

# 2025

**STRATEGIC PLAN**

# 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 21<sup>st</sup> 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.

**FIU**

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 21<sup>st</sup> 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.**

	ORGANIZATION	2019 RANKING/ CHANGE	EMPHASIS
TOP 50	ASHOKA U	Top 25	Leading designation for social innovation in higher education
	UNITED STATES PATENT AND TRADEMARK OFFICE	#26 +16	Top universities granted U.S. utility patents
	CollegeneNET	#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
USNews & 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.

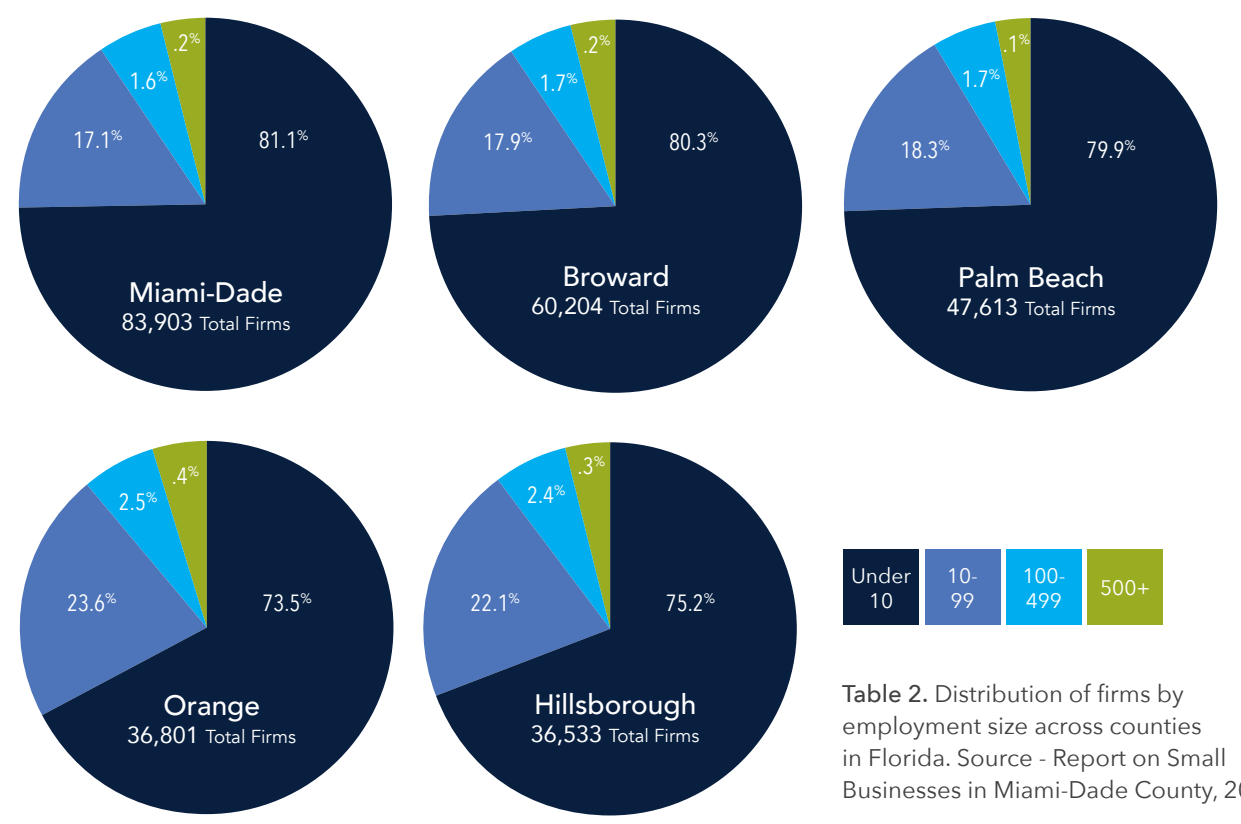


Table 2. Distribution of firms by employment size across counties in Florida. Source - Report on Small Businesses in Miami-Dade County, 2018



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	\$153M	\$234M
Science and engineering	\$166M	\$252M
Industry related research and design	\$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



1

## 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 21<sup>st</sup> 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

**GOAL:** Optimize operations and sustainability performance

**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)

**Accountability Metrics:**

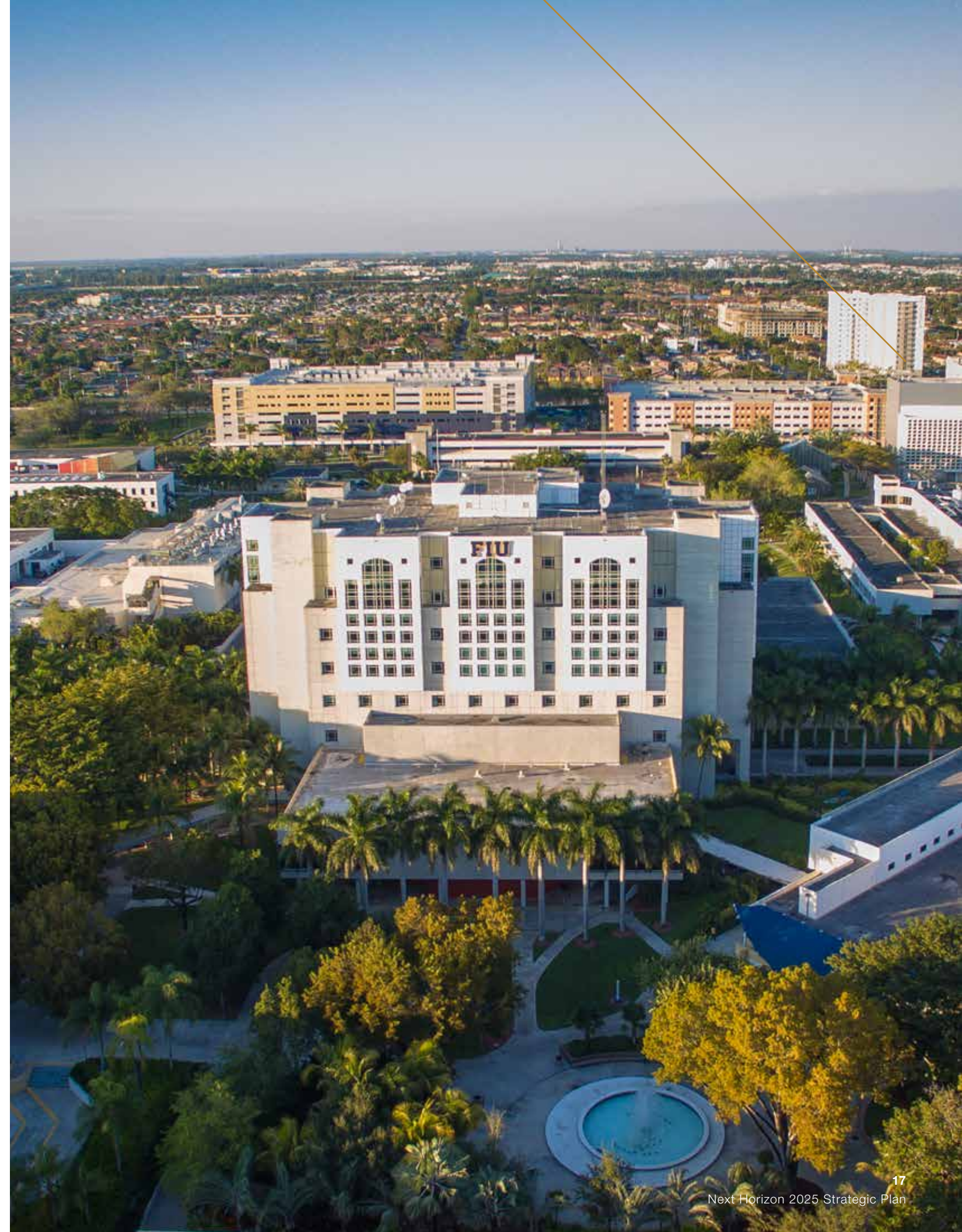
- Error reduction\*—resolve payroll event mistakes, improve tax withholding accuracy, reduce late vendor payments
- Risk mitigation\*—reduce EEOC complaints, prevent research grant administration errors, reduce IT security breaches
- Process efficiency\*—find best practices across institution, process 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 Governor's 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.



# 2020 & 2025 METRICS

2020 AND 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 expenditure	\$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



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