

2025

STRATEGIC PLAN

TABLE OF CONTENTS

- 1 | Letter from Board of Trustees Chairperson
- 2 | Preamble
- 4 | Previous Strategic Plans at a Glance
- 5 | FIU *Next Horizon* 2025 Strategic Plan
- 12 | Strategic Plan Framework
- 12 | FIU Vision
- 13 | Strategic Priorities
- 15 | Amplify Learner Success and Institutional Affinity
- 17 | Accelerate Preeminence & Research and Innovation Impact
- 19 | Assure Responsible Stewardship
- 21 | Implementation
- 22 | 2025 Metrics
- 24 | Acknowledgements

42

rankings in the
TOP 50 according to
U.S. News & World Report

Letter from the **BOARD OF TRUSTEES CHAIRPERSON**



Our Florida International University has achieved unprecedented success since opening its doors approximately five decades ago. FIU is Miami's first, and only, public research institution committed to maintaining high-quality education programs that afford students the opportunity for success, both in and out of the classroom, as they complete their studies and embark on their chosen careers. Designated as a top-tier research institution, FIU is solving some of the greatest challenges of our time – both locally and globally – through groundbreaking research and creative innovation. As a result of our dedication to student success and research, FIU's programs are recognized among the Top 50 public universities in *U.S. News & World Report* and has been distinguished as an emerging preeminent research institution in Florida by the Florida Board of Governors.

FIU represents the future of public universities committed to access and opportunity for learners in the rapidly changing world of higher education and work. Advancements in technology are changing the way we live, learn, and work. Our FIU is on the forefront of this change, and with our *Next Horizon 2025* strategic plan, we are charting the course to achieve greater success for our students, our faculty, and our local and global communities.

On behalf of the Board of Trustees, I invite you to participate in the strategic planning process which provides the framework to guide FIU in achieving high aspirations for excellence and opportunity.

A handwritten signature in black ink that reads "Claudia Puig".

Claudia Puig
Chair, FIU Board of Trustees

PREAMBLE

The FIU *Next Horizon 2025* strategic plan honors the accomplishments of past strategic plans and continues our commitment to exceptional learner success and the highest level of university research and innovation as we strive for national recognition as a top-50 public university. The FIU *Next Horizon 2025* strategic plan aligns with the State University System (SUS) of Florida Board of Governors 2025 System Strategic Plan (amended March 2016). The SUS is committed to providing high quality academic degree programs to meet state economic and workforce needs, cutting edge research to address global problems, and community outreach to improve the quality of life for Floridians. The 2025 Vision of the SUS is to be internationally recognized as a premier public university system, noted for the distinctive and collective strengths of its member institutions. FIU’s vision, as outlined in the *Next Horizon 2025* strategic plan, supports the SUS vision.

The SUS 2025 strategic plan includes three areas of emphasis: (1) excellence, (2) productivity, and (3) strategic priorities for a knowledge economy. The Board of Governors expects excellence in offering high quality academic programs, producing consequential research, and engaging with the community and businesses in meaningful and measurable ways. The Board of Governors expects SUS institutions to be more efficient in awarding degrees and to concentrate on improving its

research and intellectual property portfolios to attract outside investors and increase the entrepreneurial spirit of Florida’s workforce. The Board of Governors expects universities to develop and maintain its focus on strategic priorities that align with state economic and workforce needs.

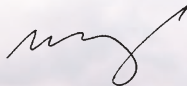
The Florida Board of Governors 2025 System Strategic Plan contains targets across a series of metrics used to monitor university academic planning and progress on established accountability measures and performance outcomes to assess system-wide efficiency and effectiveness. Specific, data-driven indices focusing on quality and impact of teaching and learning, student retention and graduation, and efficient resource utilization are reported by each institution in Annual Accountability Plans that are reviewed by the Board of Governors. The FIU *Next Horizon 2025* strategic plan shares the SUS’s commitment to accountability and data analysis to gauge performance, progress, and continuous improvement evidenced by the established accountability metrics and iterative implementation plan.

The Florida Board of Governors uses a Performance-Based Funding (PBF) model that measures SUS institutions on excellence and improvement of performance based on established metrics and benchmarks. The PBF model consists of four guiding

principles: (1) using metrics that align with the SUS strategic plan goals, (2) rewarding excellence and improvement, (3) having a few clear, simple metrics, and (4) acknowledging the unique mission of each SUS institution. Each year, the performance of each SUS institution is evaluated against the established PBF metrics and benchmarks. A score is calculated for each institution, which is used by the Board of Governors to determine state appropriations. The Florida Legislature and the Board of Governors also established Preeminent Research University Funding (PRUF) metrics to elevate the academic and research preeminence of Florida’s highest-performing state research universities (Florida State Statute 1001.7065). Twelve metrics and benchmarks have been established in the areas of student quality and success, faculty quality, post-doctoral support, research productivity, endowment/private funding, and national rankings. Any state research university that annually exceeds the benchmarks of at least 11 of the 12 metrics is designated a preeminent research university. A state research university that annually exceeds the benchmarks of at least six of the 12 metrics is designated an emerging preeminent research university. Additional funding has been provided from the Legislature for preeminent and emerging preeminent research universities. We have made significant progress in

meeting the SUS PBF and PRUF metrics, which demonstrates our commitment to excellence and continuous improvement. FIU continues to focus on providing high quality education and effective academic and student support services to optimize learner success - emphasizing quality rather than quantity. This year, FIU ranked second in the state for Performance-Based Funding and exceeded benchmarks in eight of the 12 metrics for Preeminent Research University Funding. We also have a top 50 presence in three national rankings. The FIU *Next Horizon 2025* strategic plan emphasizes quality and accountability as we aspire to gain statewide and national recognition for academic and research excellence. As we achieve our strategic goals and attain increased statewide and national recognition, FIU’s reputation will grow and we will move up in the *U.S. News & World Report* rankings.




Mark B. Rosenberg
University President




Kenneth G. Furton
Provost, Executive Vice President and Chief Operating Officer

Previous Strategic Plans at a Glance

The Birth of a University...and Plans for Its Development

The first strategic plan, *The Birth of a University...and Plans for Its Development*, established the notion that new universities may be lacking in old traditions, but they are not shackled by them either. This plan emphasized change as the constant element in facing basic challenges in higher education: (1) setting success standards and (2) doing what is necessary to ensure success.

Reaching for the Top (1996-2001)

The *Reaching for the Top* strategic plan proclaimed FIU's vision for being recognized as a top urban public research university. Themes of this strategic plan included international, environmental, urban, and health information with the main goal of achieving Carnegie Research II designation.

Millennium (2001-2010)

The development of an institutional values statement was incorporated into the *Millennium* strategic plan: freedom of thought and expression; excellence in teaching and in the pursuit, generation, dissemination, and application of knowledge; respect for the dignity of the individual; respect for the environment; honest, integrity, and truth, diversity, and strategic, operational, and service excellence. This plan addressed critical issues, such as information technology and graduate education, and set the groundwork for establishing the College of Law and College of Medicine.

Worlds Ahead (2010-2015)

Our *Worlds Ahead* strategic plan was implemented at the beginning of the "metrics era." The FIU quality enhancement plan related to global learning was infused within the strategic priorities along with achieving Carnegie Research I designation.

Beyond Possible 2020 (2015-2020)

The *Beyond Possible* strategic plan focused on unprecedented student success and innovation and entrepreneurship. It established critical performance indicators that aligned with state performance metrics to guide our continuous improvement. This strategic plan developed the process and criteria for establishing and supporting preeminent programs to achieve our goal of obtaining Carnegie Highest Research designation.

FIU Next Horizon **2025** **STRATEGIC PLAN**

In less than five decades since we opened our doors, FIU has risen to uplift thousands of students who have enrolled and been a part of our learning experience. We are proud of what we have accomplished in such a short period of time. Our faculty have crafted and offered a curriculum and a research agenda that has enriched the creative and material dimensions for our hardworking students, their families, and our community.

As we edge into the third decade of this 21st century, we embrace renewed clarity and intentionality about how to respond to the era ahead—rapid change driven by a collision between humanity and technology that promises to be profound. This era, powered by an exponential growth in the digital economy and a rapidly changing work environment, presents deep challenges to almost every facet of organized life. Traditional institutions like ours have lost our monopoly on the provision of educational services amidst the explosion of alternative education providers and the spreading reality and influence of a digital community, social media, and do-it-yourself learning.

New approaches to performance and accountability in higher education focusing on student success, efficiency, and innovation drive decision-making and expectations for national prominence.

Now more than ever, fiduciaries question traditional approaches that have guided us for decades. We have responded to these changes with an intense review of what our purpose is and how we do our business. We have seen results that propel us to ask deeper questions, to be bolder in our search for answers, and to set an even higher bar for our own performance.

This strategic plan for the next five years offers a pathway to enable intensified learner success, and more impactful research and creative work that provides solutions to our community. It represents the deep thinking and intense debate of hundreds of concerned faculty, students and members of our community.

There are some constants that form the backdrop to this plan: Greater Miami continues a dynamic change process, even while our airport, seaport, and tourism remain major drivers for the economy. Our diversity, anchored by our global connectedness and steady in-migration, continue to give us an advantage in forging the cooperative relations that can be a key to 21st century prosperity. We have a triad of invaluable assets—a learner-centric organizational culture that does not settle and that expects to turn the impossible into the inevitable, conscientious faculty who understand the importance of student success and well-being, and rising student performance that fuels even greater expectations for improvement and success against a backdrop of one of the world's most visited living laboratories—South Florida.



Top 50 in
**EXCELLENCE
AND OPPORTUNITY**

FIU aspires to be recognized as a top 50 public university for achieving exceptional student-centered learning and upward economic mobility, producing socially impactful research and creative activities, and leading transformative innovations locally and globally. Setting goals that strategically align with improving national rankings to increase visibility and enhance institutional reputation can inadvertently negatively affect demographic diversity and limit student access. FIU rejects this paradigm (Table 1). **Instead, our strategic vision is premised on adopting a mindful approach to making possible for our learners an opportunity for preeminent intellectual engagement, upward social mobility, and improved lives.**

TOP 50	ORGANIZATION	2019 RANKING/ CHANGE		EMPHASIS
	 ASHOKA U	Top 25		Leading designation for social innovation in higher education
	 uspto	#26	+16	Top universities granted U.S. utility patents
	 CollegeNET	#36	+10	Rankings including economic background, graduation rates, and salaries
	 Washington MONTHLY	#52	-7	Ranking based on social mobility, research, and service
	 Kiplinger	#56	+16	Best College Values
	 BEST ONLINE PROGRAMS USNews	#58	+2	Best Online Programs
	 THE WORLD UNIVERSITY RANKINGS	#69	+5	Best world universities emphasizing teaching environment
	 Carnegie Foundation for the Advancement of Teaching	#71	+12	Leading framework in higher education - top classification Research 1
	 U.S. News & WORLD REPORT	#100	+22	Rankings emphasizing graduation rate and reputation

Table 1. FIU national rankings demonstrating a commitment to student-centered learning, upward economic mobility, research and social innovation.

FIU is committed to responding to the changing landscape of higher education. Our graduates are entering a workforce in which machines process data, perform technological functions, and compute scientific calculations more efficiently and accurately than humans. By 2025, artificial intelligence, machine learning, robotics, and advanced technology will have radically and permanently transformed the nature of work and life.



LEADING the next generation

Therefore, it is our responsibility to look to the next horizon in higher education, to ensure our graduates are driving innovation and imagination as they enter a global workforce. In the last ten years, Miami-Dade County has enjoyed a historically high rate of self-employment, nonemployee establishments, and entrepreneurial activity in comparison to other benchmarked counties (Table 2). Our FIU, and the local FIU community, are preparing our graduates to be active and successful participants in a dynamic economy, including the *Gig Economy*, and an ever-evolving world of work.

FIU will tailor our strategic vision so that our institutional systems encompass the necessary flexibility, diversity, and agility to meet the needs of our metropolitan region's ever-expanding role in the contemporary economy. Whether entrepreneurs, employees, or both, FIU students will graduate possessing the intellectual, cultural, emotional, and technological agility to lead the next generation. To this end, FIU will continue to advance the institution's mission to be a top 50 public university by placing laser-like focus on aligning our academic culture, resource investments, institutional priorities, and global perspective to achieve unprecedented excellence in higher education.

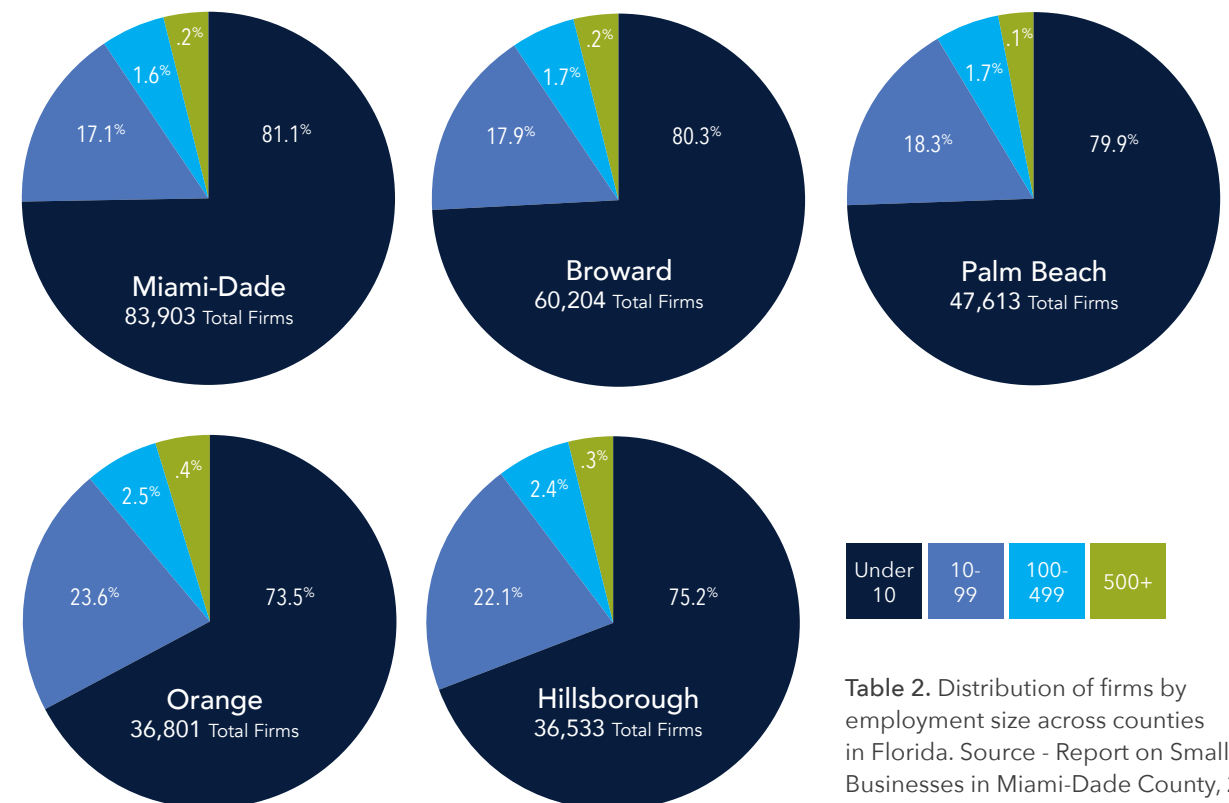


Table 2. Distribution of firms by employment size across counties in Florida. Source - Report on Small Businesses in Miami-Dade County, 2018



This plan honors the accomplishments of past strategic plans and continues the commitment to exceptional learner success and the highest level of university research and innovation (Table 1, page 3). At the same time, this plan—FIU *Next Horizon 2025*—is intentionally disruptive and agile to effectively respond to the continued rapid changes in higher education and the world of work.

*Integral to this effort are **THREE STRATEGIC PRIORITIES** foundational to our Next Horizon 2025 strategic plan: Amplify Learner Success & Institutional Affinity; Accelerate Preeminence & Research and Innovation Impact; and Assure Responsible Stewardship.*

These strategic priorities will be operationalized with guidance from the 2025 Commission on Strategic Investments. This Commission will establish an integrative approach that encompasses streamlining current internal processes, reviewing legislative appropriations, and developing clear accountability protocols to make certain that strategic investment funds are distributed in direct alignment with our strategic priorities. In addition, FIU will continue to regularly utilize our Communication Protocol for Accountability and Strategic Support (ComPASS) meetings to ensure that our university's collective vision and priorities are informing decision-making, goal-setting, accountability and resource management across all units to optimally realize the critical performance indicator goals detailed in our *Next Horizon 2025* strategic plan (Table 3, opposite page).

PERFORMANCE INDICATOR	2018 ACTUALS	2025 GOALS
FTIC 2-yr Retention Rate (GPA>2.0)	88%	90%
FTIC 6-yr Graduation Rate	57%	70%
FTIC 4-yr Graduation Rate	38.9%	60%
AA Transfer 4-yr Graduation Rate	67%	70%
Percent bachelor's degree without excess hours	74.7%	80%
Percent bachelor's graduates employed (\$25K) or enrolled	68%	73%
Bachelor's degrees in strategic areas	46%	50%
Graduate degrees in strategic areas	56%	60%
Average cost to student/net tuition	\$11,930	\$9,000
Median wages of bachelor's employed	\$38,800	\$41,000
Number of postdoctoral appointees	222	300
Research/Total doctoral degrees per year	200/404	315/600
FIU tech startups	1	5
# patents/# licenses or options executed per year	66/4	55/30
Philanthropy - overall endowment	\$209M	\$300M
Philanthropy - annual dollars raised	\$60M	\$80M
Auxiliary revenue per year	\$220M	\$240M
Auxiliary income	\$33M	\$50M
Total research expenditures	\$196M	\$300M
Non-medical science and engineering expenditures	\$153M	\$234M
Science and engineering expenditures	\$166M	\$252M
Industry related research and development expenditures	\$9.3M	\$20M
Disciplines top 100/50 in research expenditures	5/1	7/3
FIU members of national academies (including NAI*)	11	20
Percentage of alumni giving annually	4%	18%
Top 50 public university national rankings	3	10

Table 3. Critical performance indicator goals. *National Academy of Inventors

STRATEGIC PLAN FRAMEWORK

VISION

FIU will achieve exceptional student-centered learning and upward economic mobility, produce meaningful research and creative activities, and lead transformative innovations locally and globally, resulting in recognition as a Top-50 public university.

1

Amplify Learner Success
& Institutional Affinity

2

Accelerate Preeminence &
Research and Innovation Impact

3

Assure Responsible Stewardship



Amplify Learner Success & Institutional Affinity

Student success is intricately tied to a greater sense of institutional affinity, individual grit, a well-nurtured sense of belonging, and optimism towards the future. Our first strategic priority is therefore designed to support learners at every phase of their academic journey. **FIU is well positioned to shift the higher education paradigm to meet the needs of the rapidly changing world of work by building upon our unique geography and diverse demography.** To this end, we will continue to create and implement high-tech and high-touch innovative solutions that accelerate our students' academic and career success. Our focus is to foster 21st century, employment-ready, proud FIU graduates, whose mindsets are technologically, creatively, and culturally agile. At the same time, we are committed to creating an environment that stimulates and facilitates lifelong learning including the certification of critical competencies such as analytic, interpersonal, global, and professional skills as well as technological and data literacies. We will build synergistic networks, which dynamically and organically connect our students, teachers, researchers, alumni, community partners, and entrepreneurs to expand our knowledge economy.

GOAL: Ensure timely graduation for all admitted students and provide exceptional, accessible, and personalized educational experiences at every level of the university

Accountability Metrics:

- 90% Retention Rate (2 yr)
- 70% Graduation Rate (6 yr)
- 60% Graduation Rate (4 yr)
- 70% AA Transfer 4-yr Graduation Rate
- 80% Bachelor's Degrees without Excess Hours
- 50% Bachelor's Degrees in Strategic Emphasis
- 60% Graduate Degrees in Strategic Emphasis
- \$9,000 Average Cost to Student/ Net Tuition

GOAL: Align curriculum with career needs to ensure employment readiness, post-graduation success, and workforce and industry advancement

Accountability Metrics:

- \$41,000 Median Wages of Bachelor's Employed Full-time
- 73% Bachelor's Graduates Employed (\$25,000) or Enrolled
- Maintain 10,000 Internships per year

GOAL: Connect with alumni and our communities (local, regional, national, global) through targeted marketing and communication campaigns, foster engagement opportunities for current students, and build corporate/business and philanthropic partnerships

Accountability Metrics:

- 18% of alumni giving annually to FIU
- \$300M in Philanthropy—Overall Endowment
- \$80M in Philanthropy—Annual Dollars Raised



Accelerate Preeminence & Research and Innovation Impact

Our second strategic priority is designed to advance our current academic standing by leveraging preeminent and emerging preeminent programs that collaborate across disciplines to generate new knowledge and innovative solutions for the betterment of our environment, health, and society. This will drive our visibility to solidify FIU as a leading urban public research university. To achieve this, we will strive to attract and retain the best, most productive faculty, while cultivating leaders and nurturing all students, postdocs, researchers, and staff to excel. FIU will establish a knowledge ecosystem marked by research innovation unfettered by discipline or geography to craft grand solutions to the complexities of modern society. We will leverage our success as a global academic leader to drive knowledge production that informs public and academic conversations on societal and cultural issues. We will support our faculty, allowing them to achieve national recognition for their excellence in teaching, research, scholarship, and creative activities. Finally, FIU will be the catalyst to foster social innovation and entrepreneurship from conceptualization to commercialization.

GOAL: Cultivate novel and interdisciplinary research, scholarship, and creative activities across all levels of the university

Accountability Metrics:

- \$300M in Annual Total Research Expenditures
- \$234M in Non-medical Science & Engineering Research Expenditures
- \$252M in Science & Engineering Research Expenditures
- Offer a Zero-credit Research Course (to capture all undergraduate student research engagement –benchmark of number and/or percentage to be determined by implementation committee)

GOAL: Support and continue to grow our preeminent programs

Accountability Metrics:

- 315 Research Doctoral Degrees awarded per year
- 600 Total Doctoral Degrees awarded per year
- 300 Postdoctoral Appointees
- Double Financial Support for Doctoral Students from External Grants (from current 25% to 50%)

GOAL: Amplify our culture of social innovation and entrepreneurship along with increased opportunities for technology transfer

Accountability Metrics:

- 55 Patents Filed per year
- 30 Licenses/Options Executed per year
- \$240M in Auxiliary Revenue per year
- \$50M in Auxiliary Income
- 5 FIU Tech Startups
- \$20M in Research & Development Expenditures

GOAL: Enhance FIU's national and global reputation among prioritized rankings, surveys, and metrics

Accountability Metrics:

- 7 Disciplines Ranked in Top 100 for Research Expenditures
- 3 Disciplines Ranked in Top 50 for Research Expenditures
- 20 Members of National Academies, including National Academy of Inventors (NAI)
- Hold 10 Top-50 Public University National Rankings



Assure Responsible Stewardship

Our final strategic priority is driven by the recognition that FIU has a deep responsibility to be good stewards of our resources: human, economic, and environmental. We will continue to **strengthen our commitment to ensuring a sustainable future for our institution and the South Florida community.** In addition, we will refine our institutional practices to more efficiently and effectively administer resources to optimize cost savings and revenues while maintaining the highest quality of service. We will consistently practice sound financial management while aligning resources with academic priorities that sustain knowledge production, optimize learning, discovery and creativity, and promote a positive working environment. And, we will implement sound strategies such as green building, water conservation, and waste minimization to reduce our ecological footprint.

GOAL: Establish a flexible workforce structure in support of efficiency, productivity, and retention

Accountability Metrics:

- 27% increase in productivity on telecommuting workdays (value of employee time = \$32,136 per man-year)
- 18% reduction in office costs (cost savings of \$16,422 per year; electricity savings of 4,400kWh per person per year)
- Average reduction in absenteeism to 3.7 days a year (annual per person cost of unscheduled absences = \$1,800)
- 25% reduction in employee attrition (cost of turnover = 138% of wages)

GOAL: Ensure that all investments are in support of the university and its mission

Accountability Metrics:

- Quarterly review of strategic investments, efficiencies, and return-on-investment performance measures by the 2025 Commission on Strategic Investments
- Revise current, and establish new, industry partnerships to support the university and its mission (e.g., internal student employment, internships, and post-graduate employment opportunities)

GOAL: Optimize operations and sustainability performance

Accountability Metrics:

- Error reduction*—resolve payroll event mistakes, improve tax withholding accuracy, reduce late vendor payments
- Risk mitigation*—reduce EEOC complaints, prevent research grant administration errors, reduce IT security breaches
- Process efficiency*—find best practices across institution, process employee reimbursements faster, identify process bottleneck through standardized data
- Data integrity*—common data definitions, more accurate cost accounting, data backup redundancy
- Easier reporting*—less time spent reconciling data differences, faster generation of reports to key external audiences, greater trust in individual campus reports
- Earn Gold STARS (sustainability tracking, assessment, and rating system) Rating for Sustainability Achievements from the Association for the Advancement of Sustainability in Higher Education

*Assessment of baseline data and establishment of improvement benchmarks to be determined by implementation committee



IMPLEMENTATION

The FIU *Next Horizon 2025* strategic plan proposes great advancements and innovations for FIU in the coming years. The plan establishes high expectations and offers a framework to guide FIU in fulfilling these aspirations of excellence. While the plan includes concrete goals and strategies, it does not include implementation details. These details will be developed, and refined using an iterative process, in the following manner:

- A standing Strategic Plan Steering Committee will meet on at least a quarterly basis with the task of assessing and reviewing status reports and implementation budget plans from each of the implementation committees. The steering committee will recommend implementation modifications as needed based on progress toward goal attainment or other changes in circumstance.
- Multiple implementation committees will be formed, co-chaired by academic and administrative leads. The steering committee and implementation committees will work collaboratively to prioritize implementation strategies and to develop associated implementation budget plans.
- Funding needed to implement FIU *Next Horizon 2025* will be identified through various incremental revenue options, including but not limited to, new state funding, new FIU funding, and reallocation of FIU funds. This is an ongoing process and the budget will be updated regularly.
- Unit strategic plans will align with FIU *Next Horizon 2025*.
- Each FIU *Next Horizon 2025* strategic initiative will align with one or more of the accountability metrics (e.g., Board of Governors performance and preeminence metrics, national rankings metrics).
- Specific annual targets will be set to ensure progress toward meeting the established accountability metrics by 2025.
- Updates on the progress toward achieving the strategic plan's goals will be communicated with the university community through the Communication Protocol for Accountability and Strategic Support (ComPASS) process with university-wide meetings held once each semester.
- As we begin the implementation phase of FIU *Next Horizon 2025*, we call upon all of the university's stakeholders, including faculty, staff, students, alumni, our political leaders, the Board of Governors, the business and philanthropic communities, and others to join us in creating a future worthy of our great university – a future that will assure we meaningfully and successfully embark on the FIU *Next Horizon 2025*.

2025 METRICS

2025 METRICS		2018 ACTUALS	2025 PLAN	SUS PBF*	SUS PRUF**	NATIONAL RANKINGS
1	FTIC 2-yr Retention Rate (GPA > 2.0) (2017-18)	88%	90%	90%	90%	US News, Kiplinger
2	FTIC 6-yr Graduation Rate (2012-18)	57%	70%	-	70%	US News, TARU, Washington M., Forbes, Kiplinger
	FTIC 4-yr Graduation Rate (2014-18)	38.9%	60%	50%	60%	US News, TARU, Washington M., Forbes, Kiplinger
3	AA Transfer 4-Yr Graduation Rate (2014-18)	67%	70%	-	-	BOG Dashboard
4	% Bachelor's Degrees w/o Excess Hours (2017-18)	74.7%	80%	80%	-	US News, TARU, Washington M., Forbes, Kiplinger
5	% Bachelor's Grads Employed (\$25,000)/Enrolled (2016-17)	68%	73%	72.8%	-	TARU, Washington M., Forbes
6	Bachelor's Degrees in Strategic Emphasis (2017-18)	46%	50%	50%	-	Times Higher Ed.
7	Graduate Degrees in Strategic Emphasis (2017-18)	56%	60%	60%	-	Times Higher Ed.
8	Average Cost to Student/Net Tuition (2017-18)	\$11,930	\$9,000	\$9,000	-	US News, TARU, Washington M., Kiplinger
9	Median Wages of Bachelor's Employed (16-17 Grads)	\$38,800	\$41,000	\$40,700	-	TARU, Washington M., Forbes
10	Number of postdoctoral appointees (Fall 2017)	222	300	300	-	TARU
11	Research / Total Doctoral Degrees Per Yr (2017-18)	200/404	315/600	-	-/400	TARU, Washington M., Times Higher Ed.
12	FIU Tech Startup (AUTM) (FY 2016-17)	1	5	-	-	BOG Research Dashboard
13	# patents /# of licenses/options executed annually	66/4	55/30	-	34	BOG Research Dashboard
14	Philanthropy - Overall Endowment (FY 2017-18)	\$209M	\$300M	-	\$500M	US News, TARU
	Philanthropy- Annual Dollars Raised (FY 2016-17)	\$60M	\$80M	-	-	US News, TARU
15	Auxiliary Revenue per Year (FY 2016-17)	\$220M	\$240M	-	-	Times Higher Ed.
	Auxiliary Income (FY 2016-17)	\$33M	\$50M	-	-	Times Higher Ed.
16	Total Research Expenditures (2017-18)	\$196M	\$300M	-		TARU, Washington M., Times Higher Ed.
	Non-medical S&E research expenditures (2017-18)	\$153M	\$234M	-	\$150M	TARU, Washington M., Times Higher Ed.
	Science & engineering research expenditures (2017-18)	\$166M	\$252M	-	\$200M	TARU, Washington M., Times Higher Ed.
	Industry related R&D expenditures	\$9.3M	\$20M			Times Higher Ed.
17	Disciplines top 100/50 in research expenditures	5/1	7/3	-	5/-	TARU, Washington M., Times Higher Ed.
18	FIU Members of National Academies (including NAI)	11	20	-	6	TARU, Washington M.
19	Percentage of alumni giving annually to FIU	4%	18%	-	-	US News, Washington M.
20	Top 50 Public University National Ranking	3	10	-	2	Ashoka, Carnegie, Kiplinger, Patents, SMI, TARU, Times Higher Ed., Washington M., US News

*PBF: Performance Based Funding; **PRUF: Preeminent Research University Funding

ACKNOWLEDGEMENTS

Strategic Plan Steering Committee

President Mark B. Rosenberg, *Chair*
Provost Kenneth G. Furton, *Co-Chair*
Pablo G. Ortiz, Advisor
Jennifer L. Doherty-Restrepo,
Lead Facilitator
Valeria P. Espina, *Associate Facilitator*
Reza Sheykhi, *Assistant Facilitator*
Malek Adjouadi
Isis Artze-Vega
Elizabeth M. Bejar
Kevin B. Coughlin, Jr.
Yesim Darici
Juan Carlos Espinosa
Rebecca Friedman
Karen S. Fuller
Andres G. Gil
Emily Gresham
Michael Heithaus
Kenneth Jessell
Valerie J. Johnsen
Barbara S. Manzano
Eduardo Merille
Anthony D. Miyazaki
Meredith A. Newman
Michelle L. Palacio
William E. Pelham, Jr.
Hiselgis Perez
Joerg Reinhold
Sabrina L. Rosell
Uma Swamy
Mark A. Weiss

Student Success Committees
Recruiting and strategically enrolling students into success pathways
Kevin B. Coughlin, Jr., *Chair*
Karen S. Fuller, *Co-Chair*
Gary D. Headley
Magnolia E. Hernandez
Jan Macko
Martha M. Meyer
Maria Olenick
Amy R. Paul-Ward
Martha Pelaez
Geoffrey D. Potvin
Janie Valdes

Improving course pedagogy and rewarding faculty for improving student learning
Joerg Reinhold, *Chair*
Isis Artze-Vega, *Co-Chair*
Gabriela M. Alvarez
Elizabeth S. Azutillo
Rocio Benabentos
Elisabeth K. Beristain
Lauren Christos
Alexandra Cornelius
Mark Finlayson
Matthew D. Hagood
Keisha S. McIntyre-McCullough
Roneet G. Merkin
Jefferson Noel
Maria Elena Villar

Enhancing the learner experience and certification of workforce competencies
Elizabeth M. Bejar, *Chair*
Mark A. Weiss, *Co-Chair*
Salvatore A. Barbera
Deanne Butchey
Bernadette L. Chung
Bridgette E. Cram
Michael K. Creeden
Gricel Dominguez
Dustin Duncan
Brian Fonseca
Pedro M. Guerra
Michael Hampton
Militza E. Maldonado
Wallied Orabi
Katherine Perez
Anthony A. Rionda
Nico L. Rose
Emmanuela P. Stanislaus
Jose M. Toscano
Gisela Vega
Carleen Vincent Robinson

Coordinating and accelerating academic and career success
Valerie J. Johnsen, *Chair*
Uma Swamy, *Co-Chair*
Jose A. Faria
Richard E. Klein, Jr.
Mark J. Macgowan
Todd R. Makse
Kristin A. Nichols
Elizabeth A. Olafson
Samuel Santos
Lilia Silverio-Minaya
Cynara Suarez
Leanne M. Wells

Preeminence Committees
Leveraging preeminent program identification and assistance
Malek Adjouadi, *Chair*
Rebecca Friedman, *Co-Chair*
William T. Anderson
Atorod Azizinamini
Sarah I. Bisono-Gonzalez
Jessy G. Devieux
Laird H. Kramer
Julio E. Ibarra
Helvetiella Longoria
Francisco Mora
Marilys R. Nepomechie
Tami L. Thomas

Prioritizing facts that maximize targeted university rankings
Michael R. Heithaus, *Chair*
Hiselgis Perez, *Co-Chair*
Shu-Ching Chen
Jonathan Espino
Karin C. Esposito
William G. Hardin
Lidia Kos
Birgitta M. Montoto
Suzanna M. Rose
Carlos E. Varona
Theresa Witherell

Enhancing university reputation to improve metrics and rankings
Eduardo Merille, *Chair*
Anthony D. Miyazaki, *Co-Chair*
Jason R. Chandler
Elizabeth D. Cramer
Todd A. Crowl
Victoria Larson
J. Janewa Osei-Tutu
Alberto Padron
Cristina M. Raecke
Adam G. Zimmerman

Highest Research Committees
Engaging undergraduate students in research and creative activities
Juan Carlos Espinosa, *Chair*
Sabrina L. Rosell, *Co-Chair*
Sahar Ajabshir
Joel R. Barber
Jason H. Calloway
Cassian D'Cunha
Patricia Garcia
Sandra A. Jones
Jacek J. Kolasinski
Ana G. Luszczynska
Anthony J. McGoron
Patricia Pereira-Pujol
Amy D. Reid
Tim R. Rodgers
Melissa K. Ward-Peterson

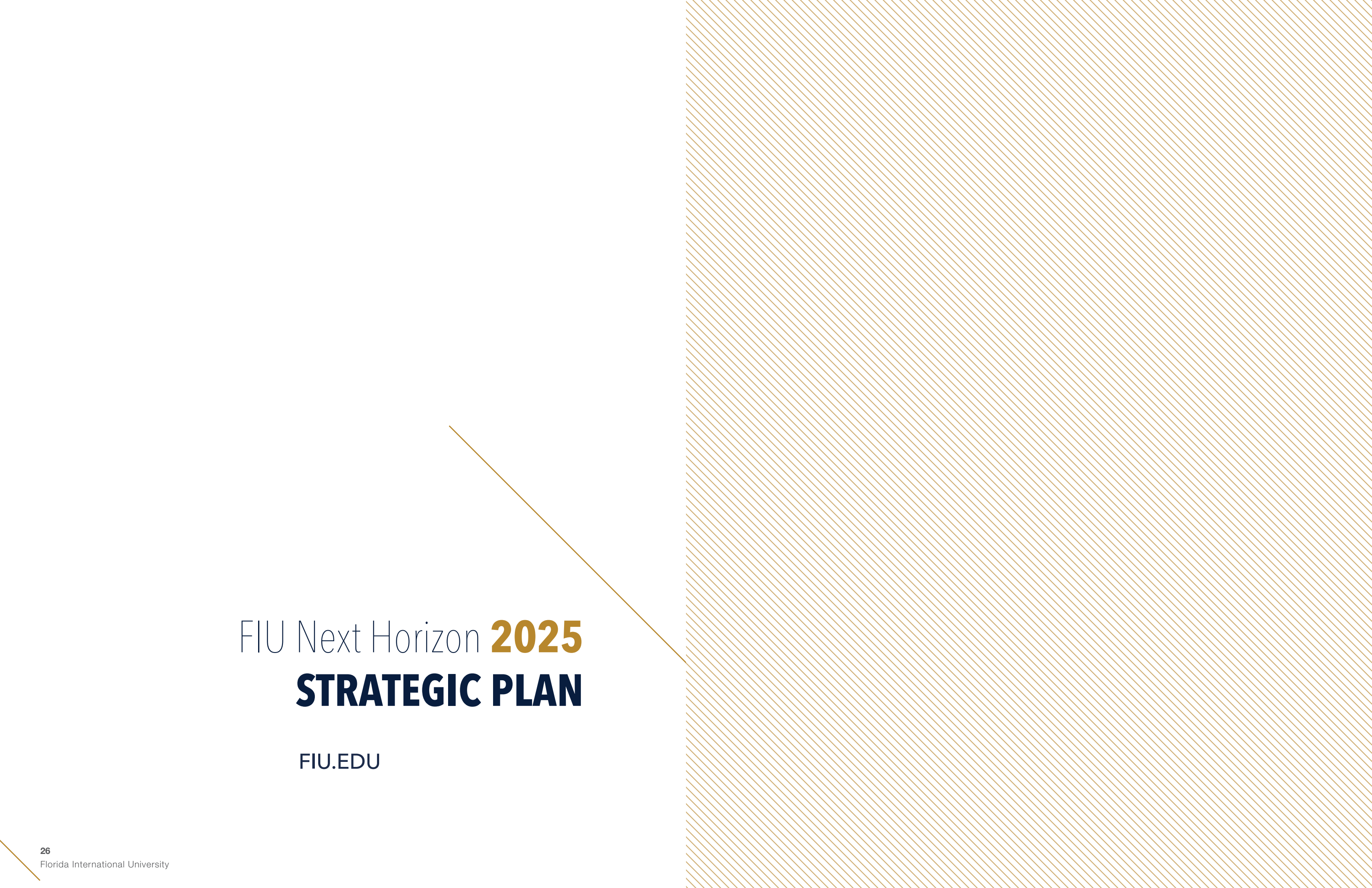
Improving Carnegie Highest Research and achieving SUS research preeminence
Andres G. Gil, *Chair*
William E. Pelham, Jr., *Co-Chair*
Kemal Akkaya
Marianna K. Baum
Dorothy A. Brooten
Chazman Childers
Mario R. de la Rosa
Ranu Jung
Michael R. Kirgan
Besiki L. Kutateladze
Madhavan P. Nair
Rene M. Price
Yuk-Ching Tse-Dinh

Expanding innovation and entrepreneurship for social and economic impact
Emily Gresham, *Chair*
Yesim Darici, *Co-Chair*
Noel C. Barengo
Karlene C. Cousins
Leonardo C. Ferreira
Anu Godavarty
Zahra S. Hazari
Peter Hernandez
Christina A. Jardim
Kevin L. Lothridge
Remy Marin
Saul D. McClintock
Paula Perez
John A. Stuart
Edgar R. Vieira
Hakan Yilmazkuday

Financial Base Committees
Managing and administering funds in support of performance goals
Kenneth G. Furton, *Chair*
Michelle L. Palacio, *Co-Chair*
Lucy Y. Adames
Brandon Aquino
Maryann Camps-Gato
Laura C. Castillo
Kristina M. Chavez
Shawn D. Felton
Evelyn E. Gaiser
Jeffery M. Gonzalez
Javier I. Marques
Benjamin Sardiñas
Rashida L. Taylor
Christopher M. Townsend
Clark M. Wheatley

Driving organizational efficiencies and increasing revenues
Kenneth A. Jessell, *Chair*
Barbara S. Manzano, *Co-Chair*
Sonia O. Benitez
Armando J. Blanco
Joel P. Feigenheimer
Carlos Antonio Flores
Robert N. Grillo
Thomas R. Hartley
Oliver G. Ionita
Hector Junco
Victor Martinez
Marcos Neukirchner
Randy M. Pestana
Donald D. Roomes
Rodolfo V. Vila
Jorge N. Zumaeta

Growing learners at regional U.S. locations and global centers/ international high schools
Pablo G. Ortiz, *Chair*
Meredith A. Newman, *Co-Chair*
Lukas K. Danner
Jennifer L. Hilton-Montero
Susan P. Himburg
Flavia E. Iuspa
Cem Karayalcin
Hilary C. Landorf
Militza E. Maldonado
Sarah M. Noppen
Laura M. Pacchioni
Alejandra Parra
Mercedes M. Ponce
Evangelia M. Prevolis
Joseph Riquelme
Christina Schettini
Moses Shumow
Vicki M. Silvera
Cynara Suarez
John H. Thomas
Marta T. Torres-Berlinger
Octavio J. Visiedo
Kang K. Yen



FIU Next Horizon **2025** **STRATEGIC PLAN**

FIU.EDU

