PRESIDENT'S SELF EVALUATION 2015- 2016

FLORIDA POLYTECHNIC UNIVERSITY

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April 2016

Report to the Board of Trustees

GOAL 1: DELIVER CORE STEM EDUCATION IN FAST-GROWING HIGH TECHNOLOGY AREAS.

Objective 1.1: Develop and implement Enrollment Management initiatives to manage student recruitment, matriculation, retention and graduation.

Exceeded Expectations

Attract sufficient number of students to reach our legislative mandate of 1244 FTE by December 2016.

- We had 24,610 undergraduate inquiries, 2,115 applicants, 1,090 admitted students and 542 deposits for Fall 2015 undergraduate admissions. We had an additional 138 graduate applicants and 30 admitted students. The total registered headcount at census for Fall 2015 was 924 with 462 new students and 462 returning students (a 76% retention rate from Fall 2014). Spring 2016 admitted an additional 35 students from an applicant pool of 166. Our average GPA for 2015-16 was 3.92 (up from 3.87) with an average SAT score of 1677 (down 4% from the 2014-15 class) and ACT composite of 26 (same as 2014-15 class).
- We offered 73 courses with 197 sections in Fall 2015 and 86 courses with 195 sections in Spring 2016. The most popular majors continue to be Computer Science & Information Technology (39%) and Mechanical & Industrial Engineering (24%). Our student to faculty ratio is 18:1.

- For Fall 2016, we launched several new marketing initiatives to increase enrollment including search engine optimization (SEO) to drive organic leads, an advanced lead qualification system to score inquires and prioritize recruitment outreach and STEMstudy.com to attract students earlier in their high school careers. We conducted an ROI analysis on college database listings and discontinued the lowest performing listings, launched an IP targeting, geo-fencing and text messaging campaign, held six online virtual events as part of our ongoing #STEMtalks series and hosted three live internet broadcast tours of our innovation labs, campus and dormitories.
- At the beginning of March 2016 we had 32,080 undergraduate inquiries, 1,523 applicants, 1,064 admitted and 306 deposits. At the moment we're projecting 495 freshman and 90 transfers for Fall 2016. The average SAT score for deposited freshmen is 1734 (math 610) and the average GPA is 3.8. We currently have over 90 graduate applications and are projecting 15 graduate students for Fall 2016. Although we have little historical data, we believe our headcount will approach 1340 students next year.

Begin preparations for increasing out-of-state and international student enrollment after accreditation.

- We updated our international recruitment webpage to include international admission requirements and developed an international public relations strategy for targeted countries. We hired two recruiters to focus on out-of-state and international student recruitment and based on our early efforts, we have yielded a 43% increase in admitted and 95% increase in deposited students.
- We are in the final stages of signing an agreement with ELS Educational Services, Inc. to offer language and cultural bridge programs to our incoming international students.

Establish an outreach program to attract high-achieving K-12 students and underrepresented students.

- We established an outreach team within the university that integrates both FL Poly and FIPRI efforts in educational outreach initiatives.   As part of this effort we partnered with industry and local non-profits to deliver STEM lessons to middle school students, participated in local science and engineering fairs as Subject Matter Experts and judges, co-hosted the MERIT summer robotics and technology institute for the third consecutive year, hosted field trips for K-12 students to experience FL Poly first-hand, participated in local education-related boards and committees, hosted the Heartland Education Consortium STEM scholars program, and hosted a STEM Teachers Day.
- The Office of Admissions hosted 572 students from Advancement Via Individual Determination (AVID), College Reach-Out Program (CROP), Take Stock in Children programs designed to encourage underrepresented populations to seek admission to post-secondary institutions. We also participated in events that help all students in the community with completing their FAFSA forms.

Develop a roadmap to add six new majors introduced across three years starting in 2017.

- We are currently working with Hanover Research to identify new majors that exhibit a strong mix of qualities for our institution. These qualities include demand indicators like conferral trends and labor market projections, as well as qualities related to our strategic goals, offering retreat majors and improving our gender imbalance.
- We completed an Environmental Scan that identifies nine potential new majors that would meet our requirements – Mathematics and Statistics, Business Administration, Accounting, Biomedical Engineering, Environmental Engineering, Chemical Engineering, Computer Systems Analysis, IT Management and Industrial Design. We plan to do deeper studies into the ones that best fit our mission and requirements and present those to the Board in FY2017.

Discuss and complete relevant articulation agreements with local institutions and state colleges throughout the state.

- We are currently pursuing articulation agreements with Miami-Dade College and Palm Beach State College. We have also held several discussions with Polk State College and Hillsborough Community College. We are working through broad requirements for A.S. degree students that increase their preparation for Florida Polytechnic. Our initial focus is on Computer Science, and once we finalize the formal agreement process, we will identify additional majors to add to the agreements.

Establish a minimum of two student chapters of professional organizations.

- We continue to grow new student chapters of professional organizations with the American Society of Mechanical Engineers (ASME) and the Institute of Electrical and Electronics Engineers (IEEE) which were established this past year. We have interest in and continue to investigate adding a new chapter of Association for Computing Machinery (ACM).

Focus on building the graduate program. Hire staff to oversee program and increase the number of graduate students, Graduate Research Assistantships and faculty involvement in graduate student recruiting.

- We assigned two Graduate Program Coordinators (College of Engineering and College of Innovation & Technology) to help oversee the graduate program and developed a process that primarily assigns graduate courses to full-time faculty.
- We continue to offer Graduate Teaching Assistants and Graduate Research Assistants to support our students both academically and financially.
- We began discussions on evolving the graduate program to be more concentrated in specific disciplines as opposed to being general. Any proposed changes to the program will have to wait until after the SACSCOC accreditation process is complete.

Conduct a summer study focused on innovative teaching methods; implement a plan to offer at least 20% of all courses using advanced teaching methods by Fall 2016.

- Our faculty conducted a summer study focused on improving delivery of our program through innovative teaching methods. Much of this work focused on active learning methods such as (i) handout with gaps, (ii) individual exercises using Canvas and (iii) flipped video with embedded quizzes. Many of these efforts were implemented as part of the STEM Teaching Lab Pilot Program in the fall 2015 courses.

- Our faculty offered 159 sections of courses this past year that used some sort of active learning method (40%). Of these 159 sections, 24 used flipped classrooms, 66 were project based and two used inductive learning methods.

Change student/faculty evaluation to an outcome based process.

- The Faculty reviewed the existing student/faculty evaluation process and continue to work with Academic Affairs to develop both direct and indirect assessment instruments for faculty.

Create a minimum of four new student life activities focused on retention.

- We launched a new orientation program that reaches out to audiences, celebrates the diversity of each and every student in an atmosphere of non-competitive play allowing new students to meet one another in a very positive and supportive environment.
- We delivered an eight-session women's support group for our female population on campus.
- We developed a comprehensive Orientation Leader program.
- We created an Anti-hazing program that educated students on the effects of hazing in addition to having students pledge to not allow hazing on our campus.
- We initiated a student food & supply pantry where students struggling to meet their basic living needs have access to provide themselves with food and hygiene products.
- Our Counseling Office offered several programs to students on stress reduction and relaxation techniques.

Create a minimum of three new academic initiatives focused on enhancing learning opportunities and engagement.

- Under the direction of Dr. Jessica Zbeida (ASC faculty member), the Success Scholars program introduced a peer-mentoring program. This program connects Success Scholar students with first year students who have requested to be matched with a mentor. This program was introduced in AY 2015-2016, and will be expanded to directly reach University identified at-risk students in 2016-2017.
- We developed branding for a Florida Poly Primer video series (currently includes Calculus and Physics) that could be expanded to include other subject areas. The content could also be used as a means of showcasing Florida Poly faculty and course content to prospective students.
- The Women in Cable Telecommunications "Tech-It-Out" program was held at Florida Poly offering students the opportunity to participate in sessions focusing on careers in Apps, CRM, Cloud Services, Security, WiFi vs. LTE and Digital

Media. The event's Keynote Presentation was given by Kevin Hyman, EVP Cable Operations, BrightHouse Networks.

- We met with African American male students to discuss how the university could better support them. During those discussions, the students developed a list of the activities and support structures including an official student organization for African American males.
- We started a new student organization called "Active Minds" that empowers students to create dialogues about mental health to educate others and encourage reaching out for support.

Continue to grow the Academic Success Center (ASC) with at least two programs that identify and help at-risk students earlier.

- The Academic Success Center continues to offer free drop-in tutoring for Biology, Calculus 1 and 2, Chemistry, Computer Programming and Physics. We offered 564 total tutoring sessions from September 2015 to the beginning of March 2016.
- The Academic Success Center became more aggressive in helping at-risk students this year by implementing a mid-term grade report system. With this system, mid-term grades are reported to the ASC who contacts each student with a mid-semester grade of D or F to: a) notify them of their current grade b) develop strategies on how to improve that grade and c) remind them of resources available to help them succeed in the course. These reports were also sent to the at-risk student's academic advisor.
- Academic coaching was also offered this past year and is a partnership between students seeking to improve their study strategies and faculty who are trained to listen and ask meaningful questions. Coaching appointments last 30 minutes and provide time for active reflection and self-evaluation. Common discussion topics include time management, test preparation, test taking, procrastination and stress reduction. Coaching appointments are individualized, so discussions focus on the student's unique experiences, strengths, challenges and goals.
- The ASC developed Academic Success Plans for struggling students. These plans allow students to develop goals and a personal strategy for success at the University, with the support of a Success Coach.

Expand the Math Boot camp program and couple it with the on-line pre-calculus with trigonometry class now being developed.

- We completed a comprehensive calculus success analysis that showed faculty status (full time vs. adjunct), time of day of instruction and SAT math scores had little value in predicting a freshman's success in calculus. ACT scores, high school GPA and previous pre-calculus with trigonometry were better predictors of success.

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- We defined an arbitrary measure called Academic Quality (AQ) that averages normalized High School GPA, SAT and ACT scores. We compared our scores against others in the SUS and found we were second highest for the data we had. Not surprisingly, we also found that students with higher AQ scores were more likely to pass calculus.
- We implemented five major initiatives to improve students' performance in calculus: Tutoring, Primers, Modules, Math Bootcamp and Mid-Term Grades. Primers and Modules seem to have the highest success rate; however, all initiatives improved performance and each supported different aspects of student assistance.
- The Poly Primers concept has been further developed and integrated into the ASC tutor's resource tool-kit. These Primers provide students with critical lessons for success in pre-calculus and trigonometry.
- Math Boot Camp is being further developed into the incoming student experience for Summer 2016, with six sessions being linked with Summer Orientation days. An-off site Math Boot Camp is also being planned for Summer 2016 as a way to connect future students and parents to Florida Poly.

Build a recreation complex with a multi-purpose field, basketball courts and volleyball courts. Complete phase 2 planning for a gym and pool as part of the recreation complex. Offer a comprehensive wellness program to include recreation and fitness, nutrition, intramural sports and stress management programs.

- We completed the construction of Recreation Phase 1, consisting of two basketball courts, a volleyball court, a multi-purpose field, and a picnic area with tables and benches. Recreation Phase 1 was completed within budget, and on time for students' use during Fall 2015.
- Recreation Phase 2 consists of a recreation building, pool and pavilion, and modifications to the current Wellness Center. At the time of this report the schematic design for both the recreation building, and pool and pavilion was approved, initiating the design development phase for both projects. The design for the Wellness Center modifications has begun, and the metal building cafeteria expansion has been purchased.
- We launched a quality and comprehensive intramural program for all students, including leagues and tournaments offered throughout the year. Florida Poly students are able to participate in Ultimate Frisbee, Basketball, Flag Football, Kickball and Club Soccer.
- We began a Phoenix Balance program designed to enhance the quality of life by establishing a foundation for students to optimize their capacity to learn, reach their potential, and achieve their goals both inside and outside the classroom. Areas of focus include leisure recreation, outdoor activities, fitness, nutrition, emotional wellness, self-awareness and social wellness.

Objective 1.2: Recruit and retain qualified faculty who are professional practitioners and scholars in their respective fields.

Exceeded Expectations

Refine marketing strategy to recruit faculty. Attend five conferences to support faculty-recruiting efforts. Implement a differentiated model for faculty.

- We launched a dedicated faculty recruitment effort that included an ad campaign with retargeting ads, listing on niche job boards, geo-fencing and email blasts. We issued media releases around faculty recruitment that resulted in the Chronicle of Higher Education highlighting a member of our faculty as well as our faculty recruitment efforts. We launched a new job listings page, new careers page and a new page focused on the work environment and culture. We redesigned our recruitment brochures and started a direct mail campaign to peer institutions to assist with both faculty recruitment and future peer rankings.
- We launched a robust SEO campaign to improve website rankings and content in search results, helping to "legitimize" the university for prospective faculty just now learning about Florida Poly. Halfway through the campaign, we are ranking in the top 10 results for five key search terms and in the top 20 results for 10 key search terms. Year-over-year, organic (search-based) traffic to flpoly.org is up 12.53% as of Feb. 15, 2016.
- Our faculty attended over 20 conferences last year in support of our mission.
- As of February 29, 2016, we have 1,427 faculty applications. We're averaging 213 applications per month, which is still a 56% increase over the average of our spring 2015 campaign. We've received the greatest responses for Electrical Engineering, Mathematics and Humanities positions, overall. In February, we saw 53% MOM increase in Big Data applications, which is one of the fields we've been working to boost.

Conduct a faculty gap analysis and create a cluster hiring campaign in strategic areas. Utilize industry partners to recruit faculty.

- Faculty hiring efforts were transferred to the faculty Academic Program Coordinators (APCs) to improve targeted hires in our degree programs. With the help of the APCs and the Faculty Assembly officers, the key areas chosen as higher priority for strategic hiring include Computer Science, Computer Engineering, Mechanical and Industrial Engineering, and Health Informatics. Our goal over the next two years based on course needs and student enrollment is to hire up to 70 full time faculty members.

Create and fund an internal research seed-funding program.

- We created a collaborative faculty group to explore and discuss the direction of research at the University, and we established the LaunchPad for faculty to discuss opportunities and research interests.
- We created and funded an internal research seed-funding program that started in late Fall 2015 with 13 funded projects. This program will ultimately serve as a way of managing startup costs and helping faculty grow their external research activities.

Finalize the workload, reappointment and promotion policies. Create a faculty orientation program for new faculty.

- We completed the faculty workload policy and instituted a process for tracking semester workloads. We continue to work with the Faculty Professional Interests Committee on hiring, reappointment, promotion and contract policies. We held discussions on the concept of a Faculty "Bill of Rights" in lieu of tenure that guarantees our entire faculty have full academic freedom and elaborates exactly what that entails.
- A more complete faculty orientation program was created last August and will be further expanded this upcoming August. We changed the standards for faculty offers to ensure new hires are paid at the average rate for faculty in their profession according to the Chronicle of Higher Education's salary survey. Instead of offering entering faculty a 12-month contract for the first year and having them begin in August, we are now offering standardized 9-month contracts with start-up packages.

Organize academic departments and programs so they are flat and horizontally integrated. Implement interdisciplinary approaches to education.

- Class scheduling and hiring was turned over to the Faculty in Fall 2015. We started a new salary structure for Adjuncts to improve their retention and commitment. We also started an effort to provide Adjuncts with one-time lump sum payments if they complete their course assessments on time.
- We conducted an initial investigation of academic structures at our peers like Olin College and CalTech. We continue to debate the relative merits of a structure that has no Deans nor Colleges and only Department Heads vs a structure that has "Deanlets" over Colleges and no Department Heads but Area Program Coordinators (CalTech).

Objective 1.3: Leverage technology to provide unique, advanced, accessible and highly sought after learning and working experiences for students, faculty and staff.

Exceeded Expectations

Grow the academic and research-computing infrastructure.

- We added two additional computer classrooms to allow for expansion and overflow in many popular courses. We additionally expanded our open use technology capacity with workstations in the IST by the technology helpdesk and genius bar. This addition is beneficial to those students who do not carry their devices for all curriculum purposes and utilization.
- We completed the integration of the FIPR Institute campus with the Florida Poly multi-protocol network including local network switching and prep for workstation enhancements.
- We began development of a new intranet to better facilitate internal communications. The intranet will allow departments to post internal news, policies, procedures and updates that can be accessed online or distributed via weekly email digest, per user preferences. The intranet will also include a central documents library to archive forms, policies and procedures and an "Edison Form" to submit and vote on innovative ideas for improving the University.
- We designed a powerful standalone system for the Big Data and Health Informatics Laboratory that ensured privacy in conducting analyses using Electronic Medical Records.

Improve interoperability of software systems and their integration into the appropriate departments.

- We developed a strategic approach to IT that included migrating much of our administrative architecture to a fully integrated cloud-based approach. We are investigating using cloud technologies for our academic computing once our current capacity is exceeded.
- We completed a significant upgrade to the Learning Management System (LMS) Canvas to ensure we have the latest user interface and education module.
- We implemented a campus calendar system that integrates with existing applications to schedule and manage all events, including classes, at Florida Poly. We are working with regional affairs and marketing to develop a process and policy that outlines its operations.
- We made a strategic decision to migrate away from our current CAMS Student Information System and to a new Workday version that will fully integrate with our Workday ERP system.

Investigate Florida Lambda Rail and determine its ROI in relation to other options. Grow computing infrastructure to provide required software at reduced costs.

- We are working with a group of Polk County partners to gain high-speed fiber infrastructure from the city of Lakeland to campus. This high-speed fiber can then get to Cologix at Rt. 98 and I-4 for tertiary site backup and connectivity for Florida Lambda Rail and Internet.

Improve wireless networking across campus. Enhance the infrastructure in the existing residence hall and extend the wireless mesh network across campus.

- We enhanced the multimedia technology in the Wellness Center.

Complete the Data Warehouse and build a dashboard of Key Performance Indicators.

- We completed the structural architecture of the University's Data Warehouse with daily imports of validated student information. HR and finance source data is staged for integration into the data warehouse as the ERP system is brought online in late summer.
- Interactive visual dashboards depicting student information have been developed and will be used for all benchmark reporting starting with Spring 2016 final enrollment. The visualization and query software "Tableau" is being used for the design and development of these dashboards.
- Using the Data Warehouse, we began building dashboards for future visualization development of both internal and external key performance indicators. Key performance metrics help measure the outcomes of our four strategic planning goals and are being designed into dashboards with plans to publish by May 2016.

Hire a Director of Information Security.

- We hired an Information Security Manager that has developed an information security program for the University and participates in regularly scheduled conference calls and meetings with others in the SUS.

Build the on-line educational platform for offering on-line and blended programs.

- We built our on-line educational platform that is now being used with course content in Math, Physics, Programming and other science and IT courses. For blended programs, we have integrated online content as developed by Faculty in our Media Lab into their courses using our educational platform. The platform we built includes our LMS "Canvas" in 2014, which the State has subsequently selected as an opt-in program in 2016, and we've added technology for lecture capture, synchronous virtual classroom, video integration, special effects, overlay

telestrations with green screen, audio and web-based content from in-house developed material and other content available from open sources.

Objective 1.4: Prepare students for careers in high-tech industries to work and live successfully within a multicultural global community.

Exceeded Expectations

Investigate study abroad programs and make recommendations for adoption.

- We signed agreements with two universities, UNIFEBE in Brazil and Al Akhawayn in Morocco, to offer long-term study abroad programs. We also partnered with Education First to offer short-term visit programs. Both programs will start in 2017.

Create a career center within the Academic Success Center that focuses on career advising, internships and interview preparation.

- An internship fair was held on February 23, 2016 with over 150 students participating and 13 companies present: Accusoft, Broad and Discovery Systems, Inc., Chastain Skillman, City of Lakeland, Coca-Cola, Cogistics, Cutrale Citrus Juices, Florida Blue, Integrated Supply Network, Jabil, NAVAIR, Nielsen and Publix all attended.
- A Florida Poly-specific resume template and cover letter template was made available to students. Student resume review is available through the Success Desk. At the beginning of March, over 100 resumes have been reviewed by ASC staff.
- Purple Briefcase, Florida Poly's Career Online Career Resource, is being utilized to organize job and internship opportunities for Florida Poly students. 159 employer profiles have been created, and over 140 job/internship opportunities have been posted. This tool allows the ASC to push job opportunities out to students based on their degree and concentration.
- We organized a team to represent Florida Poly at the Florida High-Tech Corridor College Career Fair. Florida Poly made over 40 connections at the fair with high-tech employers looking for student support in projects and internships.

Begin development of a program to teach students to communicate with upper level administrators, lead work teams, write reports and present to peers and managers.

- We created a new program in the Office of the President called the Presidential Ambassadors. This first class of 15 student Ambassadors serve as official and formal hosts at designated events. Presidential Ambassadors are selected for their academic standing, leadership skills, citizenship and service activities, and they

promote the successes and vision of our University with external audiences.

- Our faculty members have worked hard to create a curriculum that not only produces technology-savvy professionals but also teaches students how to communicate with upper level administrators, lead work teams, write reports and present papers to peers and managers. Central to this curriculum is Design 1&2 where student teams have to write reports and give presentations to industry partners who act as the team's customer.

GOAL 2: BUILD ENVIRONMENT THAT ENCOURAGES PROBLEM-DRIVEN APPLIED RESEARCH FOR NEAR-TERM IMPACT.

Objective 2.1: Build infrastructures to support hands-on student-integrated creative learning opportunities and faculty research.

Exceeded Expectations

- We created an Office of Research Services (ORS) that collaborates with Environmental Health and Safety, General Counsel, Facilities and IT to ensure proper compliance and research support for funding. Additionally, ORS provides support to all departments when there are questions related to budgeted costs, costing allocation, space and resources dedicated to sponsored projects.
- We established a system for faculty and staff to pursue externally funded projects by designating ORS as the centralized office that provides cradle to grave support for funding identification, RFP application support, institutional compliance and monitoring, post award management, close-out and communication and outreach support.
- Since October 2013, a total of 21 research proposals have been submitted to federal, state, and corporate sponsors. Florida Polytechnic has received 10 awards for a total of $2.9M in external research funding. Over a dozen white papers have also been submitted for consideration.
- We hired a Contracts and Grants Manager who has significant experience in cultivating and structuring a support system for high achieving students to assist them in applying for nationally competitive programs like NSF REUs, Goldwater and other prestigious fellowships in support of graduate study or research. Working through the ASC, we have offered several information sessions and met with dozens of students on application preparation. One student applied for a US Student Fulbright Grant.
- Our Environmental Health & Safety (EH&S) group completed our safety policies and EH&S manual that includes: chemical hygiene plan, fire safety, evacuation procedures, job hazard assessment, laboratory access procedures, personal protective equipment, chemical procurement procedures, inventory, hazardous waste disposal, accident and injury reporting procedure, workers compensation

procedures and standard operating templates for experiments and equipment. We created a safety award program to acknowledge students, staff, and faculty who demonstrate safe behavior.

- We implemented a robust training program that includes Laboratory Safety (520 students), Electrical Safety (187 students) and Hot Work (32 students). Conducted Hazardous Waste Operations Emergency Response (HAWOPER) training with the following departments: Florida Industrial and Phosphate Research Institute, Police, Facilities and EH&S. We created an online module in canvas for Laboratory Safety, and Radiation Safety. Training is required for students, staff and faculty prior to allowing them to access the laboratory and conduct research. EH&S conducted laboratory inspections, issued reports and followed up on findings until closed.
- We entered into an agreement with American Compliance Technology (A-C-T) to provide rapid and cost effective emergency response to hazardous conditions in the laboratory, major spills and leaks. We hired a Laboratory Technician and Research Technician.

Increase equipment in research laboratories.

- A comprehensive laboratory full of equipment approaching $600K was transferred from the UCF-Florida Solar Energy Center in September 2015. Most of the systems were highly customized to fit the needs of our broader Renewable Energy Laboratory.
- An additional $920K in laboratory equipment was procured including high performance lasers, performance analyzers, accessories and calibration equipment in support of both MIE and EE programs.
- Two procurement actions were negotiated and completed for over $700k to equip a full electronics laboratory with network analyzers and calibration equipment. Both transactions were approved by the Board of Governors and financed under the State's Consolidated Equipment Financing Program (CEFP), which affords Florida Poly very competitive rates.
- Over $800K in laboratory equipment is currently in the procurement pipeline for the balance of this FY, including the acquisition of a state of the art high resolution X-Ray Diffraction (XRD) System valued around $500K.
- Over $1M in additional laboratory equipment has been approved for FY 16/17 and the appropriate procurement process has begun.

Institutionalize the introductory project and design-based courses.

- The RFP process for the Freshman Introduction to Engineering has been set. An institutional vision for how project based learning is integral to a student's degree program has been drafted. Engineering faculty will ensure that high quality and consistency are maintained in pursuit of ABET accreditation.

- A curriculum-wide framework that incorporates industry projects through Design 1 & 2 is also in the process of being institutionalized. The industry research agreement for these projects has also been approved and is available to share with industry partners seeking research services.
- Interviews for Industrial Design staff to support Design classes have been conducted and an offer has been accepted.

Build a central shop with a stockroom of parts for student projects.

- A mini-shop has been developed within the IST capable of operating within the constraints of the building after some power modification to the room. The current shop has a mill, lathe, press, cutting, and welding capability and the shop is supporting the build of two competition vehicles as well as the Design 1&2 classes.

Build an entrepreneurship center that focuses on assisting students to commercialize their ideas and projects.

- We executed a short-term contract with the former Vice President of Economic Development and Technology Ventures at Georgia Tech to help us develop our new Institute of Technology Entrepreneurship.   We created an advisory board of successful local area entrepreneurs and are working with both parties to architect the institute's capabilities, resources and interactions with area Development Councils.
- We obtained an additional $2.5M in funding from the legislature to support the creation of our new Institute for Technology Entrpreneurship.

Develop and implement a plan to better integrate FIPR into Poly. Conduct a national search for a permanent director.

- Several trips have been made to Mosaic to discuss how Florida Poly and Mosaic can form a stronger relationship. Emerging technology themes important to the future of the phosphate industry have been discussed, and five faculty members met with Mosaic in January to discuss how FIPRI could transform to meet current needs.
- An external review board of FIPRI was assembled in a day-long review that ended with several recommendations on a path forward. A national search for a permanent director continues.

Create the Health Care Informatics Institute (HCI2), appoint a Director, create an advisory board and procure the appropriate equipment, space and data sets to begin research. Hire two faculty members and develop a minimum of three industry partnerships.

- We appointed Dr. Susan LeFrancois as Interim Director of our Health Care Informatics Institute (HCI2) while we continue our search for a national leader. Interviews are taking place to narrow down the pool of candidates for the Health Informatics Director position. We hope to fill this position by Summer 2016.

- An advisory board has been established and has met three times since its inception. This advisory board includes various healthcare stakeholders including: Cerner (EHR provider), Florida Blue (CMS), Bravado Health (Application Developer for Healthcare), Lakeland Regional Hospital (Polk County Hospital) and Florida Hospital (State Hospital). Three students have been placed in internships with Lakeland Regional Hospital.

- A dedicated health informatics lab space has been established on campus and is used for projects and industry presentations. Publicly available data sets are now accessible by our students and faculty. Bravado Health, Lakeland Regional Health and Baptist Health Care will also be providing data sets to the University for faculty and student research. Dataset negotiations continue to take place with Cerner and Florida Blue.

- Three faculty members, Drs. Mohammad Samarah, Jennifer Staab and Harish Chintakunta, have been hired as affiliates of the Institute. A health informatics research committee has been established to best determine how research funds should be used in the health informatics program.

- Infusion pumps have been ordered to research how to safeguard patient information when medical devices transmit personal health information to an EHR inside a hospital setting. Active research is taking place regarding reduction of readmission rates locally and nationally and obesity in Polk County with the aid of Industry partners.

- We started a Health Informatics seed-funding program and organized an advisory board to review all proposals for seed funding. Policies and procedures associated with this program are currently being developed.

Complete a ROI analysis of the proposed Florida Transportation Innovation Center.

- We continue to work with the Florida Turnpike Enterprise (FTE) to build a Florida Transportation Innovation Center (FTIC) that conducts research and testing of advanced tolling methods. In conjunction with FTE, we have identified an acceptable site just south east of the campus and have negotiated the purchase with the primary landowner. We held discussions with all three secondary landowners and have an agreement in principle resulting in a letter of intent.

Environmental testing is now being conducted prior to the final purchase and sales agreement being executed.

- We are in discussions with FTE on the creation of a University Institute that would house the FTIC. This Institute would operate the FTIC and begin development of an interior research and testing site for autonomous vehicles (e.g., driverless cars). Discussions on the design, funding and operation of this track continue.

GOAL 3: FORM INDUSTRY AND COMMUNITY PARTNERSHIPS FOR MUTUAL BENEFIT.

Objective 3.1: Cultivate and maintain regional business and industry partnerships for increased student opportunities.

Exceeded Expectations

Strengthen relationships with existing industry partners. Identify at least 10 strategic partners and build internships, practicums and faculty research with them.

- We developed an online faculty expert directory to connect industry with knowledgeable faculty experts and promote faculty accomplishments and research. We also launched an outreach effort to industry partners to pitch stories and articles that illustrate our shared commitment to STEM innovation.
- Our newsletter, the Poly Press, is now targeted to industry partners and distributed monthly to help boost awareness and engagement. We worked with Marketing, Career Services and Faculty to create a "Back to School" winter letter to all Industry Partners. An invitation to the Industry Partner Intern Fair on February 24 was extended to all Partners. The fair included nine industry partners and over 120 students attended.
- We identified 23 of our most important industry partners and met with them over these past two months. We had three companies (Nielsen, Saddlecreek and Niagra) provide student projects for Design 1&2. We continue to have deeper discussions about industry projects with important partners like JABIL, Saddlecreek, Mosaic and Skanska.
- We are conducting a national search for a new Director of Industry and Strategic Partnerships. We want a technical leader with both business and product development experience that can build teams. We have identified several excellent candidates and hope to have this important position filled by Summer 2016.

Objective 3.2: Create ongoing exchange programs of information with industry leaders and business partners.

Met Expectations

Deliver Industry Summit v3.0 with more focus on student projects. Report back to the Industry Partners on progress towards their 2015 recommendations.

- Summit 3.0 has been planned and will include an intern fair as well as sessions focused on industry experts in six areas of emerging technology. Because of staffing changes and previously scheduled events including a SACSCOC visit, Summit 3.0 will now be held in Fall 2016.

Create an Advisory Board Program to support the majors and concentrations throughout the year.

- Initial work on an advisory board for each college has been completed. Responses from interested board members continue to be assembled; at the moment, we have four members in Engineering from Harris Corporation, Valpak, Curtiss-Wright Corporation and Jabil, and two for Innovation and Technology from Qgiv and Publix. We continue to wait for responses from Universal Parks & Resorts, Protected Trust, Nielson Company, SaddleCreek and Accusoft.

Create an industry lecture series consisting of seminars and guest lectures.

- We began our Industry Lecture Series with speaker Jim Stikeleather, Chief Innovation Officer of DELL, and later hosted John Fico from Rockwell Automation on Six Sigma and Continuous Improvement. We also developed a "Career Talk" series that offered students the opportunity to hear and talk with professionals in various fields. Speakers included industry professionals from Curtiss-Wright and NASA.
- We held four #STEMTalks online virtual events featuring industry partners and faculty members discussing advancements in STEM innovation. Themes included "Hackers & Cyber Security in the 21st Century," "Rise of the Machines: Autonomous Vehicles" and "The Power of Data and Algorithms." The fall series featured industry representatives from Nielsen, Audi, ISC², Omniscient Analytics and Dell and had more than 1,100 views on Google+ and YouTube.

Create and deliver appropriate certification programs.

- Our Continuing Education and Professional Development effort will extend the reach of Florida Poly and encourage lifelong learning, as well as provide professional certification opportunities to working professionals advancing their careers. While we continue to discuss and develop this effort, it will have to wait

until after SACSCOC accreditation before it can be fully implemented.

GOAL 4: CREATE EFFICIENT ORGANIZATION WITH SOUND FINANCIAL GROWTH, STABILITY AND ADMINISTRATIVE PRACTICES.

Objective 4.1: Recruit, train and retain quality staff that matches constituent needs and industry demands.

Met Expectations

Continue strategic hiring of staff in 2016 consistent with our adopted staff-to-faculty ratios.

- We hired 76 employees (47 students), 18 faculty, 13 adjuncts and 16 Graduate Teaching Assistants. Included in those 76 employees were key hires like the Directors of Human Resources, Finance and Accounting, Procurement and the University Controller. Additionally, several staff members have been promoted within their department or have advanced to new positions in other departments within the University. This culture of 'hiring from within' has been positive for employee morale.
- Our growth plan calls for 58 full-time faculty members with 133 full-time staff, resulting in a 2.29 staff-to-faculty ratio. Our current status is 42 full-time faculty members with 123 full-time staff, for a 2.92 staff-to-faculty ratio. Hiring adequate numbers of full-time faculty members continues to be one area we need to focus on more intently.

Create new programs around professional development to improve retention and staff training.

- We hired a balance of early, mid and late career staffers for the purpose of building continuity into a lasting organization. Employees are provided opportunities for professional development training and advancement is encouraged. More formal development of a program to meet this goal will be tasked to the HR director when hired.
- At the urging of a Board Member, we investigated compliance-training programs and identified several that are available. A final decision on its implementation will be made later in 2016.

Continue to improve business processes to reduce labor and improve efficiency.

- The ERP project team has worked hard to configure business processes for Human Capital Management, Finance and Payroll based on best practices and reporting requirements. We remain dedicated to becoming more efficient, and we are

consciously and purposely building this into every undertaking. Manual processes are minimized and eliminated as quickly as we develop better-automated ones. Over 90% of our processes have been redesigned.

Objective 4.2: Manage campus facilities to accommodate University constituents, foster campus life and support university engagement.

Exceeded Expectations

- We conducted Crisis Communications and Emergency Operations drills and updated our Crisis Communications Plan and procedures to better serve the campus community in the event of an emergency. We changed the policy on building access to keep the southernmost doors locked and are investigating the purchase of security cameras to be installed across campus. We conducted active assailant training, installed technology to help police send notifications quickly in case of emergencies and ensured all students, employees and contractors signed up for emergency alerts.
- We completed the 2016 Continuity of Operation Plan (COOP) and had several external agencies attend our committees to promote communication and collaboration. We hosted a Continuity of Operations Workshop for executive leaders that was well attended internally and externally.
- Following the completion of Recreation Phase 1, and in support of outdoor campus safety, we competitively solicited vendor pricing for the implementation of campus wide lightning alerts. The implementation of a lightning prediction system will be installed by the summer of 2016, with horns, strobes and mass communication capabilities.
- Based on the Parking Study conducted in 2015 by outside consultants, it was determined that additional parking was needed to overcome current and future parking shortfalls. Parking Lots 6 & 8 and a temporary lot were constructed to overcome current and future parking shortfalls. Currently Lots 6 & 8 serve as daytime parking lots and will be fully functional in the spring of 2016 with the installation of lights.
- Currently all campus buildings are cooled by one cooling tower and two chillers. In the event of a cooling tower failure the campus will be without chilled water-cooling. A project was assigned to construct a 2nd cooling tower for 100% redundancy and construction is anticipated to be complete in the summer of 2016.
- We completed the clearing of areas adjacent to campus entries and recreational areas to allow for the use of outdoor space by students, faculty and staff. Six picnic benches were installed throughout the cleared areas for use.
- The City of Lakeland approved the amendment to the Campus Development Agreement extending the duration and effectiveness of the current agreement until July 3, 2017. We then completed the initial draft for the 2015-2025 Campus Master Plan, which projects the University's campus development for the next ten

years. The Draft 2015-2025 Campus Master Plan has been posted on the Facilities webpage, and we are currently engaged in the public hearings for adoption of the Plan. Following the adoption of the 2015-2025 Campus Master Plan, the University will work to negotiate a new Campus Development Agreement with the City of Lakeland.

- We completed the first draft of the Campus Design and Construction Standards and the first draft of the Campus Development Design/Construction Operational Guides, including forms to be used by hired professionals.

Continue efforts in the legislature to acquire funding for Capital Improvement Plan (CIP).

- We worked with the Board of Governors as they developed their new P-3 guidelines to obtain approval for additional housing. We held an ITN process and negotiated a contract for a second dorm, located adjacent to the first dorm, with sufficient beds to house more than 500 students. With our primary focus being on affordability, this new dorm will have more traditional double rooms.
- We met with several BOG members including Dean Colson and Wayne Huizenga to discuss support for an Applied Research Center during the 2016 legislative session. We presented the request for $35 million of PECO funding and visited key legislators. The result was we obtained $5M from the legislature for the planning phase of the Applied Research Center.
- We met with BOG senior staff member Chris Kinsley to discuss funding opportunities for a conference center on campus. We began meetings with several key stakeholders to identify alternative funding solutions and have met with our facilities team to get concept renderings. As part of this effort, we met with CFDC to discuss a feasibility study on the potential uses and impact of a conference center on campus.

Develop and analyze creative approaches to building out the campus that do not require debt financing.

- We met with Central Florida Development Council about creating an information event at Florida Poly to discuss commercial development opportunities on surrounding acreage.
- We are finalizing negotiations for an English Language School on campus with a private company that might include a new purpose built office classroom building designed either for their sole use or alternatively as a joint use facility.

Develop and implement facilities maintenance systems, policies and practices for the upkeep and preservation of buildings, grounds and infrastructure in a condition adequate to support the university's mission.

- We completed the current campus operations and maintenance scopes for the annual upkeep and preservation of campus buildings and grounds. The scopes will be continuously updated for conformance as the campus grows and new services are required. All procedures for ongoing campus facility maintenance, both outsourced and University conducted, are being developed and implemented.
- Utility consumption and operation data is continuously collected to provide a baseline for sustainability initiatives, maintenance and operational improvements as the campus grows.
- We implemented a procedure for receiving, tracking and scheduling non-emergency maintenance and operational requests made by students, faculty and staff. Each request is responded to within 24 hours by facility personnel and scheduled for completion. For fiscal year 2015-2016, and at the time of this report, 908 facility tickets have been received, scheduled and completed with this procedure.
- We upgraded our Building Automation Systems software to provide 24hr alerts generated by campus equipment failures. University Operations and Maintenance staff now receive daily alerts generated by equipment failure. These alerts reduce the corrective response time by Operations and Maintenance Staff.

Objective 4.3: Gain regional accreditation for validating educational quality, institutional excellence and stakeholder accountability.

Met Expectations

Revise and update candidacy application and prepare for an onsite visit in the fall.

- We submitted our initial application well ahead of time in December 2014 and received comments from Dr. Ann Chard, VP at SACSCOC, early Summer 2015. We met with Dr. Chard early Fall 2015 and submitted an updated version with the first year assessments as required. We worked with the State Auditor General's office to receive our FY14-15 financial audit and management letter that completed our application in late Fall 2015. The President of SACSCOC deemed our application sufficiently strong to skip the first C&R committee and go straight to an on-site candidacy visit.
- In mid-October we were assigned Dr. Mary Kirk, VP at SACSCOC, who will be our SACSCOC representative from now until accreditation. We met with Dr. Kirk at the December SACSCOC conference and invited her to a pre-candidacy visit in February. We also planned for a March 7-10 SACSCOC candidacy visit and the Commission's June 2016 C&R review of the candidacy application and site team's report.
- We prepared for our candidacy site visit by having a mock visit from Silver and Associates. In addition to preparing for this visit, our faculty and staff continue to work on completing our Compliance Certification, which we will submit to

SACSCOC after successfully attaining candidacy and graduating students from one of our graduate level degree programs.

Complete compliance certification document by May 2015 and submit after candidacy.

- Our First draft of the compliance certification was submitted to our consultant October 21, 2015. Our second, and complete draft, of the compliance certification was submitted February 26, 2016.

Begin the ABET accreditation process.

- We held initial discussions with the Engineering, Applied Science and Computing ABET accreditation commissions. As we continue to improve our curriculum based on assessments and on-going continuous improvement efforts we are concurrently working on addressing anticipated ABET requirements.

Objective 4.4: Develop and implement external funding programs and relations to support University growth and financial viability

Exceeded Expectations

Hire a new Vice President for Advancement and continue to grow the office to increase its reach.

- We hired William Funk Associates to conduct a national search for a new VP of Advancement. We hired an Interim Executive Director of the Foundation to fill that role while we conducted this search. We are also now looking to add a new Associate VP of Development to further strengthen this important office.

Identify the projected needs for the Foundation over the next three academic years. Develop and implement a strategic multi-year fundraising plan.

- A detailed five-year plan of the University's needs has been developed and includes scholarship funding, as well as advocacy and salaries. A multi-year fundraising strategy is nearing completion and includes, among other things, more focus on advertising. We published and distributed the first Foundation annual report, a 24-page high-quality magazine featuring four student profiles, two donor profiles, Foundation financials and messages from the University President and Foundation Board Chair. We also launched the Foundation's first advertising campaign around #GivingTuesday, including social media ads, ads in Florida's four business journal giving guides and email blasts to parents, prospective donors and industry partners.
- We successfully held the Presidential Installation ceremony in October 2015. Attendance from a statewide audience was a key element in the success of this

event and the event resulted in 25 positive media hits around the state. We secured a multi-year $3M pledge from an anonymous donor as part of this event. The first installment of $1M was used as a match, and we met this match through contributions and pledges at our second annual PIVOT event where approximately 400 guests attended and over $2.3M was raised for student scholarships.

- We held our first Women in STEM committee to engage industry leaders in spring 2016. The event had 17 sponsors, eight of which are brand new to the University. The event sold out with 216 RSVPs and a gross income of $67,175.
- We planned a Founder's Day celebration April 20, 2016 and have raised funds for an associated scholarship.

Complete implementation of the Moves Management software to better track and manage fundraising opportunities.

- We completed the Foundation's audit and presented the audit to the Finance Committee and Board of Directors for full approval.
- We identified, procured and are in the final stages of implementing a moves management system, NetSuite, which manages the contacts, relationships and financials of the Foundation. The advancement and finance offices have completed the training classes and are working through data uploads and content audits.

Continue the growth of the Foundation Board by expanding the donor/prospect base beyond Polk County.

- We developed a list of characteristics and created a rubric to prioritize board nominees. Of the five new board members welcomed to the Foundation board this year, one represents an area beyond Polk County.

Develop and implement an Alumni Association and a Parent Association.

- We researched the alumni association structures at other SUS's and sought the advice of the General Counsel's office regarding the association organization and business transactions. Plans are being developed and implemented to target the University's Young Alumni and create a culture of philanthropy amongst the student body even prior to graduation.
- Development of a Parent Association is in progress. The expected launch date of The Florida Poly Parent Association is May 1, 2016. The Parent Association will foster the relationship between the university and the parents of our students, while supporting student success.

- An investment committee has been established as a sub-committee of the Foundation's finance committee. The Foundation's Business Manager oversees the committee and is working with them to review other SUS investment policies.

General Advancement:

- Staff participated in the Lakeland Chamber Board of Directors Retreat, the Winter Haven Economic Development Council meetings, Polk Vision meetings, CFDC investor meetings, NSTA Regional Conference and Leadership Polk Class IX. We created an External Affairs Advisory group made up of business leaders from Polk County and have had several quarterly meetings. We also attended the Polk County Delegation meeting where Dr. Avent presented our legislative agenda for 2016.
- We developed and distributed an external affairs newsletter to provide updates to all constituents including the Board of Governors, state and federal legislators and Capitol staff.
- We celebrated the third annual Florida Poly Day at the state capitol, taking display booths, printed collateral, giveaways and more than 30 student ambassadors and staff members to Tallahassee to represent Florida Poly.
- We completed a statewide media tour with stops in Jacksonville, Daytona, Orlando and Tallahassee to share information about Florida Poly's students, scholarships, degree programs and campus development needs.
- We participated in higher education roundtables with the Tampa Bay and Orlando Business Journals, which reach key government and business leaders in those metropolitan areas.
- We participated in the Tampa Bay Business Journal's first "Disruption Day" in a panel about innovation in education. The event featured more than 30 speakers, was broadcast on the Internet, attended by Tampa Bay business and government leaders and covered in the TBBJ and other statewide business journals.

Objective 4.5: Promote effective standards for financial integrity, efficiency, responsibility and accountability.

Exceeded Expectations

- We developed a campus-filming contract to better monetize commercial filming requests and to ensure proper adherence to University policies. Between April 2015 and now, Florida Poly has been the location for commercial shoots for four major companies. These projects have resulted in $8,000 in revenue and $8,000 of in-kind services or advertising for a total of $16,000. Further development of a commercial filming business process is planned for 2016-17.

- We developed an official use policy of the university name, logo and mascot to improve brand consistency and to manage future licensing requests. We launched a new University seal to represent the Office of the President and the Board of Trustees on official University documents, diplomas, degrees, etc. We selected Ologie, a highly experienced brand development firm specializing in higher education, to assist with logo redevelopment to better distinguish the University and to create a unique brand identity.

Complete implementation of Workday in 2016 and move off the Shared Services agreement with University of Florida.

- We added 10 key staff to the Finance & Planning department as part of the necessary strategy to replace the UF shared services agreement with the Workday ERP system. UF has reduced our fee by 25% to assist us in making these hires and we continue to negotiate further reductions as we take on more functions.
- We developed an internal communications strategy, including monthly newsletters, e-message boards and a dedicated intranet page, to inform staff and faculty about Workday and its features and to build internal understanding and buy-in prior to launch. We completed the transfer of accounts payable, p-card and travel processing from UF to Florida Poly. The anticipated go-live date for Workday is October 1, 2016, with January 1, 2017 as the contingency go-live date.

Conduct the necessary hires and implement programs for a fully functional Finance and Planning Office.

- As part of the transition from UF shared services, we developed a comprehensive hiring plan for accounting, finance, HR, procurement, bursar and budget. By March 2016, we had made the hires and provided the training necessary to integrate the staff into our systems.
- During the year we began the implementation of an ERP system in support of the objective. The completion of the implementation is on track to coincide with the UF transition plan.
- We completed our first three-year operational audit with eight findings. We conducted an exit conference with the staff of the Auditor General to verbally receive their comments and findings. We discussed the corrective action that has already been completed regarding improved internal controls over operations and better compliance with laws, regulations and rules.
- Our financial audit was also completed and they found that our basic financial statements were presented fairly, in all material respects, in accordance with prescribed financial reporting standards. There were no deficiencies in internal control and no material weaknesses.