FLORIDA POLYTECHNIC UNIVERSITY

Operational Goals FYE21

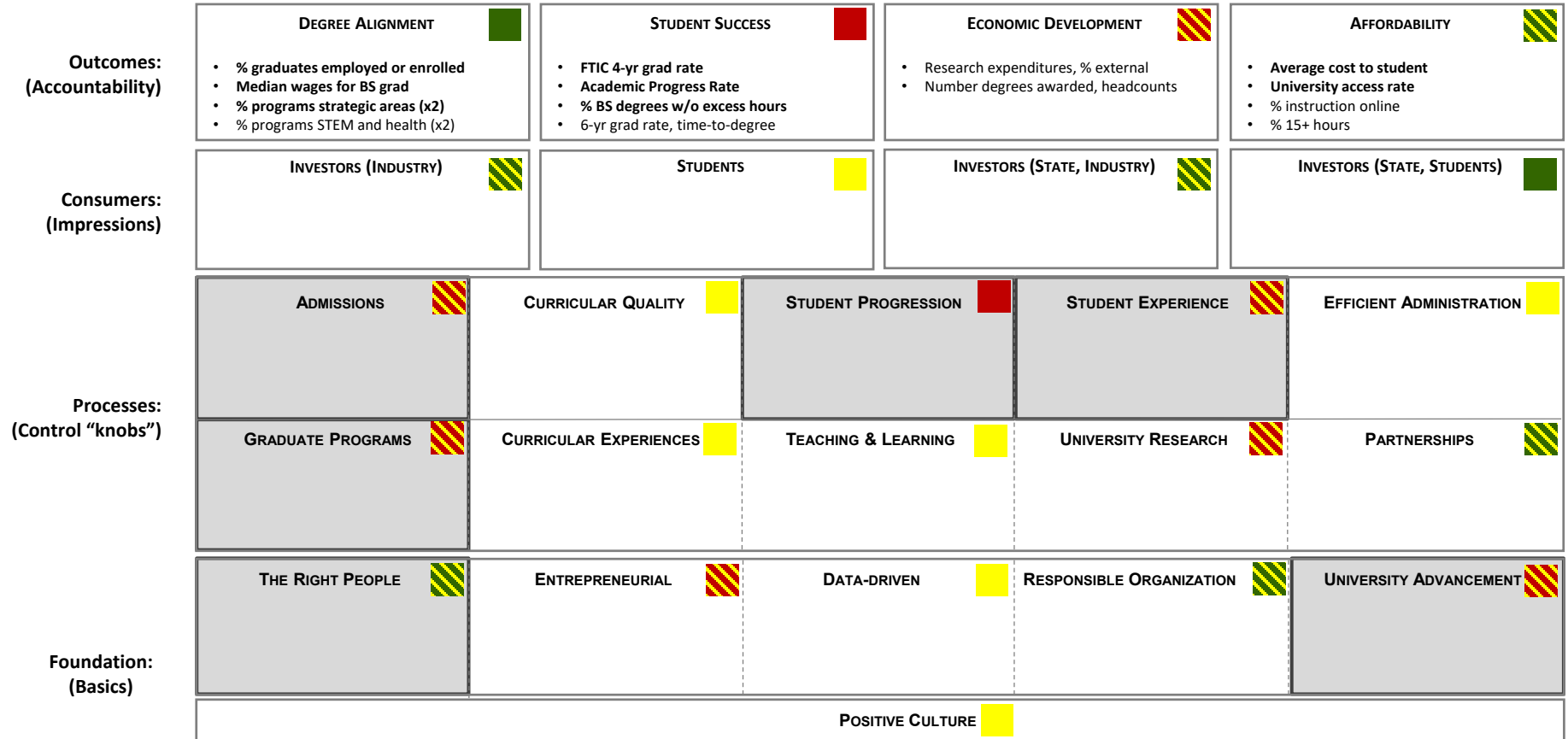**Randy K. Avent**

20 May 2020

Context

- **Six thrusts focused on University growth and reputation agreed to at December BOT meeting**

- **At least five remain relevant, but possibly changed, post-HB7087 and COVID**

- **Difficult to set metric goals and do operational planning in an uncertain environment**

- **Likely to make mid-course corrections as this academic year unfolds**

Outcome Metrics

	FY20	Peers	SUS Average	FY21
RANKING				
USNWR Regional				<25
USNWR Engineering				
DEGREE ALIGNMENT				
% Graduates Employed or Enrolled	67.5%		69%	73%
Median Wages for BS Graduates	$ 54,800		$ 38,620	$ 45,000
% BS Programs in Strategic Emphasis	100.0%	79%	52%	100.0%
% Grad Programs Strategic Emphasis	100.0%	67%	60%	100%
STUDENT SUCCESS				
FTIC 4-year Graduate Rate	40%	37%	47%	38%
Academic Progress Rate	65%	82%	84%	77%
% HS students in top 10%	25%		22%	22%
% BS Degrees w/o Excess Hours	89%		79%	75%
6-Yr Graduation Rate		65%	68%	51%
Time-to-Degree	4		4.3	4.5
ECONOMIC DEVELOPMENT				
% BS with 2+ Workforce Experiences	73%		38%	75%
Research Expenditures ($K)	$ 1,300			$ 750
Number BS Degrees Awarded	239	867		320
Number Grad Degrees Awarded	8	554		18
UG Headcount	1267	4161		1300
G Headcount	48	1482		59
AFFORDABILITY				
Average Cost to Student	$ (5,790)	$ 22,265	$ 6,374	$ 2,000
University Access Rate	30%	26%	39%	32%
% 15+ Hours	32%			32%
% Instruction Online	0%			0%

Grey text includes metrics in the Accountability Report but not PBF
Red text are "aggressive values we likely will not meet

Balanced Scorecard

Outcomes: (Accountability)	**DEGREE ALIGNMENT** ▪ • **% graduates employed or enrolled** • **Median wages for BS grad** • **% programs strategic areas (x2)** • % programs STEM and health (x2)	**STUDENT SUCCESS** ▪ • **FTIC 4-yr grad rate** • **Academic Progress Rate** • **% BS degrees w/o excess hours** • 6-yr grad rate, time-to-degree	**ECONOMIC DEVELOPMENT** ▪ • Research expenditures, % external • Number degrees awarded, headcounts	**AFFORDABILITY** ▪ • **Average cost to student** • **University access rate** • % instruction online • % 15+ hours

Consumers: (Impressions)	**INVESTORS (INDUSTRY)** ▪	**STUDENTS** ▪	**INVESTORS (STATE, INDUSTRY)** ▪	**INVESTORS (STATE, STUDENTS)** ▪

Processes: (Control "knobs")

ADMISSIONS ▪	**CURRICULAR QUALITY** ▪	**STUDENT PROGRESSION** ▪	**STUDENT EXPERIENCE** ▪	**EFFICIENT ADMINISTRATION** ▪
GRADUATE PROGRAMS ▪	**CURRICULAR EXPERIENCES** ▪	**TEACHING & LEARNING** ▪	**UNIVERSITY RESEARCH** ▪	**PARTNERSHIPS** ▪

Foundation: (Basics)

THE RIGHT PEOPLE ▪	**ENTREPRENEURIAL** ▪	**DATA-DRIVEN** ▪	**RESPONSIBLE ORGANIZATION** ▪	**UNIVERSITY ADVANCEMENT** ▪

POSITIVE CULTURE ▪

- **Outcome metrics define institutional performance in PBF**
- **Process metrics are only used to analyze and focus efforts**

Suggested Focus Areas FY20

- **Admissions**

- **Student progression**

- **Student experience**

- **Graduate program**

- **University Funding**

- **Faculty Development**

Admissions Goals

	FY21	FY22
Number of New Students		
Number FTIC	320	359
Number Transfer	70	80
Number Special Programs	40	50
Number Graduate	30	40
Quality of Students		
Average SAT	1305	1310
Average ACT	28	29
Average GPA	4	4.2
Calculus Ready	85%	90%
Top 10% in HS class	22%	25%
Diversity of Students		
Percent Students In-state	96	95
Percent Students Male	82%	80%
Percent Students White	61%	59%
Branding Metrics		
% Acceptance Rate	51%	50%
% Yield	40%	40%
Completed Applications	1427	1300

- **Increase the student population, quality, and diversity (racial, gender and geographic)**

Potential Initiatives
Admissions

- **Continuous improvement**
  - Grow transfer students through new policies
  - Grow unrestricted funds to better leverage scholarships
  - Create a new STEM summer academy as a pipeline
  - Increase interactions with Florida high school calculus and physics teachers

- **New initiatives**
  - Pivot all recruitment efforts for 24/7 remote accessible digital mobile apps to meet students where they "live"
  - Diversify academic offerings around new popular programs and industries, new concentrations, certificate programs, combined BS/MS degrees, …
  - Strategically increase the number of student affinity groups like scatter band, esports, club soccer, table tennis, chess, water polo, …

- **COVID related items**
  - Create "The Digital Life" that interactively serves content in quick entertaining bites
  - Consider a mobile admissions office

Student Progression Goals

	FY20	FY21
Progress Rate		
FTIC Persistence (Fall-to-Spring)	96%	
Retention (Fall-to-Fall)	69%	
Percent students meeting APR standards	65%	
DFW rates in Pre-Calculus & Calculus	36%	
4-year Graduation Rate		
2nd-to-3rd year cohort retention	83%	
3rd-to-4th year cohort retention	90%	
Percent 2nd-year cohort on track for 4-year graduation		
Percent 3rd-year cohort on track for 4-year graduation		
Percent 4th-year cohort on track for 4-year graduation		
6-year Graduation Rate		
Percent 5th-yr cohort on track for 6-year graduation		
Percent 6th-year cohort on track for 6-year graduation		

- **Help students succeed while at Poly (APR, graduation rates, …) and after (high-demand majors, hard & soft skills, internships, careers, …)**

Potential Initiatives
Student Progression

- **Continuous improvement**
  - Revise financial aid policy to align with APR standards
  - Improve support services in gateway courses
  - Improve advising services with early alerts for student disengagement
  - Improve course availability, provide term-by-term roadmaps

- **New initiatives**
  - Create a co-curricular council to address co-curricular learning
  - Develop a leadership institute that teaches business and soft-skills
  - Limit the number of course withdrawals
  - Formalize an Academic Improvement Program
  - Incentivize summer for those students falling behind

- **COVID**
  - Grow digital resources for enhanced tutoring and academic advising at distance
  - Increase efforts in identifying and addressing student disengagement and remote intrusive advising

Student Experience Goals

	FY20	FY21
Noel-Levitz Survey Responses		
Academic Advising Effectiveness	5.13	5.39
Campus Climate	5.44	5.71
Campus Life	4.6	4.83
Campus Services	5.16	5.42
Instructional Effectiveness	5.23	5.49
Recruitment & Financial Aid Effectiveness	5.26	5.52
Registration Effectiveness	4.98	5.23
Safety and Security	5.4	5.67
Student Centeredness or Student Focused	5.22	5.48

- **Create a student-facing experience that results in a high Net Promoter Score (NPS) while not being a "helicopter university"**

Potential Initiatives
Student Experience

- **Continuous improvement**
  - Grow and mature the senior capstone project to be more multi-disciplinary
  - Continue growing the external internship program
  - Develop key hiring pathways for Poly graduates with a select group of employers
  - Continue removing obstacles for students to navigate admissions, registration, …

- **New initiatives**
  - Provide avenues for students to share thoughts on a Poly student experience
  - Provide incoming students with a student engagement coach

- **COVID**
  - Grow the number of internal research opportunities
  - Grow digital resources to enhance the student experience
  - Expand the virtual student union to organize services and connect students
  - Develop new approaches for remote capstone delivery
  - Ensure ADA resources are available to all students remotely

Graduate Program Goals

	FY20	FY21
Graduate Program		
Incoming graduate class size	30	32
Total number of graduate degees conferred	17	17
Percent extramural funded graduate students	9%	10%
Number courses with distance delivery	0	2
Number graduate degree programs	2	3

- **Grow and mature a graduate program that values research and professional education**

Potential Initiatives
Graduate Program

- **Continuous improvement**
  - Expand targeted domestic recruiting efforts
  - Target increased enrollment in each program
  - Develop strong distribution of students across all degree program tracks
  - Complete revisions of key program documents including thesis manual, …
  - Continue growing FIPR Institute, Advanced Mobility Institute and Health Systems Engineering Programs

- **New initiatives**
  - Develop faculty-driven seminar series around graduate school topics to facilitate student culture, progression and work quality
  - Leverage role of Director of Industry Engagement and Capstone Projects to connect students and faculty to relevant opportunities within our core academic programs
  - Develop and market an Agile Manufacturing Center that leverages our current degrees

- **COVID**
  - Position at least one track to deliver some or most of its courses via distance or using hybrid delivery models

University Funding Goals

	FY21	FY22
Recurring State Funding		
Base budget	$ 36,414,403	$ 37,500,000
Nonrecurring State Funding		
Performance Based Funding	$ -	$ 3,300,000
Universities of Distinction funding	$ 330,000	$ 330,000
Capital Funding (PECO) $K	$ -	$ 13,000
Tuition & Fees collection	$ 2,066,379	$ 2,500,000
Auxilary Funding		
Auxiliaries	$ 399,696	$400,000
Foundation Funding		
Unrestricted funds	$ 914,508	$ 745,216
Endowment funds	$ 1,661,416	$ 2,186,039

- **Secure support and funding to keep the University independent and growing with a strong reputation**

Potential Initiatives
University Funding

- **Continuous improvement**
  - Continue briefing legislators through site, district and session visits on our state impact and Return On Investment
  - Prepare for entry into Performance Based Funding and Universities of Distinction
  - Advocate for Applied Research Center capital funding and restoration of our base budget

- **New initiatives**
  - Develop a "thank you" campaign for key stakeholders and grow our support network
  - Develop and share a growth plan that address student, faculty and facility growth to meet targeted USNWR rankings
  - Address administrative overhead calculations
  - Consider new ways to increase revenues through executive education, certifications, Professional Science Masters programs, international program, …

- **COVID**
  - Further develop and update resiliency plan that: 1) preserves liquidity; 2) protects and grows the academic enterprise; 3) increases revenues through campus growth; and 4) invests in university advancement and the foundation

Faculty Development

	FY20	FY21
Faculty Hires		
Number Assistant Professor hires	11	8
Number Associate Professor hires	1	2
Number Professor hires	0	0
Faculty Development		
Dollars expended on professional development funds	$ 97,763	$ 175,000
% faculty completing formal training for online delivery	0%	75%
Faculty Production		
Total number external grant proposals	33	45
Total Research Expenditures	$ 751,000	$ 1,000,000
Research Expenditures from External Sources	$ 304,000	$ 491,000
Number faculty awards	0	0
Economic impact	0	0

- **Create faculty excellence around the tripartite mission of teaching, research and service**

Potential Initiatives
Faculty Development

- **Continuous improvement**
  - Strengthen professional development connection to peer-reviewed research
  - Continue providing teaching & learning workshops & one-on-one consultations
  - Grow academic infrastructure, tools and technology that support pedagogy
  - Grow academic programs and faculty lines

- **New initiatives**
  - Consider hiring a VP of Research
  - Conduct workshops on proposal development and grant writing
  - Consider offering internal grant opportunities as seed funds for larger externally funded grants

- **COVID**
  - Strengthen faculty development for blended, online and multi-modal delivery
  - Explore opportunities for targeted development and improvement in specific Departments
  - Create new programs for faculty development and train 75% of the faculty for remote instruction