

# TARGETING THE TOP TEN

STRATEGIC PLAN | 2013 - 2023



*Florida Institute of Technology*  
High Tech with a Human Touch™



Dear Friends,

Our paramount vision is to be recognized as one of the top ten private technological universities in the world. We can attain that by becoming a global center for learning in our disciplines so that we will educate and train future leaders of the world. Our vision is clear:

- All of our faculty, staff and students will engage in the discovery of new knowledge and ideas.
- We will be a discovery center that uses research and development to provide alternative solutions for meeting global goals and solving problems to improve the human condition.
- We will be masters of technology to improve the way that humans learn and human-machine interactions occur.
- The quality of life on our campuses and in cyberspace shall be excellent.
- Our commitment to public service to make the world, nation and community better places than we found them shall be extraordinary.
- We believe that technology can be used for great good or evil. We will inherently recognize the good uses of technology and reaffirm our passion for high technology with a human touch.
- The human touch, whether in our classrooms, online courses, physical campuses, cyberspace or athletics, shall be real and sustainable.

We will fully engage our alumni in this endeavor.

By fulfilling this vision, we will meet our destiny.

Sincerely,

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

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# EXECUTIVE SUMMARY

*Strategic Plan: A living document that sets forward a mission for the university with specific quantitative goals to achieve.*



**Florida Institute of Technology is relatively young compared to other private technological universities in the United States. Originally founded in 1958 to provide continuing education opportunities to scientists, engineers and technicians working for NASA at Cape Canaveral (now known as Kennedy Space Center), Florida Tech today is a top tier nationally ranked, doctoral research intensive university. More than 37,000 students from 135 countries have earned degrees in the fields of engineering, the sciences, business, aviation, communication and psychology. Florida Tech has over 13 locations throughout the Eastern United States and a strong virtual presence around the world.**

## **Introduction**

Anyone who walks through the campus of the Florida Institute of Technology (Florida Tech) can easily understand why it is necessary for the current strategic plan to be revised. The addition of new, and the renovation of existing facilities; the abundance of new academic programs, e.g., biomedical engineering, biotechnology, forensic psychology, entrepreneurial leadership; the establishment of Florida Tech Online; and a continued increase in research demonstrates the exhilarating activities taking place and the necessity of this early update to the Florida Tech strategic plan. This NEW Florida Tech, with a full complement of technology-oriented degree programs, athletic teams and student life activities, is exciting and innovative. We provide students with not only the education but the tools and resources they need to be successful here at the university as well as in their communities once they graduate. Florida Institute of Technology continues to conduct research that makes a real difference and is beneficial to mankind. We create faculty, staff and students who are global citizens. The university truly exemplifies "High Tech with a Human Touch" by focusing on remaining a technological university while educating the mind, body and spirit.

To maintain this upward movement, it is necessary to reevaluate the goals from 2004. For this revision, the basic format of the ten general initiatives first established in 1999 is maintained. These initiatives apply to almost any doctoral research university and hence are practically timeless unless there is a major shift in the university mission and/or scope. The goals under each strategic initiative are intended to be specific to our university at this point in time. Now that our previous ultimate goal of reaching the status of being named a top tier (Tier I) national research doctoral university has been achieved, the next achievement is in our sights and within our reach. The journey begins with that goal clearly in mind – to be one of the ten most respected private technological universities in the world.

**The Strategic Plan: Targeting the Top Ten** strategic goals document was developed from input by the colleges, staff and administration, and compiled by EVP/COO McCay. On April 19, 2012, the goals document was presented at a board committee retreat attended by President Catanese, board members, deans and senior administrators.

This document is an executive summary of the goals presented within the Strategic Plan: Targeting the Top Ten. Copies of the summary of the full document may be obtained from the Office of the Executive Vice President and Chief Operating Officer.

## **Context for Planning**

To move forward toward our target of being considered one of the world's top ten technological universities requires an understanding of the present personality and standing of Florida Tech. The following are a few of the distinguishing facts which describe Florida Tech today.

## **Rankings & Accolades**

- Florida Tech is ranked a Tier One Best National University by *U.S. News & World Report* in its 2012 edition of "Best Colleges."
- The 2011–2012 College Salary Report ranks Florida Tech graduates' mid-career median salaries in first place among Florida universities. Other national universities with salaries for graduates similar to Florida Tech's include Columbia, Yale, Brown and Johns Hopkins.
- The 2011 release of "What's Your College Degree Worth?" an annual ranking conducted by *PayScale* and featured in a *Bloomberg Businessweek* report, "Best Colleges for Return on Investment," placed Florida Tech at the top of the list among private universities in Florida.
- Florida Tech is one of 135 institutions *The Princeton Review*, which bases its rankings on student satisfaction, recommends in its "Best in the Southeast" section of its website feature, "2012 Best Colleges: Region by Region."
- In 2011, *Parade Magazine* chose Florida Tech for its College A-List in Engineering, one of only 25 such schools to earn this distinction.
- In 2012, Florida Tech was again chosen for inclusion in the *Fiske Guide to Colleges*. The *Fiske Guide* places Florida Tech in the "inexpensive" category for private schools and lists it under the heading, "Engineering/Top Technical Institutes."
- *Forbes* lists Florida Tech among America's Top Colleges in its 2011 rankings of just 650 select schools, placing the university among the top 20 percent of America's undergraduate institutions.
- In 2011, for the seventh consecutive year, the *Washington Monthly* rankings of national universities lauded Florida Tech for its contribution to the public good in three broad categories: social mobility, research and service.
- In 2011, *U.S. News & World Report* ranked Florida Tech #6 among the top 10 producers of student interns nationwide among national universities. About 60% of undergraduate students graduate with internship experience.
- In 2011, Florida Tech was again recognized by *G.I. Jobs* as being among the top 15 percent of academic institutions for its efforts to recruit, support and retain American veterans and current active or reserve service members as students.
- Florida Tech's online education bachelor's degree programs have been named to the *U.S. News & World Report* Top Online Education Programs 2012 Honor Roll. Only four programs were named to the national list.

## Distinguishing Facts

- Founded in 1958 by visionary physicist Jerome P. Keuper to educate area professionals working on the U.S. space program, Florida Institute of Technology got its start with an initial donation of 37 cents.
- Florida Tech is the only independent technological university in the Southeast.
- Florida Tech's ProTrack Co-op program incorporates professional work experience and online course work into its College of Engineering degree programs, allowing participants to graduate in four years with the equivalent of a year of career experience. Traditional combined degree/co-op programs take five years.
- The Scott Center for Autism Treatment provides treatment, education and training for persons with autism spectrum disorders and their families from Brevard, Indian River, Lake, Orange, Osceola, Seminole and Volusia counties. The center implements research-based practices, partners with schools and families and collaborates with other professionals in this new facility.
- Florida Tech promotes volunteerism with a Civic Engagement Initiative. In 2011, the Corporation for National and Community Service honored the university for the fifth consecutive year with a place on the President's Higher Education Community Service Honor Roll. The university was named for exemplary service efforts and service to America's communities. The Community Service Honor Roll is the highest federal recognition a school can achieve for its commitment to service-learning and civic engagement.
- Florida Tech alumni number more than 50,000. They include the first female four-star general, Ann E. Dunwoody, and dozens of other generals; a National Teacher of the Year, Tracey Bailey; the director of a NASA center; five astronauts who have flown on the space shuttle; an Olympic medalist; and a major league pitcher.
- The Foosaner Art Museum at Florida Tech enriches the cultural tapestry of the community, home to permanent as well as traveling exhibits in a range of media. It also serves an important educational outreach role, offering a range of classes designed for all ages.
- The Ruth Funk Center for Textile Arts is the only textiles center of its kind in Florida. The two-story facility encompasses 3,000 square feet of exhibition space, 2,500 square feet of storage and work space, a mezzanine library, lobby and grand stairway. The center's mission is to preserve and display an international collection of textiles through rotating public exhibitions and educational programs.
- Florida Tech is home to the 0.8m Ortega Telescope, the largest research telescope in Florida.
- The university's botanical garden is featured in the AAA Florida Tour Guide. The lush botanical garden is home to more than 200 species of palm and features, at its entrance, Melbourne's first schoolhouse, which opened its doors in 1883 and was transferred to the Florida Tech campus in 1971.
- The Women's Business Center at Florida Tech is the recipient of the U.S. Small Business Administration's 2012 Women's Business Center of Excellence Award.

## Conceptualizing a Mission and Visions for 2018/2023

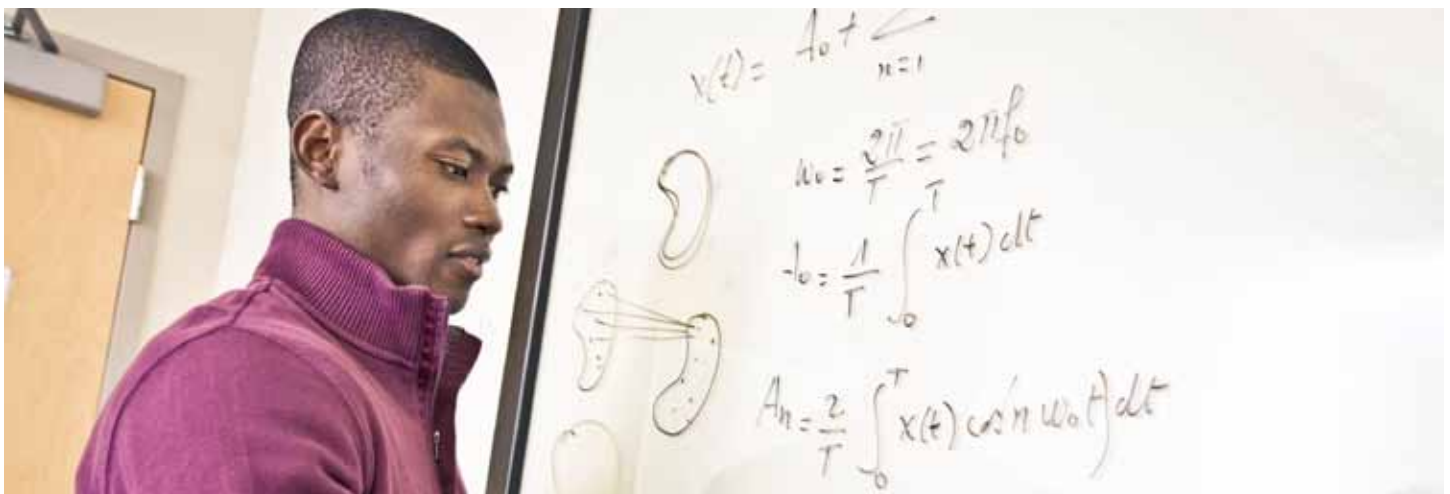
The university's mission and vision statements are reformulated as Florida Tech continues its upward trajectory:

### *Vision for 2018*

Florida Institute of Technology is a technology and science oriented institution of higher education focused on the successful careers of the students, the conduct of applied research for the benefit of mankind and the production of a global citizenry that fully understands the global issues and the dependency of both the inhabitants and nature. The mantra is "high technology with a human touch."

### *Vision for 2023*

Florida Institute of Technology is a broad-based university with a technology and science focus but with a deep appreciation for the liberal and fine arts. Florida Tech produces graduates who are good global citizens but who appreciate the interaction of technology, art and nature. The mantra is "high technology with a human touch and a full respect for the planet and its wonders."



## Mission

With our focus on student success, Florida Institute of Technology's mission is to provide high-quality educational experiences to a culturally diverse student body in order to prepare them for entering the global workforce, seeking higher-education opportunities, and serving within their communities. The university also seeks to further 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 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 selective and culturally diverse student body;
- Continually improving the quality of campus life for members of the university community;
- Providing personal and career growth opportunities for both traditional and nontraditional students and members of the faculty and staff, including those who avail themselves of Florida Tech University Online;
- Securing and maintaining professional accreditation for all appropriate programs;
- Developing a research and technology park to advance the economy of the county, state and country;
- Providing strong resources for entrepreneurial development, growth and expansion for the economic development of the community;
- Producing well-rounded individuals who are not only educated in their academic fields but exposed to art and culture as well.

## Strategic Priorities

As noted in Beyond the Horizon, Florida Tech's ten strategic initiatives are as follows:

1. **MISSION STATEMENT:** We will annually review the university mission to ascertain its relevance in the existing environment.
2. **UNDERGRADUATE EDUCATION:** We will provide an undergraduate experience based upon the premise of High Tech with a Human Touch. Students will receive quality instruction from expert faculty (no graduate student teaching assistants in the first year) in their major field of study that includes experiential learning with hands-on research opportunities, using technology in the classroom and materials prepared in a format that emphasizes the global and interdisciplinary nature of business, government and academia in the 21st Century.
3. **UNDERGRADUATE ENROLLMENT:** We will carry through the enrollment management strategy to recruit for specific Florida Tech colleges and under-enrolled academic disciplines.
4. **GRADUATE EDUCATION AND ENROLLMENT:** We will provide quality, dynamic, graduate and professional programs through development of supportive intellectual learning environments so students can explore, discover and create.
5. **STUDENT LIFE:** We will 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 programs.
6. **TECHNOLOGY:** We will 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.
7. **STEWARDSHIP OF UNIVERSITY RESOURCES:** We will improve the quality and quantity of the university's human, physical and fiscal resources.
8. **RESEARCH:** We will promote, foster and sustain the highest 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.
9. **FUNDING:** We will increase overall university funding by diversifying funding sources through building greater affinity with organizations and individuals who are likely fiscal sources.
10. **COMMUNICATION AND TEAMWORK:** We will promote an inclusive, engaged community through communication and dialogue while fostering a culture of trust and collaboration.

## Statement of Core Values

Florida Institute of Technology upholds three core values which are iterated to demonstrate what Florida Tech is all about. They are as stated below for the Executive Summary and included in complete form on page 19 of the Strategic Plan.

*Student Success | Research for the Benefit of Mankind | Development of Global Citizens*

### **Strategically Directing Initiatives through Primary Goals**

The same general initiatives, although renumbered, have been followed for multiple years and through multiple plans. These initiatives drive the primary goals which continue to be refined to direct Florida Tech towards its 2018 and 2023 visions. Below is a summary of the initiatives and goals for the Florida Institute of Technology's 2018 and 2023 visions.

1. MISSION STATEMENT: To review the university mission to ascertain its relevance in today's environment annually.

#### **2018 and 2023 Goals**

- University mission statement review will begin in January of each year.
- Review initiated and supervised by Office of Institutional Compliance (OIC) for submittal to the President.
- Approval vote by Board of Trustees at the annual April meeting.

2. UNDERGRADUATE EDUCATION: To provide an undergraduate experience based upon the premise of High Tech with a Human Touch. Students will receive quality instruction from expert faculty (no graduate student teaching assistants in the first year) in their major field of study that includes experiential learning with hands-on research opportunities, using technology in the classroom and materials prepared in a format that emphasizes the global and interdisciplinary nature of business, government and academia in the 21st Century.

#### **2018 Goals**

- Continue the on-going process of internationalizing the campus through development of additional international opportunities, programs and partnerships.
- Expand degree programs by establishing new four-year degree programs and new minors in pertinent fields of study.
- Pursue, receive and maintain accreditation for programs and colleges throughout the institution.
- Improve laboratory content as well as classroom and learning experiences of students to reflect relevant current issues.

#### **2023 Goals**

- Build a Center for Global Engagement (CGE).
- Earn national recognition in educating future global leaders.
- Continue evaluation, revision and expansion of degree programs to ensure students are provided with a current, relevant foundation for their future.
- Enhance the experiential learning of students by providing opportunities for internships, co-ops and global exchanges.

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

#### **2018 Goals**

- Attain on-campus undergraduate (UG) enrollment growth of 19.2% to 3,200 (includes 200 part-time–PT) students.
- Attain Florida Tech University Online UG enrollment growth of 35.0% to 3,480 (includes 870 PT) students.
- Increase the average SAT scores of admitted freshmen.
- Increase first-to-second year student retention to a rate of 80% or higher.
- Expand FastTrack options throughout all colleges.

#### **2023 Goals**

- Attain on-campus graduate (UG) enrollment of 3,500 (includes 200 part-time–PT) students.
- Attain Florida Tech University Online UG enrollment of 4,350 (includes 1,088 PT) students.
- Increase SAT scores of admitted freshmen.
- Increase first-to-second year student retention rate to 82% or higher.
- Develop programs in the areas of emerging significance, continuously evaluating current offerings to maintain competitiveness with other institutions.



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.

**2018 Goals**

- Increase enrollments of total graduate students (on-campus, online and Extended Studies) by 5%.
- Increase externally funded research.
- Expand degree programs by establishing new degrees, specializations, certificates and cohorts in areas of emerging significance.
- Create international collaboration/exchange programs for all graduate students.

**2023 Goals**

- Continue to increase enrollments of all graduate students.
- Maintain and increase externally funded research.
- Foster international collaboration efforts through exchange programs for all graduate students.

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 programs.

**2018 Goals**

- Establish a formal Florida Tech Honors Program and maintain various Panther Points-of-Pride throughout the university.
- Promote safety, sustainability, student involvement and leadership throughout the campus community.
- Continue to refurbish, add and enhance existing campus facilities and services.
- Establish a global presence on campus.
- Develop programs to provide life skills, student wellness and physical education opportunities.

**2023 Goals**

- Work toward a student, faculty and staff gender balance on campus.
- Build a new, centralized student union building for collaborative learning projects as well as enhancement to student life on campus.
- Continue to refurbish, add and enhance existing campus facilities and services.

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.

**2018 Goals**

- Enhance the use of information in all decisions concerning technology and technology systems.
- Use technology to enrich and empower individuals to fulfill the university's mission.
- Implement and test emerging technologies based on risk/benefit analysis.
- Achieve a high level of reliability for technology services.

**2023 Goals**

- Demonstrate strategic development process for technology that is adequate and independent of operational/tactical resourcing demands.
- Allow all stakeholders to be involved in technological decisions while still allowing the university to respond to rapidly changing technology capabilities and demands.
- Enhance the usage of existing and future technologies as well as technology-based systems.

7. **STEWARDSHIP OF UNIVERSITY RESOURCES:** To improve the quality and quantity of university human, physical and fiscal resources

**2018 Goals**

- Provide faculty with sufficient support and incentives to develop international reputations, participate in national and international conferences for growth and collaboration, conduct research that makes a real difference, and excel in providing quality, innovative education to students.
- Provide staff with adequate support, training and incentives to provide superior services to all university stakeholders.

- Continue to focus on campus beautification, safety and development of long-range plan for campus facilities that support the master campus and university strategic plans.
- Leverage resources and memberships to control costs and improve quality of benefits offered to faculty, staff, administration and students.
- Increase interaction with the community through our various outreach programs which include the museums, Women's Business Center, and Florida Tech Research Park.

**2023 Goals**

- Develop multi-departmental facilities.
- Focus on campus beautification and safety.
- Continue with initiatives set forth in 2018.

8. RESEARCH: To promote, foster and sustain the highest 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.

**2018 Goals**

- Increase research and sponsored program annual expenditures to \$25 million (5% increase per year).
- Add at least one additional new member industry company to the Florida Tech Research Park (FTRP).

**2023 Goals**

- Continue to increase research and sponsored program expenditures.
- Develop increased lab space needed to support research activity.
- Establish units within the Office of Sponsored Programs to support proposal development, commercialization of technology and development of partnerships with national laboratories and other research institutions.
- Develop the FTRP to a point of community pride.

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

**2018 Goals**

- Increase annual giving/endowment funding to the \$5.8 million level.
- Increase annual sponsored program expenditures to the \$25 million level.
- Reduce reliance on tuition to the 60% level or lower as a percentage of total university revenues.
- Increase donor support for museums and Women's Business Center (WBC).

**2023 Goals**

- Increase annual giving/endowment funding to the \$7.3 million.
- Increase annual sponsored program expenditures to the \$26.5 million level.
- Maintain reliance on tuition at the 50% level or lower as a percentage of total university revenues.
- Increase program offerings to support sustainability of museums and WBC.

10. COMMUNICATION AND TEAMWORK: To promote an inclusive, engaged community through communication and dialogue while fostering a culture of trust and collaboration.

**2018 Goals**

- Strengthen university internal and external communications while increasing consistency, accuracy and timeliness.
- Encourage a culture of collegiality and teamwork so that the institution is a great place to learn and work.
- Achieve a constructive, sustained relationship with the university's alumni and benefactors.
- Continuously promote university achievements.

**2023 Goals**

- Achieve external recognition for outstanding workplace culture.
- Achieve quantifiable communication successes.
- Institutionalize the biannual employee survey and Administrator Feedback Program.
- Continue 2018 initiatives for strong communications among stakeholders.

### ***Making it Possible***

Florida Tech prides itself on being a good civic partner as evident through its efforts within the community in which it resides and elsewhere. The establishment of the Foosaner and Funk Museums, the Women's Business Center, and Florida Tech Research Park are all examples to how the university provides strong support to its stakeholders. Florida Institute of Technology's visions for the future cannot be made possible without the vested interest of the university community and beyond. The collaboration of the university, supporters, benefactors, alumni, state and federal legislators, corporate and non-profit entities, local, state and national foundations, members of the K-12 and community college education communities, Brevard county leaders, neighbors, and friends all work together to achieve these goals to realize our vision.



Ruth Funk Center for Textile Arts

# SUMMARY OF 2013 PROGRESS REPORT

## *Beyond the Horizon*

***The Florida Tech Strategic Plan is designed to be a dynamic planning guide for university decision-making. Unlike many other strategic plans, Florida Tech's plan is not meant to be a static document, thus, it has no end date. It is continually monitored and revalidated on a regular basis by the university leadership and the Committee on Institutional Planning and Effectiveness. It consists of ten strategic initiatives, each having specific strategies and performance measures that are assessed as appropriate by the Committee. This process assures that the Strategic Plan is an evolving, working document that has an ongoing presence and serves as a continual guide for every member of the university community. The strategic initiatives and major achievements on the 2013 goals highlighted on the following pages (the complete Progress Report on the 2013 Goals can be found in Appendix VIII), demonstrate the university's commitment to its 2014 vision to go Beyond the Horizon by launching careers and fulfilling dreams.***

Biological Sciences is located in the F. W. Olin Life Sciences Building

### **Strategic Initiative I: Undergraduate Education**

Provide a distinctive quality undergraduate educational experience based on individual attention to the student, exposure to new technologies, interdisciplinary programs, practical experience in and preparation for the job market, opportunities for research and service, and a variety of diverse cultural and extracurricular activities.

- U.S. News & World Report named Florida Tech as a Top Tier National Research Institution in 2011 (publication 2010). The university has been included in this prestigious group once again for the second straight year for 2012 (publication 2011).
- By fall 2011, the main campus had an undergraduate international student population of 27.24%; for graduates, 42.01%, representing over 100 countries.
- The university has continued to offer the “Florida Tech at Oxford Summer Study Abroad” program along with adding international student programs in Madrid, Spain, for business students and the Netherlands for students studying global communication.
- The Office of International Programs (IAP) reports that it has created over 10 new twinning programs in the last two years.
- The College of Aeronautics has conducted an M-1 Visa based 13-month flight training program for Pilot Training College (PTC) of Ireland and Turkish Airlines.
- The Nathan M. Bisk College of Business has expanded their programs to include international business, sports management and a single cohesive information systems program.
- The College of Engineering has implemented an undergraduate concentration in nuclear technology along with creating the School of Computing, which manages the online programs for Computer Information Systems. The college has also secured external funding for the Harris Institute for Assured Information.
- The College of Psychology and Liberal Arts has created a new music minor that has received approval by the Undergraduate Curriculum Committee.

### **Strategic Initiative II: Graduate Education**

Enhance the quality of graduate and professional programs by providing a supportive intellectual environment and the appropriate practical, professional and research training.

- The College of Aeronautics developed research efforts in human factors, flight safety and transportation support.
- An online master’s degree in Aviation Management is set to launch in Fall 2013.
- U.S. News & World Report Top Online Education Programs 2012 Honor Roll included Florida Tech as one of 14 universities and colleges named to the online graduate business programs honor roll.
- The College of Engineering is set to launch the master’s degree in Biomedical Engineering in the Fall of 2012.
- Development of a doctoral degree in Biomedical Engineering and a master’s degree in Information Assurance are on track within the College of Engineering.
- The Scott Center for Autism Treatment provides hands-on experiences to psychology graduate students.
- The College of Science has developed and implemented a non-thesis professional master’s degree in Biotechnology.

### **Strategic Initiative III: Student Life**

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 programs.

- Athletics has won four Sunshine State Conference (SSC) team championships and two SSC individual championships. In 2012, men’s athletics was awarded the Mayor’s Cup for the most successful overall conference program.
- Evans Dining Hall has been repurposed into new student activity space to accommodate larger student clubs and organizations.
- The new Panther Aquatic Center features both a competition and recreation pool, both of which are equipped with geothermal heating and cooling systems.
- The new Career Management Services area on the third floor of Florida Tech Commons includes two interview rooms.
- The student activities area on the second floor of the Denius Student Center is being converted into four new meeting rooms, seating between 10 and 16 people.

### **Strategic Initiative IV: Undergraduate Enrollment**

- Four new 2+2 programs have been added since August 2008 for a total of six.
- Specialized international recruiting has been established through the creation of admission literature in Arabic, Spanish and Mandarin.
- Enrollment for Florida students has increased to 37% thus surpassing the 25% goal set.
- Retention of freshmen students surpassed the 80% level for the first time in school history.

### ***Strategic Initiative V: Technology Focus***

Strengthen university administration, teaching, research and communications through the use of appropriate technologies.

- Florida Tech was featured in the higher education technical magazine, *Solutions*, for its use and implementation of enterprise managed virtual machine (VM) technology.
- The campus network infrastructure has the capacity to provide 10Gb/s connectivity to research networks such as Internet 2 and the National Lambda Rail.
- Classrooms continue to be refreshed with new technologies such as document cameras, projectors, touch panel symposiums, instructor workstations and laptop connection capabilities.
- A state-of-the-art electronic library has been established by increasing the number of electronic holdings, adding many high-quality full text databases, implementing document delivery services and an Implemented Knowledge Imaging Center.
- Online applications have been established with an automatic push of student data into the Banner system.
- The Center for Teaching and Learning Excellence (CTLE) has established numerous courses and webinars for faculty training in various multimedia tools and aids.

### ***Strategic Initiative VI: Stewardship of University Resources***

Enhance the quality of university human, fiscal and physical resources.

- The importance of high-quality master teachers is recognized through the Faculty Senate Kerry Bruch Clark Award each spring. Various departments and organizations within the university make their own awards to recognize excellence in teaching such as the Walter M. Nunn, Jr., Award for Excellence in Teaching given by the College of Engineering.
- The need for more student gathering spaces has been addressed through the renovation of Evans Dining Hall and the renovation of the second floor of the Denius Student Center to allow for more meeting space, student lounges, study halls and additional spaces for student clubs and organizations.
- Florida Tech Commons housing the Center for Student Success is complete as well as the Babcock Street parking deck and Panther Aquatic Center.
- The Botanical Garden and retention pond maintenance practices have been modified to be more sustainable.
- Aircraft usage and flight hours have been increased to exceed other major university flight programs.
- The College of Psychology and Liberal Arts has relocated to the second floor of Florida Tech Commons providing space for the ROTC unit to move into the former psychology building.

### ***Strategic Initiative VII: Funding***

Substantially increase overall university funding by diversifying funding sources, including efforts to generate broader awareness of the university and the expansion of networks to build greater affinity with organizations and individuals who are likely sources of funds.

- Creating the online programs in partnership with Bisk Education in early 2008 has substantially altered the university's reliance on undergraduate Melbourne student tuition. Additionally, the increase in external contracts by FIT Aviation has had a similar impact.
- Annual expenditures for sponsored programs has increased steadily over the past four years.
- Annual giving and endowment giving to the general fund has increased to \$4M annually.

### ***Strategic Initiative VIII: Research***

Provide a supportive environment for scholarly inquiry. Focus research efforts and resources on those areas which complement the graduate teaching mission of the university. Provide appropriate incentives in support of both sponsored and unsponsored research. Promote and expand opportunities for research for undergraduate and graduate students.

- Recruitment of faculty capable and desirous of proposing and conducting funded research has been continued through integration of the goal into the evaluation criteria used for all of the university's colleges in hiring faculty.
- Martin Glicksman, College of Engineering, is the first Florida Tech faculty who is a member of one of the national academies. Martin is a member of the National Academy of Engineering.
- Florida Tech's research and sponsored programs expenditures in FY12 were \$20.3MM, exceeding its \$17.4MM annual goal.
- The Institute for Marine Research (IMR) was established and is located in the new Harris Center for Science and Engineering building.
- The Activity Based Total Accountability (ABTA) Institute secured \$811,831 in state and federal funding.
- The Women's Business Center at Florida Tech has secured \$1,052,642 from state, federal and private sources to support its mission. It was the recipient of the 2012 Small Business Administration (SBA) Women's Business Center of Excellence award.
- Florida Tech is home to the Human-Centered Design Institute, where leaders in the field conduct research in cognitive engineering, advanced interaction media, complexity analysis in HCD, life-critical systems, human-centered organization design and management, modeling and simulation.
- The Florida Tech Research Park was established at the Melbourne International Airport.



Harris Institute for Assured Information

### ***Strategic Initiative IX: Communication and Teamwork***

Establish and promote an environment that is conducive to an open exchange of ideas and information, and which emphasizes integrity, openness and trust.

- The university continues to expand its instituted practices and traditions for communication throughout the Florida Tech community through its publication of Florida Tech Today magazine and Florida Tech Now newsletter.
- Communication emails from the President/Chief Executive Officer and Executive Vice President/Chief Operating Officer include organizational changes, new hires and United Way announcements.
- There is a Staff Advisory Committee comprised of staff members from throughout the university who identify work issues and challenges to offer suggestions to the president for consideration.
- Periodic student leader luncheons provide direct feedback to university administration on student issues.

### ***Strategic Initiative X: Mission Statement***

Re-evaluate the Mission Statement of the university.

- The mission statement has been reviewed and approved annually by the Board of Trustees since 2005. This ensures its relevance in today's environment.

# STRATEGIC PLAN 2018 AND 2023

*“The journey begins with that goal clearly in mind, to be one of the 10 most respected technological universities in the world.”*

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



### *Strategic Plan: Targeting the Top 10*

The strategic plan was last revised in 2004. It was a ten year plan so why update it now. Well it is pretty easy to explain. Anyone who walks through the campus can see readily why this is necessary with all the new facilities and those being renovated. Farmer Hall, Hartley Hall, the Harris Center for Science and Engineering, the Harris Institute for Assured Information, the Funk Center for Textile Arts, the Scott Center for Autism Treatment, Emil Buehler Center for Aviation Training and Research, Florida Tech Commons, Foosner Art Museum, etc. are now in operation. In addition, a plethora of new academic programs have appeared, e.g., construction, systems engineering, biomedical engineering, automotive engineering, biotechnology, forensic psychology, entrepreneurial leadership, etc. The University Alliance program has been launched (already over 6,000 students enrolled) and research has continued to increase. The capital campaign exceeded its goal, and the university budget has now passed the \$150M mark. It is no longer your older brother's Florida Tech. It is the new Florida Tech with a full complement of technology-oriented degree programs, athletic teams and student life activities.

Thus, many of the planning goals set back in 2004 are no longer valid, and it is appropriate to reevaluate, in fact, a year or two early is almost too late. "No small dreams" has become a watch phrase at Florida Tech, and it is time to review our dreams to determine if perhaps they should be modified to accommodate our current position in the international academic community. For the update, we have maintained the basic format of the ten general initiatives first established in 1999 with slight modifications where necessary. The initiatives would apply to almost any doctoral research university and hence are practically timeless unless there is a major shift in the university mission and/or scope. The goals are, on the other hand, intended to be specific to our university at this point in time. The ultimate goal previously was reaching the status of being named a top tier (Tier I) national research doctoral university. Now that goal has been achieved and the next in our sights and within our reach is being considered a top 10 technological university, top 10 in the world! The journey begins with that goal clearly in mind, to be one of the 10 most respected technological universities in the world.

Florida Institute of Technology has never been on a more upward trajectory than it currently finds itself. The faculty, staff and student body are improving each year and it has been reflected by the national and international recognition received by the university and the individual colleges. The College of Engineering is ranked in the Top 50 nationally and our College of Science continues to lead the university in research.

Our other colleges also continue to gain recognition around the world, e.g., the Scott Center for Autism Treatment and the Clinical Psychology program have established a presence in the United Arab Emirates, the College of Aeronautics now has flight students from Turkey, Ireland, Kazakhstan, China and Panama and the Nathan M. Bisk College of Business is pushing the envelope in online learning and entrepreneurship.

So where do we go from here? That is what this plan is about; setting our course for the stars, providing a quality, globally based education in all our disciplines to continue to produce the global leaders of tomorrow while performing the research that will benefit all mankind in the fields of health, energy, the environment, transportation and quality of life.

This document represents the work of dozens of individuals, all dedicated to producing the plan while simultaneously maintaining the current high quality of education, research and service for which Florida Tech has become known from the depths of our oceans to the limits of the universe.



T. Dwayne McCay, Ph.D.

Executive Vice President and Chief Operating Officer

09 May 2012

## CONTEXT FOR PLANNING

The old advice is to always begin with the end in mind. Another is that a journey of a thousand miles begins with one step. It is important that first step is not a misstep, however, that we head in the right direction. To do that, it is imperative to know not only where we want to go but also where we currently are. Consequently, we must assess exactly where we are, not where we think we are—but where we really are. The various strategic planning development groups working on this plan have worked through that question for each of the strategic initiatives. What we want to accomplish here is to clearly delineate some of the more general launch points, i.e., where we currently stand on key issues. The following assessments therefore provide a context for planning through a few key descriptors of Florida Tech.

Florida Tech is ...

- A growing national doctoral research university still limited in its endeavors by tuition dependency and limited academic and research infrastructure.
- A truly internationalized university with over 100 countries represented in the student body, with over 30 academic partnerships throughout the world and approximately 25% of the on-campus students being from abroad.
- A three pronged university with strong components on campus, off campus and online.
- A university well known for the employment ratio and salaries of its new graduates.
- A university with a 10/1 student/faculty ratio on the main campus, with 14,000 students overall and an outstanding list of alumni leaders from multiple locations, not just the Melbourne Campus.
- A very young university built by space pioneers focused on the understanding of the last frontier, with one of the largest aerospace engineering departments in the United States.
- Home to multiple honoraries, including Phi Kappa Phi, the nation's oldest, non-discipline specific honorary fraternity.
- A broadening university, having added both music and art to the curriculum and now owns and operates two museums, the Foosner Art Museum and the Funk Center for Textile Art.
- A university whose faculty have won numerous awards and been named fellows of their respective national academic/research societies, including a member of the National Academy of Engineering.
- Home to the Scott Center for Autism Treatment, an internationally recognized center for the use of applied behavior analysis in the treatment of autistic children.
- A growing NCAA Division II athletic power with 22 varsity teams and the best female/male Title IX rating of all NCAA schools in the U.S.
- An institution firmly focused on its traditional strengths of engineering and science.
- Home to the Harris Institute for Assured Information, which has been recognized as a National Security Agency Center of Academic Excellence in Computer Security – Research.
- Home to several national centers of excellence, including the FAA Center of Excellence for Commercial Space Transportation, the National Center for Hydrogen Research, the DARPA sponsored Center of Excellence in Lightning Research and the Center for Government Accountability.
- Location of the national award winning, small business administration sponsored Women's Business Center.
- Operator of one of the largest university-based international flight training programs in the U.S.
- A university where all students – undergraduate and graduate – are involved in a team-oriented scholarly activity (research), perhaps the only such program in the U.S.
- A university with over 130 student clubs with funding for them distributed by the Student Government Association.
- An organization which has a \$500M annual economic impact on Brevard County, with nearly 1,800 employees and a budget of \$155M, committed to the economic development of the region.
- Home of a truly entrepreneurial attitude typified by the Florida Tech Research Park, Florida Tech Consulting and FIT Aviation LLC, all key players in the Brevard County economy.
- Third fastest growing private university in the United States.

So the above gives one an overall picture, i.e., a general picture of where we are. As an independent institution, there is incredible flexibility with the regard to changing direction, altering the course. That was done in 2004 as we set sail for a new horizon. We also set goals designed to drive us to be much better positioned by 2014. Although there were impediments which prevented all-out successes in meeting all those goals, in general we have built a solid foundation as typified by the above points. So these will serve as our context for planning, comparing where we are with where we want to be and assessing the status of the 2013 goals and the impact they had (or would possibly have had) in positioning Florida Tech so that a new set of goals can be established with associated strategies as we soar toward the top 10.

## VISION FOR 2018

The Florida Institute of Technology is a technology and science oriented institution of higher education focused on the successful careers of the students, the conduct of applied research for the benefit of mankind and the production of a global citizenry that fully understand the global issues and the dependency of both the inhabitants and nature. The mantra is high technology with a human touch.

## VISION FOR 2023

The Florida Institute of Technology is a broad based university with a technology and science focus but with a deep appreciation for the liberal and fine arts. Florida Tech produces graduates who are good global citizens but who appreciate the interaction of technology, art and nature. The mantra is high technology with a human touch and a full respect for the planet and its wonders.

## THE CORE VALUES

There are three core values that we iterate, particularly in recruiting faculty, to emphasize what Florida Tech is all about. They are very simple. All of the faculty and staff are encouraged to never lose sight of these values. They are not rhetoric, they are the focal points for all we do and all we are.

### ***Core Value #1 – Student Success***

This is the primary reason the university exists, why it was founded and why it is successful. The success of our future alumni is not merely being educated by taking classes, achieving good grades indicating their knowledge of the material, and then eventually receiving their degree. The student success that we focus on is a lifelong adventure. We pride ourselves on preparing the graduates for both a successful career and a successful life. It is education for a lifetime of success and happiness. Employers value Florida Tech graduates enormously. They are well prepared to function in today's environment and future environment. Lifelong learning is not a chore but a joy. Our desire is for them to never "work" a day in their lives. This can only occur if their education is appropriate for their chosen career and the joy of learning is firmly ingrained in all they do.

### ***Core Value #2 – Research for the Benefit of Mankind***

As a national doctoral university, we are by definition involved in research. Unlike most of the independent universities within Florida, we operate on a national and indeed an international scale. We are concerned with not just technological and social developments to support the American economy but to benefit all mankind. As a technical institute, our roots have been in applied research, and we continue that even in our socially oriented research programs. Esoteric is not in our vocabulary, we leave that to other universities.

Probably the most significant component of this core value, however, is the commitment we made in 2005 to involve every on-campus student in team-oriented scholarly activities (research). This plan was presented to our regional accreditor, Southern Association of Colleges and Schools, was accepted and in 2011 was designated a success by the accrediting board. The effort was significant but the payoff for our graduates and their employers will be huge.

### ***Core Value #3 – Development of Global Citizens***

The Florida Institute of Technology is heavily involved in the recruitment of international students and faculty, and they make up a significant percentage of the Florida Tech family. But the core value is something much more than having a significant presence of internationals on campus. It is about ingraining in the curriculum, in the extracurricular activities, and in the culture of Florida Tech that we all (faculty, staff and students) must be good stewards of the globe's resources and indeed, good citizens of this world in which we live.

It is imperative that we take advantage of the opportunities afforded us by living and working with such a multi-talented, culturally, ethically, religiously and socially diverse group of individuals. When someone spends time at Florida Tech, they must leave with an understanding and hopefully a full appreciation for these components of today's world and economy, i.e., they become true citizens of the world.



## THE STRATEGIC INITIATIVES

The same general initiatives, although renumbered, have been followed for multiple years and through multiple plans. The ten strategic initiatives are:

### ***Mission Statement***

Re-evaluate the Mission Statement of the university.

### ***Undergraduate Education***

Provide a distinctive quality undergraduate educational experience based on individual attention to the student, exposure to new technologies, interdisciplinary programs, practical experience in and preparation for the job market, opportunities for research and service, and a variety of diverse cultural and extracurricular activities.

### ***Undergraduate Enrollment***

Optimize enrollment by improving the recruitment of new students and the retention of existing students.

### ***Graduate Education and Enrollment***

Enhance the quality of graduate and professional programs by providing a supportive intellectual environment and the appropriate practical, professional and research training. Provide sufficient numbers of doctoral students to ensure a supportive team-oriented research experience is routine.

### ***Student Life***

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 programs.

### ***Technological Focus***

Strengthen university administration, teaching, research and communications through the use of appropriate technologies.

### ***Stewardship of University Resources***

Enhance the quality of university human, fiscal and physical resources.

### ***Research***

Provide a supportive environment for scholarly inquiry. Focus research efforts and resources on those areas which complement the graduate teaching mission of the university. Provide appropriate incentives in support of both sponsored and unsponsored research. Promote and expand opportunities for research for undergraduate and graduate students.

### ***Funding***

Substantially increase overall university funding by diversifying funding sources, including efforts to generate broader awareness of the university and the expansion of networks to build greater affinity with organization and individuals who are likely sources of funds.

# STRATEGIC PRIORITIES AND GOALS—2018

*“The quality of life on our campuses  
and in cyberspace shall be excellent.”*

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



## The Strategic Initiatives

### STRATEGIC INITIATIVE 1: MISSION STATEMENT

To review the university mission to ascertain its relevance in today's environment annually.

- 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 April meeting. It will be initiated at the request of the Office of Institutional Compliance (OIC), who oversees Institutional Effectiveness. The review process through the First and Second Tier will be supervised by OIC, who will then submit the statement and its reviews to the Senior Vice President's Council.

### STRATEGIC INITIATIVE 2: UNDERGRADUATE EDUCATION

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

- Students will receive quality instruction from expert faculty (no graduate student teaching assistants in the first year) in their major field of study that includes experiential learning with hands-on research opportunities, using technology in the classroom and materials prepared in a format that emphasizes the global and interdisciplinary nature of business, government and academia in the 21st century.

## GOALS

### ***A Global Presence for the University***

- To continue the on-going process of internationalizing the campus
  - To infuse a global component (knowledge, skills and attitudes) in the current curricula and/or create new courses with a global perspective across all colleges
  - To bring international content/research into the classroom
- To promote, encourage, value and reward faculty engaged in internationalizing efforts
  - To support international workshops and symposia
  - To encourage students to study a foreign language
- To provide additional opportunities for international students to be engaged with the campus community through co-curricular activities
  - To pair new internationals with domestic students to help internationals better integrate into the American classroom
  - To provide social events so international and domestic students can develop more meaningful relationships
- To develop additional study abroad/international exchanges for students
  - To determine which type of study or exchange is more meaningful to our student body: short-term (*break/Winterim*), summer, one/two academic semesters
- To evaluate existing international partnerships
  - To create and implement a comprehensive, systematic process for reviewing international partnerships that includes monitoring numbers of students enrolled, ensuring adherence to academic and administrative policies, and following procedures for terminating ineffective agreements
- To establish new international partnerships and twinning programs with institutions that have a similar mission as Florida Tech's
  - To explore possibilities of collaboration with Asian (China & Taiwan) and South American (Brazil) institutions

### ***College of Aeronautics (CoA)***

- To expand degree programs by establishing four-year degree programs in Aviation Management and/or Aeronautical Science with flight hybrid/online (first two years on campus includes all flight certificates with second two years online); Online Aviation Management or Aeronautical Science, and Aviation Maintenance Management 2+2 (hybrid online)
- To create a new specialization in the field of Unmanned Aerial Systems
- To create minors in Aviation Human Factors, Aviation Environmental Science and Aviation Safety Science
- To explore and establish articulation agreements with at least five community/state colleges and aviation magnet schools
- To explore and establish new articulation agreements with international universities to build 2+2 or 2+3 new degree programs

### ***FIT Aviation***

- To obtain an annual flight student enrollment of 750 students
- To increase the fleet and infrastructure to accommodate 750 students
- To establish a fleet replacement plan for older airplanes and to modernize and standardize the fleet
- To explore and obtain an EASA Third Country (European Union) certification to offer European pilot training programs and offer it to international markets with higher demand
- To explore and obtain ab-initio and partial training contracts with foreign airlines

### ***Nathan M. Bisk College of Business (CoB)***

- To attain the International Assembly for Collegiate Business Education (IACBE) accreditation for business degree programs (campus, online and Extended Studies)
- To redevelop the Melbourne campus business curriculum to infuse core values of innovation, diversity, ethics and leadership
  - To hire faculty with appropriate qualifications
  - To identify curricular changes aligned with core values
  - To engage business leaders and successful entrepreneurs as speakers, mentors and educators in Visiting Entrepreneurs Lecture Series and Entrepreneurs-in-Residence programs
- To explore international market potential for the development of 2+2 degree programs
  - To identify business programs having broad international appeal
  - To support international travel to promote 2 + 2 programs
  - To evaluate College of Business programs with its international partners
- To develop a second College of Business study abroad program
  - To select a region based on market demand, cost analysis, risk assessment and partnerships with universities and industry
  - To formalize partnerships with local universities and/or industry
  - To develop a rigorous study abroad curriculum
- To offer B.S. in Logistics Management on Department of Extended Studies military sites by creating articulation agreements with two-year institutions
  - To submit new degree plan to Education Service Officers, as part of a market-needs analysis for the base
  - To work with degree network colleges at military bases accepting the degree, such as Hampton Roads, and to develop articulation agreements in offering the first two years of the degree
- To explore market potential for new online programs
  - To identify market trends in support of new business degree programs
  - To identify resource requirements in support of new programs and additional academic chairs and program coordinators
  - To develop a new curriculum model for university approval

### ***College of Engineering (CoE)***

- To receive ABET accreditation for the B.S. program in Biomedical Engineering (BME)
  - To hire more BME faculty according to the approved business plan
- To receive American Council for Construction Education accreditation for the B.S. in Construction Management
  - To continue the internal process for attaining accreditation
- To improve the laboratory content and experiences of students to better reflect current issues in the engineering and applied science disciplines
  - To engage the department industrial advisory boards to seek their input on required skills for entry-level engineers
  - To upgrade existing laboratory equipment as required
- To create a “Student Design Center” available to all engineering disciplines to support capstone student projects
  - To work in concert with Development to raise funds
- To improve the student-to-faculty ratio by making additional strategic faculty hires
- To increase representation of underrepresented minorities, including females, on the faculty

### **College of Psychology & Liberal Arts (CoPLA)**

- To take the lead in establishing global competencies for all students by requiring them for CoPLA students
  - To receive training on cross-cultural competencies and determine changes or additions within a program's curriculum that will enable acquisition of global competencies
- To establish an Applied Behavior Analysis (ABA) B.S. program
  - To consider a *FastTrack* program which links with the ABA master's degree
- To establish minors in music, international studies and fine arts
- To increase language instruction to include Portuguese and Arabic, and advanced level instruction in current languages offered
- To attain School status for the Department of Humanities & Communication

### **College of Science (CoS)**

- To provide excellence in undergraduate (UG) learning experiences for all CoS and non-CoS students who take service courses
  - To improve the student-to-faculty ratio
  - To improve teaching laboratories by improving content, GSA support, infrastructure and supplies
  - To improve UG research quality and participation by engaging students in faculty and course-associated research
- To generate new and innovative majors and options and promote *FastTrack* programs
  - To evaluate existing programs and reduce underenrolled majors

## **STRATEGIC INITIATIVE 3: UNDERGRADUATE ENROLLMENT**

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

- Review of progression toward undergraduate enrollment goals will begin in May for the previous fiscal year in anticipation of presenting a progress report to the Board of Trustees in the annual October meeting. It will be initiated at the request of the COO Office to the Enrollment Management and Marketing offices as well as all academic deans as part of their annual Accomplishment Reports. The review process will be conducted by the COO (or his proxy) and an internal progress report will be delivered and discussed during the annual President's Retreat in late June or early July. The following year's enrollment goals and strategies for each unit shall be modified and/or supplemented based on mid-course recommendations, if needed, and the new next year's goals will be re-submitted to the COO Office before August 1.

### **GOALS**

- To attain on-campus undergraduate (UG) enrollment growth of 19.2% to 3,200 (includes 200 part-time–PT) students
  - CoA on-campus goal: 353 (53 PT)
  - CoB on-campus goal: 309 (20 PT)
  - CoE on-campus goal: 1,736 (112 PT)
  - CoPLA on-campus goal: 237 (4 PT)
  - CoS on-campus goal: 565 (11 PT)
- For 2018: Goal 2 (G2): To attain online undergraduate enrollment of 3,480 (incl. 870 PT); 35.0 % increase above FA2011<sup>1</sup>
  - · CoB online goal: 1,773 (470 PT)
  - · CoE online goal: 560 (137 PT)
  - · CoPLA online goal: 1,147 (263 PT)
  - To increase attractiveness to potential students, develop and grow popular academic programs, create new programs in areas of emerging significance, and phase out non-productive ones
  - To engage Marketing in all phases of program development, branding and recruitment
  - To perform ongoing market analyses to determine which existing programs are most important to prospective students
  - To engage Marketing in the analyses of prospective new programs in order to determine their likelihood of success
  - To develop and deploy new, effective marketing strategies, particularly for new programs in areas of emerging significance
  - To overhaul our digital domain, emphasizing content, accessibility and interactivity (better navigability, more interactive portals and more "fun stuff")
  - To perform better marketing research including student surveys at all levels (prospective students through alumni)
- To support Enrollment Management (EM) in the following promising initiatives
  - To target specific geographic areas within the U.S. for increased recruiting efforts
  - To recruit aggressively in Latin America, the Middle East and Asia (including finalizing 2+2 and 2+3 programs in China)
  - 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 increase SAT scores of admitted freshmen to 1100-1300 (25th – 75th percentile)
  - To broaden and deepen the awareness and reputation of Florida Tech (brand campaign) in the nation and around the world (spearheaded by Marketing)

<sup>1</sup>[Base: 2,685 (109 PT) in FA2011]



- To increase first-to-second year student annual retention to a rate of 80% or higher
  - To grow support for Freshman Advising Center and reach full implementation of the 2018 goals identified by Student Affairs
  - To develop a pilot Honors Program in the College of Science to enhance retention of high-performing students and explore the feasibility of a campus-wide Honors Program
  - To develop a Panther Summer program to enhance the success of provisionally-admitted students by early immersion in Florida Tech life and by intensive study in remedial courses
  - To broaden Marketing research to include student surveys at all levels from prospective students through alumni

### **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

### **Nathan M. Bisk College of Business**

- To offer a B.S. degree in Logistics Management at Extended Studies sites

### **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
- To increase ProTrack enrollment and optimize ProTrack schedules for reduced cost

### **College of Psychology & Liberal Arts**

- To develop a B.A. in Applied Behavioral Analysis related to working with autistic children
- To create FastTrack options by developing M.A. degrees in Personal Coaching and Forensic Psychology

### **College of Science**

- To grow three of the most popular programs (Marine Sciences, Space Sciences and PreMed), and create new options/majors

### **Florida Tech University Online**

- To launch new online programs in the areas of Aviation Management, Homeland Security and Sports Management
- To evaluate new online programs with demonstrable market demand and stability that supports the development of the programs

## **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.

- 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.

### **GOALS**

#### **College of Aeronautics**

##### **Melbourne Programs**

- To increase enrollment in the three existing programs from a 2011 baseline of 35 students to 50 students
- To add graduate programs
  - To establish a Ph.D. degree in Aeronautics
  - 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
- To increase externally funded research from a 2011 base of \$400K to \$550K per year

##### **Online Programs**

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

#### **Nathan M. Bisk College of Business**

- To attain the International Assembly for Collegiate Business Education (IACBE) accreditation for graduate business degree programs (campus, online and Extended Studies)
- To maintain SACS and IACBE accreditation standards
- To increase graduate enrollment to 150 students on campus
- To identify national and international venues for promoting graduate programs for on campus, extended studies and online graduate programs
- To offer FastTrack graduate degree programs made available to undergraduate students across all colleges
  - To explore opportunities for offering cohort programs that would appeal to working professionals

- To enhance graduate programs
  - To restructure programs to meet the challenges of emerging career paths
  - To develop an M.S. in Innovation and Entrepreneurship
  - To explore interdisciplinary graduate programs in partnership with the other colleges
  - To expand study abroad opportunities
  - To maintain externally funded research at \$300K per year
  - To increase articulation agreements with four-year colleges
- To increase enrollment to 1,500 students in Extended Studies sites
  - To add Extended Studies sites
  - To offer degree programs from other colleges such as CoPLA and CoA at the Extended Studies sites
  - To offer the professional degree, Doctorate of Public Administration (DPA), at Redstone Arsenal
  - To explore the potential for offering graduate degrees and certificates for online programs
- To increase graduate enrollment to 1,650 students in Florida Tech University Online Programs
- To explore and identify MBA specializations based on market demand and emerging career paths

### **College of Engineering**

- To increase graduate enrollment to 1,000 students (200 Ph.D.) in the Melbourne programs
- To increase enrollment in the CoE Department of Extended Studies programs from 84 students at fall 2011 to 110 students
- To increase enrollment in the CoE online programs in Systems Engineering and Engineering Management from 39 students at Fall 2011 to 110 students
  - To work with Enrollment Management (EM) and Marketing to increase the number of graduate students
- To increase external research funding to \$12M annually in funded research awards averaged over the previous three years
- To foster higher M.S. thesis and Ph.D. dissertation production in CoE'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
  - To produce more funded research
  - To offer more generous stipends and cover tuition for Ph.D. students

### **College of Psychology & Liberal Arts**

- To increase enrollment from 250 to 320 students
- To develop a new hybrid (campus & online) professional M.S. program in Community Health/Wellness
  - To build upon the continuing education courses in community health developed for members of the Brevard Health Care Forum
- To increase diversity and funding of practicum training for graduate students so 50% of all practicum/internships are paid positions
  - To develop two new paying practicum positions each year for every program
- 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
  - To develop initiatives with universities with whom CoPLA has existing Memoranda of Understanding (MOUs)
  - To partner with other Florida Tech colleges that have international MOUs
- To achieve \$1.1M in multi-site or multidisciplinary funded research with concentrations in behavioral health, cross-cultural competence and autism
- To increase external research funding by 15% per year
- To increase financial support for graduate students to be at 50th percentile for comparable programs in peer institutions
  - To seek additional support to attract higher quality students, enhance program reputation and allow more time for students to work on grant proposals and publish research
- To increase student and faculty diversity to include U.S. minorities and international students

### **College of Science**

- To attain total graduate enrollment of 429 students (i.e., 5% average annual growth) and to continue increasing the number of Ph.D. students admitted, as well as increasing the Ph.D. to M.S. assistantship ratio
  - To recruit graduate students by working with Enrollment Management (EM) and Marketing, creating new programs, and by offering more incentives to faculty who secure Graduate Research Assistantship (GRA) support
  - To reward student candidates with competitive stipends and tuition remission
- To develop new, exciting programs in areas of emerging significance
  - To create professional, non-thesis, revenue-generating M.S. programs (at least four) including Green/Environmental Chemistry, Conservation Biology, Computational Physics, Applied Statistics and Industrial Mathematics
  - To fill faculty vacancies with candidates to support new and existing programs

## 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 programs.

- Input from students, faculty and staff through direct communications with key personnel in student services, athletics, academic units and student government will be collected and reviewed on a regular basis. Recommendations will be presented each year at the President’s Annual Administrative Retreat.

### GOALS

- To establish a formal Florida Tech Honors Program
- To promote a paperless campus for all policies, university forms and approval processes
- To maintain varsity athletics at a Panther Point-of-Pride
  - To provide full-time assistant coaches for every varsity sport
  - To provide storage facilities for water sports clubs at the Anchorage
  - To establish a recreational sports unit to manage and promote intramural and club sports
  - To provide lighting for soccer and softball fields for night practices and games
- To enhance physical education opportunities
  - To increase physical education course offerings and establish a minor in Wellness
  - To expand the intramural sports program
  - To develop a physical education program for physically challenged students
- To adjust course scheduling to promote and accommodate student involvement
- To refurbish existing classrooms and labs, and add new classroom space
- To establish a global presence on campus
  - To establish a Center for Global Engagement
  - To establish a slate of regular Dining Services special events that focus on the cultural diversity represented on campus
- To create a student wellness center to include Academic Support, Freshman Advising, Disability Services, Health Center and Counseling and Psychological Services (CAPS)
  - To expand services to enhance prevention, early identification and intervention programs
  - 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
- To enhance campus living and dining facilities
  - To refurbish and modernize existing residential facilities
  - To establish living-learning communities within the residence halls
  - To expand programming within residential living to foster a sense of community
- To develop a program in cooperation with Residence Life to teach “domestic living” skills
- To provide a “food court” style facility at University Plaza with national branding dining concepts
- 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
  - To relocate the Office of Security to central campus
- To complete the Library Commons transition
  - To refurbish and modernize Evans Library to the level of a Tier One National Research University library
  - To provide access to all scholarly content provided by Evans Library regardless of location, time or place
- To establish a marching band

## 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

- Within each of the three information technology committees—academic, administrative and executive, the six key focus areas will be analyzed in regards to their progress and outcomes within each of the area’s goals and summarized in annual reports by each committee.

### GOALS

- To ensure that the appropriate planning activities take place in distinct and separate events in order to conduct strategic IT evaluations, develop appropriate policies and procedures, and make ongoing recommendations

- To establish a quarterly focus group that examines technological strategic development and recommends revisions to annual and long-range goals and strategies
- To increase staff attendance and participation in technology-based conferences and seminars
- To enhance the use of information in all decisions concerning technology and technology systems
  - To establish an effective process of information dissemination concerning classroom technology design and the alignment of scheduling resources
  - To enhance the use of information concerning e-learning platform usage to affect policy
  - To create a technology adoption framework with timelines and decision points
  - To improve methods of data-driven decision making throughout the university
- To involve all stakeholders in technological decisions, while still allowing the university to respond to rapidly changing technology capabilities and demands
  - To increase student government participation in highlighting “quality of life” IT issues
  - To increase the communication and responsiveness of the existing committees (Academic, Administrative and Executive IT committees)
- To use technology to enrich and empower individuals to fulfill the university’s mission
  - To create a faculty technology usage training/mentoring plan
  - To improve the quantity and quality of information resources (library) for on-campus and academic programs
  - To offer faculty training for the use of available technologies through various delivery methods
  - To offer staff technology training through new orientation process and ongoing training opportunities
  - To foster faculty experimentation with pedagogy and technology
  - To enhance strategic communications with prospective students, current students and alumni using current and emerging personal and social media
  - To leverage the university’s existing infrastructure as laboratory or test beds for researchers without compromising user safety or privacy
- To implement and test emerging technologies based on risk/benefit analysis
  - To increase faculty and student presence in Virtual & Augmented Reality
  - To create an on-campus testing/training center for students
  - To increase the availability and use of visual electronic communication including tele-presence
  - To increase the use of new technology in support of the university’s mission to expand the state-of-the-art knowledge through faculty and student research activities
  - To align emerging technology deployments with industry-based informational security standards
- To achieve a high level of reliability for technology services
  - To establish baseline metrics of availability for key operational services
  - To set operational and service level agreement targets for those functions
  - To establish enhanced capacity planning and recovery management strategies

## STRATEGIC INITIATIVE 7: STEWARDSHIP OF UNIVERSITY RESOURCES

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

- Stewardship of the university’s human resources involves providing others with support, direction and resources to allow them to accomplish the responsibilities of their jobs and to reach the goals that their supervisors set with them for professional and personal growth. Stewardship of the university’s physical resources involves protecting, preserving and maintaining the physical assets in a manner that assures their continued existence in the best possible condition, promoting the efficient utilization of space, and participation in the responsible occupancy and operation of university buildings, offices, classrooms, equipment, etc. Financial stewardship includes developing, implementing, maintaining and following proper administrative and accounting procedures, as well as complying with all relevant governmental and regulatory requirements.

### GOALS

- To develop a faculty with international reputations
  - To encourage faculty to obtain significant extramural funding, publish more, and speak at more national and international conferences/forums
- To provide a travel budget sufficient to support appropriate national and international conference attendance for the full-time faculty
- To expand the faculty equity program to bring average salaries to within 10% of the peer average for their academic rank, experience and discipline
  - To identify peers and salaries to calculate peer averages
- To recognize the importance of high-quality master-teachers by establishing a teaching excellence incentive program
  - To establish a remunerative incentive program to improve the quality of teaching or to reward excellence in teaching
- To increase staff salaries in line with peer positions at higher education institutions
  - To investigate salary compensation, to identify peers and salaries to calculate peer averages
  - To establish career paths in support of employee growth and enhancement
  - To establish guidelines for position levels/titles, salaried and non-salaried

- To develop a long-range plan for campus facilities that is compatible with the master campus plan and the university strategic plan
  - To continue seeking property acquisitions adjacent to campus
  - To revisit and refresh the campus master plan focusing on long-range solutions
  - To identify funding for complete renovation/replacement of Quad residence halls
  - To identify funding for complete replacement of the Academic Quad
  - To identify funding for a Greek Village
- To develop “multi-departmental” facilities
- To leverage ICUF membership to control cost and improve quality of insurance, lobbying efforts, tuition exchange, benefit packages, etc.
- 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)

### **College of Aeronautics**

- To standardize the make and model of both the single-engine and multiengine fleets, to include upgrading the avionics to glass cockpits
- To maintain minimum maintenance standards (50-hour/100-hour/annual inspections) to ensure operational readiness
- To establish procedures and guidelines to ensure aircraft are owned and operated in the safest, most economical and profitable manner (based on student enrollment and aircraft utilization)
- To maintain a systematic, comprehensive Safety Management System that establishes goals and objectives for measuring FIT Aviation safety performance on a continuous improvement basis
- To establish financial and business operating practices that allow FIT Aviation to operate at a better than break-even

### **Nathan M. Bisk College of Business**

- To obtain resources needed in support of the strategic initiative of becoming “nationally recognized in educating entrepreneurial leaders” are as follows:
  - To build a new CoB building with adequate office, lab and classroom facilities
  - To establish space for a student business incubator accessible to the main campus
  - To create an endowed chair in entrepreneurial leadership
  - To gain support for an entrepreneur-in-residence program
  - To add at least one additional faculty position to support initiatives in graduate programs in entrepreneurial leadership

### **College of Engineering**

- To continue to increase the student capstone projects to a minimum of twelve

### **College of Psychology and Liberal Arts**

- To maintain external funding for operations for The Scott Center for Autism Treatment
- To seek additional opportunities to be the parent or seed organization for other autism centers across the USA and around the world

### **College of Science**

- To hire more externally funded research faculty
- To invest in supporting more graduate student assistants (GSAs) as the university enrollment grows
- To add physical space for teaching and research as the university enrollment grows
- To create four Centers of Excellence for cross-disciplinary research and training

### **Museums (Foosaner Art Museum and Ruth Funk Center for Textile Arts)**

- To develop and implement internal strategic plans.
- Continue to increase visitor attendance and participation in education by 15% annually.

### **Women’s Business Center**

- Increase number of individuals assisted by programs and services by 10% annually.
- Expand reputation of entrepreneurial excellence associated with the Women’s Business Center throughout Central Florida.
- Increase staff to support expansion of services by hiring at least one full-time individual.

## STRATEGIC INITIATIVE 8: RESEARCH AND SPONSORED PROGRAMS

To promote, foster and sustain the highest 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

- The mission of the Office for Research and Sponsored Programs is to promote, foster and sustain the highest 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.

### GOALS

- To increase research and sponsored program annual expenditures to \$25M using the following strategies:
  - To provide a higher level of support to newly hired faculty in securing research funding
  - To develop a program for experienced and successful faculty to mentor new faculty
  - To enhance faculty performance in the area of research by providing incentives
  - 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.)
  - To bring Florida Tech Consulting (\$1M/annum) and the Florida Tech Research Park (1 tenant/annum) to national prominence

## STRATEGIC INITIATIVE 9: FUNDING

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

- Increase new revenue sources for the university so that funding is less dependent on undergraduate student tuition.

### GOALS

- To increase annual giving/endowment funding to the \$5.8M level
  - To begin working with the existing campus students to encourage philanthropy while enrolled at the university
- To increase annual sponsored program expenditures to the \$25M level
- To reduce reliance on Melbourne undergraduate tuition at the 60% level or lower as a percentage of total university revenues
  - To examine non-undergraduate Melbourne programs that might provide new or expanded revenues
  - To expand the number of Department of Extended Studies sites to new locations that have a high probability of success
  - To provide creative housing options for students enrolled in the English Language Services, Inc. (ELS)
- To increase memberships by 10% annually for the museums (Foosaner Art Museum and Ruth Funk Center for Textile Arts)
- To increase donor base to support operating budget by 25% annually for the museums
- Increase sources of cash and in-kind donations for Women's Business Center (WBC) sustainability and growth by 5% per year
- Increase WBC annual program income by 5%
- Reduce WBC dependence on federal funding by 25%

## STRATEGIC INITIATIVE 10: COMMUNICATION AND TEAMWORK

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.

### GOALS

- To strengthen university internal and external communication while increasing consistency, accuracy and timeliness
- To encourage a culture of collegiality and teamwork so that the institution is both a great place to learn and work
- To achieve a constructive, sustained relationship with the university's alumni and benefactors
- To promote university achievements continuously
  - To expand and enhance the university's internal communication vehicle, *Florida Tech NOW* (formerly *Campus Observer*)
  - To ensure timely, digital delivery of news and information
  - To ensure that email communication (FITFORUM, FACFORUM, *Access Florida Tech*) are relevant and constructively utilized to facilitate positive campus dialogue
  - To expand creative electronic communication (iPhone/Android apps, video Blogs, social media, email blasts)
  - To expand the service and outreach of WFIT-FM
  - To strengthen editorial positioning with the *Florida Tech Today* alumni magazine to communicate priority messages to external constituencies
  - To leverage the athletic program to raise university awareness
  - To develop and implement a full-scale employee survey (faculty and staff) to identify improvement priorities
  - To revisit and formalize the Administrator Feedback Program

# STRATEGIC PRIORITIES AND GOALS—2023

*“We will be masters of technology to improve the way that humans learn and human-machine interactions occur.”*

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

## STRATEGIC INITIATIVE 1: MISSION STATEMENT

To review the university mission to ascertain its relevance in today's environment annually

- 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 April meeting. It will be initiated at the request of the Office of Institutional Compliance (OIC), who oversees Institutional Effectiveness. The review process through the First and Second Tier will be supervised by OIC, who will then submit the statement and its reviews to the Executive Council.

## STRATEGIC INITIATIVE 2: UNDERGRADUATE EDUCATION

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

- Students will receive quality instruction from expert faculty in their major field of study that includes experiential learning with hands-on research opportunities, using technology in the classroom and materials prepared in a format that emphasizes the global and interdisciplinary nature of academe in the 21st century

### GOALS

#### **A Global Presence**

- To build a Center of Global Engagement (CGE)
  - To house International Student & Scholar Services (ISSS) and Study Abroad (SA) offices
  - To provide a dedicated venue for international student activities and events
  - To provide meeting rooms, prayer room, kitchen and lounge for international student use
- To identify strategic areas of the world that should be targeted for international agreement opportunities and pursue only those that would yield a consistent number of quality students who would matriculate to Florida Tech

#### **College of Aeronautics (CoA)**

- To establish the following four-year degree program: Aviation Human Factors on campus or online
- To create new minors in high demand fields of aviation education

#### **FIT Aviation**

- To explore and obtain new *ab-initio* and partial training contracts with overseas airlines
- To expand the Buehler physical facilities to accommodate 1,200 flight students

#### **Nathan M. Bisk College of Business (CoB)**

- To earn national recognition in educating future entrepreneurial leaders in core value areas of innovation, diversity, ethics and leadership
  - To become known nationally for entrepreneurial leadership initiatives in education
  - To provide students and faculty resources and facilities to attain national recognition
  - To be actively involved in national academic symposia and seminars
  - To host national workshops in business education
  - To host regional intercollegiate case competitions
  - To expand national outreach to business leaders and successful entrepreneurs through Visiting Entrepreneurs Lecture Series and Entrepreneurs-in-Residence programs
- To identify new opportunities in providing business students an international experience
  - To identify technologies that promote an international experience in education
  - To develop technology-driven, educational materials to support a global experience in a business classroom setting
  - To identify novel approaches to study abroad for broader inclusion of campus, online and Extended Studies students
  - To continue to assess global regions for study abroad opportunities
- To explore the potential of offering additional undergraduate degrees on Extended Studies military sites
  - To conduct a needs assessment for degree programs
  - To submit new degree plans to Education Service Officers
  - To work with degree network colleges to develop articulation agreements for the first two years of the degree

#### **College of Engineering (CoE)**

- To establish and implement protocols in which each program evaluates its curriculum to ensure that current objectives of the profession are being met and followed by appropriate curricular revision
- To update each curriculum in CoE to increase awareness of business, public policy and global issues
- To evaluate technical areas for new degree programs or revised disciplines addressing future developments in areas such as materials science engineering, energy and sustainability, and space-related initiatives (especially those that relate to the CoE Center for Space Commercialization)
- To enhance the experiential learning of students through opportunities for co-ops, internships and global exchanges



### **College of Psychology & Liberal Arts (CoPLA)**

- To create an International Studies degree program
  - To expand and update the Communication degree program
  - To modernize the Computer Lab
  - To establish Broadcasting (television/radio) as a major component of the Communication degree program
- To explore an undergraduate degree combining art and technology
- To create an online bachelor's degree program in community health or a related discipline
  - To design and deliver a number of online community continuing education (CE) courses for local health professionals
  - To use the Brevard Healthcare Forum to market the CE courses and bachelor's degree

### **College of Science (CoS)**

- To provide excellence in undergraduate learning experiences for all CoS and non-CoS students who take service courses
  - To maintain low student-to-faculty ratio
  - To improve the undergraduate classroom experience
  - To improve teaching laboratories through content, GSA support, infrastructure and supplies
  - To improve undergraduate research quality and participation by engaging students in active faculty research programs and course-associated research
- To create innovative majors and options, promoting *FastTrack* programs, and targeted faculty hiring
  - To evaluate existing programs and reduce majors not popular with students
  - To offer exciting, in-demand options in each CoS department
- To develop new CoS international and domestic partnerships
  - To explore potential new educational partnerships with domestic community colleges and universities abroad, including prospective opportunities in Africa, Southeast Asia and Europe

## **STRATEGIC INITIATIVE 3: UNDERGRADUATE ENROLLMENT**

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

- Review of progression toward undergraduate enrollment goals will begin in May for the previous fiscal year in anticipation of presenting a progress report to the Board of Trustees in the annual October meeting. It will be initiated at the request of the COO Office to the Enrollment Management and Marketing offices as well as all academic deans as part of their annual Accomplishment Reports. The review process will be conducted by the COO (or his proxy) and an internal progress report will be delivered and discussed during the annual President's Retreat in late June or early July. The following year's enrollment goals and strategies for each unit shall be modified and/or supplemented based on mid-course recommendations, if needed, and the new next year's goals will be re-submitted to the COO Office before August 1.

### **GOALS**

- To attain on-campus enrollment of 3,500 (including 200 part-time – PT)
  - CoA on-campus goal: 453 (53 PT)
  - CoB on-campus goal: 360 (20 PT)
  - CoE on-campus goal: 1,812 (112 PT)
  - CoPLA on-campus goal: 264 (4 PT)
  - CoS on-campus goal: 611 (11 PT)
- To attain online undergraduate enrollment of 4,350 (incl. 1,088 PT); 25.0 % increase above FA2018<sup>1</sup>
  - CoB online goal: 2,217 (587 PT)
  - CoE online goal: 699 (171 PT)
  - CoPLA online goal: 1,434 (329 PT)
- To develop exciting programs in areas of emerging significance
- To improve existing successful programs to maintain competitiveness with other institutions and to eliminate less successful programs
- To engage Marketing in all phases of program development, branding and recruitment
- To support Enrollment Management in recruiting efforts aimed at under-represented minority students and international markets
- To expand articulation agreements with STEM high schools and regional colleges without graduate schools
- To maintain SAT scores of admitted freshmen to 1100-1300 (25th – 75th percentile)
- To expand the pilot Honors Program to all colleges
- To attain first-to-second year student retention at a rate of 82% or higher
- To increase support for the Freshman Advising Center
- To broaden marketing research to include student surveys at all levels (i.e., prospective students through alumni)

<sup>1</sup>[Base: 3,480 (870 PT) in FA2018]

## 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.

- 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.

### GOALS

#### **College of Aeronautics**

- To increase on campus enrollment in existing and new programs to 100; 75 online
- To increase externally funded research to \$775K

#### **Nathan M. Bisk College of Business**

- To increase graduate enrollment to 200 students on campus
- To explore *FastTrack* graduate degree programs that are interdisciplinary
- To identify opportunities for new degree programs based on market demand and emerging career paths
- To explore opportunities of offering cohort programs that would appeal to working professionals
- To increase externally funded research to \$500K per year
  - To explore interdisciplinary research opportunities
  - To explore opportunities to collaborate with industry
  - To increase the number of grants submitted to federal agencies and foundations
  - To hire research faculty
- To increase enrollment to 2,000 in Extended Studies
- To explore interdisciplinary research opportunities
- To increase the number of grants submitted to federal agencies and foundations
- To identify targeted venues for promoting degree programs
- To add articulation agreements with four-year colleges
- To add Extended Studies sites
- To expand degree programs through new specializations, M.S. degrees and graduate certificates
- To add degree offerings from other colleges
- To restructure programs to meet challenges of emerging career path
- To offer the Doctorate of Public Administration (DPA) at multiple sites
- To increase enrollment to 2,430 in Florida Tech University Online Programs
- To explore specializations in existing M.S. degree programs

#### **College of Engineering**

- To increase graduate enrollment to 1,200 students (300 Ph.D.) on Melbourne campus programs
- To increase enrollment in the college's Extended Studies programs to 134 students
  - To increase enrollment in the college's Online programs in systems engineering and engineering management to 160 students
  - To work with Enrollment Management and Marketing to increase the number of graduate students
- To increase external research funding awards to \$24M annually averaged over the previous three years
  - To make faculty more aware of research opportunities, encourage them to write more proposals and foster collaborations inside and outside the university
  - To offer more incentives for securing funded research
- To work with Enrollment Management and Marketing to increase the number of graduate students
- To make faculty more aware of research opportunities, encourage them to write more proposals and foster collaborations inside and outside the university
- To offer more incentives for securing funded research
- To foster higher M.S. thesis and Ph.D. dissertation production in six signature research areas of Sustainability Of The Environment, Intelligent Systems, Assured Information & Cyber Security, New Space Systems & Commercialization Of Space, Communication Systems & Signal Processing, Biomedical Systems
  - To pursue more funded research
  - To offer more aggressive stipends and tuition remission for Ph.D. students

### **College of Psychology & Liberal Arts**

- To increase enrollment
  - To increase enrollment to 500 through the new programs of a new hybrid master's program in Public/Community Health and the addition of sites for the hybrid master's degree program in ABA
- To increase degree programs
- To offer a Ph.D. program in Community Health
- To build upon the master's degree program in the local community
- To develop faculty and student international exchange programs and international research collaborations that will be used by graduate students and faculty
- To increase funded research to \$2.3M per year in funded research
- To submit multidisciplinary grants in three concentration areas of behavioral health, cross-cultural competence and autism
- To increase financial support for graduate students to be at the 70th percentile for comparable programs at private universities
  - To provide average financial support for students who will be at least at the 60th percentile
  - To increase support from external research funding, paid practica and work opportunities
- To increase student and faculty diversity to include U.S. minorities, internationals, as well as gender
  - To recruit international students through exchange programs
  - To fully implement diversity recruitment and retention plans
  - To establish a mentoring program for international faculty

### **College of Science**

- To attain a total graduate enrollment of 548 students with the focus to increase the number of doctoral students
  - To offer more incentives to faculty who secure GRA support
  - To provide competitive stipends and tuition remission
- To develop innovative programs in areas of emerging significance
- To build on successes in creating new professional, non-thesis M.S. programs
- To increase external research funding to \$40M
  - To increase the number of Ph.D. student enrollments to 260
  - To work with Development and Office of Research to secure funding for the "Centers of Excellence"

## **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 programs.

- Input from students, faculty and staff through direct communications with key personnel in student services, athletics, academic units and student government will be collected and reviewed on a regular basis. Recommendations will be presented each year at the President's Annual Administrative Retreat.

### **GOALS**

- To work toward a student, faculty and staff gender balance on campus
- To build a new, centralized student union building that serves as the hub for all student co-curricular activities
  - To provide programming space for collaborative learning projects
  - To provide an entertainment venue for Campus Activities Board (CAB)
  - To provide office and meeting space for co-curricular activities and orientation
  - To provide space for indoor recreational sports
  - To provide an eatery for late-night and weekend dining
- To maintain varsity athletics at a Point-of-Pride
  - To increase scholarships in all sports to a fair and competitive level for NCAA Division II
  - To refurbish the Clemente Center for general student use and build a separate gymnasium for varsity sports
- To renovate the Florida Tech Anchorage property
- To add more parking decks
- To rebuild the academic quad

## 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

- Within each of the three information technology committees—academic, administrative and executive, the six key focus areas will be analyzed in regards to their progress and outcomes within each of the area's goals and summarized in annual reports by each committee.

### GOALS

- To demonstrate strategic development process for technology that is adequate and independent of operational and tactical resourcing demands
  - To ensure that the appropriate planning activities take place in distinct and separate events in order to conduct strategic IT evaluations, develop appropriate policies and procedures, and make ongoing recommendations
  - To have a focus group provide an annual technology vision report as a roadmap of strategic use of technologies
  - To increase staff attendance and participation in technology-based conferences and seminars
- To allow all stakeholders to be involved in technological decisions while still allowing the university to respond to rapidly changing technology capabilities and demands
- To enhance the usage of existing and future technologies and technology-based systems
  - To improve the quantity and quality of information resources (library) for on-campus and academic programs
  - To create ongoing evaluation and update processes for technology usage goals
- To implement and test emerging technologies based on risk/benefit analysis
  - To monitor, evaluate and increase faculty and student presence in Virtual & Augmented Reality
  - To evaluate an on-campus testing/training center for students
  - To evaluate the use of visual communications
  - To increase the use of new technology in support of the university's mission
  - To align emerging technology deployments with industry-based informational standards
- To achieve and maintain all reliability and recovery management metrics for technology services
  - To monitor and report on all established reliability metrics
  - To maintain capacity planning and recovery management strategies
- To conduct a full review of the ERP and establish a timeline for enhancement

## STRATEGIC INITIATIVE 7: STEWARDSHIP OF UNIVERSITY RESOURCES

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

- Stewardship of the university's human resources involves providing others with support, direction and resources to allow them to accomplish the responsibilities of their jobs and to reach the goals that their supervisors set with them for professional and personal growth. Stewardship of the university's physical resources involves protecting, preserving and maintaining the physical assets in a manner that assures their continued existence in the best possible condition, promoting the efficient utilization of space, and participation in the responsible occupancy and operation of university buildings, offices, classrooms, equipment, etc. Financial stewardship includes developing, implementing, maintaining and following proper administrative and accounting procedures, as well as complying with all relevant governmental and regulatory requirements.

### GOALS

- To develop a faculty with international reputations
  - To continue with incentivizing faculty to obtain significant extramural funding, increase publications and speak at more national and international conferences
  - To encourage participation in academic efforts that cross departmental, college and university boundaries
- To provide a travel budget sufficient to support appropriate national and international conference attendance for the full-time faculty
- To maintain faculty salaries within 10% of the peer average for their academic rank, experience and discipline
- To recognize the importance of high-quality master-teachers by establishing a teaching excellence incentive program
  - To develop a remunerative incentive program to improve the quality of teaching or to reward excellence in teaching
- To increase staff salaries in line with those peer positions at higher educational institutions
  - To develop guidelines for position descriptions/levels/titles, and periodically investigate peer salary compensation to calculate averages
- To revisit and refresh the campus master plan periodically focusing on long-range solutions for future needs
- To develop additional "multi-departmental" facilities
- To continue to leverage Independent Colleges and Universities of Florida (ICUF) membership to control cost and improve quality of insurance, lobbying efforts, tuition exchange, benefit packages, etc.
- To focus on campus beautification and safety
  - To maintain a campus-wide compliance with the Sustainability Tracking, Assessment & Rating System™ (STARS)

- To continue to increase visitor attendance and participation in education by 15% annually at the museums (Foosaner Art Museum and Ruth Funk Center for Textile Arts)
- To continue to expand the quality of the Permanent Collections at the museums
- To annually increase number of individuals assisted by Women's Business Center (WBC) programs and services by 10% annually
- To increase volunteer base to support program expansion for the WBC by 10%

## STRATEGIC INITIATIVE 8: RESEARCH AND SPONSORED PROGRAMS

To promote, foster and sustain the highest 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

- The mission of the Office for Research and Sponsored Programs is to promote, foster and sustain the highest 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.

### GOALS

- To increase research and sponsored program annual expenditures to \$33M
  - To secure increased lab space needed to support research activity
  - To establish a proposal development unit within the Office for Research and Sponsored Programs to assist faculty with proposals
  - To establish a Technology Commercialization Office to increase the revenue generated from the licensing and commercialization of university patents
  - To develop and nurture closer partnerships with national laboratories and other research institutions
  - To improve productivity and efficiency in managing funded projects by conducting surveys
  - To further enhance the role of Florida Tech Consulting (\$2M/annum) and Florida Tech Research Park (2 tenant/annum) in the Florida economy

## STRATEGIC INITIATIVE 9: FUNDING

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

- Increase new revenue sources for the university so that funding is less dependent on undergraduate student tuition.

### GOALS

- To increase giving/endowment funding to the \$7.3M level annually
  - To concentrate on the alumni from areas not emphasized, including online, Extended Studies and the Student Alumni Association members
- To increase sponsored program expenditures to the \$33M level annually
  - To expand the international flight training program to all continents
  - To identify opportunities to commercialize faculty patents and research expertise by licensing intellectual properties and creating start-up firms
- To reduce reliance on Melbourne undergraduate tuition to the 50% level or lower as a percentage of total university revenues
  - To identify new opportunities to diversify revenue streams
- To increase memberships by 15% annually for the museums (Foosaner Art Museum and Ruth Funk Center for Textile Arts)
- To increase donor base to support operating budget by 30% annually for the museums
- To increase annual program income by 5% annually for the Women's Business Center (WBC)
- To reduce dependence on federal funding by 50% for the WBC

## STRATEGIC INITIATIVE 10: COMMUNICATION AND TEAMWORK

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.

### GOALS

- To achieve external recognition as a "great place to work"—Florida Tech independently recognized for its outstanding workplace culture
- To achieve outstanding communication outcomes with distribution of news and material directed to alumni, benefactors and other constituencies
- To receive prominent, national and international media coverage of Florida Tech successes
- To promote university achievements through all communication media
- To institutionalize the biannual employee survey and Administrator Feedback Program
  - To collaborate with appropriate staff and faculty to deploy a revitalized approach to human resources engagement
  - To develop new communications delivery methods
  - To create international media event/experience around a Florida Tech expertise or discovery

## APPENDICES

*“Florida Institute of Technology has never been on a more upward trajectory than it currently finds itself. The faculty, staff and student body are improving each year and it has been reflected by the national and international recognition received by the university and the individual colleges.”*

T. Dwayne McCay, Ph.D.,  
Executive Vice President and Chief Operating Officer

$R^2 - d^2$

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$150^2 - 90^2$

120



# APPENDIX I—SWOT ANALYSIS

## **SWOT Analysis**

Florida Institute of Technology (Florida Tech) consistently excels in research, scholarship and creative activities. This is an academic community dedicated to collaboration between scholars that focuses on instilling greatness in students, excellence in creative thinking, leadership, environmental sustainability, and global community.

### **STRENGTHS**

Florida Tech has grown in leaps and bounds since its inception as the Brevard Engineering College in 1958. Founded at the dawn of the Space Race, the university now offers more than 160 bachelor's, master's and doctoral degree programs in engineering, science, business, aviation, education, psychology, communication and humanities and is home to a host of innovative centers and laboratories.

The university has spent time and effort cultivating a culture of educational enrichment for students by hiring faculty that bring innovative, pioneering research to life. Many faculty members have experience in the work place outside of academia, adding significantly to the “realism” of their teaching and research. Florida Tech is nationally and internationally recognized for research contributions in psychology, the sciences and engineering. Currently, the university has 11 faculty members with grants exceeding \$1M (College of Science—8, College of Engineering—2, College of Aeronautics—1).

There is strong faculty engagement with the students, and the university is proud to note the undergraduate student to faculty ratio of 10 to 1. In 2005, Florida Tech began implementing hands-on research and practicum requirements for all on-campus undergraduate degree programs; for example, in 2006, Northrop Grumman endowed the Student Design Showcase, a collaborative effort by undergraduate students in the Colleges of Science and Engineering, where they conceive and design a product, secure external funding and get their hands dirty building and displaying a significant technology-based project. At the showcase, the project is viewed and judged by local community members and has led to lasting relationships with students and local companies and, in fact, several technologies have resulted in commercial ventures.

With over 130 student clubs and diverse intramural sports, students are encouraged to participate, as recreational activities provide for physical and mental health. Several of these student clubs participate in national championships. In 2011, the Florida Tech-based team's rocket entry in the NASA Marshall Space Flight Center University Student Launch Initiative Competition held in Huntsville, Ala., brought home three awards, including third-place overall, Rookie of the Year Award and the Best Payload Award. Another opportunity to participate in national championships is through athletics, with the university competing in 21 varsity sports as a member of the NCAA Division II and the Sunshine State Conference (football begins in fall 2013 as part of the Gulf South Conference). For the 2011–2012 season, the Sunshine State Conference awarded Florida Tech the Mayors' Cup for the men's division based on points awarded for final conference standing in cross country, soccer, basketball, swimming, golf, tennis and baseball.

International relationships and partnerships are key to the university's growth. The university has established relationships between The Scott Center for Autism Treatment and the Dubai Early Child Development Center and has developed relationships with multiple universities in China, the United Arab Emirates and Panama to include joint degree programs in engineering and aviation and flight only programs with Kazakhstan, Nigeria, Turkey and China. The College of Aeronautics operates one of the larger training fleets in collegiate aviation providing most pilot certificates and ratings. In addition, study abroad programs to the United Kingdom, Spain, Italy, Netherlands, Norway, Argentina, France, Hungary, Belgium and the Galapagos Islands are offered. The international nature of the university is focused and obvious.

Online Education brought a positive change to the face of Florida Institute of Technology, now recognized within the 2012 U.S. News & World Report Top Online Education honor roll for both bachelor's and graduate business degree programs. Programs at the bachelor's level that made the honor roll are those that place in the top third of faculty credentials and training, student engagement and assessment, and student services and technology. At the master's level, programs must place in the top third of at least three out of four of their category rankings in admissions selectivity, faculty credentials and training, student engagement and accreditation, and student services and technology.

As a part of the Melbourne, Fla. community, the university has developed service outreach programs beneficial for both the university and the community with the recent addition of the Foosner Art Museum and Education Center, located in nearby Eau Gallie, and the Ruth Funk Center for Textile Arts, located on campus. The university leadership has a deep commitment to working with service organizations such as the United Way, Rotary and other organizations. There is engagement with local high schools through business plan and ethics case competitions. Florida Tech has been on the President's Higher Education Community Service Honor Roll for six consecutive years; involvement from January through December 2011, with 811 individual student, staff and faculty volunteers donating more than 21,000 community and campus service hours—the university family certainly supports civic engagement. The Women's Business Center and the Center for Ethics and Leadership offer “lunch and learn” opportunities for the community, while the Evening of Hope and music performances by the university's music program bring new friends to the university.

Another great contribution to the community is economic development through Florida Tech's established centers. Some are listed below:

- Harris Institute for Assured Information—The institute provides innovative solutions to global information security problems and has been designated a National Security Agency Center of Excellence for Information Assurance.
- Women's Business Center—The center is committed to providing training, counseling, mentoring and technical assistance to 394 clients from 23 counties in Florida and three other states, California, Michigan and Pennsylvania.
- National Center for Hydrogen Research—The center's mission is to actively promote the fullest use of hydrogen as a clean, renewable energy source by providing an environment for learning, research and technology transfer.
- Wireless Center of Excellence—The center is devoted to creating a new generation of wireless engineering professionals through education and research focusing on areas related to wireless communication, wireless multimedia communications and wireless sensor systems.
- Center for Space Commercialization—The center seeks to expand the efforts of space commercialization, furthering use of the talents and facilities available at Florida Tech and in Brevard County, particularly Kennedy Space Center.
- Center for Ethics and Leadership—The vision of the center is to enhance the awareness and exploration of the interaction between leadership and ethics in the global community.
- The Scott Center for Autism Treatment—This facility provides children, youth and families affected by Autism Spectrum Disorders (ASD) a full range of evaluation and services, from diagnosis to intensive treatment.
- The FAA Center of Excellence for Commercial Space Transportation—The center focuses efforts on four major research areas: space launch operations and traffic management; launch vehicle systems, payloads, technologies, and operations; commercial human space flight; and space commerce (including space law, space insurance, space policy and space regulation).
- The Florida Tech Research Park—The park provides a direct method for Florida Tech to contribute to the economic development in Florida.

## **WEAKNESSES**

Florida Institute of Technology continues to grow and prove its strength and resilience in the face of global economic adversity. The university has become less dependent on student funding with increased enrollment and improved financial planning. However, in order to facilitate the valued slogan "High Tech with a Human Touch," the university requires additional resources to improve the current infrastructure, including high technology-equipped classrooms. The university has an extensive history of conservative funding policies and, hopefully, the upcoming capital campaign will assist in providing sources of funds to address the fundamental issue of outdated and deteriorating infrastructure.

There is limited physical space for classrooms, computer labs and offices, and funding is needed to support strategic initiatives for undergraduate research projects, graduate teaching assistants, stipends for travel and research, and scholarships, particularly for international students. There is limited technology to support course offerings across multiple locations and the tuition rate is comparable to other private universities in Florida, but high compared to competing public universities.

As a university that is just over 50 years of age, the alumni pool is relatively small and there still appears to be a disconnect between alumni and the university; they just do not participate or give that generously. If the upcoming capital campaign is to succeed, several new sources will have to be engaged. A serious loss in Florida Tech revenue could also be potential government reductions in tuition benefits for military and DOD personnel.

## **OPPORTUNITIES**

Florida Institute of Technology is poised for greatness. The time is now to live and breathe Florida Tech. Faculty, staff and students have a sense of Panther pride, and this could be manifested more to the extent of speaking with all and sundry about the good of the university, the great faculty, the physical and structural growth, and the internal sense of community.

Introduction of the football program has harnessed a great swell of pride. The games will contribute to and improve upon current relationships with the local community. The Foosner Art Museum and the Ruth Funk Center for Textile Arts provide opportunities to add academic programs that will connect to the local community.

There is growing autism research interests that can join with other sites, locally, nationally and internationally, and there are several opportunities to develop relationships and partnerships with more community organizations and high-tech companies, while developing advisory councils comprised of business leaders and successful entrepreneurs.

The university has a dedicated team focused on acquiring grants, and their continued efforts will help improve the relationships with industry members for all colleges, develop partnerships with foundations and government entities, and bring money for innovation, research and entrepreneurship.

There is a distinct financial leverage for a university that provides doctorate programs. This leads to an increase in scholarly activity, building the reputation of the university. While there is competition in almost every section of the education industry, the excellent reputation of Florida Tech will engage students as the opportunity presents itself to expand degree programs and graduate-level certificates that have high market demand. Psychology, a degree with high demand and a doctorate program, once viewed as a "mental health" profession and is now considered a "health" profession, allowing doctoral students to work alongside physicians.



Another opportunity uncovered during this analysis was seen from a technological perspective. While perusing YouTube, there are several videos encouraging young adults to participate in science, engineering and technology (SET); Melbourne has local stars that could be engaged to encourage future applicants. And it is time to reinvigorate the online degree program, as this is a place to grow students, attendance and not increase fixed costs.

An underdeveloped research park with adequate space for another 20 technology tenants is also available.

### **THREATS**

There is an undercurrent of concern regarding the focus of the university with strategic plans in place, and there is constant deviation from the plan draining resources with the “target of opportunity” mentality.

An open communication/open door policy is missing from the university, and it would be better if inclined to promote an environment of open exchange, thus building trust and support within the university family.

Competition is a large factor for the university moving forward, maintaining enrollment levels and being able to meet the current and pending expenditure needs. It comes in many forms, from online learning where competition is a click away and free online courses are provided by top-tier universities to regional community colleges offering four-year degree programs. There is always competition from other lower cost colleges/universities and those universities are competing for federal and state funding, along with increased competition from AACSB accredited business programs. When Bisk Education, the company that provides operational support for the online program, partners with other universities, particularly “lesser” schools, it changes the standing for Florida Tech.

The world and national economy are constant and huge threats as students are graduating with increased debt and the cost of education continues to rise. Unfortunately, that has often resulted in loan defaults. Congress recently considered doubling the interest rate on student loans, which would have added significantly to the current loan debt of \$1 trillion. Under current regulations, schools that have student loan default rates in excess of 25% for three consecutive years can face sanctions or lose access to federal student lending programs. Default rates are increasing in almost all universities across the U.S.

In conclusion, the university has several strengths and opportunities to continue to grow in education, research, community outreach and instilling the students with a full sense of being smart and industrious players on the planet that they will one day lead. The weaknesses and threats are mainly financial and from competition. The university is poised to meet the challenges that it faces and will forge ahead with true panther pride pursuing the vision for 2023 “High Tech with a Human Touch and a Full Respect for the Planet and its Wonders.”



## APPENDIX II—STATEMENT OF FINANCIAL POSITION

### Florida Institute of Technology, Inc.

#### Consolidated Statements of Financial Position

ASSETS	4/30/12	4/30/11	4/30/10	4/30/09	4/30/08
Cash, cash equivalents and cash held with fiduciary	\$ 17,289,362	\$ 12,538,191	\$ 10,904,407	\$ 6,377,885	\$ 4,152,439
Accounts receivable, net	8,112,939	8,746,493	10,371,605	8,559,768	4,446,857
Pledges receivable, net	3,875,605	4,509,238	5,055,562	7,015,301	8,275,096
Prepaid expenses, inventories and other assets, net	6,495,824	7,508,931	6,011,637	1,923,717	2,631,470
Student loans receivable, net	5,128,620	5,485,268	5,980,403	6,512,768	6,777,488
Investments	53,213,645	55,435,049	49,946,089	35,638,035	44,717,911
Long lived assets, net	97,259,685	96,207,688	92,825,898	87,068,040	78,564,063
<b>TOTAL ASSETS</b>	<b>\$191,375,680</b>	<b>\$ 190,430,858</b>	<b>\$ 181,095,601</b>	<b>\$ 153,095,514</b>	<b>\$ 149,565,324</b>
<b>LIABILITIES AND NET ASSETS</b>					
<b>LIABILITIES</b>					
Accounts payable and accrued expenses	\$ 18,356,478	\$ 19,627,878	\$ 20,102,557	\$ 16,081,158	\$ 7,431,114
Deposits and deferred revenue	7,982,652	12,756,068	7,096,920	9,873,589	8,241,271
Line of credit	-	-	-	-	3,900,000
Annuities payable and other liabilities	2,090,315	3,482,327	2,585,786	718,829	731,175
Interest rate swap liability	4,448,976	2,344,405	2,042,270	2,977,818	765,798
Refundable government loans	4,693,106	4,712,807	4,737,358	4,842,132	4,961,522
Bonds and capital leases payable	37,004,062	38,629,847	39,761,827	31,326,133	28,474,123
Mortgage and notes payable	2,391,732	2,907,051	2,623,259	1,674,842	-
<b>Total Liabilities</b>	<b>76,967,321</b>	<b>84,460,383</b>	<b>78,949,977</b>	<b>67,494,501</b>	<b>54,505,003</b>
<b>NET ASSETS</b>					
Unrestricted	60,321,187	50,532,437	51,551,798	36,976,152	43,377,480
Temporarily Restricted	6,908,341	8,321,336	3,799,608	3,851,728	10,229,641
Permanently Restricted	47,178,831	47,116,702	46,794,218	44,773,133	41,453,200
<b>Total Net Assets</b>	<b>114,408,359</b>	<b>105,970,475</b>	<b>102,145,624</b>	<b>85,601,013</b>	<b>95,060,321</b>
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<b>\$ 191,375,680</b>	<b>\$ 190,430,858</b>	<b>\$ 181,095,601</b>	<b>\$ 153,095,514</b>	<b>\$ 149,565,324</b>

## Florida Institute of Technology, Inc.

### Consolidated Statements of Financial Position

ASSETS	<u>4/30/07</u>	<u>4/30/06</u>	<u>4/30/05</u>	<u>4/30/04</u>	<u>4/30/03</u>
Cash, cash equivalents and cash held with fiduciary	\$ 373,769	\$ 695,011	\$ 2,175,546	\$ 3,712,688	\$ 12,974,140
Accounts receivable, net	3,215,388	2,669,739	2,403,758	1,557,614	2,213,047
Pledges receivable, net	3,453,242	1,830,017	1,192,442	7,192,732	14,063,442
Prepaid expenses, inventories and other assets	2,299,076	2,208,181	2,507,520	2,747,167	2,901,808
Student loans receivable, net	6,772,258	6,792,251	7,174,584	8,017,592	8,276,926
Assets held for sale	-	-	-	-	31,164
Investments	44,567,876	42,426,862	36,810,213	36,073,104	28,799,945
Long lived assets, net	81,270,960	83,670,297	83,967,917	79,933,309	67,331,509
<b>TOTAL ASSETS</b>	<b>\$ 141,952,569</b>	<b>\$ 140,292,358</b>	<b>\$ 136,231,980</b>	<b>\$ 139,234,206</b>	<b>\$ 136,591,981</b>
<b>LIABILITIES AND NET ASSETS</b>					
<b>LIABILITIES</b>					
Accounts payable and accrued expenses	\$ 5,831,280	\$ 5,630,984	\$ 5,954,408	\$ 6,585,851	\$ 6,552,310
Deposits and deferred revenue	6,166,992	4,955,392	4,001,853	3,166,428	3,063,132
Note payable	2,657,592	5,264,501	8,162,867	9,249,890	9,403,123
Annuities payable and other liabilities	705,300	697,915	733,788	774,994	859,151
Interest rate swap liability	1,805,477	1,390,201	2,855,568	2,310,576	3,647,368
Refundable government loans	4,979,527	4,878,463	4,957,956	5,060,712	5,157,251
Bonds and notes payable	28,700,200	29,572,728	30,361,506	31,961,224	31,621,822
<b>Total Liabilities</b>	<b>50,846,368</b>	<b>52,390,184</b>	<b>57,027,946</b>	<b>59,109,675</b>	<b>60,304,157</b>
<b>NET ASSETS</b>					
Unrestricted	43,782,005	44,261,456	41,758,718	42,962,401	31,715,012
Temporarily restricted	15,405,175	12,683,346	7,157,897	7,168,748	13,859,107
Permanently restricted	31,919,021	30,957,372	30,287,419	29,993,382	30,713,705
<b>Total Net Assets</b>	<b>91,106,201</b>	<b>87,902,174</b>	<b>79,204,034</b>	<b>80,124,531</b>	<b>76,287,824</b>
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<b>\$ 141,952,569</b>	<b>\$ 140,292,358</b>	<b>\$ 136,231,980</b>	<b>\$ 139,234,206</b>	<b>\$ 136,591,981</b>

**Florida Institute of Technology, Inc.**  
**Consolidated Statements of Activities**

	<u>4/30/12</u>	<u>4/30/11</u>	<u>4/30/10</u>	<u>4/30/09</u>	<u>4/30/08</u>
<b>REVENUES, GAINS, AND SUPPORT:</b>					
Tuition and fees	\$ 142,075,778	\$ 126,011,923	\$ 119,386,249	\$ 107,050,295	\$ 93,624,256
Student aid- tuition and fees	(33,215,007)	(29,459,415)	(29,318,616)	(26,833,912)	(23,041,340)
Governmental grants and contracts	7,840,843	8,246,799	10,313,168	10,031,191	7,866,396
Private gifts, grants and contracts	12,002,560	8,951,926	5,410,180	7,393,802	10,587,549
Auxiliary enterprises	26,531,145	22,210,272	22,122,837	19,684,784	16,611,288
Interest and dividends	1,438,781	1,032,866	955,287	1,246,029	1,954,189
Other	7,294,127	6,238,104	6,046,469	5,413,385	5,683,190
<b>Total revenues, gains, and support</b>	<u>163,968,227</u>	<u>143,232,475</u>	<u>134,915,574</u>	<u>123,985,574</u> #	<u>113,285,528</u>
<b>EXPENSES:</b>					
Instruction and departmental and public service	50,877,610	51,784,852	48,902,461	43,463,702	38,953,042
Sponsored research training and other programs	18,727,613	16,203,174	13,361,054	12,755,916	11,118,508
Academic support	16,368,735	16,102,710	14,206,687	11,218,408	10,821,746
Institutional support	22,299,309	23,433,974	19,290,616	19,932,164	15,622,953
Student services	11,502,051	10,856,772	9,802,297	10,210,048	9,621,181
Auxiliary enterprises	34,803,105	26,621,757	24,166,427	22,205,866	20,575,729
<b>Total expenses</b>	<u>154,578,423</u>	<u>145,003,239</u>	<u>129,729,542</u>	<u>119,786,104</u> #	<u>106,713,159</u>
<b>Operating income/(loss)</b>	<b>9,389,804</b>	<b>(1,770,764)</b>	<b>5,186,032</b>	<b>4,199,470</b>	<b>6,572,369</b>
Gain (loss) on disposition of assets	(13,845)	132,713	56,130	(4,883)	86,660
Net realized and unrealized gain (loss) on investments	(848,255)	5,656,541	10,230,783	(11,706,984)	(1,127,588)
Net change in fair value of interest rate swap	(2,104,571)	(302,135)	935,548	(2,212,020) #	(1,577,321)
Insurance recovery	98,641	108,496	136,118	265,109	-
<b>CHANGE IN NET ASSETS BEFORE MERGER</b>	<b>6,521,774</b>	<b>3,824,851</b>	<b>16,544,611</b>	<b>(9,459,308) #</b>	<b>3,954,120</b>
Transfer of assets through merger of Foosaner	<u>1,916,110</u>				
<b>CHANGE IN NET ASSETS AFTER MERGER</b>	<b>8,437,884</b>				
NET ASSETS - Beginning of year	<u>105,970,475</u>	<u>102,145,624</u>	<u>85,601,013</u>	<u>95,060,321</u>	<u>91,106,201</u>
<b>NET ASSETS - End of year</b>	<u>\$ 114,408,359</u>	<u>\$ 105,970,475</u>	<u>\$ 102,145,624</u>	<u>\$ 85,601,013</u>	<u>\$ 95,060,321</u>

**Florida Institute of Technology, Inc.**  
**Consolidated Statements of Activities**

	<u>4/30/07</u>	<u>4/30/06</u>	<u>4/30/05</u>	<u>4/30/04</u>	<u>4/30/03</u>
<b>REVENUES, GAINS, AND SUPPORT:</b>					
Tuition and fees	\$ 84,899,346	\$ 77,400,512	\$ 72,282,367	\$ 69,270,479	\$ 61,493,765
Student aid—					
tuition and fees	(19,609,934)	(18,672,639)	(17,695,738)	(16,401,044)	(14,179,788)
Governmental grants and contracts	6,536,438	8,278,076	7,757,632	6,390,447	6,145,611
Private gifts, grants and contracts	6,406,955	5,449,675	1,541,668	4,095,819	20,489,819
Auxiliary enterprises	12,380,594	11,274,352	9,979,944	11,258,768	9,170,577
Interest and dividend income	1,187,207	1,000,941	862,971	919,548	1,095,459
Gain on disposition of assets	-	815,417	168,338	-	-
Other	4,167,642	4,920,232	4,383,022	1,705,932	1,205,242
<b>Total revenues, gains, and support</b>	<u>95,968,248</u>	<u>90,466,566</u>	<u>79,280,204</u>	<u>77,239,949</u>	<u>85,420,685</u>
<b>EXPENSES:</b>					
Instruction and departmental research	38,159,662	34,686,883	31,698,890	31,282,278	28,574,894
Sponsored research training and other programs	9,055,140	10,722,134	9,641,020	9,221,086	9,728,899
Academic support	9,717,290	8,150,247	7,792,227	7,822,994	5,879,130
Institutional support	14,188,040	16,930,072	12,771,711	9,308,977	12,272,946
Student services	8,955,501	8,585,010	7,289,136	7,102,343	6,412,970
Auxiliary enterprises	14,009,661	11,109,990	12,514,112	13,896,544	10,540,518
<b>Total expenses</b>	<u>94,085,294</u>	<u>90,184,336</u>	<u>81,707,096</u>	<u>78,634,222</u>	<u>73,409,357</u>
<b>Operating income/(loss)</b>	<b>1,882,954</b>	282,230	(2,426,892)	(1,394,273)	12,011,328
Net realized and unrealized gains (loss) on investments	1,736,349	5,970,459	1,334,918	6,147,918	(3,347,521)
Change in fair value of interest rate swap value of interest rate swap	(415,276)	1,465,366	(544,992)	1,336,792	(2,422,299)
Insurance recovery	-	980,085	1,075,383	-	-
<b>CHANGE IN NET ASSETS</b>	<b>3,204,027</b>	8,698,140	(561,583)	6,090,437	6,241,508
Prior period adjustment	-	-	(358,914)	(2,253,730)	-
NET ASSETS - Beginning of year	<u>87,902,174</u>	79,204,034	80,124,531	76,287,824	70,046,316
<b>NET ASSETS - End of year</b>	<u>\$ 91,106,201</u>	<u>\$ 87,902,174</u>	<u>\$ 79,204,034</u>	<u>\$ 80,124,531</u>	<u>\$ 76,287,824</u>



First football scrimmage on September 15, 2012

## *APPENDIX III–ENROLLMENT HISTORY*

### **Fall 2002 – Fall 2011**

In the period Fall 2002 to Fall 2011, Florida Tech's total undergraduate and graduate enrollments grew from 4,516 to 8,980 full- and part-time students.

#### **Undergraduate Enrollment**

- The total full- and part-time Melbourne enrollment grew 26% from 2,168 to 2,724 students. Full- and part-time online students now total 2,660.
- The College of Aeronautics experienced a 26% loss in total enrollment from 372 to 274 full- and part-time Melbourne students.
- The Nathan M. Bisk College of Business grew 70% in total enrollment from 155 to 263 full- and part-time Melbourne students. With the advent of Florida Tech University Online in 2008, the college now enrolls 1,327 full- and part-time online undergraduate students.
- The College of Engineering grew 33% in total enrollment from 1,094 to 1,460 full- and part-time Melbourne students. With the advent of Florida Tech University Online in 2011, the college now enrolls 413 full- and part-time online undergraduate students.
- The College of Psychology and Liberal Arts grew 200% in total enrollment from 67 to 201 full- and part-time Melbourne students. With the advent of Florida Tech University Online in 2008, the college now enrolls 838 full- and part-time online undergraduate students.
- The College of Science grew 7% in total enrollment from 453 to 486 full- and part-time Melbourne students. It should be noted that during this period the Liberal Arts moved from the college to form the College of Psychology and Liberal Arts.

#### **Graduate Enrollment**

- The total full- and part-time Melbourne enrollment grew from 613 to 843 master's candidates and 254 to 360 doctoral candidates. Extended Studies Division (ESD) enrollment remained relatively constant with 1,263 students at Fall 2011. Full- and part-time online master's students now total 1,130.
- The College of Aeronautics grew 73% from 26 to 45 full- and part-time Melbourne master's students.
- The Nathan M. Bisk College of Business decreased from 70 to 58 full- and part-time Melbourne master's students. 1,137 full- and part-time ESD master's students are currently served by the college. With the advent of Florida Tech University Online, the college now enrolls 1,130 full- and part-time online master's students.
- The College of Engineering grew 23% from 416 (366 master's and 90 doctoral) to 561 (450 master's and 111 doctoral) full- and part-time Melbourne students. 94 full- and part-time ESD master's students are served by the college.
- The College of Psychology and Liberal Arts grew 104% from 120 (39 master's and 81 doctoral) to 245 (111 master's and 132 doctoral) full- and part-time students.
- The College of Science grew 64% from 166 (85 master's and 81 doctoral) to 273 (158 master's and 115 doctoral) full- and part-time Melbourne students. 32 ESD students are currently served by the college.

*APPENDIX III–ENROLLMENT HISTORY (Continued)*

<b>UNDERGRADUATE ENROLLMENT</b>	Actual Fall 2002		Actual Fall 2003		Actual Fall 2004		Actual Fall 2005	
FT=Full time PT=Part time	FT	PT	FT	PT	FT	PT	FT	PT
<b>Aeronautics</b>								
	32	375	26	330	12	342	12	319
<b>Business</b>								
	145	10	184	11	152	4	159	3
<b>Engineering</b>								
	1,053	41	1,105	47	1,111	41	1,111	45
Florida Tech U Online	0	0	0	0	0	0	0	0
<b>Psychology &amp; Liberal Arts</b>								
Melbourne	64	3	85	5	113	3	162	4
Florida Tech U Online	0	0	-	0	-	0	0	0
<b>Science</b>								
	429	24	466	24	514	18	485	14
<b>Continuing Education</b>								
	5	17	2	16	4	17	5	16
Florida Tech U Online	0	0	-	0	-	0	0	0
<b>Grand Total</b>								
Melbourne	2,041	127	2,217	129	2,224	95	2,264	82
Florida Tech U Online	0	0	0	0	0	0	0	0
<b>GRAND TOTAL</b>	<b>2,041</b>	<b>127</b>	<b>2,217</b>	<b>129</b>	<b>2,224</b>	<b>95</b>	<b>2,264</b>	<b>82</b>



Actual Fall 2006		Actual Fall 2007		Actual Fall 2008		Actual Fall 2009		Actual Fall 2010		Actual Fall 2011	
FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT
9	324	62	292	84	264	67	246	64	217	57	
144	18	172	11	192	12	208	8	183	9	243	20
1,131	42	1,280	52	1,319	46	1,280	60	1,252	54	1,395	65
0	0	0	0	0	0	0	0	0	0	260	153
160	7	149	13	148	12	161	12	161	3	196	5
-	0	0	0	55	55	345	160	503	338	544	
485	16	484	20	508	17	500	19	484	14	474	12
3	31	1	26	1	23	0	34	5	28	8	32
-	0	0	0	0	0	0	0	0	0	13	69
2,242	123	2,410	184	2,460	194	2,413	200	2,331	172	2,533	191
0	0	0	0	507	420	1,484	776	1,682	1,219	1,619	1,041
<b>2,242</b>	<b>123</b>	<b>2,410</b>	<b>184</b>	<b>2,967</b>	<b>614</b>	<b>3,897</b>	<b>976</b>	<b>4,013</b>	<b>1,391</b>	<b>4,152</b>	<b>1,232</b>

*APPENDIX III–ENROLLMENT HISTORY (Continued)*

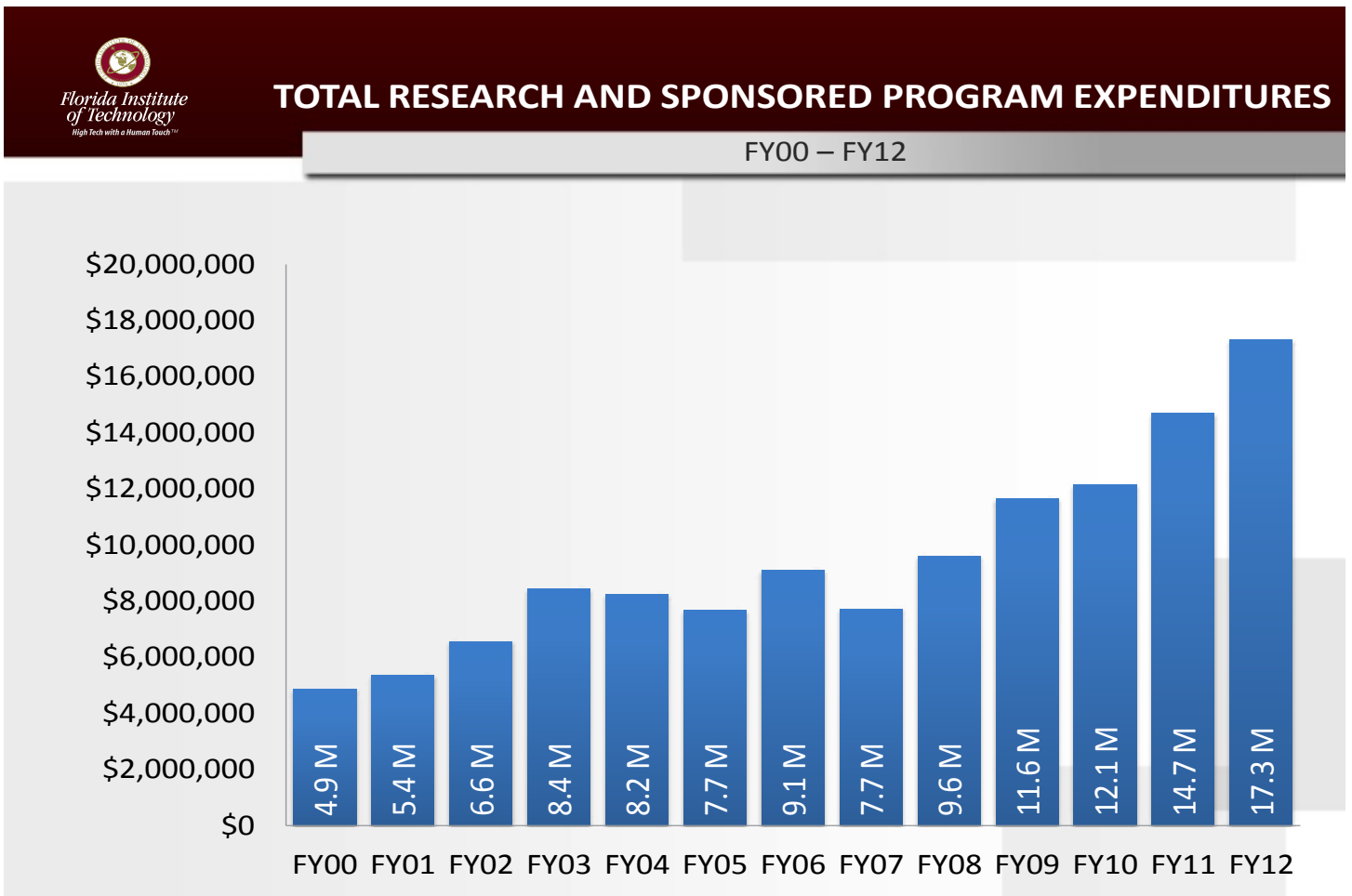
<b>GRADUATE ENROLLMENT</b>	Actual Fall 2002		Actual Fall 2003		Actual Fall 2004		Actual Fall 2005	
FT=Full time PT=Part time	FT	PT	FT	PT	FT	PT	FT	PT
<b>Aeronautics</b>								
Master's								
Doctoral								
Total	11	15	17	10	15	11	13	12
<b>Business</b>								
Master's								
Melbourne	10	60	10	54	14	51	13	65
Extended Studies								
Florida Tech U Online								
Total	10	60	10	54	14	51	13	65
<b>Engineering</b>								
Master's								
Extended Studies								
Doctoral	50	35	58	28	59	24	66	29
Total	215	396	203	400	213	427	196	308
<b>Psychology &amp; Liberal Arts</b>								
Master's								
Doctoral								
Total	117	3	151	8	171	6	185	9
<b>Science</b>								
Master's	45	39	77	30	80	28	83	54
Extended Studies								
Doctoral								
Total	122	61	106	71	120	85	121	65
<b>Extended Studies Division</b>								
Master's								
Sites	81	1,116	103	1,125	70	1,066	114	1,255
Florida Tech U Online								
Total	81	1,116	103	1,125	70	1,066	114	1,255
<b>Continuing Education</b>								
Total	39	92	26	59	27	88	16	15
<b>Grand Total</b>								
Master's								
Melbourne	514	627	513	602	560	668	544	474
Extended Studies	81	1,116	103	1,125	70	1,066	114	1,255
Florida Tech U Online								
Doctoral							215	60
<b>GRAND TOTAL</b>	<b>595</b>	<b>1,743</b>	<b>616</b>	<b>1,727</b>	<b>630</b>	<b>1,734</b>	<b>658</b>	<b>1,729</b>

Actual Fall 2006		Actual Fall 2007		Actual Fall 2008		Actual Fall 2009		Actual Fall 2010		Actual Fall 2011	
FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT
16	8	21	7	20	21	22	21	23	11	27	18
0	0	0	0	0	0	0	0	0	0	0	0
16	8	21	7	20	21	22	21	23	11	27	18
19	64	15	60	14	29	20	24	32	16	35	23
						74	1,040	86	1,076	106	1,031
					226	6	875	4	1,062	8	1,122
19	64	15	60	14	255	100	1,939	122	2,154	149	2,176
154	248	169	253	175	256	221	276	258	180	266	184
										5	89
66	32	75	36								
204	283	227	281	234	280	287	305	324	212	346	309
100	10	94	17	82	20	92	14	95	12	95	16
92	2	99	5	97	1	124	1	136	5	129	5
192	12	193	22	179	21	216	15	231	17	224	21
106	63	122	36								
										2	30
73	23	75	29	79	15	81	12	79	24	89	26
118	62	152	59	159	43	164	66	185	87	213	92
78	1,297	102	1,370	94	1,143						
				4	194						
78	1,297	102	1,370	98	1,337						
4	19	1	14	2	52	5	65	2	34	1	20
338	388	377	381	373	406	443	454	516	316	546	297
78	1,297	102	1,370	94	1,143	74	1,040	86	1,076	113	1,150
				4	420	6	875	4	1,062	8	1,122
232	62	235	40	271	42	281	61	293	67		
<b>631</b>	<b>1,745</b>	<b>711</b>	<b>1,813</b>	<b>706</b>	<b>2,009</b>	<b>794</b>	<b>2,411</b>	<b>887</b>	<b>2,515</b>	<b>960</b>	<b>2,636</b>

## APPENDIX IV—RESEARCH HISTORY

	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11	FY 2010-11	FY 2011-12	FY 2011-12	FY 2012-13
	Actual	Actual	Actual	Goal	Actual	Goal	Actual	Goal
Sponsored Programs Contract Value	\$35,700,000	\$38,000,000	\$41,138,000	\$45,000,000	\$44,533,695	\$46,760,379	\$45,136,629	\$50,900,000
Annual Sponsored Programs Expenditures	\$11,118,000	\$11,600,000	\$12,100,000	\$13,000,000	\$16,510,804	\$17,336,344	\$20,320,200	\$21,300,000
Indirect Cost Recovery	\$1,452,000	\$1,604,000	\$1,560,000	\$2,000,000	\$1,832,744	\$1,924,381	\$1,953,000	\$2,050,000
Royalty/Licensing/Consulting	\$105,000	\$300,000	\$500,000	\$600,000	\$713,593	\$749,272	\$873,363	\$900,000
Number of New Awards	95	83	99	100	110	120	86	100
Training/Technical Assistant Contract Value	-	-	\$42,100,000	\$43,000,000	\$50,002,706	\$53,239,621	\$51,400,000	\$48,200,000
Grand Total Value	-	-	\$83,238,000	\$88,000,000	\$94,536,401	\$100,000,000	\$97,409,992	\$100,000,000

This exhibit illustrates the total research and sponsored program expenditures over a 13-year period from FY00 through FY12 inclusive. During this time, annual expenditures increased from \$4.9M to \$17.3M (353% increase). This represents an average annual increase of over 11%.



## APPENDIX V–FACULTY AWARDS



The band TWITCHY is composed of Florida Tech faculty and administrators.

### **FLORIDA TECH FACULTY EXCELLENCE AWARDS**

Each year, the Faculty Senate selects Faculty Excellence Award winners in the areas of teaching (Kerry Bruce Clark Award for Excellence in Teaching), research, and service (Andrew W. Revay Jr. Award for Excellence in Service). This is an annual opportunity to honor Florida Tech faculty for their accomplishments and contributions to the university.

Senators nominate faculty members from their constituency to the Faculty Excellence Awards Committee. Senators are unrestricted in the selection process and numbers/categories of nominees. Faculty members may recommend a colleague to their Senator for consideration, or a faculty member may unilaterally request to be considered by his/her Senator.

Nomination dossiers include a cover sheet with applicant information, a summary (three pages maximum) of specific accomplishments in the last two years that qualify the nominee for an award, a curriculum vitae (maximum of four pages), letters of recommendation (maximum of three). Accomplishments should relate directly to the award category sought. Examples (not inclusive or restrictive) are:

#### **Teaching**

Teaching awards, courses taught at Florida Tech, curriculum/course development, innovative teaching techniques, thesis/dissertation/design project advising, membership and activities in professional educational organizations, workshops/training sessions conducted for students and/or peers, innovative online instructional design and development.

#### **Research**

Research awards, articles published in refereed and non-refereed journals, other publication activities including texts, ongoing research, grants received, patents, presentations at professional meetings.

#### **Service**

General university service, university committees, student advisor activities, professional organization service/offices, workshop/training sessions conducted, editorial activities for professional journals/org anizations, community service.

#### **The 2012 Faculty Excellence Awards winners were:**

Gordon Patterson, professor of humanities, the Andrew W. Revay Jr. Award for Excellence in Service

Razvan Rusovici, associate professor of aerospace engineering, the Kerry Bruce Clark Award for Excellence in Teaching

Daniel Kirk, associate professor and associate department head, Department of Mechanical and Aerospace Engineering, the Award for Excellence in Research

## *APPENDIX V–FACULTY AWARDS (Continued)*

### **College of Engineering**

Name	Department	Major External Faculty Recognition, 2011–12
Anagnostopoulos, Georgios	Electrical and Computer Engineering	Selected for 2012 Summer Faculty Fellowship Program of the U.S. Air Force, Rome, NY
Arrasmith, William	Engineering Systems	2011 Executive of the Year, Biltmore's Who's Who
Bostater, Charles	Marine and Environmental Systems	<ul style="list-style-type: none"> <li>• Selected Symposium Co-Chair, SPIE 2012 International Symposium on Remote Sensing</li> <li>• Selected Chair for 2013 and 2014 SPIE Remote Sensing Conference</li> </ul>
Fleming, David	Mechanical and Aerospace Engineering	2012 Faculty Advisor Award, American Institute for Aeronautics and Astronautics (AIAA)
Ford, Richard A.	Computer Science	<ul style="list-style-type: none"> <li>• Voted into Computer Antivirus Research Organization (CARO)</li> <li>• Voted President of Anti-Malware Testing Standards Organization (AMTSO)</li> </ul>
Glicksman, Martin	Mechanical and Aerospace Engineering	<ul style="list-style-type: none"> <li>• 2011 Edward DeMille Campbell Memorial Lecturer, ASM, Columbus, OH</li> <li>• 2011–2012 Elected Chair, Materials Engineering Section, National Academy of Engineering, Washington, DC</li> <li>• 2012 Honorary Symposium, M.E. Glicksman 75<sup>th</sup> birthday celebration, MST, Pittsburgh, PA</li> </ul>
Gutierrez, Hector	Mechanical and Aerospace Engineering	<ul style="list-style-type: none"> <li>• 2012–2013 Honorary International Chair Professor, National Taiwan University of Technology</li> <li>• 2012 NASA Faculty Fellow, NASA Dryden Flight Research Center</li> </ul>
Ham, Fredric M.	Dean, College of Engineering	<ul style="list-style-type: none"> <li>• Elevated to Fellow in Society of Photo-optical Instrumentation Engineers (SPIE), 2011</li> <li>• Elevated to Fellow in International Neural Network Society (INNS), 2012</li> <li>• Invited keynote speaker at the 3<sup>rd</sup> Winter Conference of the International Neural Network Society (INNS-WC2012)</li> </ul>
Hsu, Pei-Feng	Mechanical and Aerospace Engineering	2012–2013 Overseas Renown Professor, Shanghai DianJi University
Jachec, Steven	Marine and Environmental Systems	2011 ONR Young Investigator Program Awardee

Name	Department	Major External Faculty Recognition, 2011–12
Kirk, Daniel	Mechanical and Aerospace Engineering	<ul style="list-style-type: none"> <li>• National Academy of Engineering Frontiers of Engineering Award</li> <li>• 2013 Elected as ‘Academic Chair’, Joint Propulsion Conference</li> <li>• Five invited talks: <ul style="list-style-type: none"> <li>○ Institute for Defense and Government Advancement, Long-Range Strike Summit, Washington, DC, 2012</li> <li>○ Next-Generation Suborbital Researchers Conference, Palo Alto, CA, 2012</li> <li>○ 62<sup>nd</sup> International Astronautical Congress, Cape Town, South Africa, 2011</li> <li>○ 29<sup>th</sup> National Neurotrauma Symposium, 2011</li> <li>○ Middle East Tubomachinery Symposium, Doha, Qatar, 2011</li> </ul> </li> </ul>
Kozaitis, Samuel	Electrical and Computer Engineering	<ul style="list-style-type: none"> <li>• Invited, Board of Trustees member of the Kurdistan University of Science and Technology, Iraq, 2011–2012</li> <li>• Invited, Editorial Board of the J. of Signal and Image Processing, Bioinfo Publications, 2012</li> <li>• Invited, Scientific Committee, International Conference on Electrical and Computer Systems (ICECS’12)</li> <li>• Invited, Guest editor, J. Current Medical Imaging Reviews, 2012</li> </ul>
Lazarus, Steven	Marine and Environmental Systems	Invited to remain on Unidata User’s Committee for another year (total of four years)
Locurcio, Ralph	Construction Management	2012 Society of American Military Engineers (SAME) Golden Eagle Award
Maul, George	Marine and Environmental Systems	<ul style="list-style-type: none"> <li>• Silver Beaver Award, Boy Scouts of America</li> <li>• Appreciation Award from the Link Foundation</li> <li>• President’s Volunteer Service Award, presented by the U.S. President’s Council on Service and Civic Participation</li> <li>• Re-elected to Board of Directors: <ul style="list-style-type: none"> <li>○ Florida Institute of Oceanography</li> <li>○ Florida COOS Consortium</li> <li>○ Southeastern Coastal Ocean Observing System (SECOORA)</li> </ul> </li> </ul>
Mitra, Kunal	Mechanical and Aerospace Engineering	<ul style="list-style-type: none"> <li>• Keynote speaker and panelist–10<sup>th</sup> ISHMT-AME Heat and Mass Transfer Conference, Indian Institute of Technology, Madras, Chennai, India</li> </ul>

Name	Department	Major External Faculty Recognition, 2011–12
Murshid, Syed	Electrical and Computer Engineering	<ul style="list-style-type: none"> <li>Invited Seminar, King Saud University, Saudi Arabia, 2012</li> <li>Invited, Consul with Saudi Government as Chief Technical Adviser to KSU PSATRI, 2012</li> <li>Keynote Speaker, Optical Society of American Conference</li> </ul>

### ***Nathan M. Bisk College of Business***

Name	Department	Major External Faculty Recognition, 2011–12
Carstens, Deborah	Nathan M. Bisk College of Business	2012 Volunteer of the Year, Project Management Institute (PMI) Space Coast Chapter
Harper, Ralph	Extended Studies	2012 Blanchard-Langford Award recipient, Presented by the Council of Logistics Engineer Professionals
Muth, Tim	Nathan M. Bisk College of Business	Excellence in Teaching Award from Phi Eta Sigma National Honor Society, Florida Tech Chapter
Women's Business Center	Nathan M. Bisk College of Business	2012 SBA Women's Business Center of Excellence Award

### ***College of Psychology and Liberal Arts***

Name	Department	Major External Faculty Recognition, 2011–12
Bahr, Gisela (Susanne)	Psychology	<ul style="list-style-type: none"> <li>Appointed co-editor in chief, J. for Interaction Science, Springer Publishers</li> <li>Executive Director, Center for International Research Collaboration for Universal Access (CIRCUA)</li> </ul>
Converse, Patrick	Psychology	<ul style="list-style-type: none"> <li>Reviewer of the Year Award, J. of Business and Psychology</li> <li>Invited presentation, School of Social Sciences, Singapore Management University, 2011</li> </ul>
Edwards, Heidi	Humanities	Head, Public Relations Division, Association for Education in Journalism and Mass Communication
Elmore, Richard	Psychology	Appointed, Emeritus Medical Staff, Holmes Regional Medical Center
Griffith, Richard	Psychology	<ul style="list-style-type: none"> <li>Invited speaker <ul style="list-style-type: none"> <li>Society for Industrial Organizational Psychology</li> <li>BI Norwegian Business School</li> <li>HR Florida Institute of Technology Melbourne Chamber of Commerce 20/40 event</li> <li>Society for Human Resource Management Conference—Fort Lauderdale and Palm Beach</li> </ul> </li> </ul>



Name	Department	Major External Faculty Recognition, 2011–12
Jones, Marshall	Psychology	FBI Recognition, "Florida Tech Criminal Case Analysis Methodology"
Kenkel, Mary Beth	Psychology	Appointed, Commission on Accreditation of the American Psychological Association
Krishnamurthy, Radhika	Psychology	Elected President, Society for Personality Assessment I.
Lavooy, Maria	Psychology	Elected President of Psi Chi, International Honor Society in Psychology
Mulligan, Kevin	Psychology	<ul style="list-style-type: none"> <li>• Awarded Diplomate in Clinical Psychology, American Board of Professional Psychology</li> <li>• Appointed, Fellow in American Academy of Clinical Psychology</li> </ul>
Peterson, Ted	Humanities	Award, Best First Paper, Association for Education in Journalism and Mass Communications Conference
Steelman, Lisa	Psychology	<ul style="list-style-type: none"> <li>• Appointed Editor, Industrial Organizational Psychologist</li> <li>• Selected to attend, 2012 Leadership Institute for Women in Psychology, 2012</li> </ul>
Taylor, Robert	Humanities	Elected, Board of Directors, Florida Humanities Council
Van Sickle, Kristi	Psychology	<ul style="list-style-type: none"> <li>• 2012 Judy E. Hall Early Career Psychologist Award, National Register of Health Service Providers in Psychology</li> <li>• Recognized, Outstanding Contribution, Training and Education in Professional Psychology, 2011</li> </ul>
Webbe, Frank	Psychology	<ul style="list-style-type: none"> <li>• Elected Chairman, Florida's Alzheimer's Disease Advisory Committee</li> <li>• Named, Vice-Chair, Technology Professional Interest Area, International Society for the Advancement of Alzheimer Research and Treatment (ISTAART)</li> <li>• Elected, Vice President for NCAA Division II, Faculty Athletics Representatives Association (FARA)</li> </ul>
Wilder, David	Psychology	<ul style="list-style-type: none"> <li>• Appointed, Associate Editor, J. of Applied Behavior Analysis</li> <li>• Elected, President, Florida Association for Behavior Analysis</li> <li>• Two invited talks <ul style="list-style-type: none"> <li>○ Pennsylvania State University, 2012</li> <li>○ University of Sao Carlos, Brazil, 2012</li> </ul> </li> </ul>

## College of Science

Name	Department	Major External Faculty Recognition, 2011–12
Aronson, Richard	Biological Sciences	<ul style="list-style-type: none"> <li>• Member, Editorial Board, Ecological Society of America, 2010–2012</li> <li>• President, International Society for Reef Studies, 2010–2011</li> <li>• Member, Editorial Board, J. of Experimental Marine Biology and Ecology, 2010–2012</li> <li>• Invited speaker, Museum of the Earth, Cornell University, Ithaca, NY, 2011</li> <li>• Invited speaker, NOAA National Marine Fisheries Service (NMFS), St. Petersburg, FL, 2011</li> <li>• Invited speaker, NOAA Coral-82 Advisory Meeting, Dania Beach, FL, 2012</li> <li>• Interviewed 2012               <ul style="list-style-type: none"> <li>○ NPR's Morning Edition</li> <li>○ New York Times</li> <li>○ USA Today</li> <li>○ MSNBC.com</li> <li>○ CBS.com</li> <li>○ And other outlets</li> </ul> </li> </ul>
Baarmand, Marc	Physics and Space Sciences	<ul style="list-style-type: none"> <li>• General Editor, CMS Publications, HCAL Experiment, CERN, 2012–2013</li> </ul>
Baksay, Laszlo	Education and Interdisciplinary Studies	<ul style="list-style-type: none"> <li>• International Scientific Board, UNESCO's International Basic Science Program, 2011–2013</li> <li>• Co-Director, 1<sup>st</sup> UNESCO Educational Satellite project</li> </ul>
Bush, Mark	Biological Sciences	<ul style="list-style-type: none"> <li>• Invited Session Chair, Ecological Society of America, Austin, TX, 2011</li> <li>• Associate Editor, Journal of Biogeography, 1997–present</li> <li>• Invited Panelist, NSF: Community and Population Ecology, and Instrumentation for Biological Research Development, 2000–present</li> </ul>
Durrance, Sam	Physics and Space Sciences	<ul style="list-style-type: none"> <li>• Advisory Member, Sub-orbital Applications Research Group (SARG), 2011</li> <li>• PI, Florida Center of Excellence in Space Transportation</li> <li>• Member, Florida Governor's High School Project</li> </ul>
Dwyer, Joe	Physics and Space Sciences	<ul style="list-style-type: none"> <li>• Organizer and Chair, American Geophysical Union, San Francisco, CA, 2011</li> <li>• Appeared, TV Documentaries on Lightning, 2011–2012</li> <li>• Author, Lightening Feature Article, Scientific American magazine, 2012</li> </ul>

Name	Department	Major External Faculty Recognition, 2011–12
Grace, Michael	Biological Sciences	<ul style="list-style-type: none"> <li>• Filmed, “Hunters” on Animal Superpowers for National Geographic Television, 2012</li> <li>• Associate Editor, J. Herpetological Review, 2002–present</li> <li>• Invited talk, Northeast Undergraduate Research and Development symposium, Biddeford, ME, 2012</li> </ul>
Lin, Junda	Biological Sciences	Associate Editor, J. of World Aquaculture Society, 2003–present
Lindeman, Ken	Education and Interdisciplinary Studies	<ul style="list-style-type: none"> <li>• Appointed, Expert Marine Protected Area Group, NOAA-S. Atlantic Fishery Management Council, 2012</li> <li>• Trustee, Board of the Gulf and Caribbean Fisheries Institute, 2010–2012</li> <li>• Trustee, Marine Resources Council of East-Central Florida, 2010–2012</li> </ul>
Marcinkowski, Tom	Education and Interdisciplinary Studies	<ul style="list-style-type: none"> <li>• Co-organizer, Annual Conference of the North American Association for Environmental Education, Oakland, CA, 2012</li> <li>• Member, International Editorial Board, Environment Education Research, 2002–present</li> <li>• Consulting Editor, J. of Environmental Education, 1983–1996, 2010–present</li> <li>• Member, Editorial Board, International Electronic J. of Environmental Education, 2010–present</li> </ul>
Nernas, Nasri	Chemistry	<ul style="list-style-type: none"> <li>• NSF-REU Fellowship award, Princeton University, 2011</li> <li>• NSF-REU Fellowship award, University of Illinois Urbana-Champaign, 2012</li> </ul>
Oluseyi, Hakeem	Physics and Space Sciences	<ul style="list-style-type: none"> <li>• Administrative Executive, National Society of Black Physicists</li> <li>• National Speaker, TED Fellow</li> <li>• Author, Lightening, Scientific American Magazine</li> <li>• Elected first President of the African Astronomical Society, 2010–2011</li> </ul>
Oswalt, Terry	Physics and Space Sciences	<ul style="list-style-type: none"> <li>• Medalist, Florida Academy of Sciences, 2011</li> <li>• Member, NASA Astrophysics Subcommittee, 2011–2014</li> <li>• Chair, American Astronomical Society (AAS) Nominations Committee, 2011–2014</li> <li>• General Editor, Planets, Stars and Stellar Systems, Springer 2012</li> </ul>
Perlman, Eric	Physics and Space Sciences	Chair, Physics and Space Sciences Section, Florida Academy of Sciences



F.W. Olin Physical Sciences Center

Name	Department	Major External Faculty Recognition, 2011–12
Rokach, Joshua	Chemistry	2011 Gordon Nelson Award for Outstanding Achievement in the Chemical Field, Orlando Section, American Chemical Society
Sharma, Virender	Chemistry	<ul style="list-style-type: none"> <li>• Excellence in Review Award, Environmental Science and Technology, American Chemical Society, 2012</li> <li>• Co-organizer, Symposium, 244<sup>th</sup> ACS National Meeting at Philadelphia, 2012</li> <li>• Co-organizer, Symposium, 243<sup>rd</sup> ACS National Meeting at San Diego, 2012</li> <li>• Editorial Board Member, J. of Environmental Science and Health Part A., 2008–present</li> <li>• Guest Editor, Special Issue, J. Separation and Purification Technology, 2012</li> </ul>
Turingan, Ralph	Biological Sciences	2012 Fellow, Fulbright Fellow for Research in the Philippines
Turner, Niescja	Physics and Space Sciences	<ul style="list-style-type: none"> <li>• Host and Lecturer, Emergency Management Workshop on Geomagnetic Storms, State Florida</li> <li>• Member, Florida Governor's High School Project</li> </ul>
Turner, Richard	Biological Sciences	<ul style="list-style-type: none"> <li>• President, Florida Academy of Sciences, 2009–2011</li> <li>• Outside Reviewer, Dept. of Biology, University of Tampa, 2012 Academic Program Review</li> <li>• Reviewer, At-Large member applications, Sigma Xi</li> </ul>
Van Woesik, Robert	Biological Sciences	<ul style="list-style-type: none"> <li>• Nominated, Pew Fellowship in Marine Conservation, 2011</li> <li>• Environmental Editor, J. of Coral Reefs, 2006–present</li> </ul>
Winkelmann, Kurt	Chemistry	<ul style="list-style-type: none"> <li>• Editor-in-Chief, J. of Nano Education, 2010–present</li> <li>• Chair, Public Relations Committee, Orlando Section, American Chemical Society</li> <li>• Symposium Organizer, 2012 Biennial Conference on Chemical Education, Penn State University</li> </ul>
Zhang, Ming	Physics and Space Sciences	<ul style="list-style-type: none"> <li>• Organizer and Chair, NASA IBEX Mission, American Geophysical Union, San Francisco, CA, 2011</li> <li>• Co-organizer, COSPAR, China, 2011</li> </ul>

### **College of Aeronautics**

Name	Department	Major External Faculty Recognition, 2011–12
Cremer, Ismael	Aeronautics	2012 Award for Innovation Excellence in Teaching, Learning, and Technology, TeachLearn Conference
Cusick, Steve	Aeronautics	Co-author, Aviation Safety
Dunbar, Victoria	Aeronautics	8th place, 4th Collegiate Division, 2011 Air Race Classic Transcontinental Air Race

# APPENDIX VI—COMPREHENSIVE CAMPAIGN GOALS

## TOP 10 Capital Projects

**Bisk Business Building:** The Nathan M. Bisk College of Business is the fastest growing college with the addition of online learning and the Department of Extended Studies. A 25,000 sq. ft. building, located in available space on the Olin Quad, will help consolidate this growth and include space for the new emphasis on Innovation and Entrepreneur Education.

**Buehler Center Expansion:** 100,000 sq. ft. needed to accommodate growth in students enrolled in COA and flying with FIT Aviation. Buehler II will be an additional flight operations building located immediately to the north of Buehler I. Another hangar is planned as well as space for aviation and aerospace research operations as Aeronautics will partner with the College of Engineering to advance the science of aviation and aerospace. General Classrooms and Laboratories: As the third-fastest growing private university in the U.S., Florida Tech experiences an acute need for general classroom and laboratory space. Given the university's goal to keep class sizes small, flexible, multipurpose spaces will be crucial as the university expands.

**Greek Village:** Build new fraternity/sorority complex, adding up to 100 beds for Greek residential living and fraternity/sorority programs.

**Evans Library Learning Commons:** A renovation of several floors and spaces in the Library. With advanced technologies and visionary spaces, the Learning Commons will transform the existing library building to meet the learning needs of Florida Tech's 21st century students: providing collaboration, communication and connectivity.

**Marine Operations Center, Melbourne Harbor** - also known as the Anchorage: A site along Crane Creek in downtown Melbourne that can support a 15,000 sq. ft. two-story Rowing Center building for crew and the sailing club. Also needed are upgrades to the Department of Marine and Environmental Systems (DMES) research facilities.

**Psychology Building:** The School of Psychology has grown and achieved national and international prominence. A new 20,000 sq. ft. building is needed to accommodate the expanding programs, first class initiatives, student demand and societal needs.

**Residence Halls:** Major renovations of Southgate and complete a phased tear-down of old dorm quad along Country Club Drive and replacing all five old buildings with new, higher structures to increase the capacity by 200 beds and include all the modern amenities.

**Senior Design Center:** College of Engineering expansion – An advanced laboratory where student teams will collaborate to build capstone engineering projects. This will also house a new, larger wind tunnel for aerospace engineering research and design. May also house an interdisciplinary research laboratory program where students from the Colleges of Science & Engineering would share knowledge and practices.

**Vero Beach Marine Lab:** Plans include renovating the labs to maximize student learning on the property and to add a new two-story 20,000 sq. ft. building which will incorporate a community education center to give area residents the opportunity to have a “window seat” observing marine science and take advantage of exhibits, lectures and more as well as accommodate small-scale commercialization ventures.

## Endowments

**Professorships or Chairs** – Increase the university's endowment to assist in attracting the best faculty possible for all colleges in the future. An Endowed Chair may be established for \$2,000,000. A Distinguished Professorship may be established for \$1,000,000 and an Endowed Professorship may be established for \$250,000.

**Scholarships** – Increase the university's endowment to assist in attracting the best and brightest students possible for all colleges in the future. An endowed Scholarship or Student Award Fund may be established with a minimum gift of \$25,000.

## Athletics

With the number of student-athletes participating in our 21 intercollegiate sports on the increase, more facilities and equipment will be needed to support this growth. Approximately ten percent of our student body participates in our varsity athletic program. Current needs include: a Varsity Training Center, a new Boathouse in Melbourne Harbor and an indoor batting cage for baseball and softball.

## APPENDIX VII—CAMPUS PRIORITIES

### Campus Plan

A campus plan is a continuous work-in-progress that melds together architecture, infrastructure, landscape, and environment. This plan offers a view of those systems, and how they connect the campus. It makes recommendations that will integrate the needs of the university into future building and campus improvement programs.

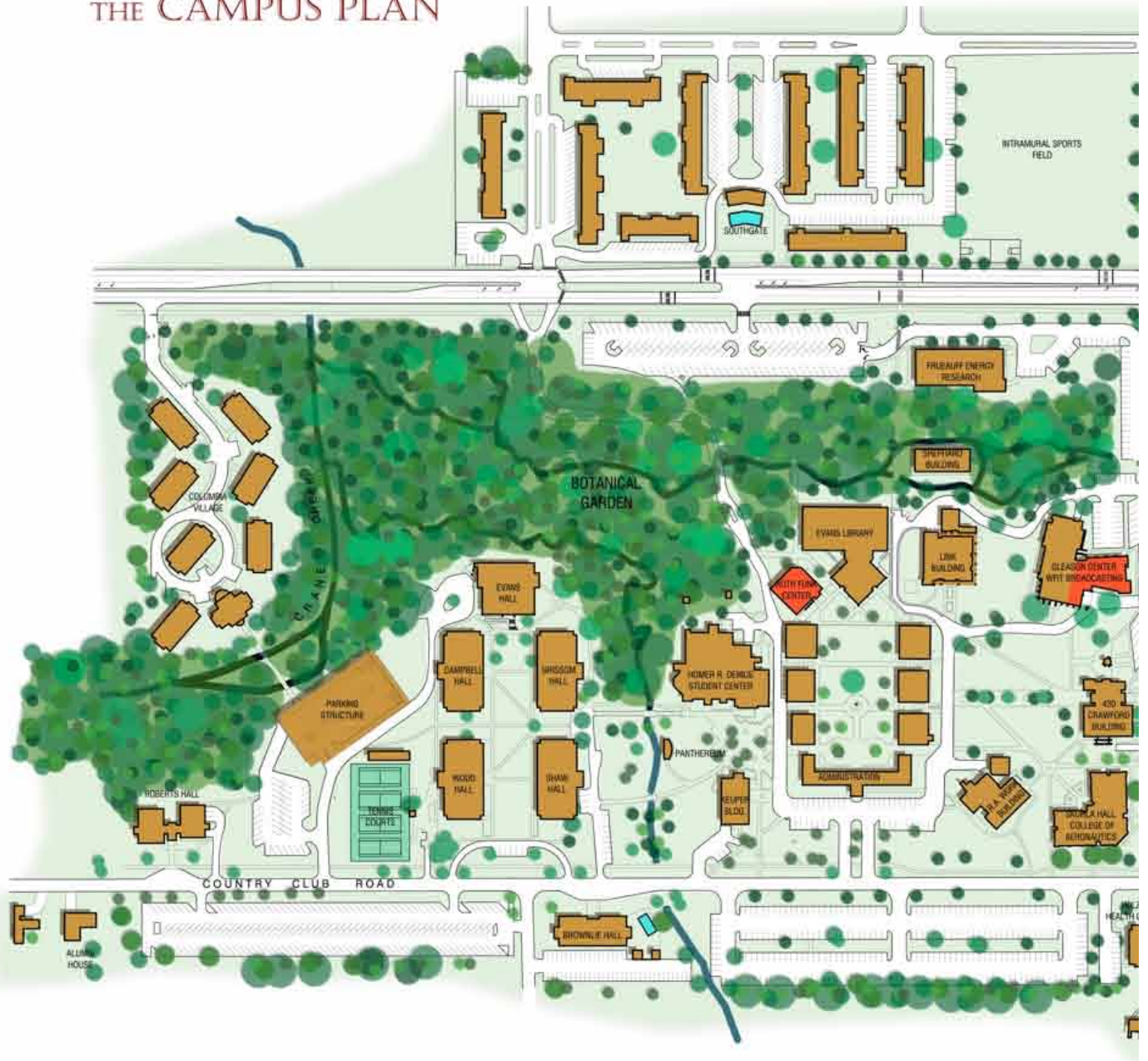
The fundamental challenge for Florida Tech in the next decade will be accommodating growth without creating over-density and congestion. In 2003, Michael Graves & Associates was commissioned to produce a campus master plan that would guide future development through 2013 and beyond. Since that plan's unveiling, more than \$100 million in new construction has transformed and added to what is now a 138 acre campus with over 1.7 million square feet of facilities. This plan accommodates roughly 350,000 square feet of new residential, research, and learning spaces, and approximately 400,000 square feet of major renovations while preserving the unique qualities and historic beauty of Florida Tech.



This plan begins with a current view of the campus, followed by map diagrams that focus on areas of future improvement, and ends with a plan depicting the possibilities for the campus over the next ten years. The planning process has followed guiding principles that serve to create a strong sense of place and intellectual pursuit:

- Promote a sense of community
- Maintain a pedestrian oriented campus
- Build in an environmentally responsible manner
- Preserve and expand the park-like character of the Botanical Jungle Garden

# THE CAMPUS PLAN









## HOUSING

Major renovations and expansion of the Southgate housing area and rebuilding the original dorm quad will allow the campus community to grow yet continue to feel small. Both sites present opportunities to develop neighborhoods within the campus with fresh and innovative architecture. The goal will be maintaining the roughly 2:1 ratio of campus student population to on-campus residency, while providing modern living amenities in a safe and secure environment.



## ATHLETICS AND RECREATION

Strategic land acquisition adjacent to campus will be required for major growth of athletic facilities, such as the building of a large stadium. Smaller athletic projects such as a tennis center and batting cages can be accommodated on the existing campus. In addition to formal athletic facilities, the plan recommends sustaining and creating open spaces (shown in yellow) for informal recreation use.

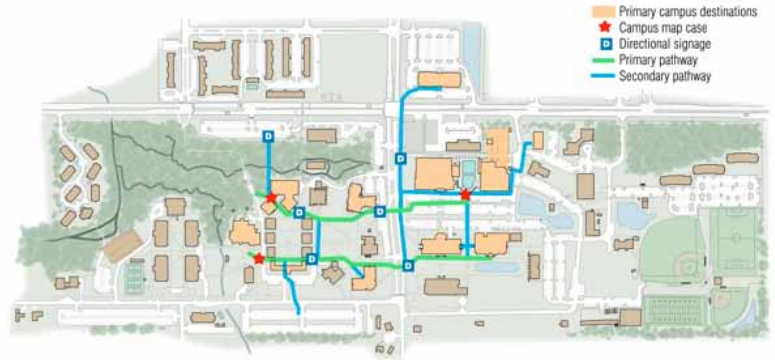


## LANDSCAPE

The Florida Tech campus is distinguished by its botanical garden. The garden concept can be expanded to encompass the entire campus as an arboretum. By linking tree canopies that create more shaded areas with major paths of travel, the campus will take advantage of its subtropical climate. Enhancing green open spaces to generate more outdoor recreation also provides the opportunity for better storm water management by better controlling surface run-off. Incorporating sustainable projects such as habitat restoration, rain gardens, and infiltration basins will not only benefit the university but also the greater community.

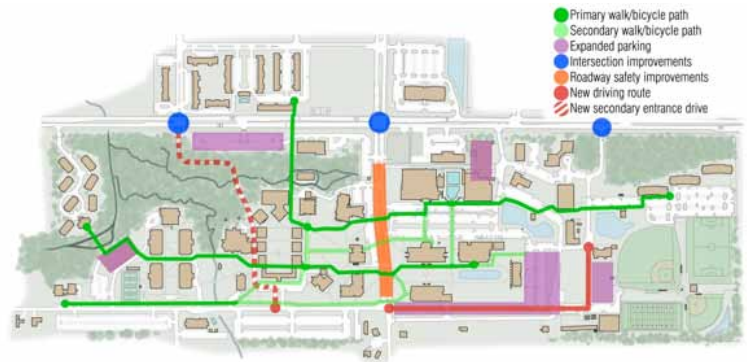
## WAYFINDING

A comprehensive wayfinding program will help the thousands of visitors navigate the campus more easily. Simple markers and signage can help overcome obstructed views. New visitor maps and directories will also aid navigation without detracting from the scenic campus setting.



## TRAFFIC

Florida Tech's existing network of roads will not continue to meet growing traffic demands. The plan recommends reducing congestion and improving safety on University Boulevard by redirecting south campus traffic to an extension of Country Club Road, and by opening Babcock Street access points from both north and south directions at two new traffic signals. Parking needs will be addressed with the expansion of decks and lots near the perimeter of the campus so that a pedestrian core is preserved.

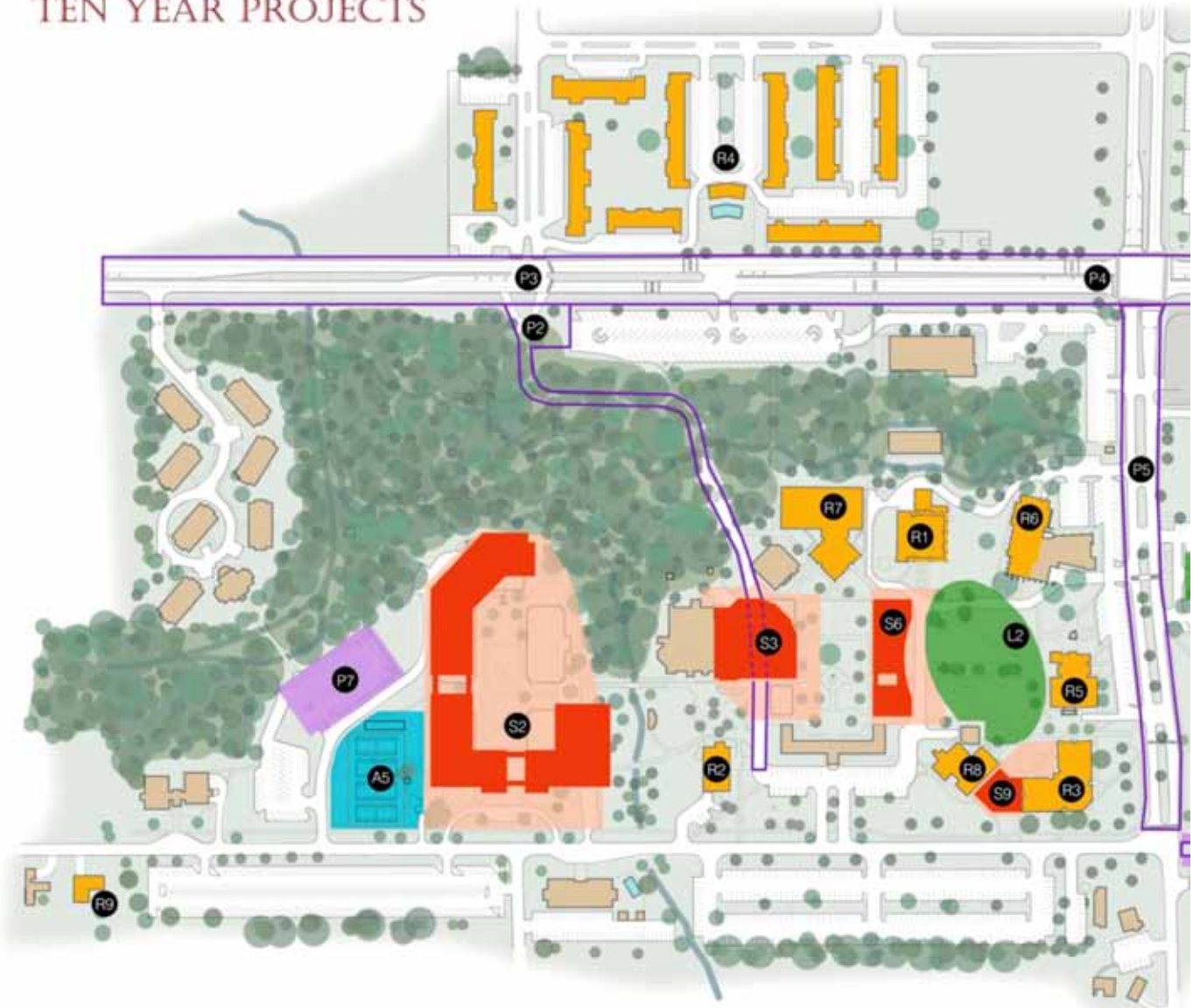


## TROLLEYS

Improving transportation options makes the entire campus more accessible. The new trolley system will connect areas that may be considered isolated from the heart of campus, and will reduce the frequent short car trips that clog the University Boulevard corridor. Campus tours that originate at the Florida Tech Commons building will also enjoy the safety of crossing Babcock Street in a charming trolley.



# TEN YEAR PROJECTS



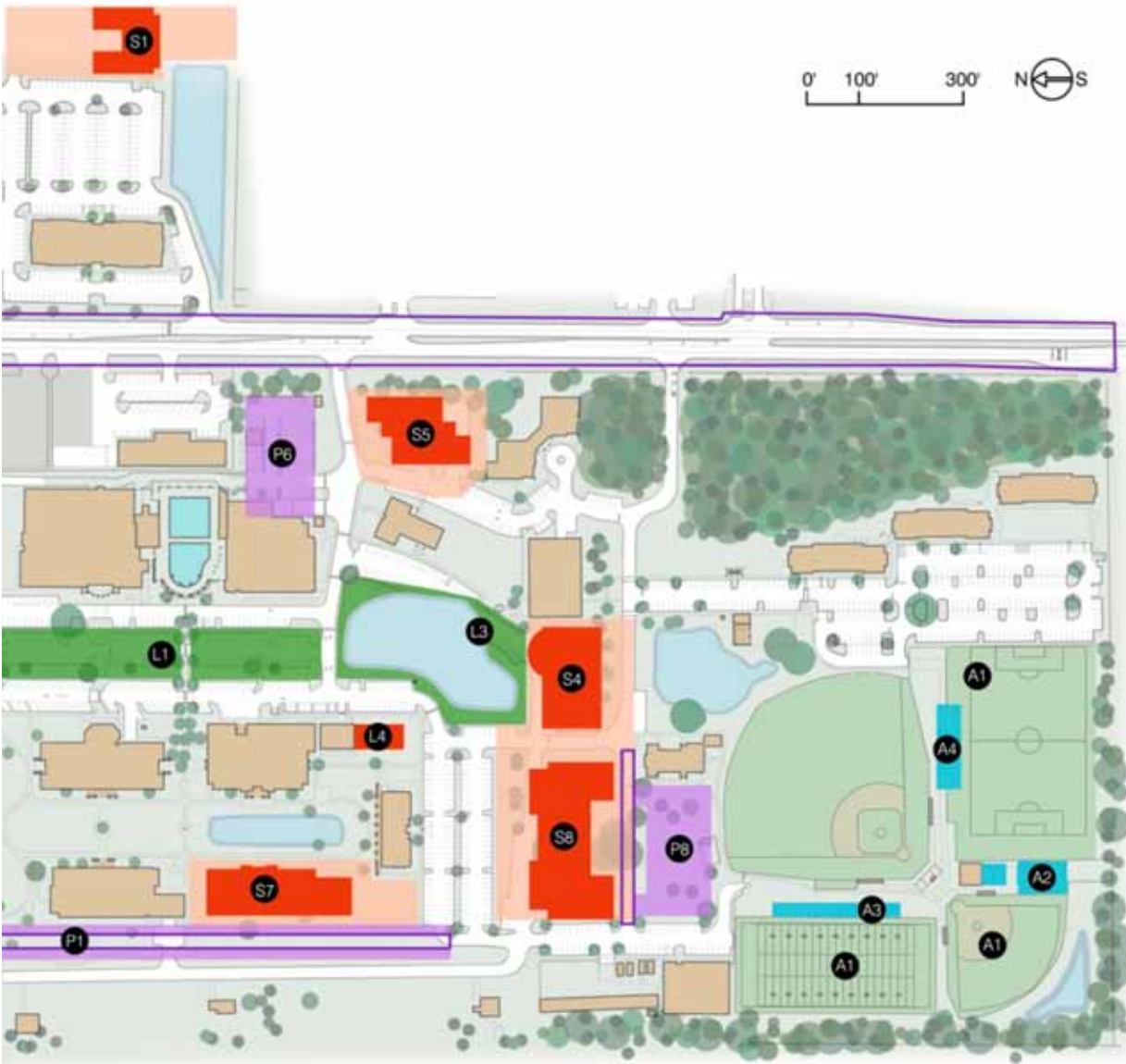
## BUILDING PROJECTS

- Project site area
- New structure
- S1 Greek housing
- S2 New dorm quad
- S3 Student Center expansion
- S4 College of Business building
- S5 College of Psychology building
- S6 Classroom buildings
- S7 Interdisciplinary Research Center
- S8 College of Engineering, Student Design Center
- S9 Aeronautics annex

- Major building renovation
- R1 Link Building
- R2 Keuper Administration Building
- R3 Skurla Hall HVAC replacement
- R4 Southgate residence halls
- R5 Crawford building
- R6 Gleason Center
- R7 Evans Library Learning Commons
- R8 Ray Work building
- R9 Alumni House

## PARKING & TRAFFIC IMPROVEMENTS

- Parking lot/garage
- Roadway improvement
- P1 Country Club Road extension lot
- P2 Jungle Road re-opening and Southgate traffic signal
- P3 Southgate – Babcock Intersection
- P4 Babcock “Complete Street” project
- P5 University Blvd. “Complete Street” project
- P6 Parking deck addition
- P7 Parking deck addition
- P8 Athletics complex parking lot



**LANDSCAPE & INFRASTRUCTURE PROJECTS**

- Project site area
- L1 South campus green
- L2 Ellipse/underground drainage basin
- L3 Pond expansion
- L4 Chilled water plant and connection to C.E.P.

**ATHLETICS & RECREATION PROJECTS**

- Project site area
- A1 Sports lighting - Soccer, Softball, practice field
- A2 Batting cages
- A3 Bleachers and restrooms expansion
- A4 Varsity locker rooms
- A5 Tennis complex

# APPENDIX VIII—PROGRESS REPORT ON 2013 GOALS

## I. UNDERGRADUATE EDUCATION

Strategic Initiative I Undergraduate Education: Provide a distinctive quality undergraduate educational experience based on individual attention to the student, exposure to new technologies, interdisciplinary programs, practical experience in and preparation for the job market, opportunities for research and service, and a variety of diverse cultural and extracurricular activities.

To provide an undergraduate experience based upon the premise of High Tech with a Human Touch. Students will receive quality instruction from expert faculty (no graduate student teaching assistants in the first year) in their major field of study that includes experiential learning with hands-on research opportunities, using technology in the classroom and materials prepared in a format that emphasizes the global and interdisciplinary nature of business, government and academia in the 21st century.

Goal	Status	Details
GOAL 1: To be ranked in the top tier of the U. S. colleges and universities by <i>U. S. News &amp; World Report</i>	ACHIEVED	<i>U. S. News &amp; World Report</i> named Florida Tech as a <b>Top Tier National Research Institution</b> in 2011 (publication 2010). The university has been included in this prestigious group once again for the second straight year for 2012 (publication 2011).
GOAL 2: To have a diverse student body from all over the globe (25%+ internationals)	ACHIEVED	By fall 2011, the main campus had an undergraduate international student population of 27.24%; for graduates, 42.01%, representing over 100 countries. The five largest student groups came from Saudi Arabia, India, China, Kuwait and UAE.
GOAL 3: To provide multiple international opportunities for study abroad in a variety of countries	ACHIEVED	The university has continued to offer the “Florida Tech at Oxford Summer Study Abroad” program. Approximately 20-25 Florida Tech students participate in that program each summer. In the summer of 2011, CoB offered an international opportunity for its majors to study at ESIC in Madrid, Spain. In the summer of 2012, CoPLA offered an international study program in The Netherlands for students studying global communication.
GOAL 4: To expand 2+2 type international partnerships	ACHIEVED	The Office of International Academic Programs (IAP) reports that it has created over 10 new twinning programs in the last two years. Most of these new agreements have been with Chinese and Taiwanese institutions.



## I. UNDERGRADUATE EDUCATION

### COLLEGE OF AERONAUTICS

	<b>Goal</b>	<b>Status</b>	<b>Details</b>
GOAL 1:	To establish M-Visa based international flight training programs	<i>ACHIEVED</i>	College of Aeronautics/FIT Aviation has conducted an M-1 Visa based 13-month flight training program for Pilot Training College (PTC) of Ireland and Turkish Airlines. Also, contract training was conducted for Aeroservice Inc. in Miami for their Angolan clients in 2010–2011.
GOAL 2:	To develop cohort programs for flight students	<i>ACHIEVED</i>	Cohort programs for new freshmen have been in effect for the last two academic years. CoA had 29 cohort students for 2010–2011 and has 17 for 2011–2012.
GOAL 3:	To provide special flight offerings for non-CoA students	<i>ACHIEVED</i>	CoA undergraduate curriculum committee approved and implemented a Flight Technology minor for non-CoA students.
GOAL 4:	To provide a multifaceted LLC offering both training and employment for undergraduates	<i>ACHIEVED</i>	Currently, under this initiative 17 students and 32 alumni of CoA are employed by the LLC.
GOAL 5:	To require specialized capstone courses for Quality Enhancement Plan (QEP) qualification	<i>ACHIEVED</i>	Three 1 credit hour and one 3 credit hour industry research-based QEP courses have been created in addition to one 3 credit hour AVM 4502 Aviation Business Simulation course that was converted to a QEP course for aviation management majors.

### NATHAN M. BISK COLLEGE OF BUSINESS

	<b>Goal</b>	<b>Status</b>	<b>Details</b>
GOAL 1:	To attain AACSB accreditation	<i>GOAL REVISED</i>	The College of Business (CoB) has revised its goal to pursue accreditation by the International Assembly for Collegiate Business Education (IACBE). In 2011, the CoB was awarded candidacy status. It is currently in a two-year self-study phase. IACBE accreditation is focused on student learning outcomes, which is fully aligned with SACS accreditation. Academic quality is based on assessment of educational outcomes. Its accreditation process is well-suited to multiple delivery modes (online, campus, and off-site).
GOAL 2:	To require specialized capstone courses for QEP qualification	<i>ACHIEVED</i>	Three 1 credit hour courses involving industry analysis and research created; Courses are utilized in online UG programs that were formerly housed in University College.
GOAL 3:	To expand number of majors offered, including an international business degree with components conducted outside the U. S.	<i>ACHIEVED</i>	International Business degree program is in place. Two semesters of foreign language and a study abroad or internship experience outside the U. S. are required as part of the degree program. Management Information Systems and e-Commerce Technology degree programs were merged into a single cohesive program in Information Systems (IS). The IS degree program was officially launched in fall 2011. The Sports Management program was launched in fall 2011.

## I. UNDERGRADUATE EDUCATION

### COLLEGE OF ENGINEERING

	<b>Goal</b>	<b>Status</b>	<b>Details</b>
GOAL 1:	To offer an undergraduate concentration in nuclear technology	<i>ACHIEVED</i>	This concentration has been implemented and three classes have been taught.
GOAL 2:	To fund externally the Harris Institute for Assured Information	<i>ACHIEVED</i>	Funding for the Institute was secured.
GOAL 3:	To complete implementation of the School of Computing	<i>ACHIEVED</i>	The school has been created and the online programs for Computer Information Systems are managed by this school.
GOAL 4:	To create a digital arts and design concentration	<i>IN PROGRESS</i>	The undergraduate curriculum has been developed and the implementation is pending.
GOAL 5:	To create a School of Ocean, Marine and Environmental Systems	<i>IN PROGRESS</i>	Plans have been developed for creating this school and implementation is pending.
GOAL 6:	To be recognized as one of the top 100 engineering programs in the U.S.	<i>PARTIALLY ACHIEVED</i>	There is no single ranking system and Florida Tech does rank in the top 100 in general.
GOAL 7:	To fund a student laboratory building with state-of-the-art infrastructure	<i>IN PROGRESS</i>	CoE has received partial funding for a dedicated student lab.

### COLLEGE OF PSYCHOLOGY AND LIBERAL ARTS

	<b>Goal</b>	<b>Status</b>	<b>Details</b>
GOAL 1:	To obtain funding for a new CoPLA building	<i>ACHIEVED</i>	CoPLA has moved into the new Florida Tech Commons and some \$2.5 million has been pledged for a new building for the School of Psychology.
GOAL 2:	To develop capstone courses consistent with the QEP qualifications	<i>ACHIEVED</i>	The Hum/Com Department has created two QEP courses (HUM 4100 and COM 4430) and plans to add a humanities research methods course. The SoP has successfully designed and instituted QEP courses in all of its degree programs.
GOAL 3:	To develop a bachelor's degree in Individualized Studies	<i>GOAL REVISED</i>	This goal was revised to include a number of new concentrations to the humanities degree, e. g., prelaw.
GOAL 4:	To establish a music minor with performance options	<i>ACHIEVED</i>	A proposed music minor was created and received approval by the UGCC.
GOAL 5:	To develop programs in critical foreign languages	<i>ACHIEVED</i>	A Center for the Study of Critical Languages was created, and two new critical languages (Chinese and Russian) have been added to the university curriculum.

### COLLEGE OF SCIENCE

	<b>Goal</b>	<b>Status</b>	<b>Details</b>
GOAL 1:	To develop capstone courses for QEP qualification	<i>ACHIEVED</i>	All five departments of CoS have QEP capstone courses implemented.
GOAL 2:	To ensure all class sections have less than 50 students	<i>ACHIEVED</i>	All classes in every department of CoS have less than 50 students. With the move to the Commons, there is more classroom space available on campus to accommodate multiple sections of courses and maintain class sizes.



## II. GRADUATE EDUCATION

Strategic Initiative II Graduate Education: Enhance the quality of graduate and professional programs by providing a supportive intellectual environment and the appropriate practical, professional and research training.

Numbers of students and research funding continue to grow. New degree programs were established in each college. Thirty-three new faculty with excellent backgrounds were hired for fall 2012. All of which served to further enhance Florida Tech's reputation and recognition for outstanding graduate and professional programs

COLLEGE OF AERONAUTICS			
	<b>Goal</b>	<b>Status</b>	<b>Details</b>
GOAL 1:	To develop research efforts in human factors, flight safety and transportation support	<i>ACHIEVED</i>	Examples of research in these areas: <ul style="list-style-type: none"> <li>• "Cross cultural training and measurement study" for DoD's Defense Equal Opportunity Management Institute (partner with CoPLA)</li> <li>• "Controlling high altitude air space during rocket launch and recovery" study</li> <li>• "Determination of Next-Gen Human Factor Issues and Recommended R&amp;D Requirements for Single-Pilot Aircraft Operations in the Next-Gen Environment" study for FAA</li> <li>• "Field Operators and their UAV command consoles" study for the U.S. Army by CoA-Grumman</li> <li>• Safety concerns of long duration space habitation in a Mars-like environment research for the Mars Society</li> </ul>
GOAL 2:	To establish an online master's degree in aviation management	<i>ACHIEVED</i>	Scheduled for fall 2013 offering
GOAL 3:	To evaluate offering a Ph.D. in aeronautics	<i>ACHIEVED</i>	Evaluation is complete and working toward offering a Doctorate in Aeronautics in fall 2013.
GOAL 4:	To have 80 graduate students in the college	<i>IN PROGRESS</i>	The fall 2012 addition of online master's degrees in aviation safety and aviation human factors will move us toward this goal.
GOAL 5:	To be awarded \$400K annually in funded research	<i>ACHIEVED</i>	FY2012 funded research totals \$435K
NATHAN M. BISK COLLEGE OF BUSINESS			
	<b>Goal</b>	<b>Status</b>	<b>Details</b>
GOAL 1:	To develop a top-rated online MBA	<i>ACHIEVED</i>	<i>U.S. News &amp; World Report</i> Top Online Education Programs 2012 Honor Roll: Florida Tech was one of just 14 universities and colleges named to the online graduate business programs honor roll.
GOAL 2:	To establish a blended MBA program that combines online and traditional on-campus components	<i>GOAL REVISED</i>	There is a strong demand for online MBA specializations. The college has developed 10 specializations in addition to the general MBA. These specializations include: accounting, accounting and finance, finance, healthcare management, information technology management, marketing, Internet marketing, international business, management, and project management.
GOAL 3:	To evaluate a Doctorate in Business Administration (DBA)	<i>ACHIEVED</i>	The DBA was evaluated and not implemented. It was determined that the focus on graduate degree programs was better aligned with the strategic vision of the college. As such, the MBA specializations and <i>FastTrack</i> graduate degree program have been developed.
GOAL 4:	To have 1,000 students online and 150 students on campus	<i>ACHIEVED (online)</i> <i>IN PROGRESS (campus)</i>	The online graduate student head count for fall 2011, Term 2, was 1,069. It is anticipated that the <i>FastTrack</i> MBA and proposed <i>FastTrack</i> M.S. in Innovation and Entrepreneurship will increase student head count for graduate campus programs.
GOAL 5:	To be awarded \$1M/annually in funded research	<i>GOAL REVISED</i>	Between FY08 & FY12, secured \$1,864,473 from state, federal and private sources to support the ABTA Institute and the Women's Business Center.

## II. GRADUATE EDUCATION

<i>Goal</i>	<i>Status</i>	<i>Details</i>
GOAL 6: Offer a master's degree in Logistics Management	<i>ACHIEVED</i>	The Master of Science in Logistics Management is a successful program that continues to foster high demand. Since its 2008 inception, 177 students have graduated in the program.
GOAL 7: Offer a master's degree in Emergency Preparedness	<i>GOAL REVISED</i>	Created a master's in Logistics with a concentration in Humanitarian Disaster Relief.
GOAL 8: Enrollment of 1,800 students at Extended Studies sites of which 250 students are Online UA	<i>GOAL REVISED</i>	The goal was revised to reflect significant organizational changes. University College was dissolved and a Department of Extended Studies formed under the CoB. Thereafter, the online graduate business programs and the online Master of Science in Information Technology (MSIT) program were moved to CoB campus programs. The Melbourne site was moved to the College of Engineering (CoE). These changes resulted in CoB and CoE absorbing the student head count associated with these programs. The Online UA (Virtual Campus) component has a head count of 250 students.
GOAL 9: To be awarded \$500K annually in funded research (University College)	<i>GOAL REVISED</i>	University College is no longer a separate entity.

### COLLEGE OF ENGINEERING

<i>Goal</i>	<i>Status</i>	<i>Details</i>
GOAL 1: 1.1 To develop a master's degree in Biomedical Engineering 1.2 To develop a doctoral degree in Biomedical Engineering	<i>ACHIEVED</i>	The program development is on target. Classes begin in fall 2012.
GOAL 2: To develop a master's degree in Information Assurance	<i>ACHIEVED</i>	The program development is on target.
GOAL 3: To have 1,000 students (200 Ph.D.)	<i>IN PROGRESS</i>	New faculty hires have been made for fall 2012. However, we require more new faculty hires and related start-up packages to meet CoE goals. Need additional research lab space and GTA support.
GOAL 4: To be awarded \$6M/annually in funded research	<i>IN PROGRESS</i>	New faculty hires have been made for fall 2012. However, we require more new faculty hires and related start-up packages to meet CoE goals. Need additional research lab space and competitive graduate student research stipends.



## II. GRADUATE EDUCATION

### COLLEGE OF PSYCHOLOGY AND LIBERAL ARTS

	<b>Goal</b>	<b>Status</b>	<b>Details</b>
GOAL 1:	To offer the Ph.D. degree in Applied Behavior Analysis (ABA)	<i>ACHIEVED</i>	The program began in 2009 and currently has eight students and three graduates. Entering class is 3–4 post-master's students and typical program length is 2–3 years.
GOAL 2:	To fund externally The Scott Center for Autism Treatment	<i>ACHIEVED</i>	All Scott Center expenses including clerical and professional staff positions (except the executive director and the behavioral services director) and student trainees/interns are paid for by Scott Center revenue (client fees, training and consultation fees, fundraising and donor contributions, and percentage of the income from the ABA certificate program).
GOAL 3:	To be awarded \$500K/annually in funded research	<i>IN PROGRESS</i>	From August 2010–August 2011, CoPLA had four funded projects totaling \$217,688. During that same time period, seven proposals were submitted totaling \$357,000.
GOAL 4:	To have 250 students (100 Psy.D., 20 Ph.D. in ABA)	<i>ACHIEVED</i>	Fall 2011 enrollment figures showed a total of 245 graduate students in CoPLA.

### COLLEGE OF SCIENCE

	<b>Goal</b>	<b>Status</b>	<b>Details</b>
GOAL 1:	To increase graduate enrollment by 50%	<i>ACHIEVED</i>	Fall 2011 OIR enrollment report: 202 graduate students, an increase of 51%.
GOAL 2:	To achieve a Ph.D. to M.S. ratio of 3:1	<i>GOAL REVISED</i>	As of fall 2011, the Ph.D. to M.S. ratio in CoS was 115/190= 0.61. The <i>FastTrack</i> and professional M.S. programs have led to important revenue increases because these students are often full-paying, rather than supported by GSA appointments. This goal was adjusted to take into account these market opportunities.
GOAL 3:	To implement <i>FastTrack</i> M.S. programs in all CoS departments	<i>ACHIEVED</i>	All five CoS departments now have students enrolled in <i>FastTrack</i> M.S. programs.
GOAL 4:	To develop a non-thesis professional M.S. degree in Biotechnology	<i>ACHIEVED</i>	Program has been implemented.
GOAL 5:	To develop M.S. and Ph.D. programs in Industrial Mathematics	<i>GOAL REVISED</i>	Operations Research and Applied Math M.S. and Ph.D. programs have incorporated major elements of this goal. Efforts to strengthen the ties with industry will continue.
GOAL 6:	To increase external research funding by 50%	<i>IN PROGRESS</i>	According to the recent OSP research report (6/22/12), 39 CoS faculty currently hold 89 research grants totaling \$18.3M. This represents a 15% increase in the number of research-active CoS faculty; by 2013 this number will be over \$20M.

### III. STUDENT LIFE

Strategic Initiative III Student Life: I: 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 programs.

A review of Strategic Initiative III: Student Life began in Summer 2011 and continued through the 2011–2012 academic year. A status report detailing what had been achieved, revised or in progress was created for each goal and presented at the President’s Annual Administrative Retreat in Summer 2012.

	<b>Goal</b>	<b>Status</b>	<b>Details</b>
GOAL 1:	To establish a global presence		
1.1	To expand international learning opportunities to broaden and deepen students’ experiences (France, Germany, Argentina and China)	<i>ACHIEVED</i>	Several new international learning opportunities have been established or are being developed. In addition to the successful Oxford summer program, several discipline-specific opportunities have occurred, including a one-week hybrid course for business undergraduates and graduate students in Spain, and a short-term Communication-specific summer program in the Netherlands. Additionally, more language courses (Chinese, Russian) are offered on campus as well as courses with international content in several academic units on campus.
1.2	To build an International Student Center	<i>IN PROGRESS</i>	The Internationalization Committee is recommending that the new name for this center be The Center for Global Engagement to indicate that it is a place for both international and domestic students to learn about different cultures, regions and global issues. Plans are under way for a small meeting place for international student organizations in 2011–12 and a somewhat larger office and meeting/training room for 2012–13 and beyond. A proposal for including the International Student Center as a capital campaign project has been submitted.
GOAL 2:	To charter a chapter of the National Honor Society of Phi Kappa Phi	<i>ACHIEVED</i>	Phi Kappa Phi (PKP) was chartered in May 2009. The Florida Tech chapter has inducted 590 students, faculty or alumni since being chartered.



**Panther Dining Hall**

### III. STUDENT LIFE

	<b>Goal</b>	<b>Status</b>	<b>Details</b>
GOAL 3:	To enhance student living facilities and environment		
3.1	To refurbish the quad residence halls to improve privacy with regard to bath and toilet facilities	<i>IN PROGRESS</i>	Bathroom upgrades have been completed on the first floor of Grissom Hall and other upgrades are scheduled.
3.2	To refurbish and modernize Southgate	<i>IN PROGRESS</i>	Southgate K,L,M,B and C have had the following improvements: new bathroom vanities installed, bathroom basins resurfaced, kitchen cabinets replaced and refrigerators replaced. However, more refurbishments are needed.
3.3	To provide "on-campus" Greek housing facilities (see Facilities Appendix)	<i>IN PROGRESS</i>	Discussions are currently in progress for Phase 2 of the White Company property.
3.4	To provide a safe, nurturing environment for all students	<i>ACHIEVED</i>	Residence Life and Housing were combined into one unit. Changes were made in the way that resident assistants did rounds to include a safety round when the resident assistants would check to make sure all fire safety equipment was operational, doors were not propped and hallways were clear of trash. New RA training and programming models were implemented.
3.5	To expand services from Counseling and Psychological Services (CAPS)	<i>ACHIEVED</i>	An additional full-time staff psychologist and additional hours for psychiatric coverage were added.
3.6	To increase security and student support staff	<i>ACHIEVED</i>	Twelve additional officers were hired bringing the total to 27 security officers. Twelve officers are now armed and three are former law enforcement officers. Five additional golf carts were purchased bringing the total to nine. Three more vehicles were purchased bringing the total to four. Over 100 security cameras and 28 blue light emergency phones were installed throughout campus. A parking safety committee was instituted.
3.7	To install additional safety features in residence halls	<i>ACHIEVED</i>	All locks were upgraded in summer 2011 from standard key locks to electronic swipe card locks that maintain entry data. Signs and fliers have been posted to deter propping of exterior doors.
3.8	To provide additional lighting for the Botanical Garden (approved second phase)	<i>ACHIEVED</i>	Additional lighting and emergency blue lights have been installed.
3.9	To expand the student health program, including more affordable and flexible health insurance	<i>ACHIEVED</i>	We have commissioned a broker to bid for an insurance provider annually. To make the insurance affordable, provide for coverage for illness and injury, and provide services within the market, we are exploring options within current provider's portfolio for various levels of coverage and a range of costs.
GOAL 4:	To elevate varsity athletics to a Panther Point of Pride		
4.1	To increase scholarships to the Division II maximum in all sports	<i>GOAL REVISED</i>	We currently offer 100 full-ride equivalents (FREs) across our athletic programs. We annually review our commitment to athletics to keep us competitive in our conferences.
4.2	To add men's and women's varsity swimming and diving to the athletic program	<i>IN PROGRESS</i>	Varsity swimming has been added for men and women with the conference competition starting fall 2011. Diving is still a goal, but timeframe has not been determined.

### III. STUDENT LIFE

<i>Goal</i>	<i>Status</i>	<i>Details</i>
4.3 To light soccer and baseball fields for night practices and games	<i>IN PROGRESS</i>	Baseball field lights are completed, and fundraising for soccer and softball field lights continues.
4.4 To develop dressing room/restroom facilities at the Florida Tech sports complex	<i>IN PROGRESS</i>	The restrooms plans are completed, and fundraising continues. Locker rooms plans are being developed.
4.5 To win at least three conference championships before 2013 fall semester	<i>ACHIEVED</i>	Athletics has won four SSC team championships and two SSC individual championships. The breakdown of the championships are as follows: Women's Basketball 2006–07; Women's Rowing 2004, 2005; Women's Soccer 2010; Daniela Iacobelli (Women's Golf) 2007; and Sara Trane (Women's Cross Country) 2010.
GOAL 5: To develop appropriate office space to accommodate larger student clubs and organizations	<i>ACHIEVED</i>	The repurposing of Evans Dining Hall into new student activity space has been completed.
GOAL 6: To complete the wireless campus (100% wireless)	<i>IN PROGRESS</i>	All academic areas are wireless. Completed installation of 110 access points (APs) between Columbia Village and Roberts residence halls. Harris Village is wireless. Residence Quad and Southgate Apartments still need to be completed.
GOAL 7: To refurbish Crawford Building to house a central classroom facility	<i>IN PROGRESS</i>	Crawford Building classroom renovations are ongoing, with one classroom completed to date.
GOAL 8: To expand and enhance music and art for both academic and recreational activities	<i>ACHIEVED</i>	The music program has grown tremendously. In AY 2010–11, five ensembles included 30 students and gave six performances per semester. The academic offerings included one theory class and two music history/culture surveys and included 57 students. A proposal for a music minor has been developed and a proposal for funding it has been submitted to administration. We have developed a textile arts minor and given at least one textile class per year, in addition to the many textile arts presentations given through the Funk Center. Studio arts classes will increase with the addition of the Foosaner Art Museum. Courses in painting, sculpture and pottery are also being planned.
GOAL 9: To provide a swim and dive recreational facility	<i>ACHIEVED</i>	Panther Aquatic Center is completed and was dedicated October 20, 2011. The competition pool boasts nine, 25-yard lanes complete with a one-meter and a three-meter diving board. Its depth ranges from 5.5 to 13 feet. The recreation pool varies in depth from three to six feet and includes three 25-yard lanes, stair entry and wading benches. Both pools are equipped with geothermal heating and cooling systems. Varsity locker rooms and a public changing room are located on site. Covered seating is available adjacent to the competition pool.
GOAL 10: To provide a career services interview facility	<i>ACHIEVED</i>	The new Career Management Services area on the third floor of Florida Tech Commons includes two interview rooms.
GOAL 11: To integrate activities into the Florida Tech Commons to provide additional space for student activities on campus (e.g., Denius Student Center refurbishment)	<i>ACHIEVED</i>	Student Activities area on the second floor of the Denius Student Center is scheduled to be converted into four new meeting rooms, each seating between 10 and 16 people.

## IV. UNDERGRADUATE ENROLLMENT

Strategic Initiative IV Undergraduate Education: To provide a report on attainment of the 11 stated goals of the 2013 undergraduate enrollment plan.

Review of progress toward the undergraduate enrollment goals began in October 2011 for a full review of the 11 adopted enrollment goals in the 2013 plan. The supporting data, as of Fall 2011, for the enrollment goals were obtained and compared to the base figures for Fall 2008 to gauge attainment for each goal. An accomplishment inventory table was created to report the final attainment toward 2013 goals in the categories of Achieved, In-Progress and Revised Goal. The supporting data and analysis commentaries were also provided in the table. The table and a final report by our subcommittees was submitted to the COO in December 2011.

<i>Goal</i>	<i>Status</i>	<i>Details</i>
GOAL 1:		
To expand recruiting and retention tactics:		
1.1 To increase 2+2 programs	<i>ACHIEVED</i>	Four new programs added since August 2008 for a total of six.
1.2 To target specialized international recruiting	<i>ACHIEVED</i>	<ul style="list-style-type: none"> <li>• Engaged two additional international admission staff. Focus on China with addition of nine international marketing consultants.</li> <li>• Admission literature created in Arabic, Spanish and Mandarin.</li> <li>• 27% of undergraduates are international students.</li> </ul>
1.3 To update retention plan and implement	<i>IN PROGRESS</i>	<ul style="list-style-type: none"> <li>• Freshman Advising Center implemented.</li> <li>• Nine initiatives identified and in various stages of implementation.</li> </ul>
1.4 To target applicable transfer student opportunities for the Melbourne Campus	<i>ACHIEVED</i>	<ul style="list-style-type: none"> <li>• Two admission staff dedicated to transfer student recruiting.</li> <li>• Florida Tech Connection agreements signed with 15 two-year colleges.</li> <li>• Fall 2011 new transfers largest number in history.</li> </ul>
GOAL 2:		
To enroll 3,500 full-time undergraduate students	<i>GOAL REVISED</i>	<ul style="list-style-type: none"> <li>• Florida Tech University Online programs exceeded their goals, but as of fall 2011, colleges on the Melbourne campus range from 54% to 88% of meeting this 2013 goal. Fall 2011 enrolled 2,684 degree-seeking undergraduates (2,525 full-time; 159 part-time).</li> <li>• Recast this lofty goal with a more realistic goal based on new market trends and available resources. We have been very successful in achieving our annual goals in the last two years.</li> </ul>



**Florida Tech Commons**

## IV. UNDERGRADUATE ENROLLMENT

<i>Goal</i>	<i>Status</i>	<i>Details</i>
GOAL 3:	To enroll 2,000 online students	<i>ACHIEVED</i> Fall 2011 enrolled 2,578 online undergraduate students (1,606 full-time; 972 part-time).
GOAL 4:	To increase SAT (25/75 percentile) range to 1100–1300	<i>IN PROGRESS</i> Fall 2011 SAT range was 1040–1230.
GOAL 5:	To increase international students to 25%	<i>ACHIEVED</i> Fall 2011 enrolled 742 international undergraduate students (27% of total enrolled).
GOAL 6:	To increase Florida students to 25%	<i>ACHIEVED</i> Fall 2011 enrolled 1,020 Florida students (37% of total enrolled).
GOAL 7:	To restructure the academic calendar to better accommodate students	
7.1	To reconsider the academic calendar	<i>ACHIEVED</i> <ul style="list-style-type: none"> <li>• Approved academic calendar through summer 2014.</li> <li>• Draft calendar through summer 2020 submitted.</li> </ul>
7.2	To add a <i>Winterim</i> study/travel term	<i>IN PROGRESS</i> Revised calendar to accommodate <i>Winterim</i> in preparation
GOAL 8:	To implement an engineering internship/co-op program that will increase engineering enrollment by 200 additional students	<i>IN PROGRESS</i> <i>ProTrack</i> was implemented in 2010 and helped with CoE retention. It is on track to meet new student goals, but it has not yet yielded a net increase in total engineering students. Currently there are about 30 students in this program. The most popular majors for these students are AE, ChE and ME.
GOAL 9:	To enroll 50 students in the construction program	<i>IN PROGRESS</i> <ul style="list-style-type: none"> <li>• The construction program, now officially named Construction Management, graduated 33 students in spring 2012, and is still working toward the 50-student goal.</li> <li>• This program has matured into a retention program for the College of Engineering and serves students who are having academic difficulty with the basic sciences required in other CoE programs.</li> <li>• The program contains approximately 1/3 general curriculum requirements, 1/3 business courses and 1/3 technical courses.</li> <li>• The program is requesting an accreditation review by American Council for Construction Education (ACCE).</li> </ul>
GOAL 10:	To grow the premedical program to 120 students	<i>IN PROGRESS</i> <ul style="list-style-type: none"> <li>• Fall 2012 enrollment in all premedical studies was 75.</li> <li>• Premed program includes six majors: BIO Pre-Professional; Molecular Biology; Premedical Biology (largest); Biochemistry; Premedical Chemistry; and Premedical Physics (smallest). Biomedical Engineering will be added at fall 2012.</li> </ul>
GOAL 11:	To develop a recruiting program appropriate to enhancing the diversity of the student body	<i>ACHIEVED</i> <ul style="list-style-type: none"> <li>• Enhancing the diversity of the student population by recruiting more female and international students.</li> <li>• An initiative for further enrichment of this goal is the hiring of a native Spanish-speaking recruiter to target Central and South America, Mexico, the Caribbean Basin, as well as south Florida.</li> </ul>



## V. TECHNOLOGY FOCUS

Strategic Initiative V Technology Focus: Strengthen university administration, teaching, research and communications through the use of appropriate technologies.

The improvements of classroom, laboratories and facilities will be addressed annually in the academic committees that meet each month during the school year to gather and assess feedback with regard to technology and pedagogy. Based on surveys and focus groups, recommendation will be made to this committee in order to achieve initiatives set forth.

Goal	Status	Details
GOAL 1: To be a recognized leader in the use of technology in higher education	ACHIEVED	<p>By providing the highest quality technology-based services, in the most cost-effective manner that empowers students, faculty and staff to use these related resources and services securely and effectively in accomplishing the university's educational, research and service mission, Florida Tech is a technology leader in higher education.</p> <ul style="list-style-type: none"> <li>• Florida Tech was featured in the higher education technical magazine <i>Solutions</i> for its use and implementation of enterprise managed virtual machine (VM) technology.</li> <li>• The campus network infrastructure has the capacity to provide 10Gb/s connectivity to research networks such as Internet 2 and the National Lambda Rail.</li> <li>• Exceptional leadership occurs in the planning and preparing amidst the ever-changing world of tomorrow's technology.</li> <li>• A high-quality, customer-focused information technology organization is maintained that provides academic, administrative and research computing supporting services for the strategic and operational goals of the university.</li> <li>• There is a full spectrum of support for the traditional on-campus as well as remote and online students utilizing current and emerging technology delivery formats through Web, social media, synchronous and asynchronous techniques.</li> </ul>
GOAL 2: To be a fully wireless campus	IN PROGRESS	<p>Progress was made in achieving this goal as each new facility was implemented with wireless capabilities and existing facilities deficient in wireless infrastructure were deployed such as Columbia Village, Roberts Hall and Brownlie Hall. The quad residence halls will be completed in the fall of 2012. The remaining areas to cover are the Southgate apartments and outside common areas which will be completed by 2013.</p>
GOAL 3: To appropriately equip all classrooms technologically	ACHIEVED	<p>Classrooms continue to be refreshed with new technologies such as document cameras, projectors, touch panel symposiums, instructor workstations and laptop connection capabilities; a showcase example is Olin EC 118 which offers a fully automated lecture capture system.</p> <ul style="list-style-type: none"> <li>• Thirty-six (36) fully-equipped classrooms have Instructor Work Stations (IWS)</li> <li>• Twenty-five (25) laptop ready classrooms</li> </ul>
GOAL 4: To provide transparent access to supercomputing	ACHIEVED	<ul style="list-style-type: none"> <li>• Florida Tech's high performance computing resources include multiple parallel systems operating in the Windows and Unix environments with a variety of software applications providing access to both instructional and research services.</li> <li>• The network connectivity put the university in the position to allow access to state, regional, national and international services in the cloud, grid or dedicated computing facilities. Most of this access is cost and distance neutral through our connectivity via the Florida Lambda Rail, National Lambda Rail and Internet 2.</li> </ul>

## V. TECHNOLOGY FOCUS

Goal	Status	Details
GOAL 5: To provide a state-of-the-art electronic library	ACHIEVED	<ul style="list-style-type: none"> <li>• Increased electronic holdings to 35,174 full text periodicals and 22,057 electronic books. Added Safari Online Books and NetLibrary business ebook collections, numerous gift items; 22,057 online titles, and 156 theses and dissertations authored by Florida Tech graduate students</li> <li>• Added many high-quality full text databases to assure equal access to information resources for all Florida Tech faculty and students, regardless of time or place, and to accommodate the needs of new and changing programs</li> <li>• Implemented document delivery services to broaden access to scholarly information in support interdisciplinary research and teaching requirements</li> <li>• Implemented Knowledge Imaging Center, a self-service scanning service for faculty and students as well as an information delivery platform for distribution of content to online learners</li> <li>• Initiated the student-centered Learning Commons to integrate information, technology-equipped spaces, and a team-based research and learning environment</li> <li>• Implemented 21st century online services such as single sign-on authentication, citation management services, electronic subject guides for all disciplines, online and chat reference services, RSS feeds, and modernized the library's Web presence to assure compliance with current global Web design standards</li> <li>• Continue to update and manage tools for ease of remote access, including Ask-a-Librarian (for chat, email and co-browsing research support); LibGuides (electronic research subject guides); ILLIAD (for improved document delivery services); and Knowledge Imaging Center (KIC) for efficient digitization and content distribution; RefWorks Citation Management Service</li> <li>• Technical infrastructure improvements for electronic access include upgraded full-text linking technologies and comprehensive indexing, for efficient information access; upgraded networks, servers, and re-programed systems to integrate online services, to mitigate technical lifespan complications, and to avoid potential system downtime; improved secure authentication methods in line with licensing agreements for proprietary databases; and integrated CAS single sign on</li> <li>• Designed new library website for ease of online access to resources and services, and to implement Florida Tech Web Standards and content template</li> <li>• Implemented Summon Web-based discovery service, with single search box aggregated access to all of the library's print, electronic and digital resources, for significantly improved information retrieval</li> <li>• Created a Library Blog and RSS feed, available on library's homepage for ease of access</li> </ul>



The Applied Computing Center in the Evans Library

## V. TECHNOLOGY FOCUS

Goal	Status	Details
GOAL 6: To create and maintain electronic archives/ collections: Link, Skellings, Keuper, Weaver, Weldon, Catanese	ACHIEVED	<p>The library hired a half-time electronic archives manager in May 2011, the first university employee dedicated to development and management of electronic archives. In the space of a few months, great strides were made to continue several archiving initiatives:</p> <ul style="list-style-type: none"> <li>• Acquired two state-of-the-art scanning systems for conversion of print documents of all sizes to electronic formats</li> <li>• Continued development and improvement of the Edwin A. Link digital collections, providing worldwide access to specialized research materials in ocean engineering</li> <li>• Collaborated with the Florida Atlantic University Harbor Branch Oceanographic Institute in developing promotional and exhibition materials for the re-dedication of the Edwin A. Link Building at Harbor Branch</li> <li>• Created the Edmund Skellings digital collections featuring electronic materials in a wide variety of visual and audio formats</li> <li>• Provided technical and management support for the Edmund Skellings Digital Archive and Link Electronic Collections, providing access to these valuable and unique resources</li> <li>• Added searchable provenance notes to each catalog record for improved record retrieval of items in the Jerome P. Keuper collection</li> <li>• Created OCR-readable database of the contents of the Jerome P. Keuper scrapbooks, records of about 35 years of Florida Tech history</li> <li>• Began work to preserve and evaluate the Florida Tech Pioneers oral history tapes, saving exact copies on an external hard drive and making edited versions as well as transcribing the tapes</li> </ul>
GOAL 7: To automate systems for students: degree audit, registration, academic standing, grades	ACHIEVED	<p>Online applications were established with an automatic push of student data into the Banner system</p> <ul style="list-style-type: none"> <li>• A relationship management application was implemented to assist in automating email campaigns and communications with prospective students.</li> <li>• Through the use of the Banner workflow program, an electronic process for provisioning GSAs was developed that automated routing approvals and originating requests.</li> <li>• The work flow program was also used for the change of major process; grades are submitted and published electronically through PAWS.</li> <li>• Grades and standings are submitted and published electronically through PAWS.</li> <li>• The automating of degree audits was established for online students.</li> </ul>
GOAL 8: To provide a university-wide faculty multimedia training program	ACHIEVED	<p>In achieving this, the Center for Teaching and Learning Excellence (CTLE) established numerous courses and webinars for faculty training in the use of these aids for teaching.</p> <ul style="list-style-type: none"> <li>• Three separate workshop tracks were developed—pedagogy, ANGEL and supplemental technologies—with each track presenting between 13–15 workshops per semester</li> <li>• Self-training materials were developed on video creation through the use of Camtasia software</li> <li>• One-on-one consulting and training sessions were established</li> <li>• Weekly Tech Tips: weekly pedagogy and technology tips focused on specific technology topics are distributed to the faculty forum</li> <li>• Weekly webinars: each week there are two webinars: one on teaching and learning, the other focused on ANGEL</li> <li>• Two summer workshops were created as an immersive training for developing multimedia and instructional delivery</li> </ul>

## V. TECHNOLOGY FOCUS

<i>Goal</i>	<i>Status</i>	<i>Details</i>
GOAL 9: To develop a high-performance computing facility	<i>ACHIEVED</i>	<ul style="list-style-type: none"> <li>Upgraded the local high-performance computing facility, replacing the outdated IBM Beowulf system with a 48-node IBM System iDataPlex dx360 M2 running the Red Hat Linux operating system; combining the Intel® Xeon® processor 5500 series and DDR-3 memory in an innovative, half-depth form factor designed to reduce the airflow required across components, the iDataPlex solution was the first of its kind to be installed in Florida.</li> <li>Achieved greater flexibility and efficiency with the iDataPlex's ability to handle a range of graduate and undergraduate research and instructional projects, resulting in a 40 percent improvement in power efficiency while accommodating a five-fold increase in computing density over the previous system. In addition, the iDataPlex is easier to service and manage.</li> </ul>
GOAL 10: To equip the Harris Institute for Assured Information with continuously updated state-of-the-art infrastructure	<i>ACHIEVED</i>	<ul style="list-style-type: none"> <li>The Institute is well-supported.</li> <li>Continue to have administrative control over the rooms 320 and 327, which holds 14 and 50 people, respectively.</li> <li>Implemented a booking policy which supports others on campus activities, but also allows the Institute to have easy access to the space.</li> <li>Electronically, the Institute's Web presence is clean and up to date. Email is run through the university's system, and network connectively for the third floor has been well provisioned.</li> <li>Ten gigabit (10Gb/s) network access was provided to the campus network backbone for the facility.</li> </ul>



**The Harris Institute for Assured Information**

## VI. STEWARDSHIP OF UNIVERSITY RESOURCES

Strategic Initiative VI Stewardship of University Resources: Enhance the quality of university human, fiscal and physical resources.

Stewardship of the university's human resources involves creating a work environment in which people treat each other with respect and dignity, regardless of their roles, responsibilities or differences. Further, it involves providing others with support, direction and resources to allow them to accomplish the responsibilities of their jobs and to reach the goals that their supervisors set with them for professional and personal growth. The physical resources that constitute the buildings, grounds and equipment of the university are among its most valuable resources. Stewardship of the university's physical resources involves protecting, preserving and maintaining the physical assets in a manner that assures their continued existence in the best possible condition, promoting the efficient utilization of space, and participation in the responsible occupancy and operation of university buildings, offices, classrooms, equipment, etc. Stewardship of the university's financial resources is the responsibility of all employees. For people with administrative or supervisory responsibilities, financial stewardship typically includes developing, implementing, maintaining and following proper administrative and accounting procedures, as well as complying with all relevant governmental and regulatory requirements.

	<i>Goal</i>	<i>Status</i>	<i>Details</i>
GOAL 1:	To develop faculty with international reputations		
1.1	To provide a student evaluation of faculty with feedback and follow-up	<i>ACHIEVED</i>	Course evaluations are an integral part of the academic culture at Florida Tech. Department heads and deans monitor teaching evaluations and especially attend to cases in which faculty do not do well. The Quality Enhancement Program (QEP) goes further and enables faculty members to improve the quality of their teaching by examining specific outcomes each time a QEP course is taught; the performance of the students is used as part of their feedback.
1.2	To provide a funded sabbatical program	<i>ACHIEVED</i>	A sabbatical program is in place, as described in section 2.12 of the <i>Faculty Handbook</i> .
GOAL 2:	To provide a travel budget sufficient to support appropriate national and international conference attendance for the full-time faculty	<i>IN PROGRESS</i>	Faculty may use their startup funds (if available) to travel to meetings. Collegial and departmental funds may be used to cover partial expenses for travel to meetings related to research and opportunities for funding. The Research Office may provide travel funds that will aid in the development of proposals. Limited funds are available for travel that has a positive impact on pedagogical excellence and/or research productivity.
GOAL 3:	To expand the faculty equity program to bring average salaries to within 10% of the peer average for their academic rank, experience and discipline	<i>IN PROGRESS</i>	Although the university has spent approximately \$200K per year on equity raises, we continue to strive to reach the goal.
GOAL 4:	To recognize the importance of high-quality master teachers by establishing a teaching excellence incentive program	<i>ACHIEVED</i>	The Faculty Senate gives the Kerry Bruce Clark Award each spring to recognize an excellent teacher among the faculty. Some departments and organizations within the university make their own awards to recognize excellent teaching: one example is the College of Engineering's Walter M. Nunn, Jr. Award for Excellence in Teaching.
GOAL 5:	To increase staff salaries in line with those peer positions at higher education institutions	<i>IN PROGRESS</i>	In support of this goal, staff received 3% increases annually over the last five years, while due to economic conditions, staff salaries at public universities have not increased over the same time period. A staff equity study has been commissioned by the President to further address this issue.

## VI. STEWARDSHIP OF UNIVERSITY RESOURCES

GOAL 6:	To develop a long-range plan for campus facilities that is compatible with the master campus plan and the university strategic plan		
6.1	Quad residence halls	<i>IN PROGRESS</i>	Some work has been done and there is a plan for continued improvements.
6.2	Evans Dining Hall	<i>ACHIEVED</i>	The Evans Dining Hall has been replaced by the new Panther Dining Hall. To address the need for more student gathering spaces, the former Evans Dining Hall renovations were completed in spring 2012 to provide a new study hall, lounge space and two multipurpose rooms, as well as additional spaces for student clubs and organizations.
6.3	Denius Student Center	<i>ACHIEVED</i>	The Denius Student Center underwent a renovation in 2012 that will convert a portion of the second floor into more meeting space.
6.4	School of Psychology	<i>ACHIEVED</i>	The School of Psychology moved into the new Florida Tech Commons in May of 2012 and effectively doubled its current area.
6.5	Academic Quad	<i>IN PROGRESS</i>	The Academic Quad has undergone some renovations. Full replacement is needed.
6.6	Crawford Building	<i>ACHIEVED</i>	Crawford Building received a new fire suppression system and life safety upgrades, new HVAC components, and underwent remodeling in 2012 to convert office space into classrooms.
6.7	Florida Tech Commons	<i>ACHIEVED</i>	Completed in May 2012
6.8	Babcock Street parking deck, pool and diving facility	<i>ACHIEVED</i>	Completed in 2011
6.9	The Greek Village	<i>IN PROGRESS</i>	Advancement of this project is pending funding by Greek organizations.
6.10	Purchase of property adjacent to campus	<i>IN PROGRESS</i>	Two small parcels were acquired at the intersection of Country Club Road and Edgewood Road. Several inquiries and attempts to purchase larger parcels to the east of the main campus are ongoing. Also three houses along Country Club were purchased.
GOAL 7:	To develop “multi-departmental” facilities	<i>ACHIEVED</i>	Florida Tech Commons and Crawford Building
GOAL 8:	To formalize a five-year program review system for all academic undergraduate and graduate programs	<i>IN PROGRESS</i>	This is an ongoing process.
GOAL 9:	To leverage ICFU membership to control cost and improve quality of insurance, lobbying efforts, tuition exchange, benefit packages, etc.	<i>IN PROGRESS</i>	This is an ongoing process.
GOAL 10:	To develop and implement a computer refresh program ( 4 year cycle)	<i>IN PROGRESS</i>	A university-wide audit will determine the percentage of computers that meet minimum requirements and the development of a process for the cycle.

## VI. STEWARDSHIP OF UNIVERSITY RESOURCES

<i>Goal</i>	<i>Status</i>	<i>Details</i>
GOAL 11:		To continue focus on campus beautification and safety
11.1	<i>ACHIEVED</i>	The Botanical Garden and retention pond maintenance practices were modified to become more sustainable. A six-part grounds employee training program was implemented covering various topics such as proper pruning techniques, fertilization, pest management, turf management and plant identification. A campus-wide agronomics plan is in progress.
11.2	<i>IN PROGRESS</i>	The Code Red program has been implemented. Registering of all persons with a disability with Security has been completed. Safety is always a focus.
GOAL 12:		COLLEGE OF AERONAUTICS
	<i>ACHIEVED</i>	To complete fleet refurbishment so that all aircraft are on a five-year refurbishment and 10-year replacement cycle; bring aircraft usage rate up to those of other major university flight programs (University of North Dakota, Embry-Riddle Aeronautical University, etc.) Aircraft usage and flight hours have been increased to exceed other major university flight programs.
GOAL 13:		NATHAN M. BISK COLLEGE OF BUSINESS
	<i>ACHIEVED</i>	To plan a new CoB building (18,000 ft.) to meet the needs of year 2025. This would include facilities for development of international business expertise and a unique “niche” laboratory to separate the Florida Tech business program from other business programs in the U.S. A rendering has been completed and a site identified for a future building. Fundraising efforts are ongoing.
GOAL 14:		COLLEGE OF ENGINEERING
	<i>GOAL REVISED/ IN PROGRESS</i>	To plan and design a new engineering research/design/fabrication complex to replace the current pole barn; laboratories should include advanced aerodynamics and hydrodynamics facilities and a computerized machine shop; facilities would be designed to accommodate a minimum of six student capstone projects (three senior, three junior) and staffed with four full-time expert technicians. Laboratories should include advanced aerodynamics and hydrodynamics facilities, a computerized machine shop, a welding shop and a composites shop. Facilities would be designed to accommodate a minimum of 12 student capstone projects (nine senior, three junior) and staffed with four full-time expert technicians.

## VI. STEWARDSHIP OF UNIVERSITY RESOURCES

GOAL 15: COLLEGE OF PSYCHOLOGY AND LIBERAL ARTS			
15.1	To complete the design, construction and occupancy of The Scott Center for Autism Treatment	<i>ACHIEVED</i>	Building completed in 2010
15.2	To fund externally (non-tuition) operation of The Scott Center for Autism Treatment by the year 2013	<i>ACHIEVED</i>	All Scott Center expenses including clerical and professional staff positions (except the executive director and the behavioral services director) and student trainees/ interns are paid for by Scott Center revenue (client fees, training and consultation fees, fundraising and donor contributions, and percentage of the income from the ABA certificate program).
15.3	To design and oversee space for psychology in the proposed Florida Tech Commons	<i>ACHIEVED</i>	The college moved into Florida Tech Commons in 2012.
15.4	To design and refurbish the current psychology building to house ROTC unit	<i>ACHIEVED</i>	ROTC moved in late 2012.
GOAL 16: COLLEGE OF SCIENCE			
16.1	To oversee construction of the Harris Center for Science and Engineering that pertains to marine and molecular biological sciences, ecological, aquaculture and climate-change sciences	<i>ACHIEVED</i>	The building is complete, and all offices and laboratories are occupied and fully operational.
16.2	To refurbish the Vero Beach facility to enhance sea-water aquaculture training and research	<i>IN PROGRESS</i>	Funding is ongoing to cover costs of refurbishment. This facility will be a major focus of the next comprehensive campaign.
GOAL 17: UNIVERSITY COLLEGE			
	To design and oversee space in the proposed Florida Tech Commons to accommodate all University College administration, professional development, and the Center for Global Preparedness.	<i>GOAL REVISED</i>	The Center for Global Preparedness and University College no longer exist. Professional Development moved into Florida Tech Commons in 2012.



## VII. FUNDING

Strategic Initiative VII Funding: Substantially increase overall university funding by diversifying funding sources, including efforts to generate broader awareness of the university and the expansion of networks to build greater affinity with organizations and individuals who are likely sources of funds.

Increase new revenue sources for the university so that our funding would be less dependent on undergraduate student tuition

<i>Goal</i>	<i>Status</i>	<i>Details</i>
GOAL 1: Reduce the percentage of the operating budget from 78% Melbourne undergraduate tuition to 72%	<i>ACHIEVED</i>	Creating the online programs in partnership with Bisk Education in early 2008 has substantially altered the university's reliance on undergraduate Melbourne student tuition. Additionally, the increase in external contracts by FIT Aviation has had a similar impact. The result of these endeavors has been to reduce the percentage of Melbourne undergraduate tuition revenue to the total operating revenues to 47% for the fiscal year ending April 30, 2011.
GOAL 2: Increase annual research expenditures to \$17.4M	<i>ACHIEVED</i>	Annual expenditures for sponsored programs have increased steadily in the past four years, as follows: <ul style="list-style-type: none"> <li>• FY 2008 – \$11.1M</li> <li>• FY 2009 – \$11.6M</li> <li>• FY 2010 – \$12.1M</li> <li>• FY 2011 – \$16.5M</li> <li>• FY 2012 – \$20.3M</li> </ul> The expansion of the flight training contracts internationally has been a major part of this sponsored program expenditure rate.
GOAL 3: Increase annual giving/ endowment distribution to the general fund to \$4M annually	<i>ACHIEVED</i>	With the impact of the capital campaign, the development results for annual fund and endowment giving spiked but have now dropped (but still above the target goal), as follows: <ul style="list-style-type: none"> <li>• FY 2008 – \$14.7M</li> <li>• FY 2009 – \$8.7M</li> <li>• FY 2010 – \$11.5M</li> <li>• FY 2011 – \$4.3M</li> </ul>
GOAL 4: Develop a long-range plan for the next capital campaign	<i>IN PROGRESS</i>	An initial retreat of administrators was held in late 2010 to begin the process of initiating a new capital campaign. Rita Bornstein has been hired as an external advisor for the new campaign. Susan St. Onge began June 1, 2012 as the new senior vice president for development and has the capital campaign as a pivotal component of her strategic plan.



Clemente Center for Sports and Recreation, Panther Dining Hall, Parking Decks

## VIII. RESEARCH

Strategic Initiative VIII Research: Provide a supportive environment for scholarly inquiry. Focus research efforts and resources on those areas which complement the graduate teaching mission of the university. Provide appropriate incentives in support of both sponsored and unsponsored research. Promote and expand opportunities for research for undergraduate and graduate students.

The mission of the Office for Research and Sponsored Programs is to promote, foster and sustain the highest 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

<i><b>Goal</b></i>	<i><b>Status</b></i>	<i><b>Details</b></i>
GOAL 1: To continue to recruit faculty capable and desirous of proposing and conducting funded research	<i>ACHIEVED</i>	This goal was integrated into the evaluation criteria used by all of the university's colleges in hiring faculty. All university faculty hired since 2008 have met this criterion.
GOAL 2: To develop a plan for research infrastructure that complements the pillars of research of the university: aerospace engineering, electrical engineering, marine and molecular biology, space/atmospheric physics and ocean/marine engineering and computer security	<i>GOAL REVISED</i>	Based upon feedback from the faculty and department heads, the university decided not to adopt the "pillars of research" strategy, but instead adopted a more broad-based strategy in building research infrastructure at Florida Tech.
GOAL 3: To augment research administration to better serve the university in several areas: <ul style="list-style-type: none"> <li>• For government-directed funds</li> <li>• For competitive proposals to agencies and foundations</li> <li>• For partnerships with corporations and individuals</li> <li>• For intellectual property identification and development</li> </ul>	<i>ACHIEVED</i>	Two new positions were added to augment research administration. The position of associate vice president for research for federal government relations and partnerships was added in the Office of Research. The position of director of foundations was also created in the Office of Development, an effort to pursue funding from private foundations.
GOAL 4: To support a QEP that engages all undergraduate students in scholarly inquiry while at Florida Tech	<i>ACHIEVED</i>	The Office of Research has supported efforts by faculty to engage undergraduate students in scholarly inquiry by encouraging the inclusion of students into proposals submitted to funding agencies, as well as providing matching funds to support the participation of undergraduate students in research.
GOAL 5: To have the first Florida Tech faculty member nominated for one of the national academies	<i>ACHIEVED</i>	In 2011, Florida Tech hired Martin Glicksman in the College of Engineering as its first faculty member who is a member of the National Academy of Engineering.

## VIII. RESEARCH

<i>Goal</i>	<i>Status</i>	<i>Details</i>
GOAL 6: To conduct \$17.4M annually in research and sponsored programs	<i>ACHIEVED</i>	In FY12, Florida Tech's research and sponsored programs expenditures were \$20,320,200.
GOAL 7: To produce 50 doctoral graduates annually	<i>IN PROGRESS</i>	The university awarded 34 doctoral degrees during the 2010–2011 academic year.
GOAL 8: To patent five technologies and one license annually	<i>IN PROGRESS</i>	Since 2008, Florida Tech patented 10 technologies and issued five licenses.
GOAL 9: To be awarded research and sponsored programs funding for:		
9.1 College of Aeronautics: \$400,000	<i>ACHIEVED</i>	In FY12, the total of research and sponsored programs in the College of Aeronautics was \$51,709,928 (includes training contracts).
9.2 Nathan M. Bisk College of Business: \$1,000,000	<i>IN PROGRESS</i>	In FY12, the total of research and sponsored programs in the Nathan M. Bisk College of Business was \$400,000.
9.3 College of Engineering: \$6,000,000	<i>ACHIEVED</i>	In FY12, the total of research and sponsored programs in the College of Engineering was \$16,288,250.
9.4 College of Psychology & Liberal Arts: \$500,000	<i>ACHIEVED</i>	In FY12, the total of research and sponsored programs in the College of Psychology & Liberal Arts was \$580,774.
9.5 College of Science: \$9,000,000	<i>ACHIEVED</i>	In FY12, the total of research and sponsored programs in the College of Science was \$23,923,561.
9.6 University College: \$500,000	<i>GOAL REVISED</i>	University College is no longer a separate entity.
9.7 Center for Global Preparedness	<i>GOAL REVISED</i>	Eliminated in 2011
9.8 Scott Center for Autism Treatment	<i>ACHIEVED</i>	In FY12, the Scott Center for Autism Treatment secured \$889,229 in total funding.
GOAL 10: To incorporate all Florida Tech research centers into one of the interdisciplinary institutes with basic funding for the institute's operation	<i>GOAL REVISED</i>	Based upon feedback from university faculty and deans, it was decided that the research centers would remain separate and independent entities.
GOAL 11: To create a Center for Aquaculture Research and Education	<i>ACHIEVED</i>	Established as the Institute for Marine Research (IMR) and located in the new Harris Center for Science and Engineering building.
GOAL 12: To fund externally the Activity Based Total Accountability Institute (ABTA)	<i>ACHIEVED</i>	Secured \$811,831 in state and federal funding to establish the ABTA Institute.
GOAL 13: To fund externally the Women's Business Center	<i>ACHIEVED</i>	Secured \$1,052,642 from state, federal and private sources to support the Women's Business Center.

## IX. COMMUNICATION AND TEAMWORK

Strategic Initiative IX Communication and Teamwork: Establish and promote an environment that is conducive to an open exchange of ideas and information, and which emphasizes integrity, openness and trust.

Measures undertaken are designed to strengthen the critical communications foundation and enhance university products and practices. Revitalized internal and external strategies have resulted in tangible gains.

<i>Goal</i>	<i>Status</i>	<i>Details</i>
<p>GOAL 1:</p> <p>To continue and expand on instituted practices and traditions</p> <ul style="list-style-type: none"> <li>• Alumni magazine</li> <li>• Presidential forums and open dialogues for the entire campus and community</li> <li>• Faculty, staff and student luncheons, receptions and other open communication schemes</li> <li>• Florida Tech Safety Alert System</li> <li>• FacForum, FITForum and other email activities used for general information dissemination</li> </ul>	<i>ACHIEVED</i>	<p>There is evidence of expanded practices and traditions, as the university has published the <i>Florida Tech Today</i> magazine three times annually to an audience of 60,000 alumni and university supporters, and published 11 issues annually of the Campus Observer faculty/staff newsletter. Annual “State of the University” forums have been conducted by the President’s Office to facilitate dialogue; and faculty, staff and student lunches/receptions have been held on an annual/regular basis, including the President’s New Faculty Reception, Student Leader Luncheon, Community Leaders Luncheon and President’s Picnic for Faculty and Staff. Faculty Senate notes have been disseminated nine times annually. The Florida Tech Safety Alert System, implemented in 2007, now allows for targeted emails and voice communication to mobile devices in emergency situations. FacForum and FITForum dialogue has progressed, with daily communication shared among nearly 3,000 subscribers.</p>
<p>GOAL 2:</p> <p>To develop a university-wide training and support program for:</p> <ul style="list-style-type: none"> <li>• Faculty</li> <li>• Staff</li> <li>• Administrators</li> </ul>	<i>ACHIEVED</i>	<p>Beginning in January 2010, the CTLE staff began two new workshop series at Florida Tech: ANGEL and Pedagogy. A needs assessment was performed in tandem with the launch of the workshops to look for existing gaps in coverage and to provide a baseline for comparison with the next year’s assessment. In the summer of 2010, these two series were expanded to three tracks: ANGEL, Pedagogy and Supplemental Technologies, which continue to the present. In May of 2010, a Two-Day Teaching and Learning Institute was held on campus. Finally, based upon the 2011 needs assessment which revealed training needs for distance faculty, a webinar series was introduced in July of 2011, offering similar versions of the workshops held on campus. In all, a total of 70 workshops plus the Two-Day Institute have been held on campus since January 2010. Seven webinars have also been conducted. The CTLE staff has trained 348 faculty members and staff, 319 of them face-to-face, 12 from the Two-Day Institute, and 17 from webinars. Additionally, 45 Weekly Tech Tips have been released to staff and faculty members. A full slate of 24 HR-related professional development activities was also offered.</p>

## IX. COMMUNICATION AND TEAMWORK

<i>Goal</i>	<i>Status</i>	<i>Details</i>
<p>GOAL 3:</p> <p>To continue the current schedule of communication events and techniques via:</p> <ul style="list-style-type: none"> <li>• Forums (staff, faculty, student forums with the president and CEO)</li> <li>• Faculty lunches with the provost</li> <li>• Email announcements</li> <li>• Staff Advisory Committee</li> <li>• Special events</li> </ul>	<p><i>ACHIEVED</i></p>	<p>The communication emails from the provost (now EVP/COO) and the president and CEO include organizational changes, new hires, United Way and 50th Anniversary announcements.</p> <ol style="list-style-type: none"> <li>1. Faculty Luncheons = 29 (over 4 years with 70% participation)</li> <li>2. Special Announcements = 95</li> <li>3. President's Faculty and Staff Forums = 2</li> <li>4. President's State of the University Address = 2</li> </ol> <p>There is a Staff Advisory Committee comprised of staff members from throughout the university, currently 16 members. The purpose of this committee is to identify work issues and challenges and offer suggestions to the president for consideration. The following recommendations have been presented by the Staff Advisory Committee to the president and CEO since 2008 and have been implemented:</p> <ul style="list-style-type: none"> <li>• 10% discount for staff at dining halls on campus</li> <li>• Improvements in the Open Enrollment process</li> <li>• Changes to the performance review process</li> <li>• Enhanced professional development opportunities</li> </ul>
<p>GOAL 4:</p> <p>To enhance feedback mechanisms to better inform the leadership of suggestions, problems and needs</p>	<p><i>IN PROGRESS</i></p>	<p>Progress continues to be made.</p> <p>Feedback processes currently in place include:</p> <p>Staff: A staff survey is conducted every odd-numbered year. There is data going back to 2003 (minus 2007, for which the data was lost or never gathered). This data is housed in the Institutional Compliance department.</p> <p>2003—153 responses=32%                  2005—94 responses=21%                  2009—332 responses=56%                  2011—354 responses=56%</p> <p>Faculty: The last faculty survey was conducted in 2003, and must be revisited.</p> <p>Administration: Administrator evaluations are conducted every other year. Only faculty participate in this survey; they are allowed to complete the survey for various administrators with whom they have worked.</p> <p>Most recent response numbers:                  ~250 for about 40 administrators (2009)                  ~400 for about 70 administrators (2011)</p> <p>Graduate Students: The Institutional Compliance department does a survey of the graduate students every two years, asking various opinions about the university (I feel safe here, I fit in here, I like my department, etc.).</p> <p>Other: The Institutional Compliance department does a survey for ISSS every two years, which asks the international students how satisfied they are with various services offered by that office. They also do an annual survey for Career Management Services asking recent alumni about employment information and questions about how well they feel Florida Tech prepared them for after college, and how they felt CSM did in helping them find a job. Finally, they do some "on demand" surveys when asked.</p>

## X. MISSION STATEMENT

Strategic Initiative X Mission Statement: Re-evaluate the Mission Statement of the university.

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 April meeting. It will be initiated at the request of the Office of Institutional Compliance (OIC), who oversees Institutional Effectiveness. The review process through the First and Second Tier will be supervised by OIC, who will then submit the statement and its reviews to the Executive Council.

<i>Goal</i>	<i>Status</i>	<i>Details</i>
<p>GOAL 1: To review annually the university mission to ascertain its relevance in today's environment</p> <p>Reviewers include:  Faculty Senate  Council of Deans  Executive Council  Board of Trustees</p>	<p><i>ACHIEVED</i></p>	<p>The university mission statement has been reviewed and approved annually by the board of trustees since 2005. As of April 2011, the current approved mission statement reads</p> <p>With our focus on student success, Florida Institute of Technology's mission is to provide high-quality educational experiences to a culturally diverse student body in order to prepare them for entering the global workforce, seeking higher-education opportunities, and serving within their communities. The university also seeks to further knowledge through basic and applied research and to serve the diverse economic, cultural and societal needs of our local, state, national and international constituencies.</p> <p>In support of this mission, we are committed to:</p> <ul style="list-style-type: none"> <li>• 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;</li> <li>• Developing an organizational culture that values and encourages intellectual curiosity, a sense of belonging and shared purpose among faculty, students and staff, and pursuit of excellence in all endeavors;</li> <li>• Recruiting and developing faculty who are internationally recognized as educators, scholars and researchers;</li> <li>• Achieving recognition as an effective, innovative, technology-focused educational and research institution;</li> <li>• Recruiting and retaining an excellent, highly selective and culturally diverse student body;</li> <li>• Continually improving the quality of campus life for members of the university community;</li> <li>• Providing personal and career growth opportunities for both traditional and nontraditional students and members of the faculty and staff, including those who avail themselves of Florida Tech University Online;</li> <li>• Securing and maintaining professional accreditation for all appropriate programs.</li> </ul>



**F.W. Olin Life Sciences Building**



*Florida Institute of Technology*

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