



State University System
Education and General
Performance Funds from FY 2021-2022
Preeminence Reporting Template
Quarter 2 Update
(July 1, 2021-December 31, 2021)
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University:	Florida State University
Amount Allocated:	\$ 15,000,000
Carryforward:	\$ 818,915
Total:	\$ 15,818,915

I. Overall Spending Summary

Using Table 1, provide an overall summary of expenditures.

Table 1: Spending Summary

University Initiative	Spending as of December 31, 2021
Undergraduate Student Success	\$153,846
Graduate Student Success	\$1,650,000
Faculty Success	\$7,287,790
Maintain PBF	\$528,222
Total Spending:	\$9,619,858

II. Faculty FTE

Using Table 2, provide additional details on each initiative that will spend funds identified as Faculty FTE in the 2021-22 Preeminence Spending Plan. Please be as specific as possible in identifying expenditures by identifying positions that are in different stages of the hiring process. Where possible, provide a detailed narrative on current progress compared to goals.

Table 2: Faculty FTE Details

Faculty Initiatives	Spending as of December 31, 2021	Progress on Initiative as of December 31, 2021
Faculty Success (44 FTE)	\$1,540,490	Filled 21 faculty positions. Recruitment of 23 positions in progress.
Undergrad student success (7 FTE)		Recruitment of 7 faculty positions in progress.
Faculty Success – Retention Increases	\$5,747,300	Recurring retention increases adopted and implemented in FY 2021 and non-recurring bonuses in FY 2022
Faculty FTE Total:	51.0 FTE	

III. Staff FTE

Using Table 3, provide additional details on each initiative that will spend funds identified as Staff FTE in the 2021-22 Preeminence Spending Plan. Please be as specific as possible in identifying expenditures by identifying positions that are in different stages of the hiring process. Where possible, provide a detailed narrative on current progress compared to goals.

Table 3: Staff FTE Details

Staff Initiatives	Spending as of December 31, 2021	Progress on Initiative as of December 31, 2021
Undergrad student success (10 FTE support staff; 25 FTE OPS)	\$153,846	Recruitment of 10 positions in progress. Filled approx 25 FTE OPS.
Staff FTE Total:	35.0 FTE	

IV. Other Initiatives:

Excluding the funds used for faculty and staff FTE, in Table 4, 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.).

Table 4: Other University Initiatives

Other University Initiatives	Spending as of December 31, 2021	Progress on Initiative as of December 31, 2021
Maintain PBF	\$528,222	Reductions to PBF Allocation are offset by National Ranking Enhancement funds, preserving improvements to 6-year grad rate, academic progress rate, faculty awards, graduate degrees awarded in areas of strategic emphasis.
Other Total:	\$528,222	

- V. *Please provide a detailed narrative of each initiative listed in Table 1, including the anticipated return on investment, progress on the first-year metric or other related metrics, and plans for the second quarter.*

FSU is investing the National Rankings Enhancement funding in three core pillars that will help elevate the university's performance and national rankings: (1) Undergraduate Student Success, (2) Graduate Student Success, and (3) Faculty Success. Considering FSU's initial \$50M request in National Rankings Enhancement/Preeminence has been reduced to \$15M, we needed to make major adjustments to our goals. We have prioritized the most strategic investments based on projections of potential impact in collaboration with our deans. Without the full LBR request, the university will be challenged to retain or advance its U.S. News ranking and will be delayed in making needed investments in faculty and graduate research that also affect institutional recognition. Furthermore, given the expenses and losses associated with the coronavirus pandemic, the university is not in a position to supplement the National Rankings funding in any significant way. Budget reductions from the Legislature would alter the ability of the university to enact the plan outlined below.

Undergraduate Student Success: National Rankings Enhancement funding is being invested to further advance student graduation rates and post-graduation success through increased student support and engagement. The university's plan is to hire and retain additional academic advisors and student services staff to help bring student support levels to the national average and provide needed guidance for our student population. FSU's plan includes the expansion of its Graduation Specialists initiative. The university's plan also includes the expansion of support for enhanced teaching of undergraduates to allow for more engaged, active learning that advances student success, particularly in STEM courses. The university is expanding student engagement programming, such as FSU's new Engage 100 effort. Engage 100 is an immersive program unique to Florida State University that is designed to help students succeed, beginning their first year. Through small, mentor-guided courses, students learn in a supportive and creative environment with content that is centered on a particular topic, discipline, or area of interest. Current opportunities include: Succeeding as a STEM Major, College of Business Peer Connect, Future Innovators, Exploring Service Leadership, Introduction to Community Engagement, and several others.

The university plans to invest in financial aid to expand student access and recruitment, particularly to advance equity, diversity, and inclusion.

- a) **Progress on Initiative:** As of December 31, 2021, the university has allocated \$1.4 mil for the creation of support staff and faculty positions in key program areas, including increasing capacity for the university's honors program. Approximately 25 FTE of

undergraduate OPS Learning Assistants have been hired and are working alongside faculty in targeted STEM and gateway courses.

- b) **Return on Investment:** We anticipate that the investments into Undergraduate Student Success will improve the 6-year graduations rate, freshman retention rate, Pell graduation rate, student-faculty ratio, class size indicator, percent of students in Top 10% of high school class, and ACT/SAT score composite percentile.
- c) **Progress on metrics:** While we will not see the impact on the four-year graduation rate for a few years, the institution saw a 20% increase in the number of students taking 30 credit hours a year, which is 50 additional students than the year prior.
- d) **Plan for Third Quarter:** Staff and faculty recruitment will continue into Q3. We anticipate the hiring of 4 new support staff focusing on supporting registration, retention, and re-enrolling undergraduate students.

Graduate Student Success: Exceptional students in doctoral and graduate programs support FSU's movement in the national rankings and its instruction and research portfolio. These students and scholars are key components of a competitive Research I University, and they are a core part of our Top 15 plan. FSU plans to invest in expanding our graduate student stipend support to help us move closer to market levels. A final cost for these investments was negotiated as part of the collective bargaining process. Furthermore, to help accommodate the needs in undergraduate teaching, mentoring, and research, FSU plans to invest remaining funds in this category to expand the number of graduate student assistantships.

- a) **Progress on Initiative:** As of December 31, 2021, the university concluded collective bargaining with the graduate assistant student union, the agreement was ratified, and in Q2 the university began implementing the planned investments in graduate assistant compensation.
- b) **Return on Investment:** We anticipate investments in graduate student success will improve the recruitment and retention of graduate assistants, which we expect will improve our class size indicator, and undergraduate graduation and retention rates.
- c) **Progress on Metrics:** FSU increased its graduate enrollment by 7% over last year. FSU has increased the graduate population by 34% since 2019. This growth was maintained during the pandemic.
- d) **Plan for Third Quarter:** The university will continue planning for future years and recruitment for additional graduate assistants.

Faculty Success: Florida State will further enhance the quality of its instruction and student learning through the hiring of additional faculty to allow us to continue to improve undergraduate teaching and mentoring while addressing course availability challenges. As outlined in FSU's original LBR,

the priority will be to support departments and courses in which student success challenges remain most critical. Additional faculty will be charged with advancing the quality of the learning environment for students and to elevate course completion rates, particularly for students from underrepresented backgrounds and in lower-division STEM pathway courses. These faculty will not only reduce the size of classes, but they will also redesign classes to leverage the latest evidence-based teaching and learning approaches, including active learning strategies, to improve course completion rates. Key gateway courses that have been redesigned to use active learning and learning assistants (undergraduate students who help facilitate learning) have produced significant reductions in the number of course withdrawals and D and F grades at FSU. Additional faculty will also enhance FSU's financial resources metric, including expanding research activity and expenditures.

FSU will also continue to invest in faculty retention efforts designed to address the challenge of retaining highly regarded faculty through competitive salaries. 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 in line with national norms to dissuade faculty from seeking positions at other institutions. This is critical for fending off attempts by other universities, particularly private institutions with large endowments, from luring our top faculty away. 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.

Carry Forward funds from FY 2020-21 have been allocated for nonrecurring IT infrastructure needs that improve services for faculty research and instruction.

- a) **Progress on Initiative:** As of December 31, 2021, FSU has hired 21 faculty positions and has allocated resources to hire an additional 8 positions. Retention increases adopted and implemented in FY 2021 are being disbursed to faculty during FY 2022. The university concluded collective bargaining with the faculty union, the agreement was ratified, and in Q2 the university began implementing the planned investments in faculty compensation.
- b) **Return on Investment:** We anticipate investments in faculty success will improve the recruitment and retention of faculty, which we expect will support our class size indicator, undergraduate graduation and retention rates, financial resources, and faculty-student ratio.
- c) **Progress on Metrics:** FSU's retention, graduation rates, and class size metrics continue to be strong, despite the challenges of the pandemic. Increasing faculty retention is expected to further improve recruitment and retention of high-achieving students and enhance student diversity.
- d) **Plan for Third Quarter:** The university will continue the faculty recruitment for remaining positions.

Maintain Student & Faculty Success funded through Performance Funds:

FSU received a decreased allocation of Performance Funds for FY 2020-21 of \$791,831 and another decrease in FY 2021-22 of \$264,613. Prior allocations of performance funds were invested in key areas of student and faculty success that are now subject to reductions. To help offset these reductions and improve the university's ranking, national ranking funding 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.

VI. Metrics

Please list all metrics, identifying the ranking source, and provide any updates from the first quarter in Table 5.

Table 5: Metrics

Metrics	Status before July 1, 2021	Progress on Metric December 31, 2021
Increase Average 6-year Graduation Rate	80.5%	82.5%
Increase Average Freshman Retention Rate	93%	93.75%
Improve Pell Student Graduation Rate	79%	80%
Improve Student-Faculty Ratio	21	21
Improve Class Size Indicator*	161	137
Improve Percent of Students in Top 10% of HS Class	39%	46%
Improve ACT/SAT Scores Composite Percentile	89%	90.3%
Financial Resources Rank*	222	223

VII. Challenges

Identify and explain any challenges that have hindered the institution's progress to date and an explanation of how the institution plans to manage these challenges.

The state's temporary 6% holdback and the uncertainty of future funding hindered the university's progress. More financial stability, as we emerge from the pandemic, will bolster continued progress on our initiatives.

The pandemic has created challenges for faculty recruiting, as well as research activity, as some faculty are reluctant to relocate and international travel restrictions remain in place. The pandemic has also challenged students' retention and success as they continue to grapple with numerous challenges in their lives. In response, we have expanded student support and engagement programming, particularly as students come or return to campus after long periods of remote education. The pandemic has also affected prospective students' SAT/ACT test scores as students around the country still face challenges taking and retaking standardized tests. As the pandemic improves, this challenge will ease.