



FLORIDA POLYTECHNIC
UNIVERSITY®



Summary of the

PRESIDENTIAL SEARCH PROCESS

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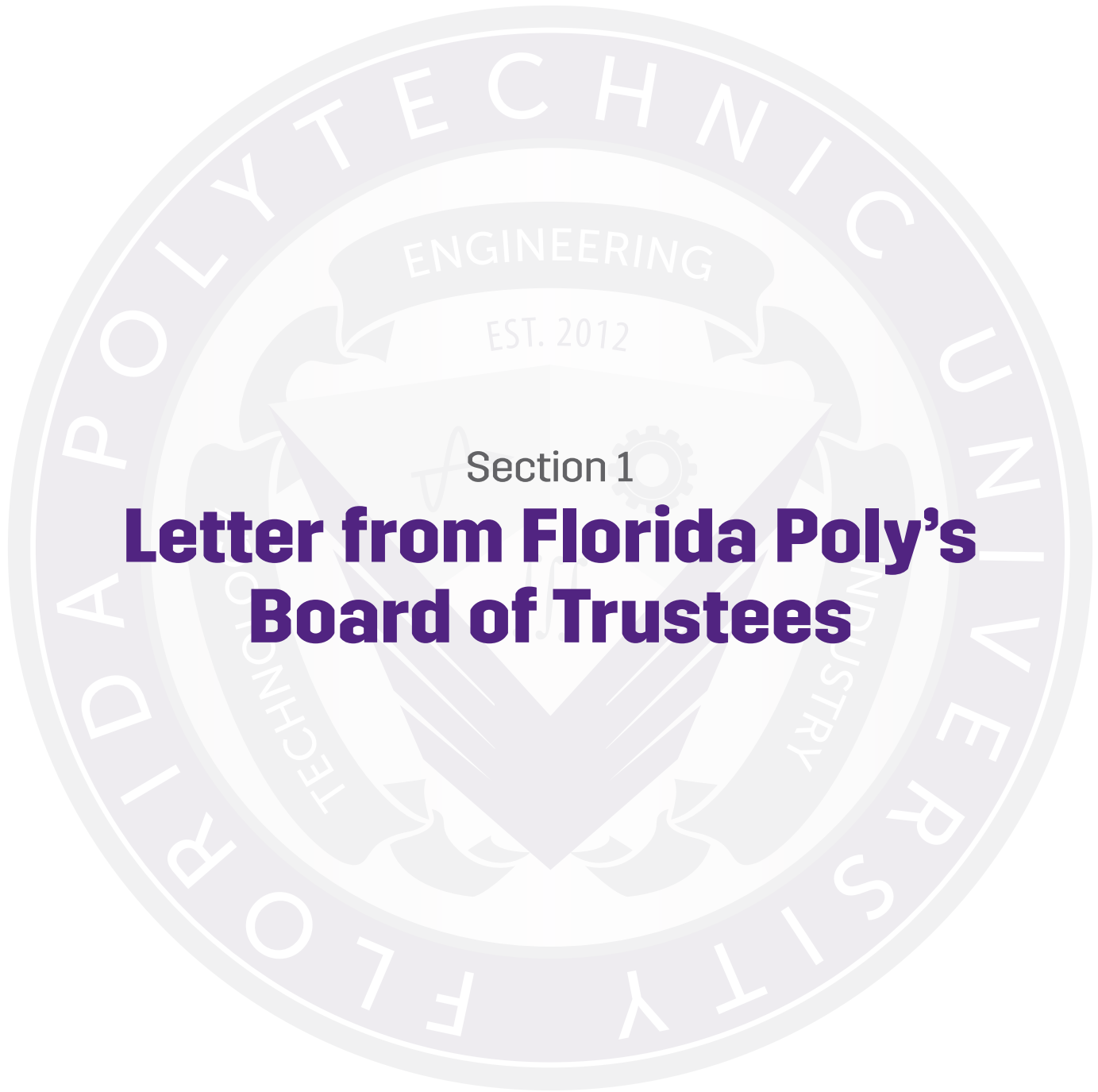
FLORIDA BOARD OF GOVERNORS

April 2024



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Section 1

Letter from Florida Poly's Board of Trustees



April 29, 2024

The Honorable Brian Lamb, Chair
Florida Board of Governors
325 West Gaines Street, Suite 1614
Tallahassee, Florida 32399

Re: Confirmation of Florida Polytechnic University's President-Elect, Dr. G. Devin Stephenson

Dear Chair Lamb,

On behalf of the Florida Polytechnic University Board of Trustees, it is my privilege to formally present President-elect Dr. G. Devin Stephenson to the Board of Governors for confirmation as the second president of Florida Polytechnic University.

Following the rigorous selection process conducted by the Florida Polytechnic University Board of Trustees, I am pleased to convey our collective confidence in Dr. Stephenson's capabilities to lead our institution into its next phase of growth and excellence. The decision to nominate Dr. Stephenson aligns with the vision and mission of our University, emphasizing the significance of STEM education while ensuring access to a superior higher education experience in the state of Florida.

The presidential search, overseen by Vice Chair Beth Kigel and the dedicated 15-member search committee, exemplified our commitment to identifying candidates who possess the requisite qualities to advance Florida Polytechnic University's objectives. Through a comprehensive review of over 90 applicants and extensive interviews, Dr. Stephenson emerged as one of the five outstanding finalists recommended by the search committee.

Dr. Stephenson's distinguished tenure as president of Northwest Florida State College has equipped him with invaluable leadership acumen and a profound understanding of the intricacies of higher education administration. His demonstrated commitment to academic excellence and innovation makes him exceptionally suited to guide Florida Polytechnic University toward continued success.

I extend my heartfelt appreciation to Committee Chair Kigel, the members of the search committee, and Governor Ken Jones for their unwavering dedication throughout the selection process. Their collective efforts ensured that the process was conducted with the utmost integrity and excellence.

In accordance with Board of Governors Regulation 1.001(5)(c), and pursuant to the requirements outlined in Board of Governors Regulation 1.002, I request that the Board of Governors consider and confirm Dr. G. Devin Stephenson as the second president of Florida Polytechnic University at its May 8, 2024, meeting.

Enclosed with this letter, you will find additional information about President-elect Stephenson and the thorough search process, as mandated by Board of Governors regulations.

Sincerely,

A handwritten signature in black ink, appearing to read "Clifford K. Otto", written over a light blue horizontal line.

Clifford K. Otto
Chair, Florida Polytechnic University Board of Trustees



Section 2

Presidential Search Committee

Presidential Search Committee



BETH KIGEL

CHAIR OF THE PRESIDENTIAL SEARCH COMMITTEE

Beth Kigel serves as vice president, national practice consultant, and director of smart and connected solutions at infrastructure firm HNTB Corporation. She is based at HNTB's Miami office.

Kigel is a global thought leader in new mobility and smart city ecosystems and is responsible for assisting transportation agencies, cities, and regions in developing smart and connected infrastructure solutions.

Previously, she served as Florida Transportation Commissioner from 2012-2019. Kigel also served as president and CEO of the Palm Beach North Chamber of Commerce, covering a 10-municipality region. Under her leadership, the chamber took on key strategic initiatives contributing to improved economic prosperity in the region. Prior to this role, Kigel served in various private sector leadership positions, within engineering and other firms, in areas such as finance, business development, and quality assurance.

Kigel is active on numerous appointed boards and industry associations, including ITS World Congress Board of Directors; chair, ITS America Emerging Technologies Committee; vice chair of Florida Polytechnic University Board of Trustees; University of Florida Transportation Institute External Board of Advisors; Florida Chamber of Commerce Board of Directors; chair, Autonomous Florida Program; MobilityXX Steering Committee; and chair, Leadership Florida, Board of Directors 2017-2018.

She received the 2018 Leadership and Innovation Award, presented at the Florida Automated Vehicle Summit. Kigel also received the 2021 Florida Chamber of Commerce Chairman's Award for her Autonomous Florida leadership.

Kigel is also recognized as one of the Florida 500, Florida Trend's recognition of Florida's 500 most influential executives.

MEMBERS OF THE

Presidential Search Committee



Wesley Barnett

GENERAL PARTNER, TAMPABAY.VENTURES

Wesley Barnett is a founding partner at TampaBay.Ventures, a respected venture capital fund, which makes strategic investments in dynamic tech-enabled startups in the Tampa Bay Area. His entrepreneurial spirit extends further as he manages Lakeland Hospitality Group, which oversees the development and ownership of local hotels. He currently sits on the governing boards of Citizens Bank & Trust, The Children's Movement of Florida, Bonnet Springs Park, and the GiveWell Community Foundation. Barnett holds a bachelor's degree in finance from Wake Forest University and an MBA from UCLA Anderson.



Matt Bohm, Ph.D.

PROFESSOR, FLORIDA POLYTECHNIC UNIVERSITY

Matt Bohm, Ph.D., is a professor of mechanical engineering and serves as the director of industry engagement and capstone projects at Florida Polytechnic University. Prior to joining Florida Poly, Bohm served for six years as an assistant professor of mechanical engineering at the University of Louisville and was a visiting researcher at Oregon State University. Bohm's research examines the intersection of engineering design, engineering education, and big data. He completed his bachelor's and master's degrees in mechanical engineering from University of Missouri – Rolla and his doctorate at the Missouri University of Science and Technology.



Mark Bostick

EXECUTIVE CHAIR, CWI LOGISTICS

Mark Bostick has served as the president of Comcar Industries, Inc., a family-owned business, since 1989. He is a member of the Winter Haven Hospital Board of Trustees (past chairman); Florida Polytechnic University Board of Trustees (past chairman); Federal Reserve Trade & Transportation Advisory Council; Florida Council of 100; UF Shands Cancer Center Advisory Board; Tulane University Business School Council; First Presbyterian Church of Winter Haven, and a University of Florida Bull Gator. In addition, he was a founding general partner of the Tampa Bay Rays. Bostick attended the University of the South (Sewanee) and received his bachelor's in economics and MBA from Tulane University.



Jack Harrell, III

COO, HARRELL'S LLC

Jack Harrell, III is the chief operating officer at Harrell's LLC. He served in several different roles in the company within sales, marketing, inventory, and R&D. Harrell serves as the chair of the Florida Polytechnic University Foundation Board. He also serves on the Governance Board at Lakeland Regional Health, The GiveWell Community Foundation Board, The Parker Street Ministries Advisory Board, and the Harrell's LLC Board of Directors. Harrell holds a bachelor's degree in business management from Clemson University.

MEMBERS OF THE

Presidential Search Committee



Jordan Jernigan

ASSOCIATE DIRECTOR, ANNUAL GIVING PROGRAMS & ALUMNI RELATIONS

Jordan Jernigan is the associate director of alumni relations and annual giving programs at Florida Polytechnic University. Since joining in her current role, Jernigan has increased alumni engagement overall by over 150% and alumni giving by 38%. Jernigan received both her undergraduate degree in data analytics and her master's degree in engineering project management from Florida Poly.



Ken Jones

FOUNDER AND MANAGING PARTNER, THIRD LAKE PARTNERS

Ken Jones is the founder and managing partner of Third Lake Partners. He serves on the Florida Board of Governors, is a member of the board of trustees of the Straz Center for the Performing Arts, and is a member of the Florida Council of 100. Jones graduated from Florida State University with a degree in communication and earned his law degree from the University of Florida where he was a member of Florida Blue Key and was elected president of the University of Florida Law School Bar Association.



Stephanie Madden

VP OF PEOPLE AND CULTURE, MADDEN

Stephanie Madden has been a business owner for over 25 years and serves as the VP of People and Culture at Madden. She is a Lakeland City Commissioner, Treasurer of the Promotional Products of Florida board, is on the executive committee for the American Public Power Association's Policy Maker's Council, and has participated in LEHI, the preeminent legislative energy policy institute for legislators and policymakers in North America. She is the current Municipal Boards and Committees Chair and Broadband Chair.



Melia Rodriguez

PRESIDENT, STUDENT GOVERNMENT ASSOCIATION

Melia Rodriguez is a senior at Florida Polytechnic University studying computer science with a concentration in software engineering. Rodriguez is completing her second term as student body president and a University Board trustee. Additionally, she serves as the internal vice chair of the Florida Student Association. This past summer Rodriguez completed a technology internship at CoStar Group in Richmond, Virginia and will return there to work full time following her graduation.

MEMBERS OF THE

Presidential Search Committee



Sanna Siddiqui, Ph.D.

PROFESSOR, FLORIDA POLYTECHNIC UNIVERSITY

Sanna Siddiqui, Ph.D. is an assistant professor of mechanical engineering at Florida Polytechnic University. Siddiqui's research expertise is in the mechanical and material characterization of additively manufactured materials for use in aircraft structural and engine components. She has authored multiple peer-reviewed journal and conference publications. Her research has been supported by the National Science Foundation Grant and the U.S. Air Force. Siddiqui holds a bachelor's in aerospace engineering and a master's and doctorate in mechanical engineering from the University of Central Florida.



Lyn Stanfield

GLOBAL DIVERSITY, EQUITY & INCLUSION LEADER

Lyn Stanfield leads the Global Inclusion and Diversity External Relations team at Apple. Stanfield is a Florida Poly Board of Trustees, a member of the Florida Colleges Foundation Board and is a former member of, the Tallahassee Community College District Board of Trustees. Stanfield received her bachelor's degree in communication and her master's in public administration from Florida State University. She has completed coursework toward her doctorate in education leadership and was recently awarded an Honorary Doctor of Humane Letters from Stillman College.



Carl J. "Bud" Strang, III

CEO, SIX/TEN, LLC

Carl J. "Bud" Strang, III, is the CEO of Six/Ten, LLC., a Winter Haven-based real estate development company. Strang has been actively involved in the start-up, growth, and development of a number of business ventures including real estate development, agriculture, software development, and business services. As chief executive officer of Six/Ten, LLC, Strang has been directly involved in the development of Six/Ten's downtown Winter Haven redevelopment project. Strang currently serves on the Winter Haven Hospital Foundation Board of Directors. He received a bachelor's degree from the University of Florida and a law degree from the University of North Carolina at Chapel Hill.



Gary C. Wendt

CHAIRMAN, DEERPATH CAPITAL MANAGEMENT

Gary C. Wendt serves as chairman of Deerpath Capital Management and of its Investment Committee. He was a senior executive of GE Capital from 1975-1998 and chairman and CEO from 1989-1998. From 2000-2002, he led the restructuring of Conesco as chairman and CEO. Wendt served as a Florida Poly Board of Trustee and currently serves as chair of the State of Florida Investment Advisory Council as well as governor and member of the executive committee of the Boys and Girls Club of America. Wendt is a graduate of the University of Wisconsin and has an MBA from Harvard Graduate School of Business.

MEMBERS OF THE

Presidential Search Committee



David B. Williams, Ph.D., Sc.D.

FORMER DEAN OF COLLEGE OF ENGINEERING, OHIO STATE UNIVERSITY

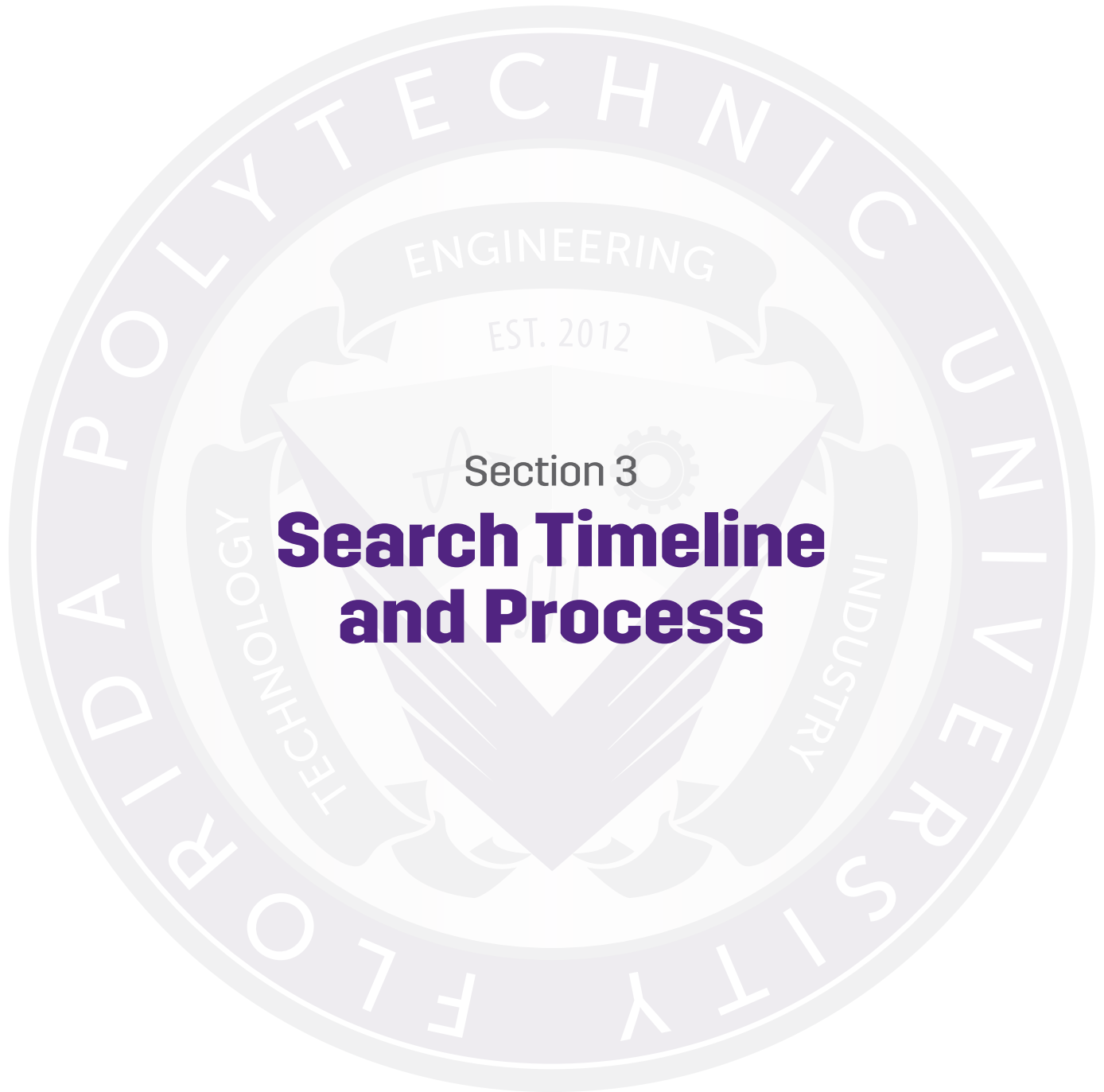
David B. Williams, Ph.D., Sc.D. was dean of the College of Engineering at The Ohio State University (OSU) from 2011-2021. Williams was a Florida Poly Board of Trustee and chair of the boards of the Transportation Research Center and the Metro Early College STEM School. He also served on the boards of ALMMI/LIFT (one of the federal government's National Network for Manufacturing Innovation), The Ohio Aerospace Institute, and the Ohio Aerospace and Aviation Council. Williams holds B.A., M.A., Ph.D., and Sc.D. degrees from Cambridge University. He is also a globally recognized electron microscopist.



Donald H. Wilson

ATTORNEY, BOSWELL AND DUNLAP

Donald H. Wilson graduated from Stetson University with a bachelor's degree in political science in 1973, and he graduated cum laude from the University of Florida College of Law in 1976. He serves as general counsel for Polk State College and for many years has represented the Polk County School Board in various cases. He has served on the Judicial Nominating Commission for the Tenth Circuit. He currently serves on the Florida Polytechnic University Foundation Board of Directors.



Section 3

Search Timeline and Process

SECTION 3

Search Timeline and Process

July 24, 2023	President Randy Avent's retirement announced
August 21, 2023	Board of Trustees appointment of the Presidential Search Committee and Committee Chair; charge issued to the Presidential Search Committee
September 7, 2023	Board of Trustees Chair communication to University community announcing Presidential Search Committee Members
November 6, 2023	Survey launched for community input
November 9, 2023	Board of Governors Meeting <ul style="list-style-type: none">- Governor Ken Jones provided Search update
December 7, 2023	Presidential Search Committee Meeting <ul style="list-style-type: none">- Overview of regulations, process, timeline, and logistics- Approved position description/criteria- Approved marketing plan
December 13, 2023	Board of Trustees Meeting <ul style="list-style-type: none">- Approved position description/criteria- Reviewed marketing plan
December 15, 2023	Marketing plan executed; position description posted
January 9, 2024	Presidential Search Committee Meeting <ul style="list-style-type: none">- Reviewed how to access applicant information
January 25, 2024	Board of Governors Meeting <ul style="list-style-type: none">- Governor Ken Jones provided Search update
February 6, 2024	Presidential Search Committee Meeting <ul style="list-style-type: none">- The Segal Group provided a presentation of the Presidential Market Analysis they prepared.- Approved total compensation range for contract negotiations for recommendation to BOT
February 8, 2024	Application deadline
February 13, 2024	Board of Trustees Meeting <ul style="list-style-type: none">- Approved total compensation range for contract negotiations
February 20, 2024	Presidential Search Committee Meeting <ul style="list-style-type: none">- Reviewed applicants and narrowed pool of applicants to move forward for background and social media vetting

SECTION 3

Search Timeline and Process

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|--------------------------|---|
| February 21, 2024 | Board of Governors Meeting <ul style="list-style-type: none">- Governor Ken Jones provided Search update |
| March 12, 2024 | Presidential Search Committee Meeting <ul style="list-style-type: none">- Reviewed and selected applicants for initial virtual interviews |
| March 20-21, 2024 | Presidential Search Committee Meeting <ul style="list-style-type: none">- Conducted virtual interviews with selected applicants |
| March 21, 2024 | Presidential Search Committee Meeting <ul style="list-style-type: none">- Selected and recommended an unranked list of final applicants to the Board of Trustees |
| March 28, 2024 | Board of Governors Meeting <ul style="list-style-type: none">- Governor Ken Jones provided Search update |
| April 1-4, 2024 | Board of Trustees Meeting <ul style="list-style-type: none">- Conducted on-campus interviews and stakeholder forums with final applicants |
| April 15, 2024 | Board of Trustees Meeting <ul style="list-style-type: none">- Selected Dr. G. Devin Stephenson as president-elect for recommendation to the BOG for confirmation |
| April 25, 2024 | Board of Trustees Meeting <ul style="list-style-type: none">- Approved presidential employment contract |
| May 8, 2024 | Board of Trustees presents President-elect Stephenson to the Board of Governors for confirmation as Florida Poly's second president |



Section 4

Position Advertisement

SECTION 4

Position Advertisement

Florida Poly Presidential Position Criteria

Florida Polytechnic University, a top ranked public, four-year undergraduate institution within the State University System of Florida, seeks a new president. Located in Lakeland, Florida Poly is the only state university dedicated exclusively to science, technology, engineering, and mathematics (STEM) education.

The president is Florida Poly's chief executive officer and reports to the Florida Poly Board of Trustees (the Board). Subject to the oversight and governance of the Board, the president is responsible for all Florida Poly operations and for assuring that all of those operations uphold and are consistent with the University's mission. These responsibilities include overall leadership and management of the institution, its academic and educational functions, its institutional fundraising, the development of strategic plans, and fiscal and budgetary plans and the allocation of resources. The president also has oversight responsibilities for Florida Poly's private affiliated organizations including the Florida Poly Foundation. The president will advance Florida Poly's academic and outreach efforts to enhance its programs and ensure that student services and support are provided to create appropriate learning environments.

Florida Poly's mission is to serve students and industry through excellence in education, discovery, and application of engineering and applied sciences and has a bold vision to be the academic leader in building Florida's technology-based economy. In the short time it has been in existence, Florida Poly, a non-tenure granting institution, has experienced amazing success. The University's enrollment continues to grow and it is in the process of building a new dorm and research facilities. For the third consecutive year, Florida Poly is ranked as the No. 1 public college in the Southeast by U.S. News and World Report. The University is also ranked as a top-20 public engineering program without a Ph.D. in the nation.

With its history of innovation and commitment to academic excellence, Florida Poly seeks a president who is ready to advance Florida Poly to the next step in growing the University to be the premier STEM university known for producing highly desirable graduates and new technology solutions. The president must be an inspiring, visionary champion of STEM education with the ability to harness the energy, talent, resources, and passion of Florida Poly's many partners and friends.

Candidates for the position should demonstrate significant, successful leadership experience in a complex organizational setting; an understanding of and ability to advocate for Florida Poly's mission and uphold its historical commitments; a commitment to the value and promise of outstanding, innovative STEM education; a deep and abiding interest in student success and academic excellence; a proven ability to lead Florida Poly's fundraising efforts; and the interpersonal skills to develop productive relationships with all members of the Florida Poly community and others key to the success of the University.

Qualifications and Attributes

The following criteria include the presidential qualities and characteristics established by the Florida Poly Board of Trustees in consultation with alumni, stakeholders, industry partners, and friends of Florida Poly.

Academic

- a) As the highest-ranking official of a major public university, the president should be a distinguished scholar or leader dedicated to the advancement of academic scholarship. A Ph.D., or advanced terminal degree, and/or

SECTION 4

Position Advertisement

significant executive experience in a STEM-related field that would command respect and complete confidence is required.

b) While academic experience (professional and administrative) is strongly desired, exceptional candidates can also have demonstrated a high degree of scholarly and administrative success outside academia.

c) Demonstrated commitment to and support for excellence in teaching, research, and service, and a willingness to champion interdisciplinary collaboration and genuine innovation in these areas.

d) A willingness and ability to successfully work with industry partners on and off campus to provide exceptional research and growth opportunities for students and faculty.

e) Demonstrated support for scholarly work and academic excellence.

Leadership

a) A dynamic, transparent, and confident leadership style appropriate to be the public face of a prominent public STEM institution with high state and national profiles.

b) The commitment and confidence to embrace an ambitious goal of continual recognition as a top public STEM university.

c) Ability and commitment to accelerate Florida Poly's enrollment trajectory, including the ability, fortitude, and strategic vision to take Florida Poly to the next level by increasing the number of quality students who welcome and can excel at the academic rigor of Florida Poly.

d) Demonstrated commitment to free expression and civil discourse.

e) Knowledge of the national trends in higher education, specifically regarding STEM education.

f) Ability to identify new academic innovations and establish partnerships with private sector and governmental agencies to realize the potential for growth and opportunity at Florida Poly.

g) Ability to improve the performance metrics that inform and impact Florida Poly's external rankings and performance measures established by the Florida Board of Governors and the Legislature.

h) A passion for learning and the belief in the power of education to change lives.

i) An understanding of all aspects of the student experience, and the ability to interact and engage with undergraduate and graduate students.

j) An understanding of all aspects of the faculty and staff experience and the ability to effectively interact with faculty and staff.

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Position Advertisement

Collaboration with Stakeholders

- a) Ability to inspire trust and confidence among all internal and external constituents and stakeholders.
- b) Ability to serve as a partner to the Board of Trustees and the Florida Poly Foundation to develop Florida Poly's priorities and strategic plan, leading Florida Poly to successfully carrying out that plan in a manner consistent with becoming a leading STEM institution.
- c) Commitment to working collaboratively with the Florida Board of Governors and all elected state leaders to advance Florida Poly priorities.
- d) A passion for and commitment to Florida Poly's academic values and the capacity to communicate its mission and needs clearly and persuasively to all external and internal constituencies.
- e) A record of accomplishment serving as a relationship builder who is authentic, ethical, and of good character.
- f) Demonstrated commitment to the faculty's participation in governance, including academic standards and policies, with faculty playing an appropriate role as determined by the Board of Trustees in decision-making processes that affect the academic and working environment of Florida Poly.
- g) Experience serving as a passionate advocate for a university or organization and the capacity to establish fruitful relationships with members of the legislative and executive branches as well as donors, alumni, and other individuals who may be in a position to promote Florida Poly's agenda and interests.
- h) Demonstrates an effective communication style that would be embraced by a broad spectrum of internal and external stakeholders.
- i) Commitment to Florida Poly's role as a contributor to local, state, and national economic, environmental, and cultural vitality, and recognition of Florida Poly as a partner with the community in which it serves.

Operational Responsibilities

A. General

- a) Demonstrated success in leading an academic unit or institution of higher education, including administrative experience, or experience serving in a senior-level leadership role in a complex organization in higher education, government, business, or the nonprofit sector.
- b) An established history of leading and managing institutional change while achieving long- and short-term strategic objectives that advance the mission and goals of a complex organization.
- c) The ability to develop high-performing leadership teams and to cultivate environments with a shared sense of mission and culture that encourages entrepreneurship, innovation, strategic risk-taking, and collaboration.

SECTION 4

Position Advertisement

d) The ability to set clear expectations, priorities, and performance metrics that align with the vision for Florida Poly and inspire faculty and staff to achieve success.

e) Experience leading an institution or organization during times of uncertainty, crisis, innovation, and opportunity.

B. Student Success

a) An appreciation for the significant role of increasing the vibrancy of student life at Florida Poly. This may include providing quality services (food, housing, etc.), athletics, and opportunities for students to find a balance between the academic rigor of a STEM university and enjoying a well-rounded life.

b) Place significant emphasis on academic success. Work to advance student preparation and connection to resources by improving logistical support for student advising, hiring, counseling, and other services.

c) Foster leadership and professional development for students by providing several opportunities that include curricular, cocurricular, and extracurricular professional development; workforce development experiences like internships, capstone projects, and undergraduate research opportunity programs; engagement in career preparation and strategy; and research experience and support structures for undergraduate students.

d) Build an engaged campus community, including a vibrant campus environment with on-site social programming and experiences that support a sense of belonging and social interaction. After graduation, alumni should be inspired to continue their engagement with Florida Poly and display their alumni pride.

C. Fiscal

a) A high level of sophistication and understanding of the fiscal issues affecting institutions of higher education, in particular an astute understanding of public university finances and state-level budgeting and appropriations.

b) Experience with complex budgetary matters, managing and allocating resources effectively, and large-scale budgetary decision-making.

c) Experience in identifying and developing new revenue streams from public, private, and governmental sources.

d) Commitment to collaborate and work with the executive and legislative branch of the Florida government to serve the mission and fulfill Florida Poly's needs.

D. Advancement / Fundraising

a) A demonstrated ability to raise funds, with the capacity to cultivate a broad range of stakeholders including donors, alumni, and outside supporters of Florida Poly.

b) Demonstrated success in fundraising from public and private sources and working with key stakeholders to engage them with the institution, as well as a willingness to place that activity high on their agenda.

SECTION 4

Position Advertisement

Presidential Application Process

Applications

Applications are now being accepted. We strongly encourage submitting application materials as PDF attachments. Materials should include:

- A letter of interest that addresses specifically how the candidate's experience and qualifications intersect with Florida Poly's qualifications, attributes, and listed strategies priorities as presented in the Presidential Profile
- A current resume/curriculum vitae

Applicants selected for interviews will be asked to provide a minimum of three (3) personal/professional references. Applications should be submitted by February 8, 2024.

Please submit application materials and inquiries to: presidentialex@floridapoly.edu

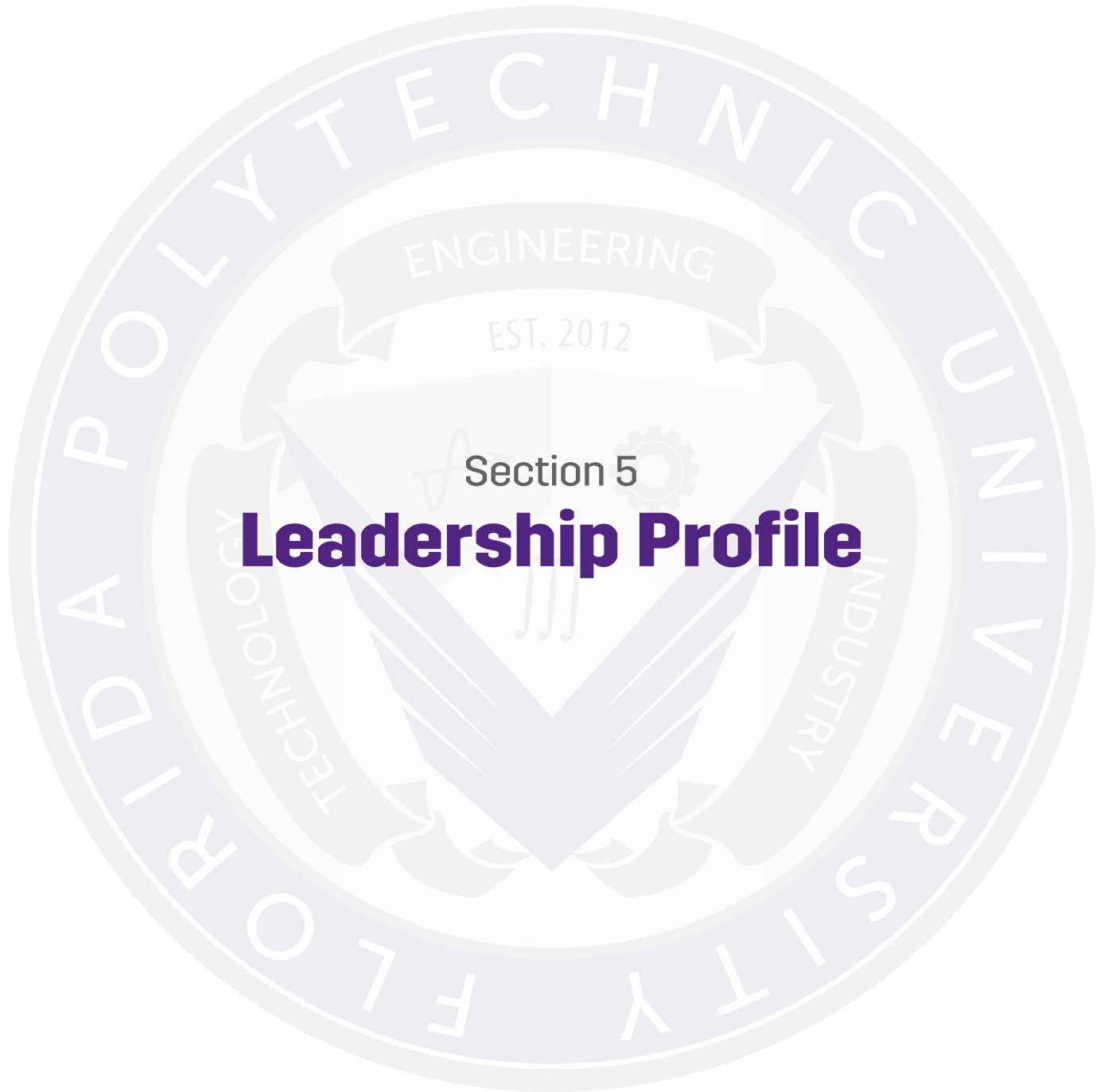
Further information about Florida Polytechnic University may be found at: [Presidential Search \(floridapoly.edu\)](http://floridapoly.edu)

Nominations

If you know of someone who may be an outstanding candidate, we encourage you to reach out to them and ask them to apply using the above process.

Confidentiality

The search will be conducted with a commitment to confidentiality. Pursuant to section 1004.098, Florida Statutes, applicants' personal identifying information is confidential and exempt from public disclosure requirements. Personal identifying information of applicants selected for the final group who will be interviewing on campus will be made public pursuant to section 119.071, Florida Statutes.



Section 5

Leadership Profile

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FLORIDA POLYTECHNIC
UNIVERSITY



ABOUT FLORIDA POLY

Florida Poly was created by the state in 2012 as its first and only all-STEM public university and welcomed its first class of students in the fall of 2014. The University's goal: provide an excellent STEM-focused education preparing high-ability students to meet the mounting statewide demand for the high-skill professionals industry needs to succeed and continue innovating.

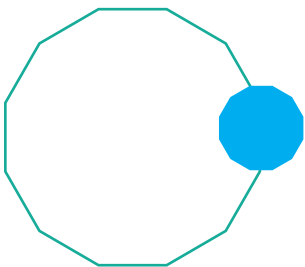
After several years of aggressively achieving critical milestones and accreditations, the University began building its reputation as a remarkable provider of STEM degrees. It rapidly proved its value to the state with the success of its very first graduating class and has been growing since into a solid producer of highly skilled graduates.

Today, Florida Poly is nationally ranked and recognized for its top-quality STEM education, career outcomes, and outstanding affordability. It has almost 1,600 high-achieving students working toward degrees in 12 undergraduate and four graduate programs. Each program is created to be responsive to the evolving needs of industry as technology and scientific advances develop. With an emphasis on hands-on education and small classes, the University provides students with real-world industry experience through internships, capstone design projects, and employment opportunities with high-tech

employers throughout the state.

Florida Poly has deliberately and exponentially grown essential aspects of the institution, including growth in student enrollment, distinguished research faculty, academic programs, industry partnerships, and campus facilities. The iconic campus in Lakeland boasts two award-winning and architecturally stunning academic buildings, and a third begins construction in 2024. Its student body has grown significantly, sparking the need to build a third residence hall scheduled to open in fall 2024.

Florida Polytechnic University stands as a beacon of innovation and cutting-edge education in the state of Florida. With its distinctive focus on core STEM disciplines, state-of-the-art facilities, and a commitment to research and industry collaboration, the University has successfully created an environment that fosters creativity, critical thinking, and hands-on learning. And as it continues to evolve, Florida Poly remains dedicated to shaping the future of its students and making impactful contributions to the fields of engineering and applied sciences, as well as to the state's economy.



With its distinctive focus on core STEM disciplines, state-of-the-art facilities, and a commitment to research and industry collaboration, the University has successfully created an environment that fosters creativity, critical thinking, and hands-on learning.



OUR MISSION:

Serve students and industry through excellence in education, discovery, and application of engineering and applied sciences.

OUR VISION:

Florida Poly will be the academic leader in building Florida's technology-based economy.

ENVISIONED FUTURE:

Florida Poly will be ranked as the top STEM university in the Southeast and widely recognized for producing in-demand graduates who are well-rounded and prepared to be leaders in industry. Attracted by this pipeline of remarkable talent, industry wants strong collaborations with the University. Many of these businesses will move their technology centers to a vibrant research park attached to the University. Through substantial interactions with our students and our faculty, this leads to a growing research influence in critical fields.



LOCATION: LAKELAND, FL

Nestled in the heart of Central Florida, Lakeland combines small-town charm with big-city amenities. With a population of about 115,000 residents, it strikes a perfect balance between the tranquility of suburban life and the opportunities of a bustling city.

Lakeland is renowned for its picturesque landscapes, including numerous lakes that dot the city, such as Lake Hollingsworth, Lake Mirror, and Lake Morton. These serene bodies of water provide a scenic backdrop and opportunities for recreational activities like boating, fishing, exercising, and picnicking. The historic Lake Mirror Promenade is a popular spot for leisurely strolls and hosts many cultural events throughout the year.

Lakeland boasts a dynamic variety of activities that offer something for everyone. This includes Downtown's charming Munn Park Historic District lined with shops and restaurants, the newly opened Bonnet Springs Park – a blended urban/natural park that families and outdoor enthusiasts enjoy every day of the week, and Circle B Bar Reserve, a restored wetlands site that offers outdoor trails and up-close wildlife encounters. The vibrant Downtown Farmers Curb Market, held on Saturdays, showcases local produce, crafts, and unique finds. Residents can savor a diverse culinary scene with gourmet dining, casual eateries, and much more. Lakeland also has a thriving cultural scene. The Lakeland Community Theatre and the Polk Theatre offer a range of live performances, and music lovers can enjoy the melodies of the Imperial Symphony Orchestra.

Lakeland enjoys warm, sunny weather for most of the year, making outdoor activities and sports a year-round option. For sports fans, Lakeland is famous as the spring training home of the Detroit Tigers, drawing baseball fans from across the country. In addition to baseball, the city offers a wide range of sporting events and activities. The city is also within arm's reach of world-class professional sporting venues and teams, including Tampa Bay's Rays (MLB), Lightning (NHL), and Buccaneers (NFL) as well as Orlando's Magic (NBA) and Orlando City Soccer Club (MLS). Lakeland also offers convenient access to theme parks and beaches, all within an hour's drive. Head west for Busch Gardens and beaches along the Gulf of Mexico, and head east for Disney World, Universal Studios, and Sea World.

Without question, Lakeland's greatest asset is the people who call it home. Generational Lakelanders and



It's a city that truly captures the essence of the Florida lifestyle, and those who live here will tell you it's the perfect place to call home.

new neighbors alike provide the city with a lively and warm atmosphere. The range of neighborhoods, from historic districts to advanced developments, reflects the personalities of the growing population. Lakeland offers a unique blend of natural beauty, cultural richness, and modern amenities and has something to offer everyone. It's a city that truly captures the essence of the Florida lifestyle, and those who live here will tell you it's the perfect place to call home.

FAST FACTS

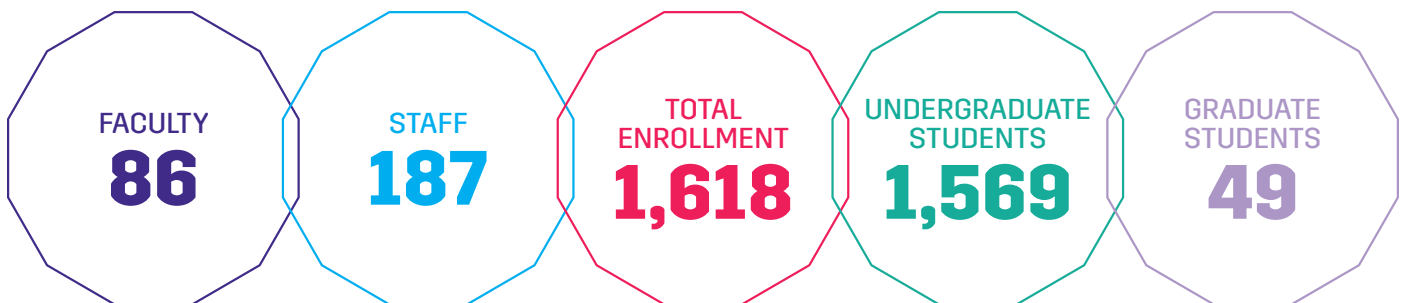
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2012

OPEN FOR
INSTRUCTION

**AUG
25
2014**



Only ALL-STEM
Public University in Florida



17:1

Student-to-Faculty
Ratio

4.5

Average H.S. GPA

1323

Average SAT

30

Average ACT

44%

Freshmen in Top 10%
of H.S. Class



NUMBER OF
**DEGREE
PROGRAMS**

12 Undergraduate
Degrees

4 Graduate
Degrees

ACCREDITATIONS: Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) and four bachelor's degrees are accredited by ABET: Computer Engineering, Computer Science, Electrical Engineering, and Mechanical Engineering

RANKINGS



#1

Public College
in Southeast US



NATIONALLY TOP 20

Public Engineering
program without a Ph.D.



#2

Best Value Public School
in Southeast US

Florida Polytechnic University's remarkable rankings over its first decade of existence are a testament to its unwavering commitment to excellence in STEM education and innovation. The institution has been recognized year after year as a top-tier university at the state and national levels, speaking volumes of the caliber of its academic programs and the success of its graduates.

Florida Poly's focus on offering leading-edge, core STEM degrees creates a vibrant learning environment where students are taught to think critically and push the boundaries of their own potential. Its growing state-of-the-art campus and resources empower students to engage in hands-on learning experiences and collaborative research projects, fostering the development of skills that make graduates highly sought after in the job market. And with exceptional faculty members at the forefront of their respective fields, the University continues to produce important research that makes a difference in industry and advances knowledge.

Florida Poly is proud of its mission to prepare students for lifetime employability and success, and the outstanding rankings it has received validate its steadfast dedication to

shaping Florida's future STEM leaders and contributors to a better society.

FLORIDA POLY'S LATEST RANKINGS:

- **Top 20 public engineering program without a Ph.D. in the nation – U.S. News and World Report**
- **No. 1 public college in the Southeast for third year in a row – U.S. News and World Report**
- **No. 2 best value public college in the Southeast, combining affordability and academic performance – U.S. News and World Report**
- **No. 2 college in the Southeast (public & private) – U.S. News and World Report**
- **No. 1 college for veterans in the Southeast – U.S. News and World Report**
- **No. 30 for best career outcomes in the nation – WalletHub**

COMMUNITY AND ECONOMIC IMPACT

As Florida Poly has experienced meteoric growth during its first 10 years of operation, so has the University's academic, economic, and societal impact throughout the state. By focusing exclusively on STEM, Florida Poly enjoys solid partnerships and collaboration with high-tech industry partners ranging from nimble local startups to storied global giants. Many of these employers directly benefit from the University's talent pipeline by sponsoring capstone design projects and internships, and directly engaging with students on campus through career events, hosted days on campus, and more.

Among its most significant industry collaborations is Florida Poly's research partnership with IFF, a global leader in food, beverage, health, biosciences, and scent. The Fortune 500 company is opening its Global Citrus Innovation Center on campus in 2024, bringing with it research, job, and internship opportunities. This on-campus industry partnership is the first of what is envisioned to be a bustling research park anchored by the University.

This vision is also reflected in the priorities of the Central Florida Innovation District – a partnership between local municipalities, economic development agencies, the county, and private landowners, all committed to a common development plan surrounding the University. The goal is to build a dense, mixed-use area connecting Florida Poly with community and industry, creating a live-work-play environment where industry, academia, and government are brought together.

An economic impact assessment in 2019 found that Florida Poly generated more than \$289 million in overall economic activity, including more than \$161 million in gross domestic product (GDP) to the local and state economies. The impact is expected to be significantly higher today due to program growth, alumni success, community development, campus projects, and industry partnerships.

The University's research also is having a strong impact in many fields of study. Three faculty members are currently included among the world's top 2% of scientists, including a global leader in electrical and computer engineering and a pioneer in rare earth element recovery. The work of these and many other faculty members generates significant interest from business and community stakeholders, as well as from talented students eager to learn from these experts.

The community surrounding the campus experiences positive effects from Florida Poly. Many student organizations participate in community service activities, and employees hold positions with various community and economic development groups throughout the region.

Florida Poly is proud to be a powerful partner for community and economic impact in Florida.



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ACADEMICS

Outstanding core engineering and applied science programs are the central element of Florida Poly's ongoing academic success. The 2023-2024 academic year is the University's 10th year of educating students in the targeted STEM fields identified as the most in demand throughout the state and the nation. The University continues developing new degree programs aligned with industry needs to further this, including the launch of bachelor's degrees in civil engineering and industrial engineering in the fall of 2023.

Florida Poly graduates are in high demand and earn the highest salaries of all the State University System (SUS) one year after graduation. Both private companies and public-sector agencies seek out professionals with the academic and hands-on experience that Florida Poly graduates carry.

The University began its 10th year of instruction in August 2023, and in its first decade has gone from being just a vision at the time of its founding in 2012 to a thriving university ranked among the top 20 public engineering programs in the country without a doctorate, and the No. 1 public college in the Southeast U.S. As a regionally and ABET-accredited institution, Florida Poly will continue to grow in student body size, number of campus facilities, and very importantly, faculty.

Admitted students are highly qualified with an average SAT score of 1323, ACT score of 30, and high school GPA of 4.5. The University awards bachelor's and master's degrees in 12 undergraduate and four graduate programs. It also

offers students the ability to earn an advanced degree in five years with its newly announced "4+1" program that allows exceptional students to begin their graduate degree during their undergraduate senior year.

Florida Poly prizes leadership as a core focus of its programs. Leadership is delivered in classes through the University's engagement sequence, which extends from the freshman year into the senior year and requires that student teams execute industry-inspired capstone design projects. Leadership is also promoted with extracurricular activities strategically supported by the institution (termed "emerging leaders"), as well as with student-led "opt-in" leadership programs such as student government.

All Florida Poly degrees require that each graduate complete at least one professional experience internship and participate in an industry-sponsored capstone design project. These professionally-focused experiences further prepare Florida Poly graduates with the real-world experiences they need to excel in their careers. Between an intensive and rigorous curriculum, a focus on leadership, and soft skills, the internship program, and the capstone design project, students emerge as industry-ready and technically competent individuals who are ready to contribute to the Florida economy.

ENGINEERING FLORIDA'S FUTURE



Now that Florida Poly has cemented itself as a powerful provider of in-demand STEM degrees and positioned itself for long-term success, the University is focusing on the future. In the coming years, the institution will work steadily to expand its ranks of top faculty, continue growing its outstanding student body, and develop more campus facilities to accommodate the increasing academic and student life demands.

Florida Poly's main priorities are growing the academic enterprise, transforming students' lives, becoming an engine of innovation, and strengthening campus operations. The result of work in these areas will be transformational, pushing the University toward the next echelon of academic and research success.

To grow the academic enterprise, Florida Poly will build on the foundation of strong engineering and applied sciences majors, setting the stage for more and stronger academic programs and initiatives. While remaining true to its core STEM curriculum, the University will also strive to further stimulate progress in areas like graduate programs, research opportunities, and innovative pedagogies.

Transforming students' lives is an important goal that relies on support from the entire campus population and

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structure. Alumni already experience formidable outcomes during their time at Florida Poly and following graduation, including obtaining well-paid, in-demand careers that allow for exceptional personal and professional growth. Florida Poly will further support student growth by providing strong health and wellness programming, student success guidance, and campus social programs. These efforts to build a great pipeline of talent will lead to greater industry partnerships.

The University's work to **become an engine of innovation** for the state has borne fruit, and this will continue to be a strong priority. This can be achieved by stimulating progress in areas that include increased campus community engagement, expanded research thrusts in relevant industries, strengthened intellectual property framework that encourages industry involvement, and supported faculty growth pathways that include industry engagement. By becoming an engine of innovation, industry will turn to Florida Poly for solutions needed for existing and emerging technologies and processes, setting the stage for greater statewide economic prosperity.

Strengthening campus operations will allow Florida Poly to thoroughly support student and faculty success while maximizing fiscal resources and stakeholder engagement. The current organizational structure will continue, but care will be taken to encourage advancement in several areas, including improving human capital management (HCM), empowering employees working toward a common goal, unifying campus facilities, employing efficient tools that reduce workload, and simplifying policies and processes.

Through this essential work, Florida Poly will continue its charge toward becoming the state's most sought-after producer of high-skill graduates to fill the high-wage, low-supply STEM jobs that stand to solidify Florida's national reputation as a technology industry leader and global competitor.



STUDENT LIFE

Student life provides activities and opportunities for students to develop and grow beyond the classroom. With a primary focus on the residential campus experience and the rural campus setting, there is strong University emphasis on student life. New student orientation, academic convocation, and Purple Fire Week welcome students to the fall semester. Student life traditions, including the annual Florida PolyCon celebration in the spring, 5K races including the annual March 14 Pi-Run, and campus-wide survival-based tag games continue emerging in the campus' growing student culture. The University works hard to ensure there are many events and socially-based programs for students on campus with an ongoing focus of creating a culture of "work hard, play hard."

Florida Poly has prioritized the growth of student activities on campus, including University TEAMS, registered student organizations, intramural sports, and music activities. TEAMS is an acronym that represents the purpose and expected learning experiences within all Florida Poly TEAMS: Teamwork, Effective communication, Accountability, Mental health awareness, Social responsibility. All these activities provide students with opportunities to connect with others on campus, reduce stress, and have fun.

University TEAMS are geared toward student passions and provide extramural competition opportunities. Popular TEAMS include esports, women's powerlifting, women's soccer, men's lacrosse, archery, men's basketball, and ultimate Frisbee. Florida Poly TEAMS have gained both regional and national recognition, as well as awards for their talent and competitive success.

Intramural sports also have a vibrant presence on campus, bringing students together for competitive tournaments including volleyball, flag football, and pickleball. The number of participating students grows every year. Students are also encouraged to participate in outdoor adventure opportunities.

The University's registered student organizations include the Alpha Squad Math Club, Chess Club, Cybersecurity Club, the Institute of Electrical and Electronics Engineers (IEEE), Music Association, Nerf-Tech, Pokémon League, and the Society of Women Engineers.

Finally, the campus infrastructure includes multiple recreation facilities, including a swimming pool, fitness area, equipment rentals, disc golf course, and a scenic running path.





SUPPORT

Florida Poly is grateful to receive state funding annually at levels determined by the Florida Legislature and governor. It has continued to see year-over-year increases in state funding based on its performance and role in advancing the state's economy. This has contributed to the University's quick rise to being a strong provider of top STEM degrees, but the campus has also received significant support from the community.

The Florida Poly Foundation has received multi-million-dollar gifts from major local philanthropists and generous supporters, including Trustee Gary C. Wendt and the Barnett family. Support like this has fueled the naming of multiple campus buildings, endowed scholarships, and the University's first endowed chair.

In fiscal year 2023, the foundation had a donor retention rate of 44% and a donor acquisition rate of 28%, both surpassing the industry averages of 31% and 7%, respectively. The foundation also is preparing for a major gala event in the spring of 2024. Excelerate will celebrate the University's first decade educating students and honor Florida Poly's significant achievements and its sky-high plans for the future.

Additionally, the University is prioritizing the enhancement of alumni relations, ensuring Phoenixes remain connected

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to their alma mater long after graduation and throughout their STEM-related professions. Events throughout the year maintain this engagement and contribute to increasing the number of donors.

Florida Poly remains intently focused on growing philanthropic support, building industry connections, and working with all stakeholders to advance advocacy efforts necessary to continue driving the University toward extraordinary growth and even greater success.



PRESIDENTIAL PROFILE

Florida Polytechnic University, a top ranked public, four-year undergraduate institution within the State University System of Florida, seeks a new president. Located in Lakeland, Florida Poly is the only state university dedicated exclusively to science, technology, engineering, and mathematics (STEM) education.

The president is Florida Poly's chief executive officer and reports to the Florida Poly Board of Trustees (the Board). Subject to the oversight and governance of the Board, the president is responsible for all Florida Poly operations and for assuring that all of those operations uphold and are consistent with the University's mission. These responsibilities include overall leadership and management of the institution, its academic and educational functions, its institutional fundraising, the development of strategic plans, and fiscal and budgetary plans and the allocation of resources. The president also has oversight responsibilities for Florida Poly's private affiliated organizations including the Florida Poly Foundation. The president will advance Florida Poly's academic and outreach efforts to enhance its programs and ensure that student services and support are provided to create appropriate learning environments.

Florida Poly's mission is to serve students and industry through excellence in education, discovery, and application of engineering and applied sciences and a bold vision to be the academic leader in building Florida's technology-based economy. Florida Poly, in the short time it has been in existence, has experienced amazing success. The University's enrollment continues to grow and it is in the process of building a new dorm and research facilities. For the third consecutive year, Florida Poly is ranked as the No. 1 public college in the Southeast by U.S. News and World Report. The University is also ranked as a top-20 public engineering program without a Ph.D. in the nation.

With its history of innovation and commitment to academic excellence, Florida Poly seeks a president who is ready to advance Florida Poly to the next step in growing the University to be the premier STEM university known for producing highly desirable graduates and new technology solutions. The president must be an inspiring, visionary champion of STEM education with the ability to harness the energy, talent, resources, and passion of Florida Poly's many partners and friends.

Candidates for the position should demonstrate significant, successful leadership experience in a complex organizational setting; an understanding of and ability to advocate for Florida Poly's mission and uphold its historical commitments; a commitment to the value and promise of outstanding, innovative STEM education; a deep and abiding interest in student success and academic excellence; a proven ability to lead Florida Poly's fund-raising efforts; and the interpersonal skills to develop productive relationships with all members of the Florida Poly community and others key to the success of the University.

QUALIFICATIONS AND ATTRIBUTES

The following criteria include the presidential qualities and characteristics established by the Florida Poly Board of Trustees in consultation with alumni, stakeholders, industry partners, and friends of Florida Poly.

ACADEMIC

- a.** As the highest-ranking official of a major public university, the president should be a distinguished scholar or leader dedicated to the advancement of academic scholarship. A Ph.D., or advanced terminal degree, and/or significant executive experience in a STEM-related field that would command respect and complete confidence is required.
- b.** While academic experience (professional and administrative) is strongly desired, exceptional candidates can also have demonstrated a high degree of scholarly and administrative success outside academia.
- c.** Demonstrated commitment to and support for excellence in teaching, research, and service, and a willingness to champion interdisciplinary collaboration and genuine innovation in these areas.
- d.** A willingness and ability to successfully work with industry partners on and off campus to provide exceptional research and growth opportunities for students and faculty.
- e.** An appreciation and respect for all academic disciplines and a demonstrated support for scholarly work and academic excellence.

LEADERSHIP

- a.** A dynamic, transparent, and confident leadership style appropriate to be the public face of a prominent public STEM institution with high state and national profiles.
- b.** The commitment and confidence to embrace an ambitious goal of continual recognition as a top public STEM university.
- c.** Ability and commitment to accelerate Florida Poly's enrollment trajectory, including the ability, fortitude, and strategic vision to take Florida Poly to the next level by increasing the number of quality students who welcome and can excel at the academic rigor of Florida Poly.
- d.** Demonstrated commitment to free expression and civil discourse.
- e.** Knowledge of the national trends in higher education, specifically regarding STEM education.
- f.** Ability to identify new academic innovations and establish partnerships with private sector and governmental agencies to realize the potential for growth and opportunity at Florida Poly.
- g.** Ability to improve the performance metrics that inform and impact Florida Poly's external rankings and performance measures established by the Florida Board of Governors and the Legislature.
- h.** A passion for learning and the belief in the power of education to change lives.
- i.** An understanding of all aspects of the student experience, and the ability to interact and engage with undergraduate and graduate students.
- j.** An understanding of all aspects of the faculty and staff experience and the ability to effectively interact with faculty and staff.

COLLABORATION WITH STAKEHOLDERS

- a. Ability to inspire trust and confidence among all internal and external constituents and stakeholders.
- b. Ability to serve as a partner to the Board of Trustees and the Florida Poly Foundation to develop Florida Poly's priorities and strategic plan, leading Florida Poly to successfully carrying out that plan in a manner consistent with becoming a leading STEM institution.
- c. Commitment to working collaboratively with the Florida Board of Governors and all elected state leaders to advance Florida Poly priorities.
- d. A passion for and commitment to Florida Poly's academic values and the capacity to communicate its mission and needs clearly and persuasively to all external and internal constituencies.
- e. A record of accomplishment serving as a relationship builder who is authentic, ethical, and of good character.
- f. Demonstrated commitment to the faculty's participation in governance, including academic standards and policies, with faculty playing an appropriate role as determined by the Board of Trustees in decision-making processes that affect the academic and working environment of Florida Poly.
- g. Experience serving as a passionate advocate for a university or organization and the capacity to establish fruitful relationships with members of the legislative and executive branches as well as donors, alumni, and other individuals who may be in a position to promote Florida Poly's agenda and interests.
- h. Demonstrates an effective communication style that would be embraced by a broad spectrum of internal and external stakeholders.
- i. Commitment to Florida Poly's role as a contributor to local, state, and national economic, environmental, and cultural vitality, and recognition of Florida Poly as a partner with the community in which it serves.

OPERATIONAL RESPONSIBILITIES

A. GENERAL

- a. Demonstrated success in leading an academic unit or institution of higher education, including administrative experience, or experience serving in a senior-level leadership role in a complex organization in higher education, government, business, or the nonprofit sector.
- b. An established history of leading and managing institutional change while achieving long- and short-term strategic objectives that advance the mission and goals of a complex organization.
- c. The ability to develop high-performing leadership teams and to cultivate environments with a shared sense of mission and culture that encourages entrepreneurship, innovation, strategic risk-taking, and collaboration.
- d. The ability to set clear expectations, priorities, and performance metrics that align with the vision for Florida Poly and inspire faculty and staff to achieve success.
- e. Experience leading an institution or organization during times of uncertainty, crisis, innovation, and opportunity.

B. STUDENT SUCCESS

- a.** An appreciation for the significant role of increasing the vibrancy of student life at Florida Poly. This may include providing quality services (food, housing, etc.), athletics, and opportunities for students to find a balance between the academic rigor of a STEM university and enjoying a well-rounded life.
- b.** Place significant emphasis on academic success. Work to advance student preparation and connection to resources by improving logistical support for student advising, hiring, counseling, and other services.
- c.** Foster leadership and professional development for students by providing several opportunities that include curricular, cocurricular, and extracurricular professional development; workforce development experiences like internships, capstone projects, and undergraduate research opportunity programs; engagement in career preparation and strategy; and research experience and support structures for undergraduate students.
- d.** Build an engaged campus community, including a vibrant campus environment with on-site social programming and experiences that support a sense of belonging and social interaction. After graduation, alumni should be inspired to continue their engagement with Florida Poly and display their alumni pride.

C. FISCAL

- a.** A high level of sophistication and understanding of the fiscal issues affecting institutions of higher education, in particular an astute understanding of public university finances and state-level budgeting and appropriations.
- b.** Experience with complex budgetary matters, managing and allocating resources effectively, and large-scale budgetary decision-making.
- c.** Experience in identifying and developing new revenue streams from public, private, and governmental sources.
- d.** Commitment to collaborate and work with the executive and legislative branch of the Florida government to serve the mission and fulfill Florida Poly's needs.

D. ADVANCEMENT / FUNDRAISING

- a.** A demonstrated ability to raise funds, with the capacity to cultivate a broad range of stakeholders including donors, alumni, and outside supporters of Florida Poly.
- b.** Demonstrated success in fundraising from public and private sources and working with key stakeholders to engage them with the institution, as well as a willingness to place that activity high on their agenda.

APPLICATION AND NOMINATION PROCESS

Applications are now being accepted. We strongly encourage submitting application materials as PDF attachments. Materials should include:

- A letter of interest that addresses specifically how the candidate's experience and qualifications intersect with Florida Poly's qualifications, attributes, and listed strategies priorities as presented in the Presidential Profile
- A current resume/curriculum vitae

Initial screening of applications will begin immediately and continue until an appointment is made. Those selected for interviews will be asked to provide a minimum of three (3) personal/professional references. For best consideration applications should be provided by February 8, 2024. Please submit application materials and inquiries to : presidentalsearch@floridapoly.edu

Further information about Florida Polytechnic University may be found at: Presidential Search (floridapoly.edu)

NOMINATIONS

If you know of someone who may be an outstanding candidate, we encourage you to reach out to them to apply using the above process.

CONFIDENTIALITY

The search will be conducted with a commitment to confidentiality. Pursuant to section 1004.098, Florida Statutes, applicants' personal identifying information is confidential and exempt from public disclosure requirements. Personal identifying information of applicants selected for the final group who will be interviewing on campus will be made public pursuant to section 119.071, Florida Statutes.





MEMBERS OF THE FLORIDA POLYTECHNIC UNIVERSITY PRESIDENTIAL SEARCH COMMITTEE

BETH KIGEL

Chair, Presidential Search Committee;
Vice Chair, Florida Poly Board of Trustees

WESLEY BARNETT

Community/Business Leader

DR. MATT BOHM

Faculty, Professor

MARK BOSTICK

Florida Poly Board of Trustees

JACK HARRELL, III

Chair, Florida Poly Foundation Board;
Community/Business Leader

JORDAN JERNIGAN

Florida Poly Alumna;
Associate Director of Alumni Relations

KEN JONES

State University System of Florida Board
of Governors

STEPHANIE MADDEN

City of Lakeland Commissioner

MELIA RODRIGUEZ

President, Florida Poly Student Government Association;
Florida Poly Board of Trustees

DR. SANNA SIDDIQUI

Faculty, Assistant Professor

LYN STANFIELD

Florida Poly Board of Trustees

BUD STRANG

Community/Business Leader

GARY C. WENDT

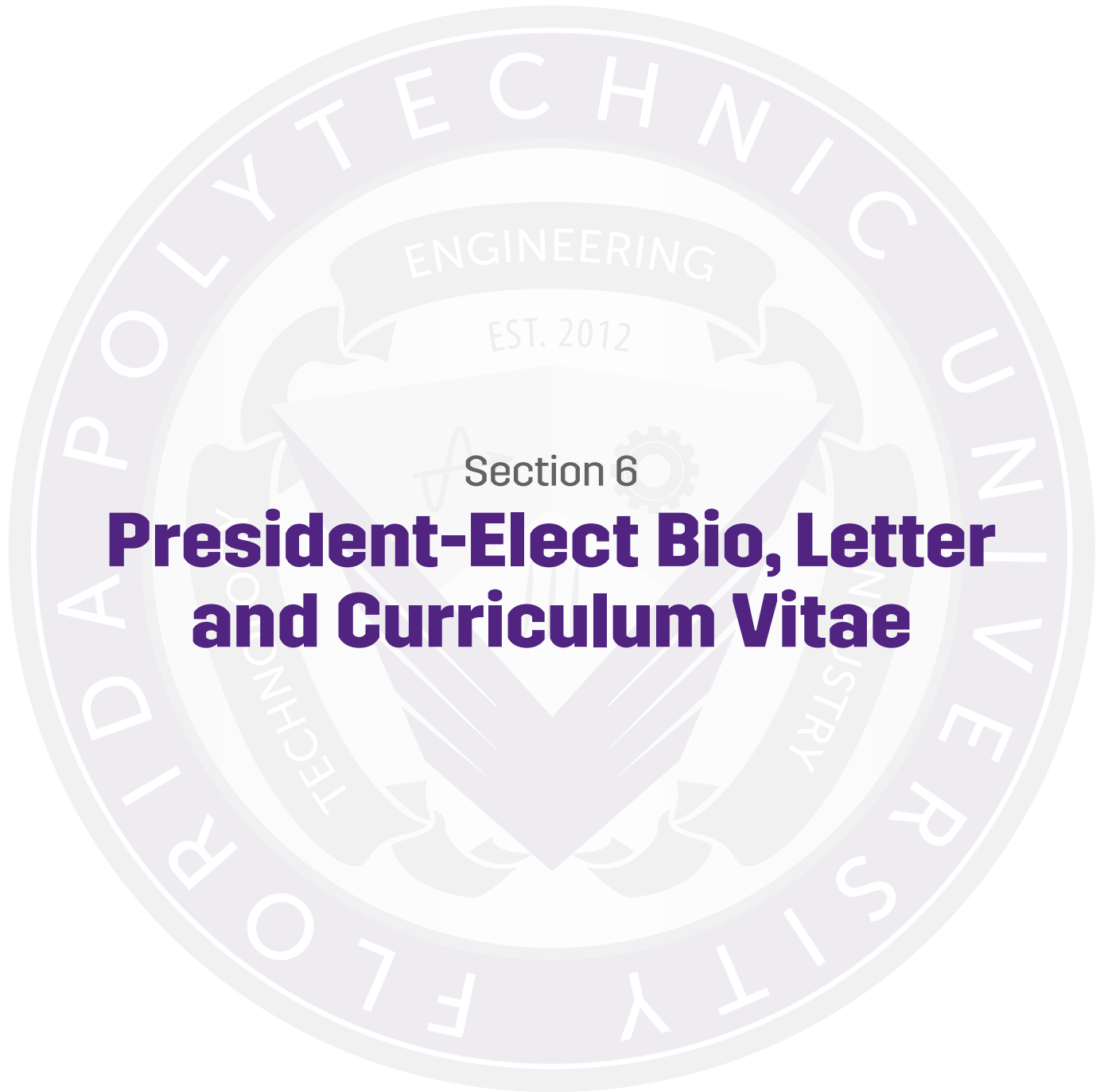
Business Leader; Donor

DR. DAVID WILLIAMS

Florida Poly Board of Trustees

DONALD H. WILSON, JR.

Community/Business Leader



Section 6

President-Elect Bio, Letter and Curriculum Vitae

SECTION 6

President-Elect



DR. G DEVIN STEPHENSON

PRESIDENT-ELECT

SECTION 6

President-Elect Bio

BIO BRIEF

Dr. G. Devin Stephenson currently serves as President of Northwest Florida State College and brings extensive leadership experience in higher education, with over 15 years as a President/CEO. He served on the Southern Association of Colleges and Schools (SACSCOC) Board of Trustees, chaired the SACSCOC Compliance and Reports Committee, and currently serves as a visiting committee chair. In 2023, he was awarded SACSCOC's prestigious Luthman Meritorious Service Award. He is Florida's representative on the Executive Council of the Southern Regional Education Board's Executive Council, appointed by Governor DeSantis in 2022. Also in 2022, he was awarded the Phi Theta Kappa Shirley B. Gordon Award of Distinction for his exemplary commitment to student success. In 2023, The University of Alabama College of Education honored him with its Harold Bishop Alumni Leadership Award. During Stephenson's tenure at Northwest Florida State College, the Foundation's assets increased to over \$63 million, grant acquisitions surpassed \$66 million, and enhanced legislative appropriations exceeded \$40 million. He holds a doctorate in higher education administration from The University of Alabama.

PUBLICATIONS

Stephenson, Devin. "Adaptability – Today's Essential Ingredient for Higher Education Leadership," Florida Politics Daily Journal, 2023. <https://floridapolitics.com/archives/634615-devin-stephenson-adaptability-todays-essential-ingredient-for-higher-education-leadership/>

Stephenson, G.D. (2018). "The President and Strategic Communications: Finding Balance and Trust," The Community College Journal, 88(4), 6-7.

Stephenson, G.D. (1997). The Impact of a Student Success Course on Academic Achievement and Persistence [Doctoral dissertation, The University of Alabama]. The University of Alabama Libraries.

SECTION 6

President-Elect Letter

February 7, 2024

Presidential Search Committee
Florida Polytechnic University
4700 Research Way
Lakeland, FL 33805

Committee Members:

I write to express my strong interest in being the next president of Florida Polytechnic University (Florida Poly). I currently serve as President of Northwest Florida State College, with responsibility for the executive administrative oversight of operations across seven campus/center sites, serving about 10,000 credit and non-credit students, annually. I am an experienced, enthusiastic, and transformational higher education practitioner with successful experience in advancing and championing the positive impact our work makes on the lives of those we serve. My interest in Florida Poly stems from my ability to innovate, lead, and transform institutions of higher education from good to great. I have experience in creating new academic and workforce-aligned programs to meet industry demand. Additionally, I have a proven history of fundraising and successfully soliciting external grant and donor-provided endowments to accelerate institutional success.

Personally, I am drawn to Florida Poly because of the institution's uniqueness as a STEM-focused university. The time for Florida Poly to now lead the state and the region in STEM undergraduate education, graduate education, and research is exciting; Florida Poly stands at the cusp of so much opportunity. While the past seven years as president at Northwest Florida State College have been among the most rewarding of my career, I am now ready to lead a university—to help cultivate citizens, free thinkers, innovators and entrepreneurs, alongside skilled workers, and to take Florida Poly to the next level of innovation and impact.

My experience demonstrates that I possess the knowledge and skills related to the fundamentals and nuances of providing strong visionary leadership, including, but not limited to, strategic planning, financial management and fundraising, policy making, government relations, grant acquisition, work-force development, marketing, student recruitment, community and economic development, enrollment management, regional accreditation, outcomes assessment, human capital management, and program development.

SECTION 6

President-Elect Letter

Throughout my career, I have had the opportunity to work in regional-focused settings with multi-campus and multi-site dynamics. In Alabama, I served on a college executive team charged with merging and consolidating four separate institutions into one delivery system across five campuses and numerous high school sites. Furthermore, in Missouri, I served as the CEO of an institution created to provide educational opportunities to citizens in the 15-county rural boot heel region of the state. Under my leadership, the team successfully led an expansion to encompass six full-service off-campus centers and 35+ high school teaching sites. While serving as President of Big Sandy Community and Technical College, we collaboratively steered the College and the Kentucky Community and Technical College System efforts in transforming the economy of the Appalachian Region of Eastern Kentucky. All these leadership experiences have been instrumental in providing me with the insight into the necessary steps an institution of higher education must embrace to not only be successful according to traditional measures, but also to be a leader in economic development, research, and enhancing the community it serves.

Public and Institutional Policy Development and Influence

It has been a specific interest of mine to engage in policy and advocacy work from the beginning of my career in higher education. In each state I have worked, my colleagues have selected me to testify before numerous chambers of state government, to work closely with governors, and to assist in shaping relevant and meaningful policy and funding formulas. In Missouri, it was my responsibility to present the Missouri Community College Budget request before the Higher Education Appropriations Committee. In Kentucky, the governor and our Congressman, Hal Rogers, selected me to represent all higher education and jointly present the Kentucky Wired Broadband Initiative in the Rotunda of the Capitol.

At the request of Florida College System (FCS) chancellors, I have testified before Florida Senate and House Committees on matters related to funding, financial management, accountability, and workforce development. In 2019, I championed, along with our local state representative, the passage of HB75 granting waivers for all 28 FCS institutions to waive fees for active-duty military. Serving on the Council of Presidents and Steering Committee of Presidents has provided me insight into the mechanics necessary to advance the mission of higher education in Florida. I have worked tirelessly to inform, advocate, and influence policy, regulation, and guide the development state appropriations in a way that will positively impact the whole.

At an intuitional level, local policy development for organizational management and governance must never be ineffective or wasteful. In some cases, it is necessary, however. For example, at my current institution I led the entire review and revision of the college's board policy manual. We undertook the task seeking input from every appropriate functional area of the college to assure all voices were heard and their input was appreciated and considered. This has resulted in a better culture, increased enrollments, and increased margin.

SECTION 6

President-Elect Letter

In the end, there must be a compelling reason for policy creation and there must be broad-based input and respect for contributions from institutional officials who will be implementing and enforcing policy and guidelines on the local level. As President, I understand how difficult and frustrating policy and regulatory change can be to institutional personnel and students; therefore, it is incumbent on university leadership to assure that our systems of communication provide opportunity for engagement in development processes and compliance methodology. Furthermore, we must be both cognizant and compliant with all statute and rulemaking from the Florida Legislature and the State University System Board of Governors as we navigate the future.

Advocacy/Partnerships/Fundraising

I have proven experience and success cultivating strong working partnerships with internal and external partners, including the student and academic base, alumni, the Board of Trustees, the community-at-large, key political representatives, and business and industry leaders. As the chief ambassador of the college, it is my responsibility to continually communicate the virtues and mission of the Florida College System and foster strong ties within the community and region to promote economic, community, and workforce development. The university president must be a strong advocate of the institution who connects, communicates, and persuades constituents to understand and adopt the role we play in the state's economy and quality of life through the development and education of a well-educated, skilled, and competitive workforce of outstanding graduates who are game-changers and recognized innovators.

In addition, working with critical stakeholders and fundraising experts has provided me with a broad range of connections to support external resource development success. During my tenure at Three Rivers, our team led the successful acquisition of \$25M+ in state and federal grants. In addition, over \$20M in cash, pledges, and donations of property was raised during the capital campaign that included a hotel facility and property from Drury Southwest Inc., 70+ acres of prime business development property in Sikeston, a manufacturing facility and 36 acres in Kennett, an office building in Poplar Bluff, and numerous parcels of property across rural Southeast Missouri. I am committed to fulfilling the financial needs and managing resources with integrity and transparency while advancing the organization and its ability to acquire assets to benefit an organization, further its mission, and enhance student success and economic growth. Over three years, we successfully secured \$9M+ in federal grants used to create safe room structures. The acquisition of the grants coincided with the college's capital campaign and the construction of three new facilities. We maximized college, private, and public funds to meet the growing demands of the region through collaboration and planning.

Over the past few years, we have seen the assets of our Northwest Florida State College Foundation grow from

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President-Elect Letter

\$52M to over \$63M, with projections north of \$70M in short order. My work in relationship-building has created a strong surge of support for scholarships and operational funding with multiple six-figure gifts of \$250,000, \$500,000 and an estate gift of \$1.2M given during the height of the COVID-19 Pandemic. My personal goal is to grow our Foundation's assets to over \$100M within the next five years through an ambitious major gifts campaign. I understand the dynamics of and nuances of donor relations, fund raising, and relationship building/maintenance, and welcome the challenge to strengthen the assets of the Florida Polytechnic University Foundation for the purpose of advancing the mission and vision of the institution to "Serve students and industry through excellence in education, discovery, and application of engineering and applied sciences." My wife, Judy, and I believe in expanding opportunity through giving and that is the compelling motivator that drove us to personally endowed scholarships at Northwest Florida State College and Three Rivers College. Though it is important to espouse giving, it is imperative the President demonstrate that commitment.

Our work at Northwest Florida State College in grants development, legislative appropriations, special projects funding, and public-private partnership development, in my opinion, is exemplary. This further demonstrates that my candidacy is ideal for the next president of Florida Poly. Tens of millions of dollars in Public Education Capital Outlay and Triumph Gulf Coast funds have provide for expansion and revitalization of our campus locations, including new heating and cooling systems, renovations, and the construction of new facilities including an aviation center of excellence, and facilities to house our new Cybersecurity/AI Program, and Nursing/Health Sciences Center, and new on-campus housing to accommodate 300 residents with planned expansion for doubling capacity.

Perhaps our most impactful advocacy work can be evidenced in the addition of \$5.35M in recurring program fund appropriations in the 2023 legislative session. Additionally, we anticipate an additional \$5M+ in recurring program funds from the 2024 legislative session along with an additional \$8M allocation from Public Education Capital Outlay Funds to complete our Public Safety/First Responder Training Institute.

Given my background, one of the major priorities I would bring to Florida Poly is an emphasis on STEM-focused workforce education and training, the development of new STEM-related graduate degrees, external resource development, potential enrollment expansion initiatives to include on-line opportunities, and the expansion of sponsored research in the STEM field. In fact, I would seek to double Florida Poly's research expenditures by 2030. And although Florida Poly was awarded its first patent grant as an institution, U.S. Patent 11,192,805 issued December 7, 2021, for a wastewater remediation system, our attention should be squarely on aggressively pursuing the work of discovery for future patent acquisition with an eye on becoming Florida's higher education leader, here; that is, to be distinctive and a frontrunner in patent development, innovation and research, soon surpassing Florida's

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flagship universities in increased innovation and faculty and student patents.

Additionally, my focus would be on increasing the State of Florida's investment into the work of Florida Poly. For example, over the past five years the university has seen a significant variance in appropriations from \$50.3M in 2019; \$45.6M in 2020; \$55.8M in 2021; \$45.6M in 2022; and \$58.4 in 2023. In 2021, Florida Poly received a special appropriation for an applied research center. Then again in 2023, a special appropriation was provided to create a student achievement center. Leveling the variance by creating strong relationships with the local delegation paired with effective lobbying and strong messaging will improve the institution's funding stability to fulfill its mission and vision. Furthermore, protecting the institution's annual \$5M allocation from the Phosphate Research Trust Fund would be one of my strong presidential priorities.

If selected as President, I would continue the positive relationship with the university's direct support organization to fundraise on behalf of the institution and increase the assets and corpus of the endowment. The work of this organization has been exemplary in the short time the institution has existed, exhibiting more than \$9M in assets on its 2021 Form 990, but leadership must continue a strong focus on partnering with Florida Poly to engage the community, inspire investment, and steward resources to build a world class university.

Finally, and perhaps most important, would be my protectionist eye on Florida Poly's mission and vision and special role in the higher education sector of Florida. The institution generates more than \$290M in positive economic activity for the state, and the attraction of SunTrax, the Florida Turnpike Authority's testing ground for autonomous vehicle technology, is a testament to the institution's movement to become an anchor for a high-tech business district and an invaluable asset to economic development.

Workforce Development-Florida's Higher Education Priority

Workforce Development is the primary focus of my current institution and has been for the past five years. In lockstep with Florida Governor's goal of becoming first in Workforce Development Training in the Nation by 2030, our institution has taken the challenge to heart and become an exemplar in creating hope, promise, and opportunity for the citizens of Northwest Florida in obtaining high-demand, high-wage careers through quality education and training. Since 2017, while maintaining a strong university transfer program comprising 60% of our enrollment, we have aggressively established new programs in allied health, engineering technology, cybersecurity, computer science, that are now delivering training for business and industry throughout the Panhandle of Florida.

Our nationally ranked welding program now boasts graduates with average starting salaries exceeding \$125,000

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and most recently, Elon Musk's SPACE-X has employed our graduates to construct the autonomous drone ship that carries the Dragon Spacecraft to the International Space Station. In addition to stellar Culinary and Hospitality Management programs serving 885 members of the restaurant and lodging industry along the Emerald Coast, we enhanced our academic program inventory with Transit Technician including Electric Vehicle Maintenance; Cybersecurity; Aviation Training in Airframe, Powerplant, Unmanned Aerial Systems, and Professional Pilot; Physical Therapist Assistant; Medical Lab Technology; and significant expansions of our top-ranked Public Safety Academy that includes Police, Corrections, Fire Fighter, and EMS programs.

Furthermore, we have partnered with numerous public and private entities to bring about this transformation and obtained millions of dollars from local, state, and federal sources to leverage institutional dollars to stand-up the programs. We found that collaboration is key to organizational success, and we are not interested in "who gets the credit" for the successes – more importantly, it is about "Making a Difference" and creating growth and expansion in the areas of economic, workforce, and community development. For institutions and programs to be successful, leaders must pay attention to relevancy and sustainability, and effectively plan program development and coordination through that lens.

At Big Sandy Community College, we developed new programming focused on providing a direct positive impact on job development/creation in Eastern Kentucky, and on-boarded new associate degree programs in Electrical Engineering Technology, Industrial Maintenance Technology, Electronics Engineering Technology, Surgical Technology, Broadband Technology, and Health Science Technology. Furthermore, we engaged in a new initiative with our local workforce investment board and a leading coding developer to begin Kentucky's first Coding Academy. We demonstrated our commitment to "making a difference" and to revitalizing our economy through programs that were relevant and led to jobs with sustainable family wages.

Student Success

At Northwest Florida State College we continue to be focused on improving success rates and improving the opportunities and success rates for students from every race, ethnicity, and socioeconomic group. On the Gulf Coast, we often talk about the ebb and flow of the tides and how important it is to see all ships rise together. It is the same for Florida Poly's role in economic, community, and workforce development to provide all students with access to high impact practices through the development of a world-class cadre of diverse employees focused on principles and practices; provide all students with a culture of care; provide all students with the knowledge, skills, credentials, and degrees that enable them to thrive; and to provide all students with access to an affordable college education that leads to a bright and prosperous future.

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Personally, I believe we should live by the challenge of cleric/theologian, John Wesley, who said “Do all the good you can, by all the means you can, in all the ways you can, in all the places you can, at all the times you can, to all the people you can, as long as ever you can.” This challenge certainly applies to our work in higher education as noted by the various writings of Arthur Chickering & Robert Havighurst, who indicated individuals between the ages of 18 and 23 experience significant life changes that impact their future and our work in higher education student development. During this period of time individuals develop competence, manage their emotions, move through autonomy toward interdependence, develop mature interpersonal relationships, establish identity, develop purpose and integrity. Thus, our work in higher education should be focused on enabling individuals to expand their knowledge and skills, clearly express their thoughts both orally and in writing, grasp abstract concepts and theories, and increase their understanding of the world and their community.

Toward that goal, it is important to note in reviewing various news articles that Florida Poly’s Board members appear to be dedicated to emphasizing the pursuit of academic rigor and scientific innovation while also maintaining the core values of truth-seeking, open inquiry, and civil discourse. Also, Board members have spoken to their sincere interest in preparing students for success in their careers and creating a dedication to giving back to their communities. These commitments certainly align with my priorities and foster the opportunity to continue building an institution of excellence.

Quality, Recognition, and Institutional Effectiveness/Improvement

Quality and regional accreditation compliance are critical components of institutional success. As an experienced peer evaluator, self-study director, and consultant with the Commission of the North Central Association and Southern Association of Colleges and Schools/Commission on Colleges, I am knowledgeable of and serve as an integral part of the process that leads to initial attainment and reaffirmation of accreditation.

Most recently, I completed a six-year term on the Southern Association of Colleges and Schools Commission on College’s (SACSCOC) Board of Trustees and during the last three years was selected as one of only four Compliance and Reports Committee Chairs. In December 2023, I was awarded, by SACSCOC staff and leadership, the Carole A. Luthman Meritorious Service Award for outstanding leadership with the Commission. The experience as a member of the SACSCOC Board of Trustees, a Visiting Committee Chair, and a Compliance and Reports Chair has enabled me to see more clearly into the mechanics of successful institutions and to identify those things that, over time, create serious challenges to an institution’s future. It is apparent to me this perspective would be invaluable in leading Florida Polytechnic University and in providing the type of participation and direction that will strengthen the institution to become more effective in meeting its goals and fulfilling its mission.

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Finally, in November 2023, I was honored by The University of Alabama College of Education with the 2023 Harold Bishop Leader of the Year Award, affirming our work in transformation, innovation, and institutional improvement. Perhaps the most significant personal honor of this award is the fact I was nominated by members of the Northwest Florida State College faculty who, too, were graduates of The University of Alabama College of Education.

In 2022, I was appointed by Governor DeSantis to serve as Florida's member of the Executive Council/Board of Control for the Southern Regional Education Board (SREB). SREB is a highly respected nonpartisan, nonprofit interstate compact with membership from 16 states committed to working together to improve public education at every level, from early childhood through doctoral education and the workforce. SREB brings policymakers, educators, and institutions together for the purpose of improving all aspects of education throughout the region. Although I am appreciative of these recognitions, the accolades should shine squarely on the teams I have had the opportunity to build at numerous institutions. I believe in a "we" rather than "me" philosophy of leadership that makes the most impact. Furthermore, I would dedicate myself to continuing and elevating Florida Poly's U.S. News & World Report rankings as the #2 in Regional Colleges South, #1 in Top Public Schools, #9 in Best Value Schools, and #40 in Best Undergraduate Engineering Programs at schools where a doctorate is not offered.

Notable is a very recent report from the U.S. Department of Education ranking of Florida Polytechnic University as #1 of Florida colleges and universities (primarily offering a bachelor's degree) based on the least amount of student debt incurred by students. Continuing the commitment to access and affordability should certainly positively impact the future advancement of the university, and as president one of my priorities would be to continue this trend to champion this outstanding recognition.

Additional goals I would focus on as President include a commitment to bringing in additional full-time faculty and supporting their research and teaching, growing interdisciplinary programs and partnerships with area colleges and universities, promoting Florida Poly's excellence and exclusivity among Florida's higher education sector, researching the possibility of creating Florida's only STEM-driven Collegiate Charter Academy with industry-recognized and STEM-focused certifications and badges embedded in the curriculum; and to consider expanding distance education offerings that improve access for all students.

Finally, I do believe a study and consideration of potential health sciences programming should be a priority, especially in light of the crucial shortage of workers in an ever-expanding workforce sector, as well as the focus Senate President Passidomo has placed on this subject in current Senate Bill 7016 and 7018.

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Request for Consideration

I believe Florida Poly is a “dream catcher” for students – an exclusive institution of higher education that facilitates the achieving of dreams of completing a higher education credential and entering the workforce; dreams of earning a credential that leads to a high-wage, high-demand career. As a convener and catalyst, I believe I can provide effective leadership in implementing the institution’s broad-based, interrelated strategic plan that will propel Florida Polytechnic University into an even brighter and more prosperous future.

Higher education is experiencing unprecedented change and I believe the next President of Florida Polytechnic University must be one who can manage change effectively and lead a strong advocacy strategy to strongly position the University for future growth and expansion in the eyes (and hearts) of influencers who will be instrumental in continuing to adopt Florida Polytechnic University as a vital component in the higher education ecosystem of Florida. This initiative will take someone who has experience in working with the Florida Legislature, the Congressional Delegation, and who can quickly build respect from among local influencers and constituents. Growing enrollment, focusing on new program development, and tirelessly advocating for Florida Poly will be critical to its future success.

In addition to my interest in the intersection of economic development and higher education, I have expertise and interest in contemporary issues and challenges facing higher education, the governance roles of higher education boards, leaders, faculty and staff, and the impact of the leadership role on assuring for quality, accountability, student access and success. Together with my history of teaching at the undergraduate level, lecturing on leadership and organizational behavior to higher education leaders, and effectively assembling individuals to create high-performing teams, I believe my professional experience makes me an ideal candidate.

It would be an honor to serve with members of the Board of Trustees, faculty, staff, administration, students, and local, regional, state, and federal leaders to build a better tomorrow and ensure we provide the hope and promise for improving the lives of our students and the region we serve. It is a great honor to submit these materials and I thank you for your consideration of my candidacy as you move forward in the presidential search.

Sincerely,



Devin Stephenson

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QUALIFICATIONS SUMMARY

ACADEMIC LEADERSHIP | PROGRAM DEVELOPMENT/IMPLEMENTATION | STRATEGIC PLANNING

Accomplished and incisive academic leader with demonstrated success directing education and management operations at the community college level. Expertise leading the design and implementation of academic programs and providing comprehensive administrative and operational leadership to achieve organizational mission. Committed to institutional excellence and individual success with the skill to build consensus and support among community members, key stakeholders, and the academic and professional community. Exceptional business, financial, and leadership acumen to produce extraordinary results.

CORE COMPETENCIES

Grant Acquisition/Management

Revenue Generation

Regional Accreditation

Policy Development/Implementation

Administrative/Operations Oversight

Relationship Management

Strategic Communications/Branding

Budget Development/Administration

Staff Leadership/Development

PROFESSIONAL EXPERIENCE

NORTHWEST FLORIDA STATE COLLEGE

Niceville, Florida 2017 – Present

President

Responsible for the development, administration, and evaluation of the effectiveness of the various programs of the College, including, but not limited to: Executive management, Instructional Services, General Administrative Services, Evening Program, Community Relations, Student Services Program, and acquisition of legal services.

Serve as chief executive officer of the College. Serve as Corporate Secretary to the District Board of Trustees, assuring maintenance of such files and records as are necessary and required. Make recommendations to the Board of Trustees on policies, programs or procedures promulgated by the College faculty, staff, and students. Implement policies adopted by the District Board of Trustees.

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Forward all official reports of the College to off-campus agencies. Coordinate appropriate activities and initiatives among the college personnel and students, the District Board of Trustees, the public education program personnel of the two counties, the Florida College System and the State Department of Education. Serve as the official spokesman for the College. Perform such other duties as may be requested by the District Board of Trustees.

Key Contributions:

On-boarded government relations/lobbying firm to assist the college in developing relationships with key legislators; created Florida House/Senate Bill language on behalf of the College.

Captured \$5.74M (2017) and \$2M (2018) from the Florida Legislature for renovations of the engineering technology building and health sciences building, and utility infrastructure replacement on the Niceville Campus.

Successfully led advocacy resulting in the passing of State Legislation (HB75) authorizing Florida's State Colleges to waive fees for activity-duty military.

On-boarded grants development department and research, effectiveness, analysis, and planning division.

Restructured information technology division and on-boarded chief information officer to lead the total integration of technology and improved efficiencies in the day-to-day operations of the college.

Administratively reorganized and right-sized the college with significant savings in personnel costs and repositioned the institution for future advancement and improved efficiency and effectiveness.

Led the development of the College's 2017-2020 Strategic Plan using an environmental context-mapping model.

Led College to recognition by the Aspen Institute as a Top-50 Institution of Excellence in 2018.

Led College to increased enrollment after a six-year decline in both headcount and credit hour production.

Renewed relationships with the Educational Services Division of Eglin Air Force Base and Duke Field to offer general education coursework and pre-nursing coursework for active duty airmen.

Led successful fundraising campaign for construction of a state-of-the-art indoor practice facility for the NWFSC baseball and softball programs. Acquired \$150,000 from the Gulf Power Foundation for development of a Veterans Success Center on the Niceville Campus.

Selected by SACSCOC Staff to serve as a Committee Chair for off-site and on-site peer reviews and Chair of the Committee on Compliance and Reports.

Led institution to its first Silver Status recognition in the Florida College System Performance Funding Rankings, resulting in an additional \$477,000 appropriation and second consecutive year of recognition with the FCS Performance-Based Funding Model, resulting in an additional \$442,000 appropriation.

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Established organizational structure that led to increased funding for industry-recognized certifications to \$331,000 in 2019-2020, up from \$200,000 the previous year.

Launched inaugural President's Leadership Academy for the purpose of providing cohort-model leadership development to the College's emerging leaders.

Recipient of Phi Theta Kappa International Honor Society's 2019 President's Paragon Award for outstanding presidential leadership toward student success.

Captured \$1.5M from the Walton County Commission for the NWFSC Triumph Gulf Coast Grant/Walton Works.

Captured \$2.8M from the Triumph Gulf Coast Board for NWFSC's Walton Works Project/DeFuniak Springs.

Led College to be named the 2019, 2020 Safest College in Florida by localsecurity.com.

Led College to be recognized with the 2019 BlackBoard Catalyst Award for exceptional student experiences.

Recognized by the Niceville-Valparaiso Chamber of Commerce with the presentation of the 2019 Chairman's Award.

Captured \$7.06M from the Triumph Gulf Coast Board for NWFSC's Aviation Center of Excellence Project.

Captured \$1.15M from the US Department of Labor for the establishment of a Job Corps Scholars Program and \$1.50M for the establishment of a Job Readiness Apprenticeship Program. Captured \$413,000 from the Florida Department of Education to establish rapid credentialing certifications.

Successfully led NWFSC through its Decennial Reaffirmation of Accreditation with the Southern Association of Colleges and Schools/Commission on Colleges (2020).

Successfully led the College through the \$6.4M sale of its off-campus housing complex and led the development and construction of new on-campus student housing for the first time in college history.

Acquired \$600,000 of annual recurring appropriations from the Florida Legislature for operational support.

Captured \$484,000 from the Economic Development Administration of the US Department of Commerce for upgrades to Radiography Program and Emergency Medical Services Program equipment.

Captured \$113,000 from the US Department of Transportation to expand the capacity of the Commercial Vehicle License Program.

Led the College to attainment of Federal Aviation Administration's Part 147 Certification for the Airframe Technician Program/Aviation Center of Excellence.

Captured \$2.85M from the Florida Governor's Job Growth Fund Grant Program to establish a Transit Technician

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and Marine Technology Program.

Personally, permanently endowed an unrestricted scholarship through the NWFSC Foundation.

Led growth of NWFSC Foundation Corpus to over \$65M.

Captured \$116,000 from the FLDOE for the expansion of NWFSC's apprenticeship program and \$300,000 from the FLDOE for student success initiatives.

Captured \$2M from the FLDOE to establish a Career Academy with the addition of a 9th grade to the College's current high-performing Collegiate High School.

Awarded Phi Theta Kappa International's most prestigious community college president's award–The Shirley B. Gordon Award of Distinction for outstanding commitment to student success (2022).

Captured \$11M in Public Education Capital Outlay Funds from the Florida Legislature (2022) to renovate the College's Health Science Center.

Captured \$500,000 from the Florida Legislature (2022) to provide additional support to the College's Aviation Center of Excellence.

Appointed (2022) by Governor Ron DeSantis to serve as a member of the Executive Council/Board of Control for the Southern Regional Education Board (SREB).

Received (2022) The Inaugural Horizon Award from the Triumph Gulf Coast Board of Directors for exemplary performance through the Accelerated Implementation of the College's FAA Airframe & Powerplant Program.

Selected as the 2022 Recipient of the Patron of the Profession Award by the Northwest Florida Chapter of the American Institute of Architects.

Captured \$1.5M from the Governor's Job Growth Fund (2022) to expand CDL Training; Captured \$21.8M from the Triumph Gulf Coast Board (2022) for the expansion of the institution's nursing program; Captured \$2.25M from the US Department of Education's Title III Strengthening Developing Institutions Program.

Successfully launched the institution's first intercollegiate NJCAA-E Sanctioned Esports Program with 150 student participants during the first semester of launch.

Recipient of the Fort Walton Beach Chamber of Commerce 2022 Community Leadership Award.

Captured (2023) \$5.25M in recurring enhanced operational support from the Florida Legislature; Captured \$990K in special appropriations for expansion of health science and public safety programming; Captured \$8.2M in Public Education Capital Outlay appropriations for renovation of the NWFSC Public Safety Training Institution Center.

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Named by the University of Alabama College of Education as recipient of the prestigious 2023 Harold L. Bishop College of Education Leader of the Year Award.

Recipient of the Southern Association of Colleges and Schools Commission on Colleges 2023 Carol A. Luthman Meritorious Service Award.

Led the College to seven consecutive semesters of enrollment growth with the largest increase of 12% occurring during the spring semester 2024.

BIG SANDY COMMUNITY AND TECHNICAL COLLEGE

Prestonsburg, Kentucky 2015 – 2016

President/CEO

Responsible for the overall administration of the College, including an annual budget of over \$40M and the supervision of over 300 full and part-time employees. Responsible for the enforcement of Kentucky Community and Technical College System policies and procedures, a quality instructional and student services/development program, personnel appointments and evaluations, communication to both the college community and external stakeholders, budget development, maintenance of an effective business/financial operation, and for the maintenance/operation of the physical plant. Accountable for integrating the college into regional economic/workforce development initiatives.

Key Contributions:

Captured \$2.3M in EDA funds, \$500,000 in Appalachian Regional Commission (ARC) funds, and \$500,000 in a Community Development Block Grant for construction of Kentucky's only Broadband Technology Center.

Acquired \$250,000 in Appalachian Regional Commission (ARC) funds for enhancement of the college's Information Technology Program, \$250,000 in Kentucky Appalachian Region Development (SOAR) funds for creation of a technology community, \$30,000 from Big Sandy Rural Electrical Cooperative to onboard a fast-track information technology program, and \$75,000 from Kentucky Power for broadband technology equipment, \$50,000 from KHEAA to onboard coaching/navigation initiative.

Captured \$3.5M in Appalachian Regional Commission (ARC) funds to launch a three-college, employer-driven workforce development program focused on building the digital economy across eastern Kentucky.

Initiated new degree programs in Electronics Technology, Electrical Technology, Industrial Maintenance Technology, Physical Therapist Assistant, Health Science Technology, NurseNow/Online PN to ADN Bridge, Broadband Technology, and new certificate programs in Fiber Optics Technician/Tester and Dental Assisting.

Led negotiation of agreement between the college and the city of Prestonsburg to assume administrative oversight of the Mountain Arts Center – the premier performing arts center in eastern Kentucky.

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Led college in the development of revised mission and vision statements and 2016-2022 Strategic Plan.

Led college in the development and implementation of a zero-based budgeting model linking budgeting to planning.

On-boarded SkillsUSA chapter and National Technical Honor Society for recognition of student success in career education programs. Ten SkillsUSA students represented Kentucky at National SkillsUSA Olympics in our first year.

Led KCTCS President's Topic Team in research/recommendations of tuition/fee considerations; in proposing professional development programs for mid-level managers; and in developing strategies for improved external relations (advocacy, fundraising, marketing/PR, and economic development) in the KCTCS.

Led successful negotiation of \$500,000 property purchase for expansion of the Pikeville Campus.

Led organizational culture change resulting in the college's selection by the Aspen Institute as one of the nation's top 150 community/state colleges.

Selected by the Kentucky Community and Technical College System President to serve as KCTCS Liaison for SOAR (Shaping Our Appalachian Region) and coordinate activities for five KCTCS Appalachian region colleges.

THREE RIVERS COLLEGE

Poplar Bluff, Missouri 2009 – 2014

President and Chief Executive Officer

Plan and direct organizational policies, objectives, and initiatives. Direct short- and long-term strategic business planning, encompassing measurable objectives and outcomes to achieve academic vision and goals. Lead financial management functions, including budgeting, funding, and grants.

Key Contributions:

Captured \$22+M in external grants and secured \$3+M in funding for workforce development training.

Spearheaded the development of the Three Rivers Public Safety Academy, becoming the largest in Missouri.

Led successful negotiations of \$12+M in property donations—Matthews/Drury-Southwest/Emerson Corp.

Negotiated a \$2M college health insurance/related services contract for personnel, securing optimal terms.

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Achieved recognition as one of the fastest growing community colleges in the nation in 2012 and 2013 by the American Association of Community Colleges.

Led the college to being recognized as one of the 10 safest college campuses three years running.

Facilitated the Higher Learning Commission focus visit on strategic planning, clearing the college's accreditation status with the Commission; developed the institution's first comprehensive strategic plan and campus master plan.

Championed a zero-based budgeting initiative and managed the budget development and implementation process; increased contingency fund balance \$2.8M in 2.5 years.

Served as a member on a variety of committees, including presidential peer evaluator for the Higher Learning Commission and presidential representative on NJCAA's ad hoc committee to evaluate third-year eligibility.

Received the 2013 Pacesetter Award for District 5, National Council of Marketing and Public Relations and the 2011 recipient of Governor Jay Nixon's E3 Excellence Award for leadership and innovation in education, employment, and economic development by the Missouri Department of Economic Development.

Permanently endowed an unrestricted scholarship through the Three Rivers Endowment Trust Foundation.

Led real property donation negotiations totaling \$600,000, including a site at Poplar Bluff, Missouri thoroughfare, a piece of real property adjacent to the college campus; a \$250,000 real property donation; and \$1.3M in local funding for the construction of the college's main entrance.

Negotiated contributions and gifts to the college, including an \$8M real estate contribution from the Matthews Family, a hospital campus location from Poplar Bluff Regional Medical Center, a \$250,000 office complex donation for the Poplar Bluff License Bureau operated by the college's endowment trust.

Secured \$700,000 in Training for Tomorrow grant funds, supporting the creation of the Allied Health/Public Safety Institute and a \$200,000 Delta Region Authority Grant to create two mobile skills labs.

Acquired \$1.9M in U.S. DOE Title III grant funding to improve student persistence and academic achievement; \$1.1M in U.S. DOL grant funding, supporting curriculum innovation and student success in nursing and allied health programs; and grant funds to enable continued operations of TRIO programs.

Built a high-performing infrastructure by obtaining \$2.6M in workforce development contracts and establishing the Three Rivers College President's Leadership Academy to identify and develop leaders.

Enhanced operations and captured cost savings by right-sizing staff and reorganizing administration while leading audit risk management activities to achieve low-risk status by improving internal controls and policy compliance.

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Increased overall student enrollment 50%, high school dual enrollment to 500 students across 35 teaching sites, and credit hour production 52% over five years.

Captured \$215,000 in Congressional appropriation funds to upgrade the management information system and install a new BlackBoard platform to support the distance learning initiative.

Directed a \$2.7M renovation of the learning resources center with no debt and secured \$9.1M in federal grant money to enable the construction of five tornado safe rooms.

Oversaw off-campus center operations expansion to locations in Cape Girardeau, Dexter, and Willow Springs, providing additional educational program options to citizens of Southeast Missouri.

Initiated and finalized successful legislation, authorizing community colleges to own property outside of taxing districts by working with local state representatives and Missouri General Assembly.

Drove program expansion, including securing \$2.75M from the U.S. DOL to create adult learning programs and acquiring a \$136,000 W.I.R.E.D. grant for building of capacity in allied health and nursing education programs.

BEVILL STATE COMMUNITY COLLEGE

Sumiton, Alabama 1992 – 2002 and 2006 – 2008

Vice President, External Affairs / SACS Liaison / Senior Athletic Administrator (2006 – 2008)

Held full accountability for enrollment management, development, alumni affairs, marketing, regional accreditation, and communications. Teamed with senior staff, faculty, students, trustees, alumni, and external constituents to align and leverage human and financial resources to advance the mission of the college and strategic objectives. Provided guidance/advice in external relations, contributing to the development of revenue generation best practices.

Key Contributions:

Developed and implemented solutions to complex merger and consolidation challenges as the SACS liaison and reaffirmation of accreditation self-study director.

Drafted and delivered comprehensive reports, detailing admission trends; partnered with senior administration in hosting and facilitating events and statewide conferences, driving enrollment growth.

Led performance improvement as the Senior Administrator of Athletics, charged with managing budgeting, planning, and ensuring compliance of 11 NJCAA-affiliated intercollegiate teams.

Directed risk management and compliance control functions as the Chief Title Compliance Officer; evaluated existing policies, identified shortcomings, and implemented new procedures to prevent and correct failures.

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Worked as an integral member of the Focus Walker County Workforce Development Team and chair of the Education Subcommittee and Director of Leadership Walker County.

Chaired the All-Alabama Academic Team Foundation Board of Directors, the Alabama Community College Safety and Security Task Force, and the ACCS Accountability and Performance Profile Advisory Committee.

Increased enrollment 20% and enhanced overall brand recognition by authoring a detailed student recruitment plan and managing recruitment publications, including the viewbook and college catalog.

Led efforts and successfully secured a \$1.9M U.S. DOL grant and coordinated implementation.

Improved student career placement by building strong working relationships with business, industry, and governmental agencies.

Developed and implemented innovative curricula by teaming with the Chamber of Commerce and managing plan implementation of county leadership programs.

Secured \$169,000 in funding through the Appalachian Region Commission Grant for IITS classrooms.

Earned recognition for performance and success, receiving the Jack Kent Cooke Foundation grant as the co-author and team leader and Best Peer Review recognition and an 11-year reaffirmation of accreditation (SACS).

Dean of Students / Federal Programs Director / SACS Liaison / Coordinator, Athletic Programs / Director, Leadership Walker County and Youth Leadership Walker County (1993 – 2002)

Provided senior-level leadership across educational and extracurricular programs and services, ensuring alignment with overall organizational mission, vision, and strategy.

Key Contributions:

Served as the Director of the SACSCOC Self-Study, ADA Coordinator, and Title Compliance Officer.

Built collaborative and supportive relationships with state agencies, the community college, economic development, and partner organizations across the region.

Oversaw the Upward Bound, Educational Talent Search, Student Support Services, and Displaced Homemakers programs successfully achieving all program and student success objectives.

Dean of Students / Director, Public Relations (1992 – 1998)

Defined and reinforced expectations, policies, and procedures, building a strong and collaborative education environment, driving student and staff success.

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Key Contributions:

Coordinated college functional areas, including federal programs, student services, and intercollegiate athletics as an integral member of the President's Council and Executive Committee.

Directed administrative operations, fostering an environment of academic success and achievement through personalized attention and intervention as warranted.

Served as the Chief Student Services Offices, a member of the Executive Administrative Council, and College Liaison for accreditation to the Southern Association of Colleges and Schools.

SNEAD STATE COMMUNITY COLLEGE

Boaz, Alabama 2002 – 2005

Chief Executive Officer

Partnered with the Chancellor, State Board of Education, and the Department of Postsecondary Education as the Chief Executive Officer and official college ambassador to identify and resolve issues and ensure the programmatic success of the college.

Key Contributions:

Developed and implemented policies and programs while directing all operational and educational activities and programs.

Drafted and implemented a comprehensive master plan and defined principles to establish a creative academic environment; developed a long-range strategic plan to achieve goals.

Championed fundraising activities, creating highly successful initiatives; received a \$400,000 FIPSE award for the development of nursing education programs.

Earned two commendations from the Alabama Legislature in recognition of outstanding service within the community on behalf of the college.

Obtained a \$1.89M grant from U.S. DOE/Title III funds for curriculum improvement and \$1.76M in grant funds to initiate Upward Bound and Student Support Services Federal Trio Grants.

Secured \$450,000 in funding from private donors for further investment in the foundation endowment.

Captured revenue growth by creating an off-site workforce development center, generating \$250,000 in year one.

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Acquired a \$1.56M community-based job training initiative grant from the DOL and \$400,000 in additional annual appropriations from the Alabama Education Trust Fund for college operations.

Drove process improvement by streamlining the need and merit-based financial aid systems to enhance financial aid award coordination.

Led program expansion, including implementing an Associate Degree Nursing Program to support the demand for registered nurses in the region.

WALKER STATE TECHNICAL COLLEGE

Sumiton, Alabama 1976 – 1992

Dean of Students (1988 – 1992)

Director, Admissions and Student Services (1981 – 1988)

Director, Financial Aid and Director, Public Relations (1976 – 1992)

Oversaw the plan and implementation of programs across all areas of student service and public relations to achieve organizational mission.

Key Contributions:

Led the development and implementation of programs and services, including federal campus-based aid programs and designed an interactive system of merit and need-based award packaging.

Championed organizational branding initiatives to build a positive image, grow awareness of programs and offerings, and improve public relations among industry professionals, community, and secondary school systems.

Enhanced program entry by refining the assessment and admissions processes; implemented a comprehensive student services program, encompassing financial aid, counseling, admissions/records, testing, student orientation, and recruitment.

Maintained compliance with the federal and state regulations and directed requirements implementation.

Streamlined the online registration program, resulting in increased user ease and student enrollment.

Nominated for the Chancellor's Outstanding Administrator Award for exceptional work performance.

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EDUCATION

UNIVERSITY OF ALABAMA – Tuscaloosa, Alabama

Ed.D. in Administration of Higher Education

Master of Arts in Administration of Higher Education

Honors: Kappa Delta Pi for Academic Performance

BIRMINGHAM-SOUTHERN COLLEGE – Birmingham, Alabama

Bachelor of Arts in Business Administration

WALKER JUNIOR COLLEGE – Jasper, Alabama

Associate of Science

PROFESSIONAL AFFILIATIONS & ENGAGEMENTS

Marketing & Public Relations Chair: Florida College System Council of Presidents (2023-Present) • Member: Walton County Economic Development Alliance Board of Directors (2023-Present) • Florida Governor's Appointee: Southern Regional Education Board/Executive Council (2022-Present) • Member: Fort Walton Beach Medical Center Board of Directors (2022- Present) • Member: Fort Walton Beach Chamber of Commerce Board of Directors (2021-2024) • Member: Okaloosa County Commission COVID-19 Advisory Committee (2020) • Member: Niceville-Valparaiso Chamber of Commerce Board of Directors (Vice Chair/Membership Development (2018-2020) • Member: Executive Committee/One Okaloosa Economic Development Council (2017-Present) • Member: Florida's Great Northwest Board of Directors (2017-Present) • Member: Florida Association of Colleges and Universities Board of Directors (2017-2019) • Member: Steering Committee/Florida College System Council of Presidents (2017-2019, 2020-Present) • Member: Board of Trustees; Southern Association of Colleges and Schools/Commission on Colleges (2016-Present) • Member: Florida College System Council of Presidents (2017- Present) • Kentucky Presidential Representative: Tennessee Valley Corridor Community College Consortium Council of Presidents (2016) • Presidential Representative: KCTCS Search Committee/Hazard CTC & West Kentucky CTC (2016) • Member: Board of Directors/ Highlands Center for Autism (2015-2016) • Commissioner: Commission on Professional Development & Leadership/ AACC (2015-2017) • Member: Presidents Leadership Team/Kentucky Community and Technical College System (2015-2016) • Member: Board of Directors/Southeast Kentucky Chamber of Commerce (2015-2016) • Member: Kentucky Coal Academy Board of Directors (2015 – Present) • Chair-Elect: Missouri Community College Presidents and Chancellors Council (2013 – 2014) • Chair: Greater Poplar Bluff Chamber of Commerce Board of Directors (2014) • Member: Model College Program (CAPP) Advisory Committee/Alabama College System (2006 – 2008) •

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Focus Walker County Initiative-Workforce Development, Education Task Team (2008) • Alabama Community College System's Safety and Security Task Force, Steering Committee (2007 – 2008) • All-Alabama Academic Team Board of Directors (2003 – 2007) • Chair: NorthWest-Shoals Community College Presidential Search Committee (2004)

Board of Directors: Boys and Girls Club of Poplar Bluff (2010 – 2012) • Greater Poplar Bluff Chamber of Commerce (2010 – 2014) • Marshall County Child Advocacy (2004 – 2005) • Boaz Business Forum, Coordinating Committee (2005) • Boaz Chamber of Commerce (2002 – 2005) • Compass Bank (2000 – 2002) • Walker County Chamber of Commerce (1998 – 2002)

Member & Co-Chair: Financial Analysis Committee/Walker County Board of Commissioners (2015) • Tax Increment Financing Commission, City of Poplar Bluff (2012) • Poplar Bluff Community Action Council, Poplar Bluff Police Department (2010 – 2014) • Missouri Community College Presidents and Chancellors Council (2009 – 2014) • Alabama Community College Leadership Academy Advisory Board, The University of Alabama (2005 -2008); Governor's Task Force on Keeping Alabama Students Safe (2007 – 2008) • Alabama College System President's Association (2002 – 2005) • Arab Economic Development Advisory Board, NABTEC (2002 – 2005) • Walker Chamber of Commerce Liaison, School-to-Career Partnership (2000 – 2002) • Governor's Steering Committee for America's Promise (2001) • Alabama Dean of Student's Association (1990 – 2002) • Alabama Association of Student Judicial Affairs (1996 – 2002) • Alabama Association of Collegiate Registrars & Admissions Officers (1992 – 2005)

Communications and Marketing Commissioner: American Association of Community Colleges (2011 – 2014)
Board of Governors: Poplar Bluff Regional Medical Center (2010 – 2014)

President/Chair: All-Alabama Academic Team Foundation, Alabama Community College System (2007 – 2008)

Vice-Chair: Southern Union State Community College Presidential Search Committee (2006)

Vice President: Walker Chamber of Commerce Executive Committee (2001 – 2002)

Moderator/Facilitator: Leadership Walker County Program (2000 – 2002 and 2008)

Chair of the Committee on Compliance and Reports: Southern Association of Colleges and Schools/Commission on Colleges (2020-2022)

Member/Board of Trustees & Committee on Compliance and Reports: Southern Association of Colleges and Schools/Commission on Colleges (2017-2022)

Visiting Committee Chair: Southern Association of Colleges and Schools/Commission on Colleges: Odessa College (2019); Greenville Technical College (2020); East George State College (2020); Lone Star College (2021); Atlanta Metropolitan State College (2022); Alamance Community College (2023); Galveston College (2024)

Honorary Commander: Eglin Airforce Base/Research Laboratory, Munitions Directorate – (2023-2024)

Honorary Commander: Hurlburt Field-United States Air Force/1st Special Operations Wing-1 (SOW) (2017-2018)

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Consultant-Evaluator/Higher Learning Commission, John Wood Community College (2013); Spoon River College (2012); and Leech Lake Tribal College (2010)

Peer Evaluator/Mock Team: Southern Association of Colleges and Schools/Commission on Colleges, South University, Cleveland, Ohio and South University, Austin, Texas (2012)

Substantive Change Committee Member: Southern Association of Colleges and Schools/Commission on Colleges, Chattahoochee Technical College, Marietta, Georgia (2009)

Reaffirmation Review Committee Member: Southern Association of Colleges and Schools/Commission on Colleges, Hillsborough Community College, Tampa, Florida (2016); Orangeburg-Calhoun Tech College (2005); Pitt Community College (2003); and Austin Community College (2003)

President/Vice President: Alabama College System Public Relations Association (1990 – 1992)

PRESENTATIONS

Panelist: The Prescription to Live Healthy: Building Florida's Healthcare Workforce, Florida Chamber of Commerce 2024 Legislative Fly-In • Panelist: Creating a Seamless Pathway for Students from High School to College to Career, Higher Education Innovation Conference, 2023 • Presidential Panelist: The Evolving Role of Higher Education, National Council for Continuing Education & Training Annual Conference, 2023 • Keynote Speaker: Catalyzing Institution Growth through Dual Enrollment and Charter School Initiatives, Southern Association of Colleges and Schools Commission on Colleges Annual Meeting, 2022 • Keynote Speaker: Using 4DX to Transform and Reenergize a College, Higher Education Innovation Conference, 2022 • Keynote Speaker: Let's Be Real, Destin Business Empowered, 2022 • Keynote Presenter: RISE UP, Emerald Coast Association of Realtors Gala, 2021 • Presenter: NWFSC Profile and Strategic Initiatives, Florida Senate Education Committee, 2021 • Keynote Address: Improving Your Serve, Wallace Community College Fall Institute, 2021 • Panelist: Leadership Through Chaos, One Okaloosa Economic Development Council Webinar, 2020 • Presenter: Maximizing Innovation from Within: New Solutions for Strategic Planning, SACSCOC Annual Meeting, 2020 • Panelist: Responding to the COVID-19 Crisis and Beyond, Ellucian Corporation's Presidents' Power Hour Webinar, 2020 • Keynote Speaker: Making An IMPACT, Blessing Of The Emerald Coast (BEC), 2019 • Keynote Address: Make that Change, Sumiton Christian School's Senior High Commencement, 2019 • Presenter: Building Effective Change Through Transformational Leadership, American Association of Community Colleges Annual Meeting, 2019 • Presenter: Beyond the Board: Developing An Effective Board Self-Evaluation, Association of Florida Colleges Trustees Conference, 2019 • Presenter: Building a Culture of Accountability, SACSCOC Annual Meeting, 2018 • Keynote Speaker: iLead, The Technology of Leadership/ Building a Success Culture, Itawamba Community College-Leadership Development Institute, 2018 • Keynote Speaker: Why Civic Engagement, Niceville-Valparaiso Chamber of Commerce Civic Hall of Fame, 2018 • Panelist: Redesigning Student Success, SCUP Regional Conference, 2018, 2019 • Keynote Presenter: Presidential Leadership & Communications/Promoting Career Education Programs, National Council for Marketing/Public Relations, 2017 • Presenter: TalentTalks, Gulf Power Economic Symposium, 2017 • Keynote Speaker: Leadership: Your Blank Canvas, Walton Area Chamber of Commerce Leadership Graduation, 2017 • Keynote Speaker: Take an Adventurous Step, Air Force Association Student Honors Ceremony, 2017 • Keynote Speaker, Develop your G.O.A.L., Fort Walton Beach High School Student Honors Celebration, 2017 • Panelist: Economic Development in Eastern Kentucky, Leadership Kentucky, 2016 • Panelist: Entrepreneurial Leadership, ARC/State of Tennessee Aspire Appalachia Conference,

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2016 • Panelist: TechHire and the Digital Economy: Shaping Our Appalachian Region (SOAR) Innovations Summit,
2016 • Keynote Speaker: It's In Your Hands, Southeast Kentucky Chamber of Commerce Work Ethics Awards
Ceremony, 2016 • Session Speaker: Future in Fiber-Building the Workforce of Today and Tomorrow in Central
Appalachia, American Association of Community Colleges Convention, 2016 • Keynote Speaker: Change, Challenge,
and Opportunity, Title I Regional Educators Conference/Kentucky, 2015 • Keynote Speaker: I See Success In Your
Future, New Madrid Chamber of Commerce Annual Awards Celebration, 2014 • The Power of Emotional Intelligence,
Attributes of Effective Leaders, Deadly Leadership Mistakes, Pensacola State College President's Leadership
Institute, 2012, 2014, 2016, 2018, 2020, 2023



Section 7

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The **Florida Polytechnic University Board of Trustees** (the “Board” or the “Board of Trustees”), a public body corporate of the State of Florida, on behalf of Florida Polytechnic University (“University”), and G. Devin Stephenson (“President”) hereby enter into this President’s Employment Agreement (the “Agreement”). The Board and President may be referred to individually as a “Party” or collectively as the “Parties.”

BACKGROUND

WHEREAS, the University is the State’s only all-STEM public institution in Florida; and

WHEREAS, the Board has the authority to select a President of the University pursuant to Regulation 1.001(5)(c) and 1.002 of the Board of Governors of the State University System of Florida (“Board of Governors”); and

WHEREAS, on September 7, 2023, the Board, pursuant to the Board of Governors regulation 1.002, established a Presidential Search Committee; and

WHEREAS, the Presidential Search Committee, whose members included, but was not limited to, a member of the Board of Governors, Board of Trustees, as well as faculty and student members, sent five (5) finalist candidates to the Board for consideration; and

WHEREAS, on April 15, 2024, the Board selected G. Devin Stephenson to become the next President of Florida Poly and authorized the University General Counsel to enter into contract negotiations with G. Devin Stephenson subject to approval by the Board and the Board of Governors; and

WHEREAS, G. Devin Stephenson is willing to serve as President of Florida Poly subject to the Board of Governors confirmation of the Board’s appointment of G. Devin Stephenson as President; and

WHEREAS, the Parties acknowledge that the University will perform some of its obligations through the Florida Polytechnic University Foundation “Foundation,” a Florida 501(c)(3) Direct Support Organization of Florida Poly; and

WHEREAS, the Parties desire to memorialize the terms and conditions of G. Devin Stephenson’s employment as President of the University in this Agreement.

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NOW, THEREFORE, in consideration of mutual promises, covenants and conditions contained herein, and other valuable consideration, the receipt and sufficiency of which are hereby acknowledged, the parties agree as follows:

1. Powers and Duties of President While Serving as President

- 1.1. The President reports to the Board and is the Chief Executive Officer of the University, subject to the supervision of the Board, the laws of Florida, and the rules, regulations, and policies of the Board, the University, and the Board of Governors. During the Presidential Appointment Term (as defined in section 3.1 below), the President has the powers and duties reserved to the position of president by the Florida Statutes and the University regulations and other actions of the Board (collectively "Duties"), as they presently exist or may hereafter be amended. The President and the Board acknowledge and agree that the Duties hereunder are and shall be consistent with those customary for the position of a university president, including, but not limited to educational leadership, faculty relations, budgeting, long-range planning, fundraising, public relations, student services, recruitment of personnel, appointment, promotion and dismissal of all faculty and staff members, as well as any such additional duties commensurate with such position as may be specified from time-to-time by the Board. The President has the full power and authority to direct the operation and management of the University, subject to the direction, control, and instructions of the Board.

2. Best Efforts While Serving as President

- 2.1. During the Presidential Appointment Term, the President will diligently devote his full professional time, ability, and attention to the day-to-day operations of the University, including without limitation, all administrative, executive, and academic functions.
- 2.2. Subject to the provisions in subsections 2.3 and 2.4, during the Presidential Appointment Term, the President's expenditure of reasonable amounts of time for personal or outside business, as well as non-University related charitable and professional development activities, shall not be deemed a breach of this Agreement, provided such activities do not interfere with the services required to be rendered to the University under the provisions of this Agreement, Part 111 of Chapter 112 of the Florida Statutes: Code of Ethics for Public Officers and Employees, and applicable regulations or policies of the Board of Trustees or University.

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- 2.3. The President shall not knowingly engage in any activity that may be competitive with or adverse to the best interests of the Board of Trustees or the University.
- 2.4. During the Presidential Appointment Term, the President shall seek approval from the Board prior to agreeing to serve on any boards of directors or engaging in outside employment, business or professional activities subject to the provisions of University regulation or policy. Any and all income or other compensation earned by the President in connection with approved non-University outside activities shall be paid to and retained by him, and such income or other compensation shall have no effect on the amount of salary, compensation, or benefits he is otherwise entitled to receive under this Agreement.
- 2.5. During the Presidential Appointment Term, the President shall perform the duties of president for all existing and future campuses of the University, and for and at such other place or places as the Board deems appropriate for the interests, needs, business, or goals of the University.

3. Presidential Appointment Term; Evaluation; Renewal

- 3.1. Presidential Appointment Term. The appointment as President (“Presidential Appointment Term”) shall be for a term of three (3) years, commencing on July 7, 2024, and ending on July 6, 2027. This appointment and the Agreement are renewable by mutual written consent of the parties. This appointment and this Agreement are subject to prior termination as provided for in this Agreement, and by the applicable laws of the State of Florida, the regulations and policies of the Board of Trustees, the University, and the Florida Board of Governors.
- 3.2. Goals and Objectives While Serving as President. Before June 1 of each year, the President will provide the Chair of the Board of Trustees (“Chair”) with a list of proposed goals and objectives for the upcoming fiscal year. The proposed goals and objectives shall be related to, and in furtherance of, the University’s strategic plan goals, work plan and accountability report, and the Board of Governors’ strategic plan and performance funding model, and other priorities as established by the Board of Trustees or the Board of Governors. The goals and objectives are to be presented to the Board for discussion and approval. The Board and the President may agree to revise the goals and objectives as necessary during the fiscal year.
- 3.3. Annual Evaluation While Serving as President. While the President is employed as president, the President shall initiate the evaluation process for the prior fiscal year ending June 30 of such year by

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preparing a self-- appraisal of his performance for submission to the Chair and evaluation by the Board, its designee, or both, in accordance with directives, policies and procedures established by the Board as the Board may deem appropriate. The President will furnish any additional information requested by the Chair to aid the Board in its annual performance review of the President. Pursuant to Board of Governors Regulations, the Chair will solicit input from the Chair of the Board of Governors during the evaluation process. The Board will complete the annual evaluation and make any compensation award under Section 5.3.

4. Salary

- 4.1. Base Salary. As compensation for all services rendered by the President as president pursuant to this Agreement, the University will pay the President according to the pay plan for Executive Service employees, an annual base salary of Four Hundred ninety thousand dollars (\$490,000) as of July 7, 2024 ("Presidential Base Salary"), of which a maximum of Two Hundred Thousand Dollars (\$200,000) can be paid for with state funds. This amount shall be paid in accordance with the University's standard payroll practices, with appropriate deductions for taxes and benefits. The President shall be responsible for any income tax liability incurred as a result of this Agreement.
- 4.2. Increase to Presidential Base Salary During Annual Evaluation. Effective with the Board's evaluation of the President's performance for the July 1, 2024 to June 30, 2025 fiscal year and continuing each year thereafter while he serves as president, the President's salary shall be reviewed annually for increase by the Board in conjunction with the Board's evaluation of job performance, as set forth in Section 3.3 of this Agreement. The President shall each year also be eligible for any salary increase generally applicable to University employees in his employment classification, but in no event shall the Base Salary increase be less than Three and One-Half Percent (3.5%) of the prior year's Base Salary.

5. Other Compensation While Serving as President

- 5.1. Insurance, Annual and Sick Leave. While serving as president during the Presidential Appointment Term, the President shall receive leave and other usual and customary benefits equal to those provided to Florida Polytechnic University Executive Service employees, except as provided in this Agreement.

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- 5.2. Relocation Reimbursement. Payable during the first two annual terms of the President's employment under this Agreement, the President shall be eligible to receive reimbursement of up to Thirty Thousand Dollars (\$30,000) for moving, relocation, and travel expenses incurred by the President and his family in connection with travel to and from the Lakeland area, locating and securing appropriate housing, moving, and storage of personal property, and other associated expenses for moving from his current home to the Lakeland area.
- 5.3. Performance Compensation Bonus. While serving as president, the President shall be eligible for performance compensation during the 2024-2025 fiscal year, and each continuing year thereafter. The President shall be eligible for performance compensation as follows:
- a) The award of performance compensation shall be based on the Board's assessment, in its sole and absolute discretion, of the President's performance as President during the fiscal year under review. In making its determination, the Board shall consider the President's achievement of the annual goals and objectives set pursuant to Section 3.2, the evaluation results pursuant to Section 3.3, and/or other criteria set by the Board prior to the start of the evaluation period and provided to the President in writing.
 - b) The President shall be eligible for performance compensation as a percent of his annual base salary then in effect. If the President receives an overall evaluation of "Achieved" or higher from the Board in his annual evaluation, the amount shall be not less than Twenty Percent (20%); if the President receives an overall evaluation of "Exceeded " or higher from the Board in his annual evaluation, the amount may be increased, not to exceed Thirty Percent (30%) of the annual base salary.
 - c) The President shall receive such award if he remains as President through the end of a fiscal year for which performance is determined even though the award is determined later.
 - d) Any performance compensation awarded shall be paid to the President within 90 days of the date on which it is awarded.

6. Annual Appropriation and Source of Funding

- 6.1. The performance of the University of any of its obligations under this contract shall be subject to and contingent upon the availability of funds appropriated by the legislature for the current and future periods.
- 6.2. While the President is serving as president during the term of this Agreement and contingent upon the availability of funds, the Board shall not be responsible for, but authorizes this compensation arrangement and shall use its best efforts to cause the Foundation to contribute to

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the University the portions of all payments provided for in this Agreement that exceed the limits set forth in Florida Statutes Section 1012.975. The Board further authorizes the use of the University's auxiliary funds to pay for the President's compensation which exceeds the limits set forth in the statute.

7. Other Benefits

- 7.1. The President is eligible for all applicable State of Florida and University developed benefits and perquisite programs as authorized by the legislature or other authorized governing bodies. The Board further agrees that while serving as president, the President is entitled, at all times, to the state sponsored life insurance benefits applicable to Executive Service personnel.
- 7.2. Supplemental Retirement Benefit. During each year of the Presidential Appointment Term and while serving as president, the President will receive and reserve on a quarterly basis, in addition to his base salary, fifteen percent (15%) of the President's annual base salary which shall be used to establish a supplemental retirement benefit in a form reasonably acceptable to the President, such as an annuity or other tax deferred product to supplement his retirement. The Foundation will contribute the sum required to fund this retirement benefit or, if permitted, the sum will be paid, in whole or in part, with University auxiliary funds.
- 7.3. Business/Travel Expenses. During the Presidential Appointment Term and while serving as President, the University will cover the cost of the President's reasonable business expenses, including professional dues, meetings, business travel, and entertainment. In addition, when the President's spouse travels with him on University-related business while he is serving as President, the Foundation shall cover the cost of her reasonable travel expenses for travel serving a bona fide business purpose. Funding for spouse travel is only authorized in conjunction with the President's travel outside of the University service area.

8. Housing

- 8.1. The Board will provide university housing to the President, located at 1958 Heritage Estates Drive, Lakeland, Florida 33803, for the duration of his employment as President. The housing allowance is valued at a rate of \$7,000.00 per month and the value will be reviewed and adjusted as necessary annually beginning July 1, 2025. The house provided shall be maintained at the University's expense, covering grounds-keeping, repairs, general maintenance, utilities, internet, and all related expenses.

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The President acknowledges that the provision of university housing may create a tax obligation under applicable Internal Revenue Service regulations. The President agrees to accept any tax-related determination made by the University accountants relating to the tax treatment of this benefit. The President further agrees to be fully responsible and liable for the payment of any tax-related obligations that may arise as a result, even after termination of this Agreement. Prior to the President taking permanent occupancy of the house, both the President and the Board, or the Board's designee, shall evaluate the conditions of the house and identify the costs and benefits of renovations or repairs.

9. Automobile

- 9.1. During the Presidential Appointment Term and while serving as president, the University or the Foundation will provide a flat monthly automobile allowance in the amount of \$1,200. The allowance will cover all automobile related expenses including, but not limited to, gas, maintenance, and repairs. The University will reimburse the President when he rents a vehicle for purposes of traveling long distance for University business.

10. Professional Dues, Meeting and Entertainment

- 10.1. During the Presidential Appointment Term and while serving as president, the Board will authorize and provide for the President's reasonable expenses related to his joining and participating in University-related social, professional, or service organizations and activities. The Board may fulfill this obligation through the use of available the Foundation funds.

11. Expense Receipts and Documentation

- 11.1. The President agrees to maintain and furnish to the University Comptroller an accounting of reimbursable expenses and membership dues and fees provided for in this Agreement in reasonable detail and consistent with University policies, standards, and procedures and applicable State law on no less than a monthly basis, or as requested. Following the President's submission of an accounting, the University shall promptly reimburse the President for such expenses, membership dues and fees in accordance with University policies, standards and procedures and applicable State law.

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12. Termination of the Contract for Cause

- 12.1. Notwithstanding anything in this Agreement to the contrary, the parties agree that, upon a vote of two thirds (2/3) of the Board of Trustees, the Board may terminate this Agreement at any time for “just cause” (as hereinafter defined).
- 12.2. “Just cause” shall be deemed to include, but shall not be limited to:
- a) a deliberate or material violation by the President of the Duties or his refusal or unwillingness to perform the Duties in good faith, during his full business time, or to the best of his abilities if, within thirty (30) days following the President’s receipt of the written notice of what the Board considers to be the violation, the President fails to cure the same;
 - b) materially harmful neglect of essential responsibilities of the President’s duties;
 - c) material dishonesty or serious misconduct that adversely affects the University, including but not limited to, the commission of any felony or of a misdemeanor involving moral turpitude; or
 - d) a material, significant, or repetitive breach of this Agreement.
- 12.3. In the event of termination for “just cause” by the Board, the President’s employment with the University shall cease. The Board’s obligations under this Agreement in such event shall be limited to:
- a) the prorated payment of his salary through the date of termination;
 - b) the payment of any performance compensation or supplemental retirement benefit that is awarded and/or due, though unpaid as of the date of termination;
 - c) the payment of accrued and unused leave through the date of termination in accordance with University regulation; and
 - d) the payment of any unpaid reimbursable business, travel, or relocation expenses incurred prior to the date of termination and documented by him in accordance with University procedures.
- 12.4. The President shall not be entitled to any further employment, compensation, or benefits from the University in any capacity except for benefits required to be continued by law.

13. Termination Without Cause

- 13.1. Notwithstanding anything in this Agreement to the contrary, the parties agree that upon a vote of two thirds (2/3) of the Board, the Board may terminate the Agreement at any time prior to its term expiration without cause, provided that the President is given thirty (30) days prior written notice of this issue coming before the University’s Board. Upon receiving notice from the Board, the President may waive any portion or the entire notice period at his discretion and terminate earlier.

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- 13.2. The President may terminate the Agreement at any time prior to its term expiration without cause, provided that the President gives ninety (90) days prior written notice to the Board. Upon receiving notice from the President, the Chair may waive any portion or the entire notice period at his/her discretion and terminate earlier.

14. Post Presidency

- 14.1. If the President is terminated without cause or resigns from his position as president and chooses to join the teaching faculty of the University upon conclusion of his presidency, he will be eligible for sabbatical leave of one calendar year commencing immediately after his employment as president ends and prior to joining the University's faculty. Prior to beginning any sabbatical leave, he will have committed to fill a faculty position at the rank of "Full Professor" or other mutually agreeable faculty position. Upon conclusion of the sabbatical, if taken, President's teaching, research, and service responsibilities will be substantially equivalent to similarly situated faculty positions.
- 14.2. During this first year post-presidency, the President's initial 12-month base salary, whether on sabbatical leave or serving as Professor ("initial base salary as a Professor"), will be 90% of his final annual base salary as President, not to include any deferred compensation or performance incentive payment. During his second year post-presidency and for the balance of the Presidential Appointment Term, his 12-month base salary as a Professor will be 90% of his initial base salary as a Professor, and he will be eligible for any salary increments provided to regular, fulltime faculty members. Usual faculty and administrative processes will determine such salary increments. While on sabbatical, if any, and while serving as a Professor, he shall receive leave and other usual and customary benefits equal to those provided to the University faculty members. After the conclusion of the second year post-presidency, his salary and other benefits will be equivalent to those of other faculty members of similar rank.

15. Termination due to Resignation, Death, or Disability

- 15.1. Notwithstanding anything in this Agreement to the contrary, this Agreement shall terminate upon the President's resignation from employment at the University, death, or "permanent disability" (as hereinafter defined). Such termination shall be deemed to have occurred for "just cause" and the President's employment with the University shall cease, and he shall not be entitled to any further employment, compensation, or benefits from the University in any capacity except for compensation as provided in Section 12.3 (of this

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agreement) and for benefits required to be continued by law. For purposes of this Agreement, “permanent disability” shall be defined as the President’s inability to perform the applicable job duties for a minimum of six (6) continuous months.

- 15.2. In the event of the President’s death during the term of this Agreement, his spouse or, if none, his estate, shall receive all accrued benefits as of the date of his death to the extent permitted by law.

16. Non-binding Mediation

- 16.1. The Board and the President agree that if any dispute arises concerning this Agreement, they will first attempt in good faith to resolve the dispute to their mutual satisfaction. If they are unable to do so, the Board and the President agree that they will submit the dispute to nonbinding mediation in Lakeland, Florida, in accordance with the Employment Arbitration Rules and Mediation Procedures of the American Arbitration Association then in effect. The Board and the President will use their best efforts, to the extent permitted under Florida law, to keep any disputes and any efforts to resolve disputes confidential, informing only their respective legal counsel and other persons determined in good faith to have a need to know. To the extent permitted under Florida law, they will use their best efforts to ensure that such persons do not further disclose any such information. The Board and the President agree that no mediator or arbitrator may have any material ongoing relationship with the University.

17. Notice

- 17.1. Unless and until changed by a party giving written notice to the other, the addresses below shall be the addresses to which all notices required or allowed by this Agreement shall be sent:

To the Board:

Chairperson
Florida Polytechnic University Board of Trustees
Florida Polytechnic University
4700 Research Way
Lakeland, Florida 33805-8531

With a copy to:

General Counsel
Florida Polytechnic University
4700 Research Way
Lakeland, Florida 33805-8531

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If to the President:

18. Modification

- 18.1. This Agreement constitutes the entire understanding of the parties and supersedes all prior or contemporaneous representations or Agreements, whether written or oral, between the parties. There are no other promises, understandings, obligations, inducements, or considerations between the parties or owed by either party to the other that are not set forth in this Agreement.
- 18.2. This Agreement cannot be changed or modified unless accomplished in writing and signed by the parties.

19. Severability

- 19.1. The terms of this Agreement are severable, meaning that if any term or provision is declared by a court of competent jurisdiction to be illegal, void, or unenforceable, the remainder of the provisions shall continue to be valid and enforceable to the extent possible.

20. Governing Law and Forum

- 20.1. This Agreement shall be interpreted and construed in accordance with the laws of the State of Florida, excluding choice of law rules.
- 20.2. Notwithstanding any other terms and conditions of this Agreement, either party may bring an action for the sole and limited purpose of enforcing the terms and conditions of this Agreement in any court of competent jurisdiction. Venue shall be in Polk County, Florida.

21. Understanding of the Agreement

- 21.1. Both parties represent that they have thoroughly read this Agreement, that they understand it to be a binding contract, that they understand each provision, term, and condition of this Agreement as well as its legal effect, and that they have signed the Agreement voluntarily and of their own free will with the intention to comply with its terms. Both parties have participated in the preparation of this Agreement. Therefore, the Agreement shall not be construed against or in favor of either party based upon which party was responsible for the drafting of the Agreement.

SECTION 7

Presidential Employment Agreement

22. Public Disclosure of the Agreement

- 22.1. Both Parties agree and acknowledge that this Agreement is subject to the Florida public records laws and may, therefore, be subject to disclosure by and in the manner provided by law.

23. Waiver

- 23.1. No delay or failure to enforce any provision of this Agreement shall constitute a waiver or limitation of rights enforceable under this Agreement.

24. Assignment

- 24.1. This Agreement is not assignable, but shall be binding upon the heirs, administrators, personal representatives, successors, and assigns of both parties.

25. Execution and Counterparts

- 25.1. This Agreement may be executed in counterparts and by the parties on separate counterparts each of which, when so executed, shall constitute but one and the same instrument.

26. No Trust Fund

- 26.1. Nothing contained in this Agreement and no action taken pursuant to the provisions of this Agreement shall create or be construed to create a trust of any kind. To the extent that the President acquires a right to receive payments from the University, such rights shall be no greater than the right of any unsecured, general creditor of the University.

27. Taxes

- 27.1. The President understands that the services to be rendered by him under this Agreement will cause him to recognize taxable income, which is considered under the Internal Revenue Code of 1986, as amended, and applicable regulations thereunder as compensation income subject to the withholding of income tax (any social security or other employment taxes). The President hereby consents to the withholding of such taxes as are required by law. All sums payable to the President under this Agreement will be reduced by all federal, state, and other withholdings and similar taxes and payments required by law.

SECTION 7

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28. Miscellaneous

- 28.1. The headings in this Agreement are for convenience only and shall not be used in construing or interpreting this Agreement. The terms “Board,” “Board of Trustees” and “University,” where applicable or appropriate, shall include or refer to any duly authorized board, committee, officer, or employee of said entity. Whenever the context requires, the masculine shall include the feminine and neuter, the singular shall include the plural, and conversely.

- 28.2. General Cooperation Covenant. Without limitation of the obligations specified in the Agreement and applicable University rules, regulations, policies and procedures, the President agrees to cooperate fully in any review or investigation involving University matters in which he may possess pertinent information. These obligations shall survive the expiration or earlier termination of this Agreement.

THEREFORE, G. Devin Stephenson, President, and Cliff Otto, Chair and authorized representative of the Florida Polytechnic University Board of Trustees, have executed this Agreement on the dates appearing below.

Florida Polytechnic University Board of Trustees

By: Cliff Otto
Chairperson

Date

President

By: Dr. G. Devin Stephenson

Date

Florida Polytechnic University Board of Trustees approved 4.25.2024