Colleges hiring internal proposal developers and Research Administrators.
- 5. Played various roles in several leadership programs:
 - a. Participated in a Strategic Transformational Leadership Program for university administrators.
 - b. Led leadership effectiveness training at MIT Lincoln Laboratory; helped create educational offsite to improve leadership, collaboration, interpersonal skills, and to promote cross-disciplinary interactions.
 - c. Developed program to better equip emerging leaders for their new roles.
 - d. Led internal committee that responded to leadership issues.
 - e. Helped develop a nationally known outreach extension course for educating national security leaders in new and important technology areas.
- 6. Served in the Office of Basic Research in the Office of the Assistant Secretary of Defense for Research and Engineering (ASD(R&E)) through an Interagency Personnel Agreement (IPA) from MIT.
 - a. Appointed as Chief Scientist and provided scientific oversight for research programs in the defense component offices (ONR, AFOSR, ARO, DTRA, and DARPA).
 - b. Responsible for strategic planning and co-ordination with other federal research agencies like NSF, NIH, DoE, and NASA.
 - c. Maintained awareness of the international research community to prevent “technology surprise”.
 - d. Acted as a liaison to universities and often interacted with congressional staff to discuss strategies and specific programs.
- 7. ASD(R&E) lead on an effort to review and grow the use and engagement with both Federally Funded Research and Development Centers (FFRDCs) and University-Affiliated Research Centers (UARCs).
 - a. Developed new management plans and operating regimes for both types of these important national laboratories.
 - b. Started an annual meeting to grow collaborations and discuss impediments to the efficient use of these important national laboratories.
- 8. Helped build a new Chief Technology Office for a \$740M MIT laboratory focused on applied research and technology development.
- 9. Routinely tasked to lead new research groups in crucial technology areas deemed important to MIT.
 - a. Built three laboratories in nine years, growing each to over 70 staff and ~ \$20M in annual funding.
 - b. Attracted twenty new researchers from top engineering universities. Inspired, motivated, developed, and mentored junior researchers and staff.

TECHNICAL LEADERSHIP

ANALYTIC SCIENCES

1. Recently won the largest research program (\$60.75M) in the history of NC State University to build a government funded Laboratory for Analytic Sciences (LAS).
 - a. Identified and built an interdisciplinary team consisting of faculty from seven different Colleges and three different universities.
 - b. Led negotiations with industry partners to include SAS, IBM, Cisco, Signalscape, and Tigerswan. Overseeing issues related to subcontracts like IP policies, flow-downs, ...
 - c. Authored the final proposal to win both the construction and research contracts. Since then, won an administrative task order and built a strong administrative team.
 - d. Overseeing construction of government facility on campus designed to grow translational research in analytics. The laboratory houses both government analysts and researchers, where they work hand-in-hand with faculty and industry to develop advanced analytics for national security applications.
 - e. Worked with our Compliance and General Counsel office on several issues related to this facility including modifications to the existing research policy, application for an NC State Secure Facility Clearance, pre-publication review policy, and many others.
 - f. As the Principal Investigator, led an FY13 research proposal that included eight research thrusts in analytic sciences. Made subawards from that proposal to 28 faculty members across eight Departments, two partner universities (Duke and UNC), and three industry partners. Award included both fully funded and seed funded efforts. Currently working on an FY14 plan.
2. Heavily involved in local leadership around “Big Data” and Analytics to include:
 - a. Working with Greater Raleigh Convention and Visitors Bureau to develop an impactful event for Raleigh centered on Big Data.
 - b. Helping NC Datapalooza, an open-data competition to build new applications and catalyze economic impact - judged first competition and am now part of the planning committee.
 - c. Participate in, and often brief, the Triangle-Area Analytics Group, an association of Research Triangle Park companies in big data and analytics that regularly meets to discuss issues like recruiting, developing talent, and opportunities.
 - d. Working with Duke and UNC to develop a consortium that combines the complementary strengths of each institution to strengthen the existing cluster economy in data science within Research Triangle Park.
3. Currently building a multi-departmental research Data Science Institute at NC State University.

- a. Created and led an analytics working group to integrate departmental visions and efforts in analytics.
 - b. Held two major faculty events to increase collaborations, garner support, and develop a strategic plan to balance research opportunities with faculty talents.
 - c. New institute houses both fundamental research in formal methods and applied work in industry funded sectors (e.g., national security, health care, energy, education, and business). Institute will also devote a percentage of its budget and staff to help internal faculty struggling with large data sets in their research.
 - d. Developing new course in Data Science to be co-taught by Computer Science and Statistics.
4. Won an internal cluster hiring initiative through the Chancellor's Faculty Excellence Program.
 - a. Chairing search to hire four senior faculty members in Data Science to strengthen our education and research programs in this important area.
 - b. Hires include Discrete Math (Mathematics), Analytics (Statistics), Data Storage (Computer Science), and Machine Learning (Computer Science).
5. Developed an ASD(R&E)-led program in unstructured text mining to identify, learn, and highlight classified text in documents. This program addressed a presidential executive order in declassification research.
6. Worked with federal agencies (NSF, NIH, DoE, NASA, DNI) to coordinate investments in "Big Data" as part of a national program. Office of Science & Technology Policy (OSTP) initiated this effort, but I took the lead in visiting other agencies to develop mechanisms for coordination.
7. Developed and led a major multi-institutional program focused on "Data-to-Decisions". Identified this problem as a key strategic technology area for the ASD(R&E). Defined a six-year program aimed at developing crosscutting science and technology in this area. This program primarily focused on developing advanced analytics for unstructured spatial, spectral, temporal, and textual data sources.

CONVERGENCE (AKA "NEW BIOLOGY")

1. Developed concept for a jointly owned "Convergence Center" that combines medical and life sciences research at UNC Chapel Hill with physical and engineering sciences at NC State University.
 - a. Highlighted need for this initiative by analyzing trends in: (a) MA, NJ, CA, and NC biotech industries; (b) Venture Capital funding; (c) emergence of new institutes dedicated to Convergence Sciences.
 - b. Briefed this concept to senior leaders at several venues to gain support, e.g., NC Biotechnology Center, Research Triangle Foundation, RTI International, The Hamner Institute, UNC Partnership Council Meeting, NC State and UNC Vice Chancellors and Duke Vice Provost, and others.

- c. Portions of this concept were incorporated into the most recent UNC General Administration Strategic Plan.
2. Concept being adopted by two efforts to renew and modernize Research Triangle Park:
 - a. Continue to hold discussions with a non-profit institution planning to build new thrusts and facilities to catalyze convergence research in Computational Biology.
 - b. Approached by Foundation Board Member to represent academic interests in building a new convergence facility that houses faculty from Duke, NC State, UNC, and local biotech industry.
3. Participated on National Academies Study on “Key Challenges in the Implementation of Convergence”.

STRATEGIC INITIATIVES

1. Working with our Smarter Campus Partnership and Energy Councils to develop a sustainable plan and roadmap for growing a Smart Grid Testbed.
 - a. Testbed includes a large solar array, storage, DC distribution network, and technology developed within our FREEDM NSF Engineering Research Center.
 - b. Plan provides a translational path to bridge laboratory developments and commercial industry on a smaller scale at NC State’s Centennial Campus.
2. Working with faculty to help advance several initiatives in advanced manufacturing:
 - a. Invited by MIT to hold teaming discussions, developed a plan for how to work with them on several thrusts.
 - b. Participated in joint Duke, NC State, UNC, Wake Forest, and RTI planning discussions on the National Network for Manufacturing Initiatives (NNMI).
 - c. Supported faculty efforts to develop three proposals out of NC State for NNMI.
3. Participated in the National Academies of Engineering Grand Challenges Summit on “The New Engineering Frontier: Manufacturing for the Grand Challenges”.

INTERDISCIPLINARY RESEARCH

1. Developed concept to bring together a team of social scientists from the School of Public and International Affairs and the Triangle Security Studies Institute with Computer Scientists conducting research in visual analytics, sentiment analysis, and geospatial analytics to do in-depth real-time analysis of current world events.

2. Responsible for growing interactions between MIT campus and Lincoln Laboratory through several formal and informal committees.
 - a. Worked regularly with campus to identify joint research areas and build collaborations.
 - b. Organized several venues, like offsites and seminars, aimed at increasing collaboration within the MIT community.
 - c. Generated a new operating model based on translational research that integrated basic research with end-users.

INDUSTRY FUNDED RESEARCH

1. Helped build the Eastman Chemical Center of Excellence at NC State, which includes \$10M in industry research funding across six years, an industrial partnership located on Centennial Campus, and outreach activities through a yearly gift.
 - a. Helped negotiate Master Research Agreement and IP rights terms. Program was partially responsible for NC State re-engineering our licensing and IP policies to become more industry friendly.
 - b. Developed operating approach and processes to fund both strategic research and emerging opportunities in chemistry, chemical engineering, materials, and forest biomaterials. Approach teams internal “Eastman Champions” with faculty to maximize translation from campus into Eastman products.
 - c. Chair the Research Steering Team that oversees all efforts and policies resulting from this award.
2. Hired new staff and proposed development of an industry engagement strategy that grows our corporate research funding. Effort was later transitioned to our developing Partnership Office.
3. Regularly meet with potential industry teams that visit Centennial Campus to discuss partnership opportunities. In active discussions with teams from Aerospace, Analytics, Publishing, Information Technologies, Biotech, and others.

STRATEGIC PLANNING

1. Led strategic plan for growing defense research at NCSU that focused on three important trends in DoD: (a) lack of national security strategy drove increases in basic research; (b) agile threats require translational research programs with rapid developments; and (c) aging federal STEM workers increases need for workforce replacement programs.
2. Leading strategic plan for the Research Development Office to grow our support of faculty research. Plan sets four goals around: (a) strategic research advancement; (b) increasing interdisciplinary collaborations for solutions to grand challenges; (c) improving instrumentation and laboratory infrastructure; and (d) provide more services to aid faculty in finding and winning grants. Each goal consists of several objectives that each includes Action Items assigned to staff members.

3. Led a National Computer Science Research Initiative to identify key research grand challenges in computer science. Study was initiated to reinvigorate research in the computer sciences and outlined important research areas, key technical issues, support mechanisms, and policy issues surrounding computer science research. Two key initiatives were taken from this study for focused investments from ASD(R&E).
4. Developed a basic research strategy that balanced need-driven research objectives with opportunity-driven ones. The plan highlighted more than a dozen important S&T areas for focused defense investment and was used to help shape the ASD(R&E)'s DOD strategic technology investments.
5. Led a global technology study that examined research advances in leading international countries and identified critical areas where US technical advances were deteriorating. Developed a 10-year strategic plan that identified important future technology areas for MIT and Lincoln Laboratory and then realigned internal investments to stimulate innovation in these science and technology areas. Key pieces of the plan for Lincoln Laboratory centered on growing computer science research, with specific emphasis on computer network defense, and led to the creation of a new Division at LL. Plan also identified requirements for student core competencies and curriculums and developed an implementation roadmap.
6. Led a strategic committee that responded to critical issues surrounding the growth, administration, and fiscal management of MIT Lincoln Laboratory.
7. Developed a corporate strategic growth plan for BBN that expanded their core technologies (acoustics, speech, and signal processing) into new funding organizations: launched this expansion by generating four significant proposals in vital areas.

ENTREPRENEURSHIP

1. Teamed with Duke and UNC on an NSF I-Corps Node proposal to grow entrepreneurship programs within the Research Triangle Park.
2. Co-founded a small company (Synstreams, LLC) to transition select machine learning applications in behavioral analytics for mobile devices. Initial applications focus on detecting distracted driving and building an active authentication application.
3. Developed new program to stimulate patent production and technology transition at MIT/LL. Worked with the MIT Entrepreneurship Center and Communications Office to develop new approaches for transitioning technology to high-tech small businesses. Also worked with the MIT Technology Licensing Office to streamline internal processes and encourage patent applications.

4. Built a start-up consulting company in pharmaceutical engineering before returning to graduate school.

FISCAL MANAGEMENT

1. Helped manage annual internal research (seed funds) and infrastructure investments of \$53.3M/year. Developed a basis for investing these funds built on acquiring specialized assets that secured long term funding for new research areas.
2. Took control of a struggling laboratory operating in the red and turned it into a success within two years by reducing cost, defining a vision, setting goals to achieve that vision, creating teams to focus on those goals, and providing technical oversight. I also reduced operating costs, implemented a number of initiatives to help researchers minimize administrative overhead, refocused the research agenda, and made stronger connections to the sponsoring community.
3. Created and managed program budgets and spending profiles for each group; raised funds, oversaw proposals, developed sponsor relationships, and administered all programs and personnel to comply with federal research guidelines.

POLICY

1. Lead the University Research Committee (URC) of faculty representatives from each College to discuss university policies and issues related to research. Led effort to streamline and update NC State's university Research Policy.
2. Worked on numerous policy issues while serving as the Chief Scientist in DoD that affected university operations including:
 - a. Helped rewrite "troublesome clauses" policy to prevent publication restrictions on basic and applied research at universities. This new policy addressed flow-down clauses and mandated that each agency provide guidance on implementation.
 - b. Reviewed research portfolios across the DoD enterprise to identify gaps and duplicative efforts.
 - c. Worked on OMB Administrative caps, Murtha IDC limits, uniform Research Performance Progress Report (RPPR), ...
3. Serve on the IEEE R&D Policy Committee that addresses numerous issues that affect STEM fields like:
 - a. H1B Visa
 - b. STEM Education
 - c. Education mismatch between academia and industry
 - d. R&D Tax Credit
 - e. Export Control

RESEARCH EXPERIENCE (SELECT EXAMPLES)

1. Developed numerous superresolution approaches to improve image reconstruction for analytics - techniques resulted in a doubling in ROC performance and was responsible for turning a failed program into a transition success.
2. Pioneered many advances in Automatic Target Recognition (ATR) including vector-quantized templates, persistence-weighted classification, spatial and spectral fusion techniques. Also developed concepts for exploiting angular and frequency signatures to type scatterers and use that for improved classification.
3. Derived fundamental theory for image analytic performance bounds as a function of added domains; helped develop fundamental contrast ratio measurements. Used this work to identify the most important sensing parameters for future sensors. Also used this work to highlight new algorithmic approaches.
4. Pioneered innovative architecture for multi-sensor fusion that used multi-spectral data for foundation feature extraction and maximum likelihood classification for vehicles. Fusion was accomplished using a directed acyclic graph that incorporated contextual information. System was transitioned to an operational site and provided a high p_d, low false alarm rate approach for their operational requirements.
5. Made significant advances in building robust trackers for video and GMTI data. Led a program that pioneered the use of multi-aspect profiles of moving vehicles for identification. Developed new approaches to tracking that combined vehicle features with kinematics.
6. Developed additional key concepts in analytics for moving vehicles. Concept centered on detecting abnormal behaviors using a sampled system. Demonstrated their use and performance using Norfolk traffic data.
7. Developed new architectural approaches for building social networks from motion, image and factual data sources.
8. Analyzed interferometric and stereo SAR approaches for generating 3D images. Derived bounds for 3D image classification and developed several algorithms that used this information to provide more robust classification.
9. Developed game-theoretic approach for autonomous reasoning and learning.
10. Developed trend detection and prediction techniques for biomedical monitoring systems; created Markov population models for endangered plant species.

SERVICE

BOARD MEMBERSHIPS

2013	Advisory Board, UNC Applied Physical Sciences Program Chapel Hill, NC
2012	Board Member, Institute for Rare, Orphaned & Neglected Diseases (IRON) The Hamner Institute, Research Triangle Park, NC
2012	Board Member, Tigerswan, Inc. Apex, NC
2012	Advisory Board, UNC Kenan Planning Advisory Board Chapel Hill, NC
2011	Advisory Board, Center for Homeland Defense & Security (CHDS) Fayetteville State University, Fayetteville, NC

SEARCH COMMITTEES

2013	Chair, Search Committee for Associate Vice Chancellor of Sponsored Programs.
2012	Chair, Cluster Hire in Data-Driven Science to hire four senior faculty members in Discrete Mathematics, High Performance Data Storage, Analytics, and Machine Learning and Natural Language Processing.
2012	Member, Search Committee to hire senior Statistics faculty member in Forensic Sciences.
2012	Member, Search Committee for Deputy Director, Renaissance Computing Institute.

GENERAL COMMITTEES

2012	Member, Centennial Campus Visioning Committee
2012	Panel Chair, Biomedical Sensing, Innovations in Biomedical Materials
2011	Member, NC State Defense Network (DEFNET) Steering Group
2011	Development Committee, Southeastern Universities Research Association
2011	Member, UNC-GA Defense Applications Group (DAG)
2010	Member, IEEE-USA Research and Development Policy Committee
2010	Judge, IEEE Autonomous Robotics Speedway Competition
2009	Chair, IEEE Sensors Council, Eastern USA Member Chapter
2009	Member, Strategic Planning Committee for DoD STEM Education
2009	Member, National Security Science and Engineering Faculty Fellowship (NSSEFF) Selection Committee
2008	Appointed to MIT Interaction Committee
2006	Appointed to MIT Defense Core Advisory Committee

STUDY COMMITTEES

2009	Member, Defense Threat Reduction Agency (DTRA) Basic Research Review Panel
2009	Member, Air Force Office Scientific Research Review Panel
2009	Chair, National Computer Science Research Initiative
2008	Technical Chair, DDR&E Global Technology Study
2006	Member, Air Force Research Laboratory Oversight Committee
2005	Member, NGA Peer Review Panel
2005	Member, Non-imaging Infrared Study Committee
2004	Member, Decision Theory Study
2004	Co-chair, DARPA Cognitive Technology Panel
2003	Member, OSD Joint Decision Support Study Panel
2003	Member, Defense Science Board on Space Based Radar
2003	Co-chair, Integrated Sensing and Decision Support Conference
2003	Chair, Group Leaders Forum
2002	Technical Chair, Space Based Radar Summer Study
2002	Chair, Radar Data Processing Study Panel
2001	Member, MIT Management Effectiveness Committee
2001	Member, National Cruise Missile Defense Study Panel
2001	Member, Air Force Scientific Advisory Board on Time Critical Strike
2000	Chair, Joint Advisory Committee on Surveillance
2000	Member, National Air Defense Advisory Study
1999	Member, Army Science Board on Future Combat System
1998	Appointed to MIT Management Offsite Committee
1998	Member, SAR Exploitation Methodologies National Panel
1998	Appointed to Defense Technology Seminar Committee

CONTINUING EDUCATION

2009	Introduction to Defense Acquisition, DAU
2004	Negotiation for Senior Executives, Harvard University
2004	Dealing with Difficult People and Difficult Situations, Harvard University
2003	Developing a Successful Product and Technology Strategy, MIT
2002	Fundamentals of Finance for Technical Executives, MIT
2000	Project Management, MIT

AWARDS

2005	Distinguished Graduate of the Graduate School, University of North Carolina
1986	Governor's Fellowship Award, University of North Carolina
1984	Graduate Teaching Award, North Carolina State University

SOCIETY MEMBERSHIP

1. Institute of Electrical and Electronic Engineers, Senior Member
2. American Association for the Advancement of Science
3. National Industrial Defense Association

COMMUNITY SERVICE

- | | |
|------|--|
| 2008 | Facilitator, Communities for Restorative Justice |
| 2008 | Built furniture for needy family as part of ABC's Extreme Makeover, Home Edition |
| 2007 | Member, Committee to establish a C4RJ program in Acton, MA |

SPONSORED GRANTS AND CONTRACTS

1. **Title:** LABORATORY FOR ANALYTIC SCIENCES
Funding Agency: US Government
PI: Randy Avent
Amount: \$60750K

2. **Title:** OPTICAL DATA FUSION
Funding Agency: US Government
PI: Randy Avent
Amount: \$4000K

3. **Title:** MULTI-SENSOR FUSION ON A MANIFOLD
Funding Agency: US Government
PI: Randy Avent, Keith Sisterson, Michael Toups
Amount: \$3200K

4. **Title:** DECISION SYSTEMS ON AIRBORNE PLATFORMS
Funding Agency: Air Force (ESC)
PI: Randy Avent, Joe Chapa
Amount: \$3062K

5. **Title:** GAME THEORETIC APPROACH TO UAV CONTROL
Funding Agency: Congressional Line
PI: Randy Avent, Dan Morales
Amount: \$50K

6. **Title:** COMPLEX ANALYSIS OF UNMANNED SURVEILLANCE SYSTEMS
Funding Agency: Air Force

PI: Randy Avent, Al Bernard
Amount: \$2860K

7. **Title:** SPACE BASED RADAR EXPLOITATION ANALYSIS
Funding Agency: NGA
PI: Randy Avent, Joe Chapa
Amount: \$1500K
8. **Title:** AIRBORNE COMMUNICATION MULTI-BAND PHASED ARRAYS
Funding Agency: Air Force (ESC)
PI: Randy Avent, Kevin Kelly, Edward Taylor
Amount: \$9750K
9. **Title:** PASSIVE RANGING FOR CONTACT MANAGEMENT
Funding Agency: DARPA
PI: Randy Avent
Amount: \$550K
10. **Title:** DYNAMIC PROBABILISTIC ANALYSIS FOR SURVEILLANCE ARCHITECTURES
Funding Agency: DARPA
PI: Randy Avent, Bob Atkins, Mike Shatz
Amount: \$1000K
11. **Title:** COGNITIVE DECISION THEORY PANEL
Funding Agency: DARPA
PI: Randy Avent
Amount: \$100K
12. **Title:** ATYPICAL BEHAVIOR DETECTION
Funding Agency: Congressional Line
PI: Randy Avent
Amount: \$85K
13. **Title:** MULTI-STATIC RADAR EXPLOITATION
Funding Agency: DARPA
PI: Randy Avent, Mark McClure
Amount: \$450K
14. **Title:** SYMBIOTIC CONTROL TECHNOLOGIES
Funding Agency: DARPA
PI: Randy Avent, Mark McClure
Amount: \$200K
15. **Title:** COMPUTER VISION FOR SEEKERS
Funding Agency: Army Research Laboratory
PI: Randy Avent, Bob Atkins, Brian Zuerndorfer
Amount: \$220K

16. **Title:** NON-COOPERATIVE MULTI-STATIC IMAGE RECONSTRUCTION
Funding Agency: DARPA
PI: Randy Avent, Mark McClure
Amount: \$250K
17. **Title:** PHENOMENOLOGY AND ALGORITHMS FOR RADAR-BASED DAMAGE INDICATION
Funding Agency: DARPA
PI: Randy Avent, Andy McKellips
Amount: \$500K
18. **Title:** 3D POLARIMETRIC ANALYSIS
Funding Agency: DARPA
PI: Randy Avent
Amount: \$45K
19. **Title:** SYMBIOTIC COMMUNICATIONS
Funding Agency: DARPA
PI: Randy Avent, Mark McClure
Amount: \$6000K
20. **Title:** GRAPH-THEORETIC MULTI-SENSOR FUSION
Funding Agency: Congressional Line
PI: Randy Avent, Keith Sisterson
Amount: \$3775K
21. **Title:** ADVANCED ISR MANAGEMENT
Funding Agency: DARPA
PI: Randy Avent
Amount: \$700K
22. **Title:** AUTOMATIC VERIFICATION FOR MOVING VEHICLES
Funding Agency: DARPA
PI: Randy Avent, Shawn Verbout, Ron Levin
Amount: \$300K
23. **Title:** MOVING TARGET AUTOMATIC RECOGNITION
Funding Agency: DARPA
PI: Randy Avent, Mark McClure, Ron Levin
Amount: \$2400K

Title: TEMPLATE-BASED AUTOMATIC TARGET RECOGNITION
Funding Agency: DARPA
PI: Randy Avent, Jerry Benitz, Greg Owirka
Amount: \$800K
24. **Title:** RADAR COMPLEX DATA EXPLOITATION
Funding Agency: DARPA
PI: Randy Avent, Andy McKellips, Mark McClure

Amount: \$1300K

25. **Title:** HIGH DEFINITION VECTOR IMAGING
Funding Agency: US Government
PI: Randy Avent, Jerry Benitz
Amount: \$700K
26. **Title:** COUNTER-SNIPER RADAR ARRAY
Funding Agency: DARPA STTR with TSA
PI: Randy Avent
Amount: \$264K
27. **Title:** HIGH-RESOLUTION, MULTI-POLARIZATION SAR PHENOMENOLOGY
Funding Agency: US Government
PI: Randy Avent
Amount: \$1000K
28. **Title:** FUNDAMENTAL AUTOMATIC TARGET RECOGNITION BOUNDS
Funding Agency: Congressional Line
PI: Randy Avent, Larry Horowitz, Gary Brendel
Amount: \$3345K
29. **Title:** WIRELESS INTRUSION DETECTION
Funding Agency: US Government
PI: Randy Avent
Amount: \$3140K
30. **Title:** INTERIOR IMAGING PHENOMENOLOGY
Funding Agency: US Government
PI: Randy Avent
Amount: \$800K
31. **Title:** BANDWIDTH EFFICIENT MODULATION
Funding Agency: US Government
PI: Ed Bucher, Randy Avent
Amount: \$4125K
32. **Title:** FOPEN COHERENT CHANGE DETECTION
Funding Agency: DARPA
PI: Serpil Ayasli, Randy Avent
Amount: \$285K
33. **Title:** FOPEN MOVING TARGET
Funding Agency: DARPA
PI: Serpil Ayasli, Bob Atkins, Randy Avent
Amount: \$1200K
34. **Title:** COLLABORATIVE EXPLOITATION

Funding Agency: NGA
PI: Allen Waxman, Randy Avent
Amount: \$112K

35. **Title:** TERRAIN CHARACTERIZATION
Funding Agency: DARPA
PI: Serpil Ayasli, Keith Sisterson, Randy Avent
Amount: \$1500K
36. **Title:** TARGETS UNDER TREES
Funding Agency: DARPA/AFRL
PI: Serpil Ayasli, Randy Avent
Amount: \$930K
37. **Title:** AIRBORNE VEHICLE IDENTIFICATION
Funding Agency: Air Force (ESC)
PI: Bob Atkins, Randy Avent
Amount: \$2790K
38. **Title:** RCS MODELING
Funding Agency: Navy
PI: Bob Atkins, Randy Avent
Amount: \$3000K
39. **Title:** ADAPTIVE SEARCH AND CONTEXT EXPLOITATION
Funding Agency: AFOSR
PI: Allen Waxman, Randy Avent
Amount: \$1100K
40. **Title:** PASSIVE UNDERWATER ACOUSTICS
Funding Agency: Navy
PI: Tom Green, Randy Avent
Amount: \$3200K
41. **Title:** FUSED MULTI-SPECTRAL FEATURE EXTRACTION
Funding Agency: NGA
PI: Allen Waxman, Randy Avent
Amount: \$700K
42. **Title:** 3D MULTI-SENSOR IMAGE FUSION AND DATA MINING
Funding Agency: US Government
PI: Allen Waxman, Randy Avent
Amount: \$3230K
43. **Title:** DATA FUSION FOR NIGHT VISION
Funding Agency: DARPA
PI: Allen Waxman, Randy Avent
Amount: \$1551K

44. **Title:** SENSOR ECCM
Funding Agency: DARPA
PI: Allen Waxman, Randy Avent
Amount: \$1637K
45. **Title:** FOLIAGE PENETRATION PHENOMENOLOGY
Funding Agency: DARPA
PI: Serpil Ayasli, Randy Avent
Amount: \$4800
46. **Title:** ADVANCED ANTENNA TECHNOLOGY
Funding Agency: US Government
PI: Irv Stiglitz, Randy Avent
Amount: \$7843
47. **Title:** SUPERRESOLUTION IMAGING
Funding Agency: US Government
PI: Jerry Benitz, Irv Stiglitz, Randy Avent
Amount: \$353K

RECENT INVITED & KEYNOTE TALKS

1. Avent, R., "NC State University Initiatives in "Big Data"", *Securboratorion Conference on Cyberdefense*, 2013.
2. Avent, R., "Analytics in Health Care", *Center for Personalized Health Care Annual Conference*, Ohio State University, 2013.
3. Avent, R., "Convergence of Life Sciences and Physical Sciences", *ASGSR Conference*, New Orleans, LA.
4. Avent, R., "Advanced Analytic Methods for Defense Applications", *Draper Laboratory Symposium on Analytics*, Cambridge, MA, 2013.
5. Avent, R., "Advanced Analytic Methods for Defense Applications", *Triangle Area Analytics Group*, 2012
6. Avent, R., "Basic Research in Nanotechnology", *Conference on Nanoelectronic Devices for Defense and Security*, 2009.
7. Avent, R., "Cross Conference Panel on Advanced Sensing and Data Analytics", *SPIE Defense Security and Sensing*, 2011.
8. Avent, R., "Trends in Defense Basic Research Funding", *2011 Engineering Research Annual Conference*, American Association for Engineering Education, 2011.
9. Avent, R., "Operations Research and Data Analytics in National Security", *INFORMS 2011 Northeastern Conference*, 2011.
10. Avent, R., "Data-to-Decisions", *68th Automatic Target Recognition Working Group on Activity-Based Intelligence Analysis*, 2011.

BIBLIOGRAPHY

A list of over 150 papers, technical reports, and talks is available upon request.

Florida Polytechnic University Summary of Contract Provisions with Dr. Randy Avent

The Florida Polytechnic University Board of Trustees engaged the Association of Governing Boards to conduct a compensation study for the University. Based on that study the Board adopted guidelines for negotiating the contract. The contract negotiated between the University and Dr. Randy Avent conforms to the guidelines adopted by the Board and is commensurate with the expectations that it has for him in his role as President.

Terms & Salary: The contract between Florida Polytechnic University and Dr. Randy Avent in his position as President of the University is for Five Years commencing July 1, 2014 and ending on June 30, 2019. The contract will be renewable by mutual written agreement of the University and Dr. Avent. The contract also explains the post-presidential relationship between the parties.

He will be paid a \$385,000 first year base salary and will receive a ten percent signing bonus after the contract is executed. Starting the second year, the salary will increase at the same rate as other University executive service employees, but not less than 3.5% annually.

Performance Compensation: Beginning in the second year, the President will be eligible for a discretionary performance bonus established by the Board that may be between zero and twenty percent of the annual base salary. This performance bonus will be determined at the sole discretion of the Board based upon the Board's assessment of the degree to which the president has met the performance metrics.

Standard Benefits: The President will be eligible for the standard benefits package available to other University executive service personnel.

Supplemental Retirement Benefit: In addition, the University will contribute an amount equal to fifteen percent of the annual base salary to a supplemental retirement plan that is reasonably acceptable to the President.

Accreditation Bonus: Upon the University receiving regional accreditation, Dr. Avent will be paid a \$50,000 bonus.

Relocation Reimbursement: During his first two years the President will be reimbursed for relocation and travel expenses incurred by the President and his family in a total amount not to exceed \$30,000 over the two year period.

Automobile: The President will be provided a full-sized automobile for his University business related and other use.

Housing: The University will provide suitable housing in the Lakeland area for Dr. Avent and his family not to exceed \$2,500 a month. He is required to reside in the Lakeland area as a condition of his employment, and to the extent reasonable, use his residence in the performance of his duties including, but not limited to receptions and meetings benefiting the University.

Other Provisions: Certain other provisions are included in the contract that are common to presidential contracts and are appropriate given the scope of duties and responsibilities expected of Dr. Randy Avent.

**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS**

June 19, 2014

SUBJECT: Revision of Florida Gulf Coast University's Accountability Metrics

PROPOSED BOARD ACTION

Approve a technical change for Florida Gulf Coast University's 2012-13 data regarding Baccalaureate Degrees Without Excess Credit Hours.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution

BACKGROUND INFORMATION

This is a technical change to FGCU's excess hour rate for their 2012-13 graduating class to fix an error with the reporting of dual enrolled credit hours. This revises their 2012-13 excess hours rate from 62% to 74%. This change increases the points earned under the Board's Performance Based Funding model (from 28 to 30 points); however, there is no change in the funds allocated to the universities. This change was approved by the University Board of Trustees on April 15th and has already been incorporated into the Performance Based Funding model data.

Supporting Documentation Included: Information located in the Strategic Planning Committee materials

**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS**

June 19, 2014

SUBJECT: 2014-2015 University Work Plans; Approval of Performance Funding Improvement Plans

PROPOSED BOARD ACTION

Consider for approval those portions of University Work Plans associated with the 2014-2015 academic year, and note out-year portions of University Work Plans that need to be the subject of further dialogue and deliberation. Consider for approval Performance Funding Improvement Plans for the University of West Florida, New College of Florida, and Florida Atlantic University.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution; Board of Governors Regulation 2.002

BACKGROUND INFORMATION

Board Regulation 2.002 requires the development of University Work Plans. Work Plans, in conjunction with annual accountability reporting, are designed to inform strategic planning, budgeting, and other policy decisions for the State University System. Each University Work Plan is intended to reflect the institution's distinctive mission and focus on core institutional strengths within the context of State University System goals and regional and statewide needs. The Work Plan outlines the university's top 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 University Work Plan's "Strategy" section includes institutional mission and vision statements, identification of strengths and opportunities, and key initiatives and investments. The "Key Performance Indicators" section provides metrics common to all universities, as well as a set specific to research universities, and institution-specific indicators. The "Operations" section provides fiscal and other information, including enrollment planning, and intentions of implementing new academic programs in 2014-2015 as well as in out-years.

Universities made brief presentations on their Work Plans to the Strategic Planning Committee, after which Committee members had the opportunity to engage in discussion and questioning. The Committee considered for approval those portions of 2014-2015 University Work Plans associated with the 2014-2015 academic year. The Committee's subsequent action is to recommend to the full Board of Governors approval of those portions of University Work Plans associated with the 2014-2015 academic year, and to note out-year portions of University Work Plans that need to be the subject of further dialogue and deliberation. The Strategic Planning Committee Chair will report the Committee's action to the full Board of Governors for consideration.

In addition, the Committee considered for approval the Performance Funding Improvement Plans for the University of West Florida, New College of Florida, and Florida Atlantic University. The Strategic Planning Committee Chair will report the Committee's action to the full Board of Governors for consideration.

Supporting Documentation Included:

Information located in the Strategic Planning Committee materials

**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS**

June 19, 2014

SUBJECT: Ph.D. in Rehabilitation Sciences (CIP 51.2314) at the University of South Florida

PROPOSED BOARD ACTION

Consider approval of the Ph.D. in Rehabilitation Sciences at the University of South Florida, CIP Code 51.2314.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution; Board of Governors Regulation 8.011

BACKGROUND INFORMATION

The University of South Florida (USF) proposes to offer a PhD in Rehabilitation Sciences with three applied concentration areas: chronic disease, veteran's health/reintegration, and neuromusculoskeletal disability. The purpose of the program is to prepare students for faculty roles, capable of teaching and conducting research in a variety of rehabilitation-related programs, such as Physical Therapy, Occupational Therapy, Speech Therapy, Audiology, and Rehabilitation Counseling. The direct and indirect contributions of the program to the workforce could be substantial, as these faculty members will be preparing future graduates for high-paying and critical need health professions.

The program will recruit from a population of students with master's or first-professional doctoral degrees in a rehabilitation-related discipline. The curriculum has been designed to be interdisciplinary in nature and includes 66 credit hours (15 rehabilitation core credit hours, 15 research credit hours, 15 concentration credit hours, 9 elective credit hours, and 12 credits hours for the dissertation).

The proposal includes a letter of support from the University of Florida, which also currently offers a PhD in Rehabilitation Sciences. This letter and the proposed program's external reviewer each report a significant enough need for faculty to support an additional program.

The USF Board of Trustees approved the program on December 5, 2013. If the proposal is approved by the Board of Governors, USF will implement the program in Fall 2014.

Supporting Documentation Included:

Information included in the Academic and Student Affairs Committee material

**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS**

June 19, 2014

SUBJECT: Relocation of the Florida International University Broward (Pines Center) Campus

PROPOSED BOARD ACTION

Consider approval of the relocation of the Florida International University Broward (Pines Center) Campus.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Section 7(d), Art. IX, Florida Constitution; Board of Governors Regulation 8.009

BACKGROUND INFORMATION

Board of Governors Regulation 8.009, Educational Sites, requires that universities seeking to relocate existing Type I, II, and III Campuses or Special Purpose Centers receive approval from the Board of Governors. Florida International University is requesting approval to relocate its Broward (Pines Center) Campus from its current location at 17195 Sheridan Street, Pembroke Pines, FL 33331 to a new facility constructed by Broward College at 1930 SW 145th Avenue, Miramar, FL 33027. The two locations are approximately 5.5 miles apart. The relocated campus will also remain a Type III Campus, but will be renamed FIU @ I-75.

The new facility will provide FIU with full-time use of approximately 40,000 dedicated square feet. At the current facility, FIU has 12,000 dedicated square feet and the shared use of high school classrooms beginning at 4:00 pm on weekdays and on weekends. The current annual lease payment is \$1,047,648, projected at \$1,068,600 for 2014-15 with 2 percent escalation. The new lease payment will be \$1,131,000 per year. The new space will accommodate more students, provide state-of-the-art facilities and greatly expand the times during which instruction may be offered. Additionally, the co-location with Broward College will provide for the expansion of 2+2 programs for Associate of Arts degree holders seeking upper division studies. FIU plans to implement some new degree program offerings as well.

The Florida International University Board of Trustees approved the site relocation at its March 2014 meeting. If approved by the Board of Governors, the relocation will be effective July 1, 2014.

Supporting Documentation Included:

Information located in the Academic and Student Affairs Committee materials

**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS**

June 19, 2014

SUBJECT: Public Notice of Intent to Amend Board of Governors Regulation 6.017
Criteria for Awarding the Baccalaureate Degree

PROPOSED BOARD ACTION

Consider approval of the public notice of intent to amend Board of Governors
Regulation 6.017 Criteria for Awarding the Baccalaureate Degree

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution; Board of Governors Regulation Development
Procedure

BACKGROUND INFORMATION

Regulation 6.017 includes the provision that all twelve credit hours that meet the composition coursework required for the "Gordon Rule" must be within the general education program. The proposed amendment allows for the six (6) credit hours of non-English composition coursework to be taught outside of general education. This amendment provides similar standards as those required by the State Board of Education for Florida College System institutions.

Amendments reflect changes proposed originally by the State University System undergraduate deans. It has been reviewed by the university general counsels, Council of Academic Vice Presidents, Council of Student Affairs, and other state university staff. Pursuant to the regulation procedure adopted by the Board at its meeting on March 23, 2006, the Board is required to provide public notice on its Internet Web site at least 30 days before adoption of the proposed regulation.

Supporting Documentation Included:

Information included in the Academic
and Student Affairs Committee
materials

**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS**

June 19, 2014

SUBJECT: Board of Governors Regulation 8.005 General Education Core Course Options

PROPOSED BOARD ACTION

Approval of the proposed Board of Governors Regulation 8.005 General Education Core Course Options

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution

BACKGROUND INFORMATION

The proposed Board of Governors Regulation 8.005 will provide direction for the implementation of significant revisions to the general education program requirements as stated in Section 1007.25, Florida Statutes. The statute was initially amended by the 2012 Legislature and was further amended by the 2013 Legislature.

To respond to the legislation, specific general education core course options for state university and college undergraduate students were identified as a result of extensive work done by a statewide, cross-sector General Education Steering Committee. The Committee, consisting of faculty representatives of the State University System (SUS) and Florida College System (FCS), worked directly with cross-sector faculty discipline committees during 2012 and 2013 to identify specific core course options in the five subject areas of communication, humanities, mathematics, natural sciences, and social sciences. During this period, the draft recommendations were distributed to the chief academic officers of the SUS and the FCS. Through this review process, feedback from SUS and FCS faculty governance and administrative groups was received and incorporated into the recommended set of general education core course options. The draft recommendations were also reviewed and approved by the chancellors of both sectors.

This regulation was reviewed by university general counsels, members of the Council of Academic Vice Presidents, and other academic administrators. No concerns were expressed during the notice period. The regulation was approved for noticing by the Board on March 20, 2014.

8.005 General Education Core Course Options –

- (1) Prior to the award of an associate in arts or baccalaureate degree, students entering a state university as a first-time-in-college student in the Fall Term 2015 and thereafter must complete at least one (1) course from each of the general education subject areas listed in this section. These courses comprise the general education core as required per section 1007.25(3), Florida Statutes. The remaining courses and credits that will fulfill the total 36-hour general education requirement are at the discretion of the state university. Completion of both the general education core and remaining university-specified general education courses are required for completion of an undergraduate degree.

(a) Complete one of the following courses in Communication:

ENC X101 English Composition I or

A course with an ENC prefix for which ENCX101 is a direct prerequisite.

(b) Complete one of the following courses in Humanities:

ARH X000 Art Appreciation or

HUM X020 Introduction to Humanities or

LIT X000 Introduction to Literature or

MUL X010 Introduction to Music Literature/Music Appreciation or

PHI X010 Introduction to Philosophy or

THE X000 Theatre Appreciation.

(c) Complete one of the following courses in Mathematics:

MAC X105 College Algebra or

MAC X311 Calculus I or

MGF X106 Liberal Arts Mathematics I or

MGF X107 Liberal Arts Mathematics II or

STA X023 Statistical Methods or

A mathematics course for which one of the above general education core course options in mathematics is a direct prerequisite.

(d) Complete one of the following courses in Natural Sciences:

AST X002 Descriptive Astronomy or

BSC X005 General Biology or

BSC X010 General Biology I or

BSC X085 Anatomy and Physiology I or

CHM X020 Chemistry for Liberal Studies or

CHM X045 General Chemistry I or

ESC X000 Introduction to Earth Science or

EVR X001 Introduction to Environmental Science or

PHY X020 Fundamentals of Physics or

PHY X048 General Physics with Calculus or

PHY X053 General Physics I or

A natural science course for which one of the above general education core course options in natural science is a direct prerequisite.

(e) Complete one of the following courses in Social Sciences

AMH X020 Introductory Survey Since 1877 or

ANT X000 Introduction to Anthropology or

ECO X013 Macroeconomics or

POS X041 American Government or

PSY X012 Introduction to Psychology or

SYG X000 Principles of Sociology.

(2) Students who transfer into a state university or between state universities shall be required to meet the above general education core requirements if the students were

classified as first-time-in-college at their original postsecondary institution Fall Term 2015 and thereafter. Any course accepted by an institution in the Florida College System or State University System as meeting the general education core at that institution shall be accepted as meeting the core requirements at all institutions. All credit earned by other transfer students shall be evaluated by the receiving institution on a course-by-course basis to determine core equivalency.

(3) Institutions shall report to the Statewide Course Numbering System all courses used to fulfill subject area core course options. Any course recommended to be added to the list of general education core course options from section (1) shall be reported to the Office of K-20 Articulation at <http://fldoe.org/articulation> for review. Institutions may apply their own course titles to the general education core course options.

(4) Institutions must recognize credit earned through an acceleration mechanism in Section 1007.27, Florida Statutes, and Board of Governors Regulation 6.006 as meeting the related general education core course requirement.

(5) Institutions may grant a substitution or modification to the courses listed above for eligible disabled students, subject to Board of Governors Regulation 6.018.

Authority: Section 7(d), Art. IX, Fla. Const., New -

STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS

June 19, 2014

SUBJECT: Revised *Audit and Compliance Committee Charter* and *Office of Inspector General and Director of Compliance Charter*

PROPOSED BOARD ACTION

Discussion and approval of the Revised *Audit and Compliance Committee Charter* and *Office of Inspector General and Director of Compliance Charter*.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution

BACKGROUND INFORMATION

The Chair of the Audit and Compliance Committee will present the revised *Audit and Compliance Committee Charter* and the *Office of the Inspector General and Director of Compliance Charter* for the Board of Governors' review, with a recommendation for approval.

Supporting Documentation Included: Information located in the Audit and Compliance Committee materials

**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS**

June 19, 2014

SUBJECT: State University System of Florida Board of Governors Office of Inspector General and Director of Compliance Annual Work Plan for Fiscal Year 2014-2015

PROPOSED BOARD ACTION

Discussion and approval of the State University System of Florida Board of Governors Office of Inspector General and Director of Compliance Annual Work Plan for Fiscal Year 2014-2015.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution; Section 20.055, Florida Statutes

BACKGROUND INFORMATION

The Chair of the Audit and Compliance Committee will report on the results of the Audit Committee meeting held June 18, 2014. The Audit Committee reviewed the OIGC Annual Work Plan and is presenting it to the Board of Governors with a recommendation for approval.

Supporting Documentation Included: Information located in the Audit and Compliance Committee materials

**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS**

June 19, 2014

SUBJECT: Approval of 2014-15 CITF Project Allocations

PROPOSED BOARD ACTION

Approve the 2014-2015 university CITF project allocations.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution; HB 5001 General Appropriations Act

BACKGROUND INFORMATION

The 2014 General Appropriations Act included funding of \$41,123,760 for projects to be funded from the Capital Improvement Fee Trust Fund, with proviso specifying that:

Funds in Specific Appropriation 24 shall be allocated by the Board of Governors to the universities on a pro rata distribution basis in accordance with the Board of Governors Legislative Budget Request for funding from the Capital Improvements Fee Trust Fund, as approved September 12, 2013. Each board of trustees shall report to the Board of Governors the funding it allocates to each specific project.

This language stems from the fact that the Board requested an allocation of \$151,123,760 million. Accordingly, attached is a draft pro rata distribution for Board consideration and the specific project or projects that is being requested by the university at this time. Amounts not specified indicate that the university has not submitted a project at this time, but may do so at a future Board meeting. In some instances, completion of the desired project will require additional funding, which will be requested during the 2015-2016 LBR cycle.

Supporting Documentation Included: Information is located in the Facilities Committee materials

**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS**

June 19, 2014

SUBJECT: Approval of 2014-2015 Critical Deferred Maintenance Allocation

PROPOSED BOARD ACTION

Approve the 2014-15 university critical deferred maintenance allocation.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution; HB 5001 General Appropriations Act

BACKGROUND INFORMATION

The 2014 General Appropriations Act included funding of \$20,000,000 for projects to be funded for Critical Deferred Maintenance, with proviso specifying that:

Funds provided for Critical Deferred Maintenance to the State University System shall be distributed to each university in a pro rata amount consistent with amounts submitted in the November 8th, 2013 update of the Board of Governor's Fixed Capital Outlay Budget Request.

This language stems from the fact that the Board requested funding of approximately \$62 million. Accordingly, attached is a draft pro rata distribution for Board consideration and the specific project or projects that is being requested by the university at this time. Amounts not specified indicate that the university has not submitted a project at this time, but may do so at a future Board meeting.

If approved by the Board, the universities will be required to report expenditures; however, the institutions have flexibility to transfer funds between projects as needed. It is anticipated that additional funding will be requested for the 2015-2016 LBR cycle.

Supporting Documentation Included: Information is located in the Facilities Committee materials

**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS**

June 19, 2014

SUBJECT: New College of Florida Educational Plant Survey Validation

PROPOSED BOARD ACTION

Review and validate the completed New College of Florida (NCF) Educational Plant Survey.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution; Sections 1013.03 and 1013.31, Florida Statutes

BACKGROUND INFORMATION

An educational plant survey is required at least once every five years for all public educational entities, including state universities. At the request of NCF, Board staff facilitated and coordinated the Survey Team, and participated with university staff to ensure that all the requirements of Section 1013.31, Florida Statutes, were met. The completed survey was approved by the NCF Board of Trustees on March 8, 2014. In addition to NCF and Board staff, the team included staff from FGCU, FIU, FSU and UCF. This survey will cover the current time through 2018-2019.

A summary of the Survey Team recommendations may be found on pages 27-29 of the report. The final Educational Plant Survey Report, which is in compliance with the requirements of Section 1013.31, Florida Statutes, has been completed, and is ready for Board consideration for validation. Once validated by the Board, survey recommended projects may be included on the Capital Improvement Plan, and are eligible for PECO funding.

Supporting Documentation Included: Information is located in the Facilities Committee materials

**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS**

June 19, 2014

SUBJECT: Approval of the 2015-2016 Fixed Capital Outlay Legislative Budget Request (LBR) Guidelines

PROPOSED BOARD ACTION

Approve the 2015-2016 LBR guidelines for the fixed capital outlay budget.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution; Subsection 1001.706(4)(b), Florida Statutes

BACKGROUND INFORMATION

In order to maintain the schedule for developing the LBR in a timely manner, the Board of Governors will approve a set of policy guidelines for the development of the 2015-2016 operating and fixed capital outlay budget request at the June Board meeting. The Board will then review and approve a 2015-2016 operating and fixed capital outlay LBR at the September 2014 meeting. The initial budget request will then be forwarded to the Governor and Legislature by October 15.

The guidelines are a living document, and the recommended changes from Board staff to the previous adopted LBR guidelines are as follows:

- I. **Operating LBR - primary changes are as follows**
 - a. Eliminates the reference to requesting the Major Gift unmatched funds. The Board Office will maintain this information and make it available as requested.
 - b. Eliminates the reference to administered funds. The annualization of employee salary and benefits, retirement adjustments and health adjustments are automatically calculated by the Legislature. The Board Office will continue to monitor the annual process to ensure the universities are included in these adjustments.

- c. Eliminates the reference to the annual funding request for the continued implementation of the FIU and UCF medical schools. The final funding for these programs was provided in 2014-2015.
- d. Adds a section on performance funding.

I. **Fixed Capital Outlay LBR** – There are three primary changes:

- a. Eliminates the reference to requesting Courtelis Matching funds. The Board Office will maintain this information and make it available as requested.
- b. Project category names have been re-titled to align with 2014-2015 LBR categories adopted by the Board in January 2014.
- c. An October Facilities Workshop has been added to the calendar.

Supporting Documentation Included: Information is located in the Facilities Committee materials

**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS**

June 19, 2014

SUBJECT: Allocation of Performance Funds

PROPOSED BOARD ACTION

The Board will consider the Budget and Finance Committee's recommendation on the final allocation of the \$200 million in performance funds.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution; Board of Governors Approved Performance Funding Model; House Bill 5001 (2014 General Appropriations Act)

BACKGROUND INFORMATION

The Board approved a performance funding model at the January 16, 2014 meeting at Florida Gulf Coast University. A legislative budget request of \$50 million, along with an equal amount of base funding, was submitted to the Legislature and Governor for consideration.

Included in the 2014 General Appropriations Act was \$200 million for performance funding. Of this amount, \$100 million was provided in new funds with the balance coming from university base funds and two other previously funded system programs. Pursuant to Proviso, these funds are to be allocated based on the Board's approved model with minor exceptions.

Attached is the allocation of the \$200 million.

Once the allocation is approved by the Board, a university that scored 26 points or higher will be able to receive their funds beginning in July, 2014. A university that scored 25 points or less must have an improvement plan approved by the Board. Upon successful implementation of the improvement plan, a portion of the funds may be released in January 2015 and the balance in June 2015. If the plan is not successfully implemented, then any unreleased funds would be allocated to the top three universities that show the most improvement on the metrics.

Supporting Documentation Included: Information located in the Budget and Finance Committee material

**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS**

June 19, 2014

SUBJECT: 2015-2016 Legislative Budget Request (LBR) Guidelines

PROPOSED BOARD ACTION

The Board will consider the Budget and Finance Committee's recommendation to approve the 2015-2016 LBR guidelines for the operating budget.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution; Section 1001.706(4)(b), Florida Statute

BACKGROUND INFORMATION

In order to maintain the schedule for developing the LBR in a timely manner, the Board of Governors needs to approve a set of policy guidelines for the development of the 2015-2016 operating and fixed capital outlay budget request at the June Board meeting. The Board will then review and approve a 2015-2016 operating and fixed capital outlay LBR at the September 2014 meeting. The final budget request will then be forwarded to the Governor and Legislature by October 15.

The guidelines are a living document, and the recommended changes from Board staff to the previous adopted LBR guidelines are as follows:

- I. Operating LBR** - These are the primary changes:
- a. Eliminates the reference to requesting the Major Gift unmatched funds. The Board Office will maintain this information and make it available as requested.
 - b. Eliminates the reference to administered funds. The annualization of employee salary and benefits, retirement adjustments and health adjustments are automatically calculated by the Legislature. The Board Office will continue to monitor the annual process to ensure the universities are included in these adjustments.
 - c. Eliminates the reference to the annual funding request for the continued implementation of the FIU and UCF medical schools. The final funding for these programs was provided in 2014-2015.

- d. Adds a section on performance funding.

II. Fixed Capital Outlay LBR – There are the primary changes:

- a. Eliminates the reference to requesting Courtelis Matching funds. The Board Office will maintain this information and make it available as requested.
- b. Project category names have been re-titled to align with 2014-15 LBR categories adopted by the Board in January 2014.
- c. An October Facilities Workshop has been added to the calendar.

Supporting Documentation Included: Information located in the Budget and Finance Committee material

**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS**

June 19, 2014

SUBJECT: Appointment of University Trustee: University of Florida Board of Trustees

PROPOSED BOARD ACTION

Appointment of University Trustee: University of Florida Board of Trustees.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution; Board of Governors Trustee Selection and Reappointment Process.

BACKGROUND INFORMATION

The Nomination and Governance Committee will recommend a candidate for appointment to the University of Florida Board of Trustees for a seat with a term expiring on January 6, 2015. The vacancy was created when Marshall M. Criser III resigned. The vacancy was posted for the public on the Board's website, and the deadline for applications was May 16, 2014, at 5:00 p.m., EDT.

Similar to the manner in which the Committee handled vacancies in the past, Nomination and Governance Committee Chair Hosseini assigned Committee members to a sub-committee to review applications. Each sub-committee member independently reviewed the applications, advised the Corporate Secretary of the applicants advanced to a short list, and conducted interviews. The Board office conducted FDLE background screenings for applicants advanced to the short list. The sub-committee will recommend a candidate for review and consideration by the full Committee.

The Committee will recommend a candidate for review and consideration by the full Board.

Supporting Documentation Included: Information provided in the Nomination and Governance Committee material