2015-2020 Strategic Planning and Implementation
The Strategic Planning Process

Steering Committee

Chair Kenneth G. Furton, Academic Affairs
Co-Chair Elizabeth Bejar, Academic Affairs
Carlos Becerra, Gov’t Relations
Alexis Calatayud, SGA President, MMC
Andres Gil, DOR
Yogi Hernandez, COM
Barbara Manzano, AA
Eric Wagner, RSCPHSW
Kathleen Wilson, Faculty Senate Chair, CARTA
Staff: Emily Gresham, AA
Mary Carabeo, AA
The Strategic Planning Process

Focus Committees

1. Student Success (iREAL Recommendations 1, 2, 3)
2. Preeminent Programs (iREAL Recommendations 5, 7, 9)
3. Financial Base/Efficiency (iREAL Recommendations 3, 4, 5, 8)
4. Carnegie Very High Research Designation (iREAL Recommendations 4, 6, 7, 8)
Preeminent Programs (iREAL Recommendations 5, 7, 9)

**Recommendation 5:** Launch a synchronized communications campaign to elevate the FIU brand focused on attracting donors

**Recommendation 7:** Innovate and integrate healthcare education, research, and delivery

**Recommendation 9:** Leverage global status of FIU and Miami

**Chair:** Eric Wagner, RSCPHSW/Co-Chair: Terry Witherell, External Relations

**Committee Members**

Carlos Becerra, Gov. Rel.  Shivani Joshi, Chaplin School
Todd Crowl, CAS, SEAS  Michelle Mason (Angie Friedman), COL
Yesim Darici, CAS, SISH  Richard Miltner, Wolfsonian
Jennifer Doherty-Restrepo, CNHS  William Pelham, CAS, SISH
Adam Drisin, CARTA  Carolyn Runowicz, COM
Christina Jardim, Business & Fin
The committee's goals were to...

- refine the iREAL rubric
- develop processes/criteria for identifying and supporting preeminence

Preeminent programs should...

- align with FIU’s mission
- support university themes (Arts, Environment, Globalization, & Health)
- be nationally/internationally recognized
- be collaborative and inclusive
- leverage characteristics unique to FIU/Miami-Dade/South FL
- be self-sustaining
- be reputation enhancing
The iREAL rubric is best used as a first-step self-assessment tool for considering preeminence.

The committee recommended revisions to make it more concise, clear, reliable, valid, transparent, and useful across disciplines.

The resulting revised iREAL rubric addresses four domains:
1. University Priorities
2. Research/Creative Activities
3. Education Outcomes
4. Costs to Benefits

The committee recommended the rubric as just one component of a more extensive preeminence application process.
Preeminent Programs: Identification & Support Processes

The committee recommended the following processes:

1. All FIU programs are eligible and self-identified.
2. Applications will be reviewed by an interdisciplinary “Preeminent Programs Review Committee” (PPRC) appointed by the Provost.
3. Applications will include the self-assessment iREAL rubric, narratives, bios of faculty, quantified impact (people served, money raised, grant awards, and faculty awards, etc.), a five year business and academic plan, a communications and development plan, outside letters of support, and other objective evidence of preeminence.
4. The PPRC will operate like a scientific review/foundation review committee, with recommendations made to the Provost – the ultimate decision-maker.
5. Dedicated infrastructure support should include: pre-application guidance, PPRC review and feedback, targeted and effective PR & marketing, and development, finance, and research support.
Financial Base/Efficiencies (Recommendations 3, 4, 5, 8)

**Recommendation 3**: Grow: aggressively and strategically

**Recommendation 4**: Expand financial base through organizational efficiencies, diversification of revenue streams, and incentive-based budgeting

**Recommendation 5**: Launch a synchronized communications campaign to elevate the FIU brand focused on attracting donors

**Recommendation 8**: Strengthen reputation as critical academic partner/solutions center for the local marketplace and beyond

**Chair Barbara Manzano, Academic Affairs/Co-Chair Aime Martinez, Business & Finance**

**Committee Members**
- Jose Aldrich, College of Business
- Jerry Cohen, Community
- Juan Cueto, Advancement
- Carlos Flores, HR
- Jeff Gonzalez, Academic Affairs
- Deborah Hasson, Education
- Yogi Hernandez, COM
- Cem Karayalcin, CAS, SIPA
- Liane Martinez, COM
- Mihaela Plugaresu, SHTM
- Dileep Rao, COB
- Marta Torres-Berlingeri, CAS
Financial Base / Efficiencies Strategies

Operational Efficiencies

Branding & Capital Campaign

Incentive Based Funding Model

Revenue Growth/Partnerships

Strategic Student Growth

Financial Sustainability/Operational Excellence
/65k Students/$750M Capital Campaign

GOALS

FIU Beyond Possible 2020
Financial Base/Efficiencies Strategies

Operational Efficiencies

• Establish culture of continuous improvement & collaboration
• Streamline business processes starting with the most impactful
• Create climate of accountability
• Eliminate redundancies and consolidate where appropriate
• Centralize/localize strategically
• Evaluate university costs and fee structures
• Contract non-mission critical activities to third parties
• Evaluate monetization of parking and housing systems
Financial Base / Efficiencies Strategies

Operational Efficiencies
- Branding & Capital Campaign
- Incentive Based Funding Model
- Revenue Growth/Partnerships
- Strategic Student Growth

GOALS
- Financial Sustainability/Operational Excellence
- 65k Students
- $750M Capital Campaign

FIU Beyond Possible 2020
Financial Base/Efficiencies Strategies

**Branding & Capital Campaign**

- Establish five-year fundraising goals by College/Unit
- Increase alumni networks and engagement
- Evaluate operational & management structures for Development/Fundraising
- Institute synchronized, strategic and ongoing FIU branding
- Optimize University public relations, communications and marketing
Financial Base / Efficiencies Strategies

Operational Efficiencies

Branding & Capital Campaign

Incentive Based Funding Model

Revenue Growth / Partnerships

Strategic Student Growth

Financial Sustainability / Operational Excellence / 65k Students / $750M Capital Campaign

GOALS

FIU Beyond Possible 2020
Incentive Based Funding Model

• Align budget to strategic plan
• Provide transparency in budget methodology by identifying drivers and clearly correlating revenues to allocations
• Align budget allocations & performance funds to colleges based on outcomes for BOG, BOT & other institutional metrics
• Incentivize units/faculty/staff to improve outcomes & metrics
• Enhance financial planning and reporting tools for units
Financial Base / Efficiencies Strategies

Operational Efficiencies

Branding & Capital Campaign

Incentive Based Funding Model

Revenue Growth/Partnerships

Strategic Student Growth

GOALS

Financial Sustainability/Operational Excellence

/65k Students

/$750M Capital Campaign

FIU Beyond Possible 2020
Financial Base/Efficiencies Strategies

Revenue Growth/Partnerships

• Develop incubator for students, faculty, staff and external community for economic development and innovation
• Incentivize and streamline innovation and entrepreneurial initiatives
• Establish pipeline for technology transfer/ patents & spinoffs that address industry and community needs
• Increase public/private partnerships
• Proliferate internal/external solution centers
• Increase and optimize internship opportunities
Financial Base / Efficiencies Strategies

GOALS
Financial Sustainability /Operational Excellence /65k Students /$750M Capital Campaign

Operational Efficiencies
Branding & Capital Campaign
Incentive Based Funding Model
Revenue Growth/Partnerships
Strategic Student Growth

FIU Beyond Possible 2020
Financial Base/Efficiencies Strategies

Strategic Student Growth

- Continue to grow while continuing to improve quality indicators, such as GPA
- Implement targeted recruitment strategy
- Focus on Online, Hybrid, Non-resident, Professional Masters, Dual Enrollment, Transfer Students – local, national and global
- Enrollment strategies at BBC, Broward, and other offsite locations

2014 - 2020 Enrollment Projections by Type

<table>
<thead>
<tr>
<th>STUDENT TYPE</th>
<th>PRELIMINARY FALL 2014</th>
<th>PROJECTED FALL 2020</th>
<th>FALL 2014* VS FALL 2020 VARIANCE</th>
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<tbody>
<tr>
<td>DUAL ENROLLED</td>
<td>5,514</td>
<td>8,210</td>
<td>2,696</td>
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<td>FULLY ONLINE</td>
<td>1,039</td>
<td>3,601</td>
<td>2,562</td>
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<td>TRANSFER INTL</td>
<td>1,300</td>
<td>3,300</td>
<td>2,000</td>
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<tr>
<td>TRANSFER DOMESTIC</td>
<td>19,857</td>
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<td>MARKET RATE</td>
<td>1,907</td>
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<td>1,593</td>
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<td>GRADUATE</td>
<td>4,000</td>
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<td>700</td>
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<td>DOCTORAL</td>
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<td>MEDICINE</td>
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<td>LAW</td>
<td>486</td>
<td>524</td>
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<tr>
<td>NON DEGREE SEEKING</td>
<td>1,036</td>
<td>1,036</td>
<td>-</td>
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<tr>
<td>STARTED AS FRESHMAN</td>
<td>16,884</td>
<td>15,750</td>
<td>(1,134)</td>
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<tr>
<td><strong>University Total</strong></td>
<td><strong>54,000</strong></td>
<td><strong>65,000</strong></td>
<td><strong>11,000</strong></td>
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</tbody>
</table>
Committee Members
Shahed Al-Tammar, CAS, SIPA PhD candidate
William Anderson, CAS, SEAS
Dorothy Brooten, CNHS
Winifred Newman, CARTA
Maureen Pelham, DoR

Darden Pyron, CAS, SIPA
Meri-Jane Rochelson, CAS, SEAS
Jean Rahier, CAS, SIPA
Yuk Ching Tse Dinh, CAS, SISH
Dale Williams, SPHSW

Carnegie Very High Research (Recommendations 4, 6, 7, 8)

Recommendation 4: Expand financial base through organizational efficiencies, diversification of revenue streams, and incentive-based budgeting

Recommendation 6: Intentionally pursue Carnegie “Very High Research” Designation

Recommendation 7: Innovate and integrate healthcare education, research, and delivery

Recommendation 8: Strengthen reputation as critical academic partner/solutions center for the local marketplace and beyond

Chair Andres Gil, Division of Research/Co-Chair Ranu Jung, College of Engineering
Carnegie Very High Research: Goals

Goals

• Identify ways to increase research doctoral degree production
• Develop processes/strategies to license and patent intellectual property.
• Identify ways to increase research and development funding through multiple sources, including philanthropy and entrepreneurship.
• Focus on university strengths in an increasingly competitive environment.
• Build research capacity.
Carnegie Very High Research: Different Classifications

Doctorate Granting Institutions (N=294)

- Very High Research Activity
  - RU/VH: 108
- High Research Activity
  - RU/H: 98
- Research University
  - DRU: 88
Carnegie Very High Research: Research Activity Index

1. S&E Research Expenditures
2. Non S&E Research Expenditures
3. S&E Research Personnel
4. Doctorates:
   1. STEM
   2. Humanities
   3. Other Fields

Per Capita Analyses
• The first three categories are divided by the number of full-time faculty
## FY 2012 NSF Data on Key Carnegie Metrics Across SUS

<table>
<thead>
<tr>
<th>University</th>
<th>Level</th>
<th>S&amp;E Expend</th>
<th>Non S&amp;E Expend</th>
<th>Total Expend</th>
<th>Per Capita S&amp;E Expend</th>
<th>Per Capita Non-S&amp;E Expend</th>
<th>Per Capita S&amp;E Research Staff</th>
<th># of Postdocs</th>
<th>STEM PhDs</th>
<th>Humanities PhDs</th>
<th>Social Sciences PhDs</th>
<th>Other Doctorates (combined doctorates)</th>
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<tbody>
<tr>
<td>Florida</td>
<td>VHR</td>
<td>$659M</td>
<td>$47M</td>
<td>$706M</td>
<td>$299M</td>
<td>$22M</td>
<td>625</td>
<td>.29</td>
<td>507</td>
<td>44</td>
<td>76</td>
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<tr>
<td>USF</td>
<td>VHR</td>
<td>$395M</td>
<td>$49M</td>
<td>$444M</td>
<td>$366M</td>
<td>$45M</td>
<td>304</td>
<td>.28</td>
<td>174</td>
<td>15</td>
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<td>FSU</td>
<td>VHR</td>
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<td>$17M</td>
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<td>$165M</td>
<td>$14M</td>
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<td>.17</td>
<td>153</td>
<td>36</td>
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<tr>
<td>UCF</td>
<td>VHR</td>
<td>$107M</td>
<td>$14M</td>
<td>$121M</td>
<td>$93M</td>
<td>$12M</td>
<td>65</td>
<td>.06</td>
<td>129</td>
<td>4</td>
<td>17</td>
<td>49 (199)</td>
</tr>
<tr>
<td>FIU</td>
<td>HR</td>
<td>$84M</td>
<td>$34M</td>
<td>$118M</td>
<td>$87M</td>
<td>$36M</td>
<td>51 (83)**</td>
<td>.05</td>
<td>78</td>
<td>4</td>
<td>21</td>
<td>20 (123)</td>
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<tr>
<td>FAU</td>
<td>HR</td>
<td>$47M</td>
<td>$19M</td>
<td>$66M</td>
<td>$61M</td>
<td>$24M</td>
<td>10</td>
<td>.01</td>
<td>41</td>
<td>6</td>
<td>5</td>
<td>23 (75)</td>
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**Revised report to NSFF had 83 postdoctoral fellows at FIU.
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<td>6</td>
<td>5</td>
<td>135 (150)</td>
</tr>
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**Revised report to NSFF had 83 postdoctoral fellows at FIU.
Carnegie Very High Research

Three sub-committees

- PhD Productivity
- Infrastructure
- Personnel
Major Issues/Recommendations Discussed:

1. Research Unit Infrastructure Organization (RUIO)
   - Create an analytical-STEM complex where laboratories are properly supported
   - Appoint a VP level organizer for research facilities.
   - Allocate space to graduate students
   - Appoint a research purchasing coordinator
   - Improve time for hiring employees (post-docs)

2. Establish mechanism for the creation of interdisciplinary Organized Research Units (ORUs)

3. Allocate funds from both E&G and F&A sources to RUIO and to research equipment fund

4. Develop a communication and marketing plan for FIU research
Major Issues/Recommendations Discussed:

1. Create Classification System and Career Paths for Research Faculty
   • Increase Research Faculty in strategic and preeminent areas over the next five years

2. Postdoctoral Fellows Initiatives
   • Increase Postdoctoral Fellows in strategic and preeminent areas over the next five years.
   • Individual Development Plan and Annual Review by mentor
   • Postdoctoral Fellows Association
   • Postdoctoral fellows as part of new faculty startup
Carnegie VHR: PhD Productivity Group

Major Issues/Recommendations Discussed:

1. Increase STEM and overall PhD productivity by within the next five years
2. Create new PhD tracks within the strongest existing PhD programs
3. Strategically hire faculty in Ways to Impact VHR Classification
   - Hire in STEM/interdisciplinary/clusters/growing areas
4. Support for better integration of DAS level faculty
   - Secondary appointments for DAS and other outstanding faculty in non-STEM areas and in departments without a PhD program
   - All DAS faculty may chair PhD dissertations
5. Increase endowed chairs and professorships
6. Greater flexibility at the unit level for supporting graduate students
7. Reduce barriers to increasing PhD productivity
Major Issues/Recommendations Discussed:

1. Increase patent applications
   - Set patent application goals
   - Create Economic Development Fund
     - support technology transfer
     - economic development goals.

2. Create a Technology Hub and Incubator
   - Integrate FIU entrepreneurial activities
   - Recruit experienced leadership to lead Technology Hub and Incubator
SUS Ratio of Science & Engineering Expenditures to Patent Disclosures: Amount of Expenditures Per Disclosure
Other Topics Under Discussion:

1. Research Merit Bonus Program
2. Department level incentives:
   • Proportion of department faculty with external research funding (regardless of amount)
   • Average number of grant applications and awards
   • PhD student support from external sources
3. Greater autonomy to departments
Student Success (iREAL Recommendations 1, 2, 3)

**Recommendation 1:** Dramatically increase the percentage of students graduating in 4-6 years

**Recommendation 2:** Prepare graduates for seamless career integration and entrepreneurial success in the global marketplace

**Recommendation 3:** Grow aggressively and strategically

**Chair** Kathleen Wilson, Faculty Senate Chair, CARTA  
**Co-Chair** Alexis Catalayud, SGA President, MMC

**Committee Members**
Isis Artze, CAT  
Elizabeth Bejar, AA  
Connie Boronat, UE  
Eric Brewe, CAS/Education  
Susan Clemmons, FIU Online  
JC Espinosa, Honors  
Matthew Hagood, UTS  
Michael Hughes, Advancement, Wolf  
Nicole Kaufman, Engagement  
Patricia Pereira-Pujol, Libraries  
Leslie Richardson, CAT  
Dorret Sawyers, SA  
Jamie Sutton, CAS, SEAS  
LeAnne Wells, CAS, SISH
Goals

• Improve access, retention and timely graduation of our students.
• Integrate career planning from admissions to alumni.
• Mandatory advising, required portfolios including experiential learning
• Develop environment to support sense of belonging for students.

Categories:

• Course Improvement
• Student Support
• Expansion of CAT
• Faculty Support
• Utilizing Technology
Improving instruction

• Foster a culture shift toward valuing effective teaching (which will require hiring full-time instructors instead of adjuncts to teach critical lower-division courses, cultivating consistency among initiatives, and requiring CAT staff, or similar party, participation in hiring committees)
• Develop reward system to incentivize and celebrate excellent teaching
• Expand CAT

Service Learning

• Grow number and quality of service learning and community based research offerings
• Recognize service learning excellence in teaching + learning
Student Success: Categories: Course Improvement

Redesign of 17 Critical Course

• Convert adjunct to instructor lines where possible, especially high-impact courses, initially focusing on lower division. Recommend 27 lines for Math and English
• Math: 8 hires 2015-16 and 4 hires for 2016-17, 1 full time administrator, additional 200 Seat Mastery Math lab, 78 LA’s for Fall and 50 for summer at $1,500
• English: 7 hires 2015-16 and 8 hires for 2016-17, 1 full time administrator

Writing Across the Curriculum

• Lower class size of ENC 1930, 1101, & 1102 to 20
• Space and equipment for Digital Writing and Research Studio
• WAC-dedicated space
Revamping First-year Experience/Student Mentors

- Extend to yearlong course (0 credits in fall, 1 in spring, with fall as prerequisite)
- Redesign course with CAT support
- Include discipline-specific cohorts taught by faculty or credentialed administrators
- Expand and enhance use of peer mentors (including out-of-class contact with students), hire peer mentor coordinator, offer stipends to peer mentors
- Support and preparation by CAT for faculty teaching SLS
Student Success: Categories: Student Support

**Student Communication**
- Utilize best practices in student communication (including use of social media, succinct emails, and human communication) to help promote student involvement and retention.

**Strategic Use of Financial Aid**
- Allocate additional financial aid funds to be used in intentional, data-driven ways to enhance student success based on model being developed by Noel Levitz
- Launch Financial Literacy program for students and advisors

**Student Organizations**
- Provide support, space, and technical assistance with coordination and scheduling
Student Success: Categories: Student Support

**Internships**
- Issue standardized online application and review form for students and employers
- Track number of experiential learning offerings and enrollments by program
- Annotate internship experiences on transcript and/or e-portfolio
- Engage FIU Alumni Association to build an externship program

**Space Management**
- Increase “sticky” space from currently less than 5% to standard 30% for students to study and work collaboratively, and to encourage commuter students to stay on campus (perhaps by moving some services to off-site locations)
- Increase computer labs and study space with electrical outlets and Wi-Fi
- Use current empty and green space for student seating
Competency-Based Education & Prior Learning Assessment

- Conduct feasibility study and small scale pilot study to understand the viability of competency-based education and prior learning assessment at FIU, and determine where to include in organizational structure

Expand Center for the Advancement of Teaching

Add 5 Staff Members
- STEM, Hybrid, SLS, Graduate Student developers, and full-time office manager
- Reconfigure Space

Faculty Support

Faculty Incentives for Excellent teaching
- Develop effective, fair, and formative system for evaluating teaching
- Differentiated assignments
- Expand technology support for faculty, including support for online teaching
- Offer stipends or course releases for faculty to be part of discipline-based teams
- Individualized support and consultation by CAT, especially early on
Student Success Categories: Utilizing Technology

**E-Portfolios**
- Phased implementation of software (may include internships and evidence of competency-based education and/or prior-learning assessment) to support seamless transition to the workforce

**Online**
- Collaborate with UFF and online quality assurance to ensure that intellectual property is adequately protected
- Develop incentives to adopt low-cost e-textbooks
- Enhance FIU support for web-assisted courses
- Require students to complete training on how to take online courses
- Incentivize faculty to teach online and/or hybrid course ($1500)
- Leverage successful elements of FIU online 2.0 and existing face to face course reform
- Substantial increase of classes and degrees in online setting
Student Success Categories: Utilizing Technology

**Hybrid Courses**
- Substantially increase the number of successful hybrid courses at FIU to conserve classroom space and reduce student stress in challenges of FIU access (parking, public transportation, etc.)
- Provide support for hybrid course development training
- Offer $1,500 to attend the Hybrid Academy and partner with CAT
- Hire additional IT instructional staff
  - Non-recurring costs $3.5 million— which includes faculty stipends, classroom conversion.
  - Recurring costs $1.5 million to hire additional IT support

**Computers**
- All students required to have laptops (through financial aid/grants)
More Questions/Comments?

Please email us anytime at:

strategy@fiu.edu

Thank you!