President's Accomplishments 2014-19

Florida Polytechnic University

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May 2019

Report to the
Board of Governors

Academic Reputation
- We expect placement in US News & World Reports' College and University National Rankings this September in the Carnegie Classification, Baccalaureate College- Diverse Fields, and US News World & Report category, Regional College – South.
- I serve on the Orlando Economic Partnership Board and am a member of the Florida High Tech Corridor. I also represent Florida Poly at six professional organizations.
- SACSCOC awarded us institutional accreditation in July 2017, just three years after beginning the process with no institutional history.
- We recently executed four ABET readiness reviews in Mechanical, Electrical and Computer Engineering and Computer Science. ABET final decision is expected summer of 2019.

Academic Productivity
- We implemented several programs around intrusive counseling and academic success to increase our retention and graduation rates. Being 100% STEM makes these metrics difficult since there are no retreat majors.
- We continue to do a better job admitting students that can be successful and giving them the tools they need to thrive while at Poly. Retention this past year was 78% as compared to our peers (81%) and aspirational peers (93%). Our peers are mostly not 100% STEM.
- Our current four-year graduation rate is for the inaugural class, where many students applied not knowing exactly what to expect. At 37%, it is much lower than we would like but consistent with our peers (32%) and below our aspirational peers (60%). Like retention, we are working hard to increase this number but recognize that it may take several years since our first three classes were built to meet the legislatively mandated student numbers.
- We graduated 72 transfer and graduate students from the University prior to our inaugural class graduation in Spring, 2018. We had an additional 269 students graduate in Spring, 2018, and we expect an additional 187 this Spring, 2019 with an additional 36 in the Fall, 2019 for a total of 564 graduates.

Financial Resources
- We were awarded $3M in nonrecurring operational funding (Entrepreneurship & Advanced Mobility Institute) and $3M in nonrecurring operational funding to build an Anti-hazing program for the State University System.
- We were awarded $4.8M in recurring funding for expanding our faculty through excellence in hiring.
- We received $7M in PECO (Capital) funding to build a new 85,000 square foot Applied Research Center that will provide specialized labs and research facilities for our faculty and students. The total project cost is $38.7M, and we have committed $20.9M from the University's carry forward fund. Construction is slated to begin in Fall 2019 with a completion date of August 2021
- Our Foundation has raised a total of $17.564M with $6.405M of that being unrestricted funds.

Academic Expenditures
- The Florida State University System has the next to the lowest tuition and fees in the nation, and Florida Polytechnic has the lowest tuition and fees within the system.
- While maintaining our low tuition and fees, our programs are the most expensive in the state. The Delta Cost Project at the American Institutes for Research found in 2009 that the full

attribution cost of engineering programs at four-year public universities approached $100k per student, which was nearly twice that of business programs and even 50% more than clinical programs.

Graduate Demand
- One hundred percent of both our undergraduate and graduate degrees are in strategic areas and our strategic planning process this past year affirmed that we would remain a 100% STEM University.
- The BOG calculates the percentage of graduates with jobs and their starting salaries one year after graduation, so our official numbers are not yet available.
- Current senior graduation applications predict that the majority of starting salaries for our graduates entering the workforce are $50-$70k, in comparison to an average starting salary of $40k across the State University System.   At the time of graduation, 72% of graduates that responded to our survey were employed, were under consideration for employment or were going to graduate school.

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STAKEHOLDER METRICS

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Sense of Place
- We developed a strong versatile brand identity through successful initiatives that created an official University mascot through a student-centered process, a presidential seal and a new logo for the University.
- We established a fully functional Student Government Association (SGA), with executive, legislative, and judicial branches. With help from the University, the SGA has developed and established 40 Registered Student Organizations (RSOs).
- We established four student chapters of professional organizations: American Society of Mechanical Engineers (ASME), the Institute of Electrical and Electronics Engineers (IEEE), the Society of Women Engineers (SWE) and Rotaract.
- We created a chapter of the National Society of Black Engineers (NSBE) that promotes local events to support underrepresented groups in STEM and participates in regional and national events.
- We created several successful Women in STEM events that promoted increasing the number of women in STEM fields. These events provided networking opportunities for our female students and included female high school students that were interested in STEM fields.
- We also established THRIVE in 2017, a group that helps female students develop a sense of belonging by providing collaborative opportunities.
- We created a Presidential Ambassador program in the Office of the President. Ambassadors serve the University as official and formal hosts at designated events and give tours to legislative dignitaries, industry partners and potential donors.
- We created a student food and supply pantry where struggling students have access to food and hygiene products. Staff, Faculty and other students contribute to the pantry through drives twice a year. We are in final negotiations for an endowment that will provide all needed supplies for incoming low-income students.
- We installed banners across the campus to celebrate the mission and students of the University.

Graduate Strength

- All students are required to complete an internship. Last year, 83% of our interns completed an external internship in industry.
- Students must also complete a senior capstone project, preferably motivated by an industry partner. Last year, 21 companies provided 35 projects for the 36 senior capstone projects. Many of our students additionally participated in undergraduate research.
- To provide opportunities for our students, the University has 301 active industry partners. Of these 301 partners, 234 of them are career collaborators, meaning they have hired a Florida Poly intern or graduate, have attended a career recruitment event on campus, and/or have sponsored a senior capstone project.

Economic Impact
- To honor our commitment to serve industry, the University worked with two prominent Professor Emeriti from the Harvard Business School to develop and offer an intensive resident course around Leadership Development taught by them and our Florida Poly faculty.
- We worked with the former Vice President of Economic Development and Technology Ventures at Georgia Tech and a local advisory board to help us develop a co-curricular entrepreneurship program.
- Faculty and a full-time coordinator now lead our entrepreneurship effort. We have facilitated 135 student projects and startups through the "Phoenix Nest", which was designed to streamline the process of assisting student entrepreneurial projects across the University.
- Florida Poly has placed in the top 3 in 8 out of 10 entrepreneurial competitions. Florida Poly students have beaten every major university in Florida in at least one entrepreneurial competition. Our student entrepreneurs won a total of $33,500 in 2017 and 2018.
- We hosted several industry summits with nationally known speakers and created industry advisory boards for our programs. In 2018, we hosted an Economic Development Symposium where dozens of leaders from the business, government and education sectors began collaborating on growing the Polk County economy.

Strong ROI
- The national average for tuition and fees was $35,676 at private schools and $9,716 at public universities. We predict the average cost to our students for their BS degree (120 hours) is $9,500.
- Nationally, 68% of students graduating with a BS degree had an average debt of $37,172. At Florida Poly, 11% of our students graduated with an average debt of only $7,713.
- Since opening, the University has provided over $17.2M in scholarships and waivers and over 96% of our degrees have been awarded without excess hours.

<center>PROCESS METRICS</center>

Academic Brand
- Florida Poly established study abroad MOUs with UNIFEBE in Brazil, the American University in Morocco and Panjab University in India.
- We hosted three Fulbright Scholars from Germany and have signed MOUs with Canada, Belgium, Luxemburg and Australia for more opportunities. We also have an informal agreement with Ireland to promote Florida Poly to Irish scholars.
- We hosted a Fulbright Visiting Chair in Electrical Engineering from Canada.

- We created a Global Scholar Initiative that secured grants to establish strategic alliances with international research centers and industries. This program attracts high-caliber graduate students and promotes the Florida Poly brand internationally. To date, we have had eight faculty awards.

Programs of Distinction
- We created a flat academic organizational structure with the Provost and six Department Chairs and a Division Director, supported by a central administration. Administration gave the Department Chairs a more powerful voice by having them deeply involved in scheduling, oversight of technicians and the student support budget, and stronger ownership of the curriculum, degrees and course quality.
- We realigned our programs with national ABET standards and reconfigured the curriculum to better prepare for ABET accreditation.   We converted these programs before our first class graduated to ensure our students could graduate with an ABET accredited degree.
- We made major improvements in the lower class experience to improve quality, retention and graduation rates. These improvements include a common first year experience, academic success coaches, common exams and a major redesign of the Registrar's Office to offer demand-driven courses that help students better plan their academic career.
- We conducted several market studies to assess graduate demand for potential new programs. With this, we added three new majors: Engineering Physics, Engineering Math and Environmental Engineering.   We also refreshed our concentrations in each major to make them more applicable to existing and emerging technology needs in Central Florida.
- We continue to grow the number of faculty as we fully populate each program and continue to expand the number of programs we offer. To date, we have hired and retained 89 faculty members.

User Experience
- We built, and continuously improved, a robust Student Services program that comprises Academic Advising, Career Development, Student Life, Disability Services, Libraries and Campus Health. Together, these programs support the whole student's growth and progression at the University.
- We created a strong Academic Advising office that begins with an Academic and Professional Skills course required for all students in their first semester. This course connects students with the tools in personal and academic project planning and well-being strategies they need to be successful at Poly.
- We created a unique advising model that is a shared responsibility between the Registrar's Office, the Academic Success Center (ASC) and Faculty – the Registrar's Office handles transactions associated with student records; the ASC proactively works with students on their schedules and academic progress; and faculty mentor students by providing subject matter expertise on academic issues and professional development.
- The Academic Success Center (ASC) assists students with academic concerns. Struggling students are given academic success plans to help them develop goals and a personal strategy for success at the University, with the support of a Success Coach. The ASC also offers free tutoring to students in a variety of "troublesome" courses.
- We built a Career Development Center that supports students in securing internships and jobs by linking them to companies and helping with resume preparation, interviewing skills and professional development. A Student Advisory Board supports Career Services.

- Over 2,300 companies are engaged in "Handshake", an employer-connection website that helps students find internships and jobs that are a good fit for their individual talents, skill sets, and interests.
- We joined the Florida Career Centers Consortium this past year, which includes access to and participation in the statewide Career Fair.
- Since 2016, the University has held Career and Internship Fairs. In 2016, 13 companies attended and that number has increased each year to 26 in 2017, 50 in 2018 and 55 in 2019. More than 436 students attended this last fair.
- We developed a Professional Internship Experience course that all students must take before starting their internship, and we developed several Career Opportunities Developing Evolutionary Success (CODES) workshops on career development skills, including dressing professionally, marketing, personal branding and networking.
- We created a partnership with JC Penny and Men's Warehouse to offer business clothing for our students at a substantially reduced price. We also held an internal business clothing as part of our "Tech-Styled" initiative.
- We formed partnerships with local providers to deliver comprehensive health care services (medical and mental health) to our students.
- In 2018, the University revised its mental health program to incorporate a Care Manager approach that facilitates student mental health needs with BayCare.
- By partnering with BayCare, students now have access to a range of mental health counselors both on and off-campus as well as a 24-hour telephone hotline for emergent needs. Thus far, all students that requested services were seen within two days depending on urgency.
- We created a robust student life program that consists of 15 different fitness classes, eight different intramural sports programs and a new gym with state-of-the-art exercise equipment. We also created an event program for students around wellness and community volunteering that just this last year, held 21 different events.
- Since Florida Poly qualified for federal financial aid, over 860 students received $8.5M in federal aid. Federal aid gives students who fall below the minimum GPA requirement for Florida Poly scholarship funds a second chance to continue their education.
- Two students were awarded the prestigious Killam Scholarship and studied abroad in Canada.

Technology & Pedagogy
- We created six unique curriculums in the undergraduate engineering sciences and two generalized M.S. programs that focused on meeting industry needs and creating new opportunities for Florida. All programs featured hands-on problem solving and a desire to get students working in their discipline as early as possible.
- We created a high-touch model of education that provided students with easy access to faculty and a majority of instruction from full-time faculty (88%) in small settings (18:1 student faculty ratio).
- We created one of the first fully digital libraries that provided access to over 140,000 books and 60 databases the first day of classes. Our library continues to expand and has been covered by the news in over 24 different foreign countries.

Graduate & Research Programs
- We completed the first major overhaul of the graduate program, which started as general degrees in engineering and technology. These new graduate programs are narrower in scope

and better align with our faculty expertise and undergraduate programs.   Efforts are now in place to grow our graduate program in both numbers and quality over the next five years.

- Florida Poly created and funded an internal research seed-funding program that started in late 2015 with 13 funded projects. This program served as a way of managing startup costs and helping faculty grow their external research activities.
- We established a Sponsored Research Office to help faculty with proposals and administer sponsored awards. Since 2014, 101 research proposals have been submitted by faculty to organizations like NSF, (DoD) SERDP, DOE, NATO, NASA, FDOT and others. Of those proposals, 36 awards were received for a total of $3,757,308.
- The Florida Industrial and Phosphate Research Institute (FIPR Institute) continues to expand its internationally recognized research entity in phosphate-related issues and industrial applied science and engineering. The Institute has also broadened its research program into non-phosphate topics such as energy and the mining and processing of minerals other than phosphate.
- We established the Advanced Mobility Institute (AMI) as a university research center focused on the development and testing of autonomous vehicle (AV) related technology. SunTrax is Florida's Turnpike Enterprise (FTE) initiative to build a state-of-the-art testing track for autonomous vehicles adjacent to the University. Florida Poly and FTE have an MOU in place that defines our partnership.
- An anonymous donor funded the Institute for Health Informatics to conduct research in health engineering. A Director was hired and we provided seed funding to a number of faculty for their research. This program continues to mature through both educational and research thrusts.

Co-curricular Campus
- With soft skill development in high demand from industry, our staff and faculty members have worked hard to create a curriculum that not only produces technology-savvy professionals but also teaches students how to communicate with upper level administrators, lead work teams, write reports and present papers to peers and managers.
- Beginning in 2018, the junior capstone project was moved to the senior year to be more consistent with the ABET-mandated culminating experience. At this same time, more emphasis was placed on having our capstone projects be sponsored by industry.
- We appointed a faculty member in Mechanical Engineering to lead our capstone projects and in 2018, 80% of the senior capstone projects were industry motivated. In 2019, we improved our management of these projects and their space while increasing the percentage of projects motivated by industry to over 97%.

Enrollment Management
- We built a robust enrollment management and admissions department that helped achieve our legislatively mandated goal of 1244 FTE by December 2016. Since then, we focused on increasing the academic quality, match and diversity of our incoming students. Overall, we have enrolled more than 2500 students since opening our doors in 2014.
- We contracted with an analytics company to develop a merit-based scholarship model that increased our student quality while simultaneously addressing need.
- The average ACT increased from 25 in 2014 to 29 in 2018. The average SAT increased from 1196 in 2014 to 1287 in 2018. The average HS GPA has increased from 3.80 in 2014 to 4.01 in 2018. We also increased the percentage of students graduating in the top 10% of their high school each year to 25% in 2018, surpassing our goal of 17%.

- We created the Presidential Scholar program to attract high-achieving high school seniors. Twenty-six students, with SATs well above 1400, have received the distinguished honor of being named a Presidential Scholar, with an average scholarship of $34,838 over their college career. We developed a complimentary Provost Scholars program where student's earn at least $12,000 and have average SATs of approximately 1350.
- The number of female students has increased from 72 in 2014 to 192 in 2018. Our current projection is that the 2019 class will be 18% female, up from a high of 14% in past classes.
- Undergraduate applications from Black/African Americans for 2019 have increased 29% in comparison to this time last year, and the overall percentage has remained flat at approximately 5.9%, twice the average as our STEM aspirational peers.
- We now have an articulation agreement with South Florida State College and are continuing discussions with Polk State College. Next, our plans are to work with Hillsborough Community College and Miami-Dade since they both represent strong sources of potential transfer students for us.
- We grew our international recruiting efforts and now have student representation from over 20 countries and 5 continents. As we increase our global depth and reach, we recently contracted with an international partner to recruit high caliber undergraduate and graduate students. At this point, we already have 100 inquiries and 47 applications that were started for Fall 2019.
- We made these significant improvements in quality and diversity while decreasing our average discount rate from 125% in 2014 to 65% in 2018. Our acceptance rate has also dramatically improved from 72% in 2014 to 51% in 2018. The projected acceptance rate in 2019 is 44%.
- Even with the decrease in scholarships, the University's average student debt is under $8000, compared to the national average of $37,100. The percentage of Poly students graduating with student debt is only 11%, well below the national average of 69% and our peer's average of 49%.
- Florida Poly Bright Future awards increased from $505,929 in 2014 to $2,564,697 in 2018 – a 400% increase over five years. 72% of the Fall 2018 class were Bright Futures award winners.
- In the 2014, the Florida Department of Education approved Florida Poly to disburse Bright Futures awards. In 2016, the Florida Department of Finance approved Florida Poly to use Florida Pre Paid. Also in 2016, we earned formal federal approval to provide Federal Student Loans including subsidized, unsubsidized and parent plus. In 2016, the US Department of Education approved us to offer Pell Grants and allowed applicants to complete FAFSA forms. In 2018, the US Department of Education approved Florida Poly to offer Federal Work Study.
- To create a pipeline for students, the University established an outreach team that integrates both Florida Poly and FIPRI efforts in educational outreach initiatives to high-achieving K-12 students and underrepresented students.

Facilities & Infrastructure
- We created a Facilities & Safety Services Department that oversees the construction and maintenance of our campus. Since inception, the department has managed the planning, design and construction of over $30M in capital improvements to our campus.
- Using quantitative models, we developed a construction roadmap that identified three new buildings (Applied Research Center, Student Achievement Center and an Administration Building) and planned upgrades to existing buildings to support growth over ten years.

- To coordinate these capital improvements, a Master Plan was completed that aligned to the University's strategic plan and the BOG's Educational Plant Survey. We successfully negotiated a Campus Development Agreement between the University and City of Lakeland.
- Under this Master Campus Plan and Campus Development Agreement, we added two dorms using P3 agreements, an expansion of our Wellness Center, a Student Development Center, a pool/pavilion and a multi-purpose field with basketball, volleyball and tennis courts.
- We renovated the existing Wellness Center to add a small food court with an Einstein Bagel and Tu Taco. We added two new parking lots and made an important addition to our cooling towers. We increased I-4 signage for the University and installed wayfinding signage on campus. We are now in the process of adding a redundant water supply line.
- In addition to these new additions, we also made multiple enhancements to existing campus facilities that make them more useful for our mission. For instance, we renovated the innovation labs to better support our academic growth, we improved the existing shop space, created an Academic Support Center in the dorms, upgraded the classroom technology to make it more useful and added new furniture to increase classroom capacity.
- In an effort to comply with state regulations, align with accreditation initiatives, support the ongoing growth of the campus and maintain best practices, construction/operational procedures were developed and deployed for all projects.
- Facility Services has grown to support the ongoing mission of Florida Polytechnic University by managing a maintenance program that ensures all facilities are operational 365 days a year. Each year, we deploy over $2M of resources for campus maintenance, grounds keeping, custodial services and utilities. Additionally, facilities works closely with Safety Services to ensure all capital assets comply with safety standards and governing authorities.
- We expanded Safety Services to support the needs associated with Environmental Health and Safety, Building Code Enforcement/Permitting and Safety Training. Safety services provides over 15 programs to support safe operation campus wide, in addition to providing plans review and inspections for all new construction initiatives. Safety Services also assists in evaluating University request that impact the safety of the campus, or safe operations of the University.
- We built a robust Technology Services infrastructure that includes both wired and wireless services. We designed and developed an advanced high-speed computing and network infrastructure with campus Internet services, an open Bring Your Own Device (BYOD) ecosystem, open-use computer labs, a genius bar-style helpdesk and VPN access to the Poly Cloud from anywhere.
- We also purchased and installed a High Performance Computing (HPC) system that now supports 260 virtual servers (194 for general use and 66 dedicated to academics) and 24 terabytes of data inclusive of server operating systems and applications.

Control Overhead
- We created an organizational structure that is flat and operates as a federalist organization with thin membranes between Departments to control our overhead. This structure centralizes services and is more efficient for operations.
- Our current administration-to-instruction ratio is 0.69 while our peers are much lower at 0.49 (public) and 0.64 (private). We believe this ratio will improve as we continue growing our faculty to the appropriate size and move from a start-up to an operational mode.

Extended Campus
- We developed a vision for an adjacent Polk County Innovation Park based on other successful research parks across the nation.
- Discussions continue with the community, developers and commissioners on building a research park adjacent to Poly that brings together academia, industry and government in a live-work-play business park. Several discussions have occurred between Poly, the surrounding landowners, developers and investors and these will likely continue until we can secure the future of the land.
- Poly is working with the city and county to make sure we have the correct land use policies in place so as not to preclude a local research park. This becomes important to the growth of Polk County because while the average 3-year GDP growth rate of rural counties across the US is 7.35%, if that county has a technical research university in it the average rate is 25%.
- The vision we showed last year for an adjacent Polk County Research Park is the mechanism for growing the Polk County economy – and we have our first anchor tenant in this park with SunTrax – which is a specialized asset in what is predicted to be an $87B industry.

Internal Services
- We started a Lean Six Sigma training program for all faculty and staff that incentivizes them to reduce bureaucracy and costs by improving their most time-consuming processes.
- Since inception, we created and developed 23 unique Departments across five Divisions with over 250 full-time staff to support the growing needs of our University community. We hired a balance of early, mid and late career staffers to build maturity and continuity into a lasting organization.
- In 2017, the University reorganized the management structure around Department Heads (Staff) and Department Chairs (Faculty). We made appointments at each level with a goal of maintaining a flat organizational structure and improving internal services.
- In 2012, the University was fully reliant on a shared services agreement with the University of Florida (UF) to handle all business processes, including financial and human resource functions. In 2016, the University launched a robust Workday ERP system. We hired an implementation partner and completed installation under a very aggressive implementation timeline, which included defining and re-engineering over 432 business processes.
- We built a University Police Department, which is currently seeking accreditation through the Commission for Florida Law Enforcement (CFA) and preparing for an on-site visit by the commission later this year.

Advancement
- We continue to build a strong Advancement Department by growing the number of Development Officers and increasing support staff that help research potential donors and provide stewardship services. We conducted an external review of our efforts and are working with a contractor to rebuild our Development Department and address identified gaps.
- We also continue to grow the Foundation Board in both numbers and geography – adding new members from Tampa, Orlando and Miami. We increased the number of donors to the University, but unfortunately have not been able to increase gift sizes.
- We created several events (PIVOT, EXCELERATE, Founder's Day, …) that celebrate the University successes and its donor's giving. These events will continue to evolve as the University and Foundation grow.

- With neither alumni nor intercollegiate sports programs, we raised over $17.5 M since 2014 to support scholarships, advocacy and salaries to grow the University to meet the legislative mandates imposed on it by the legislature. These funds include three major gifts ($5M, $3M and $1M) as well as the creation of a nearly $800K endowment. We provided more than an average 100% discount rate for our first three classes.
- We formed an Alumni Association to create a culture of philanthropy amongst the student body even prior to graduation. To date, 74% of our alumni have given to the University.

FOUNDATIONAL METRICS

Data-driven Decisions
- In 2018, a new Strategic Plan for 2018-2023 was developed, written and launched. This plan focused on four pillars that align with emerging trends and concerns in higher education.
- We also created a Balanced Scorecard approach to managing University performance, and the metrics and data that support that approach are currently being created. The scorecard consists of four "views" of the organization that provide more detail into where we need to focus our development and resources in the future. The scorecard will also allow for more robust and transparent strategic discussions with our Trustees on yearly goals and accomplishments.

Minimize Barriers
- To provide our faculty and staff leaders with the tools they need to manage effectively, the University began leadership and management training programs. A leadership consultant delivered the leadership program, which included team building, discussions about leadership and a 360-degree evaluation with individual consultations.
- The University developed a management-training program to address the mechanics of leading a department. Training topics included budget development, compliance and audit, contract management, procurement methodologies, recruiting for hiring managers, and performance appraisals just to name a few.

Responsible Organization
- We hired a Compliance and Audit Director that is in the Office of the President and reports to the Chair of the BOT Audit Committee. We also hired a Title IX and ADA Director that reports directly to the President. We implemented programs in both offices to make sure we are being responsible in the operations of the University.
- We had six financial audits that resulted in no exceptions or internal control weaknesses. We had two operational audits that resulted in 17 findings, most of which were associated with the transition from the UF Shared Services agreement to our Workday implementation. We had one finding in our Information Technology Operational Audit. We had five financial audits of our Foundation with the results being our financial statements were all fairly stated and our financial aid audit was found to have no deficiencies.
- We created a mandatory training program for all faculty, staff and students on topics like harassment, IT security, and others that addresses state and federal requirements.
- We created the Office of the Ombuds, which is a confidential, impartial, independent and informal resource for students who have encountered university-related issues and concerns. The Ombuds Office's mission is to facilitate fair and equitable resolution processes that promote student success.

- In 2019, the University announced that its administration and the United Faculty of Florida (UFF) Florida Poly chapter signed a collective bargaining agreement. This is the first formal agreement between the University and the faculty union, and it was approved unanimously. The agreement formalizes employment rights, responsibilities and overall management for the faculty members.
- Noting variances in pay across both faculty and staff, we hired an outside firm to conduct a compensation study and define pay grades across the different levels and functions at the University. This classification study created a more formalized structure that was market based.
- We provided pay adjustments to all staff and faculty below their identified pay bands as a first step towards a merit-based pay structure. In the second step, we accounted for the years of experience employees had in their current positions and in the third step, we began providing merit increases for performance excellence.
- The University developed a robust crisis communications plan, and we test the plan twice per year with key staff. This plan is in alignment with the University's Continuity of Operations Plan (COOP) and the Comprehensive Emergency Management Plan (CEMP).

Build Meritocracy
- We created a performance management approach to yearly staff reviews that primarily rewards merit. The approach is loosely based on a ladder within each Division. Faculty are reviewed under the UFF contract through a peer process that holds them accountable to defined standards in a reappointment and promotion process that replaces tenure with long-term contracts.
- Florida Poly's iconic Innovation, Science and Technology (IST) building has garnered 23 regional, national, and international awards including The Chicago Athenaeum: Museum of Architecture and Design and The European Centre for Architecture's "International Architecture Award for 2015" and Engineering News Record's "Global Best Project 2014". In 2016, the IST building was ranked as one of the 16 "most breathtaking" buildings in the world, according to a survey of architects, placing it alongside iconic structures such as the Parthenon in Greece, the Empire State Building and Frank Lloyd Wright's "Fallingwater" residence.
- Florida Poly was awarded the prestigious 23rd Annual Achievement of Excellence in Procurement® (AEP) from the National Procurement Institute, Inc. (NPI). Florida Poly was one of 27 institutions of higher education in the United States and Canada to receive this award.
- We also won a national EH&S award: Innovation Award of Commendation from the Campus Safety, Health and Environmental Management Association (CSHEMA) as well as a prestigious national health and safety award for developing a campus program that improves sustainability and recycling in its chemistry labs. The project won first place and was granted the Innovation Award of Commendation by the Campus Safety, Health, and Environmental Management Association (CSHEMA).

Promote Positive Culture
- We hired a consultant that helped us define and build a program around creating a positive culture at the University. The program resulted in 27 "fundamentals" that define the culture we hope to create at the University.
- To support staff retention efforts, the University developed several initiatives including formal on-boarding and culture building programs. In 2018, Florida Poly held its first annual faculty and staff awards dinner called ABLAZE. Staff also created an Employee Activities Committee that sponsors events for all employees across the year.

FINANCIAL METRICS

Academic Productivity:

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

Degree Alignment:

UG degrees in strategic areas	100%
GR degrees in strategic areas	100%

Funding per student: *TBD*

Student Employment*:

BS Graduates Employed	50%
Median Wages for BS Graduates	$50k-$70k

Operating Funds:

Nonrecurring(requested)	$6M
Recurring	$4.8M
Capital Funds:	$7M

Development:

Total	$17.564M
Unrestricted	$6.405M

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

STAKEHOLDER METRICS

Student Spending (2019):

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

Total Scholarships & Waivers:	$17.2M

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

Economic Impact*:

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

Entrepreneurship:

Number Projects/Startups Facilitated	135
Number County/State Competitions	10
Number Placements in Top 3	8

*Real Economic Impact will be calculated this year

PROCESS METRICS

Student Body (Fall 2018):

Number Undergraduate Students	1390
Number Graduate Students	33

Entering Class (Fall 2018):

FTIC	313
Transfer	51
Graduate	23
% White Students	63.2
% Female	13
Average SAT (enrolled)	1287
Average ACT (enrolled)	28.7

Student-to-Faculty Ratio:	18:1
% Hours Taught by Adjuncts:	12%
Administration/Instruction ratio:	0.69 (public=0.49, private=0.64)

Mental Health (Fall 2018):

Number Students Contacted	113
Number Students Counseled	76
Maximum Wait Time	2 days depending on severity

Academic Mentoring/Advising:

Students Served (Fall 2018)	988
Students Served (Spring 2019)	305

Career Counseling:

Professional Internship Experience	Required
CODES workshops (Spring 2019)	7
CODES Student Participation	200

Student Life (Fall 2018):

Fitness Classes	15 (391 participants)
Intramural Sports	8 (681 participants)
Gym	7294 participants

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

Student Government Association (Fall 2018):

Registered Student Organizations	40
Number of Events	80

Research Metrics (2018):

Number Grant Proposals Submitted	15
Number Proposals Won	1
Research Expenditures	$1.33M

University Advancement (Total):

Total Funds Raised	$17.564M
Unrestricted Funds Raised	$6.405M
Scholarships Awarded	$11.271M
Endowment	$800K
Alumni Giving	74%

FOUNDATIONAL METRICS

Audit Findings:

Operational (2018)	9
Financial (2018)	0
IT Operational (2018)	1
Foundation	0
Financial Aid	0

Lean Six-Sigma classes: 32 program attendees
                                           11 achieved Lean Yellow Belt certification

Internal training seminars: *TBD*
% completed required training: *TBD*