

# **FIU** *NEXT HORIZON* 2025

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## University Strategic Plan

Florida Board of Governors

June 11-13, 2019



## **OUR VISION**

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

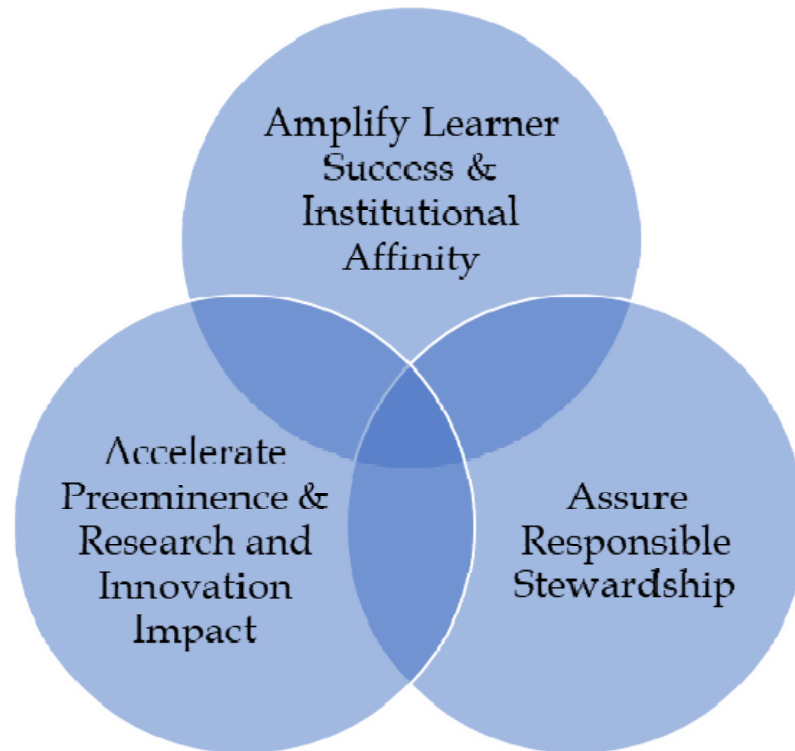


STATE UNIVERSITY SYSTEM *of* FLORIDA  
BOARD *of* GOVERNORS

2025 SYSTEM STRATEGIC PLAN  
Amended March 2016

**FIU** | FLORIDA  
INTERNATIONAL  
UNIVERSITY

# STRATEGIC PRIORITIES



# STRATEGIC PRIORITY:

## Amplify Learner Success & Institutional Affinity

### Goals

- Ensure timely graduation for all admitted students and provide exceptional, accessible, and personalized educational experiences at every level of the university
- Align curriculum with career needs to ensure employment readiness, post-graduation success, and workforce and industry advancement
- 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



# STRATEGIC PRIORITY:

## Accelerate Preeminence & Research and Innovation Impact

### Goals

- Cultivate novel and interdisciplinary research, scholarship, and creative activities across all levels of the university
- Support and continue to grow our preeminent programs
- Amplify our culture of social innovation and entrepreneurship along with increased opportunities for technology transfer
- Enhance FIU's national and global reputation among prioritized rankings, surveys, and metrics

# STRATEGIC PRIORITY:

## Assure Responsible Stewardship

### Goals

- Establish a flexible workforce structure in support of efficiency, productivity, and retention
- Ensure that all investments are in support of the university and its mission
- Optimize operations and sustainability performance

|    | <b>2025 METRICS</b>                                       | <b>2018 Actuals</b> | <b>2025 Plan</b> | <b>SUS PBF*</b> | <b>SUS PRUF**</b> | <b>National Rankings</b>  |
|----|---|---------------------|------------------|-----------------|-------------------|---|
| 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



**FIU** Next Horizon

2020

STRATEGIC PLAN

## SUMMARY

1

Amplify Learner Success  
& Institutional Affinity

2

Accelerate Preeminence &  
Research and Innovation Impact

3

Assure Responsible Stewardship

# DISCUSSION

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Thank you