<table>
<thead>
<tr>
<th>STRATEGY</th>
<th>ACTIONS</th>
<th>BENCHMARKS/GOALS FOR 13-14</th>
<th>Responsible Agent</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Expand the breadth of academic programs available to meet state and regional needs.</td>
<td>1.1: Implement five new degree programs in the next three years.</td>
<td>1.1: Two new programs to be approved in 2013-2014; up to an additional five to be in development. Seek UBOT and BOG approvals for the first FGCU market-rate tuition program: the transitional DPT. Advance plans for the implementation of a degree completion program for non-traditional students and obtain SACSCOC approval for a substantive change to implement the program in 2014-2015. BS in Liberal Studies, DNP and BS in Biochemistry to be approved by the UBOT before the end of current academic year (April). The t-DPT was approved by the BOG and has now been implemented. The substantive change request to SACSCOC for the DNP and BS in Liberal Studies for non-traditional students will occur following UBOT approval.</td>
<td>Provost</td>
</tr>
<tr>
<td></td>
<td>1:2: Explore the possibility of offering an Honors Degree.</td>
<td>1.2: Begin curriculum development for the Honors degree. The Honors Executive Board has approved the curriculum. It has been piloted in individual segments and a full pilot begins Fall 2014. Have begun working with programs for Honors in the Major. Working with OCI on proper forms for approvals. Plan to have curriculum to University Curriculum Team next year.</td>
<td>Provost Sean</td>
</tr>
<tr>
<td></td>
<td>1.3: Facilitate creation of more DL and hybrid classes where appropriate.</td>
<td>1.3: Develop a strategic plan for DL and incorporate technology needs identified into the update of the Strategic Plan for Technology; Provide additional online and hybrid course design support and e-learning technology training to faculty. The SP for DL is in development. Additional design and e-learning staff were hired this year.</td>
<td>IRC/Provost</td>
</tr>
<tr>
<td>STRATEGY</td>
<td>ACTIONS</td>
<td>BENCHMARKS/GOALS FOR 13-14</td>
<td>Responsible Agent</td>
</tr>
<tr>
<td>--------------------------------------------------------------------------</td>
<td>----------------------------------------------------------------------------------------------------------------------------------------</td>
<td>-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
<td>-------------------</td>
</tr>
<tr>
<td>2. Demonstrate and improve academic quality through assessment, institutional accreditation and accreditation of academic programs.</td>
<td>2.1: Conduct BOG-mandated academic program reviews.</td>
<td>2.1: Complete 9-10 academic program reviews. This is in progress and will be completed by the end of the year. One year review for five (5) programs: Art, BA Theatre, BA Chemistry, BA Health Science, BS, and… English MA Four (4) programs were scheduled to do Self Studies for this year, but two of them – Criminal Justice BS and Legal Studies BS needed postponements. Anthropology BA and Biology BS completed their Self Studies. Anthropology will complete the full process with the Provost meeting currently being scheduled, while we are still awaiting the External Reviewer’s report for Biology.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>2.2: Initiate development of new Quality Enhancement Plan for SACS reaffirmation.</td>
<td>2.2: Complete an initial QEP draft by September 2013. In the first year of the Quality Enhancement Plan Steering Committee’s work, the faculty and staff on the committee completed a great deal of review of literature, best practices, and successful QEPs. This led to the development of a draft focus for the plan and some ideas about implementation; the draft focus and implementation ideas were shared during several faculty forums in order to receive feedback. At the end of the first year of the QEP Steering Committee’s work, an initial draft of all components of the QEP except the Implementation Plan and Budget was completed. During the Fall 2013 semester, the Implementation Plan was drafted and then shared with the faculty in open forums early in the Spring 2014 semester, during which time the Implementation Plan and Budget will be finalized, completing the QEP document.</td>
<td>Provost</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Provost Jim</td>
</tr>
</tbody>
</table>
## GOAL 1: Academic Excellence

<table>
<thead>
<tr>
<th>STRATEGY</th>
<th>ACTIONS</th>
<th>BENCHMARKS/GOALS FOR 13-14</th>
<th>Responsible Agent</th>
</tr>
</thead>
</table>
| 2.3: Implement an assessment/accreditation management system to facilitate assessment and accreditation documentation. | 2.3: Complete policy revisions and implement collection of program assessment plans and reports utilizing the new system.  
   a) Audited academic program use of SharePoint with a primary focus on programs intended for inclusion in the SACS Compliance Report  
   b) Alerted associate deans with responsibility of ensuring entry of academic assessment plans and corresponding documentation through Assessment Council meetings, phone conversations, meetings and email.  
   c) Implemented process to conduct ongoing audit of compliance with entry of assessment goals and prior year reports. |  | Provost Kristen |
| 2.4: Prepare for 10-year reaffirmation review by COC of SACS. | 2.4: Complete an initial draft of the compliance certification by September 2013 and host visit of COC VP liaison to FGCU.  
   a) Continuous updates to initial Compliance draft entered into the SharePoint document  
   b) Team developed a progress chart to document completion status of narrative and documentation  
   c) February 2014 deadlines provided to academic and student affairs departments to update assessment reports and goals for inclusion in institutional effectiveness components of the compliance certification  
   d) Leadership Team met recently to review progress. Draft by end of Spring seems on track. |  | Provost |
| 2.5: Evaluate success of graduates in terms of post-graduation | 2.5: Rank in top quartile in SUS on a combined measure of these two statistics.  
   Based on most recent FETPIP data, FGCU ranks first in the SUS on these measures at both bachelor’s and master’s levels (employment only) |  | Provost |
<table>
<thead>
<tr>
<th>STRATEGY</th>
<th>ACTIONS</th>
<th>BENCHMARKS/GOALS FOR 13-14</th>
<th>Responsible Agent</th>
</tr>
</thead>
<tbody>
<tr>
<td>employment in Florida and pursuit of further education.</td>
<td>2.6: Evaluate student preparation for professional practice. 2.7: Continue existing specialized accreditation for professional programs and seek it for other programs.</td>
<td>2.6: Licensure/certification pass rates in health professions programs will meet or exceed the national average. Annual Report showed Nursing and OT first-time rates above the national average but PT below. Recent PT rates for the DPT have been near 100%. 2.7: Work toward securing continuing professional accreditation for Clinical Laboratory Science, Social Work, PGM, Counseling, and Nursing. Receive initial accreditation for the Bower School of Music, A PGM 5 year re-accreditation visit is scheduled for Oct. 2014. A self-study is currently in progress by the Director of PGM and should be completed in late summer 2014 for initial submission on to the PGA of America. CLS was reaccredited as was Counseling. Social Work will be reviewed shortly and Music accreditation should be forthcoming by the end of the current year.</td>
<td>Provost Mitch Provost Mitch, Tara</td>
</tr>
<tr>
<td>STRATEGY</td>
<td>ACTIONS</td>
<td>BENCHMARKS/GOALS FOR 13-14</td>
<td>Responsible Agent</td>
</tr>
<tr>
<td>----------</td>
<td>---------</td>
<td>----------------------------</td>
<td>-------------------</td>
</tr>
<tr>
<td>3. Strengthen diversity through internationalization</td>
<td>3.1: Increase the number of students from abroad studying at FGCU through special recruitment efforts. 3.2: Increase the number of FGCU students opting to study abroad.</td>
<td>3.1: The number of F visa students will continue to rise (target of 5% over the next three years). F-1 students increased by 9% between 12-13 and 13-14. 3.2: Increase honor student involvement in study abroad and promote study abroad opportunities more broadly to students. Increase the number of LCOB students participating in LCOB international exchange programs. Combined for a 5% increase. According to a student survey conducted via checkbox on 2/19/2014, of the 217 responses 59 Honors students said yes to the following question: “Did you or do you plan to study outside of the US Between August 1, 2013 and July 31, 2014?” Better data will be available after our renewal survey is distributed in April. LCOB was unable to increase the number of FGCU student participants in its international student exchange programs, principally due to student financial constraints.</td>
<td>Provost Bob Provost Sean, Elaine</td>
</tr>
<tr>
<td>4. Provide effective academic support and library and information technology services to</td>
<td>4.1: Expand access to academic support services through, state-of-the-art technology, additional training of faculty and staff in the use of IT, and</td>
<td>4.1: Usage stats from the Center for Academic Achievement and the Writing Center will increase over previous year. Participation in the Eagle Success program for students with academic holds will also increase over previous year. Expand virtual computer lab to 24/7 off-campus access Expand lecture capture technology for 24/7 student access. Begin project to explore integration of mobile devices into podium technology suite and virtual mobile classroom. The library will enhance its e-resources through electronic platforms for theses and dissertations. Adoption of a common set of questions for assessing undergraduate library instruction (information literacy).</td>
<td>Provost Stacey, Carol, Pat, Barbara</td>
</tr>
</tbody>
</table>
## GOAL 1: Academic Excellence

<table>
<thead>
<tr>
<th>STRATEGY</th>
<th>ACTIONS</th>
<th>BENCHMARKS/GOALS FOR 13-14</th>
<th>Responsible Agent</th>
</tr>
</thead>
</table>
| support the University's academic endeavors and student learning. | through support of information literacy instruction. | CAA created "campus liaison" communication structure by assigning campus departments and colleges to a specific Academic Retention Coordinator.  
Updated CAA webpage to include increased detailed information about programs; added an online “Absent Professor Program” request form; put Student Success Workshop schedule on the main page; added Parent and Faculty Resource pages  
CAA on pace to increase Academic Retention Program student participation.  
- 2012/2013: 1439 face-to-face interactions through Workshops, Individual Meetings, and Class Presentations  
- 2013/2014: 1138 face-to-face interactions through Workshops, Individual Meetings, and Class Presentations  
CAA increased the number of courses with Supplemental Instruction from 61 (2012/201) to 67 (2013/2014)  
CAA on pace to increase Instructional Support Program usage.  
- 2012/2013: 8538 sign-ins for Tutoring and SI  
- 2013/2014: 4624 sign-ins for Tutoring and SI  
CAA decrease in ASL students participating in Eagle Success Program for 2013/2014  
- 2012/2013: 104 ASL/151 Total ESP; 68% of ESP participants were ASL students  
- 2013/2014: 62 ASL/99 Total ESP; 62% of ESP participants are ASL  
CAA gained additional space in Library West to provide increased tutoring, SI sessions, and workshops (November 2013); Library West tutoring space and CAA offices were offline from |
<table>
<thead>
<tr>
<th>STRATEGY</th>
<th>ACTIONS</th>
<th>BENCHMARKS/GOALS FOR 13-14</th>
<th>Responsible Agent</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>July 2013-November 2013 due to construction.</td>
<td>Writing Center usage statistics for 2013-2014 have increased approximately 5%.</td>
<td>(Pat)</td>
</tr>
<tr>
<td></td>
<td>• The virtual lab for students was expanded at the start of the fall, 2014 semester to offer 24x7 access to students on campus and off. Also, “specialized” virtual labs were established for those students enrolled in STEM courses, ensuring ready access to the software titles that are specific to their programs. There have been over 3,000 log-ins to the Virtual Labs for Students this academic year to date. Finally, as a result of numerous survey responses, a virtual lab for FACULTY was launched in the fall as well. This “V-Lab” was used as an alternative solution to the purchase of individual Adobe Acrobat Pro licenses for all faculty – resulting in a cost savings to the University of approximately $60,000.</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Academic &amp; Event Technology is preparing to pilot a “lecture capture classroom” project in the Fall, 2014. Two to three classrooms will be identified to house the technology required that will enable any course lecture/presentation to be captured for the purpose of supplemental instruction. An assessment of the pilot will be conducted during the Spring, 2015 semester.</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• The integration of mobile technology with classroom teaching podiums will be piloted during the Fall, 2014. Two to three classrooms will be identified to house the technology required to allow faculty to use their mobile devices with our classroom control systems. An assessment of the pilot will be conducted during the Spring, 2015 semester.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>STRATEGY</td>
<td>ACTIONS</td>
<td>BENCHMARKS/GOALS FOR 13-14</td>
<td>Responsible Agent</td>
</tr>
<tr>
<td>----------</td>
<td>---------</td>
<td>----------------------------</td>
<td>-------------------</td>
</tr>
</tbody>
</table>
|          | The library will enhance its e-resources through electronic platforms for theses and dissertations. | Testing during Summer B and fall 2013 was successful and the new online system was fully implemented for all graduate programs in spring 2014. Students from the College of Education and Department of Physical Therapy participated in the testing by submitting their theses/dissertations electronically. During the testing phase, the Digital Services Librarian and staff from Graduate Studies, working with faculty and students, identified several improvements to the process including:  
- Detailed instructions for both students and faculty, and a number of informative resources (ProQuest videos, how to's and commonly asked questions) were made available on the Graduate Studies website  
- The submission process was streamlined by removing a scanning step during the creation of the dissertation/thesis pdf for submission. | RC, ERMC, Provost, VP Student Affairs, VP Admin. Services |
|          | The library has collaborated with the Office of Research & Graduate Studies Department to move from print theses and dissertations to electronic. Theses and dissertations are now being submitted via the online Proquest electronic theses and dissertation (ETD) platform. They are being made available via Proquest and will be made available via the online FGCU institutional repository by year end. | Graduate Faculty Coordinators have worked with Graduate Studies on an "as needed" basis and the Office of Research and Graduate Studies is now fully responsible for managing the process of ETDs. All theses and dissertations submitted from the beginning of implementation, along with their corresponding metadata (submitted by student during submission process) will be harvested by the library and uploaded to the FGCU Institutional Repository beginning Summer 2014. Adoption of a common set of questions for assessing undergraduate library instruction (information literacy) |
### GOAL 1: Academic Excellence

<table>
<thead>
<tr>
<th>STRATEGY</th>
<th>ACTIONS</th>
<th>BENCHMARKS/GOALS FOR 13-14</th>
<th>Responsible Agent</th>
</tr>
</thead>
</table>
| 4.2: Enhanced tools and response in support of E-Learning/Distance Learning. | During fall 2012 library faculty identified core information literacy competencies and best practices, and created a bank of 19 test questions (plus 9 demographic) to use with undergraduates. In spring 2013, librarians tested, analyzed and evaluated the test questions and made recommendations for improvement including:  
- Some multiple answer questions were removed because they did not provide clear or helpful data.  
- Qualifiers were added. For example, “Which one of these search tools can be used to find peer reviewed journal articles?” was changed to “Which one of these search tools is the best search tool to find peer reviewed articles?”  
- A professor in the College of Education, with a background in assessment, recommended a maximum of four categories when using a Likert Scale: highly effective (4), somewhat effective (3), somewhat ineffective (2), highly ineffective (1) and n/a or don't know.  
- One question on the identification of citation parts was updated to include a recent citation.  
  
  Test results been collected from 175 students in 16 composition, humanities and Effective Learning classes. Analysis of the results is underway and will be reported in June 2014. Additional status details are available here: [file:///Z:\Documentation%20for%20SACS%202014\Library\RRI%20Annual%20Report%20Table%202013_14.pdf](file:///Z:\Documentation%20for%20SACS%202014\Library\RRI%20Annual%20Report%20Table%202013_14.pdf) |  
|  | 4.2: Canvas will completely replace Angel as the university’s Learning Management System in fall 2013. Develop an online new student orientation module for DL and off-campus learners. Smarthinking online writing assistance will be expanded to better accommodate needs of DL students. Actions to address recommendations contained in the Online Task Force Report in support of online learning will be implemented.  
  
  Created interface for the new learning management system, Canvas. |
<table>
<thead>
<tr>
<th>STRATEGY</th>
<th>ACTIONS</th>
<th>BENCHMARKS/GOALS FOR 13-14</th>
<th>Responsible Agent</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>GOAL 1: Academic Excellence</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.3: Review current business practices throughout the organizational structure associated with IT and its delivery to foster continuous improvement.</td>
<td>Created programs necessary to comply with state requirements for Florida Virtual Campus transient student processing.</td>
<td>IRC, Provost, VP Admin Services, VP Student Affairs</td>
<td></td>
</tr>
</tbody>
</table>
| **4.3:** Implement technological enhancements in support of operations requested by divisions of academic and student affairs. | **Improved processes for Academic Affairs by:**  
  - Assisted Office of the Registrar with the automation of class waitlist processing and moving to document imaging.  
  - Wrote programs to record information necessary for a single interface for Text Book Adoptions.  
  - Finished implementation of SunGard’s Degree Works product which can be used as an academic advising tool, student academic planner and enrollment management package. | |
| **Improved processes for Student Affairs by:** |  
  - Implemented Room Bug or similar software that allows housing students to pick and find new roommates.  
  - Upgraded PAVE, the software used for student judicial cases.  
  - Implemented My Student Body, a drug and alcohol awareness program for students. | |
## GOAL 2: Student Life, Growth, and Development

<table>
<thead>
<tr>
<th>STRATEGY</th>
<th>ACTIONS</th>
<th>BENCHMARKS/GOALS FOR 13-14</th>
<th>Responsible Agent</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Promote programs that build professional identity.</td>
<td>1.1: Heighten awareness of co-curricular initiatives that expose students to professional values.</td>
<td>1.1: Increase the number of internship opportunities available to students in LCOB by 5%. Explore a career-planning course for students and increase outreach to up to 300 employers outside of SW Florida. Establish an Engineering Ambassadors Program to increase external exposure of the College of Engineering. Establish a centralized position for the coordination of internships. Internship placements for students in LCOB increased 18% (573) in 13-14 compared to 12-13 (486). Career planning components have been added to LCOB internship and field experiences. Planning is continuing for the creation of the centralized coordinator position. Engineering Ambassadors Program established in the U.A. Whitaker College of Engineering in Spring 2013 and was fully implemented in Fall 2014.</td>
<td>Provost Hudson, Rich</td>
</tr>
<tr>
<td>2. Conduct assessments to determine efficacy of programs and services and foster improvements to them.</td>
<td>2.1: Determine levels of student engagement and satisfaction with instruction and student services.</td>
<td>2.1: Assess results of administration of NSSE in 2013 and student satisfaction with the administration of Noel-Levitz Survey of Student Satisfaction in fall 2013. Results of the two surveys show continuing student engagement and satisfaction levels beyond those of our national peers. The results have been disseminated to deans and key administrators and are being used in demonstrating compliance with SACSCOC requirements and standards.</td>
<td>Provost</td>
</tr>
</tbody>
</table>
## GOAL 2: Student Life, Growth, and Development

<table>
<thead>
<tr>
<th>STRATEGY</th>
<th>ACTIONS</th>
<th>BENCHMARKS/GOALS FOR 13-14</th>
<th>Responsible Agent</th>
</tr>
</thead>
<tbody>
<tr>
<td>3. Expand programs and services that contribute to the student experience and student success.</td>
<td>3.1: Enhance student convenience.</td>
<td>3.1: Implement Degree Works advising system with soft roll-out. Enhance wireless network. Identify a mobile phone app to communicate community events to students. Embed banking functionality within the Eagle ID card. Implemented Degree Works student advising system for advising in all colleges. Implemented a controller for the wireless access points, as well as a backup controller to manage all the wireless access points (APS) in south housing, Holmes, Alico Arena, the Library, Broadcast, Howard, McTarnaghan, Cohen Center, and Whitaker Hall. The controller allows us to deploy new infrastructure much more efficiently, and manage the existing APS. Deployed additional access points in Reed Hall and Merwin Hall to improve coverage. Began the printing of new FGCU Campus Cards that can be linked to a Wells Fargo checking account. This enhancement has been adopted by more than 1,500 new students. Implemented Degree Works, a web-based advising and degree planning tool available through Gulfline. <a href="http://www.fgcu.edu/ACS/degreeworks.html">http://www.fgcu.edu/ACS/degreeworks.html</a> Degree Works &quot;went live&quot; to students in early February. Academic advisors and students are using this tool to create degree audits and assist in certifying graduation requirements for students who entered baccalaureate programs in fall 2009 and later. The Office of Academic and Curriculum Support is continuing to work with the colleges, the Office of the Registrar, the Office of</td>
<td>Provost/VP Admin. Services Cathy</td>
</tr>
</tbody>
</table>
### GOAL 2: Student Life, Growth, and Development

<table>
<thead>
<tr>
<th>STRATEGY</th>
<th>ACTIONS</th>
<th>BENCHMARKS/GOALS FOR 13-14</th>
<th>Responsible Agent</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>3.2:</td>
<td>Enhance student growth and development through programs that engage them and develop skills and judgment.</td>
<td>VP Student Affairs</td>
</tr>
<tr>
<td></td>
<td>3.3:</td>
<td>Make intercollegiate athletics an example of student success and engagement.</td>
<td>Athletic Director</td>
</tr>
<tr>
<td></td>
<td>3.2:</td>
<td>Continue FGCU Student Legislature Internship program; enhance student leadership programs. Provide SSS STEM tutoring support and a financial literacy program to promote student retention. Further increase faculty involvement in residence life. Expand peer advising. Expand First-Year Residential Experience and Leadership through Service and Learning Communities in South Village.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>3.3:</td>
<td>Ensure student athletes maintain or exceed GPA of student body as a whole; use athletics as a means to enhance student camaraderie and school spirit through increased attendance at sporting events; finish in the top half of the regular season A-Sun/Coastal Collegiate Swimming Association for at least 50% of sports eligible to compete.</td>
<td></td>
</tr>
</tbody>
</table>
## GOAL 3: Strategic Growth

<table>
<thead>
<tr>
<th>STRATEGY</th>
<th>ACTIONS</th>
<th>BENCHMARKS/GOALS FOR 13-14</th>
<th>Responsible Agent</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Hire additional faculty/staff to support and enhance the academic mission of the university.</td>
<td>1.1: Increase faculty and staff to keep pace with growth in student enrollment and to add depth and breadth to programs and services.</td>
<td>1.1: Model resource needs and make allocations of faculty and staff positions as program needs dictate subject to budgetary capacity.</td>
<td>Provost / VP Admin. Services</td>
</tr>
<tr>
<td>2. Use tools to deliver and/or monitor quality of programs and services in support of enrollment growth.</td>
<td>2.1: Use information technology to enhance record-keeping and tracking.</td>
<td>2.1: Develop email archiving capacity; develop IT enhancements for payroll processing and financial statements. Administer R25 system and continue roll-out of X25 system. Train records custodians. Continue documentation of HR processes. Use IT to assist in audit function. Explore Sci-Quest e-procurement system. Expand Vendor ACH. Implement EDI and Transcript processing. Upgrades have been implemented to provide enhanced printing of pay stubs by employees to provide salary verification to third parties. The implementation of Banner Self-Service for employee direct deposit authorizations will be completed on or before May 31. System constraints are impeding the revamping of the Total Payroll Cost Report and alternatives are being explored and discussed. Discussions have also begun in the implementation of Web Time Entry to be followed by presentations of the resources required not only for Payroll, but for BTS and HR as well. Reloaded R25 system to accommodate latest upgrades and ongoing support issues.</td>
<td>Provost / VP Admin. Services/Internal Audit</td>
</tr>
</tbody>
</table>
## GOAL 3: Strategic Growth

<table>
<thead>
<tr>
<th>STRATEGY</th>
<th>ACTIONS</th>
<th>BENCHMARKS/GOALS FOR 13-14</th>
<th>Responsible Agent</th>
</tr>
</thead>
</table>
|           | Continue to provide individual and group training for Departmental Records Custodians | a. Update Departmental Records Custodians for departments. - Completed 11/1/2013  
Work with Human Resources complete technology needs for Affordable care act, benefits open enrollment, and raises, United Way Campaign and Performance Appraisal process changes.  
Working with Internal Audit to implement new auditing software called Auto Audit.  
Procurement Services worked with other SUS entities to determine the feasibility of the implementation of an E-Procurement system, specifically Sci-Quest. It was concluded that while this would be a helpful procurement tool, the cost currently outweighs the potential benefits. Other E-Procurement systems may be more beneficial to school that have less than 20,000 students.  
Procurement Services implemented a new vendor application which includes an ACH option. New vendor ACH enrollment has gradually |
## GOAL 3: Strategic Growth

<table>
<thead>
<tr>
<th>STRATEGY</th>
<th>ACTIONS</th>
<th>BENCHMARKS/GOALS FOR 13-14</th>
<th>Responsible Agent</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td><strong>2.2:</strong> Utilize assessment practices to monitor and improve programs and services.</td>
<td>increased; however, the necessary report for tracking this quantitatively is not currently available. The report should be completed by the end of the fiscal year. Contracted with Ellucian and they are in the process of writing an EDI Transcript processing system with an expected completion date of August 2014. <strong>2.2:</strong> Roll-out peer assessment of teaching instrument within CAS on a voluntary basis. Move SAI to SPoI and administer completely online. Conduct cost containment analysis. Conduct 3-4 internal audits in the coming year. SAI was administered entirely online starting in fall 2013 and is transitioning to a new instrument for 2014. A task force of CAS faculty and administrators finalized the <em>CAS Peer Review of Teaching Instrument</em>, completing a task begun the previous academic year. The instrument was piloted by task force members, and then distributed to CAS Faculty for general voluntary use at the beginning of the Spring 2014 semester. - The instrument is primarily formative in purpose, serving faculty development by providing a structured format for peer feedback. It may also be used by faculty as evidence of pedagogical development for promotion or annual review. - The instrument addresses a range of teaching activities, and</td>
<td>Provost/VP Admin. Services Internal Audit - Glenn</td>
</tr>
</tbody>
</table>
### GOAL 3: Strategic Growth

<table>
<thead>
<tr>
<th>STRATEGY</th>
<th>ACTIONS</th>
<th>BENCHMARKS/GOALS FOR 13-14</th>
<th>Responsible Agent</th>
</tr>
</thead>
<tbody>
<tr>
<td>3. Ensure necessary resources (financial and physical) in support of growth are available.</td>
<td>3.1: Balance growth, space, and budget in near term.</td>
<td>3.1: Implement recommendations of the Triangle Report endorsed by the PBC and compiled through the work of ERMC, SFC, and Budget committees. Schedule changes are being implemented. Other changes are to be presented to PBC later this spring.</td>
<td>PBC/VP’s</td>
</tr>
<tr>
<td></td>
<td>3.2: Maintain safety and security as growth continues.</td>
<td>3.2: Expand police force in line with enrollment growth; expand use of technology to increase security profile; promote workplace safety and emergency management awareness; attain CFA accreditation for the UPD. Staffing goals are being achieved. A new Detective position was filled in December. This provides UPD with an experienced well trained detective. Funding for new police vehicles was approved, additional funds for maintenance issues with the garages is being provided, and a grant process for an emergency warning system received final approval and the system should be installed by March. Improvements continue to be made to the security camera system, with the</td>
<td>VP Admin. Services</td>
</tr>
<tr>
<td>STRATEGY</td>
<td>ACTIONS</td>
<td>BENCHMARKS/GOALS FOR 13-14</td>
<td>Responsible Agent</td>
</tr>
<tr>
<td>----------</td>
<td>---------</td>
<td>--------------------------</td>
<td>------------------</td>
</tr>
<tr>
<td>3.3: Increase financial resources through fundraising.</td>
<td>next upgrade in the software being scheduled for May. The Dispatch Supervisor has assisted with call review and CAD updates to address any issues. A new emergency telephone recorded was installed using 9-1-1 fees, providing easier retrieval of phone and radio traffic for review or public records requests. Several unfunded items will be resubmitted for the 2014-15 budget. The emergency notification plan is updated to include sirens and the design is completed. We are waiting on a structural review for mounting the siren on Griffin Hall and then we can proceed with installation. Targeted completion date April 2014. Implemented Chem-Tracker program. Online safety certification program through Canvas. HR ability to track required certifications for different positions and allows employees to complete the mandatory training online. Accreditation is on target. Policy reviews have been completed; almost all facility improvements required have been completed. Mock assessment should take place in March with on-site in late spring. All Dispatch and sworn, except 2 new officers and 1 veteran officer, are 9-1-1 certified. Two new employees will begin process once they have completed 6-months of service with UPD. 3.3: Increase endowment by 5%. Increase athletics fundraising.</td>
<td>VP Advancement Athletic Director</td>
<td></td>
</tr>
</tbody>
</table>
## GOAL 3: Strategic Growth

<table>
<thead>
<tr>
<th>STRATEGY</th>
<th>ACTIONS</th>
<th>BENCHMARKS/GOALS FOR 13-14</th>
<th>Responsible Agent</th>
</tr>
</thead>
<tbody>
<tr>
<td>4. Expand enrollment in line with available resources.</td>
<td>4.1: Enhance recruitment efforts to meet University goals for increasing FTICs, transfer students, students of color, international students and other underrepresented groups.</td>
<td>4.1: Begin implementation of Banner Document Management (BDMS) system; meet targets for applications and admissions for various student populations; improved processing speed of admissions materials through implementation of EDI and High School Transcript Processing. BDMS has been successfully implemented. Increased marketing and recruitment to include out-of-state college fairs, increased number of HS visits within Florida and raised the number of inquiries received from third party vendors. Purchased names for out-of-state direct mail campaign. FTIC applications are up 40%. Race and Ethnicity numbers are equal to last year and international student applications have increased especially for spring 14 semester. Contract for the Ellucian customization is well underway. Will begin testing on the solution within a couple of weeks.</td>
<td>VP Admin. Services</td>
</tr>
</tbody>
</table>
## GOAL 3: Strategic Growth

<table>
<thead>
<tr>
<th>STRATEGY</th>
<th>ACTIONS</th>
<th>BENCHMARKS/GOALS FOR 13-14</th>
<th>Responsible Agent</th>
</tr>
</thead>
</table>
| 4.2: Expansion of directed efforts to recruit more diverse student body. | 4.2: Targeted visits to high schools and community colleges; use of high school alums; partnership agreements. | Through the office of Community Outreach continue to increase FGCU's visibility within the five county service area in particular for students in underserved and underrepresented populations.  
  - We continue to expand our outreach. Through partnership with the Collier county NAACP we will sponsor a STEM Summer Camp for underrepresented students this summer.  
  - The second annual Attain to Retain conference will attract students from more organizations this year. | VP Admin. Services |
<p>| 5. Increase degree production to meet BOG-defined targets for FGCU and the SUS. | 5.1: Increase degree production at all levels and in key areas designated by the BOG as critical to the state and region through expanded enrollment, improved retention, and additional degree programs. | 5.1: Bachelors—annual total Yes Increase will increase as will each of the following categories: Awarded to historically underrepresented students (African American and Hispanic) Yes increase; Awarded to Pell recipients Yes increase; Awarded in STEM fields Yes Increase; Awarded in specified health profession critical needs areas; Yes Increase Awarded in specified education critical needs area Yes Increase. Masters—annual total slight decline; Awarded in specified STEM fields No Decline; Awarded in specified health profession critical needs areas Yes Increase; Awarded in specified education critical needs areas Yes Increase. Retention (Yes) and Graduation Rates will improve by cohort for FTIC (6yr) (no), AA transfers (4yr) Yes Increase, and other (5yr) transfers over time (Yes Increase). Time to degree and excess credit hours will remain at or below the average for the SUS (Continues above SUS Average). | ERMC Provost/ VP Admin. Services And VP Student Affairs |</p>
<table>
<thead>
<tr>
<th>STRATEGY</th>
<th>ACTIONS</th>
<th>BENCHMARKS/GOALS FOR 13-14</th>
<th>Responsible Agent</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Continue to diversify faculty and staff.</td>
<td>1.1: Continue to enhance the diversity of hiring pools.</td>
<td>1.1: Meet hiring objectives as set forth in the annual Equity Report. Data not prepared yet; later this spring</td>
<td>Provost</td>
</tr>
<tr>
<td>2. Provide opportunities for faculty/staff professional development.</td>
<td>2.1: Offer opportunities to faculty and staff to enhance their professional performance and career development.</td>
<td>2.1: Continue cooperative programming among SAC, Faculty Senate, HR, and IOG. Continue partnership with Edison State College on Leadership Enrichment Program. Open new opportunities through implementation of the new faculty academy course and through restoration of professional development funds to the colleges. Approximately $1.8M was restored to college non-salary budgets. An additional $84K was dedicated to faculty professional development funds, New Faculty Academy course was offered in Fall 2013. Twelve new faculty members were enrolled and completed the course. Preliminary data shows a positive impact on instructors and their students.</td>
<td>VP GC and HR Ombuds, VP Student Affairs Provost Jennifer and Linda</td>
</tr>
<tr>
<td>3. Identify areas in need of improvement and recommend necessary strategies.</td>
<td>3.1: Address concerns expressed in the results of the Campus Climate Survey and follow-up input sessions.</td>
<td>3.1: Continue work of the University-wide Diversity Council to examine campus climate for diversity. Continue cooperative work among faculty, staff, administrative, and student representatives to promote a positive work environment conducive to learning. Continue meetings to foster communication among senior administration, faculty, staff, and students. Continue to promote programs on civility among faculty and staff.</td>
<td>Director Equity and Diversity VP’s</td>
</tr>
<tr>
<td>STRATEGY</td>
<td>ACTIONS</td>
<td>BENCHMARKS/GOALS FOR 13-14</td>
<td>Responsible Agent</td>
</tr>
<tr>
<td>----------</td>
<td>---------</td>
<td>-----------------------------</td>
<td>-------------------</td>
</tr>
<tr>
<td>1. Promote energy conservation and efficiency.</td>
<td>1.1: Implement and promote strategies to reduce energy consumption.</td>
<td>1.1: Continue the replacement of physical servers with virtual servers. Continue to implement the recommendations of the Environmental Sustainability Committee’s (ESC) Strategic Plan; promote recycling, automate buildings, and retrofit to reduce energy consumption.</td>
<td>PBC/VP’s</td>
</tr>
<tr>
<td>2. Sustainability as it applies to the Campus environment in its myriad ways will be pursued.</td>
<td>2.1: Implement campus master plan with embedded considerations of environment and safety; mitigate campus natural areas to sustain habitat.</td>
<td>2.1: Implement where feasible recommendations of the ESC’s land use report. Continue mitigation of natural areas on campus. Create a master plan for the Buckingham site. The University’s Director of Facilities Planning in conjunction with the ESC and the SFC has recently finished their survey of the Buckingham property and are in the process of formulating their recommendations.</td>
<td>ESC/VP Admin. Services</td>
</tr>
<tr>
<td>STRATEGY</td>
<td>ACTIONS</td>
<td>BENCHMARKS/GOALS FOR 13-14</td>
<td>Responsible Agent</td>
</tr>
<tr>
<td>----------</td>
<td>---------</td>
<td>-----------------------------</td>
<td>-------------------</td>
</tr>
<tr>
<td>1. Use FGCU’s public media to fulfill expressed community needs.</td>
<td>1.1: WGCU will maintain its position as one of the most watched public television stations in the U.S. and its radio station within the top ten in its market.</td>
<td>1.1: Retain high ratings; continue rebranding of HD radio; use all media platforms to address community concerns: Produce a minimum of four three Your Voice initiatives. Produce a minimum of two television documentaries focused on SW Florida. Produce a minimum of 50 Gulf Coast Live one-hour radio programs. Produce an average of 48 minutes per weekday of local radio newscasts.</td>
<td>Provost Rick</td>
</tr>
<tr>
<td>1.2: WGCU will produce and broadcast</td>
<td></td>
<td>- WGCU-TV continues to be one of highest-rated public television stations. During the first 26 weeks of the FY WGCU was ranked in the top 3 stations 20 weeks out of 26. WGCU-FM ranked 8th in the market in listeners 25+ target demographic.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>- <em>Your Voice</em> has been replaced by the <em>MAKERS</em> initiative. Four 30-minute television programs will profile this year’s honorees as will 21 interstitial segments that will air numerous times throughout the TV and radio schedules.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>- <em>Pink Gold Rush</em> a 1-hour documentary focusing on the Gulf shrimp industry will air in April. Preproduction work on <em>Dunk City II</em> is underway.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>- <em>Gulf Coast Live</em> continues to be produced and broadcast weekly.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Newscast production remains stable at 4 hours weekly. Local essays and cultural features have increased local programming presence.</td>
<td></td>
</tr>
<tr>
<td>STRATEGY</td>
<td>ACTIONS</td>
<td>BENCHMARKS/GOALS FOR 13-14</td>
<td>Responsible Agent</td>
</tr>
<tr>
<td>----------</td>
<td>---------</td>
<td>-----------------------------</td>
<td>--------------------</td>
</tr>
</tbody>
</table>
| FGCU Perspectives monthly and increase visibility of FGCU in association with the station and the community. | 1.2: Produce “Perspectives” broadcasts; publish faculty articles; work with the Foundation.  
- FGCU Community Relations and Marketing has put production of Perspectives on hiatus for the current FY.  
- FGCU Faculty has authored 2 articles for Expressions magazine.  
- WGCU development staff attend Foundation staff meeting and coordinate activities with Foundation colleagues. | 1.3: Report on FGCU Internet usage and visitor trends. Upgrade RedDot to OpenText. Complete pilot of WordPress for faculty professional web pages and then roll-out for general faculty use. Integrate Pinnacle with FGCU social media and track Pinnacle’s online presence.  
- Although the page views, as measured by Google Analytics, for the entire website decreased by 8% overall compared to last year, usage of many specific web pages saw an increase.  
- Upgrade RedDot to OpenText – Completed in early March. Upgrade took one week to | Provost/Rick Provost/VP Advancement |
GOAL 6: Community Engagement

<table>
<thead>
<tr>
<th>STRATEGY</th>
<th>ACTIONS</th>
<th>BENCHMARKS/GOALS FOR 13-14</th>
<th>Responsible Agent</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>complete and the system resides on a new virtual server. During the first week of use there were a few issues that did not come up during testing. These were quickly resolved by the Web staff and/or Server Administrator. The transition from RedDot to OpenText required minimal training for FGCU’s Web editors. The Web staff developed self-paced video tutorials and a handout explaining the differences between the two systems. One-on-one consultations are being made available if necessary. We have had only 1 request for a training consultation.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Complete pilot of WordPress for faculty professional web pages and then roll-out for general faculty use – The pilot ran through the Fall 2013 semester and the system, located at <a href="http://scholar.fgcu.edu/">http://scholar.fgcu.edu/</a>, was opened to all faculty on January 3, 2014. Given that faculty interest in this form of technology is highest in the Summer and between semesters, we will concentrate promotion efforts near the end of each semester.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Integrate Pinnacle with FGCU social media and track Pinnacle’s online presence –</td>
<td></td>
</tr>
</tbody>
</table>
## GOAL 6: Community Engagement

<table>
<thead>
<tr>
<th>STRATEGY</th>
<th>ACTIONS</th>
<th>BENCHMARKS/GOALS FOR 13-14</th>
<th>Responsible Agent</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Advancement tracks traffic to the Pinnacle website monthly. We also integrate Pinnacle with our Facebook and Twitter social media platforms—primarily but posting to both upcoming stories in the magazine in order to drive viewers to the magazine’s website.</td>
<td>Provost Athletic Director Jessica</td>
</tr>
<tr>
<td>2. Curricular initiatives will promote community awareness among students.</td>
<td>2.1: Efforts to improve student civic engagement through community awareness and involvement will be made.</td>
<td>2.1: Increase number of partnerships with non-profit, not-for-profits, and government agencies on the service-learning database by 10%. Increase number of service-learning hours earned by students by 10%. Increase number of faculty integrating service-learning into coursework by 10%. Over 3,000 service hours to be contributed by the Athletics Department student athletes and staff; and at least 10,000 hours of service learning focusing on environmental sustainability contributed by Colloquium students. Increase number of partnerships with non-profit, not-for-profits, and government agencies on the service-learning database by 10%. We are up 15%. Increase number of service-learning hours earned by students by 10%. Waiting for report to be run. <em><strong>With our Service Ambassador Program fully implemented, a 20% increase in faculty implementing service-learning experiences into their coursework, and the Excellence in Civic Engagement Award, which recognizes graduating students</strong></em>.</td>
<td>Provost Athletic Director Jessica</td>
</tr>
</tbody>
</table>
### GOAL 6: Community Engagement

<table>
<thead>
<tr>
<th>STRATEGY</th>
<th>ACTIONS</th>
<th>BENCHMARKS/GOALS FOR 13-14</th>
<th>Responsible Agent</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>seniors who have excelled in service earning 400 hours or more, we can expect to once again see substantial growth in this area. (Last Academic Year, we increased student service-learning hours by 15% with over 189,000 hours served in AY 2012-2013.) Increase number of faculty integrating service-learning into coursework by 10%. We are up 20%</td>
<td></td>
</tr>
</tbody>
</table>

|          |         | |

27
## GOAL 6: Community Engagement

<table>
<thead>
<tr>
<th>STRATEGY</th>
<th>ACTIONS</th>
<th>BENCHMARKS/GOALS FOR 13-14</th>
<th>Responsible Agent</th>
</tr>
</thead>
<tbody>
<tr>
<td>3. Engage the community in efforts to raise funds in support of University programs and services that fulfill FGCU’s mission and benefit the community.</td>
<td>3.1: Identify donors and community partners to support academic programs; secure funding for priority facilities; significantly expand student scholarship program; meet Foundation fundraising goal; support Athletics; document new revocable and irrevocable deferred gifts; increase alumni base; enhance community outreach; maximize use of media; continue support for minority programs intended to have middle and high school students move on to college. Increase number of vendors of FGCU merchandise in retail space and online.</td>
<td>3.1: Increased gifts solicited; gifts funded; dollars raised; students served and an increase in merchandised sales revenues all over previous year. Worked with local vendors as well as online vendors to add new FGCU merchandise into the marketplace. In comparison to last year (through 3 quarters) the sale of FGCU licensed merchandise has increased 223%.</td>
<td>VP Advancement/VP Admin. Services</td>
</tr>
<tr>
<td>STRATEGY</td>
<td>ACTIONS</td>
<td>BENCHMARKS/GOALS FOR 13-14</td>
<td>Responsible Agent</td>
</tr>
<tr>
<td>----------</td>
<td>---------</td>
<td>---------------------------</td>
<td>-------------------</td>
</tr>
<tr>
<td>4. Foster business/community partnerships to stimulate economic development and promote professional growth.</td>
<td>4.1: Create partnerships and programs that are regionally responsive to the economic development needs of SW Florida and that are strengthened through state, national, and global outreach through programs of the Center for Leadership Innovation and its constituent units (e.g., like the Small Business Development Center, Regional Economic Research Institute, and Institute for Entrepreneurship); Exploration of private/public partnerships (e.g., with Hertz, and environmental sustainability enterprises); identify dedicated space for the Campus Conference Program;</td>
<td>4.1: As appropriate, participant statistics, reports, presentations, partnership agreements, and programming plans. Campus Conference Program 1. Continued conversation with Office of the Registrar, SFC and Vice President for Admin Services regarding the need for posting of the academic calendar 2-3 years in advance. Committee members say they are working on having more semesters on the calendar. No timeline has been provided. 2. Proposed dedicated space to be used for Campus Conference Programs through summer 2015 in October to Vice President for Admin Services and Office of the Registrar September 2013. February is the date when space will be released. 3. Established 2-year marketing and operations calendar used by stakeholder departments in September 2013. 4. Research and pursue community partners for space and services. In progress. To date working with Girl Scouts, Native Plant Society, and Church of Latter Day Saints. 5. Research and pursue campus</td>
<td>Provost/ VP Admin. Services</td>
</tr>
</tbody>
</table>
## GOAL 6: Community Engagement

<table>
<thead>
<tr>
<th>STRATEGY</th>
<th>ACTIONS</th>
<th>BENCHMARKS/GOALS FOR 13-14</th>
<th>Responsible Agent</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>departments who can identify or launch programs to promote diversity, economic development or professional growth. In progress. To date are working with College of Health Professions, Community Outreach, Sugden Resort and Hospitality Management, Bower School of Music, Lutgert College of Business and Biology Department.</td>
<td></td>
</tr>
<tr>
<td>STRATEGY</td>
<td>ACTIONS</td>
<td>BENCHMARKS/GOALS 13-14</td>
<td>Responsible Agent</td>
</tr>
<tr>
<td>-------------------</td>
<td>-------------------------------------------------------------------------</td>
<td>-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
<td>-------------------</td>
</tr>
</tbody>
</table>
| 1. Support scholarship and research. | 1.1: Leverage University faculty, staff, students and facilities to enhance regional economic diversification.  
1.2: Continue to provide support for grant-seeking to increase scholarly productivity; continue funding for faculty travel to present at professional conferences. | 1.1: Pursue private public partnerships (e.g., with Hertz, and environmental sustainability enterprises-IHUB) to promote alignment of FGCU academic programs and research with the external community.  
1.2: ORGS funding will support the following initiatives;  
-- ORGS continues the Multi-disciplinary Research Initiative (MDRI) for the second year. This Initiative provides $15,000 seed money for faculty researchers to produce preliminary data, conduct preliminary study, conduct feasibility study, and/or for proof of concept. It is required that, to be eligible, the grant application must be jointly submitted by two FGCU faculty preferably from different colleges or divisions.  
-- ORGS continues the Undergraduate Student Research Support Award (USRSA). This award encourages faculty to recruit undergraduate students into one's research project, which provides $1,000 supplement to one's original research project.  
-- ORGS identifies external research funding opportunities and inform faculty researcher(s) in related fields of the opportunity. | Provost TC        |
<table>
<thead>
<tr>
<th>STRATEGY</th>
<th>ACTIONS</th>
<th>BENCHMARKS GOALS 13-14</th>
<th>Responsible Agent</th>
</tr>
</thead>
</table>
| 1.3: Promote research both inside and outside FGCU including interdisciplinary research and enhance awareness of intellectual property and commercialization opportunities. | -- ORGS continues providing travel supports for faculty, graduate students and undergraduate students in a case-by-case evaluation and approval for faculty and students to attend professional conferences.  

1.3: Continued participation in Research Day. Creation of interdisciplinary research teams; number of IP related developments reviewed and recommended; number of proposals submitted and funded.  

-- ORGS continues hosting and coordinating FGCU Research Day. The 2014 Research Day will be held on Friday, April 18th. To date, there are a total of 244 presentations (oral and poster) for Research Day 2014.  

Creation of interdisciplinary research teams  

(see MDRI above)  

number of IP related developments reviewed and recommended  

-- Two (2) patents were awarded.  

-- Two (2) patent applications were recommended but finally decided to withdraw applications (i.e. abandoned the applications) mainly because of issues related to ownership. | Provost TC |
GOAL 7: Discovery and Application of Knowledge

<table>
<thead>
<tr>
<th>STRATEGY</th>
<th>ACTIONS</th>
<th>BENCHMARKS/GOALS 13-14</th>
<th>Responsible Agent</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>of undergraduate students. A new policy was developed by FGCU's Office of General Counsel and in the process for final approval.&lt;br&gt;&lt;br&gt; -- The very first Commercialization Agreement has been signed with the Atlanta-based company, Ennaid.&lt;br&gt;&lt;br&gt; -- ORGS has initiated the collaborative research discussion with Naples Community Hospitals (NCH) on a joint research agreement, joint IP/patent issues, signature authority, etc. An MOU is under review by FGCU's Office of General Counsel, and the development of a &quot;Collaborative Research Agreement&quot; is in process.</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Submissions 50&lt;br&gt;Funded 44&lt;br&gt;&lt;br&gt;FY 13-Actual&lt;br&gt;Submissions 93&lt;br&gt;Funded 52</td>
<td>FY 14 as of March 24 2014&lt;br&gt;Submissions 50&lt;br&gt;Funded 44</td>
<td></td>
</tr>
</tbody>
</table>