From the President and Chief Executive Officer

We are well on our way to becoming one of the top 10 private technological universities in the world. As you can see in this year's progress report to our strategic plan, great strides are being made as we carefully measure our efforts and note our milestones.

While we are marking our fifth straight year as a U.S. News & World Report Tier One Best National University, we are gaining other attention as well. Florida Tech has risen to the top 200 in the Times Higher Education of London's World University Rankings 2013–2014. This prestigious accolade is mostly attributable to the noted body of research conducted by our faculty, continuing to gain international respect and attention.

As we enter our 56th year of university life, a new and exciting chapter is opening. All things are possible as we work to achieve our shared vision. Your support is greatly appreciated.

Sincerely yours,

A.J. Catanese, Ph.D., FAICP
President and Chief Executive Officer

From the Executive Vice President and Chief Operating Officer

In this second installment of our 2013–2023 annual progress reports, we examine the incremental adjustments being made to position the university for greater achievement. To continue fostering student success as our hallmark, this careful and deliberate work must continue at every level of the enterprise.

Take special note of the faculty profiles included in this year's progress report. The core of the quality educational experience we impart remains firmly rooted in the talents and abilities of a most outstanding faculty. From the classroom to the laboratory to the field, they continue to foster unparalleled learning experiences that result in outstanding career placement for our students. With a median mid-career salary of $89,800, the earning potential of Florida Tech grads remains in first place among Florida universities and is indeed one of the best returns on investment in the nation.

We are working day by day, with each student individually, to continue that record of exceptional achievement. We look forward to the future.

Respectfully,

T. Dwayne McCay, Ph.D.
Executive Vice President and Chief Operating Officer
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STRATEGIC INITIATIVE 1: MISSION STATEMENT

Re-evaluate the Mission Statement of the University

Objective
Annually review the university mission to ascertain its relevance in today’s environment

- Review of the university mission statement will begin in January of each year in anticipation of an approval vote by the Board of Trustees in the annual October meeting.

Status
APAC and AASAC meeting minutes will record review of the mission statement through the 1st Tier. Faculty Senate and Council of Deans meeting minutes will record review of the mission statement through the 2nd Tier.

Decision reached to approve mission statement at Spring Board of Trustees Meeting.

- Board of Trustees approval: On October 17, 2013, the edited mission statement (below) was presented to the Long Range Planning Committee of the Board of Trustees, who approved unanimously to take it to the full Board of Trustees for approval. The full Board of Trustees approved it on October 18, 2013.

University Mission Statement Rubric

<table>
<thead>
<tr>
<th>Exemplary</th>
<th>Acceptable</th>
<th>Developing</th>
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<tbody>
<tr>
<td>University Mission Statement</td>
<td>A concise statement outlining the purpose of the university, who it serves, in what ways, and with what result.</td>
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<tr>
<td>• Clear and concise.</td>
<td>• Statement of the university's purpose.</td>
<td>• General statement of the intent of the university.</td>
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<tr>
<td>• Statement of the university’s purpose.</td>
<td>• Identifies stakeholders.</td>
<td>• Doesn't identify stakeholders.</td>
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<tr>
<td>• Indicates primary functions or activities of the university.</td>
<td>• Specific to the university (identifies what it does that separates it from others).</td>
<td>• Some distinction from other universities.</td>
</tr>
<tr>
<td>• Identifies stakeholders.</td>
<td>• Aligned with respective professional organization and program-specific bodies, if applicable.</td>
<td>• Too general to distinguish the university or too specific to encompass the entire mission.</td>
</tr>
<tr>
<td>• Specific to the university (identifies what it does that separates it from others).</td>
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Approved Florida Tech Mission Statement (2013)
With our focus on student success, Florida Institute of Technology’s mission is to provide high-quality education to a culturally diverse student body in order to prepare students for entering the global workforce, seeking higher-education opportunities, and serving within their communities. The university also seeks to expand knowledge through basic and applied research and to serve the diverse economic, cultural, and societal needs of our local, state, national and international constituencies.

In support of this mission, we are committed to:

- Fostering and sustaining a productive institutional culture of assessment leading to the continuous improvement of academic and administrative programs in order to promote student development;
- Developing an organizational culture that values and encourages intellectual curiosity, a sense of belonging and shared purpose among faculty, students and staff, and the pursuit of excellence in all endeavors;
- Recruiting and developing faculty who are internationally recognized as educators, scholars and researchers;
- Achieving recognition as an effective, innovative, technology-focused educational and research institution;
- Recruiting and retaining an excellent, highly select and culturally diverse student body;
- Continually improving the quality of campus life for all members of the university community;
- Providing personal and career growth opportunities for both traditional and nontraditional students and members of the faculty and staff;
- Securing and maintaining professional accreditation for all appropriate programs.
Wanfa Zhang is an internationally known expert on international politics. An associate professor of political science in the School of Arts and Communication, his research focuses on great power politics and quantitative study of international conflict. A popular guest speaker on international and Chinese politics in the United States and China, Zhang has also chaired best-paper award committees and is a sought-after reviewer for esteemed academic journals. Before coming to Florida Tech, he taught at the prestigious China Foreign Affairs University in Beijing.
Mark Bush is a professor and chair of the conservation and ecology program in the College of Science and has 17 years of continuous National Science Foundation funding to investigate the impacts of changing climates and human activity on tropical American ecosystems. He has overseen more than 30 expeditions to the Amazon Basin, High Andes and the Galapagos Islands. Closer to home, he is active in wildlife conservation and wetland ecology research. He has published over 100 scholarly articles and written two books.
STRATEGIC INITIATIVE 2: UNDERGRADUATE EDUCATION

To provide an undergraduate experience based upon the premise of High Tech with a Human Touch

A Global Presence for the University
To continue the ongoing process of internationalizing the campus

- The Internationalization of the Campus Committee (ICC) planning committee has provided consultation and assistance to the upcoming QEP which will focus on the internationalization of the campus.
- New Cultural Awareness course was developed and approved. Course will be offered during the AY 2014-2015.
- Efforts to develop and revise the library instructional materials based on the needs and expectations of students with special consideration of the needs of international students were initiated.
  - The Librarian-in-Residence project was implemented to review and suggest changes in the library research guides and instruction sessions.
  - Ongoing consultations with the Director of International Student and Scholar Services have begun to better understand the needs of international students.
  - New resources that are interdisciplinary and global in nature were acquired in the Library. Mango Languages 60-language course for foreign and English speakers, SPIE Digital Library—world's largest collection of optics and photonics research, SAE Digital Library, Trialed Marketline—industry profiles from 200+ countries.
- Touching on the rich scope of Florida Tech's international engagement—from the campus-based international festival to profiles of international alumni—Florida Tech NOW and Florida Tech Today have reflected the importance and variety of our internationalization efforts.
- Florida Tech Today contained: Fall 2013—Field Biology Program in Amazon; Winter 2014—UAE visit, athletics student in Miss World, 55 Things about FIT feature; Spring 2014—Athletics twin brothers from Sweden
- ICC provided faculty workshop/seminar “Intercultural Awareness” to the faculty as professional development.
- International Student and Scholar Services (ISSS) has expanded international students' participation in the International Friendship Program.
- Identified international students in housing database and assigned them with domestic students.
- Introduced RoomSync software to pair both international and domestic incoming freshmen interests and fields of study.
- Promote expansion of a global presence for the university.
  - The College of Science has established new international research activities involving faculty and students. Collaborations/exchanges include Honduras (PSS); Czech Republic (CHM); UNESCO (DEIS); Philippines, Brazil, Peru and Pacific Islands (BIO).
  - The College of Science has also supported faculty sabbatical proposals for international collaborations (Fulbright (FB)), fellowships and visiting appointments through a minimum of one international visiting professorship. BIO Philippines, EIS Greece, MTH Turkey and PSS England.

College of Aeronautics
To expand degree programs in the College of Aeronautics.

- A new four-year online B.A. degree in Aviation Management has been approved for Fall 2014.
- A new four-year Human Factors flight/non-flight on-campus degree is under construction.
- New minors have been approved.
  - Unmanned Aerial Systems—Fall 2014
  - Aviation Environmental Science—Fall 2012
  - Aviation Human Factors—Spring 2014
  - Aviation Safety Science—Fall 2014

Nathan Bisk College of Business
To attain the International Assembly for Collegiate Business Education (IACBE) accreditation for business degree programs (campus, online and extended studies)

- IACBE accreditation awarded April 2014

To redevelop the campus business curriculum to infuse with core values of innovation, diversity, ethics and leadership.

- BSBA options are available to students
- BSBA in Entrepreneurship and minor to be launched Fall 2014
- Student Business Incubator available to students of all majors, via minor, starting Fall 2014
- Creativity, Innovation and Entrepreneurship course series to be offered Fall 2014
To offer B.S. in Logistics Management on Extended Studies military sites as well as create articulation agreements with two four-year institutions.

- Military Sites: Ft. Eustis, Eglin AFB
- Colleges: Valencia College, St. Petersburg College

**College of Engineering**

To receive ABET accreditation for the B.S. program in biomedical engineering (BME).

- Having a permanent and well qualified department head is one of the key milestones necessary for a new program to succeed academically. The BME Department head was hired and joined the university in May 2014.

To enhance the experiential learning of students through opportunities for co-ops, internships and global exchanges.

- Co-op enrollment data (Ugrad/ProTrack)
  - 2012 Spring: 16/10
  - 2012 Summer: 22/9
  - 2012 Fall: 8/2
  - 2013 Spring: 9/2
  - 2013 Summer: 9/7
  - 2013 Fall: 7/1

- ProTrack Program Enrollment data:
  - 2010: 16
  - 2011: 13
  - 2012: 15
  - 2013: 39

**College of Psychology and Liberal Arts**

To develop a FastTrack program which links with the ABA master's degree

- This proposal has been developed and approved.

Increase the number of students participating in music classes and ensembles

- 176 registrants took music classes during the AY. This is a 28% increase from the previous year.

To increase language instruction and advanced level instruction in current languages offered

- 408 registrants took language classes during the AY. This was a 16% increase from the previous AY.
- Russian language course has been included. During the AY, 40 students took the Russian culture and language course.

**College of Science**

Improve teaching laboratories:

- Continue full implementation of computational math and statistics labs; UTeach lab
  - Both labs fully staffed and highly active.
- Establishing a new advanced physics laboratory
  - Funds secured, equipment ordered; setup SU14

Maintain and/or improve College of Science UG teaching and research quality and UG participation in research

- Increased showcase participation relative to AY12-13
- Two departmental showcases in BIO
- Strongly encourage new faculty to engage UG researchers
  - Multiple students applied for and received grants up to $2,500
  - Multiple student presentations at regional and national conferences
  - Showcase booklet produced and distributed; research report under way
  - New faculty hires in BIO, CHM, EIS, MTH, PSS
Evaluate existing programs, reduce under-enrolled majors, and add new curricula to enhance College of Science UG education

- Building up marine biology and premed
  - New faculty hires in marine biology and in premed/cell-molecular bio

- Establishing planetary science including securing approvals from Dean, UGCC, SACS and COO
  - Planetary science program established with two new faculty

- Completion of UTeach requirements
  - UTeach (STEM Education fully implemented; enrollment greater than expected)

- Finalize redesign of all introductory math courses for teaching in computer labs
  - Extensive use of MAC lab in all introductory courses
  - New pre-calculus A and B offered first time in FA14 to replace deficiency courses
  - MTH 2401 significantly modified
  - One new course in development for FA14

To create a “Student Design Center” available to all engineering and science disciplines to support capstone student projects

- Complete. Additional planning will commence when project receives more funding.
Victoria Dunbar is an assistant professor with a love of flight training and general aviation management. As division director, she is responsible for all undergraduate academics for College of Aeronautics students. In this position, Dunbar combines her enthusiasm for flight training and aviation management with her desire to see students achieve their academic goals. Outside the classroom, Dunbar is a three-time participant in the all-female Air Race Classic air race, winning the collegiate division and second place overall in 2009.
STRATEGIC INITIATIVE 3: UNDERGRADUATE ENROLLMENT

To carry through the enrollment management strategy to recruit for specific Florida Tech colleges and under-enrolled academic disciplines

**College of Aeronautics**

To implement the Type Rating flight program which provides graduates with an Airbus A320 or Boeing 737 type rating and paid flight instruction hours

- Type Rating flight program no longer applies to CoA due to the split in leadership and responsibilities between CoA and FITA.

To attain on-campus CoA UG enrollment of 353 (53PT)

- New online program and minors have been created to balance retention and increase the new student enrollments
- New B.A. in Human Factors, UAS, and Aviation Safety were approved for Fall 2014.
- Aeronautical science non-flight major is being restructured to allow students to sign up for at least one or two minors. (in progress)

**Nathan Bisk College of Business**

CoB campus goal of 309 (20 PT)

- Website revised with focus on SEO and timely content; BSBA options are available to students; new BSBA option in Entrepreneurship to be offered Fall 2014; and new minor in Entrepreneurship made available to students of all majors.
- Spr14 headcount = 356

CoB online goal of 1,773 (470 PT)

- Proposed new MSIT specializations currently under review by Bisk Education.
- Spr14 headcount = 1,024

**College of Engineering**

To assess demand for and develop new programs in areas of emerging societal impact including assured information, water & energy, architectural engineering, industrial & management engineering and materials engineering.

- A.S. online degree program and a B.S. online program has been added in Computer Information Systems (CIS). Other possible new programs are being investigated in biomedical engineering and materials engineering.

To increase ProTrack enrollment and optimize ProTrack schedules for reduced cost.

- ProTrack enrollment increased from 2012 to 2013. ProTrack schedules were improved.

- ProTrack Program Enrollment data:
  - 2010: 16
  - 2011: 13
  - 2012: 15
  - 2013: 39

**College of Psychology and Liberal Arts**

To attain on-campus undergraduate (UG) enrollment—CoPLA on-campus goal: 237 (4 PT) by 2018. 2012-2013: PSY -165 Hum/Com- 62

- For Fall 2013
  - Psych UG = 178
  - SAC UG = 69
  - Total = 249

Further develop pre-law program to build attractiveness and enrollment. Increase by 10%

- The law classes have large enrollments: 20–25. Additionally more students are applying for the program.

Build enrollment in the psychology and forensic psychology programs by further development of the Child Advocacy concentration.

- During the academic year, 19 students started the Child Advocacy certificate program and 6 graduated (takes two years to complete). Currently 24 are enrolled.

To attain online undergraduate enrollment —CoPLA online goal: 1,147 (263 PT). 2012-13: Online—658

- Develop online offerings in homeland security
  - The homeland security option within the criminal justice major was created and currently has 41 students enrolled in it.
College of Science
To grow the most popular programs and create new options/majors
• Launched new major programs in Planetary Science and Sustainability Studies
• Launched STEM Education major partnered with primary STEM majors (students receive two degrees, teacher certification and double job opportunities in four years)
• Hired two new full-time faculty members (FA) to support the new Planetary Science major
• Hired three new full-time faculty members (1 FA13, 2 for FA14) in Science Education, Mathematics Education and Computer Education
• Hired full-time faculty for FA14 in marine mammology and molecular biology to support popular Marine Biology and Molecular/Premedical Biology programs
• Launched new math placement system in FA13 to support all incoming students
• Developed new mathematics introductory series for launch in FA14 to ensure student success and retention

To increase student retention
• Invest resources in academic programs (laboratory refurbishments, MAC Center inauguration and operation)
  — Replaced microscopes in BIO; new equipment for PSS labs; student evals of MAC lab and its staff completed
• Maintain low student:faculty ratio by hiring needed faculty enforcing class size limits
  — For FA13, hired 1 BIO, 2 PSS, 1 CHM, 2 MTH, 1 EIS;
  — For FA14, hired 2 BIO, 2 EIS, 2 MTH plus projected 1 PSS and 2 CHM
• Maintaining and expanding academic offerings including field courses
  — Planetary sciences program approved and begun; SPS 4045 (Planetary Formation) approved. UTeach STEM education program approved and begun along with partner programs in each CoS department

Increase undergraduate enrollment in Chemistry/Biochemistry by 5%
• Reference point: 2008/2009 enrollment (start of 5-year plan)

Increase UG enrollment in DEIS courses by 10%
• New intro courses established with high enrollment; new website launched; other marketing materials prepared; Sustainability website launched

To increase undergraduate education enrollment in Mathematical Sciences by 5%
• High school math presentations, summer camp held involving faculty, instructors and student SIAM chapter held during the summer 2014

Increase PSS enrollment by at least 5%
• Faculty and students participate in Exploration, Discovery, LASER Days and PSS phone-a-thon events; continuing work with Marketing to improve Internet visibility; new planetary sciences major launched.

Marketing and Communications
To attain on-campus undergraduate (UG) enrollment growth of 19.2% to 3,200 (includes 200 part-time) students
• Create and promote compelling blog video content that can be used as a recruitment tool to engage prospective students with our university
  — Student testimonial video blog launched. Received 172 initial views.
• Continue to improve SEO for all program pages and college page sites, ranking on the first page of results of search engines
  — 25 program page keywords now rank on the first page of Google results.
• Enhance content on 335 program pages
  — Content on 335 program pages has been enhanced.
• Initiate phase 2 enhancements of SEO and content generation throughout the entire CoPLA and CoB areas to improve their rankings, navigation and Website visitors
  — Increased undergrad psychology page ranking by 30%, I/O program organic search by 30%. Increased CoB organic search by 130%.
  — CoB site has been completed with SEO guidelines. CoPLA is in process and is 90% completed.
• Initiate phase 2 of influencer campaign: fresh content to teachers and guidance counselors, including creation of “Scholar Society” affinity group, referral card cultivation and other fresh deliverables
  — List up to 6,485 names (4,900 domestic teachers and counselors, 1,585 international contacts). Email list, nomination form, landing page, emails and auto-responders have been designed and developed as of January 2014.
• You Book Enhancement: Create and deploy on demand “Face Booklets” that deliver targeted content to prospective students and improve yield
  — An e-newsletter has been distributed monthly since January 2014.

For 2018: To attain online undergraduate enrollment of 3,480 (incl. 870 PT); 35% increase above FA 2011
• Improve social media engagement
  — Facebook “likes” increased by 30%. Twitter followers by 73%.

To support Enrollment Management (EM) in the following promising initiatives: To target specific geographic areas within the U.S., to recruit aggressively in Latin America, the Middle East and Asia, to focus new recruiting efforts on under-represented and minority students, to develop new articulation agreements with STEM high schools and regional colleges without graduate schools, to increase SAT scores of admitted freshmen to 1100-1300, to broaden and deepen the awareness and reputation of Florida Tech (brand campaign) in the nation and around the world
  • Review/update foreign language enrollment collateral
    — Completed by Summer 2014
  • Deploy geo-targeted STEM-related recruitment poster campaign for high value high schools
    — Completed by September 2013
  • Deploy refreshed Chinese language website to assist in international recruitment
    — Completed in July 2013. The fit.edu homepage also recognizes the user’s browser language. If it is set to Chinese, the site will give the user an opportunity to proceed to the china.fit.edu site or to stay on the main Florida Tech site.
  • Distribute monthly press releases to a national audience (via PR Newswire) to advance STEM-strength messaging and university positioning
    — Completed by May 2014 with an average of 300 national news hits per month

To increase first-to-second year student annual retention to a rate of 80% or higher

To broaden marketing research to include student surveys at all levels from prospective students through alumni
• Deploy enhanced promotional materials for Summer 2014 classes, through print, email and social media
  — Print materials and electronic promotion completed by December 2013, with supplemental promotion January 2014
• Analyze new market research/survey data for prospects, current students
  — Completed by December 2013

**Online Learning (Bisk Education)**
To launch new online programs in the areas of homeland security, logistics management and new technology areas
• Conduct and review market research for B.S. in Logistics Management program with ESD and Bisk Education for viability as a new program
  — SACS prospectus to offer B.S. Logistics online being completed by Richardson
• Launch first courses in homeland security topic area as concentration in criminal justice program
  — Studio recording of the courses and UGCC approval completed
• Conduct and review market research for additional concentrations within the M.S. Information Technology program with CoB and Bisk Education for viability as a new program
  — Review completed. Final decision on two new concentrations to be finalized
• Submit proposals to Office of EVP for approval or new programs
  — Completed for B.A. in Aviation Management

**Center for First Year Experience**
To increase first-to-second year student annual retention to a rate of 80% or higher
• Meet with first-time-in college (FTIC) freshmen during their first and second semesters including but not limited to, mandatory appointments to discuss selection of courses for their second term
  — During each fall semester, gather data on first-to-second year annual retention to compare to the goal
• Be an active participant in freshmen orientation programs during the summer, fall, and spring to assist new students and interact with parents. Also, data will be gathered from one-on-one student interviews to determine reasons why students did not return to Florida Tech.
  — Participated in orientation
• Teach the University Experience course required by all entering freshmen allowing for ongoing contact with entering freshmen
Richard Griffith, professor and executive director of the Institute for Cross Cultural Management, conducts funded research for the Department of Defense to improve the cross-cultural competency of military personnel. He also leads efforts to provide assessment, training and executive solutions to global organizations. The author of more than 100 publications, presentations and book chapters, Griffith’s work has been featured in *Time* magazine and *The Wall Street Journal*. 
STRATEGIC INITIATIVE 4: GRADUATE EDUCATION AND ENROLLMENT

To provide quality, dynamic, graduate and professional programs through development of supportive intellectual learning environments so students can explore, discover and create.

**College of Aeronautics**

To increase on-campus enrollment in the three existing programs from a 2011 baseline of 35 students to 50 students

- Explore and report on recruiting and advertising initiatives and alternatives with Office of Marketing and Communications
  - Spring 2014 graduate enrollment on campus is 44 (including Ph.D.), online is 54 (as of 2/14/14)
  - ENAC airport management and development master's students excelling in this program, internships this summer.
  - Met with Marketing and developed graduate fact sheets for all programs.
  - Fast Track Program continues to recruit outstanding, fully qualified CoA students
  - Online presence and social media blog very successful

To establish a Ph.D. program in Aeronautics

- Completed first year of Ph.D. program.
  - Fall 2013: 2 full-time/4 part-time
  - Spring 2014: 4 full-time/6 part-time

- 20 new applicants since May 2013
  - 17 accepted/3 rejected
  - 2 FT and 2 PT started Spring 2014
  - 13 expected to start Fall 2014

To establish flight and type rating options for the popular M.S. in Applied Aviation Safety and M.S. in Human Factors degrees to attract international students

- EASA selection and recent changes in FAA regulations required adjustments to our strategic plan.
  - FIT Aviation was awarded EASA certification to award European pilot licenses.
  - First Officer qualification exemption awarded to CoA
  - Attended NTAS 2014 to review new developments
  - New programs to comply with FAA Advisory Circulars on Restricted Privileges ATP (R-ATP) and Airline Transport Pilot Certification Training Program (ATP-CTP) under development

To increase online enrollment from a 2011 baseline of 12 students to 50 students

- Spring 14 enrollment greatly exceeding expectations.
  - 54 students on board
  - New master’s in aviation management approved with a Fall 2014 start date
  - Significant increase in online enrollment projected.
  - New online adjunct faculty will be needed to handle enrollment projections.

**Nathan Bisk College of Business**

To attain the International Assembly for Collegiate Business Education (IACBE) accreditation for business degree programs (campus, online and extended studies).

- Site visit held on Dec 3-4, 2013; and IACBE accreditation awarded in April 2014.

To maintain SACS and IACBE accreditation standards.

- Adhering to APAC Assessment Cycle with committee work ongoing.
- Achieved IACBE Accreditation; and maintaining SACS Accreditation.
To increase graduate enrollment to 150 students on campus.
  • M.S. in Innovation and Entrepreneurship (MSIE) cohort started in Fall 2013
  • Marketing materials have been developed and website updated
  • Two university graduate student assistants (GSAs) awarded (Fall 2014) and
  • College-funded GSAs awarded (Summer 2014)
  • Spring 14 headcount = 54

To offer Fast Track graduate degree programs to undergraduate students across campus. Formalize M.S. in Innovation and Entrepreneurship curriculum and submit to Graduate Council for approval.
  • Promotional efforts have included student outreach, student enrichment activities (e.g., Shark Tank); advertising in university newspapers, Instant Decision Days and online dissemination targeting student recruitment.
  • Eleven FastTrack students; and two received GSAs from the Nathan Bisk College of Business.
  • To increase enrollments to 1,500 students in Extended Studies sites.

To enhance graduate programs.
  • Extended Studies Division (ESD) initiatives:
    — M.S. in Technology Management
    — Doctorate in Business Administration (DBA)
    — Revive M.S. in Health Management
    — Add Extended Studies site

To explore interdisciplinary graduate programs in partnership with other colleges.
  • M.S. in Innovation and Entrepreneurship
  • M.S. in Flight Test Engineering

To increase enrollments to 1,500 students in Extended Studies sites.
  • Measure enrollment increase. External factor of sequestration impacted enrollments for 2013–14.
  • Spring 14 Headcount = 1,060

To offer the professional degree, DBA, at Redstone Arsenal.
  • DBA offered in Huntsville Fall 2014.

To increase graduate enrollment to 1,650 students in Florida Tech University Online Programs.
  • New M.S. in Information Technology (MSIT) specializations provided to Bisk for market research.
  • Spring 14 Headcount = 1,165

**College of Engineering**

To increase graduate enrollment to 1,000 students (200 Ph.D.) in the Melbourne programs.
  • Ph.D. enrollment has been consistently increasing. Total Ph.D. Enrollment:
    — 2010: 98
    — 2011: 111
    — 2012: 136
    — 2013: 161

To increase enrollment in the CoE Department of Extended Studies programs from 84 students at fall 2011 to 110 students.
  • Total Enrollment:
    — 2010: 33
    — 2011 (Computer Information Systems (CIS) added): 94
    — 2012: 95
Beshoy Morkos’ award-winning research develops nontraditional computational representation and reasoning support to manage complex system design. An assistant professor in mechanical and aerospace engineering, his work is used in multiple industry practices and has been published in journals and conference proceedings around the world, and he has worked on sponsored projects funded by partners such as NASA JPL, Michelin and BMW.

- The number of doctoral degrees awarded:
  - Fall 2012: 2
  - Spring 2013: 5
  - Fall 2013: 6

**College of Psychology and Liberal Arts**

To increase enrollment from 250 to 320 students by 2018

- Fall 2013:
  - Grad Psych = 201
  - Grad Com = 17
  - Total = 218

- Delay in starting hybrid and shortage in Orlando ABA program. As a result, we revised the cost structure and programming at the Orlando ABA program for FY15.

Develop a hybrid ABA master’s program to launch in Fall 2013. Enroll 30 students by Fall 2013.

- Three hybrid sites have been established; two in California and one in South Carolina. Directors for all three sites have been hired along with staff asst. Program started in May in Los Angeles and will begin in other two sites in Fall 2014. Two additional sites are slated to start in Spring 2015. Each site should have 15 students as a minimum.

For the Clinical Psychology program, develop new strategic initiatives in integrated healthcare and international clinical psychology

- Local practicum sites in integrated healthcare have increased and are close to exceeding our program’s capacity to provide students. Clinical students have been very successful in getting APA accredited internships in integrated care.

To increase diversity and funding of practicum training for graduate students so 50% of all practicum/internships are paid positions by 2018

- This goal has been reached. The percentages of paid practicum sites by program for 2013–14 are:
  - ABA = 86%
  - Clinical = 64%
  - I-O = 71%
  - Set goal for next year to be at least 75% for all programs.

To create international collaboration/exchange programs for all graduate students, but most specifically in the Global Strategic Communication program and Industrial-Organizational (I-O) Psychology cross-cultural program

- Advance the international concentration in Industrial-Organizational Psychology by implementing an exchange or academic training program with an international partner.
  - MOU with East China Normal University (ECNU) is completed; and the MOU with Renmin University is in the process of being completed. Final plans for a project with ECNU will be determined in Summer 2014.

- Hold conference at FIT focused on international HR issues.
  - Very successful Cross-Cultural Management Institute conference was held in Melbourne in Spring 2014. The conference brought together educators and practitioners in I-O Psychology and business and government. Plan is to have the conference on a biannual basis.

Increase student and faculty diversity to include U.S. minorities and international students

- For AY 2013–14, the percentages of U.S. ethnic/minority and international students for each program are:
  - ABA—21%, 4%
  - Clinical—18%, 5%
  - I-O—10%, 24%
  - Communication—0%, 44%

School of Psychology and School of Behavior Analysis Diversity Committee devised a comprehensive plan for diversity recruitment and retention that we will begin implementing in AY14–15.
College of Science
To develop productive national scientific consortia in Marine Science and Space Science

• Explore development of an undersea laboratory consortium
  — ONGOING efforts made with regional universities to establish undersea lab

• Expansion of SARA to include Canary Island telescope

To finalize and implement a graduate research assistant (GRA) tuition remission plan

• DGRATS program successfully implemented

Growth of 5% in graduate enrollment in Biological Sciences

• Increase course offerings in Conservation Technology; recruitment for all programs

• Retain and successfully graduate the large number of graduate students in education and interdisciplinary studies (because of last year’s significant increase)
  — Streamlined comprehensive exam, generated and implemented. Handbook in development.
  — Graduated 43 M.S. students in AY 13/14. 20 new M.S. and 23 Ph.D. students accepted

• To provide excellence in graduate education in Applied and Computational Math and Operations Research
  — Modified MTH 2401 Probability and Statistics significantly to update and modernize; offered first time in SP14
  — No new courses but MTH 2401 significantly modified; one in development for FA14; new pre-calculus A and B offered first time in FA14 to replace deficiency courses

• To improve the assessment of graduate students’ academic progress in Mathematical Sciences
  — New preliminary exam for Ph.D. students and for M.S. students who wish to enter Ph.D. program; changed Ph.D. qualifying exam to set of written exams followed by an oral exam; new research proposal defense and grant proposal prep and defense required for Ph.D.

Marketing and Communications
New M.S., Project Management and online degree programs will be developed. Enrollments and external funding will be enhanced. Faculty, research staff and infrastructure/equipment will be augmented based upon enrollments and funding growth. Florida Tech’s reputation in areas of its focus will continue to advance

• Initiate Phase 2 of Research Portal and gain usage by all research faculty as listed by the Office of Research
  — The Research Portal had 9,000 unique visitors and 42,000 page views.

• Create visually compelling five minute graduate video to be used in recruitment efforts
  — Created a short graduate recruitment video that has reached 2,970 page views on YouTube.

• Continue focused, tactical efforts to increase ESD enrollment for Spring Semester 2014 (Instant Decision Days, aggressive lead nurturing, supplemental advertising, etc.)
  — Spring 2014 enrollment was 1,057, higher than Fall enrollment of 1,011.

Online Learning (Bisk Education)
Online learning will support the Colleges in the development and offering of new Online graduate programs

• Conduct market research in conjunction with Bisk Education to determine potential new programs or offerings.
  — Define market for new MSIT concentrations online. Completed and defined for six areas. Final programs under review.

Office of Online Learning and off campus graduate programs will move ESD and Aero to the new online review process and use docufide

• Use of Online review by academic departments.

• Upload and transmission of records by docufide

College of Psychology and Liberal Arts
To increase enrollment from 250 to 320 students by 2018

• Develop a hybrid ABA master’s program to launch in Fall 2013. Enroll 30 students by Fall 2013
  — Completed
  — Possibilities identified; slowed because of problems with state authorization. Moving ahead with sites in California and South Carolina.
  — Hired administrators for hybrid program—two halftime people (operations manager and program manager) in place of program chair. Site directors will not be hired until state authorizations are secured.
For the Clinical Psychology program, develop new strategic initiatives in integrated healthcare and international clinical psychology

- Increase local practicum experiences in integrated healthcare; secure more internship positions in integrated healthcare; increase research in integrated healthcare
  — Completed and more students requested by Brevard Health Alliance.

- Explore European possibilities for exchanges and cross trainings for clinical program
  — Visits to these universities and University of Milan in Spring 2013

To create international collaboration/exchange programs for all graduate students, but most specifically in the Global Strategic Communication program and Industrial-Organizational (I-O) Psychology cross-cultural program

- Advance the international concentration in Industrial-Organizational Psychology by implementing an exchange or academic training program with an international partner
  — Completed – 1 even exchange with Norwegian School of Business; hosted students from U Valencia
  — East China Normal University in Shanghai visited to explore partnership with their applied psychology program and then ECNU faculty visited FIT in April 2013. MOU and a number of collaborative projects are being developed.

- Develop initiatives with universities with whom CoPLA has existing Memoranda of Understanding (MOUs)
  — Will be completed during summer visit to Poland University

- Partner with other Florida Tech colleges that have international MOUs

**Office of Research and Sponsored Programs**

Support efforts by the College of Aeronautics to increase externally funded research from 2011 base of $400k to $550k per year.

- Proposal identification and strategy meeting with dean of the College of Aeronautics (Aug 2013) reinforced identification and dissemination of federal funding opportunities, esp. FAA; Research Office supports FAA CoE GAR and UAS efforts.
  - A continuation meeting has been requested for Summer 2014 with the dean of the College of Aeronautics.

Support efforts by the College of Engineering to increase externally funded research to $12M annually

- Dissemination of federal funding opportunities, esp. FAA, NASA, Department of Energy and National Science Foundation (NSF), to College of Engineering dean; Research Office supports FAA CoE UAS and CST efforts.
  - A continuation meeting is scheduled for May 19 with Dean of Engineering.

Support efforts by the College of Psychology and Liberal Arts to increase externally funded research to $1.1M in multi-site or multidisciplinary funded research with concentrations in behavioral health, cross-cultural competence and autism.

- Dissemination of state and federal funding opportunities, esp. NIH, NSF as related to autism and cross-cultural competence, to dean of the College of Psychology and Liberal Arts and Scott Center leadership. Research Office will support proposal development.
  - A continuation meeting has been requested for Summer 2014 with the dean following May 2013 briefing.

**Student Affairs**

Increase enrollments

- CoA increase Melbourne to 36 FT and 54 PT = 90;
- CoB increase Melbourne to 37 FT and 21 PT = 58; online to 6 FT and 1,121 PT = 1,127; Extended studies is 1,011
- CoE increase Melbourne actual is 467 FT and 206 PT = 673; ED 7 FT and 57 PT = 64; Online 28 PT = 28
- CoPLA increase Melbourne 210 FT and 20 PT = 230
- CoS increase Melbourne 224 FT and 86 PT = 310
STRATEGIC INITIATIVE 5: STUDENT LIFE

To promote a living and learning environment in which students can achieve their fullest potential and a healthy and rewarding quality of life through student services and activities.

College of Science
To promote undergraduate and graduate student pride and participation in academic programs
- Productive meetings with UG Student Advisory Board to discuss points of pride, needs and concerns as well as collecting student feedback to provide productive responses.

Improve pride in campus and student retention by using sustainability major and minor capstone projects to create diverse sustainability products across the campus
- Standing relationship between faculty and staff
- Latest projects with Facilities, Business and Retail Operations include campus transportation planning, storm water planning, sustainable purchasing policies, residence hall move-out, improved recycling performance

Improve learning environment for students in all Math courses
- Hire and train staff and students to support MAC lab; train them to be effective mentors and tutors

Engage students in PSS, BIO, CHM, MTH, EIS dept. activities
- Numerous social activities and student organization functions (social and academic) throughout CoS in SP13, FA14

Facilities
To maintain varsity athletics at a Panther Point-of-Pride
To provide storage facilities for water sports clubs at the Anchorage
To provide lighting for the soccer and softball fields for night practices and games
- Develop storage building design and budget for Anchorage.
  - Repairs were done to make the basement of Roberts Annex usable. Boathouse building schematic design was completed and provides for additional storage at Anchorage. Project will proceed when funding is appropriated.
- Complete construction of soccer field lighting project.
  - Soccer lighting project construction is complete.
- Continue fundraising efforts for softball field lighting project.

To refurbish existing classrooms and labs, and add new classroom space
Continue on current track of classroom and lab renewal; determine future classroom needs based on enrollment projections.
- Facilities and the Academic Affairs Council met to develop “minimum standards” for classrooms. Facilities is also working closely with Instructional Technology and is benchmarking classroom standards at other universities. P133 and S112 receiving major overhaul in summer 2014.

To enhance campus safety
- To develop a campus master plan that includes a central pedestrian corridor connecting north, central, and south campuses and external parking garages to limit internal vehicle traffic
  - The latest version of the campus master plan reflects the stated objective.

Library
To refurbish and modernize Evans Library to the level of a Tier One National Research University library
- Survey students for needs and suggestions for improvements; analyze results.
  - Distributed survey via email and manually to determine users’ technology devices needs. Received 240 completed surveys. Top suggestions: laptops, iPads, calculators, handheld projectors, adaptors, and headsets. Action taken: implemented a technology lending service; purchased several sets of top devices.
- Create more space on the 2nd floor for other uses by converting from print to electronic resources
  - 3rd floor space converted to study area using existing furniture.
  - Converted 500 sq. ft. of floor space to patron study areas.
  - Purchased or rearranged furniture.
Robert van Woesik is a professor of biological sciences, president of the Faculty Senate and director of Florida Tech’s Institute for Research on Global Climate Change. He has spent more than three decades studying coral reefs of the Pacific, Indian and Atlantic oceans—work that has allowed him to write more than 150 scholarly articles. Robert van Woesik and his students are using their research to help protect reefs around the world, so they can be enjoyed for many generations to come.
• Renovate the physical plant as follows:
  — Provide robust Wi-Fi connections on the 4th floor.
    » Wi-Fi connections were improved by 90% on the 3rd floor instead of the 4th floor.
  — Enhance the conference room with video conferencing capabilities (i.e., webcam and software).
    » Conference room upgrade completed.
  — Complete re-carpeting floors
    » Floors 2-4 complete
  — Complete technical upgrades to 4 study rooms
    » Complete (410-mondopad; 217-computer, projector, teleconferencing; 401-large monitor and computer; 311-network drop)

Promote/encourage other campus departments to use the library facilities for educational meetings.
• Interactions with Facilities, Online Learning, Academic Support Center, Career Management Services, and International Student and Scholar Services resulted in slight increase in FY14 usage; new FY15 events scheduled.

Implement donor-cultivation plan.
• Established an appropriate interim plan, collaborating with several development officers, contacting several potential and existing donors, and receiving a significant donation. Associate Dean of Libraries took on fundraising duties.

To provide access to all scholarly content provided by Evans Library regardless of location, time or place
• Complete transition of digital archive material to OMEKA.
  — OMEKA installed and public-facing interface styled. Most of the metadata has been entered.
• Maximize mobile web applications for easier mobile access to all library resources.
  — Two web applications were improved. The Room Reservation System was redesigned to provide a mobile/responsive interface. Public TRACKS assignment system was given a more intuitive user interface.
• Promote and populate the library’s institutional repository.
  — More than 170 new articles were added to the Scholarship Repository (10-fold increase). It has been promoted during Fall Faculty briefings and through the Library blog and social media efforts.
  — Student theses will be archived in the repository beginning Spring 2014 on an optional basis.
• Promote use of government information as scholarly resources through an active instruction program, online tutorials and extensive research guides.
  — New Research Guides created:
    » Government Information Research Guide (more of an academic research focus): http://libguides.lib.fit.edu/gov
    » Government Information for the Citizen: http://libguides.lib.fit.edu/citizen-gov
  — Continue to offer monthly Easy Instruction sessions on timely and popular topics.
  — Twelve Easy Instruction sessions about databases and research skills were offered, attracting 78 individuals.

Marketing and Communications
Marketing and Communications will engage in the promotion of all enhancements to the student life experience, integrating new aspects in promotional materials such as press releases, You Books and Web content (including social media)
• Periodic review based on administrative decisions to add enhancements

Online Learning (Bisk Education)
Provide online students the ability to interact with each other as part of a community
• Further Integration of social media (Facebook) to the E learning platform-allow “bragging”
• Next generation learning management system (LMS) launched with social media. Final upgrade is Summer 2, 2014.

Continue to promote the Online service fraternity to new students
• Invitation to all new students through Panther Pass
• Monitoring of the fraternity by a staff member in Online Learning
• Rotation of staff overseeing student activity
Student Affairs
To establish a formal Florida Tech Honors Program

- Academic Affairs Council recommended that a discussion of honors programs designed by individual colleges, such as was implemented by the School of Psychology in 2013, be taken to the Deans Council for their consideration.
- The College of Science has presented an honors program proposal to the Vice President of Academic Affairs for review.

To promote a paperless campus for all policies, university forms and approval processes.

- The Administrative Information Technology Committee and Academic Information Technology Committee continue to meet on a monthly basis to discuss ongoing technology projects, many of which are related to automation.
- The change of grade electronic process is ready to implement after the end of Spring 2014; the change of major electronic process is undergoing upgrades; electronic transcripts is still in progress with Florida Tech as a beta school in coordination with National Student Clearinghouse and Ellucian; the freshman block process has been reprogrammed to be more automated; a new workflow process has been created to notify the Registration Center when new students change their major and need changes in their class schedules; improvements in quality control of document scanning of admission records is being planned; electronic time clock entry for Food Services and Facilities staff that feeds directly to Banner was implemented recently.
- New Banner self-service modules of Finance and Travel/Expense are in the implementation process. The Recruiter module is being implemented to take the place of Relationship Management, giving increased functionality to recruiting and student communication.

To maintain varsity athletics at a Point-of-Pride

- Added seven full-time assistant coaches and eight graduate assistant coaches.
- A securable storage shed was set-up at the Anchorage in the Spring 2014 semester.
- A Club Sports Program plan was established in Spring 2014.
- Lights installed

To adjust course scheduling to promote and accommodate student involvement

- Academic Affairs Council reviewed courses that might be offered with more sections and/or times changed to benefit specific groups, such as athletes. The consensus among committee members was there were too few resources (classrooms and faculty) to provide enough flexibility for doing this to a great extent at this time.
- A subcommittee of Academic Affairs Council met with Athletics to determine whether all the sports could use a common practice time for classes to schedule around. To date, Athletics has not been successful in agreeing on a common practice time.

Establish Center for Global Engagement

- Center for Global Engagement continues to be listed as a project on the capital campaign; however, no potential major donors have been identified.
- As part of the QEP2 planning, the notion of a living-learning residence hall focused on international/global issues has been advanced. This idea has the potential to be tied in with the CGE to create a place for socialization and learning.

Support Services
To enhance campus living and dining facilities

- Establish Living-Learning communities within the residence halls
  - Columbia Village buildings and Roberts Hall wings have been identified as potential living-learning wings for Fall 2014
- To develop and launch a program in cooperation with Residence Life to teach “domestic living” skills
  - Dining Services to provide food preparation, storage and cooking training. Laundry training to be provided by Mac Gray and FIT Laundry. Housekeeping training will be offered by National. Financial Services to be provided by PNC Bank.
  - Residence Life to host programs at each residence hall complex.
- To enhance campus living and dining facilities
  - Team to address the needs of student accommodations. This includes addressing shared bathrooms. Former WFIT studios converted to classroom space which can be utilized for Res Life when not used by classes.
  - Timelines based on projected enrollment growth, available funds and campus master plan.
- Expand programming within residential living to foster a sense of community
  - Dining: Conducted survey—Majority of students dine at PDH and look for food quality, freshness and variety.
  - Residence Life: Majority attend Res. Life programs, made friends in their hall, feel safe & secure.
- Develop a residence life plan of activities focusing on retention. Plan to include calendar timelines and associated costs.
  - Provide training to all Resident Directors and Resident Assistants
  - Launch new residence life program to incoming and continuing students
George A. Maul is a professor of oceanography and head of the department of marine and environmental systems. He has raised over $4 million in endowed fellowships that support students in Earth remote sensing, environmental science, meteorology, ocean engineering and oceanography, in perpetuity. He is a fellow of the Marine Technology Society, a fellow of the American Meteorological Society and an active researcher on Atlantic coastal hazards, particularly tsunamis and sea level rise.
To develop a proactive Dining Services wellness and nutritional program in cooperation with other campus departments including the Clemente Center, Counseling and Psychological Services, Health Center and Residence Life

- Upgrade of ChefTec provides nutritional information for all dishes.
- Developed awareness campaign by posting information online and in print at dining halls.
- New software, CBORD Foodservice Suite provides greater nutritional information as well as allergens which will be posted to venue digital signage boards

Increase ease of onboarding process for student employees (College Roll, GSAs, and GTAs); while increasing compliance with Federal employment documentation regulations.

- Collaborated with Director, Career Management Services and Student Employment Coordinator, Enrollment Management/Career Management Services to design more efficient and effective process for student employees.
- Documentation for new process and implementation completed.

Increase Student satisfaction and sense of fairness regarding student employment recruitment and selection for College Roll positions.

- Final equitable student employment recruitment and selection process implemented across campus and promulgated with clear directions for hiring College Roll student employees.
Tim Muth brings a global perspective to the classroom—along with an interactive, student-first teaching style—through his more than 25 years of international assignments for technology companies. Muth, an instructor and director of student & program assessment in the Bisk College of Business, incorporated a global virtual team project called X-Culture into his international business course, involving more than 3,000 students from 100 worldwide universities.
STRATEGIC INITIATIVE 6: TECHNOLOGY

To focus on six key areas to ensure long-range adaptability to a rapidly changing environment: Strategic process, decision making, stakeholder involvement, technology use, emerging technologies, and reliability.

College of Science
To effectively use technology in research and teaching at all levels in the Mathematical Sciences Department
- Mathematica license extended, Mathematical Association of America (MAA) digital math library (DML) implemented
Integration of the Canary Islands telescope into undergraduate Space Science program and SARA consortium
- Scheduled renovation for October 2014 for online in January 2015 using collaborative grant with Texas A&M University

Library
To increase staff attendance and participation in technology-based conferences and seminars
- 10 staff members attended conferences/training sessions.

To improve methods of data-driven decision making throughout the university
- Library leadership continues to discuss specific data that needs to be gathered and to consider more efficient methods. Intota Assessment, a database for tracking a library’s collections and their usage, was purchased to help manage data collection and analysis.

Use the library’s existing infrastructure as laboratory or test beds for improved library systems
- The IT Team, along with its student assistants, designed, created, and tested 3 collaborative tables; implemented Sumo Tracking software on an iPad for easier floor count tracking and computerized reports; and programmed and implemented the University Archives Timeline.

To improve the quantity and quality of information resources (library) for on-campus and academic programs
- More than 170 new articles were added to the Scholarship Repository (10-fold increase). It has been promoted during Fall Faculty briefings and through the Library blog and social media efforts.
- Student theses will be archived in the repository beginning Spring 2014 on an optional basis

To foster faculty experimentation with pedagogy and technology
- More detailed information about equipment available in various rooms was provided. Rooms were promoted in newsletter and blogs. Room 410 was reserved by faculty a total of 49.75 of the 4017 available hours, or 1.238%.

To enhance strategic communications with prospective students, current students and alumni using current and emerging personal and social media
- Reach has increased:
  - 2009–2013: 23 (average) blog posts per year; N/A FB, Twitter fans; N/A FB posts; N/A Twitter followers; N/A tweets.
  - 2014: 69 blog posts (37 comments); 245 FB likes; 334 FB posts; 33 Twitter followers; 334 tweets

Partner with academic departments to expand library electronic signage across campus to help students use the library more efficiently.
- Digital signage software (similar to that of other departments) was purchased.

Marketing and Communications
Marketing and Communications will engage in the promotion of all enhancements to campus technology, integrating new aspects in promotional materials such as press releases, You Books and Web content (including social media)
- This year, Marketing and Communications successfully communicated enhancements including refreshed Web content and improved downloadable material for student recruitment.

To use technology to enrich and empower individuals to fulfill the university’s mission
- Release a new version of the university homepage that address mobility, targeted content delivery and recruitment needs
  - The new Florida Tech homepage was released September 2013. It features a responsive design, providing an optimized view on all devices, along with targeted content for all users.

Re-conduct a survey of all Web Content Management System (WCMS) editors addressing feature needs in the WCMS
- A 10-question survey was conducted in May 2013 and February 2014. Approximately 10% of all active users responded.
Andy Knight knows his metals. Holding a Ph.D. in organometallic chemistry, the associate professor of chemistry’s expertise attracted the U.S. military, which awarded Knight a nearly $1 million contract, through the Naval Research Laboratory, to study the degradation of chemical warfare agents through the use of gold nanoparticles. This research is helping protect the U.S. and its interests from weapons of mass destruction. Knight has served as student advisor while also getting involved in campus-wide issues as a member of the Faculty Senate and other university committees.
**Online Learning (Bisk Education)**

Ensure that online faculty, regardless of academic unit, have the proper training on the E-Learning Platform (ELP) before teaching.

- Training completed

Support the adoption of new mobile technology to better support the online students

- Release of next generation LMS from Bisk. Release of new mobile application for ELP access. Development is completed. Launch date is set.

Ensure the online programs adapt to the new trends in technology use

- Review new technology on an ongoing basis with Bisk Education and campus technology teams
- Offer additional e-book options to students
- Move to a responsive design platform for Bisk Education technologies

Promote use of Access to online students

- Use of central authentication system (CAS) for student access to the E-Learning platform
- Conduct new student open house every term to promote access

Florida Tech will participate in the planning, decision making and implementation of the next generation Bisk LMS

**Technology**

Fully implement Cognos Reporting

- Final executive dashboard was completed
- Will continue to work with departments ad-hoc on any additional dashboards and report (ex. CFO dashboard)

Continue to Develop DR strategies in Atlanta

- Oracle Grid in place December 2013.
- Banner Test system now in Atlanta.
- Upgraded storage capabilities to Atlanta added April 2014
- New Firewall will be added to Atlanta site June 2014

Implement Recruiter

- Project was funded and is currently under way with target date still on schedule.
- The additional “letter of recommendation” module was purchased and added to this project.

Continue to enhance and improve Electronic Admission Review Process (EARP)

- Currently working with Online Learning to help convert their admissions tracking process over to EARP

Achieve a high level of reliability for Technology Services

- FY14 average incoming client hold time: 01:15, the target for this goal needs to be addressed and set it for under one minute for hold times. Based on number of phone techs and volume of calls.
- There was an increase in customer satisfaction with regards to timeliness; however it was not fully met since the overall average stayed at the previous year’s rating of 89%
- In FY14, with the implementation of a new procedure to use sdrive.fit.edu redirects for desktop documents in place of manual data backup/restoration, our turnaround time went down to 2 days, 0 hours, 48 minutes.

Increase staff attendance and participation in technology-based conferences and seminars

- Online training was purchased through Lynda.com. Staff took part in Microsoft’s IT Academy. Each departmental area attended one offsite conference.

Establish an effective process of information dissemination concerning classroom technology design

- Academic Information Technology Committee (ACITC) meets monthly to discuss technological improvements and needs. This committee consists of key personnel from colleges and departments throughout the campus. The Chair of this committee takes recommendations from discussions amongst faculty and brings them to the Information Technology Executive Committee (ITEC) where policies, procedures, and projects are reviewed & approved. The department of IT, Instructional Technology also maintains daily contact with faculty and staff through formal and informal training and through surveys and requests for feedback from faculty and staff.
Enhance the use of information concerning e-learning platforms.

- Training for faculty on the use and integration of Panopto, and Adobe Connect into the lecture process is ongoing. The Fall 2014 Panopto pilot will allow lecture capture for all classroom on campus the choice to attach cameras or on any university owned computer.
- LMS Pilot completed and Canvas was selected. The migration of classes will occur this summer.

Offer faculty training for the use of available technologies through various delivery methods.

- A new training-on-demand website has been launched by IT, Instructional Technology that provides continuously updated training videos and guides to assist faculty in adopting new technologies into the curriculum. We also continue to provide face-to-face and one-on-one training for faculty and staff.

Offer staff technology training and security awareness through new orientation process and ongoing training opportunities.

- A training presentation was completed and is now part of all new hire orientation.
- Work is being done with the Cont. Ed department on developing course in the new LMS Canvas in order to produce a mandatory information security course.

Increase storage capabilities for both academic and administrative data needs.

- New storage array purchase that increased data center to over 50% of current capabilities; installed April 2014.
- Working with Dell on allowing us to use old storage array to meet the 100+ Terabytes for research and non-critical storage as a free option.

Continue to expand 802.11N wireless footprint on campus

- 645 access points were strictly deployed into student housing. As of present, all student housing is at 100% Wi-Fi coverage with sufficient client (density) capacity.
- The Wi-Fi footprint has increased from 430 total access points to 1135. Furthermore, an additional 60 access points have been deployed around various campus locations: Skurla, CAI, CST, Clemente Gym, and Library.
- The Revisit/Rework is ongoing, 50 access points are on hand ready to be installed in the Olin College of Engineering. New target for outside coverage should be Spring 2015.

Expand Blueshark and HPC capabilities

- Additional nodes were added to Blueshark.

Improve information security through advanced prevention systems, staff education, and industry standards

- Webroot was implemented in the fall of 2013 which is a more advance cloud based end-point protection program.
- New Virtual Private Network (VPN) appliance were purchased and installed Oct. 2013.
- Vulnerability scans are ongoing and performed by Information Security Officer (ISO)

Remain current with data, voice, video, unified communications tools to ensure flexible and agile collaboration

- Two new high availability firewalls will be installed in May 2014.
- All security scans completed.

Expand availability of 10 Gigabit FLR access to data center and research computing connectivity

- Equipment has been procured. In addition to upgrading our campus backbone to 10 Gigabit, it has been determined that the 10 Gigabit speed will need to be delivered into the Data Center. The completion of this upgrade is expected to provide us with sufficient throughput capacity to carry the University for the next 5+ years. The Library’s 10Gb/s interconnect will be completed by Aug. 2014.
To improve the quality and quantity of human, physical and fiscal resources.

**College of Aeronautics**
To develop a faculty with international reputations: encourage faculty to obtain significant extramural funding, publish more and speak at more national and international conferences/forums

- New faculty paper accepted at European Conference in the Fall, travel unfunded
- Faculty presenting at UAA conference in Puerto Rico this fall
- One faculty guest speaker at ICAO Safety Conference in Trinidad
- Faculty attended World Aviation Training Symposium in April 2014
- International/Industry Simulation and Training Conference, Dec 2013
- Faculty traveled to Turkey, China, Panama and Trinidad for FIT

**Nathan Bisk College of Business**
To obtain resources needed in support of the strategic initiative of becoming nationally recognized in educating entrepreneurial leaders

- Host outreach activities (e.g., Corporate Fellows Roundtable event) and campus visits; maintain advisory board membership; attend regional and national events; maintain the Visiting Entrepreneur Program; promote alumni outreach.
- Dean’s letter sent out to alumni and CoB supporters; held annual Corporate Fellows Roundtable event; had six Visiting Entrepreneur guest speakers; Development Office works with CoB for ongoing alumni outreach; Advisory Board membership of 28.

To establish space for a student business incubator accessible to the main campus.

- Student Business Incubator operational in Florida Tech’s University Plaza.

**College of Psychology and Liberal Arts**
To maintain external funding for operations for The Scott Center for Autism Treatment

- Secure Medicaid funding for clients.
  - Secured medical director for The Scott Center as required by Medicaid.
  - Application for Medicaid funding being revised for resubmission.
- Increase amount and percentage of revenue derived from insurance.
  - Proposals have been submitted to various insurance companies to secure authorization for special programs.
- Use products from state grant on parent training to develop new parent training service at Scott Center.
  - GSA hired to revise 10 modules for clarity and use of non-technical language. Two modules suggested by caregivers of those with autism were added. Next steps are to add narration to the online program and pilot test.
- Secure donations through the Evening of Hope (EOH) fundraiser, Rolex raffle and Kiwi Tennis tournament.
  - Total proceeds from EOH increased from $225,000 in 2013 to $309,000 in 2014.
    » Changes were implemented to the Kiwi Tennis tournament to generate more proceeds. Scott Center benefitted more from the women’s tournament than the men’s. Total proceeds not yet available; however, early projects show increase in revenue.
  - Obtain new donors and partnerships.
    » $100,000 Impact 100 grant in Indian River County obtained.
    » Established collaborative relationship with Nemours Children’s Hospital in Orlando for training, education and potentially joint services.

**College of Science**
Obtain and renovate sufficient space for all EIS department operations (faculty, staff offices, graduate student workspace)

- Office space renovated, new furniture purchased. Ongoing with two new faculty for Fall 2014

Create a graduate laboratory in Physics

- Funds secured and expended; new setup over Summer 2014

Maintenance and repair of Chemistry instructional and research instrumentation

- Hire a technician or designate an internal faculty/staff member for instrumentation oversight
Ishmael Cremer’s current work involves bridging the gap between sustainable technologies and aviation science. An assistant professor in the College of Aeronautics and program chair of the new aviation management undergraduate degree program, Cremer has been a strong proponent of using technology to supplement the learning experience in the classroom. So strong, in fact, that he won the Award for Innovative Excellence in Teaching, Learning and Technology at the International Conference on College Teaching.
José Martinez-Diaz is a professor, associate dean and head of the School of Behavior Analysis in the College of Psychology and Liberal Arts. One of the most influential leaders and educators in the field of behavior analysis, he developed and now oversees several master’s and doctoral programs in Melbourne and at satellite sites throughout the country as well as several professional development online offerings with more than 3,200 students enrolled per year. Martinez-Diaz also helped create The Scott Center for Autism Treatment.
Facilities
Continue to develop a long range plan for campus facilities that is compatible with the master campus plan and the university strategic plan

• To develop “multi-departmental” facilities
• Florida Tech Commons is a good example of a multi-departmental facility. Consider reshaping objective, as this concept is integrated with most other future building projects.

To maintain focus on campus beautification and safety
• To continue a campuswide agronomics plan
• To attain a campuswide compliance with the Sustainability Tracking, Assessment & Rating System (STARS) for all Grounds Department practices
• To develop safer pathways through campus
  — Campus master plan provides guidance for various initiatives that are under way. Country Club Road gate opened. Campus signage and wayfinding plan in progress.

Nathan Bisk College of Business:
• To build a new CoB building with adequate office, lab and classroom facilities
  — Nathan Bisk College of Business relocated to the Babcock Oaks Building. Faculty office space available Fall 2014. Classroom, studio and student space available and final completion scheduled for Spring 2015.

College of Science:
• To add physical space for teaching and research as the university enrollment grows
  — Develop projections for future space needs; identify opportunities for renovating existing campus space, or acquiring off-campus space; establish design solutions and budgets.

Library
To develop a faculty with international reputations
• Promote faculty scholarly reputations worldwide
  — The library began depositing faculty scholarly work and student theses into the Scholarship Repository.

Marketing and Communication
Marketing and Communications will engage in the promotion of all enhancements to the human, physical and fiscal resources of the university, integrating new aspects in promotional materials such as press releases, You Books and web content (including social media)
  — Enhancements announced (times variable throughout academic year)

Museums
Expand the quality of the permanent collection
• Continue data entry for proper valuation and quantification of permanent collection at both university museums (Foosaner Art Museum and Ruth Funk Center for Textile Arts)
  — Funk Center has 90% of collection documented electronically; Foosaner currently has only 50% documented electronically
• Finalize professional appraisal of objects in permanent collection at Foosaner Art Museum and Funk Center.
  — Appraisal was fully completed in Jan. 2014 by Timothy Gordon Appraisal.
    » Foosaner Art Museum: $3,614,674
    ~5,000 objects
    » Funk Center: $944,807
    ~1,250 objects

Create Acquisitions Committee for Foosaner Art Museum
• Mission statement and guidelines created.

Continue cultivation of donors, collectors and artists to enhance both University Museums’ permanent collections
• In FY14, 140 individual gifts were donated to Funk Center permanent collection with an appraised value of $17,480 (many items not appraised). The Foosaner received 12 objects with an appraised value of $104,500 (not all appraised).
Increase visitor attendance and participation in education by 15% annually at the museums (Foosaner Art Museum and Ruth Funk Center for Textile Arts)

- Increase Foosaner Education programs attendance from FY13 to FY14
  - Attendance for Foosaner educational programs increased by 19.45% to 2,954

- Increase Funk Center attendance for exhibitions from FY13 to FY14
  - Funk Center attendance was 5,008—an increase of only 4.2%

- Increase Funk Center participation in educational programs from FY13 to FY14
  - Attendance for Funk Center educational programs increased by 35% to 1,334

**Online Learning (Bisk Education)**

Faculty and administrator focus groups will be conducted on campus and data shared with Bisk

- Annual retreat and development of goals are ongoing
- End-of-term celebration for staff occurs every eight weeks

Ensure the staff of Online Learning feel they are a part of campus and are involved in campus activities

- Provide support and access to campus from River’s Edge through shared vehicle
- Arrange transportation for activities, such as staff awards, campus events

Provide access to professional development opportunities for staff

- Support staff attending professional conferences at the local and national level

Ensure Online Learning properly uses budgetary resources

- Review adjunct faculty pay scales for equity and fairness while protecting university resources
  - New pay model for online adjuncts completed and implemented with compliance for Affordable Health Care Act

**Office of Research and Sponsored Programs**

College of Science:

- To create four Centers of Excellence for cross-disciplinary research and training.
- Research Office will continue to support applications and assist in proposal preparation.

**Support Services**

Gather information and make a recommendation to the Finance Committee concerning the feasibility of combining FIT Aviation’s 401(k) Retirement Plan with the 403(b) Retirement Plan of main campus to reduce costs and ensure strategic viability of the smaller plan.

- Coordinate research with Lincoln Financial Group (LFG) to determine whether the two retirement plans can be combined under IRS and DOL regulations.
  - It was determined that the two plans cannot be combined under DOL regulations.

**BenefitSolver Software Interface Project**

- Increases efficiency by eliminating redundant data entry into two systems and reduces errors. System interface is needed for ongoing benefits enrollments as well as the large project of Benefits Open Enrollment and the beginning of our new plan year April 1.
  - During Open Enrollment, BenefitSolver sends a Data File to HR. The file is run through Banner testing, and any errors that show on the reports are corrected. The final file is not uploaded into Banner Production until the error testing rate is zero. The result is limited to no manual data entry for Open Enrollment.

Recruit, hire and train an HR Staff Assistant to complete increased clerical functions resulting from university growth. Staff Assistant will also advance HR’s efforts to “go green” and reduce most paper documentation to electronic media. Electronic records also allow for better customer service with more efficient and faster searches. Longer term strategy is to eliminate the cost of the large off-site storage space.

- Ongoing project for scanning is continuing. New Hire Orientation packets/paperwork have been reduced from 3-4 folders of information, to just one folder. Online enrollment has been implemented for 403(b), further reducing paper usage.

Obtain or maintain Human Resources Certification Institute’s (HRCI’s) national certifications for HR professionals—Senior Professional in Human Resources (SPHR) or Professional in Human Resources (PHR).

- Currently certified HR staff will maintain certification.
Women’s Business Center
Increase number of individuals assisted by program and service by 10% annually.

- Last Year – 2,005 clients served
- This Year – 2,372 clients served
- 18% increase

Establish two classes in e-learning environment. Increase classes every year by five.

- In development. Five online training courses established, and other classes are being developed to support the business education needs of our clients and small business community.
- DreamBuilder online entrepreneurial training program established in Spanish and English, and available to WBC and FIT clients.

Create a first-level mentoring program for second-stage entrepreneurs. Identify 12 clients for the first year. Increase number of clients by two each year following.

- IGNITE 360 Mentoring program established and has been expanded to address the needs of three distinct entrepreneurial levels: IGNITE 360 Pathways for the new entrepreneur, IGNITE 360 Advantage for emerging business and IGNITE 360 Premier for second-stage business.
- 17 businesses have graduated from the program and 14 companies are currently participating in one of the three programs. Programs start in January, March, July and September of each year.

Establish a peer-to-peer mentoring program for second-stage entrepreneurs. Identify eight clients for the first year. Increase number of clients by eight for each year following.

- IGNITE 360 Ambassador program was established and currently has 12 participants. These individuals participate in an elite peer-to-peer mentoring group held every other month, where they share their successes and best practice tips.
- IGNITE 360 mentoring program graduates of the Advantage and Premier programs are invited to join this group.

Develop two additional part-time volunteer business counselors to assist with one-on-one counseling sessions and increase number of counselors by two for each year following.

- One additional business counselor has been designated. Additional volunteer mentors and facilitators have been developed (approximately 50) to serve in the IGNITE 360 mentor program.

Increase fundraising to an additional $100,000 to bring income to a sufficient level to add more staff.

- Fundraising will have been increased by and additional $100,000 by the end of the fiscal year
STRATEGIC INITIATIVE 8: RESEARCH AND SPONSORED PROGRAMS

To promote, foster and sustain high-quality research to meet societal needs by providing a supportive environment for scholarly inquiry, and to increase research opportunities for faculty, postdoctoral scholars, and graduate and undergraduate students.

External Relations/Economic Development
Continue to increase outreach and interaction with corporations and the community
- Plan events at Florida Tech Research Park (FTRP) and on campus to promote awareness of the university and FTRP
- Continue participation, to include board and committee positions, and presentations at community and corporate events, to include Brevard County and area city officials, Chambers, EDC, Government of Florida, FL STEM commission, national and international visitors, etc.
- Interact with local, state, national and international organizations to facilitate economic development for FTRP and the university
- Continue to foster partnership with MLB airport and their commitment to include the entire airport acreage for FTRP designation.
- Expand outreach materials to include statistics documenting the enlarged park area
- Continuing to market FTRP to local, national and international companies
  - Successfully added Concepts 2 Commercialization who signed a long term lease with MLB in the FTRP
- Actively foster strong relationships with FTRP companies, e.g., Embraer, GE, etc.
- Active member Association of University Research Parks (International) and participant in the annual AURP international conference as well as SE region conference
- Established member of FL Network of Research Parks (FNRP). Chair the legislative affairs committee of the FNRP.

College of Aeronautics
To provide a higher level of support to newly hired faculty in securing research funding
- Faculty development activities involving 10 faculty members have been initiated. As a result, faculty are attending conferences, numerous purchases of lab equipment have been completed, committee meetings attended, presentations at conferences, purchase of personal laptops, training development and symposiums totaling more than $33k.
- Workload assessments are currently being conducted using CoA workload form developed by faculty to optimize workload so it is neither too low or too high to promote faculty research opportunities.
- “Brown Bag” lunches are conducted monthly to acquaint new faculty with research opportunities.
- “Green carding” is an option that has been made available to all faculty.

To develop a program for experienced and successful faculty to mentor new faculty
- Internal Research Committee meeting regularly to discuss research opportunities within the CoA
- New faculty have met with Office of Sponsored Programs (J. Politano) and have become acquainted with policies and procedures for submitting research proposals and developing research budgets
- New faculty are currently being mentored by senior research faculty and have already collaborated on several proposals and published studies
- Director of Research has been monitoring mentoring policy and working with new faculty to promote research and publication opportunities
- Faculty advising manual has been developed and will be updated with current information; PowerPoint slides also have been developed to accompany the faculty advising manual

To enhance faculty performance in the area of research by providing incentives
- CoA faculty workload policy documented and workload assessments are currently under way to optimize workload levels
- Class release time afforded to faculty currently engaged in active research grants

College of Science
To promote new faculty extramural funding
- Proposals submitted by new faculty in all departments; part of assessment of annual review and contract renewal

To promote grant writing by existing faculty
- Major grant proposals submitted and grants won in all departments; part of annual review

To recommend targeted new faculty hires with high potential for external funding
- Hired 2 PSS, 1 CHM, 1 BIO, 1 EIS, 2 MTH; for coming year, hired 2 BIO, 2 MTH, 1 EIS; still working on hires for CHM and PSS
To provide a higher level of support to newly hired Biological Sciences faculty in securing research funding
  • Departments and/or Dean’s office support for funding agency visits in BIO and other departments

To continue CoS program for experienced and successful faculty to mentor new faculty
  • Mentorship program established

To continue as one of the leading research departments in Chemistry by increasing funding by 5%
  • New funding for J. Rokach and Yi Liao

All DEIS faculty develop or support extramural funding; all submit and collaborate with other departments on proposals
  • Multiple proposals by all faculty submitted and/or funded

Encourage professional development of Mathematical Sciences research-active faculty
  • Organized & hosted SIAM conference; supported by SIAM; one visiting Chinese postdoc with external funding; visiting professorship for E. Demidenka from Dartmouth

Increase PSS research portfolio by at least 5%
  • New funding for K. Gamunayov, F. Yumiceva, C. Neish, D. Raggozine

Increase number of graduate fellowships
  • New graduate fellowships in BIO; Fidler Fulbright, Gravinese Mote, Lori NSF, many small grants

Resurrect State-supported funding for Space Exploration Research
  • Proposal prepared and submitted, but tabled (State of Florida changed priorities for this year)

Develop national pollen center
  • New funding in place, new facility set up at River’s Edge, new personnel hired

Relocation of flammability and polymer laboratory
  • Flammability/polymer lab operational at River’s Edge and Applied Research Lab

**Library**
To provide the web-based resources needed by faculty to improve the quality of proposals submitted (i.e., examples of winning proposal, boiler plate language, etc.)
  • Provide assistance to faculty creating data management plans for grant proposals
    — 25 faculty members have been interviewed regarding their current and anticipated data management needs.
    — Five faculty consulted the Library for help with their data management plans.
    — The Library co-sponsored a Successful Grant Writing workshop with Office of Research in which data management plans were a major component (http://libguides.lib.fit.edu/grants)

**Office of Research and Sponsored Programs**
To increase research and sponsored program annual expenditures to $25M
  • Annual research expenditures for FY14 were $21.2 million

To provide a higher level of support to newly hired faculty in securing research funding
  • Presentation by OSP Director at new faculty orientation in August
  • Invited all new faculty present at briefing. Followed up with an email to all the faculty present at the briefing. Director of OSP met with six new faculty.

To develop a program for experienced and successful faculty to mentor new faculty
  • Faculty mentoring is identified by the Research Council as vital to continued research growth and it supports such mechanisms as release time, Office of Research support/guidance, targeting less competitive solicitations, and working with established investigators.
  • Faculty mentoring programs are addressed by each College individually per the Research Council. The Research Office meets with individual faculty upon request of the Deans to support new grant proposal development.
  • Spring/Fall 2014 Grant Writing Workshops held in collaboration with the Evans Library.
To enhance faculty performance in the area of research by providing incentives
   • OSP has reviewed the current policy and presented it to the Research Council.
   • Research Council recommendations submitted to EVP.

To provide the web-based resources needed by faculty to improve the quality of proposals submitted (i.e., examples of winning proposal, boiler plate language, etc.).
   • Based upon Research Council input, identified, developed and uploaded modules on Conflict of Interest and Grants Training to assist in the improvement of proposal submissions.
Andrew Cudmore is an associate professor of marketing, specializing in consumer behavior. He actively engages in causal research and brings it to the classroom with intensive, student-driven projects that assist real-world clients such as Honda, Cadillac and the Florida National Guard. Cudmore’s research has been extensive and eclectic, with his most recent focus on innovative corporate social responsibility (CSR). One of his papers on CSR has been cited 638 times since 2006.
STRATEGIC INITIATIVE 9: FUNDING

To increase overall university funding to diversifying funding sources through building greater affinity with organizations and individuals who are likely sources of funds.

Nathan Bisk College of Business
In the Extended Studies Division (ESD): To increase overall funding by diversifying funding sources through building greater affinity with organizations and individuals who are likely source of funds.

• ESD works with Development to reach alumni through external events and site graduations; alumni and Site Director Alumni to develop contacts for new sites as well as new articulation agreements; and Development seeking opportunities for Foundation grants to support Extended Studies students.

College of Psychology and Liberal Arts
Increase the annual gifts and donations to CoPLA by 10% over the previous year

• FY13 = $247,768
• Goal for FY14 = $272,544
  — Raised $292,132 which was $20k over the goal and reflects a 19% increase from last year.

College of Science
To increase endowment funding

• Worked with Research Office to establish and execute the first annual UCAS event prior 2014 Showcase

To promote the development of major gifts for major projects

• New Development liaison hired
• Weekly (or more) meetings with Development officers
• Identification and solicitation of potential donors throughout the year

To increase grant proposal submission by 10%

• Forward proposal opportunities to heads and faculty
• Encourage proposal submission

Focus on Department of Education and Interdisciplinary Studies (DEIS) external funding, especially in education/UTeach and sustainability

• Regular meetings with Development
• At least one proposal submitted
• One-year no-cost extension for UTeach granted

Focus on MTH external funding, especially in BioMath/Statistics and OR

• At least two submissions pending
• One major proposal ($750K) to NIH; others to Community Foundation, NSA

Development
Continue to develop the long-range plan for the next capital campaign and kick-off the campaign on January 25, 2014.

• All campaign communications are planned and approved.
  — All campaign prospects have been assessed.
  — A total of 260 campaign prospects have been removed and 11 have been added. 686 prospects remain and are in active cultivation.

Continue to add new non-alumni prospects to the pipeline.

• Engaged non-alumni prospects through various channels:
  — Hosted Brevard “Meet the Experts” event on 11/19/13
  — Held Florida Tech Business Launching Station meeting on 1/28/14
  — Held VBML-themed “Lifelong Learning” events in Vero Beach during Spring 2014
  • The President’s Ball, which was attended by approximately 320 people, was held on January 25, 2014 as a kick off for the capital campaign.

Increase Planned Giving attainment
  • Attainment from Planned Giving increased from FY13 to FY14. Updated Planned Giving brochure printed and sent to 2,734 Planned Giving prospects.

Develop Campaign Communications plan and secure approval.
  • All campaign communications are planned and approved.

**Marketing and Communications**

To increase annual giving/endowment funding to the $5.8M level
  • Completed communications plan for new Capital Campaign

Begin deployment of targeted communications pieces (newsletters, case statements, social media updates, etc.) to support strategic priorities of capital campaign plan
  • The campaign website, createthefuture.fit.edu, was designed and developed in February 2014. Additions to the site will continue as needed.
  • Case statement pocket folder and inserts were completed in January 2014.
  • Inaugural issue of campaign update newsletter was completed in February 2014.

**Museums**

Increase memberships by 15% annually
  • Foosaner FY14 membership total of 645 — increase to FY14 total of 742
    — General membership has decreased by 9.6% and is now 583.
  • Funk Center Friends of Textiles members increase from FY12 total of 92 to FY13 total of 106
    — Total Friends of Textiles membership increased by only 3.5% from 113 to 117.

Raise funds for both museums; $150K for Foosaner; $50K for Funk Center
  • Member and sponsorship solicitation, combined with more aggressive course schedule to raise revenue.
    — A total of $203,308.77 in revenue ($80,896.10 in memberships, donations; $122,193.67 in gift shops and course revenue.)
  • Funk Center FY13 donor base was $19,793; sponsorship solicitation and grantwriting necessary
    — Total revenue for Funk Center was $29,071.04

**Online Learning (Bisk Education)**

Develop relationships with online students for future giving
  • Host a graduation reception for all online students
    — Plans for new involvement based on reception change
  • Work with Marketing and Communication, Alumni Affairs and Student Affairs to invite online students to all manner of events
    — Online students are now included in the Alumni event invitations, Chopper Dropper and other events including homecoming.

Examine options with Bisk Education to seed annual giving at graduation
  • Completed with support from Bisk Education. 100% of graduating students

**Office of Research and Sponsored Programs**

To increase annual sponsored program expenditures to $25M level
  • Support deans, faculty and staff in their efforts to secure new external funding
    — Annual research expenditures for FY14 were $21.2 million.
To promote an inclusive, engaged community through communication and dialog while fostering a culture of trust and collaboration.

College of Science
To encourage a culture of collegiality and teamwork by expanding faculty-student communication
- Undergraduate Advisory Board and Graduate Student Council meetings held with dean and associate dean
- Students met with faculty candidates and provided feedback

To continue productive outreach to the regional community and beyond
- 10 Science Cafes held with public audience in Viera
- LASER Day 2013 attracted 300+ participants
- Two-day Film Festival a huge success with hundreds of attendees over two nights; follow-on film competition in SP14
- Multiple VBML open houses, multiple public lectures in Vero Beach (PNC and Lifelong Learning series)
- Monthly lectures throughout AY13/14 with telescope open house following each one
- Continuous upgrades to Research Portal with Marketing; new projects added

Initiate DEIS student and faculty colloquium and all-department events
- Three colloquia held; additional colloquia planned

Marketing and Communications
To strengthen university internal and external communication while increasing consistency, accuracy and timeliness
- With new personnel in the News Bureau, currently developing and implementing planned outreach to faculty, and crafting topics and approaches to speaker events.

To encourage a culture of collegiality and teamwork so that the institution is both a great place to learn and work
- Florida Tech NOW increased faculty and staff-related content with new items every month, including accomplishments, noteworthy accolades and more.

To achieve a constructive, sustained relationship with the university’s alumni and benefactors
- A new Florida Tech Today website was launched using the Wordpress platform. The site delivers the primary stories of each issue in a compatible digital format, allowing for ease of social media sharing and increased readership.

To promote university achievements continuously
- Expand distribution of redesigned Discovery research magazine, from 50,000 to 60,000+ recipients
- Refresh “university accolades” printed collateral and share with internal (faculty) and external constituencies
- Place at least three op-ed pieces in newspapers other than Florida Today
  — We had more than a half-dozen research and Florida Tech-branded features placed in high-visibility statewide publications, including Florida Trend and Forward Florida.

Place at least six student success stories in hometown major market publications or dailies
- From students empowered by Florida Tech scholarships to award-winning athletic achievements, a variety of student success stories appeared in publications in multiple states.

Strengthen local and national awareness of Florida Tech through increased broadcast segments, including additional campus spotlight stories, student interviews, faculty superlatives and sports interviews
- WFIT aired over 75 broadcast segments featuring campus spotlights, athletic interviews, student and faculty interviews. Submitted War of the Worlds news story featuring FIT faculty to FPBS.

Develop and participate in statewide Emergency Preparedness Network
- WFIT is a participating member of the Florida Emergency Preparedness Network. Development and implementation of the Network is ongoing and currently under development.
Educate and train student interns to produce high-quality broadcast segments featuring Florida Tech events and activities

• WFIT trained four student interns. Skills include: writing broadcast copy, public service announcements, fundraising and underwriting scripts. Of note is the news story that was produced by the Communications Graduate Class on their experiences interviewing an astronaut on the International Space Station.

**Online Learning (Bisk Education)**
Increase communication between students and faculty through the use of technology

• Promote the use of study groups in online courses
• Allow social media bragging for students and faculty

Ensure effective communication between Online Learning and campus once at River’s Edge

• Use video conference technology for meetings and host meetings at the RE facility

Promote cross-functional teamwork within and outside of Online Learning

• Use virtual teams for collaborative tasks
  — Annual meeting complete and shared technology was used.
• Have Online Learning staff working with campus departments on similar tasks jointly.
  — Complete, moved teams into River’s Edge

**Office of Research and Sponsored Programs**
To promote university achievements continuously.

• Support the Communications Office’s efforts to promote achievements by alerting them to new major awards on a timely basis.
  — New Awards Report is provided to Office of Marketing and Communications on a monthly basis. Notification of major awards is provided within 24 hours.
  — Office of Sponsored Programs continues to participate in the development of major research award press releases.

**Support Services**
Continue HR website upgrade

• Updated Action/Activity
• HR Upgrade through Access
• Employee Launch Pad includes timesheets, employment detail, personal information, important links, benefit information, wellness, employee calendar, employee forms, EPAF and training information and holiday calendar