

BOARD OF TRUSTEES

Academic & Student Affairs Committee

Wednesday, February 17, 2021 8:30 AM - 9:30 AM

Florida Polytechnic University WEBEX TELECONFERENCE MEETING

Dial in: 1-415-655-0001 | Access code: 178 003 7474#

	MEMBERS					
Dr. Earl Sasser, Chair Dr. Laine Powell Dr. Ala' J. Alnaser Dr. Narendra Kini			Connor Coddington			
		AGENDA				
I.	Call to Order		Dr. Earl Sasser, Chair			
II.	Roll Call		Zaira Medina			
III.	Public Comment	Dr. Earl Sasser, Chair				
IV.	Approval of the November *Action Required*	Dr. Earl Sasser, Chair				
V.	2020-22 Academic & Stud Review	Dr. Terry Parker, Provost				
VI.	Provost's Report	Dr. Terry Parker, Provost				
	A. Pilot Out-of-State Fee Increase in Waiver Aut *Action Required*	Waiver Program and Corresponding thority				
VII.	Closing Remarks and Adjo	ournment	Dr. Earl Sasser, Chair			



Academic & Student Affairs Committee Meeting

DRAFT MEETING MINUTES

Wednesday, November 18, 2020 8:30 AM - 10:00 AM

Florida Polytechnic University WEBEX TELE-CONFERENCE MEETING

Call to Order

Committee Chair Earl Sasser called the Academic and Student Affairs Committee meeting to order at 9:31 am.

II. Roll Call

Zaira Medina called the roll: Committee Chair Sasser, Trustee Laine Powell, Trustee Ala' J. Alnaser, Trustee Connor Coddington and Trustee Narendra Kini were present (Quorum)

Other Trustees Present: Chair Cliff Otto, Vice Chair Mark Bostick, Trustee Gary Wendt, Trustee Lyn Stanfield, Trustee Bob Stork, Trustee Beth Kigel

Staff Present: President Randy K. Avent, Provost Terry Parker, Alex Landback, Dr. Ben Matthew Corpus, Carrie Mann, David Blanton, David Calhoun, Gina DeIulio, Dr. Kathryn Miller, Kathy Bowman, Kevin Calkins, Kris Wharton, Mark Mroczkowski, Melaine Schmiz, Melissa Vasquez, Michelle Powell, Penney Farley, Rick Maxey, Dr. Tom Dvorske, Treasa McLean, Zaira Medina, Michele Rush

III. Public Comment

There were no requests received for public comment.

IV. Approval of Minutes

Trustee Laine Powell made a motion to approve the Academic and Student Affairs Committee meeting minutes of September 9, 2020. Trustee Connor Coddington seconded the motion; a vote was taken, and the motion passed unanimously.

V. <u>Committee Charter Review and Approval</u>

Trustee Narendra Kini made a motion to approve the Committee Charter. Trustee Connor Coddington seconded the motion; a vote was taken, and the motion passed unanimously.

VI. Provost Report

Trustee Powell inquired where the spring transfer students transfer from. Dr. Ben Matthew Corpus stated they come from five state college institutions in Polk, Hillsborough, Valencia, Brevard, and Broward counties.

Trustee Gary Wendt inquired of a metric for "High Value Degrees." Provost Parker informed

him there is no metric at this time; the University determines high value degrees based on the demand and salary. Trustee Wendt inquired if the University uses the chart of salaries to determine high degree value. Provost Parker responded as Florida Poly adds degrees, salary charts are taken into consideration.

Trustee Narendra Kini recommended ways Florida Poly students can gain real-world leadership experience in their internships thus making the University more attractive to industry. Provost Parker agreed and stated all students are required to complete an internship and take a Capstone Design course which is a 6-credit requirement and includes a project completed by a student team, many of which are industry sponsored.

The Committee discussed students' lack of online engagement and were told methods faculty are using to increase their virtual participation.

Provost Parker and President Randy Avent presented information on Vestcor's request to increase rental rates more than the contractual cap of 2.25% in the Phase II dorm. Trustee Coddington shared his cost comparison between on-campus versus off-campus housing and his adverse reaction to increasing dorm rental rates. Trustee Lyn Stanfield inquired if the dorm has ever reached 95% occupancy, to which President Avent responded no. She also inquired if there is a requirement for freshmen to live on campus, which there is not. Chair Cliff Otto reminded the Committee that contractually, the University must grant a 2.25% increase for Phase II.

Trustee Connor Coddington made a motion to not approve the additional increase in rent in Phase 2 housing above the 2.25% contractually allowed. Trustee Laine Powell second the motion; a vote was taken, and the motion passed unanimously.

VII. Supporting Materials Overview

No discussion.

VIII. Spring Calendar Change Request

Trustee Laine Powell made a motion to recommend and approve the Spring Calendar Change Request. Trustee Ala' J. Alnaser seconded the motion; a vote was taken, and the motion passed unanimously.

IX. Faculty Handbook Change and Approval Request

Trustee Narendra Kini made a motion to recommend and approve the faculty handbook change. Trustee Ala' J. Alnaser seconded the motion; a vote was taken, and the motion passed unanimously.

X. <u>New Degree Planning and Approval Policy</u>

Trustee Ala' J. Alnaser made a motion to recommend and approve the New Degree Planning and Approval Policy. Trustee Narendra Kini seconded the motion; a vote was taken, and the motion passed unanimously.

XI. Approval of Pathway for Associate of Arts Degree per Board of Governor's regulation (8.007)

Trustee Connor Coddington made a motion to recommend and approve the Pathway for Associate of Arts Degree per Board of Governor's Regulation (8.007). Trustee Laine Powell seconded the motion; a vote was taken, and the motion passed unanimously.

XII. Temporary Waiver of Tuition and Fees for Academic Improvement Course

Trustee Wendt asked for clarification on the SLS Academic Improvement Program. Dr. Kathryn Miller informed him this is an Academic Success initiative to support students who need extra encouragement, taking the success coach model and incorporating it into a course. The request is to approve the no/\$0 charge for the SLS course for spring 2021.

Trustee Laine Powell made a motion to recommend and approve the Temporary waiver of Tuition and Fees for the Academic Improvement Course for Spring 2021. Trustee Ala' J. Alnaser seconded the motion; a vote was taken, and the motion passed unanimously.

XIII. Revised Faculty Handbook (clean copy)

No discussion.

XIV. Closing Remarks and Adjournment

With no further business to discuss, the Academic and Student Affairs Committee Meeting adjourned at 11:10 a.m.



AGENDA ITEM: VI.

Florida Polytechnic University Academic and Student Affairs Committee Board of Trustees February 17, 2021

<u>Subject</u>: Pilot Out-of-State Fee Waiver Program and Corresponding Increase in Waiver Authority

Proposed Committee Action

Recommend approval to the Board of Trustees of the proposed Pilot Out-of-State Fee Waiver Program and authorize an increase to the waiver authority by the amount necessary to effectuate the program.

Background Information

Staff proposes a pilot out-of-state fee waiver for incoming undergraduate students - outside of our current waiver authority – in the amount of \$410 per credit hour. This would bring the student's out-of-state "net" tuition and fees cost below that for institutions with which we compete.

Description of Proposed Pilot Out-of-State Fee Waiver Program:

- The out-of-state fee waiver is applied to the undergraduate out-of-state fee which is currently \$510 per credit hour. The waiver amount is \$410 per credit hour.
- This fee waiver program would be used to recruit students from other states in the United States.
- This fee waiver program applies only to undergraduate students from other states who
 are entering Florida Poly for the first time in the fall or spring semester of the 20212022 Academic Year.

The fee waiver may be used by the student for up to 120 credit hours anytime during the four consecutive year period (including summers) following the student's initial enrollment at the University.

Further background is provided in the Provost's Board Report.

Supporting Documentation: Provost's Report

Prepared by: Terry Parker, Provost & Executive Vice President



Provost's Report

Terry Parker

Contributions from K. Calkins, B.M. Corpus,

T. Dvorske, K. Miller

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Today's Meeting Includes Both "Approval" Items and Reporting and Discussion

Reporting and Discussion

- Admissions and Financial Aid
 - Out of State Waiver Authority
- Student Affairs
- Four Year graduation improvement plan
 - Performance Based Funding
- Degree Program Additions and Faculty Hiring Status
- Student and Faculty Diversity
- Graduate Programs
- Technology and Pedagogy
- Special Discussion Items:
 - Spring COVID Operations
 - SACSCOC

Gray font items will not be discussed today

Approval Items

Waiver Authority for Out-of-State students (within Admissions and Financial Aid Discussion)

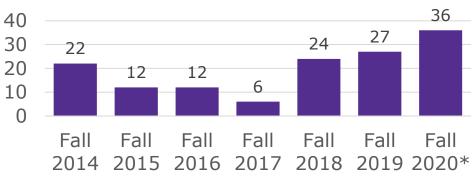


Fall 2020 admissions were strong; the Fall 2021 "season" is Uncertain (Fall Slide)

First Tim Freshma		Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018	Fall 2019	Fall 2020*
Average SAT		1,250	1,200	1,200	1,269	1,287	1,275	1,327
Average ACT		26.0	26.0	26.0	27.0	28.8	28.4	30.0
Average HS GPA		3.80	3.98	3.78	3.95	4.03	4.00	4.20
Ranked Top 10% in HS Class			17%	14%	22%	25%	25%	32%
Top Quartile HS Class						45%	48%	49%
Gender	Males	86%	85%	88%	85%	86%	83%	82%
	Females	14%	15%	12%	15%	14%	17%	18%

Total entering student headcount 495*





^{*}As of First Day of Class, includes 66 summer starts continuing in the fall



The "COVID" Landscape Negatively Impacting Fall 2021 Admissions

- SUS Applications down some more than others
 - Recently reported down: UCF, FAU, FIU, FGCU, UWF
 - Recently reported up: UF, USF, FSU, UNF
 - "Soft" indicators of admissions within SUS attempting to increase entering class size
 - Florida is the only state in the country that is not testoptional
 - Florida HS seniors tested far less than average of past 5 years (much less super scoring = lower scores)
 - Community College and State College no test
 - COVID effects are significant
 - Still no recruitment events nationally and state-wide,
 Florida Poly one of only few schools with in-person tours
 - COVID impacting low-income and diversity pools



A successful admission strategy requires a range of groups

 Fall 2019 is Census and Fall 2020 Data is first day of class. Fall 2021 are projections as of 2/2/21

Enrollment Growth requires expansion of student "types"

	Fall 2019	Fall 2020	Change	Fall 2021 Projections
New UGs	345	460	+115	470
FTIC + Certificate	278	319	+41	350
Transfer Students	64	75	+11	80
First Year Stem				
Progam	24	58	+34	40
Graduate				
Students	27	35	+8	35
Int Deposits	21	30	+9	20
FTIC Female %	15.0%	16.6%	+1.6	-1%
FTIC Latino %	20.3%	24.5%	+4.2	-2%
FTIC Black %	5.8%	7.2%	+1.4	-2%

FTIC – First Time IN College, UnG – Under Graduate, SAT – Scholastic Aptitude Test, ACT – American College Test, HSGPA – High School Grade Point Average

COVID Impact

Disproportionate decline in applications lower socio-economic status



Florida Poly Fall 2021

as of February 2021

• FTIC

- Applications UP 13% (YOY when we were up 60%)
- HS GPA is strong, but flat compared to last year at 4.2
- SAT/ACT will return down to 2019 avg due to pandemic
- Responsive Admission Strategy to the Environment:
 - Admit early, package aggressively, and actively build relationships promptly
 - Recruit into "competitive teams" through app process for Archery, Esports, Robotics, Nuclear Propulsion, Band, Women's Club Soccer, Men's Club Lacrosse, Dance Team
- Tools for continued growth:
 - Business at Florida Poly. STEM-to-MBA: MOU signed with Florida Southern for 4+1 ABET-to-AACSB program.
 - Designed and Launched: "The First Coding Certificate for freshmen in the country" – DSBA Coding for Data Analytics Certificate (Python, R, SQL, Data Science all in first year preparing them for majors & choice internships)

Florida Poly Out-of-State Recruiting: We Compete With the Local In-State Solution

	Annual Tuition	Annual Cost
Instiution	and Fees	of Attendance
Florida Poly In-State	\$4,940	\$20,720
Florida Poly Out-of-State	\$21,005	\$36,785
Florida Proposed Out of State	\$8,705	\$24,485
Stony Brook (NY)	\$10,090	\$27,742
U. Illinois, Urbana	\$21,982	\$38,176
New Jersey Institute of Tech.	\$17,674	\$34,769
UT Austin	\$11,921	\$29,401
Lousianna State University	\$11,962	\$33,590
Penn. State (University Park)	\$18,454	\$32,612
Georgia Tech	\$12,852	\$29,158
Virginia Tech	\$13,750	\$28,280
Cal Poly San Luis Obispo	\$10,194	\$29,721
U. Mass Amherst	\$16,676	\$30,823
Michigan State	\$14,525	\$29,294
U. Md College Park	\$10,779	\$27,866
U. of Wisconsin (Madison)	\$10,766	\$27,530
Colorado School of Mines	\$19,100	\$37,255
NC State	\$9,100	\$24,955

- Florida Poly is only 4% out-ofstate
 - Yield on applications is very low
- Our Out-of-State pricing includes a \$510/credit hour fee
 - Proposed
 special waiver
 of \$410
 positions very
 competitively

Southeast Southwest
Northeast West
Midwest



USF Out Of State (OOS) Scholarships

Freshmen > Freshmen Admissions Scholarships > Non-Florida Residents 2019 - 2020

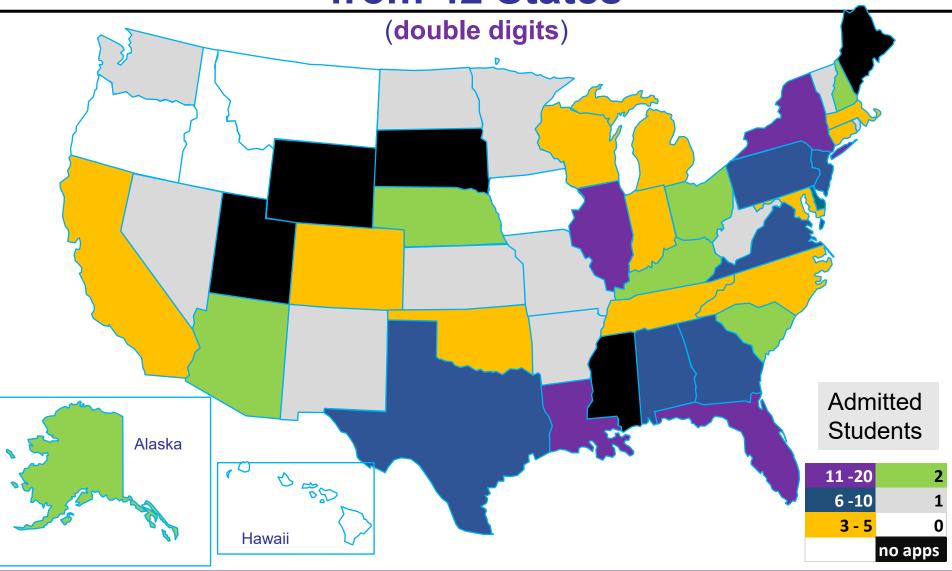
Non-Florida Residents 2019 - 2020

To be considered for merit-based scholarships from the Office of Admissions, students must submit a complete admissions application by January 15. For additional information about the awarding process, please visit Freshman Scholarship Requirements & Timeline. All scholarships are awarded on a funds available basis to students that have been admitted to the Tampa campus.

Scholarship	Award/Benefit	Academic Requirements
USF Green & Gold Presidential Award	\$48,000 (up to \$12,000 per year)	4.00+ GPA and 1340+ SAT (Evidence-Based Reading/Writing and Math) or 29+ ACT
USF Green & Gold Directors Award	\$36,000 (up to \$9,000 per year)	3.80+ GPA and 1280+ SAT (Evidence-Based Reading/Writing and Math) or 27+ ACT



Fall 2021 OOS Apps up 82% from 42 States





OOS Enrollment Strategy

- To be competitive, we must provide some level of out of state discount
 - This can be done AND also provide tuition income to the school
- Proposal:
 - Staff is recommending a Pilot Out-of-State Fee Waiver Program which would bring student out-ofstate "net" tuition and fee cost below that for institutions with which we compete



Proposed Pilot Out-of-State Fee Waiver Program:

Description of Proposed Pilot Out-of-State Fee Waiver Program:

- The out-of-state fee waiver is applied to the undergraduate outof-state fee which is currently \$510 per credit hour. The waiver amount is \$410 per credit hour.
- This fee waiver program would be used to recruit students from other states in the United States.
- This fee waiver program applies only to undergraduate students from other states who are entering Florida Poly for the first time in the fall or spring semester of the 2021-2022 Academic Year.

The fee waiver may be used by the student for a four-year period for up to 120 credit hours anytime during the four consecutive year period (including summers) following the student's initial enrollment at the university.

• Proposed Motion: Recommend approval to the Board of Trustees of the proposed Pilot Out-of-State Fee Waiver Program and authorize an increase to the waiver authority by the amount necessary to effectuate the program.



Performance Based Funding (PBF) Assumptions

- Model based on metrics evaluated on either excellence or improvement
 - Nine common metrics that align with SUS Strategic Plan
 - Two new metrics worth 5 points each for FL Poly:
 - Two-year graduation rate for FL College System AA transfers
 - Academic Progress Rate for Pell students
- Scales are set by BOG
 - Data is based on most recent available data
 - Florida Poly needed at least two years of data for excellence and improvement
- Universities must score at least 70 points to receive any State Investment, 50 points for University Investment
 - new state funding set annually by legislative process

Diversity Notes:

AA transfer metric has potential negative impact on student diversity APR rates for Pell students: scale is higher than for overall student body

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Performance Based Funding: A rearward look at the University

- The PBF system inherently measures the <u>PAST</u> performance of a campus
 - Academic time scales are: Semester, Academic Year,
 Four Year Degree Program

Example timeline for Academic Progress Rate

	2019			2020			2021	
Spring	Summer	Fall	Spring	Summer	Fall	Spring	Summer	
Admission		First attendance	continuing	summer makeup	Return, gpa > 2.0?	Reporting	PBF results	

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Performance Based Funding is based on <u>prior</u> year performance

•	Percent BS graduates employed	10	Two years post graduation
•	Median wages for BS graduates	10	Two years post graduation
•	Average Cost to the Student	10	Five years post matriculation
•	FTIC Four-Year graduation rate	10	Five years post matriculation
•	Academic progress rate (retention)	10	Two years post matriculation
•	BS awarded in strategic areas	10	Two years post graduation
•	University access rate (UG w/ Pell)	10	On year (fall measurement)
•	% Freshman in Top 10% HS	10	On year (fall measurement)
•	Two-Yr Grad. Rate AA transfers	5	Cohort of most recent three years of graduating classes
•	APR for Pell	5	Two years post matriculation
•	BOT: % Grads with 2+ Workforce Experiences	10	Two years post graduation



Florida Poly's Performance Funding (Preliminary 78 Points*)

•	Percent BS graduates employed
•	Median wages for BS graduates
•	Average Cost to the Student
•	FTIC Four-Year graduation rate
•	Academic progress rate (retention)
•	BS awarded in strategic areas
•	University access rate (UG w/ Pell)
•	% Freshmen in Top 10% HS
•	Two Yr. Grad. Rate – AA Transfers APR, 2 nd Yr. Retention, FTIC w/PeII
•	BOT: % Grads w/ 2+ Workforce Experiences

BOG Ben	BOG Benchmark (Excellence Pts.		
(10)	(5)	(1)	
72.8%	61.4%	52.3%	
\$ 40,700	\$ 28,200	\$ 18,200	
\$ 9,000	\$ 14,000	\$ 18,000	
50%	43.8%	38.8%	
90%	83.8%	78.8%	
50%	50% 37.5% 27.		
42%	22%	6%	
50%	47.5%	27.5%	
50% (5) 90% (5)	40% (3) 87% (3)	30% (1) 85% (1)	
79%	69%	61%	

<u>Actual</u> Rpt. Year	
<u>74.1% √</u> 2018-19	
<u>\$54,800√</u> 2018-19	
-\$7,340 2019-20	
<u>35%</u> 2016-20	
<u>79%</u> 2019-20	
<u>100%√</u> 2019-20	
34% Fall 2019	
<u>32%</u> Fall 2020	
<30% 0 81% 0	
<u>~77%</u> 2019-20	

Actual Rpt. Year	Points
<u>74.1% √</u> 2018-19	Exc 10
<u>54,800√</u> 2018-19	Exc 10
-\$7,34 <u>0</u> 2019-20	10
35% 2016-20	0
7 <u>9%</u> 2019-20	10
<u>100%√</u> 2019-20	Exc 10
<u>34%</u> all 2019	Imp 9
<u>32%</u> all 2020	Imp 10
<30% 0 81% 0	0
~77% 2019-20	Exc 9

^{*} Best of Excellence or Improvement Points

Florida Poly struggles with several metrics (slide from the Fall)

- FTIC four year graduation rate
 - We rank number 8 in the system
 - To acquire five points requires a ∼44% FTIC graduation rate
 - This metric is based on an accumulation of activity over a four year period
- Academic Progress Rate
 - We rank number 10 in the system
 - This metric is based on "initial" student success and positive engagement
- Percent Freshman in top 10% of High School class
 - We rank number 6 in the system
 - This metric is only applied to one other school
- "New" metrics
 - Two year AA graduation rate, APR for Pell
- Our pathway in the coming few years on these metrics is "improvement" points

Note that the comparison is for our 2021 data compared to SUS 2020 data)



Actions to take

- Academic Progress Rate
 - Intentional Changes to Freshman Year Courses
 - Strategic Flexibility with Financial Aid
 - Increasing Resource in Math Department
- Graduation Rate
 - Deliberate Advising
 - Managing Course Availability and Degree Completion
 - Increasing Resource in High Utilization Departments
- Top Ten Percent in High School Class
 - Continuing Attention to Selectivity and Strong Admissions Pipelines
- Two year AA Graduation Rate
 - Articulation agreements and advising
 - This will not address a student that makes a STEM decision after their first semester in college



PBF Summary

- This is the first year of Florida Poly being under Performance Based Funding.
- In 2020-21 there is some uncertainty with the legislative funding PBF due to the economy (Covid-19).

Discussion??

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Faculty Hiring Targets for the current year are based on four needs (slide from fall)

Protect quality of credit hour delivery

- CS: 3 hires

- Math: 2 hires

- ME: 1 hire

- NatSci: 1 hire

Protect/Build "old" programs, position for growth

- DSBA: 2 hires

- ECE: 1 hire

- ME: 2 hires

- CS: 2 hires

Build New Programs

- ENV: 3 hires

- Cyber Sec. Eng, 2 hires

- Phy: 2 hires

- Math: 2 hires

Build Grad program

- CS: 3 hires

- All Departments established areas of strength, considered their teaching capacity for courses.
- Externally filled Leadership positions must be included in this hiring program.
- We have hired one individual this fall and are actively pursuing three others



Hiring Activity to Date

- Five searches closed successfully
 - One Data Science, Two Mechanical, Two Environmental
- Approximately 30 positions are advertised
 - floridapoly.edu/facultyrecruitment.
 - Current pool ~900 applicants
 - Hiring Committees are fully deployed (full review by AVP Diversity and Inclusion)
 - Committees include out of department voice, care with expertise required, rank

- Diversity for Faculty Hiring
 - Hires to-date are strongly diverse (40% female, 20 % Black, 60% Asian)
 - Continuing focus on Committee construction
 - Academic
 Affairs
 Partnership
 with AVP
 Diversity and
 Inclusion



Operating with COVID (slide from fall 2021)

- Learning Loss impacts STEM disproportionately
 - Fall of 2020 K-12 students returned with only 50% of the learning gains in Math relative to a typical school year on average
 - HS Seniors inability to superscore lowering avg test scores
 - 77% of principals said that they developed alternative routes (ie: waiving graduation requirements) for students to graduate [due to the pandemic]
- Our challenge is to succeed with students that are not as well prepared and that are having difficulty reengaging

Fall results:

- DFW rate increase in selected courses
- Indicators of poor "engagement" in student body



Spring Instructional Effort (slide adopted from fall 2021)

Operating Needs

- Bring students back to campus engagement in a responsible manner
- IST classrooms and common spaces continue to be fully set up to address social distancing protocols
- Even with modified, in-class requirements IST will still be operating at a low-population level.

Spring Semester Response

- Announce and adhere to attendance requirements
 - Build attendance expectations into syllabi
- Instructional modes are:
 - Face-to-face;
 - FLEX-with at least 50% Face-to-Face required;
 - Online-engaged, and
 - Labs



Spring semester opening was designed to signal a change and to build campus confidence

Spring Semester Academic campus practice

- Return to Campus: negative COVID test requirement
- Daily Self-Assessment
- Close Contact identification and reaction
- Attendance Requirements (built into every syllabus)
- Campus Welcome Squad—Daily
- CARE Protocol for students not feeling well
 - Students contact CARE
 - CARE communicates with faculty members
 - Serves as an additional COVID management tool

Residence Halls

- Quarantine (exposed to COVID)
- Isolation (COVID positive)
- Food delivery and concierge service
- Kristin Stokes, COVID-19 Contact Tracing Certificate
 Johns Hopkins University



Spring Instructional Effort

- Registration adjustment was significant
- Attendance Requirements
 - Accommodations Processes
 - *Office of Disability Services Accommodations/CDC-aligned
 - **Other Accommodations/non-CDC situations and mental health considerations
 - Student Feedback
 - *6% of students filed an accommodation request
 - **Students generally happy to be back in the classroom
 - ***Note students who are not happy, and various reasons.
- Tutoring
 - Available through Canvas
 - Foundations for Academic Success (SLS2930) required for probation
- Targeted communication to students and faculty remains important

Results in first four weeks: appearance of a learning-engaged campus



SACSCOC Reaffirmation **Update** (slide from the fall)

- University is up for full reaffirmation of institutional accreditation in December 2022.
- On-site visit scheduled for February 21 24, 2022.
- Compliance Certification is due <u>Sep 7, 2021</u>.
- Advisory Visit from SACSCOC Vice President, February 2 – 3, 2021.



SACSCOC Reaffirmation Update

- Advisory Visit from SACSCOC Vice President, Dr. Nuria Cuevas on February 2 – 3, 2021.
 - Provided feedback on Compliance Certification and progress.
 - Advice on areas to emphasize.
 - Generally positive about our team and process.
- Quality Enhancement Plan (5-year project designed to improve student success—part of accreditation reaffirmation)
 - Steering Committee is finalizing its analysis and recommendation report
 - Dr. Cuevas provided valuable insight and direction
 - Likely primary outcome will be retention with initiatives in key supporting areas.
- Compliance Certification due in September 2021.
- On-site Visit in February 2022.



Key Messages for Today

- Admissions and Financial Aid
 - Continued COVID uncertainty
 - A path forward to increase out of state students
- Performance Based Funding
 - Brings new challenges to the campus
 - Time scales are long
- Faculty Hiring
 - Five searches closed
 - Strong activity
- SACSCOC
 - Ongoing activity
- Covid Operations
 - Many challenges, solid start to the spring semester