Board of Trustees Meeting

Wednesday, March 13, 2019
8:00 AM - 10:00 AM and 1:15 PM – 2:15 PM or upon conclusion of previous meeting

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

Dial In Number: 240-454-0887 | Access Code: 644 918 312

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

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

Mark Bostick
Dr. Richard Hallion
Henry McCance
Bob Stork

I. Call to Order
II. Roll Call
III. Public Comment
IV. Chairman’s Remarks
V. President’s Remarks
VI. Balanced Scorecard: Priorities
VII. 2019 Legislative Discussion
VIII. ARC Building

MEETING WILL RECESS UNTIL AFTER LUNCH

IX. Reconvene Board of Trustees Meeting
X. Roll Call
XI. Committee Reports

A. Audit & Compliance Committee Report  
   Gary Wendt, Chair

B. Academic & Student Affairs Committee Report  
   Dr. Dick Hallion, Chair

C. Finance & Facilities Committee Report  
   Frank T. Martin, Chair

D. Governance Committee Report *Action Required*  
   Rear Admiral Philip Dur, Chair
   1. Renewal of President Avent’s Agreement and Approval of Amendments to the Agreement

E. Strategic Planning Committee Report  
   Mark Bostick, Chair

XII. Consent Agenda *Action Required*  
   Cliff Otto, Vice Chair

A. Audit & Compliance Committee
   1. Approve Auditor General Follow-up Review of the Operational Audit
   2. Approve Information Technology (IT) Operational Audit of Florida Poly’s Workday Enterprise Cloud Applications
   3. Approve Investigative Report FPU 2019-03

B. Finance & Facilities Committee
   a. Approve revised regulation FPU-1.007 Demonstrations, being renamed as FPU-1.007 Campus Free Expression

C. Strategic Planning Committee
   1. Approve 2019 Accountability Report

D. Board of Trustees Meeting Minutes
   1. Approve December 5, 2018 Board of Trustees Meeting Minutes
   2. Approve January 16, 2019 Board of Trustees Meeting Minutes

XIII. Board of Trustees Meetings  
   Cliff Otto, Vice Chair
   • May 21-22, 2019 (Annual Retreat)
   • September 11, 2019
   • December 11, 2019
   • February 26, 2020
   • May 19-20, 2020
   • September 9, 2020
   • December 2, 2020
XIV. Board of Governors’ Meetings

- March 27-28, 2019 (Florida A&M University, Tallahassee)
- June 11-13, 2019 (USF, Tampa)
- August 28-29, 2019 (Florida Gulf Coast University, Ft. Myers)
- October 2-3, 2019 Facilities Committee and Budget and Finance Committee Workshops (UCF, Orlando)
- October 29-30, 2019 (University of Florida, Gainesville)

XV. Closing Remarks and Adjournment

Cliff Otto, Vice Chair
Transition Discussions

Randy K. Avent
13 March 2019
Transition Phase

- Focus on Existence
- Focus on Excellence
## Florida Poly PBF Scores

### Points Scale

<table>
<thead>
<tr>
<th>Metric</th>
<th>Goal Year</th>
<th>Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percent BS graduates employed</td>
<td>72.8% 2018</td>
<td>10</td>
</tr>
<tr>
<td>Median wages for BS graduates</td>
<td>$50,000 2018</td>
<td>10</td>
</tr>
<tr>
<td>Net tuition and fees per 120 hours</td>
<td>$9,500 2018</td>
<td>8</td>
</tr>
<tr>
<td>Four-year graduation rate (FTIC)</td>
<td>36% 2021</td>
<td>1</td>
</tr>
<tr>
<td>Academic progress rate (retention)</td>
<td>73% 2017</td>
<td>1</td>
</tr>
<tr>
<td>BS awarded in strategic areas</td>
<td>100% 2017</td>
<td>10</td>
</tr>
<tr>
<td>University access rate (UG w/ Pell)</td>
<td>30% 2017</td>
<td>7</td>
</tr>
<tr>
<td>Graduate degrees in strategic areas</td>
<td>100% 2017</td>
<td>10</td>
</tr>
<tr>
<td>% of B.S. Degrees without Excess Hours (BOG metric)</td>
<td>70% 2018</td>
<td>6</td>
</tr>
<tr>
<td>BOT choice metric</td>
<td>x.x%</td>
<td>7</td>
</tr>
</tbody>
</table>

### Troublesome metrics are retention and 4-year graduation rate
**MISSION:** To serve students and industry through excellence in education, discovery and application of engineering & applied sciences

**VISION:** Florida Poly will be a premier STEM university known for producing highly desirable graduates and new technology solutions

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### NATIONAL RANKINGS

<table>
<thead>
<tr>
<th>Financial Resources</th>
<th>Academic Expenditures</th>
<th>Graduate Demand</th>
</tr>
</thead>
<tbody>
<tr>
<td>Academic Reputation</td>
<td>Academic Productivity</td>
<td>Sense of Place</td>
</tr>
</tbody>
</table>

### ACADEMIC

- Academic Brand (1)
- Programs of Distinction (3,4)
- User Experience (6,9,13)
- Technology & Pedagogy (3)
- Graduate & Research Programs (5,11)
- Co-curricular Campus (7,8,9)
- Enrollment Management (1)

### ADMINISTRATIVE

- Facilities (12)
- Control Overhead (14)
- Extended Campus (12)
- Internal Services (2,16)
- Advancement (10,15)

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### Processes Layer

- The Right Students
- Data-driven Decisions
- Minimize Barriers
- Responsible Organization
- Build Meritocracy

- Promote positive culture
- Thought Leadership in Higher Education
## Financial Layer

**Academic Productivity:**
- Through Spring 2018: 341 (UG:287, GR:54)
- Expected 2019: 187 (UG/G)
- Retention: 78% (peers average=81%)
- 4-year Graduation Rate: 37% (peers average=32%)
- 6-year Graduation Rate: TBD (peers average=62%)

**Degree Alignment:**
- UG degrees in strategic areas: 100%
- GR degrees in strategic areas: 100%

**Funding per student:**
- TBD

**Student Employment:**
- BS Graduates Employed: 50%
- Median Wages for BS Graduates: $50k-$70k

**Operating Funds:**
- Nonrecurring (requested): $6M
- Recurring: $4.8M

**Capital Funds:**
- $7M

**Development:**
- Total: $17.564M
- Unrestricted: $6.405M

*Those responding to graduation survey, state numbers released year after graduation*
### Stakeholder Layer

**Student Spending (2019):**
- Students Graduating with Debt: 11% (National Average = 68%)
- Total Amount of Debt: $7,713 (National Average = $37,172)
- Average Cost to Student (120 hours): $9,500
- Graduates Without Excess Hours: 96%

**Total Scholarships & Waivers:** $17.2M

**Number Industry Partners (2019):** 301 (200+ hire interns)
**External Internships (2019):** 83%
**Number Industry Capstone projects (2019):** 35 (of 36 total)

**Economic Impact*:**
- **Total Yearly Budget (2018):** $61m (~$46m stayed in Polk County)
- **Total Vendor Spending:** $186m (3,100 vendors)

**Entrepreneurship:**
- Number Projects/Startups Facilitated: 135
- Number County/State Competitions: 10
- Number Placements in Top 3: 8

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*Real Economic Impact will be calculated this year
<table>
<thead>
<tr>
<th>Process</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Student Body (Fall 2018):</strong></td>
<td></td>
</tr>
<tr>
<td>Number Undergraduate Students</td>
<td>1390</td>
</tr>
<tr>
<td>Number Graduate Students</td>
<td>33</td>
</tr>
<tr>
<td><strong>Entering Class (Fall 2018):</strong></td>
<td></td>
</tr>
<tr>
<td>FTIC</td>
<td>313</td>
</tr>
<tr>
<td>Transfer</td>
<td>51</td>
</tr>
<tr>
<td>Graduate</td>
<td>23</td>
</tr>
<tr>
<td>% White Students</td>
<td>63.2</td>
</tr>
<tr>
<td>% Female</td>
<td>13</td>
</tr>
<tr>
<td>Average SAT (enrolled)</td>
<td>1287</td>
</tr>
<tr>
<td>Average ACT (enrolled)</td>
<td>28.7</td>
</tr>
<tr>
<td><strong>Student-to-Faculty Ratio:</strong></td>
<td>18:1</td>
</tr>
<tr>
<td><strong>% Hours Taught by Adjuncts:</strong></td>
<td>12%</td>
</tr>
<tr>
<td><strong>Administration/Instruction ratio:</strong></td>
<td>0.69 (public=0.49, private=0.64)</td>
</tr>
<tr>
<td><strong>Mental Health (Fall 2018):</strong></td>
<td></td>
</tr>
<tr>
<td>Number Students Contacted</td>
<td>113</td>
</tr>
<tr>
<td>Number Students Counseled</td>
<td>76</td>
</tr>
<tr>
<td>Maximum Wait Time</td>
<td>2 days depending on severity</td>
</tr>
<tr>
<td><strong>Academic Mentoring/Advising:</strong></td>
<td></td>
</tr>
<tr>
<td>Students Served (Fall 2018)</td>
<td>988</td>
</tr>
<tr>
<td>Students Served (Spring 2019)</td>
<td>305</td>
</tr>
<tr>
<td><strong>Career Counseling:</strong></td>
<td></td>
</tr>
<tr>
<td>Professional Internship Experience</td>
<td>Required</td>
</tr>
<tr>
<td>CODES workshops (Spring 2019)</td>
<td>7</td>
</tr>
<tr>
<td>CODES Student Participation</td>
<td>200</td>
</tr>
</tbody>
</table>
Student Life (Fall 2018):
   Fitness Classes: 15 (391 participants)
   Intramural Sports: 8 (681 participants)
   Gym: 7294 participants

Student Development (Fall 2018):
   21 events, 6 community volunteer events

Student Government Association (Fall 2018):
   Registered Student Organizations: 40
   Number of Events: 80

Research Metrics (2018):
   Number Grant Proposals Submitted: 15
   Number Proposals Won: 1
   Research Expenditures: $1.33M

University Advancement (Total):
   Total Funds Raised: $17.564M
   Unrestricted Funds Raised: $6.405M
   Scholarships Awarded: $11.271M
   Endowment: $800K
   Alumni Giving: 74%
Foundation Layer

Audit Findings:
- Operational (2018) 9
- Financial (2018) 0
- IT Operational (2018) 1
- Foundation 0
- Financial Aid 0

Lean Six-Sigma classes: TBD

Internal training seminars: TBD

% completed required training: TBD
Perfunctory Analysis

**MISSION:** To serve students and industry through excellence in education, discovery and application of engineering & applied sciences

**VISION:** Florida Poly will be a premier STEM university known for producing highly desirable graduates and new technology solutions

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<th>Economic Impact</th>
<th>Strong ROI</th>
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### ADMINISTRATIVE

- Facilities (12)
- Control Overhead (14)
- Extended Campus (12)
- Internal Services (2,16)
- Advancement (10,15)

### FINANCIAL LAYER

- The Right Students
- Data-driven Decisions
- Minimize Barriers
- Responsible Organization
- Build Meritocracy

### FOUNDATION LAYER

- Thought Leadership in Higher Education

### STAKEHOLDER LAYER

- Academic Brand (1)
- Programs of Distinction (3,4)
- User Experience (6,9,13)
- Technology & Pedagogy (3)
- Graduate & Research Programs (5,11)
- Co-curricular Campus (7,8,9)
- Enrollment Management (1)

### PROCESSES LAYER

- Promote positive culture

- Thought Leadership in Higher Education
### MISSION
To serve students and industry through excellence in education, discovery and application of engineering & applied sciences

### VISION
Florida Poly will be a premier STEM university known for producing highly desirable graduates and new technology solutions

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<th>Enrollment Management (1)</th>
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### Processes Layer

| Programs of Distinction (3,4) | User Experience (6,9,13) | |
|------------------------------|--------------------------||

### Financial Layer

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**Promote positive culture**

**Thought Leadership in Higher Education**

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**Perfunctory Analysis**

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Operational Plan (2019-20)

• **Academic Reputation**
  – Conduct campaign to raise awareness of Poly among key high school guidance counselors and other University peers

• **Academic Productivity**
  – Develop a first-year excellence program
  – Consider acquiring a retention software system to help identify students who may be struggling
  – Refine degree audit process to ensure that student course choices are a direct pathway to graduation

• **Technology & Pedagogy**
  – Build a Center for Teaching & Learning (T&L) and hire a Director
  – Establish a suite of T&L services that include basic, intermediate and advanced training in technology-supported pedagogies and appropriate integration of instruction technology assets
  – Conduct internal assessment of capacity and opportunities for limited online delivery and develop an online program strategic plan
Operational Plan (2019-20)

• **Economic Impact**
  – Hire faculty to grow our new programs and faculty body
  – Create a working group to collaboratively manage all industry engagement
  – Establish Florida Poly as a resource for fostering local/regional/state economic development
  – Investigate capacity of campus to create and deliver continuing education programs for industry
  – Conduct an economic impact analysis for Florida Poly that measures our institutional impact on Polk County and Florida

• **Academic Brand**
  – Develop and market a clear brand around our curriculum, graduates and educational environment
  – Complete the introduction of three new undergraduate programs
  – Continue to build out the concentrations within and consider further expansion of named programs
Operational Plan (2019-20)

• **User Experience**
  – Develop a user experience model that identifies and assesses all student interaction points
  – Create a positive user experience for constituencies outside the University

• **Graduate & Research Programs**
  – Grow program capacity and quality
  – Plan dedicated infrastructure to support graduate student education and research
  – Strategically expand graduate programs in both traditional and Professional Masters degrees
  – Offer professional development opportunities to faculty centered on creating successful proposals
  – Rebuild the Research Office to offer pre-award services
Operational Plan (2019-20)

• **Enrollment Management**
  - Increase quality of incoming students to either an average 1300 SAT or 30 ACT
  - Grow transfer applications through articulation agreements
  - Grow the graduate student body to 50 students

• **Facilities**
  - Create a roadmap that prioritizes and aligns the campus development with our strategic plan for growth in programs, students, faculty and staff
  - Support current and future operations with the existing infrastructure
  - Complete the detailed Feasibility and General Programming study for the near-term proposed facilities in the 2020-30 Master Plan
  - Develop a business strategy plan that begins planning for a research park
  - Assess bonding potential to build campus or purchase existing buildings
Operational Plan (2019-20)

• **Internal Services**
  – Ensure our organizational structure allows for continuous improvement of centralized services
  – Ensure employee access to information, tools and support that enables them to succeed in their job
  – Foster a health work environment which addresses employee engagement, support and satisfaction
  – Assess current training programs and professional development opportunities for employees. Create a comprehensive plan to organize, manage and implement university-based training

• **Advancement**
  – Rebuild and increase investments in University Advancement
  – Raise a minimum of $1.5M in unrestricted funds and $1.0M in scholarships
  – Strengthen alumni programs

• **Promote Positive Culture**
  – Review and refresh the Florida Poly Formula
Summary

• Transition to a “continuous improvement” phase once nearly complete with the “building phase”

• Continuous improvement marked by a focus on metrics

• Metrics defined by a balanced scorecard approach that defines metrics that allow us to better measure all aspects of the organization

• Focus next year on better defining each scorecard element and deriving a set of metrics that measures performance
  – Calendar implications since many metrics are yearly measures

• Goal is to use scorecard as a means of having transparent and strategic discussions with the Board of Trustees
Facilities and Safety Services Update (ARC)

David Calhoun
March 13, 2019
ARC Overview

- **Total project budget** ($38.7M)
- **Prior funding**
  - PECO funding 16-17 ($5.0M)
  - PECO funding 17-18 ($2.0M)
  - CF funding 16-17 ($5.0M)
  - CF funding 18-19 ($15.9M)
- **Estimated project cost remainder** ($10.8M)
- **Projected PO&M** ($2.0M)
- **Proposed completion date** 08/2021
- **Building size**
  - NAS (60,786)
  - GSF (85,100)
# Schedule (Fall 2019-Fall 2021)

## Base Schedule

<table>
<thead>
<tr>
<th>Task ID</th>
<th>Task Name</th>
<th>Original</th>
<th>Start</th>
<th>Finish</th>
</tr>
</thead>
<tbody>
<tr>
<td>PRO-108</td>
<td>Exterior Skin Fabrication</td>
<td>60</td>
<td>12-Dec-19</td>
<td>10-Mar-20</td>
</tr>
<tr>
<td>CN-100</td>
<td>Mobilization</td>
<td>15</td>
<td>12-Aug-19</td>
<td>30-Aug-19</td>
</tr>
<tr>
<td>CN-101</td>
<td>Site Work/Underground Utilities</td>
<td>40</td>
<td>05-Sep-19</td>
<td>31-Oct-19</td>
</tr>
<tr>
<td>CN-103</td>
<td>Deep Foundations/Rock Columns</td>
<td>10</td>
<td>06-Nov-19</td>
<td>02-Dec-19</td>
</tr>
<tr>
<td>CN-133</td>
<td>Concrete Foundations</td>
<td>15</td>
<td>19-Dec-19</td>
<td>10-Jan-20</td>
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<tr>
<td>CN-129</td>
<td>Sheet Walls</td>
<td>20</td>
<td>27-Dec-19</td>
<td>27-Jan-20</td>
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<tr>
<td>CN-104</td>
<td>Structural Steel Erection</td>
<td>40</td>
<td>04-Mar-20</td>
<td>12-Mar-20</td>
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<tr>
<td>CN-134</td>
<td>Structural Steel Fireproofing</td>
<td>15</td>
<td>01-Apr-20</td>
<td>15-Mar-20</td>
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<tr>
<td>CN-135</td>
<td>Steel Roof Deck</td>
<td>10</td>
<td>15-Mar-20</td>
<td>27-Mar-20</td>
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<td>CN-165</td>
<td>Under Slab ME/PF</td>
<td>15</td>
<td>16-Jul-20</td>
<td>30-Jul-20</td>
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<tr>
<td>CN-108</td>
<td>FR/CP Slab On Grade</td>
<td>25</td>
<td>31-Jul-20</td>
<td>03-Sep-20</td>
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<tr>
<td>CN-107</td>
<td>Building Skin</td>
<td>30</td>
<td>03-Aug-20</td>
<td>16-Sep-20</td>
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<tr>
<td>CN-110</td>
<td>Roof</td>
<td>40</td>
<td>18-Sep-20</td>
<td>16-Sep-20</td>
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<tr>
<td>CN-131</td>
<td>Stairs</td>
<td>30</td>
<td>15-Oct-20</td>
<td>27-Mar-20</td>
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<tr>
<td>CN-108</td>
<td>Overhead ME/PF Rough In</td>
<td>70</td>
<td>22-Apr-20</td>
<td>30-Jul-20</td>
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<tr>
<td>CN-111</td>
<td>Interior Framing</td>
<td>60</td>
<td>24-Jul-20</td>
<td>15-Oct-20</td>
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<tr>
<td>CN-113</td>
<td>In-Wall ME/PF Rough In</td>
<td>65</td>
<td>21-Aug-20</td>
<td>15-Dec-20</td>
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<tr>
<td>CN-114</td>
<td>Electrical Rooms Buildout</td>
<td>60</td>
<td>21-Sep-20</td>
<td>15-Dec-20</td>
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<tr>
<td>CN-115</td>
<td>Hans &amp; Finish Driveway</td>
<td>60</td>
<td>21-Sep-20</td>
<td>15-Dec-20</td>
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<tr>
<td>CN-112</td>
<td>Install HVAC Equipment</td>
<td>40</td>
<td>21-Sep-20</td>
<td>16-Nov-20</td>
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<tr>
<td>CN-130</td>
<td>Elevators</td>
<td>60</td>
<td>20-Oct-20</td>
<td>10-Feb-21</td>
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<tr>
<td>CN-118</td>
<td>Finishes</td>
<td>110</td>
<td>16-Dec-20</td>
<td>19-Mar-21</td>
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<td>CN-118</td>
<td>Install Lab Equipment</td>
<td>60</td>
<td>14-Jul-21</td>
<td>07-Aug-21</td>
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<tr>
<td>CN-120</td>
<td>Doors &amp; Hardware</td>
<td>20</td>
<td>16-Mar-21</td>
<td>14-Apr-21</td>
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<tr>
<td>CN-121</td>
<td>MEP Trim Out</td>
<td>30</td>
<td>15-Apr-21</td>
<td>26-Mar-21</td>
</tr>
<tr>
<td>CN-123</td>
<td>Punch Out/Final Clean</td>
<td>20</td>
<td>13-Mar-21</td>
<td>09-Jun-21</td>
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<tr>
<td>CN-117</td>
<td>Hardscape</td>
<td>65</td>
<td>04-Sep-20</td>
<td>06-Dec-20</td>
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<tr>
<td>CN-119</td>
<td>Irrigation</td>
<td>20</td>
<td>05-Oct-20</td>
<td>02-Nov-20</td>
</tr>
<tr>
<td>CN-122</td>
<td>Landscaping</td>
<td>50</td>
<td>27-Oct-20</td>
<td>08-Nov-20</td>
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<tr>
<td>CN-124</td>
<td>Final Inspections</td>
<td>10</td>
<td>10-Jun-21</td>
<td>23-Jun-21</td>
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<tr>
<td>CN-126</td>
<td>Substantial Completion</td>
<td>50</td>
<td>23-Jun-21</td>
<td>23-Jun-21</td>
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<td>Final Punch</td>
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<td>24-Jun-21</td>
<td>24-Jun-21</td>
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<tr>
<td>CN-127</td>
<td>Closeout</td>
<td>40</td>
<td>24-Jun-21</td>
<td>18-Aug-21</td>
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<tr>
<td>CN-125</td>
<td>Move-In</td>
<td>40</td>
<td>24-Jun-21</td>
<td>18-Aug-21</td>
</tr>
<tr>
<td>CN-128</td>
<td>Final Completion</td>
<td>0</td>
<td>16-Aug-21</td>
<td>16-Aug-21</td>
</tr>
</tbody>
</table>

**Total Funding:** 38.2 Million

- **2018 Funding:** $27 Million
- **2019 Funding:** $3.6 Million
- **2020 Funding:** $3.6 Million

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Funding Phasing Strategies

- **BOG PECO Recommendation** ($303,237 Increase to CIP)
  - 2019-20 = $5,563,425
  - 2020-21 = $5,563,425

- **Funded to date**
  - $27,873,150

- **Schedule**
  - Includes milestones for two (2) funding opportunities
  - Project will be phased/procured to maximize progress, and maintain scheduled completion date.
**Funding Phasing Strategies**

- **BOG PECO Recommendation ($303,237 Increase to CIP)**
  - 2019-20 = $5,563,425
  - 2020-21 = $5,563,425

- **Funded to date**
  - $27,873,150

- **Schedule**
  - Includes milestones for two (2) funding opportunities
  - Project will be phased/procured to maximize progress, and maintain scheduled completion date.
ARC Budget Update

• Building Cost Estimates
  – Schematic Design (9/18/18)
  – Revised Schematic Design (11/2/18)
  – Advanced Schematic Design (12/12/18)

• Advanced Schematic Design Construction Estimate
  – Current Estimate = $36,565,169
  – Target Value = $33,068,613
  – Above target value $3,496,556

• Concurrent IST/ARC Planning Effort
  – In progress
  – Objective is to align both buildings with the Academic Mission.
Design Update

- HOK
APPLIED RESEARCH CENTER
DESIGN PRINCIPLES

- Focus on growth in research and Student Population
- Creating legacy of culture
- Connection and collaboration between students and faculty
- Physical and Visual Connection between buildings
- Campus where students want to be
- Interdisciplinary Research
- Sustainability
- Fostering community amongst students and faculty
SECTIONAL VIEW AT BUILDING
APPLIED RESEARCH CENTER
RESEARCH

INDIVIDUAL WET RESEARCH
OPEN WET RESEARCH

WET RESEARCH
SUPPORT LAB
OPEN WET RESEARCH
FIRST FLOOR ATRIUM PLAN
MULTIPURPOSE CLASSROOM