



FLORIDA INTERNATIONAL UNIVERSITY BOARD OF TRUSTEES ONLINE MEETING

Monday, October 8, 2018

8:30 am Eastern Time

Via GoToMeeting

<https://global.gotomeeting.com/join/949574925>

AGENDA

- | | |
|---------------------------------------|--|
| 1. Call to Order and Chair's Remarks | Chair Claudia Puig |
| 2. Discussion Item | |
| BT1. FIU Strategic Plan 2025 | Mark B. Rosenberg
Kenneth G. Furton |
| 3. New Business <i>(If any)</i> | Claudia Puig |
| 4. Concluding Remarks and Adjournment | Claudia Puig |

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FIU STRATEGIC PLAN 2025

October 8, 2018

CHAIR CLAUDIA PUIG

MARK B. ROSENBERG

TO SURVIVE AND THRIVE IN THIS CENTURY, NEED THREE LITERACIES

(beyond reading, writing and math)

- **Data Literacy** (constant stream of big data)
- **Technological Literacy** (grounding in coding and engineering)
- **Human Literacy** (sense-making, communication, design)

NEW COGNITIVE CAPACITIES NEEDED AS WELL

***(NEW MINDSETS AND WAYS OF THINKING
ABOUT THE WORLD)***

- **Systems thinking** (seeing and making connections holistically)
- **Entrepreneurship** (applying the creative mindset to economic/social sphere)
- **Cultural agility** (seeing through different cultural lenses, global learning)

**We need a disruptive plan
that is agile enough to
respond to the ongoing
changes in higher education**

FIU STRATEGIC PLAN 2025 HIGHLIGHTS

- Build on success factors from **BeyondPossible**
- Pivot around learner success
- Insist on improvement in every sector
- Master high-tech
- Improve high-touch

The background of the slide is a grayscale photograph of a university campus. In the foreground, there are several palm trees. In the mid-ground, there are more trees and a paved area. In the background, there are several multi-story buildings, one of which has 'FIU' visible on its facade. The sky is cloudy. A solid orange vertical bar is on the left side of the slide.

**We are embarking
on a journey to
develop a
strategic work
plan**

STRATEGIC PLANNING TEAM

Pablo Ortiz, Advisor

Jennifer L. Restrepo, Lead Facilitator

Valeria Espina, Associate Facilitator

Reza Sheykhi, Assistant Facilitator

KENNETH G. FURTON

FIU STRATEGIC PLAN 2025 PROPOSED PILLARS

- **Student Success: Ensuring 4 yr graduation and Workforce Readiness**

Accelerate academic and career success tactics and add digital badges and micro-masters for career readiness and include adaptive and competency-based lifelong learning courses

- **Preeminence: Enhancing Reputation and Rankings**

FIU will be recognized as a Top 50 Public University by 10 different rankings. Market FIU preeminent programs. Achieve BOG Preeminent Research Univ, Top tier BOG PBF in excellence points

- **Highest Research: Accelerate Research, Innovation and Tech Transfer**

Increased research, innovation and entrepreneurship with social impact and expanded industry partnerships and funding and increased technology transfer

- **Financial Base: Expand Funds for Student Success and Research**

Optimize efficiencies, complete Campaign and targeted enrollment increases leveraging personalized success pathways, international student growth and innovative modes of delivery

FIU *Strategic Plan* 2025 Implementation Workgroups

Student Success

Ensuring timely graduation and workforce readiness

Recruit and strategically enroll students into success pathways

Chair: Kevin Coughlin

Co-Chair: Karen Fuller

Improve course pedagogy and reward faculty improving student learning

Chair: Joerg Reinhold

Co-Chair: Isis Artze-Vega

Enhance student experience and certification of workforce competencies

Chair: Elizabeth Bejar

Co-Chair: Mark Weiss

Coordinate and accelerate academic and career success

Chair: Valerie Johnsen

Co-Chair: Uma Swamy

FIU *Strategic Plan* 2025 Implementation Workgroups

Preeminence

Enhancing reputation and rising national and global rankings

Leverage preeminent program identification and assistance

Chair: Malek Adjouadi Co-Chair: Rebecca Friedman

Prioritize factors that maximize targeted university rankings

Chair: Mike Heithaus Co-Chair: Hiselgis Perez

Enhance university reputation to improve metrics and rankings

Chair: Eddie Merille Co-Chair: Anthony Miyazaki

FIU *Strategic Plan* 2025 Implementation Workgroups

Highest Research

Increasing socially impactful research, innovation and tech transfer

Engage undergraduate students in research and creative activities

Chair: JC Espinosa

Co-Chair: Sabrina Leelo Rosell

Improve in Carnegie Highest Research/achieve SUS Research Preeminence

Chair: Andres Gil

Co-Chair: William Pelham

Expand innovation + entrepreneurship for social & economic impact

Chair: Emily Gresham

Co-Chair: Yesim Darici

FIU *Strategic Plan* 2025 Implementation Workgroups

Financial Base

Expanding available funds from private, auxiliary and state sources

Manage and administer funds in support of performance goals

Chair: Michelle Palacio Co-Chair: Ken Furton

Drive organizational efficiencies and increased revenues

Chair: Ken Jessell Co-Chair: Barbara Manzano

Grow learners at US locations + Global Centers/Int'l High Schools

Chair: Pablo Ortiz Co-Chair: Meredith Newman

FIU *Strategic Plan* 2025 Goals

	METRIC	2014 Actuals	2018 Actuals	2020 Goal	% Progress towards Goal	2025 Plan
1	FTIC 2-yr Retention Rate (GPA > 2.0) (2016-17)	79%	87%	90%	73%	92
2	FTIC 6-yr Graduation Rate (2011-17)	53%	55%	70%	12%	72
	FTIC 4-yr Graduation Rate (2013-17)	25%	33%	50%	32%	61
3	AA Transfer 4-Yr Graduation Rate (2013-17)	64%	66%	70%	33%	72
4	Percent of Bachelor's Degrees Without Excess Hours	68%	72%	80%	30%	85
5	Percent Bachelor's Graduates Employed (\$25,000) or Enrolled	68%	68%	73%	0%	80
6	Bachelor's Degrees in Strategic Emphasis (2016-17)	46%	49%	50%	75%	55
7	Graduate Degrees in Strategic Emphasis (2016-17)	52%	60%	60%	100%	65
8	Average Cost to Student/Net Tuition (2016-17)	\$17,760	\$16,210	\$14,000	41%	12,000
9	Median Wages of Bachelor's Employed FT (2015-16 Grads)	\$36,000	\$39,300	\$40,700	70%	42,000
10	Bachelor's Degrees Awarded to Minorities (2016-17)	6,219	7,347	7,200	115%	8,000
11	Total Headcount (Fall 2017)	54,000	56,973	65,000	27%	75,000
	Competency-based delivery		0			5%
	Face-to-Face delivery	75%	59%	30%	21%	10%
	Hybrid (50% Face-to-Face delivery)	2%	10%	30%	28%	35%
	Online delivery	23%	31%	40%	47%	50%
12	Research Doctoral / Total Doctoral Degrees Per Year	159/327	199/373	200/400	99%	300/600

FIU *Strategic Plan* 2025 Goals

	METRIC	2014 Actuals	2018 Actuals	2020 Goal	% Progress towards Goal	2025 Plan
13	# of dual enrollment students in international high schools		0			10,000
	# of students in degree programs at world centers		1,000			5,000
14	# of current FIU students enrolled in badging/micromasters courses		0			1,000
	# of nontraditional students enrolled in targeted badging courses		0			1,000
15	# of apprenticeship pathway students (Maintain 10,000 internships/yr)		0			1,000
16	Percentage of International Students	7	7			14
17	FIU Tech Startup (AUTM) (FY 2015-16)	2	1	5	-33%	10
	Startups assisted (2016)	8	18	20	83%	30
18	# of licenses/options executed annually		2			40
19	Private Gifts - Overall Endowment (FY 2015-16)	\$176M	\$184M	\$300M	6%	\$350M
	Private Gifts - Annual Gifts (FY 2015-16)	\$53M	\$60M	\$70M	41%	\$80M
20	Auxiliary Revenue per Year (FY 2016-17)	\$197M	\$220M	\$240M	54%	\$240M
	Auxiliary Income (FY 2016-17)	\$20M	\$33M	\$25M	260%	\$50M
21	Total Research Expenditures	\$133M	\$175M	\$200M	63%	\$300M
	Non-medical S&E research expenditures		131	150		220
	Science & engineering research expenditures		146	200		250
	Industry funded research expenditures					
22	Disciplines ranked in top 100 in research expenditures		5			7
23	FIU faculty members of National Academies including NAI		10			20
24	Percentage of alumni giving annually to FIU		4			30
25	Top 50 Public University National Ranking		5			10

FIU *Strategic Plan* 2025 Timeline

<u>DATES</u>	<u>DESCRIPTION</u>
September 27	Strategic Planning Kickoff Meeting
October 1 – December 7	Committee / Subcommittee Meetings
October 26	Town Hall (MMC)
November 5	Town Hall (BBC)
November 6	Town Hall (Parkview Hall)
November 9	Town Hall (Engineering Center)
November 16	Town Hall (Coral Gables Country Club)
November 27	Town Hall (Downtown-Brickell)
December – January	Writing phase
February 26	Review and approval by Faculty Senate
April 18	Review and approval by Board of Trustees

CHAIR CLAUDIA PUIG

FIU STRATEGIC PLAN 2025

October 8, 2018

STRATEGIC PLAN 2020-2025					
STEERING COMMITTEE					
Mark B. Rosenberg	Chair				
Kenneth G. Furton	Co-chair				
Pablo Ortiz	Advisor				
Jennifer Doherty-Restrepo	Facilitator				
Valeria Espina	Associate Facilitator				
Reza Sheykhi	Assisitant Facilitator				
Elizabeth Bejar	Chair	Co-Chair		Goals	Metrics
	Kevin Coughlin	Karen Fuller		Recruiting and strategically enrolling students into success pathways	10,11,14,20
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Preeminence - Enhancing reputation and rising national and global rankings	Malek Adjouadi	Rebecca Friedman		Leveraging preeminent program identification and assistance	17,19,21,22,25
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	Eddie Merille	Anthony Miyazaki		Enhancing university reputation to improve metrics and rankings	20,25
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Andres Gil	Chair	Co-Chair		Goals	Metrics
	Andres Gil	William "Bill" Pelham		Improving Carnegie Highest Research and achieving SUS Research Preeminence	12,21,22,23
Highest Research - Increasing socially impactful research, innovation and tech transfer		Member		Affiliation	Contact
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Financial Base - Expanding available funds from private, auxiliary and state resources	Kenneth A. Jessell	Chair	Co-Chair	Goals	Metrics
	Michelle Palacio	Ken Furton		Managing and administering funds in support of performance goals	2,4,5,8,20
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	Pablo Ortiz	Meredith Newman		Growing learners at regional US locations and Global Centers	13,16,20,24,25
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