FLORIDA POLYTECHNIC UNIVERSITY

2014/15-2017/18 Strategic Plan Progress Summary
Prepared: July 11, 2016

Overview

Florida Polytechnic University is actively following a three-year strategic plan, approved by the University's Board of Trustees in December 2014. The Strategic Plan 2014/15 - 2017/18 details objectives and directives designed to ensure the University achieves four critical goals during its earliest years of development.

On April 20, 2016, Florida Poly concluded classes for the Spring Semester of its second academic year. The summary below highlights high-level progress toward the University's strategic goals up to that date.

GOAL 1: Deliver core STEM education in fast-growing high technology areas.

Florida Polytechnic University welcomed its inaugural class on August 25, 2014 and ended its first academic year with 553 students, including first-time freshmen, transfers and graduate students. In fall 2015, the University welcomed 462 new students nearly doubling its campus population year over year to 924. The average GPA for 2015-16 was 3.92 (an increase from a 2014-15 average of 3.87), average SAT was 1,677 and average ACT was 26. In 2015, we hired two new recruiters dedicated to out-of-state and international recruitment. Florida Poly is expecting more than 1,244 students on campus in Fall 2016.

In addition to student recruitment, Florida Poly is actively recruiting new faculty members with the goal of hiring 70 new professors between 2015-2017. As of Spring 2016, Florida Poly had hired 18 new faculty, 13 adjuncts and 16 graduate teaching assistants.

One of the University's primary differentiators is its unique project and design-based curriculum focused on the core STEM subjects of Technology and Engineering. In 2015-16, Florida Poly faculty offered 159 sections of courses (40%) that used some form of active learning method. Working with the Florida Board of Governors, the University had its courses entered into the Common Course Numbering system and formed agreements with several State University System institutions to accept Florida Poly

transfer credits even though the University is not yet accredited. In addition, the university is currently pursuing articulation agreements with state colleges in central and south Florida.

To support its project-based emphasis, Florida Poly has held internal events and competitions leading to student development of projects like an energy harvesting boot for charging wireless devices (provisional patent filed), magnetically-powered levitating lamps, a miniature lyophilizer, a Raspberry Pi-based supercomputer, an integrated robotics, 3D printing desktop manufacturing system and an app for connecting travelers. Additionally, the university is establishing student chapters of professional organizations including the American Society of Mechanical Engineers (ASME) and the Institute of Electrical and Electronics Engineers (IEEE), and has signed agreements with universities in Brazil and Morocco to begin building study-abroad and international exchange programs.

In 2015, Florida Poly began working with Hanover Research to identify potential new majors that match labor market projections, student demands and the university's mission. The study identified nine potential new majors that Florida Poly will consider adding once it is accredited.

Through the university's all-digital library, students have access to more than 140,000 e-books and more than 60 databases. Students and faculty can also request interlibrary loans from other universities within the state system. The university's Academic Success Center provides assistance to students with academic concerns including free drop-in tutoring. The Florida Poly's Math Bootcamp program and the Florida Poly Primer video series, which currently includes calculus and physics, help students get a head start on some of the university's most challenging courses before they begin their freshman year.

Florida Poly's academic environment is supported by a robust Technology Services infrastructure that includes both wired and wireless services, an advanced high-speed computing network, an open Bring Your Own Device (BYOD) ecosystem, open-use computer labs, a High Performance Computing (HPC) environment and technology services for every classroom. The University's Learning Management System (LMS) enables lecture capture for all classrooms and labs as well as an online capability for virtual classrooms.

To enhance student life and culture on campus and to create an active, inclusive living-learning environment, Florida Poly launched a new orientation program in 2015-16 that celebrates diversity through an atmosphere of non-competitive play. The university also created an anti-hazing program to educate students on the effects of hazing. The university built a new recreation complex with a multi-purpose field, basketball courts and volleyball courts, which opened in Fall 2015. Florida Poly is currently expanding its

Wellness Center and will open its second on-campus Residence Hall in August 2016, more than doubling the number of beds available on campus.

GOAL 2: Build an environment that encourages problem-driven applied research for near-term impact.

Since its opening in Fall 2014, Florida Poly has received more than $2.9 million in external funding for research projects and has submitted more than a dozen white papers for publication. Research funding includes grants from the Florida Energy System Consortium for sustainable energy, Harris Foundation for embedded system design, State Price Index and Wearable Devices Security. Additionally, the University has received a $5 million gift to build a Health Care Informatics program. With that gift, Florida Poly has hired an Interim Director for the program as well as experienced faculty and visiting faculty, and an advisory board has been established. The University has built strategic relationships with key regional health care organizations including Lakeland Regional Health and Winter Haven Hospital, and it is nearing completion of a Big Data Lab that will host research for the program.

To further develop research efforts, Florida Poly hired a Contracts and Grants manager and drafted an Intellectual Property (IP) Policy that is both industry and faculty friendly to help catalyze economic development and facilitate industry engagement. Additionally, Florida Polytechnic University upgraded the laboratory capabilities of its Florida Phosphate Industry Research (FIPR) Institute and held several discussions with senior leaders about the future development of the Institute. The FIPR Institute continued work on the five-year DOE Critical Materials Institute's (CMI) project led by the Ames Laboratory. It also developed a dolomite flotation technology, which could double the usable phosphate resources in Florida.

In 2015, the university created a formal Office of Research Services that works in collaboration with Environmental Health & Safety, General Counsel, Facilities and Technology Services to ensure proper compliance and research support for funding.

Also in 2015, Florida Poly developed a shop within the Innovation, Science and Technology Building that has a mill, lathe, press, and cutting and welding tools to provide equipment for student and faculty research projects.

GOAL 3: Form industry and community partnerships for mutual benefit.

Florida Polytechnic University has established more than 90 partnerships with industry leading firms. Of these, 74 are located in Florida with the majority being in Central Florida. All industry partners have agreed to advocate on behalf of the University. More than 80 have agreed to provide internships, 18 have agreed to collaborate on student projects and 20 have agreed to sponsor faculty research and development.

The university is currently conducting a search for a new Director of Industry and Strategic Partnership with the goal of finding a technical leader with both business and product development experience.

In April 2014, Florida Poly hosted its Second Annual Industry Partner Summit, which had four sponsors and more than 100 participants. The Summit served to highlight student projects, attract student internship opportunities and engage industry leaders in conversations that will help to inform the University's curriculum. Plans are in the works for the university's third industry summit event, to take place in Fall 2016.

While companies typically target rising seniors for internship positions, Florida Poly is aggressively establishing career planning resources to ensure students can tap internship opportunities as early as their freshman year. In Spring 2016, Florida Poly held its first internship fair with more than 150 students and 13 companies represented, including Accusoft, Coca-Cola, Jabil, Nielsen and Publix. Through Florida Poly's Career Services Center and Purple Briefcase, the university's online career resource, more than 64 students have received internship opportunities with more than 50 companies for Summer 2016.

In 2015-16, Florida Poly launched an Industry Lecture Series with speaker Jim Stikeleather, Chief Innovation Officer of Dell. The university also held four #STEMTalks virtual events featuring speakers from Nielsen, Audi, Omniscient Analytics and more discussing hot topics in STEM.

GOAL 4: Create efficient organization with sound financial growth, stability and administrative practices.

In June 2016, Florida Polytechnic University officially became a candidate for accreditation to award bachelor's and master's degrees with the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC). Candidacy means that Florida Poly has demonstrated through narrative and documentation its compliance with core requirements as well as certain comprehensive and federal standards. These include offering degree programs compatible with the school's stated mission, having adequate full-time faculty to support the mission of the institution and ensure the quality and integrity of its academic programs, providing student support programs that promote student learning and enhance student development, having a sound financial base and demonstrated financial stability and demonstrating a process for ensuring continuous improvement and institutional effectiveness. The University will now begin working on its compliance certification – the second and final step in the accreditation process – with support from its SACSCOC consultant. In addition, the University continues to hold regular accreditation workshops and training programs. Florida Poly has also held initial discussions with the Engineering, Applied Science and Computing ABET accreditation commissions.

Florida Polytechnic University conducted a study of both peer and other institutions in the State University System of Florida to define an optimal staff-to-faculty ratio for achieving operational efficiency. Based on that target, the University developed a hiring plan and allocated positions accordingly, filling the key positions of Chief Financial Officer, Director of Institutional Effectiveness, Director of Environmental Health and Safety, Director of Human Resources, Director of Purchasing and University Controller. The University also established key departments to manage critical functions in-house and to effectively plan and manage outsourced solutions. These include a Purchasing Department, Bursar's Office, Business and Auxiliary Services Office, Assistant Controller Office, Facilities and Construction Office, Human Resources Office, Accounting Office, Finance and Planning Office, Environmental Health and Safety Department and Department of Public Safety and Police. Florida Poly has also brokered mutual aid agreements with the Lakeland Police Department (LPD) to provide dispatch duties and background checks. To help fill voids and provide students valuable work-study opportunities, the University created and implemented a student worker program and created a Presidential Ambassador Program for important events.

In terms of financial efficiency, Florida Poly has developed a methodical budget planning process and established a Budget Council to review and approve all budgets. The University renegotiated its Shared Services Agreement with the University of Florida to achieve a 2.5% savings on all expenditures and is currently in the process of implementing an Enterprise Resource Planning (ERP) solution that will enable Florida Poly to transition all currently shared services in house.

Florida Poly continues to advertise strategically, emphasizing measurability and return on investment. For the 2015-16 recruitment season, the University launched a new digital ad campaign that generated 200% greater leads at a reduced cost of 29%. The University's 2014 PIVOT and LAUNCH events, which celebrated the opening of the University, garnered more than $1.8 million ($3.6 million with an applied match) to support scholarships and the University's mission. In 2015, the Florida Polytechnic University Foundation secured a multi-year $3 million pledge from an anonymous donor and held the University's first Women in STEM event.

Looking toward long-term development, an initial 10-year strategic growth plan has been completed that identifies student growth over the next decade and from that needs for housing, faculty, office space, laboratory space, degree offerings and other important requirements have been outlined. This plan will drive the Campus Master Plan, which will be included as part of the SACSCOC application for candidacy.