

**State University System
Education and General
2020-2021 Legislative Budget Request
Form I**

University(s):	Florida State University
Issue Title:	National Rankings Enhancement
Date Issue Approved by University Board of Trustees:	
Recurring Funds Requested:	\$25,000,000
Non-Recurring Funds Requested:	
Total Funds Requested:	\$25,000,000
Please check the issue type below:	
Shared Services/System-Wide Issue for Fiscal Year 2020-2021	<input type="checkbox"/>
Unique Issue for Fiscal Year 2020-2021	<input type="checkbox"/>

I. Description

Introduction

With the support of the Legislature, Board of Governors, and private philanthropy, Florida State has made considerable investments to advance the quality and stature of the university. **These investments have yielded unprecedented results, helping to vault FSU and Florida's higher education system to new levels.**

FSU is rapidly progressing towards becoming a national Top 15 public university and a leader in student career readiness. The university has invested in a comprehensive strategy that builds on past appropriations and the spectrum of high-quality programs offered at Florida State.

The university's strategic investments are achieving higher levels of excellence – and with greater efficiencies – than nearly every other public research university in the country. With the understanding that Florida State's rank and prestige is highly dependent on investment in faculty and graduate researchers, particularly in the STEM fields, the university is now successfully competing for some of the nation's most esteemed faculty. In addition, FSU continues to invest in entrepreneurship and innovation education, which is integral to becoming a state and national leader developing successful students with deep career readiness, including being prepared for the building of great new Florida businesses.

National Rankings Enhancement funding has allowed Florida State to advance its mission by significantly improving its ability to provide students with a challenging academic environment that leads to successful and rewarding careers.

The Opportunity

While recent state investment has, and will continue to, substantially elevate the university, Florida State still has far fewer dollars for faculty resources and research than the institutions that now separate FSU from a Top 15 ranking. Florida State has improved 17 spots in three years, faster than any other university in the top 50 public universities. Our Top 15 plan hinges on the continuation of a bold faculty hiring initiative that is bringing the nation's top talent to FSU. Thus far, our initiatives have resulted in the hiring of 125 outstanding new faculty members, who are teaching, doing research and building the FSU and State of Florida reputation.

Moving the needle on *U.S. News & World Report* rankings is rather straightforward. It is also tied to state investment, as many of the measures are a direct reflection of university resources. For example, 10% of an institution's ranking is determined by its per-student spending, and another 20% is based on faculty resources. Almost one-quarter of the rankings are based on the reputation of FSU among our national colleagues. Thus, Florida State's Top 15 funding request for the coming fiscal year is directed specifically at the investments that will help elevate the performance and national stature of the university and thereby the entire State of Florida.

The Investment

In recent years, Florida State has clearly been able to make a number of strategic investments that address the *USN&WR* metrics, and additional funding directed toward the following will further improve its rank and reputation.

Student Success

Florida State is already recognized as a national leader for improvements to its student retention and graduation rates. Since 2005, student retention at FSU improved from 87.9% to 93%/94%, which is among the Top 15 public universities in the nation. The six-year graduation rate at FSU has risen from 69.6% to 83%. The four-year graduation rate has risen from 46.2% in 2002 to 72% in 2018 – the highest four-year graduation rate in the history of FSU and the State University System. For the next set of *USN&WR* rankings, Florida State is projected to place in the top 10 in the country on these student success metrics.

We have a laser focus on continuing to improve the four-year graduation rate. FSU's commitment to graduating students in four-years includes our "Take 15" initiative, which is designed to decrease the time to degree. The added benefit of graduating students earlier is reduction of their expenses and the significant effect it will have on their lifetime earnings.

As a Florida preeminent university, Florida State's focus also is centered on student success after graduation, helping our students launch into post-graduate education or employment.

National Rankings Enhancement funding will further advance student graduation rates and post-graduation success through increased student support, academic, professional and entrepreneurial engagement, and career preparation.

Increased Student Support

Previous dollars have allowed Florida State to invest in the EAB Student Success Collaborative, a project designed to increase persistence and graduation among at-risk students. This initiative has allowed FSU to identify, through statistical analysis, and then guide students to their best – or a better – course of action. Examples include students who might benefit from switching majors and providing students (and their academic advisors) with information on job prospects and expected earnings.

With the help of previous funding, Florida State's student-to-advisor ratio has advanced to nearly 380:1. Despite progress, this ratio far exceeds the national standard of 300:1. The university would commit funding requested here to hire additional advisors to help bring student support levels to the national average. Increasing the number of student advisors would also give new students a single advisor for the duration of their time at FSU, freeing up faculty to better guide and direct students on properly preparing for their careers.

Florida State also uses College Life Coaches (CLC) to provide "high-touch" academic support to at-risk students who demonstrate the greatest need. While the CLC program has been enormously successful, it lacks a sufficient number of coaches and can thereby not adequately attend to the students who would benefit most from this level of support. Funding would allow FSU to hire additional College Life Coaches to support these at-risk students.

Additional funding will also allow the university to expand its Graduation Specialists initiative. This program brings together a team of specialized staff members who guide and assist 1,200-1,400 students with excessive and/or high credit hours to a clear and timely path to graduation.

Increased Levels of Student Engagement and Career Readiness

Increasing FSU's funding will enhance FSU's new Engage 100 effort, which aims to scale engaged-learning experiences that enrich traditional classroom instruction, bolstering student success, for every first-year student. In addition, in 2019, FSU became the largest and most diverse university in the nation to adopt an experiential learning graduate requirement. Experiential learning includes undergraduate research, internships, community and project-based learning, international study, and other high-impact practices that provide students with the knowledge and skills needed in today's workforce.

In this regard, Florida State has already made considerable advances, as the university was recently recognized by the National Council on Undergraduate Research as one of its top institutions. In Fall 2017, FSU launched its Center for the Advancement of Teaching to promote proven educational practices and assist faculty in their adoption of leading-edge educational technology. An initial effort targeted the number of students who fail gateway courses by redesigning instruction and adding learning assistants – undergraduate students who engage their peers in active/participatory learning in the classroom. Scaling up these practices, however, requires more faculty and staff members, and additional funding will provide the dollars necessary to make that happen.

In line with the Board of Governors' Strategic Plan (and Florida State's Accountability Plan), the university also intends to invest dollars to increase its recruitment and retention of high-achieving undergraduate students including Bright Futures and Benacquisto Scholars.

Increasing the number of faculty members and doctoral students to support undergraduate student success

- A. Targeted Faculty – 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 advising while addressing course availability challenges. These faculty will allow us to offer smaller classes that have been redesigned to improve student engagement and experiential (often hands-on) learning.
- B. Doctoral students – The faculty hired through our national rankings enhancement funding will rely on exceptional students in doctoral programs. These students and scholars are key components of a competitive Research I University, and they are central to our Top 15 plan. To accommodate the needed growth in faculty research, we must increase the number of recurring graduate assistantships by at least 125. The assistantships will help us to attract top graduate assistants to complement our recent and future faculty hires to help elevate FSU to the level of our peers, to strengthen the scholarship of existing faculty members, to promote the research of new hires, to teach key undergraduate courses, and to mentor graduate and undergraduate students.

II. Return on Investment

Increases in funding will provide strategic investments that benefit the State of Florida:

- Elevate Florida State University into the Top 15 among public universities as determined by *U.S. News & World Report* and the Annual Report of *Top American Research Universities*
- Achieve higher national prominence as a leader in the fields of science, technology, engineering and math to ensure that Florida State continues to be a model for the State of Florida and nation in student career readiness and placement

- Realize substantial savings for Florida families through high student retention and increased four-year graduation rates
- Provide affordable excellence across a broad spectrum of academic fields; add significantly to the university's existing centers of excellence, including its nationally ranked arts, science, and business programs
- Provide benefits associated with expanding the university's research enterprise and research discoveries that will create jobs, opportunities for start-up companies, and by generating discoveries that may directly impact Floridians.

More importantly, state investments will allow Florida State to elevate its standing in most of the Florida Board of Governors' metrics, enhance its contributions to the State of Florida, and enable Florida State University to achieve world class distinction.

Key metrics that the *U.S. News & World Report* and *Top American Research Universities* include:

- Student Retention and Graduation Rates (especially four-year graduation rates)
- Freshman Retention
- Student/Faculty Ratio
- Class Size
- Faculty Resources
- Total Research Expenditures
- Federal Research Expenditures
- National Academy Members
- Faculty Awards
- Doctorates Granted
- Average SAT
- Postdoctoral Fellows
- Alumni Giving Rate
- National Reputation

III. Facilities

None

**2020-2021 Legislative Budget Request
Education and General
Position and Fiscal Summary
Operating Budget Form II**

University: Florida State University
Issue Title: National Rankings
Enhancement

	RECURRING	NON- RECURRING	TOTAL
<u>Positions</u>			
Faculty	80.00	0.00	80.00
Other (A&P/USPS)	25.00	0.00	25.00
	-----	-----	-----
Total	105.00	0.00	105.00
	=====	=====	=====
<u>Salary Rate (for all positions noted above)</u>			
Faculty	\$9,600,000	\$0	\$9,600,000
Other (A&P/USPS)	\$1,250,000	\$0	\$1,250,000
	-----	-----	-----
Total	\$10,850,000	\$0	\$10,850,000
	=====	=====	=====
Salaries and Benefits	\$14,105,000	\$0	\$14,105,000
Other Personal Services	\$0	\$0	\$0
Expenses	\$0	\$0	\$0
Operating Capital Outlay	\$0	\$0	\$0
Electronic Data Processing	\$0	\$0	\$0
Special Category (Specific)	\$0	\$0	\$0
Student Success	\$8,395,000	\$0	\$8,395,000
Graduate Student Stipends and Support	\$2,500,000	\$0	\$2,500,000
	\$0	\$0	\$0
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Total All Categories	\$25,000,000	\$0	\$25,000,000
	=====	=====	=====

**State University System
Education and General
2020-2021 Legislative Budget Request
Form I**

University(s):	Florida State University
Issue Title:	Enriching Florida's Talent Pipeline (Preeminence)
Date Issue Approved by University Board of Trustees:	
Recurring Funds Requested:	\$25,000,000
Non-Recurring Funds Requested:	
Total Funds Requested:	\$25,000,000
Please check the issue type below:	
Shared Services/System-Wide Issue for Fiscal Year 2020-2021	<input type="checkbox"/>
Unique Issue for Fiscal Year 2020-2021	<input type="checkbox"/>

I. Description

Preeminence funding is a pillar in FSU's plan to reach the Top 15 and to continue to advance student success to among the highest in the nation. Analyses of our *US News* ranks and other national data indicate that our greatest needs are reducing class size and improving student-to-faculty ratio through expansion and retention of our faculty.

Growing High-Productivity Academic Programs and Increasing the Number of Highly-Recognized Faculty

Preeminence funding will allow FSU to build academic programs and maximize their productivity and impacts. This will include the hiring of both entry level and senior faculty depending on the needs of each program. The strategic alignment of these resources will allow for new research opportunities and new revenues sources. Some programs lack the number of faculty to be national leaders and others will benefit from the addition of key mid-career faculty.

In addition to building the faculty ranks, FSU intends to improve the faculty development resources to improve faculty scholarly and research productivity. These efforts will allow existing and new faculty the opportunity to gain a higher level of prestige within their disciplines which should positively affect faculty career longevity, while increasing faculty awards and research funding. Each of these outcomes will improve FSU's stature as an employment and student destination by elevating the

academic reputation of the university, extending faculty career longevity, and increasing faculty awards and research funding.

Improving the Student-to-Faculty Ratio

Florida State's Top 15 multi-year plan has a student-to-faculty goal of 17:1, which is the level that current Top 50 universities enjoy.

Three years ago, Florida State's student-to-faculty ratio was 25:1, which placed the university third from the last (tied for 178th) among national public universities, according to *U.S. News & World Report*. With recent state investments, FSU has moved to 21:1, but that projects FSU at a ranking of 153. This ranking, relative to peer institutions, negatively affects the university's level of instruction, research, and student success.

With the previous support of the Legislature, Governor, and Board of Governors, FSU hired 125 new faculty members, 20% of the way to our goal of a faculty-student ratio of 17:1. Achieving this 17:1 goal would require an additional 382 faculty members. In total, the dollars requested in FSU's 2020-2021 LBR for National Rankings Enhancement and Preeminence would allow Florida State to hire an additional 200 instructional faculty members. These 200 additional faculty would bring the university's student-to-faculty ratio to 18.6:1.

Achieving this short-term 18.6 ratio would still have FSU behind most public universities in the United States, including:

- Middle Tennessee State University
- North Carolina A&T University
- North Dakota State University
- Portland State University
- University of South Alabama
- University of Akron

It should also be noted that in order to compete with universities already in the Top 15, Florida State would need to bring its student-to-faculty ratio down to 14:1.

Promoting Student Success and Graduate Student Enrollment

Essential to the college experience for undergraduate students at Florida State is the university's ability to offer a residential (residential-hall-based) campus, superior classroom instruction, and faculty-led experiences. These essentials are among the components that not only make FSU a "destination" campus, but also contribute to the university's outstanding student retention and graduation rates.

A national measure of student success called the Gallup-Purdue Index places a high value on student interactions with faculty members. By increasing the number of the faculty members at Florida State, student success rates will be enhanced in the following ways:

- Where possible, class size will be reduced, which will provide faculty members greater opportunities to get to know students and mentor them
- Florida State will be able to attract increased numbers of high-achieving undergraduate applicants, including Bright Futures and Benacquisto Scholars—the very students who largely choose a college based on opportunities to engage with highly regarded faculty members
- FSU will be better able to assist faculty in adopting proven instructional and research-guidance practices that improve student engagement and learning
- A significantly greater number of faculty members will be able to engage in high-impact student-success practices including directed individual study, undergraduate research, community and project-based learning, honors courses, entrepreneurship activities, and internships.

The Council on Undergraduate Research has recognized Florida State for the impressive advances it has already made toward these initiatives and provided FSU with a recent award for being one of the top institutions for undergraduate research in the nation. Scaling up these types of instructional practices, however, requires substantial increases in the number of faculty and staff.

Central to further improvements will be growth in the overall faculty population. This expansion will allow Florida State to increase its graduate student enrollment and programs and bring FSU on par with its public Research I University peers. Currently, FSU is in the bottom third of this peer group on the proportion of the student population that are graduate students. Funding is critical to our expansion of our overall graduate student population, funding expanded faculty and additional graduate assistantships.

Promoting Growth in Key Academic Areas and Supporting Faculty Retention

Enticing new faculty to move to Florida State from their current institutions – in order to achieve the high faculty-growth numbers outlined above – will require the hiring of tenured, tenure-track, and specialized (non-tenure-track) faculty.

National data on student-faculty ratio are based on classroom-based instructors, which includes most tenured and tenure-track faculty, as well as instructional faculty. Naturally, tenure/tenure-track faculty are involved in teaching and research – benefiting both of the university’s missions.

A large-scale hiring initiative will not just enhance key academic areas but also increase faculty diversity, which has been shown to cultivate a more inclusive campus climate. Furthermore, faculty diversity and an inclusive campus have been shown to be critically important for institutional excellence.

Academic departments with diverse teams are apt to produce higher-quality research outcomes and unique solutions to problems, as well as improved learning environments for students of all types. An inclusive climate also helps retain existing faculty and students, ensuring that the university graduates a workforce that meets the state’s workforce needs.

Faculty Retention

The Faculty Retention program is a multi-year Florida State initiative 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. With additional funding we will be able to offer effective counter-offers to productive faculty who have received offers from other institutions.

Improving the compensation of key faculty would reduce faculty turnover and the amount of funding needed to attract new faculty members and cover their startup costs. In addition, when a faculty member leaves, there is still a cost associated with augmenting the salaries of the faculty members in the departed member's department who must take on additional workloads.

Retaining established faculty members, and especially those who have achieved Fellow status in national and international academies, will allow Florida State to attract faculty, postdoctoral fellows, and graduate students of proven accomplishment, and thereby enhance access to an even stronger network of researchers.

As a residential "destination" campus – evidenced by the university's impressive undergraduate retention and graduation rates – classroom instruction and faculty-centric experiences are essential parts of the FSU experience. Additionally, the Gallup-Purdue Index substantiates the high value that student-faculty interactions have as predictors of student success during school and after graduation.

Top graduate students are drawn to highly regarded programs with long-standing, stable, and top-quality faculty. Faculty continuity will further improve the graduate experience by giving these students more research and engagement opportunities that prepare them for future careers.

When faculty members leave an institution, graduate student progress is negatively affected, as the impacted students must search for replacement mentors/advisors/major professors. In some cases, a graduate student or group of graduate students have left with their faculty mentor, which has a negative effect on retention rates.

Promoting Growth in Key Academic Areas

Improving faculty retention will facilitate the development of new programs to meet the changing needs of Florida's workforce. This improvement also will elevate Florida State's national reputation as a destination campus for top faculty.

Florida State has already demonstrated its ability to recruit top talent through its broad and cluster-hiring initiatives. Broad faculty-recruitment efforts will continue to grow and elevate all of the university's academic disciplines, and more competitive counter-offers will retain faculty who might otherwise leave for better pay elsewhere.

II. Return on Investment

Preeminence enhances the vitality of an already vibrant institution like Florida State, and generates a buzz within U.S. higher education that can make FSU an even more desirable destination for both veteran and beginning faculty.

Bringing on new faculty can be an expensive endeavor, however, with competitive startup packages, including laboratory space and equipment, occasionally climbing into the seven-figure realm. Plus, new faculty members are usually more expensive to employ during their first few years until they start attracting external research funding.

But the returns on these initial investments can be immense. Increasing the number of faculty members will not just increase student success outcomes – including reductions in time to degree – but also allow Florida State to develop new interdisciplinary programs that meet the changing needs of the Florida workforce.

Moreover, in the STEM fields alone, each new faculty member can be expected to generate more than \$150,000 in contracts and grants a year and be central players in FSU securing new patents and creating new business spinoffs. Recent return-on-investment studies show that for every dollar Florida invests in its state universities, a return of nearly \$11.00 is produced.

Florida State also continues to raise private funds for new faculty hires and infrastructure needs, and the development of state-of-the-art teaching and laboratory facilities.

This strategic investment will result in significant positives for both Florida State University and the State of Florida:

1. Retaining top faculty will further FSU's goal of being ranked in the Top 15 among public universities as determined by *U.S. News & World Report* and the *Annual Report of Top American Research Universities* by reducing class size and improving the student-to-faculty ratio
2. Maintaining stability by keeping faculty from being lured to higher-paying institutions improves academic program continuity while providing students with greater consistency, relatability and connectedness to the faculty and the institution
3. Retaining top faculty will allow Florida State to attract additional high-achieving undergraduates, including Bright Futures and Benacquisto Scholars, who often choose a college based on opportunities to engage with distinguished faculty

4. Improving faculty retention means more students will be able to engage in high-impact practices like directed individual study, undergraduate research, community and project-based learning, honors courses, entrepreneurial activities, and internships
5. Heighten the university's reputation as a STEM leader in Florida and the nation, enhancing Florida State's standing
6. Further FSU's national stature in research and creative endeavors through the attraction and retention of faculty who are at highly productive and widely regarded points in their careers
7. Establish affordable excellence across a wider array of disciplines and Florida State's centers of excellence, including its top-ranked programs in the arts, STEM, business, and other high performing fields of study

Continued state investments in FSU through Preeminence funding will also raise the university's standing in virtually every Board of Governors metric used in performance awards and preeminence determinations, including:

- Student Retention and Graduation Rates
- Freshman Retention
- Student/Faculty Ratio
- Class Size
- Faculty Resources
- Total Research Expenditures
- Federal Research Grants
- National Academy Members
- Faculty Awards
- Doctoral Degrees Granted
- Average SAT
- Postdoctoral Fellows
- Alumni Giving Rates
- National Rank and Reputation

III. Facilities

None

**2020-2021 Legislative Budget Request
Education and General
Position and Fiscal Summary Operating
Budget Form II**

University: Florida State University
Issue Title: Enriching Florida's Talent Pipeline (Preeminence)

	RECURRING	NON- RECURRING	TOTAL
<u>Positions</u>			
Faculty	120.00	0.00	120.00
Other (A&P/USPS)	0.00	0.00	0.00
	-----	-----	-----
Total	120.00	0.00	120.00
	=====	=====	=====
<u>Salary Rate (for all positions noted above)</u>			
Faculty	\$12,000,000	\$0	\$12,000,000
Other (A&P/USPS)	\$0	\$0	\$0
	-----	-----	-----
Total	\$12,000,000	\$0	\$12,000,000
	=====	=====	=====
Salaries and Benefits	\$15,600,000	\$0	\$15,600,000
Other Personal Services	\$0	\$0	\$0
Expenses	\$0	\$0	\$0
Operating Capital Outlay	\$0	\$0	\$0
Electronic Data Processing	\$0	\$0	\$0
Special Category (Specific)	\$0	\$0	\$0
Faculty Retention	\$6,500,000	\$0	\$6,500,000
Graduate Stipends and Support	\$2,900,000	\$0	\$2,900,000
	-----	-----	-----
Total All Categories	\$25,000,000	\$0	\$25,000,000
	=====	=====	=====