



**State University System
Education and General
Performance Funds from FY 2020-2021
Preeminence Reporting Template
Quarter 3 Update
(July 1, 2020-March 31, 2021)
(Page Limit: 10)**

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|--------------------------|---------------------------------|
| University: | Florida State University |
| Amount Allocated: | \$15,000,000 |
| Amount Held Back: | \$900,000 |

In describing the use of the 2020-2021 FY Pillars of Excellence funds allocated to your university, this form consists of the following two parts:

- I. Using the table below, please list the specific initiative(s), the current amount spent on each initiative, and current progress on each initiative. Please be as specific as possible when reporting progress on initiatives (e.g., number of students receiving scholarships or stipends, number of courses redesigned, etc.). Where possible, provide a detailed narrative on current progress compared to goals.*

Table 1

| University Initiative | Spending as of March 31, 2021 | Progress on Initiative as of March 31, 2021 |
|---|--|--|
| Maintain Student & Faculty Success Initiatives previously funded through Performance-Based Funds | \$593,873 | Reductions to the 2020-21 PBF Allocation are offset by National Ranking Enhancement funds, preserving improvements to 6-year grad rates, academic progress rate, faculty awards, graduate degrees awarded in areas of strategic emphasis. |

| | | |
|-------------------------------|-------------|--|
| Faculty Success | \$7,193,597 | Faculty hiring and retention efforts through specific initiatives. |
| Graduate Student Success | \$1,349,085 | Growing graduate education through recruitment and retention |
| Undergraduate Student Success | \$701,478 | Financial aid increases and technology upgrades |

II. Using the table below, please provide additional details on the institution's current efforts to hire faculty and staff. Please note the amount of the FTE funded in each section to date, the amount of FTE yet to be funded, and the institution's timeline for hiring the remaining FTE (e.g., 20 FTE funded out of expected 100 FTE, or 20% for FY 2020-21). Where possible, provide a detailed narrative on current progress compared to goals.

Table 2

| University Hires | Spending as of March 31, 2021 | Progress on Hiring Goals as of March 31, 2021 | Expected Hiring Target for Quarter 4 |
|--------------------------------|-------------------------------|---|--|
| Hired 11 out of 15 Faculty FTE | \$856,511 | Hired 11 out of 15 Faculty FTE (73%). | Expected to hire an additional 4 FTE by Q4 |

III. Please provide a detailed narrative of each university initiative listed in Tables 1 & 2 – including the anticipated return on investment, improvement on university rankings metrics, and plans for the third quarter.

- Maintain Student & Faculty Success funded through Performance Funds:** FSU received a decreased allocation of Performance Funds for FY 2020-21 of \$791,831. Prior allocations of performance funds were invested in key areas of student and faculty success that are now subject to reductions. Funding to improve the university's national ranking will be utilized in the continuation of funding for student to faculty ratio strategies, graduate student stipends, IT upgrades, and library resources.

FSU has made substantial progress in improving student to faculty ratio and growing course offerings with smaller class size efforts that have propelled FSU forward in national rankings and in other key metrics (ex: 4-year graduation rate

and academic progress rate). In certain disciplines, graduate student stipends fall behind many of our peer institutions; preventing losses in stipend compensation enables programs to compete for top graduate students and grow graduate enrollment. FSU has gained national recognition for aggressive negotiations with providers of library resources (academic journals and databases), yet additional investments are required for inflationary increases associated with resources necessary for scholarly activity.

2. **Faculty Recruitment and Retention:** FSU continues to invest in faculty recruitment and retention efforts designed to address the challenge of retaining highly regarded faculty through competitive salaries. FSU modified our recruitment plans in response to the pandemic and has authorized searches for 15 faculty positions (Education, Engineering, Nursing, Music, Social Sciences, Social Work). For purposes of retention and recruitment, as well as the standards and metrics that will move FSU into the Top 15 among public universities, Florida State's faculty salaries must be aligned with national norms to dissuade faculty from seeking positions at other institutions. Funding will allow FSU to move closer to market-level salaries for faculty and facilitate counteroffers to productive faculty who have received offers from other institutions.
 - a. **Progress on Initiative:** FSU has hired 11 of the 15 faculty searches. FSU has instituted sustained performance increases for which 63 faculty have been identified and awarded increases. The university has awarded salary increases to 123 faculty, either associated with faculty promotions, or toward recognizing and rewarding professional development in their respective fields. Additionally, more than 1,500 faculty received performance increases in recognition of meritorious work in propelling FSU into the Top 20 of public universities.
 - b. **Return on Investment:** Through strategic faculty hiring, FSU is expanding Florida's highly educated talent pipeline by increasing capacity in undergraduate and graduate programs. Through competitive compensation strategies, we anticipate this will move faculty salaries closer to market-level, especially for productive faculty who are sought and recruited by other institutions. These measures enhance our faculty retention in key areas, such as faculty diversity, high-quality instructors, and faculty who expand the research and innovation efforts where the university has made substantial investments.
 - c. **Impact on University Rankings Metrics/Progress on first-year metric:** The University's four-year graduation rate is 74 percent, placing FSU first in the State University System of Florida and in the top 10 nationally among public universities. More significantly, it is the highest four-year graduation rate in the State University System's history. In addition, FSU posted a six-year graduation rate of 84 percent — also a university record. Increasing faculty retention is expected to further improve recruitment and retention of high-achieving students and enhance student diversity.
 - d. **Plan for Fourth Quarter:** Financial obligations toward faculty salaries will continue into the fourth quarter with additional expenses of approximately \$1.4 million. It is projected that by year's end the increases associated with

sustained performance, promotion, and merit initiatives will account for approximately \$8.5 million.

3. **Graduate Student Success:** Responding to workforce training needs accelerated by the pandemic, FSU expanded graduate student enrollment in key programs, such as business, law, social sciences, and social work. In addition, to foster the retention, growth, and success of our graduate students, FSU expanded stipend support for 2,968 Graduate Assistants. Our Graduate Assistants provide critical teaching and research activities, enabling the university to continue to advance in student and faculty success.
 - a. **Progress on Initiative:** By expanding faculty teaching capacity, FSU was able to expand graduate program enrollment. In addition, through the collective bargaining process, the university awarded one-time support in the fall term for qualifying Graduate Assistants. The total budgeted funds were expended in Q2.
 - b. **Return on Investment:** FSU is expanding Florida's highly educated talent pipeline and help ensure Florida's recovery from the pandemic. In addition, targeted compensation for Graduate Assistants has proven to be effective in student recruitment and retention. We anticipate the population of Graduate Teaching Assistants to further increase the number of classes with 20 or fewer students and enable powerful classroom learning experiences. Improvements in these areas are critical for the continued success FSU has in its record-setting four-year graduation rates.
 - c. **Progress on first-year metric:** FSU increased its graduate enrollment by 21% over last year. FSU had increased the GA population by 4% over the two-year period from 2018-19 to 2020-21. This growth was maintained during the Covid pandemic.
 - d. **Plan for the Fourth Quarter:** The total budgeted funds were expended in Q2. There are no substantive expenditures planned for this initiative in Q3 or Q4.
4. **Undergraduate Student Success:** To bolster financial aid to high-achieving and STEM-ready students, FSU is expanding its support to ensure that students have the caliber of resources needed to reach their potential. In order to modernize instructional technology for students, FSU is replacing outdated equipment in undergraduate computer labs and studios. Resources were deployed toward labs specifically used by the CARE program, which provides support for first-generation, low-income students, as well as other public access computing facilities.
 - a. **Progress on Initiative:** As of March 31, 2021, FSU has awarded approximately 98% of budgeted funds (fall and spring awards) and has procured approximately 89% of the equipment to be deployed.
 - b. **Return on Investment:** Through bolstering financial aid for undergraduate students, FSU further expands the talent pipeline and mitigates student

borrowing. Ensuring access to modern technology is critical for students, particularly low-income students, to enable course success and timely progress to graduation.

- c. **Progress on first-year metric:** FSU has awarded approximately 98% of budgeted financial aid funds. FSU has procured 89% of the equipment for this initiative.
- d. **Plan for Fourth Quarter:** The majority of spring disbursements for financial aid occurred in Q3. A few remaining disbursements may be made in Q4. FSU is continuing to procure and install equipment.