



FLORIDA STATE
UNIVERSITY

Florida State University Top 25 Presentation



BOARD *of* GOVERNORS
State University System of Florida

September 21-22, 2016



38th Ranked Public University

Five-rank increase over last year.

Greatest gain among all of the top 50 public universities.

Up 16 places in the past decade.





Resources versus Performance

FSU's performance measures continue to outpace our resources.

We take pride in our efficiency, but resource limitations are the primary reason we are not already in the Top 25.





Our Performance Orientation

FSU has a demonstrated commitment to efficiency, entrepreneurship, excellence and constant improvement as evidenced by our:

- Overall rankings versus resources (#2)
- Nationally recognized entrepreneurship gift
- Graduation rate versus predicted (#12 public)
- 10-year rank improvement from #54 to #38
- 1-year rank improvement from #43 to #38



Recognition as a Leading University

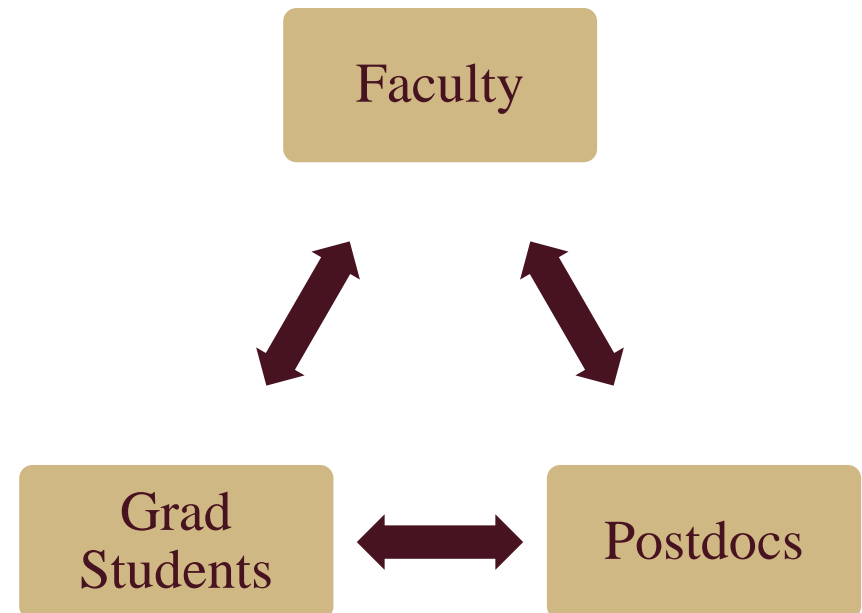
Our goal is to continue to improve our instruction, research, service and student experiences to be among the best in the world. If we meet our goals, the rankings will follow.





Primary Needs from the LBRs

- Faculty hires
- Faculty retention
- Graduate students
- Postdoctoral scholars
- Student success investments





The Path to the Top 25

Our Legislative Budget Request outlines the resources we have identified that will improve our instruction, research, student success and recognition. The following metrics are key markers of that investment.





Key Improvement Metrics

Metric/Measure	Rank	Public Rank
Student-to-Faculty Ratio	286	178
Average Class Size		
Classes Under 20	239	133
Classes Over 50	245	138
Graduate to Undergraduate Ratio	202	100
Financial Resources Rank	212	
Average Educational Expenditures Per Student	215	120
Average Annual Research Expenditures	82	55
Student Selectivity	89	35
6-Year Graduation Rate	81	32
4-year Graduation Rate	73	23
Graduation Rate Performance	27	16
Academic Reputation		
Peer Assessment	88	44
High School Counselor Assessment	117	53



Student-to-Faculty Ratio

From 25:1 to 21:1

National Rank: 286

Projected National Rank 254

Public Rank: 178

Projected Public Rank: 146

Strategy:

Requires 250 new faculty hires – 88 preeminence-based interdisciplinary cluster hires and the remainder through regular faculty hires. The regular faculty hires will be allocated to emergent disciplines to improve their viability. Retaining current faculty will reduce vacancies, thereby further improving our ratio.

Increasing the size of our graduate programs will also positively affect this measure. 21:1 is an intermediate goal. 17:1 will get us to the top 50 publics so this will be a long-term strategy.

Time Frame: 21:1 by 2020, 17:1 by 2025 (funding dependent)

Cost: For 21:1 Cluster Hires (\$17.5M), Other Faculty (\$20M) = \$37.5M



Classes Under 20

From 33% to 50%

National Rank: 239

Projected National Rank 105

Public Rank: 133

Projected Public Rank: 27

Classes Over 50

From 18.4% to 14.5%

National Rank: 245

Projected National Rank 200

Public Rank: 138

Projected Public Rank: 97

Strategy:

Class size improvements will leverage new faculty hires and retained faculty and will require 300 new graduate assistants and additional stipends for existing graduate students. The addition of Postdoctoral Associates will also add up to 100 sections. These new resources will allow us to split 300 courses to produce 600 courses at the next lower level – mostly under 20. These smaller classes will allow us to employ more high-impact practices to affect student outcomes.

Time Frame: 2020 – to allow for hiring and building graduate programs

Cost: Shared with Student-to-Faculty Ratio. Grad Students (\$6.5M)



Percent Grad Students

From 19.9% to 25%

National Rank: 202

Projected National Rank 148

Public Rank: 100

Projected Public Rank: 50

Strategy:

FSU has a significantly lower percentage of graduate students compared to undergraduates. Attaining the goal requires 2,150 additional graduate students – an increase of over 25%. To get there, we will need to leverage the 250 new faculty hires, the improved retention of current faculty, and incentives for graduate students. Currently, our stipends and waivers are considerably lower than Top 25 institutions. We plan to generate 300 new graduate assistantships and enhance the funding on our current stipends and waivers to allow us to recruit high-quality graduate students.

This will help us improve class size and increase our research capacity.

Time Frame: 2022

Cost: 300 new graduate assistantships (\$6.5M) stipend increases (\$6M)



Financial Resources Rank

From 212 to 190

National Rank: 212

Projected National Rank 190

Public Rank: 121

Projected Public Rank: 105

Strategy:

The four LBRs submitted in support of our Top 25 initiative will increase our *U.S. News* Financial Resources Rank by 10%. Although the projected gains are modest, these investments will nonetheless move us into the middle third of the rankings on this measure. Further, these investments will go to the core instruction, research and student success efforts of the university.

Time Frame: 2018 and ongoing

Cost: Preeminence LBR (\$20M), Student-to-Faculty Ratio (\$20M), Faculty Retention LBR (\$11.5M), Graduate Students and Postdocs (\$18.5M) = \$70M Total



Expenditures per Student

From \$20,575 to \$22,750

National Rank: 215

Projected National Rank 194

Public Rank: 120

Projected Public Rank: 106

Strategy:

The four LBRs submitted in support of our Top 25 initiative will increase our *U.S. News* Financial Resources Rank by 10%. The methodology for calculating Expenditures per Student by *U.S. News* is not publicly available, so this projection is based on the 10% increase in Financial Resources.

Time Frame: 2018 and ongoing

Cost: Preeminence LBR (\$20M), Student-to-Faculty Ratio (\$20M), Faculty Retention LBR (\$11.5M), Graduate Students and Postdocs (\$18.5M) = \$70M Total



Research Expenditures

From \$169M to \$225M

National Rank: 82

Projected National Rank 61

Public Rank: 55

Projected Public Rank: 40

Strategy:

The Proposed Preeminence Interdisciplinary Cluster hire of 88 faculty is designed to create a research core in emerging disciplines where the grant proposal process is much more favorable. The retention of faculty who are reaching their research peak will also greatly benefit us in this area as many of our top faculty have been poached by leading universities in the past. We will identify strategic opportunities for other faculty hires. We are creating greater accountability for the amount of proposals submitted within each discipline relative to our Top 25 peers. These activities will require up to 300 new graduate assistants and 100 Postdoctoral scholars.

Time Frame: 2022

Cost: This involves part of all the aforementioned LBRs



Student Selectivity

From 89th to 68th

National Rank: 89

Projected National Rank 68

Public Rank: 35

Projected Public Rank: 25

Strategy:

Student Selectivity is a composite measure of student test scores, the percent of students in the top 10% of their class and the percent of applicants accepted. In each of these cases, the goal on each sub-measure is to enter the top 25 public universities. This will require a 5% point improvement on the latter two measures. FSU will take advantage of the Benequista Scholarship Program to recruit National Merit Scholars from Florida and work on improving the show rate of students who are accepted. Improving the quality of enrolled students will improve all of the sub-measures.

Time Frame: 2018

Cost: To be accomplished with existing Preeminence funded resources.



4-Year Graduation Rate

From 62% to 66%

National Rank: 73

Projected National Rank 58

Public Rank: 23

Projected Public Rank: 15

6-Year Graduation Rate

From 77.5% to 80%

National Rank: 81

Projected National Rank 69

Public Rank: 32

Projected Public Rank: 25

Strategy:

FSU used existing resources to launch its Take 15 initiative. The results were dramatic, and it is expected it will affect graduation rates particularly for the incoming freshman classes. FSU is also increasing its high-impact practices and will be reducing class sizes as new faculty are hired. Preeminence investments in advising and post-graduation success should also add to our long-term gains in these areas, where FSU has been a national leader.

Time Frame: 2021

Cost: A portion of recurring Preeminence funding (\$2M)



Graduation Performance

From +9 to +10

National Rank: 27

Projected National Rank 21

Public Rank: 16

Projected Public Rank: 12

Strategy:

Graduation Rate Performance is a measure of actual six-year graduation rate versus the graduation rate that was predicted based on the characteristics of the class when it enrolled six years prior (79% – 70% = +9 percentage points). FSU continues to be a national leader in this area. All of our student success efforts contribute to this measure. This is an important measure as it not only reflects institutional efficiency, but is also 7.5% of the *U.S. News Overall Ranking*.

Time Frame: 2018

Cost: To be accomplished with existing and requested Preeminence funded student success resources. (\$2M)



Peer Assessment

From 3.1 to 3.3

National Rank: 88

Projected National Rank 66

Public Rank: 44

Projected Public Rank: 32

HS Counselor Ratings

From 3.6 to 3.9

National Rank: 117

Projected National Rank 67

Public Rank: 53

Projected Public Rank: 24

Strategy:

Peer assessments are driven by recognition of research and publications expertise and student success among other factors. FSU plans to use its faculty hiring initiative to capture the attention of our university peers who have historically underrated both FSU and UF. High School Counselor ratings should be affected by recruitment of top students and our continued student success. These increases will be the culmination of all the activities listed.

Time Frame: 2022

Cost: No direct cost other than usual marketing materials.



U.S. News Comparison Institutions

Rank	Institution
20	Purdue University
20	University of Connecticut
20	University of Maryland
23	Clemson University
24	University of Pittsburgh
25	Rutgers
26	University of Minnesota
27	Texas A&M University
27	University of Massachusetts
27	Virginia Tech

Rank	Institution
30	Miami University--Oxford
30	University of California--Santa Cruz
30	University of Delaware
33	Colorado School of Mines
33	Michigan State University
33	University of Iowa
36	Binghamton University--SUNY
36	Indiana University--Bloomington
38	Florida State University
38	North Carolina State University



LBR Funding Summary

- Preeminence (\$20M)
 - 88 Cluster hires
 - Student success investments
- Student-to-Faculty ratio – 162 Faculty (\$20M)
- Faculty retention (\$11.5M)
- Graduate students and Postdocs (\$18.5M)
 - 100 Postdoctoral scholars
 - 300 Fully funded new graduate assistants
 - Stipend and waiver increases



Faculty Hiring Outcomes

- Moves Student-to-Faculty Ratio from 25:1 to 21:1
- Improves class size
- High-impact practices
- Research capacity
- Graduate capacity





Faculty Retention and Outcomes

- Provides continuity for students and programs
- Retains faculty during their peak productivity
- Allows mentoring of new hires





Graduate Students and Outcomes

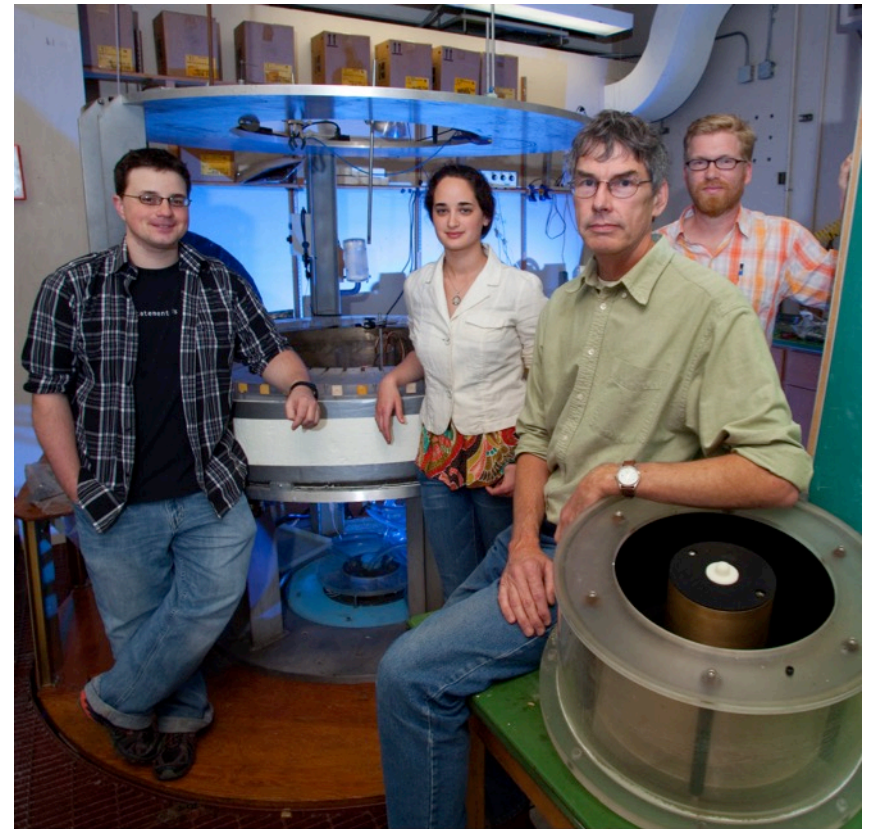
- Increase of 300 graduate assistants and increases in stipends:
 - Increases faculty capacity
 - Fuels faculty research productivity
 - Reduces overall student-to-faculty ratio
 - Improves instruction





Postdoctoral Research Scholars

- 100 research associates for faculty. These postdocs:
 - Support STEM efforts
 - Gain personal research experience
 - Serve as FSU-trained ambassadors to other research institutions





Student Success

- Increase high-impact practices with new faculty
- Improve post-graduation success
- Recruit more high-achieving students
- Support an increasingly diverse population





Thank You

