Office of Graduate Studies

Strategic Plan

GradVision 20/20: Aiming High

January 27th, 2014
Grad Studies Vision

The Office of Graduate Studies will strive to provide effective stewardship and support services so that Missouri University of Science and Technology is recognized as a world leader in graduate education with a top return on student investment.

Grad Studies Mission

The mission of the Office of Graduate Studies is to administer student-centric services from inquiry through graduation and provide campus leadership for excellence in graduate education.

Our mission is four-fold in support of our students, faculty, and staff:

1. **Recruit and retain high quality graduate students** in collaboration with the other campus units by providing excellent graduate education opportunities and advocating student issues to improve the quality of student life.
2. Provide a relevant **student learning environment to foster innovation, creativity, and scholarship** so that students can aim high to reach their true potential.
3. Provide **student-centric services** to ensure students **graduate in a timely fashion**.
4. Provide **campus leadership** to promote excellence in graduate education by **actively engaging student leaders, graduate faculty, and staff**.

Grad Studies Strategy Statement

The Office of Graduate Studies will provide a top return on investment to students through extraordinary access to **high quality research and educational opportunities, faculty mentorship, professional development, and competitive student financial support**.
Values

• Student Development and Success
• Creativity
• Integrity
• Respect
• Partnerships
• Diversity
• Community Engagement

Governance and Leadership

Leadership: The governance and leadership for the Office of Graduate Studies is provided by the Vice Provost of Graduate Studies as supported by the Administrative Assistant.

Strategic Plan Administration:

• The proposed plan is to hold an office-level semi-annual retreat to review performance measures as outlined in the strategic plan, document results of the discussion, and consider areas of improvement.
• Develop a tactical plan for the academic year that is based on the retreat discussion.
• Update the office strategic plan on a yearly basis, as needed.

Four Themes

1. Develop and inspire creative thinkers and leaders for life-long success.
2. Enhance reputation and raise visibility.
3. Achieve sustainable growth to ensure best return on investment.
4. Increase and facilitate meaningful access to and interaction with renowned faculty, staff, and services.
Theme 1 Lever/Actions

1. Develop and inspire creative thinkers and leaders for life-long success.

**Lever 1.1** Graduate student engagement to foster innovation, creativity, and leadership skills [Campus levers 1.2, and 1.4]

**Action 1.1.1** Explore collaborative uses of library space for housing the Graduate Resource Center (GRC) space to advance Learning Commons [Campus action 1.2.2]

Metric: Collaborative implementation with the library by August 2015.

**Action 1.1.2** Organize five professional faculty/student/staff events per year by engaging other units on the campus. Add one new event each year. [Campus action 1.2.3, 1.2.5]

**Action 1.1.3** Percentage of on-campus graduate students who participate in one or more professional development activities (Target: 10% of the on campus graduate students by August 2015 with a 5% annual increase until August 2020. August 2020 Target: 35% of the on-campus graduate students.)
Theme 2 Lever/Actions

2. Enhance reputation and raise visibility.

Lever 2.1 Leverage S&T as Missouri’s technological research university [Campus lever 2.2]

Action 2.1.1 Increase S&T’s Ph.D. enrollment by 200-400 by 2020 [Campus action 2.2.2]; Yearly Ph.D. enrollment targets listed as listed in Appendix A. Appendix B presents the 2020 S&T’s desirable graduate student profile.

Action 2.1.2 Engage with other institutions to recruit graduate students and develop faculty and student exchange/joint research/academic programs [Campus action 2.2.6]

Metric: Number of graduate studies related MOUs with other institutions (Target: Jan 2013-Jan 2016: Average of 2 MOUs per year; Feb 2016-Jun 2020: Average of 3 MOUs per year.)

Action 2.1.3 Support and communicate the quality of graduate education at S&T to both internal and external stakeholders.

<table>
<thead>
<tr>
<th>Metric</th>
<th>Baseline</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Holding leadership/office positions at the Mid-West Associate of Graduate Schools/Council of Graduate Schools</td>
<td>1</td>
<td>At least 1 each year.</td>
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<tr>
<td>Timely submission of data to USN&amp;WR for graduate ranking reports</td>
<td>Submit in August each year</td>
<td>Timely submission by August each year</td>
</tr>
<tr>
<td>Submission rate of Survey of Earned Doctorates</td>
<td>90% submission rate</td>
<td>Maintain at least 90% submission rate</td>
</tr>
<tr>
<td>Student satisfaction of the services provided by Office of Graduate Studies</td>
<td>Does not exist.</td>
<td>Conduct annual student survey and maintain a high approval rating.</td>
</tr>
<tr>
<td>Host and organize New Graduate Student Orientation programs</td>
<td>2 per year</td>
<td>2 per year</td>
</tr>
<tr>
<td>Coordinate S&amp;T activities for “Graduate Education Month” along with other graduate schools in MO</td>
<td>Host and organize the activities in March-April each year</td>
<td>Host and organize the activities in March-April each year</td>
</tr>
<tr>
<td>Annual publication of the Chancellor’s Fellows Research Yearbook</td>
<td>None currently exists</td>
<td>Publish annually</td>
</tr>
</tbody>
</table>
**Lever 2.2**  Intercampus (with other UM campuses) collaboration

**Action 2.2.1**  One inter-campus collaborative academic/professional development project with other UM campuses per year.

**Lever 2.3**  Develop a culture of excellence

**Action 2.3.1**  Identify and take actions to improve the metrics that contribute to increasing the national ranking of five graduate programs [Campus action 2.3.2 and 3.1.2]

Metrics: July 2014-June 2015: Select five graduate programs, and discuss metrics used by external agencies to rank graduate programs with individual departments; July 2015-December 2015: Focus on improving the ranking metrics used by external agencies for improvement of individual graduate programs; January 2016-June 2020: Annual report that documents observed improvement in measures equivalent to schools in the next tier.

**Action 2.3.2**  Establish no less than four campus level graduate student awards to recognize graduate student scholarship, mentorship, service/leadership by 2015. [Campus action 2.3.11]

**Action 2.3.3**  Support programs to instill culture of excellence in research-based graduate students [Campus action 2.3.11]

<table>
<thead>
<tr>
<th>Metric</th>
<th>Baseline</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hold panel discussions (students &amp; faculty) on grad. life and career plan topics</td>
<td>2 annually</td>
<td>At least 2 annually</td>
</tr>
<tr>
<td>Hold the annual Chancellor’s Fellows Poster &amp; Award Banquet events</td>
<td>Once per semester</td>
<td>Once per semester</td>
</tr>
<tr>
<td>Thesis/dissertation formatting workshop/webinar</td>
<td>1 per semester</td>
<td>1 per semester</td>
</tr>
<tr>
<td>Conduct graduate editing/tutoring services</td>
<td>90% or higher rate of combined “Great/Excellent” student approval.</td>
<td>Maintain a 90% or higher rate of combined “Great/Excellent” student approval.</td>
</tr>
</tbody>
</table>
**Action 2.3.4** Maintain efficient student/faculty/staff services offered by the Office of Graduate Studies.

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<tr>
<th>Metric</th>
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<tr>
<td>Annual update of the grad catalog, policies, admission requirements, forms, resource manuals, ETD update, grad calendars, etc</td>
<td>Updated in a timely manner as per changes needed</td>
<td>Updated in a timely manner as per changes needed</td>
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<tr>
<td>Hold campus level grad staff storm sessions</td>
<td>4 per year</td>
<td>4 per year</td>
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<tr>
<td>Hold webinars for prospective/admitted students</td>
<td>6 per year</td>
<td>At least 6 per year</td>
</tr>
<tr>
<td>Timely completion of student degree progress checks and issuance of academic alerts, efficient student advising, processing of admission files and pending files, timely communication with various stakeholders, etc.</td>
<td>Timely completion of tasks as per the S&amp;T academic calendar.</td>
<td>Timely completion of tasks as per the S&amp;T academic calendar.</td>
</tr>
<tr>
<td>Annual satisfaction feedback and surveys from student/graduate faculty/staff</td>
<td>Currently does not exist.</td>
<td>Maintain a high approval rating each year.</td>
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</tbody>
</table>

**Action 2.3.5** Undertake a benchmarking study to document the roles and responsibilities of graduate coordinators and graduate staff in the academic departments, annual compensation, and turnover of the graduate coordinators, support services and training workshops/manuals needed to help them, etc.

Theme 3 Lever/Actions

**Lever 3.1** Evaluate current academic programs and create, modify, eliminate or combine in order to ensure a relevant portfolio that supports S&T’s Carnegie classification as a national research university [Campus Lever 3.1]

**Action 3.1.1** Actions to improve the metrics contributing to increasing national ranking of graduate programs [Campus action 2.3.2 and 3.1.2]

- Metrics: July 2014-June 2015: Select 5 graduate programs and measures used in grad ranking; July 2015-December 2015: Identify ranking metrics used by external agencies for improvement of individual graduate programs; January 2016-June 2020: Annual report that documents observed improvement in measures equivalent to schools in the next tier.

**Action 3.1.2** Process new/revised graduate academic programs (3-5 per year)

**Action 3.1.3** Review existing graduate programs in terms of program size, diversity, student placement, and graduate learning outcomes.

- Metric: Annual review of graduate programs for continuous improvement and identification of “best practices.”

**Lever 3.2** Improve facilities to enhance research and student learning, and expand experiential training [Campus Lever 3.3]

**Action 3.2.1** Create a naming opportunity to name the S&T Graduate School.


**Action 3.2.2** Create a naming opportunity for the Graduate Resource Center using the Learning Commons concept. [Campus action 3.3.7 and 1.2.1]

Theme 4 Lever/Actions

**Lever 4.1** Engage in transformative doctoral student recruiting/retention and placement [Campus Lever 4.5]

(Actions 4.1.1 thru 4.1.22 map to Actions 4.5.1 thru 4.5.22 of the S&T Campus Plan)

**Action 4.1.1** Develop a plan to provide fully covered tuition for doctoral students on appointments and explore implementation


**Action 4.1.2** Provide healthcare/childcare benefits for students on appointments

Metrics: July 2016- June 2017: Develop a plan and implementation recommendations; July 2017-June 2018: Implementation of the plan subject to availability of funds.

**Action 4.1.3** Develop MOUs and articulation agreements with reputed national and international schools to recruit high quality doctoral students [Campus action 2.2.6]

Metric: Number of graduate studies related MOUs with other institutions (Target: Jan 2013-Jan 2016: Average of 2 MOUs per year; Feb 2016-Jun 2020: Average of 3 MOUs per year.)

**Action 4.1.4** Develop a marketing plan to promote comprehensive S&T graduate leadership and excellence


**Action 4.1.5** Select top OURE undergraduate students to enroll in graduate school by using senior year tuition coverage as incentive

Metric: July 2018- June 2019: Develop a plan and implementation recommendations; July 2019-June 2020: Implementation subject to available funds.
Action 4.1.6  Study GRA “bridge funding” between faculty grant funding and graduation

Metric: July 2015- June 2016 Develop a plan and implementation recommendations; July 2016-June 2017: Implementation of the recommendations subject to available funds.

Action 4.1.7  Conduct a feasibility study and develop a plan for a Graduate Resource/Success Center to help students in the timely completion of their degrees and for leadership/professional development

Metrics: July 2014-June 2015: Study completed; July 2015- June 2016: Implement plan subject to availability of resources and space.

Action 4.1.8  Develop a year-long Graduate Research Scholars Program for all newly admitted doctoral students (much like the new faculty program)


Action 4.1.9  Develop and implement a plan for a comprehensive graduate division of Career Opportunities and Employment Relations (COER)


Action 4.1.10  Provide mentorship and networking opportunities for students by connecting them to experts in academia/industry/research labs; provide resources to present their research work at national/international conferences

**Action 4.1.11** Provide funds to encourage prospective domestic doctoral students to visit campus for one day and/or for a few weeks to work closely with a professor (REU model)

Metrics: Jul 2014- Jun 2020: Number of prospective students visiting campus (at least 25-50 per year); Number of prospective students that visit S&T campus who eventually enroll at S&T (at least 5-10). Action item can be implemented subject to new funds being made available.

**Action 4.1.12** Investigate creating a $10 million endowment for recruiting high quality doctoral students


**Action 4.1.13** Enhance implementation efforts to recruit high quality international doctoral students

Metrics: Jul 2014- Jun 2020: Number of high quality international doctoral students (offered GRA/GA/GTA appointment at the admission stage) increased by 5% each year using FS 2013 as the baseline. Implementation based on availability of funds.

**Action 4.1.14** Implement customized mechanisms to recruit and retain underrepresented, minority, and female doctoral students at S&T

Metrics: Jul 2014- Jun 2015: Develop plan to proactively increase the percentage of underrepresented, minority, and female students as per the 2020 graduate profile presented in Appendix B. Jul 2016- Jun 2020: Implementation will proceed subject to availability of funds.

**Action 4.1.15** Examine graduate programs and reduce time to degree (for PhD programs) where appropriate

Metrics: Jul 2015-Jun 2020: Maintain the time to degree for PhD programs below the national average.

**Action 4.1.16** Perform study on providing dissertation writing fellowships to doctoral students who have completed their comprehensive exams

Action 4.1.17 Promote workshops/seminars/social events to encourage more camaraderie and exchange of research ideas among doctoral students from various disciplines.

Metrics: July 2014- June 2020: Percentage of on-campus students in attendance (Jul 2014-Jun 2015: 10%; followed by 5% increase each following year until Jun 2020; Jun 2020 target: 35%).

Action 4.1.18 Provide mechanisms for faculty/student exchange with target “feeder” schools

Metrics: Jul 2017- Jun 2018: Undertake study to increase research productivity and number of student exchanges; Jul 2018-Jun 2020: Implementation based on funds available.

Action 4.1.19 Focus on attracting professional students to consider doctoral studies and S&T


Action 4.1.20 Provide internship/Preparing Future Faculty (PFF) program opportunities for doctoral students at places of potential future employment

Metrics: Jul 2014- Jun 2015: Report the number of employers participating and the number of students participating (and use it as a baseline); Jul 2015- Jun 2020: 5% increase in the baseline on a yearly basis until Jun 2020.

Action 4.1.21 Enhance the GTA training workshop to include training the GTA/GRAs to help future academicians fast track their career with knowledge of pedagogy and research

**Action 4.1.22** Implement comprehensive graduate student/program data collection mechanisms, tracking mechanisms (student inquiry through placement), graduate learning outcome rubrics, etc. to benchmark time-to-degree, doctoral retention, program improvement, timely response to student application/graduation status, and improve graduate student services.

Metrics: Jul 2014- Dec 2015: Create a comprehensive S&T graduate dashboard; Publish the graduate dashboard analysis and report annually each October (Oct 2016 onwards).
Comparator Institutions

Our comparator institutions include the following:

- Colorado School of Mines
- Iowa State University
- Michigan Technological University
- University of Alabama in Huntsville
- New Jersey Institute of Technology

We will continue to benchmark campus-level graduate studies and office operations using the above mentioned comparator schools and other UM system campuses. Metrics such as the ratio of the doctoral student enrollment per tenured/tenure-track faculty, time-to-degree, graduate stipend rate, etc. will be tracked and continuous improvements will be made.
APPENDIX A

ON-CAMPUS GRADUATE STUDENT ENROLLMENT PROJECTIONS
### On Campus Graduate Student Enrollment Projections

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<td>752</td>
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<td>630</td>
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</table>

*All data refers to Fall semester*
APPENDIX B

2020 GRADUATE STUDENT PROFILE
(FS 2014-2020)
PREFERRED S&T GRADUATE STUDENT PROFILE (for 2020)

Note: FS13 enrollment in red.

2,150-2,550 GRADUATE STUDENTS WITH THE FOLLOWING PROFILE:

STUDENT DISTRIBUTION:
Total Graduate students 2,150-2,550 (FS 13 Total Graduate students:1,984)
(a) PhD students 700-900 PhD (FS 13 PhD: 555)
(b) MS Students+Grad certs 1,450-1,650 (FS 13 MS+Certs: 1,429)
   - Grad Certificates + Non thesis MS Students 1,150-1,300
   - Thesis Masters 300-350 (FS 12: MS (T) = 264)

LOCATION: 45% (650-750) MS on-campus (45.0%); 55% (800-900) MS off-campus (55.0%)
90% (630-810) PhD on-campus (94.1%); 10% (70-90) PhD off-campus (5.9%)

STUDENT FUNDING PROFILE (see next page for FS13 funding):
All off-campus graduate students: Sponsored
On-campus graduate students:
   PhD: Students on at least 0.45 FTE graduate appointments or are sponsored
   MS (Thesis): Students on at least 0.25 FTE appointments or are sponsored
   MS (Non-thesis)/MBA: Students on self-support or are sponsored

UNDERGRADUATE PROGRAM PIPELINE:
25% Missouri S&T graduates (FS 12: 21.28%)
25% selected MO and U.S. universities
50% international universities (Non-Res FS13 = 45.1%)

GENDER: 25% female (20.5%) 75% male (79.5%)

ETHNICITY: 11% underrepresented minority (African-American, Hispanic/Latino, American Indian or Alaska Native) (5.7%)

MAJORS: 74% engineering (75.8%)
16% math, sciences (17.5%)
9% business, information science and technology, psychology (5.5%)
1% humanities, liberal arts (technical communications) (0.5%)

GRE SCORES: GRE reports scores on three dimensions: V, Q, and AW. The US News & WR uses “Quant” GRE score only for ranking purposes.
Desirable mean Quantitative GRE 160(on-campus graduate students)
Fall 2013: Mean Quantitative GRE 159
## GRADUATE ASSISTANTS AND POST DOCTORAL FELLOWS

*Fall Headcount and FTE*

<table>
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</tbody>
</table>

*FTE is based on 40 hrs work week.

*Starting from 2009, the FTE numbers are based on the department which is the student tenure home.*