From the President and Chief Executive Officer

Recognition as one of the top ten private technological universities in the world is our vision. An ambitious vision needs an equally ambitious plan, the status of which is outlined in this document.

The famed architect and urban designer, Daniel Burnham, said:

“Make no little plans. They have no magic to stir men's blood and probably themselves will not be realized. Make big plans; aim high in hope and work, remembering that a noble, logical diagram once recorded will never die, but long after we are gone will be a living thing, asserting itself with ever-growing insistency.”

As we reflect on this 55th anniversary year for Florida Tech, it is gratifying to know that we are so well on our way to fulfilling our full potential. Our big plans shall live on.

Sincerely yours,

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

From the Executive Vice President and Chief Operating Officer

This first installment of our 2013—2023 annual progress reports shows how we are successfully executing tactics that will lead to fulfillment of our strategic objectives. Department by department, college by college, we are taking steps to improve every aspect of this educational enterprise.

All of our activities support one fundamental desire: to foster student success. We embrace the reality that students come to Florida Tech to “do” things—to work alongside some of the best minds who conduct real research to change our world for the better. Undergraduate research experiences are the norm for our students, not the exception, and the opportunity to make relevant contributions to that research sets Florida Tech apart from other universities.

Our strategic planning improves the educational experience for our students. Working together, we succeed in helping them achieve their aspirations.

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.

- The minutes of the Senior Vice President’s Council will record its receipt of 1st and 2nd Tier reviews and actions taken from their review. “Reviewed and approved by APAC, AASAC, Faculty Senate, and the Council of Deans, but not before the March 1 deadline. Also the review process did not get included in all meeting minutes, as some committees do not keep them. New benchmarks will need to be created for the next Status Report Cycle.

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

- Achieved—Marketing and Communications staff regularly update university promotional materials to reflect adjustments to the university’s priorities and objectives.
- 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>
</tr>
</thead>
<tbody>
<tr>
<td>Clear and concise.</td>
<td>Statement of the university’s purpose.</td>
<td>General statement of the intent of the university.</td>
</tr>
<tr>
<td>Statement of the university’s purpose.</td>
<td>Identifies stakeholders.</td>
<td>Doesn’t identify stakeholders.</td>
</tr>
<tr>
<td>Indicates primary functions or activities of the university.</td>
<td>Some distinction from other universities.</td>
<td>Too general to distinguish the university or too specific to encompass the entire mission.</td>
</tr>
<tr>
<td>Identifies stakeholders.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Aligned with respective professional organization and program-specific bodies, if applicable.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Specific to the university (identifies what it does that separates it from others).</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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.
Marco Carvalho
Co-director of the Harris Institute for Information Assurance, Marco Carvalho has received $2.9 million in funded research projects from the Department of Defense and industry since 2012. He leads research at the university’s Intelligent Communications and Information Systems Laboratory, where he is principal investigator on several projects. His primary research interests are in computer security, computer networks and distributed information systems.
Ivy Chong
As director of autism services and training for The Scott Center for Autism Treatment, Ivy Chong is uniquely positioned to help families with autistic children. Most recently she led the center’s funded telehealth program, “Learning to Live with Autism.” It allows parents to experience 10 weeks of free training at home through teleconferencing software and laptops.
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
Establishment of at least one new international activity involving faculty and students
— Physics and Space Sciences is presently assuming operation of the Las Palmas 1.0m JKT telescope in the Canary Islands

To continue the ongoing process of internationalizing the campus

• Placement of “international notes” in faculty/staff newsletter, Florida Tech NOW, has continued
• International Spotlight segments on WFIT have been expanded/enhanced to at least 12 new international student spotlights through Spring 2013
• Training for faculty, staff and students has been instituted. Pilot staff training for 17 staff
• Internationalizing the Campus Committee (ICC) has continued the process. ICC meets monthly at least 7 times during the academic year with official minutes and outcomes.
• International efforts are prominently featured in Florida Tech NOW and Florida Tech Today magazines to promote, encourage, value and reward faculty engaged in internationalizing efforts
• Travel support, full or partial, for faculty to establish international research collaborations within the College of Science has been provided
  — One Fulbright Fellow; at least 5 visiting scholars. Grad fellowships from CERN. Two major presentations @ EGU, Vienna, on Dark Lightning
• Additional opportunities for international students to be engaged with the campus community through co-curricular activities have been provided, including extra advising support for international students in mathematics
• New hire arrived June 2013 to provide capacity for new Chinese students arriving Fall 2013 in environmental chemistry as well as additional sections of upper division courses impacted for 30 additional students

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

• Replace existing degrees with BSBA options.
  — BSBA options approved and made available to students.
• Launch student business incubator.
  — Student Business Incubator launched (1/1/13).
• Revise Business Plan Research course (online and campus).
  — Business Plan Research course revised and approved

To offer B.S. in Logistics Management on Extended Studies military sites by creating articulation agreements with two-year institutions.
  » Ft. Eustis Hampton Rds start Fall 2013.
  » Formal Discussions:
    » St Petersburg College
    » Valencia College
    » Hartford Community College
    » Thomas Nelson Community College

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

• Additional BME faculty are necessary to acquire ABET accreditation. A search is under way to hire an additional BME faculty member for Fall 2013
  — Exceeded Expectations. Three new faculty members have been hired and have joined the BME in Fall 2013: Dr. Sean Scanlan, Dr. Michael Fenn, and Dr. Larry Hench.
To improve the student-to-faculty ratio by making additional strategic faculty hires.
  − Met Expectations. Student to Faculty Ratios for undergraduate education in Fall 2010/2011/2012:

<table>
<thead>
<tr>
<th>DEPARTMENT</th>
<th>FALL 2010</th>
<th>FALL 2011</th>
<th>FALL 2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Biomedical Engineering</td>
<td>N/A</td>
<td>N/A</td>
<td>10.4</td>
</tr>
<tr>
<td>Chemical Engineering</td>
<td>16.1</td>
<td>24.1</td>
<td>29.4</td>
</tr>
<tr>
<td>Construction</td>
<td>13.5</td>
<td>13.0</td>
<td>16.5</td>
</tr>
<tr>
<td>Computer Science</td>
<td>9.7</td>
<td>9.6</td>
<td>10.6</td>
</tr>
<tr>
<td>Civil Engineering</td>
<td>22.1</td>
<td>33.1</td>
<td>28.8</td>
</tr>
<tr>
<td>Marine and Environmental Systems</td>
<td>10.5</td>
<td>10.7</td>
<td>9.4</td>
</tr>
<tr>
<td>Electrical and Computer Engineering</td>
<td>23.5</td>
<td>27.6</td>
<td>26.8</td>
</tr>
<tr>
<td>Mechanical and Aerospace Engineering</td>
<td>30.7</td>
<td>41.6</td>
<td>35.1</td>
</tr>
</tbody>
</table>

To enhance the experiential learning of students through opportunities for co-ops, internships and global exchanges.
  − Met Expectations. Co-Op enrollment data (Ugrad/ProTrack/Grad):

<table>
<thead>
<tr>
<th>SEMESTER</th>
<th>UGRAD</th>
<th>PROTRACK</th>
<th>GRAD</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012 Spring</td>
<td>16</td>
<td>10</td>
<td>unknown</td>
</tr>
<tr>
<td>2012 Summer</td>
<td>22</td>
<td>9</td>
<td>10</td>
</tr>
<tr>
<td>2012 Fall</td>
<td>8</td>
<td>2</td>
<td>7</td>
</tr>
<tr>
<td>2013 Spring</td>
<td>9</td>
<td>2</td>
<td>5</td>
</tr>
</tbody>
</table>

  − ProTrack Program Enrollment data:

<table>
<thead>
<tr>
<th>PROTRACK ENROLLMENT DATA</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
</tr>
<tr>
<td>2011</td>
</tr>
<tr>
<td>2012</td>
</tr>
</tbody>
</table>

To increase the fleet and infrastructure to accommodate 750 students at FIT Aviation
  • Completed development of facilities master plan that will accommodate growth

To create a “Student Design Center” available to all College of Engineering disciplines to support capstone student projects
  • Complete building program; develop schematic design and planning budget; identify potential building sites
    − Schematic Design and Site Selection is complete; Renderings and Budget in progress.

To establish an Applied Behavior Analysis (ABA) B.A. program for implementation in Fall 2013.
  − All steps completed. Program began in August 2013

To establish minors in music, international studies and fine arts
  − Music minor and associated budget approved through EVP and academic review bodies

To attain School status for the Department of Humanities & Communication
  − Board of Trustees approved School of Arts and Communication, School of Behavior Analysis and School of Psychology. Take effect in Summer 2013

Improve student-to-faculty ratio within the College of Science
  • Hire replacement faculty (2 Physics and Space Sciences, 2 Education and Interdisciplinary Studies)
  • Hire new faculty (1 Biology, 1 Chemistry)
    − Hired 2 Physics and Space Sciences, 2 Education and Interdisciplinary Studies, 1 Biology, 1 Chemistry
Improve teaching laboratories (College of Science)
- NSF MRI Proposal(s)
- QEP Lab Improvement funds (Biology, Chemistry, Physics and Space Sciences)
- Establish computational math and statistics research lab
  — 1 MRI submitted; QEP funds for labs granted; Math lab established with funds & equipment

Improve College of Science undergraduate research quality and participation in research
- Maintain/increase Showcase participation
- Encourage participation in departmental showcases
  — 46 Showcase participants; Numerous undergraduate student conference presentations, grants and awards; College of Science newsletters produced and distributed; Showcase abstract book produced & distributed

Evaluate College of Science existing programs, reduce under-enrolled majors, and add new curricula to enhance undergraduate education/recruiting/retention
- Expand academic offerings and cross-campus innovation by developing a proposal to add a B.S. in Sustainability Studies
  — Program developed, approved, and marketed for launch in Fall 2013

Implement first year of UTeach and the new STEM education program
- Syllabi developed; Undergraduate Curriculum Committee approval gained; course descriptions submitted for inclusion in catalog.
- UTeach program assessment submitted and approved; Undergraduate Curriculum Committee approval pending.

Increase student enrollment in the Coaching Certification and minor programs by 10%
- Increased number of students in program and courses

To effectively implement technology in math courses
- MTH 1603 & 1702 redesigned as; MTH 1000 modified with additional help sessions in new MAC lab

To establish a computational mathematics and statistics undergraduate research lab
- Space made available and renovated. Equipment purchased.

Initiate Physics and Space Sciences “Big Brother, Big Sister” mentoring program for incoming freshmen
- Big Brother/Big Sister program successfully initiated.
Abram Walton

Abram Walton, consultant, entrepreneur and associate professor of management and innovation, brings years of extensive and varied business management experience and leadership to the college. The Purdue graduate’s research focuses on impacting technology-sensitive industries by creating sustainable, lean business models through innovative continuous improvement methodologies. He is also senior consultant to a Department of Defense firm.
To carry through the enrollment management strategy to recruit for specific Florida Tech colleges and under-enrolled academic disciplines

**College of Aeronautics**

Explore alternative student IP funding mechanisms
- White paper written on alternative funding methods for flight instructor
- Working to distribute white paper to major airlines
- B737NG FTD installed in CAI building
- Evaluating options for getting B737NG operational

To attain on-campus College of Aeronautics UG enrollment of 353 (53PT)
- On track with retention plan
- Completed analysis of College of Aeronautics retention by major
- Based on analysis, restructuring Aeronautical Science major to improve retention
- Fall 2013 ITIC enrollment was up 17% (as of 8/28/13)
- New faculty to support UAS and HF program expansion
- UAS class offered this fall after multi-year hiatus
- Very successful presence at EAA Air Venture in Oshkosh for Summer 2013
- Implementing new FAA ATP-R requirements expected to positively affect enrollments

**Nathan M. Bisk College of Business**

College of Business campus goal of 309 (20 PT)
- Change business degrees to BSBA options
- Work with Marketing to rebrand with IDEAL core values via SEO, website, and marketing materials.
- Launch student business incubator (course credit option)
  - BSBA options approved.
  - Website revised with SEO focus. Launched 4-2013.
  - Student Business Incubator Practicum option available spring semester 2013.
  - Spring 13 headcount = 289

College of Business online goal of 1,773 (470 PT)
- Provide Bisk Education potential new degree programs
  - Ongoing. Met with Bisk Education spring semester 2013 to explore degree options.
  - Spring 13 headcount = 1,089

**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 new M.S. degree program (on campus & online) has been created in Information Assurance & Cybersecurity. Other possible new programs are being investigated.

To increase ProTrack enrollment and optimize ProTrack schedules for reduced cost.
- ProTrack schedules are being improved.
  - ProTrack program enrollment data:
    » 2010: 16
    » 2011:13
    » 2012: 15

**Marketing and Communications**

To attain on-campus undergraduate (UG) enrollment growth of 19.2% to 3,200 (includes 200 PT) students
- Create and promote a compelling Pete the Panther video that can be used as a recruitment tool to engage prospective students with our university
  - Ongoing — on schedule to meet Fall 2013 target
• Improve SEO for all program pages and college page sites, ranking on the first page of results of search engines
  — Ongoing – as of May 2013, 40 programs rank in the top 10
• Support building of tabs on 335 program pages
  — Support system completed
• Created downloadable content which allows us to create Calls to Action on the college search websites
• Revised undergraduate lead nurturing email campaign to improve click thru rate
• Work on SEO and content generation throughout the entire College of Psychology and Liberal Arts and College of Business areas to improve their rankings, navigation and website visitors
  — February 2013 rate – 6.3%
• Influencer Campaign: Complete direct mail “kick-off.” Develop process and infrastructure that streamlines collection of influencer information (names, emails, etc.) and allows for continuous, strategic communications with them (namely, e-newsletters and more robust Web pages)
  — Ongoing – on schedule to make Fall 2013 target
• Program Pages: Build out each undergraduate program page to include five “tabs” or “pages” of keyword-optimized content.
  — Ongoing – on schedule to make Fall 2013 target
• FastFacts fact sheet for each undergraduate program to use as Program Page CTA deliverable for inbound marketing
  — Ongoing – 65 of 335 pages complete, with full completion planned Fall 2013
• Youbook Enhancement: Complete a content (written and visual) evaluation, gathering and enhancement process with the aim of making Youbooks even more targeted. Build out photo archive to include at least one student from each department and faculty from high-priority major programs
  — Ongoing – audit process and adjustments being made Summer 2013

To attain online undergraduate enrollment of 3,480 (incl. 870 PT); 35% increase above FA 2011 by Fall 2018.
• Increase social media engagement from its current average of approximately 15%
  — Ongoing – on schedule to make Fall 2013 target
• Research trends and review analytics data to design and develop a new fit.edu homepage
  — Ongoing - on schedule to make Fall 2013 target

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 underrepresented and minority students, to develop new articulation agreements with STEM high schools and regional colleges without graduate schools, to broaden and deepen the awareness and reputation of Florida Tech (brand campaign) in the nation and around the world
• Develop new foreign language enrollment collateral
  — Arabic and Mandarin
• Develop, design and implement a strategy/application that would deliver custom, digital Youbook-style content to international students on-demand
  — Retargeted for Fall 2013 due to current capabilities of print-on-demand vendor
• Research and design STEM-related recruitment poster campaign for targeted high schools
  — On schedule
• Redesigned online Virtual Tour for improved student recruitment
• Overhaul of PantherPass to enhance student enrollment experience has been achieved

To increase first-to-second year student annual retention to a rate of 80% or higher
• Enhanced promotional materials for Summer 2013 classes, through print, email and social media, have been deployed

A new market research/survey instrument for prospects, current students and alumni has been prepared and is on schedule to be completed
Online Learning (Bisk Education)
To launch new online programs in the areas of Aviation Management, Homeland Security and Sports Management
— Complete, data does not support an aviation program. Bisk has officially declined.
Conduct and review market research for Aviation program with College of Aeronautics and Bisk education for viability as a new program
— Review complete and Bisk education has established interest.

College of Psychology and Liberal Arts
To attain on-campus undergraduate (UG) enrollment — College of Psychology and Liberal Arts on-campus goal: 237 (4 PT) by 2018
• A new undergraduate major in ABA was developed and launched in Fall 2013
• Further develop Pre-law program to build attractiveness and enrollment
  — Pre-law Club has started
  — Mentorship with local attorneys begun
• Build enrollment in the Psychology and Forensic Psychology programs by further development of the Child Advocacy concentration and better description of the programs and all concentrations on the website
  — New faculty with child advocacy background hired for Fall 2013
  — Improvements to all of School of Psychology websites have taken effect
• To attain online undergraduate enrollment — College of Psychology and Liberal Arts online goal: 1,147 (263 PT).
  — Research market appeal and feasibility of online undergraduate program in Homeland Security
    » Determined to develop Homeland Security undergrad program
    » Proposal developed — going through approval process

College of Science
To grow the most popular programs and create new options/majors
• Hire replacement faculty (2 Physics and Space Sciences, 1 Education and Interdisciplinary Studies)
• Hire new faculty (1 Biology, 1 Chemistry)
  — Hires: 2 Physics and Space Sciences, 1 Biology, 2 Education and Interdisciplinary Studies, 1 Chemistry
• To increase student retention
  — Hires: 2 Physics and Space Sciences, 1 Biology, 2 Education and Interdisciplinary Studies, 1 Chemistry
Increase undergraduate enrollment in Chemistry/Biochemistry by 5%
• Emphasize the popular green and environmental chemistry and sustainability which are already bringing in more students
  — New faculty member hired in Chemistry
  — Sustainability website set up
Increase overall undergraduate enrollment in DEIS by 10%
• Visit University Experience classes and inform of UTeach opportunities
  — Dramatic increase in enrollment in UTeach courses (over 100 students now);
• Inform Freshman Advisors about all department programs
  — UTeach faculty visited all University Experience classes;
• Insert modules on sustainability into University Experience lessons to prime recruits for potential sustainability major opportunities
  — New website up and running for Applied Sustainability Education
Modification of Math Placement Test (MPT)
• Implementation of new online test and rules for exemption of incoming students from the MPT
  — New rules for exemption from and operation of math placement testing are now in place. Online testing is operational
Steve Cusick
Aviation safety is the forte of Steve Cusick, College of Aeronautics associate professor and graduate program chair, and a former U.S. Navy captain, flight instructor and naval aviator. With extensive experience in aviation safety and aviation law, Cusick teaches and researches these subjects and is faculty advisor to the Society of Experimental Test Pilots National Intercollegiate Flying Association.
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**

**Melbourne Programs**
To increase 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
  - Strategic graduate enrollment plan submitted to associate dean.
  - Focus marketing on web and social network opportunities using Marketing staff resources

**Online Programs**
To increase enrollment from a 2011 baseline of 12 students to 50 students
- Explore and report on marketing initiatives and alternatives with Office of Marketing and Communications
  - Use Marketing staff to network with online students
- Evaluate options such as new Airport master’s online
  - Strategic online enrollment plan submitted to associate dean

**Nathan M. Bisk College of Business**
To attain the International Assembly for Collegiate Business Education (IACBE) accreditation for business degree programs (campus, online, and Extended Studies).
- Self-study year requiring data gathering activities for qualifying degree programs (online, campus, and off-site) is under way.

To increase graduate enrollment to 150 students on campus.
- Work with Marketing to promote MBA and M.S. degree programs via improved website and marketing materials
  - Promotional materials being disseminated
- Fundraise for student scholarships
  - Raised scholarship funds
- Spring 2013 headcount = 54

To develop M.S. in Innovation and Entrepreneurship.
- Formalize M.S. in Innovation and Entrepreneurship curriculum and submit to Graduate Council for approval.
  - Curriculum approved.

To increase enrollments to 1,500 students in Extended Studies sites.
- Work with Enrollment Management and Marketing to increase enrollment.
  - Ongoing. (Sequestration poses obstacle for enrollment growth.)
  - Spring 2013 Headcount = 1,165 > than Fall 2012.
  - New site development under way.

Add Extended Studies site.
- Ongoing-High Potential
  » Fort Benning (Visiting site now)
  » Fort Dix
  » Southern Maryland HEC
  » Northern Maryland HEC
  » Panhandle (Doolittle Center)
**College of Engineering**
To increase graduate enrollment to 1,000 students (200 Ph.D.) in the Melbourne programs.
- To work with Enrollment Management (EM) and Marketing to increase the number of graduate students.
  - Total Ph.D. Enrolment:
    » 2010: 98
    » 2011: 111
    » 2012: 136

To increase enrollment in the College of Engineering Department of Extended Studies programs from 84 students at Fall 2011 to 110 students.
- To work with Enrollment Management (EM) and Marketing to increase the number of graduate students.
  - Total Enrollment:
    » 2010: 33
    » 2011 (CIS added): 94
    » 2012: 95

To increase external research funding to $12M annually in funded research awards averaged over the previous three years.
- Met Expectations. Total Research Grant & Contract Volume:
  » FY'12: $17,005,412
  » FY'13: $19,749,417
- Total Expenditures:
  » FY'12: $4,892,758
  » FY'13: $5,258,155

To foster higher M.S. thesis and Ph.D. dissertation production in College of Engineering’s six signature research areas:
- Sustainability of the Environment
- Intelligent Systems
- Assured Information & Cyber Security
- New Space Systems & Commercialization of Space
- Communication Systems & Signal Processing
- Biomedical Systems

**Online Learning (Bisk Education)**
Online learning will support the colleges in the development and offering of new Online graduate programs
- Deployment of “group” functionality and training for online graduate faculty on the use of the technology
  - Implementation and faculty training are complete

Continue to support the Graduate admissions process for both Extended Studies and other online programs not part of the Bisk partnership

**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
  - Possibilities identified; slowed because of problems with state authorization. Moving ahead with sites in California and South Carolina.
  - Hired administrators for hybrid program – two half-time 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
  - Achieved. More students requested by Brevard Health Alliance.
- Explore European possibilities for exchanges and cross trainings for clinical program
  - Visits to University of Milan, University of Valencia and University of Bologna 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
  — Achieved. – 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 College of Psychology and Liberal Arts has existing Memoranda of Understanding (MOUs)
  — Completed during summer visit to Poland University

Office of Research and Sponsored Programs
To achieve $1.1M in multi-site or multidisciplinary funded research with concentrations in behavioral health, cross-cultural competence and autism. Support efforts by the College of Psychology and Liberal Arts to increase externally funded research.
  — In Progress
  — Proposal identification and strategy meeting on 10 May 2013.
  — To increase external funding by 15% per year for the College of Psychology and Liberal Arts.

College of Science
To develop new, attractive graduate programs and to enhance graduate enrollment
• Implement new Conservation Technology FastTrack program
  — New Conservation Technology FastTrack option in place.

• Develop plan for waiving or reducing tuition for graduate research assistants in Ph.D. programs
  — DGRATS plan prepared and implementation team assembled

To create professional, non-thesis, revenue-generating M.S. programs in College of Science
• Establish a non-thesis, professional M.S. program in Conservation Technology
  — Program now active
  — Continue to develop Biochemistry M.S. program

To provide excellence in graduate education in Applied and Computational Math and Operations Research (OR)
• Modifying and redesigning existing courses.
• Offering new courses under special topics
  — Core OR courses modified; two new special topics courses developed

• Obtaining at least one RA position and increasing TA stipend
  — Working to increase grad student funding

• Redesigning M.S. comprehensive and Ph.D. qualifying exams
  — Redesign is finished Grad Council submission pending

Student Affairs
Increase enrollments
• College of Aeronautics —increase Melbourne to 38 students; online to 20 students
• College of Business — increase Melbourne to 54 students; Extended Studies to 1,319 students; online to 1,215 students
• College of Engineering — increase Melbourne to 600 students; extended studies to 98 students; online to 123 students
• College of Psychology and Liberal Arts — increase Melbourne to 264 students
• College of Science — increase Melbourne to 338 students
  — In progress. No census data will be available until last week of September 2013.

To reward Ph.D. research candidates with competitive stipends and tuition remission
• Deans of the College of Engineering and College of Science working in concert with the AVP for Enrollment Management and VP of Research to create a proposal that would reward Ph.D. research candidates with competitive stipends and tuition remission leading to increased Ph.D. enrollments and increased external research funding
  — DGRATS Program approved and implementation team formed.

1 Sequestration poses obstacle for enrollment growth.
Kunal Mitra holds two U.S. patents for a laser-based skin cancer detection and treatment system, and for a new method and apparatus for delivering X-ray irradiation. He and his research team currently partner with NASA to better understand bone loss in microgravity. Mitra also is noted for developing new stent technology for treating retinal detachment and a solar-powered hybrid lighting system.
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 Engineering
Plans to support other units in promoting 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 programs
  - Input from students, faculty, and staff through direct communications with key personnel in student services, athletics, academic units and student government are collected and reviewed on a regular basis.

Facilities
To maintain varsity athletics at a Panther Point-of-Pride
To provide storage facilities for water sports clubs at the Anchorage
  - 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
To provide lighting for the soccer and softball fields for night practices and games
  - Completed construction of Soccer Field Lighting project.
  - 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.
    - Six additional classrooms will be brought online this academic year, FY’14. Existing classroom needs assessment is in progress.

Library
To refurbish and modernize Evans Library to the level of a Tier One National Research University library
  - Survey designed to ascertain student needs and suggestions for improvements.
  - Create more space on the 2nd floor for other uses by converting from print to electronic resources
    - Second Floor: Converted 71 journal titles from print or print/online to online only. Withdrew 3,238 volumes (16 titles) of print indexes, most of which we had online or replaced with online access.
    - Removed 8 shelving ranges.
    - Opened 510 square feet of floor space for student study space.
    - Third Floor: Discarded/removed 11,356 items from the government documents collection, opening 270 square feet of floor space for other purposes.
  - Renovate the physical plant as follows:
    - Enhance the conference room with video conferencing capabilities (i.e., webcam and software).
    - Define appropriate technology to Link Room to update it utilizing best practices to be a ‘state of the art’ classroom on campus without compromising control over access and flexibility.
    - Replace study room chalkboards with whiteboards.
      - In progress. Equipment has been ordered. Library is working w/facilities.
      - Wi-fi has been upgraded.
      - Whiteboards have been added to all study rooms
To provide access to all scholarly content provided by Evans Library regardless of location, time or place
  - Implement GIST software and policies for more efficient workflows including collection analysis during the move from print to primarily electronic resources.
    - GIST software loaded, customized, and used to identify print resources that are also available online. 11356 government documents identified and removed
  - Prepare list of new academic and research programs
    - Created a spreadsheet for all programs at Florida Tech with lists of library resources related to that program
  - Update metadata of the digital archive material to Dspace.
Semen Koksal speaks of her field of mathematics education with such passion and affection, her enthusiasm is contagious. For nearly 10 years, she has conducted collaborative research to embrace the field of biomathematics, applying mathematical principles to biological systems. For this work, Koksal and colleagues have been funded under a National Science Foundation grant.
• The metadata for the digital archive material has been completed in spreadsheet format. We are currently evaluating whether to use DSpace or another archival exhibit software program called OMEKA.

• Continue acquisition of additional e-books and databases to support current and new scholarly programs.
  — List of acquisitions available upon request

• Increase mobile web access to all library resources.
  — The Library website is optimized for mobile use as much as possible within the constraints of Web Services' requirements. DSpace has automatic responsive mobile capabilities. We are looking into the use of VuFind’s mobile interface for searching the Library catalog. We have analyzed the use of various mobile devices to access the Library’s various e-book collections. We will create a similar list of database vendors that are already mobile friendly or have apps that can be downloaded for better mobile connections.

  • Have a prototype of the institutional repository, for comment.
  — A prototype repository has been created and presented to the Faculty Library Committee for feedback.
    http://repository.lib.fit.edu

**Marketing and Communications**

• Marketing and Communications has engaged 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)

**Online Learning**

• Provide online students the ability to interact with each other as part of a community
• Integration of social media (Facebook) to the E-learning platform
• Allow the use and upload of an approved profile photo the E-learning Platform
  — Complete. Social media profile accessible in Learning Management System.

**College of Science**

Continue modernization of General Chemistry Laboratories with new instrumentation
• Additional grant support from NSF has been achieved

Ongoing grants from Florida Hydrogen Initiative and NSF leading to Gen Chem 2 lab; Internal funding supported new computers and data collection instruments
Support the effort to “internationalize the Campus” by developing program for Chinese High School principals in US educational and administrative methods
  • Design program for approximately 20 Chinese educators
  • Coordinate planning with Brevard Public Schools
  • Build draft plans and timelines for all events
  • Execute plan with visitors
    — Chinese Principals (33) participated in 2-week on-site workshop in collaboration with Brevard Public Schools

Improve pride in campus and student retention by using sustainability minor capstone projects to create diverse sustainability products across the campus
• Coordinate student capstone project ideas with multiple campus offices, esp. Facilities, Dining Services, Marketing, Residential Life
• Identify tractable projects to bring or expand sustainability practices on campus
• Conduct semi-continuous management of >30 campus projects (current and legacy)
  — Projects involving students include jungle clean-up, phytoremediation in university ponds, recycling, and a variety of others.

Improve learning environment for students in all Math courses
• Refurbish the Math GSA office
• Refurbishment of the existing Mathematica computer lab for teaching upper-level courses has been completed
**Student Affairs**

To establish a formal Florida Tech Honors Program

- Review established honors programs at similar institutions
- Develop program requirements
- Hire program director
- Recruit inaugural class
  - Notation of successful completion of the School of Psychology’s existing honor’s program approved for inclusion on the student transcript.
  - Research and discussion about the establishment of a formal Florida Tech-wide honors program is commencing.

To maintain varsity athletics at a Point-of-Pride

- Provide full-time assistant coaches for every varsity sport
  - Seven full-time assistant coaches and eight graduate assistant coaches added.
- Provide storage facilities for water sports clubs at the Anchorage
  - Sail racks and secured shelter storage will be in place by end of Fall 2013
- Establish a recreational sports unit to manage and promote intramural and club sports
  - In progress
- Provide lighting for soccer and softball fields for night practices and games
  - In progress

**Support Services**

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

- Develop Equitable Student Employment Recruitment and Selection Process in collaboration with Career Management Services.
  - Developed online student application process
  - Final federally compliant process implemented and promulgated with clearer instructions, fewer trips between offices, safer results, and fewer delays to first paycheck for new student employees
  - Increased 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 is ongoing.

To establish a slate of regular Dining Services special events that focus in the cultural diversity represented on campus.

- Identify a list of International countries with enrolled students from International Student and Scholar Services.
  - International Student and Scholar Services has been contacted and information has been gathered regarding the top ten international countries represented by students to research recipes.
- Solicit support from various domestic cultural backgrounds.
  - Korean, Indian and Thai dishes have been developed with the assistance of students. Staff members have met with many cultural student groups including the African Student Association, Korean Student Association, Chinese Students and Scholars Association, Latin American Student Association and Arabic Student Association.
- Develop International recipes
  - Dining Services focuses on recipe development for Middle Eastern, Indian, African, French and Latin recipes with students on an ongoing basis.
- Source ingredients from suppliers
  - Researching ingredients with food suppliers is ongoing.
- New international and cultural dishes at the Panther Dining Hall International station are introduced on an ongoing basis.
New to Florida Tech as a research associate in 2013, Aaron Adams continues as director of the Bonefish and Tarpon Trust, conducting these duties from the university’s Vero Beach Marine Laboratory. Adams is opening exciting new areas for university research and teaching through the trust’s research in Florida, the Bahamas, Belize, Mexico, Hawaii and other parts of the world.
To develop a proactive Dining Services wellness and nutritional program in cooperation with other campus departments including the Clemente Center, CAPS, Health Center and Residence Life

- Met with all stakeholders including, Clemente Center, CAPS, Health Center and Residence Life staff
  - Coordinating with HR on the development of the campus-wide wellness program

- Identify nutritional information
  - Chef Tec upgrade scheduled for the early June.

- Develop awareness campaign of dining services nutritional information
  - Promotional to include:
    - Table tent cards, dining hall posters, and electronic digital menu boards.

- Launch nutritional information campaign
  - Promote healthy choices at each servery station, online and print with “healthy choice icon”.

- Publish nutritional information at the dining halls and online
  - Introduce nutritional information and healthy choices prior to Fall semester start.

**Technology**

*Paperless campus: Implement student document uploading for admission in PAWS*

- Deploy new version of Banner self service
  - Finished rolling out new Banner Self Service product September 3, however, document upload component will not function in the capacity for which is needed. Revised goal is to address this function with Student Recruiter roll out in the upcoming strategic initiatives.

*Paperless campus: implement an online version for the change of grade process*

- Program workflow for change of grade paper process into Banner
  - Finished programming for all units for the Change of Grade process (Main Campus, Online and ESD). We have a meeting with the registrar staff to go over the process so they can provide end-user testing. Target is still October.
Scott Benjamin
Assistant Professor of Strategy and Entrepreneurship
Scott Benjamin leads new venture creation and entrepreneurship and currently oversees the fledgling business ideas of over a dozen students in the new Student Business Incubator. Students are given the resources, education and mentoring required to commercialize a technology. Who knows? One of them might launch the next Facebook.
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.

Library

• To increase staff attendance and participation in technology-based conferences and seminars
  — Acquire budget to enable library faculty and staff to present at conferences and other professional development events.
  — Increased travel budget was requested in FY’14 budget. Budget increase was not approved.

• To use technology to enrich and empower individuals to fulfill the university’s mission
  — Utilize the student lab technicians in the Library Research Systems Lab to experiment with and implement new technologies that could improve library efficiency or provide improved services.
  — The Library Research Systems Lab worked on several projects that improve library efficiency and provide improved services.

• To improve the quantity and quality of information resources (library) for on-campus and academic programs
  — Create a prototype of the library’s institutional repository to preserve and make available the scholarly work of the University including research articles and some data by faculty, thesis and dissertations by students and Capstone projects by students
  — A prototype repository has been created and presented to the Faculty Library Committee for feedback: http://repository.lib.fit.edu

• Complete transition of metadata for the digital archive material to Dspace
  — The metadata for the digital archive material has been completed in spreadsheet format. We are currently evaluating whether to use DSpace or another archival exhibit software program called OMEKA

• Promote use of government information as scholarly resources
  — Two new government information-rich Research Guides, Public Administration and Homeland Security, were created.
  — The Government Information guide was updated.
  — Blog posts on Homeland Security Digital Library database and National Climatic Data Center publications were posted.
  — Government information resources are taught in all sections of COM 2012 and in Module 3 of the graduate research workshop as appropriate to the discipline.
  — Science.gov was promoted to library staff and to Marketing and Communications personnel.
  — During the year the following databases were turned on in Summon:
    » Department of Energy Information Bridge
    » DTIC STINET
    » FDsys Government Publications
    » NASA Technical Reports Server
    » USPTO Issued Patents
    » USPTO Published Applications

To enhance strategic communications with prospective students, current students and alumni using current and emerging personal and social media

• Capitalize on social media to enhance communication and promotion of library facilities, services, and resources
• Library developed Facebook page and established Twitter account.
• Implement “library tips” to help students use the library more efficiently and effectively
• Library “news ticker” was established and looped in lobby. As facilities improvements are made, re-location will follow.
• Capitalize on efficient ways to collect and analyze data about library use and services and implement changes based on this information: Evidence-based Librarianship
• The library Information Advocates have worked collaboratively to create a spreadsheet of possible new resources to support growing needs of students and faculty.

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)
  — Ongoing—on schedule to complete integration of fresh accolades and information by August 2013
Joe Dwyer, head of the department of physics and space sciences, coined the term “dark lightning,” which can expose airplane passengers flying into thunderstorms to gamma ray irradiation, although high-dose events seem to be rare. He and his team have made advances over the past five years into their study of the phenomena and recently presented their findings to an international audience of scientists and media.
**Online Learning (Bisk Education)**

- Ensure that online faculty, regardless of academic unit, have the proper training on the E-learning platform before teaching.
  - Require training of all new online faculty and offer training classes every 8 week term
  - All new faculty are completing training prior to the start of each term. Current term was nine faculty members.

- 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
  - Full review was completed as part of the annual meeting. Needs assessment shows that tablet compliance is needed quickly and both parties agreed. Bisk working to create Learning Management System systems.

- Continue to create seamless access to students across different systems
  - Use of CAS (Central Authentication System) for student access to the E-Learning platform
  - Single sign on using Florida Tech ID is now active and in use by students/faculty on the Bisk Learning Management System

**College of Science**

- To effectively use technology in research and teaching at all levels in the Mathematical Sciences Department
  - Mathematica license extended

- Adapt MAA (Mathematical Association of America) digital math library (DML)
  - Digital Math Library in process

**Technology**

Implement Relationship Management Analytics

- Develop dashboards and scorecards to communicate effectiveness of University Communications with perspective students.
  - Onsite assessment completed. Proposal submitted and signed.
  - End user training completed.
  - Development in process estimated time to complete 4 months

Fully implement Cognos Reporting

- Enhances the ability for the Business Systems Analyst to provide timely and accurate reporting to provide management with data to make decisions.
  - End user training completed.
  - Development in process estimated time to complete 4 months

Continue to Develop Disaster Recovery strategies in Atlanta

- Move front end hardware to Atlanta for the front end connections to all Banner related systems. Continue to develop and test hot backup and failover strategies.
  - Segregated local storage controller traffic and replication traffic from Melbourne to Atlanta as recommended by DELL Compellent team. They reside on different VLANs and VPN tunnel. An iSCSI share was made accessible to the Banner system to replicate a copy of the backup.

Implement Banner 9 and Self Service UI

- Implement Banner 9 and Self Service UI to provide a better user interface for students to meet high technological expectations
  - New Self Service UI capabilities were implemented working with Web Services about branding and customizing the interface.

Achieve a high level of reliability for Technology Services

- To continue to achieve a high level of reliability for our services will only be accomplished through the continued efforts to reduce system turnaround times to 3 days or less, decrease incoming client hold times by a minimum of 10 seconds and ensuring and increase in customer satisfaction by 3 to 5% a year. Continue training of the support staff and student workers in new and upcoming technologies and customer service techniques. Develop training programs for student workers to increase knowledge of proper customer service techniques and hardware and software troubleshooting.

- Analyze daily processes and procedures to increase efficiency.
  - Customer rating is an average of our Service Quality & Service Timeliness ratings.
  - Service Quality: 86%, Service Timeliness: 91%, First Contact Resolution: 73%
  - Customer satisfaction by classification:
» Staff: 93% (Quality 91%, Timeliness 95%)
» Faculty: 87% (Quality 84%, Timeliness 90%)
» Students: 86% (Quality 84%, Timeliness 88%)
» Alumni & Attended Students: 88% (Quality 87%, Timeliness 89%)
» FY 2013 average incoming client hold time: 00:53; average: 0:45

Increase staff attendance and participation in technology-based conferences and seminars
  • Staff will frequently attend local and regional educational technology conferences, seminars, and training.

Establish an effective process of information dissemination concerning classroom technology design
  • Instructional Technology will hold meet-and-greet meetings with faculty and leadership to spread the word on services offered. We will work closely with key departments to assist in the design and implementation of new technologies in classrooms and conference rooms.
    — Monthly meetings are held with faculty in a group setting via the Academic Information Technology Committee (ACITC), and individually on a daily basis.

Offer faculty training for the use of available technologies through various delivery methods.
  • Continuously create and produce new technology training for staff and faculty. Made available through the following; face-to-face, one-on-one mentoring, or Online, and through weekly Tech Tips.
    — Faculty and staff training is ongoing and conducted several times a week either face-to-face, Online, or one-on-one. New training is in development for the MondoPad, Windows 8, and MS Office 2013.

Continue to expand 802.11N wireless footprint on campus
  • Complete student housing Wi-Fi installations.
  • Upgrade remaining “g” only limited Access Points.
  • Revisit/Ensure prior deployed buildings meet current capacity and density requirements.
    — 21 PoE switches also deployed.
    — Brownlie, Enhance Columbia Village, Mary of the Sea, some CAI, Link, etc. are scheduled to commence.
    — On track to further exceed goal.

Remain current with data, voice, video, unified communications tools to ensure flexible and agile collaboration
  • Finalize go-forward plan for PBX system
  • Evaluate and Select platform on cost and capabilities
  • Begin implementation of needed Infrastructure enhancements to sustain new communication tools
    — Plan is developing.
    — Necessary network modifications, separating data and voice traffic has already begun. DHCP modifications for VLAN automatic assignment have been completed.
    — The number of VoIP phones deployed around campus is now roughly 33%.
STRATEGIC INITIATIVE 7: STEWARDSHIP OF UNIVERSITY RESOURCES

To improve the quality and quantity of human, physical, and fiscal resources.

Nathan M. Bisk College of Business
To establish space for a student business incubator accessible to the main campus.
  • Work with Development Office to identify funding opportunities.
    — Ongoing. Regular meetings with Development to identify funding sources and activities.
  • Gain support of Advisory Board to provide resources.
    — Advisory Board members provided seed funds and other support.
  • To add at least one additional faculty position to support initiatives in graduate programs in entrepreneurial leadership
    — Hired Dr. Scott Benjamin with start date of Fall 2012.

Facilities
To maintain focus on campus beautification and safety
  • To continue a campus-wide agronomics plan
  • To attain a campus-wide compliance with the Sustainability Tracking, Assessment & Rating System (STARS) for all Grounds Department practices
  • To develop safer pathways through campus
    — To identify and evaluate processes for industry specific certifications (e.g., Tree Campus USA site)
  • Implement turf management and ornamental plant management plans.
  • Begin implementation on all Grounds related STARS credits.
    — STARS Tier 1 credits have been implemented. Tier 2 in progress.
  • Create a campus traffic and mobility plan.
    — Campus master plan provides guidance for various initiatives that are under way. Country Club Road gate opening in progress.
  • Achieve Tree Campus USA certification.
    — In progress. Benchmark complete.
    — On track for achieving Tree Campus USA by target date.

Women’s Business Center
Increase number of individuals assisted by program and service by 10% annually
  • Establish 2 classes in e-learning environment. Increase classes every year by five.
    — In development. One class already established and on the books for September, other classes being developed by our instructional designer, Wanda Lipscomb-Vasques
  • 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 Mentoring program established. 12 clients have been mentored
  • Establish a peer-to-peer mentoring program for second stage entrepreneurs. Identify 8 clients for the first year. Increase number of clients by 2 for each year following.
    — Ambassador program has begun for mentoring program graduates. These individuals will participate in first peer-to-peer mentoring 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. Others are being trained for mentoring in the mentor program

Expand reputation of entrepreneurial excellence associated with the WBC throughout Central Florida
  • Establish a satellite office to serve Indian River County and St. Lucie Counties.

Increase staff to support expansion of services by hiring at least one full-time employee
  • Increase fundraising to an additional $100,000 to bring income to a sufficient level to add more staff
    — Fundraising will have been increased by $50,000–$100,000 by the end of the calendar year
Deborah Carstens
Associate Professor of Information Systems Deborah Carstens has led funded research at the Activity-Based Total Accountability (ABTA) Institute since 2008 to create government transparency and determine which state governments are better at accountability and cost/performance. Based on website analyses, all 50 states earn A to F grades on the institute’s report card. Links to reports and tables are at http://abta.fit.edu/data.
Thomas Harrell never tires of researching chronic fatigue. As someone who has lived with the condition for two decades, he knows first-hand how debilitating and life-changing it can be. For seven years, the director of Florida Tech's Fatigue Management Institute has studied ways patients can minimize the impact of chronic fatigue.
Library
To develop a faculty with international reputations
• Collect comprehensive Florida Tech scholarly output for 2011/2012.
  — Bibliographic metadata for 711 articles from 2011 and 2012 as well as data on newly published articles have been collected. In addition, metadata for over 5,000 articles published since 1974 has been collected.

Marketing and Communication
• Marketing and Communications has engaged 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).

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 25% documented electronically
• Arrange for professional appraisal of objects in Permanent Collection at Foosaner Art Museum. The 2,500 objects currently owned by the Foosaner are currently appraised at $1,256,796; however, these appraisals are inaccurate. They are outdated and less than half are not certified. Also, entire collections — over 1000 objects have $0 value attributed to them. With new certified appraisals, the collection’s certified value could increase by 75%.
  — Appraisal is scheduled for June 6–21, 2013. Contracted with Timothy Gordon Appraisal
• Create Acquisitions Committee for Foosaner Art Museum
  — In progress. Mission statement and guidelines created.
• Continue cultivation of donors, collectors and artists to enhance both University Museums’ Permanent Collections
  — Renaissance Society increased by 51%. In FY 2013, 26 individual gifts were donated to Funk Center permanent collection with an appraised value of $26,100. The Foosaner received a major gift of Tiffany and assorted art glass (appraisal pending) and 8 other gifts of art valued at $18,500.

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 attendance for exhibitions from FY 2012 #14,194 to FY 2013 #16,323
  — Foosaner attendance increased by 25% to 17,714
• Increase Foosaner Education programs attendance from FY 2012 #935 to FY 2013 #1125
  — Attendance for Foosaner Educational programs increased by % to 2,473
• Increase Funk Center attendance for exhibitions from FY 2012 #2325 to FY 2013 #2674
  — Funk Center attendance increased by 25% to 4,807
• Increase Funk Center participation in educational programs from FY 2012 #525 to FY 2013 #604
  — Funk Center increased participation in educational programs by 3% to 988

Online Learning
The departmental move to the River’s Edge facility while being good stewards of university resources has been completed.

College of Psychology and Liberal Arts
To maintain external funding for operations for The Scott Center for Autism Treatment
• Florida Medicaid Waiver has been acquired
• Expand services for problem behavior and feeding problems
  — Medicaid waiver for severe behavior acquired. 1 insurance company authorized severe behavior
• Follow timeline for receipt of state funds from APD
  — Grant activity is on target and all reporting requirements have been met.
• Secure at least 1 foundation grant
  — Harper Foundation grant of $5000 was received — used to purchase laptops for state grant

To seek additional opportunities to be the parent or seed organization for other autism centers across the USA and around the world.
• Conduct at least 1 training and consultation with Dubai Early Childhood Development Center
  — Training conducted in Dubai in February 2013
• Use ABA Hybrid Program to discover potential autism center partnerships
— Multiple potential sites have been identified. Follow up with 9 in the next two years.

• Further develop initial contacts with Oxford University and George Washington University
  — George Washington U VP for Research and Development Director visited in Spring. Mutual agreement to collaborate but no specific project.
  — VP for External Relations and a Professor in Psychology visited. Several collaborations identified that would bring mutual benefit in autism and mental health initiatives

**Office of Research and Sponsored Programs**
Proposal identification and strategy meeting was held on May 10, 2013 with the dean of the College of Science. The Research Office will continue to provide federal funding opportunities, support applications, and assist in proposal preparation
To continue to increase the student capstone projects to a minimum of twelve.
  • Support efforts by the College of Engineering to increase the number of student capstone projects to a minimum of twelve
    — Ongoing
Support efforts by University Centers and Institutes to secure increased funding.
  • Support efforts by the Directors of University Centers and Institutes to identify, pursue, and win grants.
    — Ongoing

**College of Science**
Position Space Sciences program to better attract students and improve their employability
  • Change “Solar, Earth, Planetary” programs to “Planetary Sciences”
    — In Progress
  • 2 new planetary scientists hired.

**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.
  • Coordinated research with Lincoln Financial Group (LFG) to determine whether the two retirement plans can be combined under IRS and DOL regulations.
  • Recruited and hired a Business Systems Analyst for Human Resources to develop more efficient reporting for compliance and to take full advantage of available complex technology.

Benefits Manager leading Benefits project
Benefit Solver 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
Recruit, hire, and train an HR Staff Assistant to complete increased clerical functions resulting from university growth.
  • Provided training to Staff Assistant on the Document Management System - Xtender
Banner/HRIS/FIT HR documentation training completed.
Richard Ford
Internationally recognized expert on computer security and co-director of the Harris Institute for Assured Information, Richard Ford is highly regarded for his work to prevent malicious mobile code. He oversees the institute’s numerous funded research projects, including behavioral virus detection, network traffic generation and a spyware-resistant virtual keyboard. Ford is also the inventor of a patented detection method for “undetectable” debuggers that rely on system emulation.
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

Develop a Florida Tech Research Park (FTRP)

• Plan public announcement and opening ceremony
  — Successful and Ongoing.
  — Formal dedication of the FTRP held April 2013. Local press and community leaders attended. Obtained commitment from MLB airport to allow entire acreage for promotion as FTRP. Working on written language. Outreach, promo’s, etc. continuously in work.
  — Increase interaction with the community via outreach programs including the Florida Tech Research Park

• Interact with local, state, national and international orgs to facilitate economic development for FTRP
  — Successful and ongoing. Presented FTFP to numerous org’s over numerous events; Chamber, EDC, Government of Florida, FL STEM commission, international visitors, etc. Continuing to market FTRP to local, national and international companies.
  — Successful and ongoing. Added Archo Solutions to the FTRP. Actively fostering strong relationships with other FTRP companies e.g. Embraer.
  — Successful and ongoing. Established member of FL Network of Research Parks (FNRP) and Association of University Research Parks (International). Chair the legislative affairs cmte of the FNRP. An active participant in the annual AURP national conference.

Nathan M. Bisk College of Business

• College of Business will continue to support the Office of Sponsored Programs in identifying funding opportunities within the business college, in collaboration with other colleges associated with its Center for Entrepreneurship and New Business Development and the Women’s Business Center.
  — ABTA Institute: $100,000 (ending 2013).
  — WBC: $191,156 gifts and grant funds (2012-13).
  — Brevard Workforce: $100,000 (2013-14).

• College of Business will continue to support OSP through its Florida Tech Consulting initiatives.
  — Three initiatives under way, as reported by Patty Sellers in OSP.

• The Department of Extended Studies will continue to support external outreach with the Office of Sponsored Research
  — Extended Studies worked with Dr. Tristan Fiedler to explore opportunities for site expansion on Lake Nona Medical Complex. Efforts led to MOU with Valencia College at Lake Nona (pending its faculty approval).

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.)

• Incorporate data research management guidance into library services.
  — Two 1 hour-long data management briefings (2/11 and 2/13), four 15-minute briefings as part of departmental meetings (Computer Sciences, Education and Interdisciplinary Studies, Electrical and Computer Engineering, and Chemistry), and one presentation at the March ACITC meeting, resulting in more than 100 (102) people being exposed to the importance of data management have been presented. Two “Easy Instruction” sessions open to faculty, staff and students have been provided.

• Provide assistance to faculty creating data management plans for grant proposals
  — An online resource for faculty to use in preparing their Data Management Plans, http://libguides.lib.fit.edu/RDM, has been created. It is linked from the library and Sponsored Programs websites. It has been accessed 285 times since its launch.
Richard Griffith
Leadership takes on differing expressions around the world, giving workers culturally influenced expectations about how their leaders should behave. Richard Griffith, director of the Institute for Cross-Cultural Management, teaches adaptive cultural skills to the U.S. military and around the world and has internationalized the School of Psychology’s industrial/organizational psychology program.
Brian Lail, noted for his research on infrared antennas, funds his work through numerous grants from the National Science Foundation. His Presidential Early Career Award for Scientists and Engineers came with research funding of $200,000 annually for five years; it’s the nation’s highest honor for professionals at the outset of their independent scientific research careers.
**Office of Research and Sponsored Programs**

To provide a higher level of support to newly hired faculty in securing research funding.

- Met one-on-one with every new faculty member interested in learning more about the services available through the Office of Research and OSP.
- Director of OSP presented at the new faculty orientation.
- Invitation communicated to all new faculty present at the briefing. OSP followed up with an email to all the faculty present at the briefing.
- Six new faculty members met one-on-one with the OSP Director.

To develop a program for experienced and successful faculty to mentor new faculty.

- Inventory of existing faculty mentoring programs at Florida Tech and other major research universities was completed.
- All deans were surveyed in May 2013 regarding existing faculty mentoring programs.
- A summary of existing faculty mentor programs was presented to the VP Research.
- Research Council will provide input at September 2013 meeting.
  - All data collection and analyses submitted to the VP for Research.

**College of Science**

To promote new faculty extramural funding

- New 2012 faculty submit at least 1 major grant proposal each in 2012 and 2013
- Condition for contract renewal
  - Significant grant proposals submitted for funding:
    - Palmer and Kemp (Biology); Yumiceva (Physics and Space Sciences); Hamed (Education and Interdisciplinary Studies); Du, Nezzam; Hutz (MTH)

To promote grant writing by existing faculty

- Increase proposal submission by current faculty
- 10% increase in faculty submitting proposals
- Incentives: reduced teaching load, full 3% merit raise
- SERI and Optics proposals have been submitted
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 M. Bisk College of Business
To increase overall funding by diversifying funding sources through building greater affinity with organizations and individuals who are likely sources of funding
• Develop new extended site on or off military site
• High Site Potentials:
  — Fort Benning-Visiting site privileges granted. Exploring permanent residency with ESO.
  — Eglin AFB- ESO visit 5/22/13
  — Fort Dix
  — Panhandle Region
  — Renew Lakehurst NAS
• New Partnership agreements:
  — Oakwood University
  — Athens State University

Marketing and Communications
To increase annual giving/endowment funding to the $5.8M level
• Collaborate with Development to prepare print and electronic materials in support of impending capital/comprehensive campaign
  — Vision statement and planned giving guide completed, ongoing collaboration continues

Museums
Increase memberships by 15% annually
• Funk Center Friends of Textiles members increase from FY 12 total of 92 to FY 13 total of 106
  — Total Friends of Textiles membership is exactly 106 – a 15% increase
Increase donor base to support operating budget by 30% annually for University Museums
• Foosaner FY 13 donor base goal is $60,000 (FY 12 total was $67,190)
  — A total of $63,155 was brought in by cash memberships for FY 2013

Online Learning (Bisk Education)
Develop relationships with online students for future giving
• Host a graduation reception for all online students
  — May event was hosted and attended by students, staff, Deans and Executive management-complete
  — Include Online students in Alumni and campus events
• 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. Homecoming will be included in the Fall of 2013

College of Psychology and Liberal Arts
Increase the annual gifts and donations to College of Psychology and Liberal Arts by 10% over the previous year;
— FY 2012 = $229,864
— Goal for FY 2013 = $264,344
• Raise $264,344 through fundraisers for autism, music, and other initiatives, direct donor solicitation, directed giving from alumni appeals and UW giving.
  — EOH raised $225,000. Which is 85% of total goal.
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
  - In Progress
  - Total Expenditures FY 2013--$13,351,131

College of Science

To increase endowment funding

- Develop a plan for funding of the Vero Beach Marine Lab renovation and expansion
- Cultivate potential major donors
- Seek major gifts (SSTR and infrasound instrumentation)
  - Weekly meetings with Development throughout the year. Developed proposals, identified and cultivated potential donors
  - To increase sponsored program expenditures
- New 2012 faculty submit at least 1 grant proposal each in 2012-13; Grant proposal submission by current faculty
  - Numerous grant proposals submitted by new and existing faculty in all departments.
  - Connect with Chemistry alumni and new community friends interested in environmental issues and sustainability
- Chemistry letter and capital campaign prepared. Hosted alumni advisory committee

Host Blatt lecture as a friend builder and interest maker

- Attract Nobel Laureate to present the lecture
  - Hosted Nobel laureate Dr. R.H. Grubbs (Cal Tech) for campus-wide lecture in Gleason.

Increase DEIS departmental external funding by 10%

- Coordinate with development office to identify new funders
  - Major grant proposal ($1.2M) submitted to NSF in Jan 2013.
  - Continued funding for UTeach from Race to the Top

To increase external funding for the Mathematical Sciences Department

- Increase in submission of STEM related proposals
- Exploring sources other than NSF (especially industrial sources) for external funding and consulting opportunities
  - At least three new grant proposals submitted prior to end of Spring 2013.
  - Increase Physics and Space Sciences endowment

Development

Develop a long-range plan for the next capital campaign

- Realistic expectations/goals established for campaign staff.
  - Assessment of known donor base completed and presented 1/24/2013.

- Perform a full assessment of the possible, realistic capacity of the known donor base.
- Establish target list of prospects unknown to us based on connections to campaign volunteers.
- Define the roles and reasonable financial expectations of board members and other campaign volunteers.
- Guided by outcomes from the above actions, work with campaign staff, President and Executive V.P.'s offices and volunteer leadership to compile the capital campaign plan. Initial key decisions:
  - Dollar goal
  - Percentage of goal attained before public announcement of campaign
  - Staff expectations established.
  - Individual and Foundation fundraising plan presented to Advancement Committee on 1/24/2013 and approved.
  - Corporate fundraising plan presented to Advancement Committee 4/25/2013 and approved.

- Continually working with President and Executive V.P.'s Offices to complete plan. Dollar goal will be presented to Board in October 2013 for approval. Working toward $50 million attainment before kick-off. Public Kick-off tentatively planned for January 24 or 25, 2014.
Scott Winter
Scott Winter, Purdue doctoral graduate and assistant professor of aeronautical science, came to Florida Tech with flight standards and operation experience at Cirrus Aircraft, a leading general aviation manufacturer. While there, he flew one of the most advanced single-engine piston aircraft and completed training missions that took him around the world. Among his research projects are glass cockpit aircraft, and the cognition of pilots in irreversible emergencies.
**STRATEGIC INITIATIVE 10: COMMUNICATION AND TEAMWORK**

To promote an inclusive, engaged community through communication and dialogue while fostering a culture of trust and collaboration.

**College of Engineering**

To promote an inclusive, engaged community through communication and dialogue while fostering a culture of trust and collaboration

- Created strategies reflect the desire to promote an inclusive, engaged community through communication and dialogue while fostering a culture of trust and collaboration.
- Annual review of practices and initiatives will ascertain impact and dictate refinements
  - Ongoing

**Marketing and Communications**

To strengthen university internal and external communication while increasing consistency, accuracy and timeliness

- Enhance and expand the University Speakers Bureau, facilitating faculty expertise brought to community groups
  - Ongoing—the Faculty Senate President has expressed his support and met with M&C staff...deployment expected Fall 2013 to include new faculty

To encourage a culture of collegiality and teamwork so that the institution is both a great place to learn and work

- Expanded/enhanced Florida Tech NOW faculty/staff newsletter with additional editorial content, including faculty staff profiles

To achieve a constructive, sustained relationship with the university’s alumni and benefactors

- Based on readership survey results and collaborative focus group input, produce a redesigned version of Florida Tech Today magazine, before the end of FY 2013, to coincide with the 10-year anniversary of the last redesign and the 55th anniversary of the university
- Revitalized Florida Tech Today debuting May 2013

To promote university achievements continuously

- Redesigned and distributed Discovery research magazine within FY 2013, increasing the size from 8 to 24 pages, and increasing the distribution from 8,000 to 50,000

Established a division-wide editorial calendar of stories and story ideas, as a further outcome of the Editorial Exchange meetings

Increased usage of ReadMedia hometown news distribution service (from twice per year to eight times per year) to better communicate the messages of Florida Tech across the U.S.

- Placed at least three op-ed pieces in newspapers other than Florida Today
- Placed at least six student success stories in hometown major market publications or dailies

Strengthen local and national awareness of Florida Tech through increased broadcast segments, including additional campus spotlight stories, student interviews, faculty superlatives and sports interviews
  - Ongoing—on schedule for completion by Fall 2013

**Online Learning (Bisk Education)**

Increase communication between students and faculty through the use of technology

- Allow for the creation of study groups in online courses
- Access to social media for students and faculty has been created and is in use
  - Facebook page is active and under the supervision of Online Learning

Ensure effective communication between Online learning and campus once at River’s edge

- Video conference technology for meetings is in use
  - Currently in discussion with Bisk and testing of video conferencing abilities at Bisk for future meetings

Promote cross-functional team work 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
  - Cross-training and management of staff between online and the registrar is active. First position is now on staff and in training.
Office of Research and Sponsored Programs
To promote university achievements continuously.
  • Support the Marketing and Communications Office's efforts to promote achievements by alerting them to all awards on a timely basis.
    — New Awards Report is provided to Marketing and Communications Office on a monthly basis. Notification of major awards is provided within 24 hours.
    — OSP assisted with reviewing two releases. Contacted the Marketing and Communications Office regarding two new patents issued to Drs. Ford and Murshid

College of Science
To encourage a culture of collegiality and teamwork
  • Undergraduate Student Advisory Board is in progress
  • College of Science Graduate Student Council is in progress
    — To promote university achievements
  • A semi-annual electronic newsletter to promote College of Science excellence in research, teaching and service has been distributed

To continue productive outreach to regional community and the world through the following:
  • Science Café
  • LASER Day
  • Vero Beach public presentations
  • Vero Beach Marine Lab open houses
  • Science Lecture series

Support Services
Continue HR Website Upgrade
  • Design and development of the HR Toolkit, which includes a special “tab” on the HR website under Resources that will have frequently used forms, processes, policies and FAQs, especially designed for document originators in the Academic Units/Departments, has been implemented
  • A working and cooperative relationship with Marketing and Communications to provide pertinent information to the students, faculty and staff in a timely manner has been initiated
  • Communication with Marketing and Communications Office on all events requiring additional notifications to Management as well as all events/situations that might come to the attention of various media outlets has been implemented
  • Regular meetings with Marketing and Communications Office to work on advertising upcoming policies and information have been held
  • Policies designed to ensure all faculty, staff and students are aware of emergency policies and emergency communication notices are evaluated on a regular basis

Technology
To strengthen university internal and external communication while increasing consistency, accuracy and timeliness
  • Implement the community group capabilities in Florida Tech Access.
    — Several critical program fixes needed to occur this Summer with Access before being able to implement the communities module. These were completed and work was done to provide and an Announcements page when logging in.
    — To expand creative electronic communications
  • Collaborate with Marketing and Communications Office and make available IT resources such as video production studio.
    — The studio was upgraded and a new green screen was put into place to record full head to toe sessions. Set up to record a monthly program with Athletics for monthly Coach’s session.