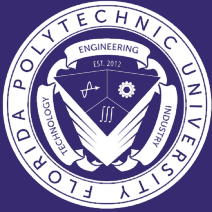


ASSESSMENT PLAN 2019-20

FLORIDA POLYTECHNIC UNIVERSITY

Interim Report
to the Board of Trustees
on Operational Goals

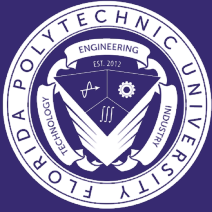
Randy K. Avent
May 2020



2019-20	Peer Group	SUS Average	2020-2021
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Degree Alignment				
% of Bachelors' Graduates Enrolled or Employed (\$25,000+)	75%		72%	78%
Median Wages of Bachelors' Graduates Employed Full-time	\$50,000		\$41,200	\$51,500
% of Bachelors' Degrees Awarded within Programs of Strategic Emphasis	100%	78%	51.37%	100%
% of Graduate Degrees Awarded within Programs of Strategic Emphasis	100%	74%	61.20%	100%
Student Success				
% Academic Progress Rate (GPA>2.0)	72%	81%	82%	(74%) 80%*
4-year FTIC Graduation Rate	37%	32%	41%	(40%) 39%*
6-year FTIC Graduation Rate (FT and PT students)	47%	62%	76%	(58%) 54%*
Time to Degree for FTICs in 120 hr. programs	4.7		4.2	4.6
% Baccalaureate Degrees without Excess Hours	95%		75%	(>75%) 80%*
Freshmen in Top 10% of HS Class	22%			23
Economic Development				
Bachelors' Degrees Awarded (First Majors Only)	320			320
Graduate Degrees Awarded (First Majors Only)	18			22
Total Research Expenditures (\$ in thousands)	\$750			\$1,000
% of Research Expenditures Funded from External Sources	69%			81%
Affordability				
Average Cost to Students (120 hours)	\$9.5K	\$21.9K	\$13.9K	(<\$14K) \$9K*
% University Access Rate (UG with Pell grant)	30%	24%	38%	(30) 29*

*(PREVIOUS GOAL) NEW, APPROVED 2020-2021 ACCOUNTABILITY REPORT GOAL



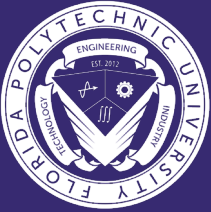
BOARD OF TRUSTEES Operational Goals Progress Report

OPERATIONAL GOALS 2019-2020

(DEGREE ALIGNMENT) BUILD PROMINENT PROGRAMS IN HIGH-PAYING INDUSTRIES

Goal 1: Enroll a high-quality and diverse incoming class (Numbers as of 4/8/2020)

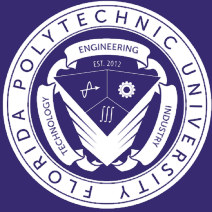
1. Despite a national decline in higher education enrollment for the eighth consecutive year, our freshman applications are up 29%: Graduate applications are also up significantly. We have admitted 31 to date, compared to 15 last year at this time; however, most are international and will not be able to obtain visas in time for the fall.
 - a. *We overhauled our admissions strategy and operations.*
 - b. *We designed and developed new recruitment publications and digital strategy around email, text, YouTube, and Instagram.*
 - c. *We revamped our campus visit program to better connect cutting-edge technology, social and economic relevance to the student and make the campus look less sterile and more alive.*
 - d. *We purchased a national high school guidance counselor list and developed a drip campaign that feeds them content marketing based on their interests in STEM.*
 - e. *We launched a state and national awareness campaign for guidance counselors and calculus teachers that discussed STEM applications and allowed them to directly nominate students for scholarships.*
 - f. *We significantly updated our financial aid operations, so our process is cleaner and more professional. With that, we saw an 85% increase in FAFSA applications that allow us to package financial aid information for students earlier.*
 - g. *Five Fulbright Graduate Students applied to FL Poly grad program.*
2. Our academic quality has improved on all measures: SAT scores are up for admitted freshmen by 34 points to 1334, ACT is flat, and our admitted applicant core GPAs are up 0.20 points to 4.15.
 - a. *We built new micro-targeted lead generation strategies that created “templates” of desired students and targeted them at key times.*
 - b. *We built a separate undergraduate recruitment microsite for those students.*
 - c. *We developed three scholars’ programs – Provost, Alexander and Presidential – and built “segmented campaign sprints” to fill them with exceptional candidates.*
 - d. *We completed 30 STEM-Tech days addressing more than 1,000 students from highly ranked Florida high school AP calculus and physics classes.*
3. Our transfer applications are up 23% with the average GPA increasing from 3.0 to 3.38.
 - a. *We designed and developed new recruitment brochures that included a website and email campaign.*
 - b. *We identified five state colleges and focused on building relationships with their calculus faculty.*



- c. *We developed an innovative “one-year pipeline” program that allows eligible students direct admission into Florida Poly after their first year at a state college. This program maximizes the number of credits that transfer to Poly and helps those students graduate in four years.*
4. Our international applications are up significantly (82%), but we see that 68% are coming from countries that have significant travel and visa restrictions due to COVID-19, and many will be unable to arrive in the fall.
 - a. *We hired full-time regional recruiter to focus on the northeast, where the density of STEM-bound students is close to 10 times larger than in Florida.*
 - b. *We addressed strategic challenges with our global corporate partner and developed a new approach to international recruitment.*
 - c. *We purchased an international database of high school teachers, counselors and principals and are in the early process of using that information to better focus our recruitment efforts in targeted countries.*
5. Our diversity continues to improve. Although our female applications are up 34%, deposits are flat to last year, which was a good year. Black/African Americans and Latino applications are up, and deposits are up as well.
 - a. *We continue to build a first-year STEM Program that targets low-income students with strong math skills and moderate test scores. This year we doubled the size of this program.*
6. We continue to have official discussions with Walt Disney World to establish an “Aspire Program” that offers Disney employees degrees from Florida Poly.

Goal 2: Grow a faculty body committed to excellence

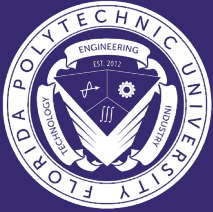
1. Faculty searches are in progress with an objective to grow the faculty body by roughly 10 for fall 2020. All positions are posted to The Chronicle of Higher Education, Inside Higher Education and Higher Ed Jobs as well as various diversity recruiting hubs. Between moving to remote instruction, faculty reappointments, a strained budget and the COVID-19 crises, we may be less successful on this front than originally hoped.
 - a. *Searching will continue through summer*
 - b. *Targets are aligned to program-areas to meet demand*
 - c. *Three Senior Fulbright Visiting Chairs applied to Florida Poly for Mechanical Engineering, Electrical Engineering and the Advanced Mobility Institute*
2. Consistent with the Collective Bargaining Agreement, all of our early (pre-2017) faculty members will be reviewed this Spring for consideration for reappointment to a second three-year term. Additionally, two faculty members will be considered for promotion to Associate Professor, and two other faculty members that were hired after June 1, 2017 will be reviewed as part of the normal review process.
 - a. *Review committees formalized by February 14th*



- b. Review will start in earnest on March 3 with recommendations to Provost's office*
 - c. Process will be completed in appropriate time thereafter*
3. We created a generous professional development package for faculty to become more involved in their research and academic community.
 - a. Package provides \$3,500 for each faculty member for travel*
 - b. One-time awards for equipment and supplies are available*
 - c. Several Poly Institutes have begun offering seed funding to encourage faculty participation*

Goal 3: Improve instructional effectiveness and consistency of quality

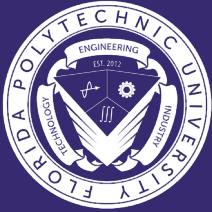
1. Instructional effectiveness improved slightly from previous survey assessment but remains approximately one-half point lower than other 4-year public institutions.
 - a. Results from 2019 Noel-Levitz Survey, Florida Poly scored 5.01 satisfaction on a 7-point scale with national four-year publics rating at a 5.46. (Specific question: Quality of instruction in most of my classes is excellent). This survey was administered in April 2019, the same month our Director of Teaching and Learning started (new position).*
 - b. Continued to work with departments to produce courses that are **consistent** in terms of learning outcomes and grading standards, with a large emphasis on multi-section course.*
2. 100% of faculty participated in an effective Teaching and Technology Practices Workshop at fall 2019 faculty orientation. 80% of faculty engaged with Teaching and Learning in one-on-one instructional consultations.
3. Teaching and Learning conducted mid-semester student feedback surveys (fall 2019) of 1,600 students in 84 courses sections for 39 faculty members. These surveys provided formative feedback on instructional practices that were best facilitating student learning.
4. We grew programs and resources in Teaching and Educational Research by 100%
 - a. Developed a rich repository in Canvas of resources and tools on teaching, classroom technology, and course administration*
 - b. Facilitated educational research via developing NSF-STEM education grant proposals; worked with Sponsored Research on establishing an Institutional Review Board (IRB), and conducted workshops on IRB, STEM-education grants, and Scholarship of Teaching and Learning (SoTL)*
5. We initiated first courses via distance learning to support on-time progression for juniors and seniors.
 - a. Special career-focused sections of Intro to STEM and Academic & Professional Skills*



6. Converted 100% of courses from face-to-face to remote delivery over a 3-day period.
 - a. *Started pre-planning two-weeks prior in anticipation of worst-case scenario, included phases that started with recording in-class lectures, deployed upon return from spring break (March 9th).*
 - b. *Director of Teaching and Learning (DTL) developed extensive “Resources for Teaching Remotely” and “Remote Learning Resources for Students” in Canvas (the Learning Management System) to support faculty and students in the transition.*
 - c. *DTL and Instructional Designer supported faculty in updating courses and tests and working with faculty to learn key technologies to collaborate and communicate with students in real-time and in other ways for the remainder of the term.*
 - d. *Academic Departments (faculty) developed minimum standards and methods for ensuring course content and requirements were appropriately transitioned online and quality and quantity of content was not lost.*
 - e. *Acquired online test proctoring software to ensure integrity of remote delivery of exams (an expectation of all online courses).*
 - i. *Provide instructions, support, and hands-on testing guidance for faculty to ensure exams are set up and proctored properly*
 - ii. *Organized student remote learning support team led by Director of Educational Outreach to provide live support for students prior to and during testing time.*
7. Academic Affairs (faculty and administration) collaborated to develop a one-time change to University Grading Policy to recognize the difficult challenges students are facing—personal, technological, educational—that provides pathways for successfully completing the term and making progress towards their degree while preserving academic quality.
8. Expanded instructional technology availability and use to faculty, staff, and students to rapidly deliver content and interaction among all campus constituents.
9. Contracted with two external agencies to explore new ways of delivering online courses as pilot studies (Bisk and Outlier). Bisk modules being delivered in part now, and both will be delivered alongside our own efforts this summer to learn from and mine for opportunities to enhance our own delivery quality and methodologies.

Goal 4: Grow the number of academic programs in strategic disciplines

1. We implemented three new degree programs in fall 2019 to bring our total undergraduate offerings to nine degree programs. Work this year has focused on operationalizing these programs so they can grant degrees.
 - a. *Engineering Physics – 5 enrolled*
 - b. *Environmental Engineering – 4 enrolled*
 - c. *Engineering Mathematics – 2 enrolled*



2. We created one strategic concentration that built on the Advanced Mobility Institute mission for Fall 2020: *Autonomous and Electric Vehicles (Computer and Electrical Engineering)*. We also added concentrations in *Aerospace and Mechanical Systems (Mechanical Engineering)*, *Autonomous Systems (Computer Science)* and *Autonomous Robotic Systems (Computer Engineering)*.
3. We have one new bachelors' program in process for Fall 2021: *Bachelor of Science in Cyber-Security Engineering*.

Goal 5: Mature and grow the graduate program

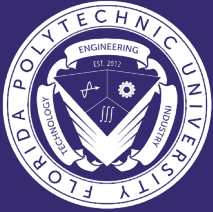
Note: The legislature granted us \$500K last year to mature and grow our graduate program and the Governor vetoed that funding, thereby significantly curtailing this effort.

1. We grew the graduate program by 52% from fall 2018 (headcount 33 to 50) to last year.
 - a. *We formalized the curricular structure for both master's degrees and expanded them to include tracks in ME, CE, EE and Engineering Management; and Data Science and Computer Science.*
2. We launched a Robotics track in the M.S. in Engineering program as a strongly interdisciplinary degree with elements from Electrical and Computer Engineering, Computer Science and Mechanical Engineering.
 - a. *We continue to explore new degree programs for future implementation.*
3. We explored limited distance learning (online and hybrid) delivery for courses in Engineering Management track (MS Engineering) and Data Science track (MS Computer Science).

(STUDENT SUCCESS) PREPARE STUDENTS FOR A LIFETIME OF SUCCESS

Goal 6: Help students achieve academic goals

1. Student Success is critical to the student experience, and we increased student access to success professionals by 33% in 2019-2020.
 - a. *Hired a leader for Student Success and Retention*
 - b. *Developed a Student Success destination on campus where the Success Coaches are readily available*
 - c. *All Fall 2019 new Florida Poly students were assigned to a specific Success Coach*
 - d. *Provided faculty with a reporting system for students of concern to be reported directly to Success Coaches via Canvas*
 - e. *Developed a Canvas course for remote registration advising*



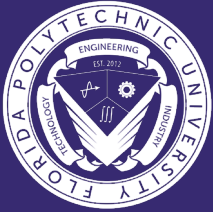
2. An Academic Improvement Program was piloted in Summer 2019 and implemented in Fall 2019. Of those students actively engaged in the Fall 2019 Program, 84% had improved their academic standing at the end of the semester.
3. Adding to established campus experiences organized through Registered Student Organizations, Student Government and Presidential Ambassador programming, campus opportunities to engage and learn increased by 20% with the addition of new student-focused workshop series.
 - a. *Student-focused workshop series added to campus include co-curricular leadership endorsement, hard topics series, academic motivation workshops and pizza with the Provost.*
 - b. *Club Row was held in Fall and Spring to allow students to connect and join campus clubs.*
 - c. *Student access to outdoor activities increased by 20% with the addition of a new interactive outdoor area for students on campus (Oak Grove). This outdoor area joined other outdoor activity areas on campus (Pool, Soccer Fields, Volleyball/Basketball area and Campus Pathways).*
 - d. *Developed a Virtual Student Union to encourage students to stay connected and engaged with the campus while learning remotely.*
4. To build soft skills and business acumen we provided three learning opportunities for students.
 - a. *We hosted 6 Innovation Speaker Series to expose students to successful leaders, innovators and entrepreneurs.*
 - b. *We offered guest lectures on How to Give the Perfect Pitch to 5 classes and our entire senior capstone program.*
 - c. *We offered an ENACTUS club for students interested in learning about and pursuing social entrepreneurship ideas.*

Goal 7: Build essential skills in communication, leadership, design and business

Goal 8: Embed projects in a sustainable manner to enhance professional development

Goal 9: Support students through work experience programs and career opportunities

1. We increased the number of students who attended the Spring 2019 Career Fair by 66%, exposing them to over 150 employers through career-related events and correspondents, and we provided students with 15,000 STEM job opportunities specific to the state of Florida.
 - a. *Collaborated with the colleges and universities in Polk County to leverage our employee relationships.*
 - b. *Coordinated strategic programming for professional development.*
 - c. *Incorporated an additional Career Fair in the Fall semester to increase student exposure to job opportunities.*
2. We helped 200 freshmen with their career planning and professional goals.
 - a. *A "Resume Desk" was added to the Commons, providing for 24 additional career development support hours on campus each week.*

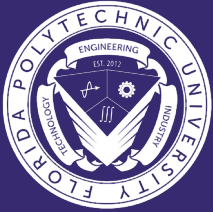


- b. Collaborated with Microsoft and the First Year Experience Coordinator to develop professional development training for freshmen.*
3. In response to COVID-19, Career Services has adjusted methods of communication to keep students engaged and connected with employment opportunities.
 - a. A campaign has been launched to call all seniors scheduled to graduate this May to further assist them with their employment process.
 - b. Canvas has been used as a platform to keep all students engaged with Career Development. Students have access to nine professional development videos and a competencies assessment—within the first two weeks of the launch over 95 students signed up.
 - c. Professional Development presentations have been hosted covering topics such as Personal Financial Planning and SCRUM project management.
 - d. All seniors are emailed weekly leads on opportunities with companies that are hiring immediately such as Northrup Grumman, Lockheed Martin, and Amazon.

(ECONOMIC DEVELOPMENT) GROW A HIGH-TECHNOLOGY ECONOMY AROUND FLORIDA POLY

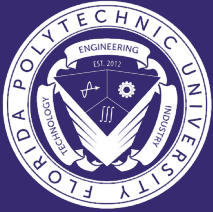
Goal 10: Conduct and execute a realistic and sustainable industry interaction model

3. The percentage of industry sponsored capstone projects slightly increased to 86% (32 of 37) from 85% (29 of 34).
 - a. We established the role of Capstone Design Coordinator (now Director of Industry Engagement and Capstone Projects) to recruit externally sponsored projects.*
 - b. The bi-weekly Industry Update meeting purposefully connects various external partners with multiple avenues for University partnerships.*
 - c. We expect this percentage to remain similar moving forward as not all students wish to sign away intellectual property rights.*
4. We increased the percentage of multidisciplinary capstone projects to 43% (16 of 37) from 35% (12 of 34).
 - a. Capstone instructors meet on a weekly basis to coordinate disciplinary specific facets of multidisciplinary projects.*
 - b. Departments have agreed to a common timeline of project deliverables and expectations.*
 - c. Marketing materials from the Spring 19 Showcase specifically highlighted the success of previous multidisciplinary teams.*
5. Overall, most of the teams were still able to complete a majority if not all of their project goals. We were able to get most of the necessary components sourced and to the student teams in early/mid-February, thus when we went to remote instruction, they were able to simply take their parts and continue progress off site. There are a couple of larger interdisciplinary “big-build” teams that were no longer able to continue down their



original path, now their focus is on modeling, simulation and documentation. We expect to pick these projects back up in the Fall and complete them on an accelerated timeline (using Super Capstone and off sequence students).

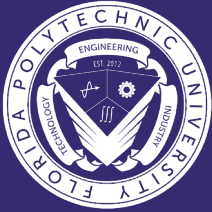
6. We created an entrepreneurship certificate with four courses & a total enrollment of 58 students in 2019-2020 FY.
 - a. *We offered ENT2112, Entrepreneurship Opportunity Analysis in Fall 2019 and Spring 2020 with a total enrollment of 58 students.*
7. We offered consultations to 80 students interested in commercialization and entrepreneurial competitions where students won over \$55,000+ in prize money to date.
 - a. *We hosted an eMerge Americas Pitch Night to give our students exposure to business style presentations on our campus.*
 - b. *We offer coaching sessions for students to participate in various state and local entrepreneurial competitions. This has resulted in our student entrepreneurs winning over \$6,000 in 2019-2020 FY, and over \$55,000 in total prize money from 2016-present.*
 - c. *We offered entrepreneurial consultations to 80 students who have an idea or project with interest in commercialization of some kind in 2019-2020 FY.*
8. In partnership with Walt Disney World, we began offering a series of eight executive education courses to industry executives from Latin American countries.
 - a. *Offered a pilot strategic planning course to 43 Latin American business executives in conjunction with Walt Disney World's executive training program for Latin America.*
 - b. *Walt Disney World added Florida Poly to its website as a partner in its Latin American executive training program.*
 - c. *Program served as a pilot for Florida Poly to offer several programs for industry executives as a financially self-supporting continuing education center.*
9. We are working to develop a highly innovative and differentiated Executive Leadership program. The program builds on the Disney course and will focus on Technology, Leadership and Governance elements and integrates our progress in International outreach with significant elements within the state of Florida.
10. In mid-March we were contacted by the Nicholson Center (training and teaching arm of AdventHealth) about helping them produce the PRUSAPRINT.ORG RC3 face shield components. As of April 13 we had delivered nearly 1,400 sets of face shield components and we continue to deliver around 100-125 sets per day. Maintenance is ongoing to revive and to keep as many of our 3D printers running as possible. Additionally, we also signed an MOU with the City of Auburndale and have delivered 150 sets of face shield components to them.
11. Also in March, we were contacted by Steve Scruggs on behalf of Wesley Beck and Advanced Concept Innovations (ACI) Inc about machining components for them. ACI is building equipment to manufacture N95 masks at the rate of 3-5M units per week.



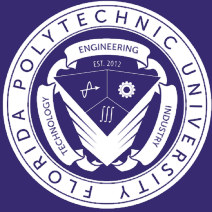
12. In mid-April we were again contacted by ACI about laser cutting nosepiece assembly guides. After a brief struggle again with our equipment, we were able to deliver over 200 sets of the assembly guides to ACI.
13. Consistent with these efforts, we have been working with BRPH (engineering/architectural firm out of Melbourne, FL) on an Agile Manufacturing Center as the primary research center of our manufacturing technology vertical. This center would include technology around Industry 4.0, agile and modular manufacturing, and integrated testing.

Goal 11: Conduct applied research to strengthen University impact

1. We increased the number of proposals by 21%, the total number of new awards by 22%, the total dollar amount of new awards by 122% and the percentage of funds from external sources by 21%.
2. We established the Health System Engineering (HSE) organizational leadership and defined its strategy.
 - a. *Recruited a director (Spring 2019) and are recruiting a program manager and a post-doc (Spring 2020).*
 - b. *Established an advisory board with a broad representation of sectors and expertise within healthcare.*
 - c. *Defined the HSE Center's mission, vision and goals in alignment with Poly's institutional mission goals.*
 - d. *Met with various healthcare organizations within the region including LRH, AdventHealth and BayCare among others and defined projects for students and faculty.*
3. We successfully launched several research programs in HSE and are more aggressively promoting our research efforts within Poly and with external healthcare leaders.
 - a. *Eleven faculty members that represent all STEM disciplines have been meeting regularly to exchange ideas and define opportunities for collaboration in research and for extramural funding.*
 - b. *HSE's Data Science Business Analytics (DSBA) faculty cohort in collaboration with Lakeland Regional Health has formalized research threat on Social Determinants of Health (SDoH)*
 - c. *We are partnering and have received IRB approval from AdventHealth to proceed with research study titled: Fitness Awareness in Young Adults.*
 - d. *We have three ongoing HSE related capstone projects led by HSE faculty.*
 - e. *We secured a **\$600K NSF grant** – Florida Poly's largest federal grant to date – to create a novel pedagogical approach for STEM ethics training through internships in an industrial setting, including healthcare environments.*



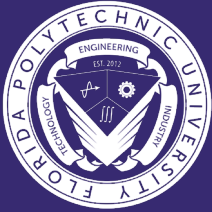
4. We increased the outside funding of FIPR by signing a 3-year \$876K agreement with Critical Materials Corporation with focus on Lithium & Rare Earths production, and we also increased our external laboratory services by 80%.
5. We refocused FIPR to grow new research missions that are more relevant and urgent
 - a. *Revamped and revitalized research focus of institute - identified four specific areas which provide assistance to industry for process improvement, address compelling environmental challenges, and serve to develop new supply chains of vital national security concerns. These areas include Water Processing, Phospho-Gypsum stacks, Phosphatic Clay, and Minerals Processing/Rare Earths.*
 - b. *Collaborating with Mosaic in securing an EPA exception to utilizing Phospho-gypsum in commercial products, as well as working on a solution to clean up process water. These are two of the biggest challenges in the phosphate mining industry.*
 - c. *Packed Column Jig project well underway to improve minerals processing which will dramatically change mining landscape. This is a FIPR self-funded project that will provide an IP revenue stream, and potential technology sales.*
6. We grew the Advanced Mobility Institute and have reorganized its operations and focused its research efforts.
 - a. *Dr. Arman Sargolzaei has officially been named the new Director of the Institute and will be responsible for its operations and research mission.*
 - b. *Dr. Rahul Razdan will continue with the Institute and will oversee industry and government interactions, provide guidance on strategic directions, and build the simulation infrastructure.*
 - c. *The primary research thrusts have focused on four issues: (1) edge-case detection and accelerated learning; (2) ElectroMagnetic Interference (EMI) in sensing and communications; (3) language of driving; and (4) transportation optimization.*
7. We started a weekly research seminar series to build the research mission of the Advanced Mobility Institute with a focus on applied research. We offered an internal seed funding opportunity with a budget of \$200K and received 13 proposals from our faculty. Proposals are under review.
 - a. We won a \$350K NSF Major Research Instrumentation (MRI) award for the testing and verification of AV and have submitted another proposal to the Department of Homeland Security for \$500K.
 - b. We published one journal paper and have 8 conference papers either accepted or published.
8. We strengthened our brand and impact in the Validation and Verification (V&V) of Autonomous Systems (AV) by publishing in major venues and building strategic alliances with key organizations.
 - a. *We have 6 conference and one major transaction paper, as well as two SAE Edge Reports and 9 contributing articles on Transportation for Forbes.*



- b. We built major partnerships with Embry-Riddle and Taltech and have several collaborations/touch points with UF, USF, UCF and IHMC.*
 - c. We plan to host two major AV Conferences at Florida Poly this coming year and are interacting with Standardization groups for SAE and IEEE on V&V.*
 - d. We have numerous industry connection points including Mathworks, National Instruments, Cadence, Analog Devices, Nvidia, Beep, Jacksonville Transportation Authority (JTA), TUV-SUD, SunTrax and ACM.*
9. We continue to work with SunTrax as they rebuild their efforts after organizational difficulties these past two years.
 - a. Met with new leadership and continue to discuss the importance of our collaboration to the success of SunTrax.*
 - b. In discussion with the new DOT secretary and the CEO of Florida Turnpike on the creation of a MS course in Transportation Technology to help them retain their mid-career engineering and technical management personnel.*
 - c. The contract for the Operation and Maintenance of SunTrax is now underway: The construction of the in-field AV test grounds is also now underway.*

Goal 12: Develop extended campus to support University growth

1. In an effort to support campus operations, and increase utility efficiencies, the University has entered into an agreement that brings reclaimed/redundant water lines to campus, affording us 100% redundancy in potable and grey water.
 - a. Negotiated an agreement with the City of Auburndale, partnering with SWFWMD, that allows the University to use reclaimed water with no utility fees for 50 years.*
 - b. Hired a design consultant to design systems to support the use of reclaimed water for irrigation and chilled water make up.*
 - c. Coordinated with the City of Lakeland to bring a redundant interconnect water supply from the City of Auburndale, to afford the University a backup source of water.*
 - d. Hired a design consultant to review the projected campus growth and outfit the chiller plant to maintain redundancy with the addition of the Applied Research Center (ARC).*
2. Initiated/completed a study to finalize the programming of the ARC to support 100% of the current academic research mission/growth projection through 2026.
 - a. Analyzed the deployment of space in the IST to deploy efficiencies, and determine shortfalls, to support the Applied Research Center Program.*
 - b. Programmed the Applied Research Center to support academic program growth and overcome facility shortfalls of the current academic facilities.*
 - c. Began construction on the Applied Research Center.*
3. Initiated/completed a plan to leverage outdoor spaces on campus, to support and encourage interaction of students, faculty, and staff campus wide increasing useable space by 5%.
 - a. Designed and installed sidewalks to provide easier access to the South end of campus.*
 - b. Designed an interactive outdoor campus model to maximize the use of outdoor spaces.*

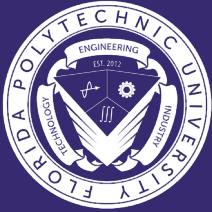


- c. *Constructed a portion of the interactive outdoor model adjacent to the SDC (Oak Grove).*
4. We continue to socialize and work with two developers to build an innovation district and research park around the campus that stimulates the Polk County high-tech economy and creates an ecosystem that attracts students from across the state.
 - a. *We helped several developers assess the surrounding property and are now working closely with a favorable one that is doing due diligence with Williams for all the property.*
 - b. *We continue to publicly advocate that warehousing developments should be built outside the innovation district and have worked with city and county officials to locate them other places.*
 - c. *We are working to create a Research Development Authority (RDA) to help with the creation of the park. Obtained BOT approval of a resolution to partner with the RDA and completed drafts of a county resolution and ordinance for that RDA.*

(AFFORDABILITY) MAXIMIZE VALUE FOR THE STUDENT

Goal 13: Create a strong student user experience

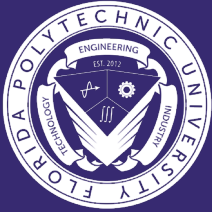
1. To improve student services and foster better decisions, the Registrars Office validated transfer credit for 95% of our students and manually reviewed the academic standing of all students.
 - a. *7% of the 17,546 records needed a second review and only 26 records required a manual cleanup after IT conversion.*
2. We built an innovation support software system, the Phoenix Nest, that allows us to offer a world class student innovator experience at Florida Poly with higher outcomes and at 1/10th the cost of comparable universities.
 - a. *We have over 440+ students on the software currently, around 1/3rd of our student body. Most universities struggle to engage 1% of their students with entrepreneurial support.*
 - b. *In September 2019, we were a finalist for the "Exceptional Activities in Entrepreneurship Across Disciplines" award at the Global Consortium for Entrepreneur Centers (GCEC). Other finalists were Texas A&M, Penn State, Harvard, and Florida State.*
3. A strong student experience includes a student being healthy and able to participate on campus. In 2019-2020, we grew our mental health offerings by 50%.
 - a. *Access to clinical support grew by 50%: Three additional licensed counselors are available on campus offering students a range of clinical expertise to support their well-being.*
 - b. *Access to mental health education grew by 50%: Four new workshops focused on the healthy individual were offered to students that address depression, mindfulness, suicide awareness and mental health first aid.*
 - c. *Developed a Student Support Request Form and process where students can digitally "raise their hand" and they will be contacted by the CARE team to help the student problem solve.*



4. We successfully negotiated to take over Residential Life in October 2019, resulting in a 100% increase in University efforts to create a strong user experience in the residence hall.
 - a. *We hired an Assistant Director of Residential Life and Resident Assistants.*
 - b. *In January we conducted an extensive Residential Assistant training to ensure the campus safety net was fully established.*

Goal 14: Concentrate spending on academic programs

1. The COVID-19 crisis presented near-term challenges to us as a campus.
 - a. *We assembled an Emergency Management Team early in the process that met regularly throughout the crisis to make decisions that affected both students and employees.*
 - b. *We followed BOG guidance in creating a 2-week remote instruction period and then extending that through the spring and now the summer. We worked with students to encourage them to return home and locked down the IST. We canceled all events and worked with both Vestcor (dorms) and Chartwells (food) to provide refunds to those students that left campus. We developed new grading and admissions policies and continue to respond to the changing landscape.*
 - c. *We developed and implemented a phased plan for qualified employees to work remotely.*
2. In anticipation of future funding cuts in a troubled economy, we developed a financial resiliency plan that included short-term austerity actions and longer-term resilience measures.
 - a. *Short term austerity measures included hiring, procurement and travel freezes, and a review of all contracts.*
 - b. *Longer-term measures were tied to three potential recovery models and used guiding principles around preserving liquidity, protecting and growing the academic enterprise, increasing revenues and investing in University Advancement.*
3. Enterprise Systems leveraged the use of existing and new technologies to make our administrative operations more efficient and cost effective.
 - a. *Completed approximately 318 business process changes.*
 - b. *Voting members of the Workday Operations team reviewed, vetted and approved approximately 20 change managements.*
 - c. *Developed 108 new Workday reports to improve automation of reporting.*
 - d. *Acquired new functionality, e.g. Workday Student and Adaptive Insights budget planning and forecasting.*
 - e. *Created new processes, e.g. Special Administrative and push-button Monthly Budget to Actuals.*
4. Enterprise Systems provided employee education through training, workshops and conferences.
 - a. *Approved 183 Workday training events provided by Workday Education.*
 - b. *Funded 7 staff to attend the Workday Rising Conference in Orlando and 2 staff attended the Adaptive Insights Regional User Group meeting in Tampa.*



5. Enterprise Systems ensured efficient and effective use of the ERP and a satisfactory experience.
 - a. *Maintained and upgraded Workday to facilitate the processing and standardization of 70,411 common financial transactions, 2,726 HCM transactions; 7,324 payroll transactions.*
 - b. *Resolved 62% of the Workday Support Tickets logged in one day or less than 24 hours.*
 - c. *Moved manual or paper processes into Workday by activating or up-taking 30% more of Workday functionality and new features.*

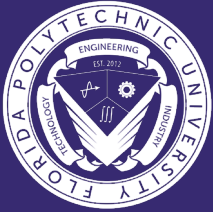
6. To provide key stakeholders more efficient/valuable information for decision making, the Finance and Accounting team created push button dash boards to deliver relevant financial information.
 - a. *Reduced the period close time from 7 to 5 days to provide timely reporting.*

7. We performed a comprehensive review of the Foundation's business processes and decided to migrate to a more effective CRM platform and to move our accounting and finance responsibilities so we provide a truly independent and autonomous relationship between the University and the Foundation.
 - a. *Previously, the Foundation had seven different software programs integrated into the University's existing CRM platform producing what Blackbaud provides in one CRM solution. This move provided a budget savings of 7%.*
 - b. *We performed an in-depth analysis of our current banking and investment relationships and moved our essential services to provide a savings of over \$20,000 annually beginning next fiscal year.*

8. We completed several initiatives that address BOG reporting requirements for Performance Based Funding, corrected internal processes and began conversion to a new Student Information System.
 - a. *Completed Enrollment and Degree Verify reporting.*
 - b. *Excess Hour calculations were validated by ensuring that 100% of currently enrolled students have correct high school graduation dates and FTIC enrollment dates.*
 - c. *Created real-time access for excess hours for 100% of the undergraduate students.*

9. To improve university processes, we launched a Lean Six Sigma program that provides professional development opportunities for our employees while improving our internal processes.
 - a. *To date, 32 employees have taken the training with 15 completing their yellow belt certification.*
 - b. *Five employees are currently completing a lean yellow belt course and six employees are completing a green belt six sigma course.*

10. In an effort to simplify processes for students and employees, the University implemented new software management programs that automate and streamline processes.
 - a. *Parking management software, NuPark.*

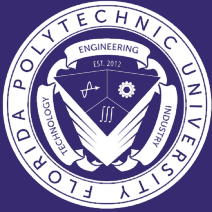


- b. *ID Card management software, Atrium.*
- c. *Package Tracking software, Hermes (developed by Florida Poly students).*

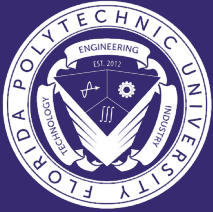
11. As Barnes and Nobles planned to close their on-campus bookstore in June, we looked at proposals from both Barnes and Nobles and Follett to determine how to best address the needs moving forward. A decision was made to contract with Follett to provide an online store to sell textbooks, apparel, spirit items and supplies.

Goal 15: Continue advocacy efforts to support University growth and reputation

1. We conducted an economic impact analysis for Florida Poly that measured the impact of the institution's programs and activities. This study found that last year we had a total \$290M impact with \$160M in GDP growth and \$96M in labor income.
2. To increase legislative advocacy efforts, we met with 18 current and future state leaders including Congressman Spano and Governor DeSantis' Chief of Staff.
 - a. *Held legislative advocacy retreat with contracted lobbyists and university staff to identify key influencers and map our 2020 priorities and strategy.*
 - b. *Developed legislative funding requests through the Board of Governors for the Applied Research Center and the Universities of Distinction.*
 - c. *Held weekly phone calls with contract lobbyists regarding execution of strategy.*
 - d. *Coordinated with University Relations to send weekly Capitol Updates during legislative session (good news/accomplishment articles).*
3. To build our brand in Tallahassee we held 23 separate meetings with key stakeholders
 - a. *Met with staff members of the Board of Governors, House, Senate and Governor's office.*
 - b. *Had several meetings with BOG Chair Syd Kitson to discuss strategic issues around Florida Poly and Performance Based Funding.*
 - c. *Identified and engaged community and industry partners to advocate for priorities.*
 - d. *Strengthened the relationship with the Florida Chamber of Commerce which resulted in video broadcasts of Dr. Avent on the state of the University and Dr. Razdan on the progress at AMI and regular sharing of Florida Poly items on the Chamber's social media.*
4. Early February the House introduced a bill to merge Florida Polytechnic into the University of Florida. The public motivation for this was threefold: Our costs per degree, our administrative overhead and the cost of building out the campus. We worked with our lobbying team to launch a positive campaign that raised legislative awareness of the impact Florida Poly was having the bill was postponed.
 - a. *We worked with our lobbying team to develop a strategic priority list of meetings, communications and other outreach efforts.*
 - b. *We conducted an internal analysis of each of the three issues and found that the House numbers all lacked important context. We developed a tight story on our differentiated value, what we add to the system and what was at risk with a merger. We used these*

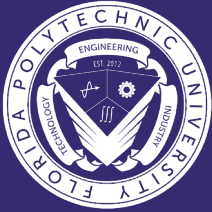


- facts to make public statements at both the House Education Policy committee and the House Education Appropriations Committee.*
- c. We worked through our media consultants to place positive stories about Florida Poly in important political press publications.*
 - d. We responded to TaxWatch and shared our data with them as they conducted an independent analysis of the costs of the merger. They ultimately published two articles on their analysis.*
 - e. As a leadership bill, we presumed it would pass in the House, so we first focused our efforts on the Senate, meeting and briefing every senator. We later turned our efforts towards the House where we met and briefed key House members.*
 - f. The bill was withdrawn*
5. We developed a plan for reducing the likelihood of future bills that propose to merge or close the University. The plan is based on lessons learned this session and includes continuing to build our strategic network, sharing a campus growth plan with key legislators, calculating administrative costs so they are consistent with others and communicating the true cost of STEM degrees.
 6. We established a Foundation goal of \$2.5M in net production for FY2020, which is a 350% increase over FY2019. To date, the net production total is \$838K surpassing last year's total and on target for our goal.
 - a. Completed our first annual fund, year-end campaign for alumni, community and faculty/staff. The total raised was ~\$51k.*
 - b. We created a pipeline report tracking all solicitations on gifts we expect to book for fiscal year 2020. The current pipeline projection indicates we have pending solicitations totaling \$5,300,000 to date.*
 - c. Communicated expectations for frontline fundraisers key performance indicators (kpi) and updated job descriptions to reflect the new metrics expectations. Thus far, we have made 665 contact reports, which is a 52% increase over last year at this same time.*
 7. We created a comprehensive professional development program providing access to cloud-based training in fundraising. Since November 2019, the Advancement team has completed:
 - a. 20 webinars, 19 trainings in progress and 18 white papers reviewed.*
 - b. The training program has 1,924 course/resources available for the Advancement team's professional development.*
 - c. Advancement team is actively participating in Blackbaud University for training and professional development. They completed over 100 hours of training including database management, prospect research, and data analytics utilizing the Blackbaud CRM software.*
 8. We established the Florida Polytechnic University Alumni Association providing a formal platform for our alumni to engage with the University, network with other alumni, give back to support Florida Poly and assist fellow alumni as they enter the workforce.
 - a. Seniors graduating are participating at a rate of 43% in support of Florida Poly. The Alumni Association will assist with continued communicating great news about the University,*



fellow alumni and important opportunities to support Florida Poly and maintain a strong retention rate.

- b. Completed the first alumni survey with a good participation rate (37%) providing us with key statistics on employment, income and degree satisfaction. Of those responding to the survey, 17% made between \$50-60K, 21% between \$60-70K and 21% between \$70K-80K.*
9. To promote Florida Poly's brand and reputation we increased our media exposure by 2% and ensured the President and University appeared (via earned media) in at least 3 state-wide publications.
 - a. We proactively send a minimum of one press release per week to a large target market of diverse media outlets with the intent that 50% of them get picked up. We also strategically place high-interest stories on the PR Web and monitor and track media analytics.*
 - b. Identified and capitalized on opportunities to feature the University and President in regional and state-wide publications such as magazines, podcasts, and media interviews. Outlets include: Florida Business Journal, Florida Trend, Florida Chamber of Commerce, Invest TampaBay, and Fluent in Floridian.*
10. To grow brand recognition and awareness of Florida Poly, we increased our social media reach across all University channels by 3% (University channels: Facebook, LinkedIn, Twitter, Instagram, YouTube, GIPHY). We also increased the President's social media presence by 3%. (President's channels: Instagram and Twitter)
 - a. Implemented an organic and paid strategy to support the University's strategic plan, historical milestones, and culture.*
 - b. Created platform-specific content to increase engagement and awareness.*
 - c. Implemented and trained 13 students to "takeover" the University's Instagram Stories to show our audiences what their life is like as a student at Florida Poly.*
 - d. Strategically produced over 35+ videos that showcase the University's culture, student life, and historical milestones.*
11. To improve our existing web content and support the communication goals of the University, we increased the number of new web pages by over 50% (from 2,900 to over 4,300 pages of relevant content) and we planned to launch a new website in April of 2020.
 - a. Website launch has been postponed indefinitely because of COVID-19.*
12. To drive traffic to our website and increase awareness, we increased SEO (Search Engine Optimization) by over 5% or 175,000 new users and have increased new users of the Florida Poly Mobile app by 10%.
 - a. Developed and positioned content for each specific social media channel through meeting user expectations and behavior for each platform that drives traffic to the websites. As a result, we saw a +16.4 % increase in website sessions originating from the University's social platforms over last year.*
 - b. Launched a statewide digital advertising campaign that drives traffic to the website (from platforms such as: social media advertising; Google Ads; Florida Trend; Tampa Bay*

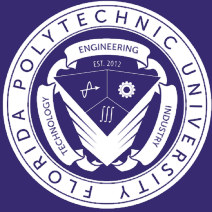


Business Journal; Chronicle of Higher Education; Florida Politics; Channel 8 weather cam; NPR; and WAZE).

- c. *Continued implementation of our campaign to increase usage of the University's mobile app.*
4. In building our international reach and reputation, we hosted two important international government officials:
 - a. *Florida Poly hosted her Excellency Dr. Gale T.C. Rigobert; Minister of Education, Innovation, Gender Relations and Sustainable Development, Saint Lucia.*
 - b. *Florida Poly hosted her Excellency Ms. Alejandrina Germán; Minister of Higher Education, Science & Technology, Dominican Republic.*
5. We continue to grow our Fulbright program through several engagements.
 - a. *Florida Poly hosted Dr. Michael Hawes, CEO President Fulbright Canada and Erica Lutes, Chairwoman for Fulbright Schuman Europe, Belgium & Luxembourg.*
 - d. *Florida Poly faculty Dr. Sessa S. Srinivasan was nominated for a 2020 – 2021 Fulbright Specialist award.*
 - e. *Florida Poly undergraduate student Mr. Gage Roper was nominated for the 2020-2021 Killam Fellow award, bringing our total number of Killam Fellows to four.*

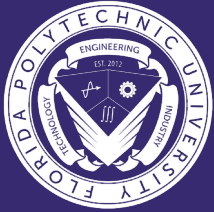
Goal 16: Ensure a highly effective organization

1. Human Resources improved campus-wide morale by adding an Employee Relations Specialist who has had 216 meetings with employees for advice and consultation on employee relations issues, eliminating the need for further action.
2. To improve campus-wide camaraderie and awareness of opportunities, Human Resources expanded 5 employee events and improved methods for collecting measurable data.
 - a. *Expanded orientation (added a Segment II) for all new employees and added an evaluation to collect awareness and satisfaction data. 85% of all new employees have attended both Segment I and Segment II orientations. 100% of those attending rate the sessions "good" or above.*
 - b. *Developed and implemented "stay-interviews" for current employees to capture retention data and prevent unnecessary turnover.*
 - c. *Revamped "exit interviews" to be administered on-line with metrics that can now be measured and analyzed.*
 - d. *Improved annual Florida Poly Perks event and Open Enrollment Fair and participated in developing Diversity Fest and Ablaze events for employee awareness and engagement.*
 - e. *Enhanced the diverse, campus-wide Employee Activities Committee (EAC) which plans and implements monthly activities and special events for all employees.*
3. To promote a more effective organization, Human Resources offered a comprehensive training program for employees that included 12 new professional development sessions for Fall 2019, 5

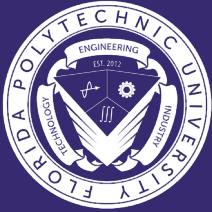


higher level management/supervisory sessions to date for Spring 2020, the addition of Kognito Mental Health training as initiated by BOG, and continuation of Six Sigma training.

- a. Sessions for Fall 2019 resulted in 113 total attendees (average 9.42), who ranked the sessions a 4.88 out of a 5.0 satisfaction score.*
4. Human Resources promoted the hiring and retention of quality employees and worked with hiring managers to facilitate 184 new hires (including student workers), 28 promotions, and 40 terminations.
 - a. Worked with hiring managers and supervisors in fiscal year 2020 to create 23 new positions and facilitate 184 new hires (17 faculty, 23 staff, & 144 students), 28 promotions (1 faculty & 27 staff), 40 terminations, voluntary and involuntary (20 faculty & 20 staff)*
 - b. Led successful campus-wide searches which resulted in hiring key positions including Chief of Police, AVP/Controller, and AVP/HR.*
5. To improve our Title IX program, we increased our online report services by 40%, conducted two formal investigations for sexual misconduct and two formal investigations for discrimination. We increased online training efforts by 50% and conducted 11 ongoing educational programs regarding sex, consent, sexual misconduct and healthy relationships.
 - a. Developed a process and incident report form for Residential Life and Academic Integrity.*
 - b. Created Title IX refresher course for employees.*
 - c. Placed mandatory requirements of Title IX training for all new incoming students.*
5. To improve our American Disability Act (ADA) program, we increased the number of American Sign Language (ASL) providers and services by 75% to include on-site interpreting and video remote interpreting, completed a self-evaluation on best practices and compliance, and developed a golf cart transportation service.
 - a. Completed four tours with employees that examined facilities, classroom accessibility and website.*
 - b. Conducted focus groups for both students and employees.*
 - c. Provided opportunity for online submissions.*
 - d. Worked with student affairs to secure student workers to drive golf cart when needed.*
6. Audit and Compliance increased their reports by 28.5% and administered an effective compliance and ethics program to promote a culture of ethics, compliance, risk mitigation and accountability.
 - a. Investigated and reported on two reports related to UFF grievances and one report of discrimination issued jointly with Title IX.*
 - b. Processed 13 allegations and reported to the Audit & Compliance committee.*
 - c. Performed ethics trainings with one workshop and two employee orientations.*



- d. Performed 57 consultative services to various university departments to assist them in achieving their strategic and operational objectives in compliance with state laws, rules, and regulations.*
7. To enhance our computing systems and services, we refreshed our network, server and computing platforms to significantly increase the expected lifespan.
 - a. Network hardware age improved from 100% to 14% of the expected lifespan.*
 - b. CAMS web servers age improved from 100% to 10% of the expected lifespan.*
 - c. Refreshed 47% of employee laptops and improved age from 100% to 62% of expected lifespan.*
 - d. Refreshed 34% of computing lab desktops and improved age from 73% to 49% of expected lifespan.*
 - e. Relocated wireless access points in the IST building to improve connection quality and speed.*
 8. To improve system security we enhanced confidentiality, accessibility and integrity of our institutional data by:
 - a. Blocking account hacking by adding multi-factor authentication to all employee email accounts, improving protection coverage.*
 - b. Providing secure, anywhere access to data by migrating employee’s files to Microsoft OneDrive and Teams, improving our on-premises to cloud storage ratio by from 47% to 69%.*
 - c. Improving our standing on Microsoft’s Office 365 Secure Score (an external benchmark of information security) by 10% from 162 to 179.*
 9. Resolved and closed several litigation matters.
 - a. Settled 2 federal cases; split decision in 1 PERC case; successfully defended the University in 2 charges of discrimination which were dismissed by the Equal Employment Opportunity Commission (EEOC).*
 - b. Won 2 Arbitrations related to grievances filed by the UFF-Florida Poly Chapter.
 - i. 1 by order of the Arbitrator as to the arbitrability of the grievance;*
 - ii. 1 by default as the UFF-Florida Poly Chapter withdrew its grievance and cancelled the arbitration.**
 - c. Received and processed 6 separate grievances filed pursuant to Article 11 of the CBA which were successfully resolved by Academic Affairs.*
 - d. Prepared and submitted two position statements to the EEOC, outcome is pending.*
 10. Completed twelve policies and regulations.
 - a. Added the ability for people to subscribe to receive updates on regulations to the website.*
 - b. Two additional policies or regulations are in process.*
 - c. Seven additional policies or regulations are in the review stage and close to adoption.*



11. Successfully completed the first reopener negotiation for the Collective Bargaining Agreement with United Faculty of Florida - Florida Poly Chapter.
 - a. *Negotiated the amendment of 3 Articles (Salaries, Leaves, Performance Evaluations) and made technical corrections to 17 of the 28 Articles and 3 of the 4 Appendices.*
 - b. *Amended CBA unanimously ratified by Executive Committee of BOT; UFF-Poly Chapter voted 24-2 in favor of ratification.*
 - c. *Began preparations for reopener negotiation commencing in February 2020 and full book renegotiation commencing in FY20-21.*

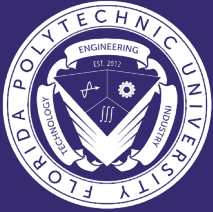
12. Provided trainings to the University community.
 - a. *Participated in four trainings on the Student Code of Conduct for hearing bodies, resident assistants, and student affairs.*
 - b. *Conducted five trainings on public records and sunshine law, including the orientation video for the BOT.*
 - c. *Facilitated a training on the rights and obligations under CBA for department chairs.*
 - d. *Facilitated webinar training on Navigating the Legal Issues of Residence Hall Life.*
 - e. *Facilitated Safe Zone training for the diversity committee and student affairs.*

13. Completed legal review of over 50 contracts.
 - a. *30 contracts/amendments of contracts. This includes two Skanska GMPs.*
 - b. *7 Contract Template Revisions.*
 - c. *8 Foundation policies/gift agreements.*
 - d. *2 Solicitations.*
 - e. *At least a half dozen MSA redlines and negotiations.*

14. We completed 67 public records requests within an average of 4.51 days of receiving the request.
 - a. *Completed public records request within an average of 2.30 days once records were received by OGC.*
 - b. *Completed two third-party subpoenas.*

15. To promote safety and security of the University we provided 10 Active Assailant classes to all Faculty, Staff and Students. We continue to offer these classes through HR onboarding to new employees, where we also provide educational safety, crime prevention, anonymous witness and see something/say something programs.

16. We conducted 29 safety programs resulting in a 96% satisfaction.
 - a. *Provide highly visible interaction with campus community.*
 - b. *Provide proactive patrols of parking lots and roads.*



17. We ensure a safe and secure campus environment by having a 9.5 minute or less response time 90% of the time. In testing we achieved a two-minute response time more than 90% of the time.
18. To promote a more efficient organization, Business Services was reorganized and rebranded into Auxiliary Enterprises. Standardized operating procedures were created and implemented to improve internal customer service.
 - a. *Implemented charge back process through Workday Internal Service Delivery allowing Auxiliaries to charge back cost centers for Auxiliary related services such as mail and copy/print.*
 - b. *Implementation of University Ticketing System as a streamlined response system for all email inquiries.*
 - c. *Created an all-encompassing Auxiliary Enterprise Service Center rather than separate locations to meet customer service needs.*