



**FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES
ACADEMIC POLICY AND STUDENT AFFAIRS COMMITTEE**

Friday, November 2, 2018
2:30 pm
Florida International University
Modesto A. Maidique Campus
Graham Center 355

Committee Membership:

Cesar L. Alvarez, *Chair*; Natasha Lowell, *Vice Chair*; Jose J. Armas; Dean C. Colson; Michael G. Joseph; Joerg Reinhold; Sabrina L. Rosell; Marc D. Sarnoff

AGENDA

- | | |
|---------------------------------------|--|
| 1. Call to Order and Chair's Remarks | Cesar L. Alvarez |
| | |
| 2. Discussion Item | |
| AP1. FIU Strategic Plan 2025 | Mark B. Rosenberg
Kenneth G. Furton |
| | |
| 3. New Business (<i>If any</i>) | Cesar L. Alvarez |
| | |
| 4. Concluding Remarks and Adjournment | Cesar L. Alvarez |

The next Academic Policy and Student Affairs Committee Meeting is scheduled for Wednesday, December 5, 2018

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FIUNEXT HORIZON 2025

PREVIOUS STRATEGIC PLANS

- **The Birth of a University...and Plans for Its Development (1970)**
- **Southeast Florida Comprehensive University Presence Plan (CUP) (1985)**
- **Reaching for the Top (1996)**
- **Millennium (2001)**
- **Worlds Ahead (2010)**

CURRENT STRATEGIC PLAN

- Unprecedented **student success**
- Carnegie Highest Research designation
- Innovation and entrepreneurship
- Preeminent Programs
- Critical Performance Indicators

UNIVERSITY 3.0

- Intense **experiential** ecosystem – affinity matters
- Intrusive **cognitive measures of knowledge and learning**
- **Personalized customized variable education pathways** (traditional, just-in-time, do it yourself and/or curated learners and learning workers)
- Variable **measures of competency and certification**
- Automated matching of interests, capabilities and opportunities (literacies + capacities + sense-making)

TO SURVIVE AND THRIVE IN THIS CENTURY, NEED THREE LITERACIES

(BEYOND READING, WRITING AND MATH)

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

Adapted from Joseph E. Aoun's "Robot-Proof"

NEW COGNITIVE CAPACITIES NEEDED AS WELL

(NEW MINDSETS AND WAYS OF THINKING ABOUT THE WORLD)

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

Adapted from Joseph E. Aoun's "Robot-Proof"

ULTIMATELY, HIGHER EDUCATION MUST...

- Transition to new mindset that puts **learner first**
- Broaden its view about whom to serve – **from students to learners**
- Broaden its view about **when and how** to serve learners
- Deliver a **compact learning experience** that pivots on individualized attention, data and just-in-time assessments
- Prepare learners for **life-long learning** and to **work alongside machines**

FIUNEXTHORIZON2025 HIGHLIGHTS

- Build on **success factors** from **BeyondPossible2020**
- Pivot around **learner success**
- Insist on **improvement** in every sector
- Master high-tech
- Improve high-touch

FIUNEXTHORIZON2025 PROPOSED PILLARS

Student Success: Ensuring 4 year graduation and Workforce Readiness

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

Preeminence: Enhancing Reputation and Rankings

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

Highest Research: Accelerate Research, Innovation and Tech Transfer

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

Financial Base: Expand Funds for Student Success and Research

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

FIUNEXTHORIZON2025 IMPLEMENTATION WORKGROUPS

Student Success

Ensuring timely graduation and workforce readiness

Recruit and strategically enroll students into success pathways

Chair: Kevin Coughlin Co-Chair: Karen Fuller

Improve course pedagogy and reward faculty improving student learning

Chair: Joerg Reinhold Co-Chair: Isis Artze-Vega

Enhance student experience and certification of workforce competencies

Chair: Elizabeth Bejar Co-Chair: Mark Weiss

Coordinate and accelerate academic and career success

Chair: Valerie Johnsen Co-Chair: Uma Swamy

FIUNEXTHORIZON2025 IMPLEMENTATION WORKGROUPS

Preeminence

Enhancing reputation and rising national and global rankings

Leverage preeminent program identification and assistance

Chair: Malek Adjouadi Co-Chair: Rebecca Friedman

Prioritize factors that maximize targeted university rankings

Chair: Mike Heithaus Co-Chair: Hiselgis Perez

Enhance university reputation to improve metrics and rankings

Chair: Eddie Merille Co-Chair: Anthony Miyazaki

FIUNEXTHORIZON2025 IMPLEMENTATION WORKGROUPS

Highest Research

Increasing socially impactful research, innovation and tech transfer

Engage undergraduate students in research and creative activities

Chair: JC Espinosa

Co-Chair: Sabrina Leelo Rosell

Improve in Carnegie Highest Research/achieve SUS Research Preeminence

Chair: Andres Gil

Co-Chair: William Pelham

Expand innovation + entrepreneurship for social & economic impact

Chair: Emily Gresham

Co-Chair: Yesim Darici

FIUNEXTHORIZON2025 IMPLEMENTATION WORKGROUPS

Financial Base

Expanding available funds from private, auxiliary and state sources

Manage and administer funds in support of performance goals

Chair: Michelle Palacio Co-Chair: Ken Furton

Drive organizational efficiencies and increased revenues

Chair: Ken Jessell Co-Chair: Barbara Manzano

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

Chair: Pablo Ortiz Co-Chair: Meredith Newman

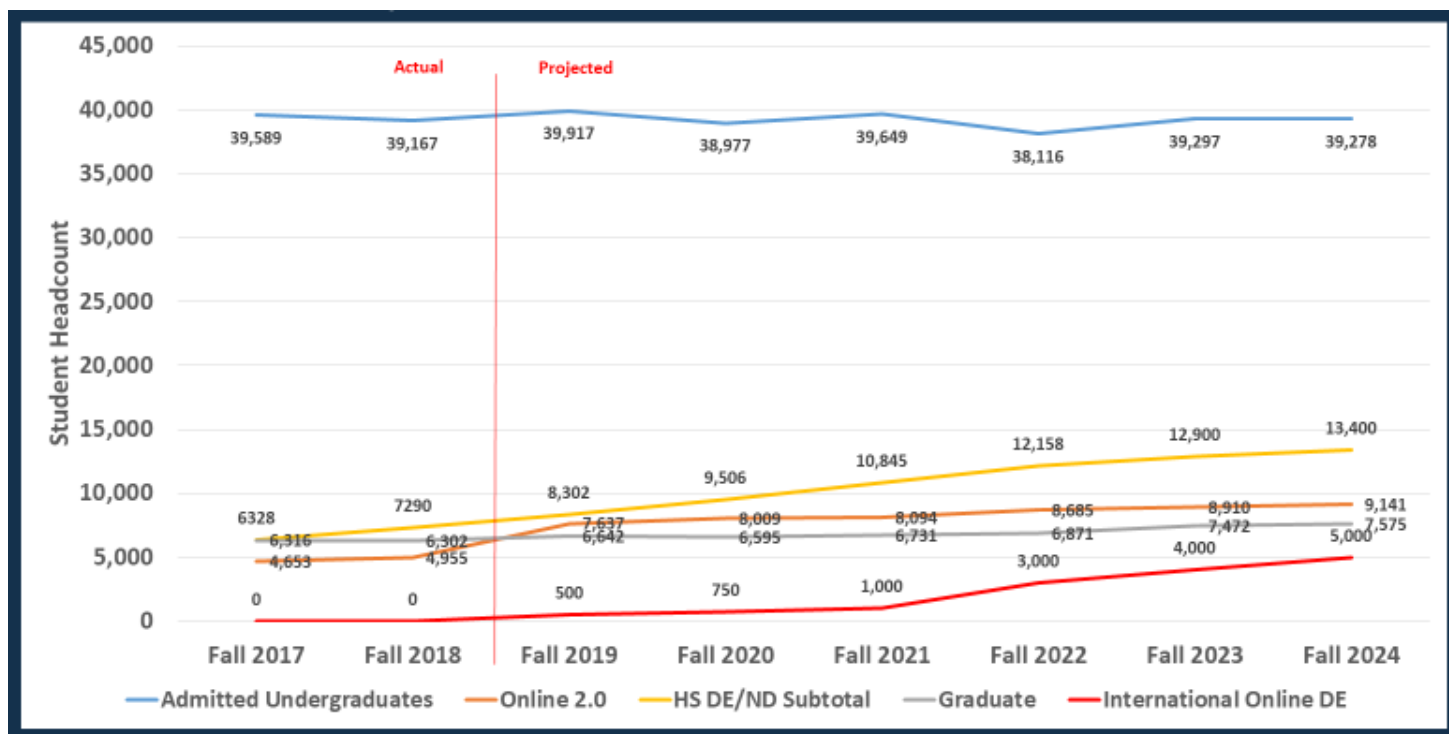
FIUNEXTHORIZON2025 PROPOSED GOALS

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

FIUNEXTHORIZON 2025 PROPOSED GOALS

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

FIUNEXTHORIZON2025 PROJECTED ENROLLMENT



TIMELINE

DATES

DESCRIPTION

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

FIUNEXT HORIZON 2025

Committee / Workgroup Charges

Committee 1. Student Success - Ensuring timely graduation and workforce readiness

Workgroup 1.A - Recruit and strategically enroll students into success pathways

Building on the success of our current admission pathways into FIU, we need to further personalize each student's pathway to graduation based on their abilities, their lifestyles, etc. We must also look at our most successful graduates and see if there are any common factors we can take advantage of. Our goal as a University is to guide every single student into a meaningful career in 4 years.

Associated Metrics:

	METRIC	2014 Actuals	2018 Actuals	2020 Goal	% Progress towards Goal	2025 Plan
10	Bachelor's Degrees Awarded to Minorities (2016-17)	6,219	7,347	7,200	115%	8,000
11	Total Headcount (Fall 2017)	54,000	56,973	65,000	27%	75,000
	Competency-based delivery		0			5%
	Face-to-Face delivery	75%	59%	30%	21%	10%
	Hybrid (50% Face-to-Face delivery)	2%	10%	30%	28%	35%
	Online delivery	23%	31%	40%	47%	50%
14	# of current FIU students enrolled in badging/micromasters courses		0			1,000
	# of nontraditional students enrolled in targeted badging courses		0			1,000
20	Auxiliary Revenue per Year (FY 2016-17)	\$197M	\$220M	\$240M	54%	\$240M
	Auxiliary Income (FY 2016-17)	\$20M	\$33M	\$24M	260%	\$50M

Committee / Workgroup Charges

Committee 1. Student Success - Ensuring timely graduation and workforce readiness

Workgroup 1.B - Improve course pedagogy and reward faculty improving student learning

Faculty members are the frontline for our University. They interact with our students on a daily basis, they know what our students are struggling with and are our greatest resource in improving student success. It is important that we not only reward but also learn from our successful faculty and create best practices that can be used in classrooms throughout the University.

Associated Metrics:

METRIC		2014 Actuals	2018 Actuals	2020 Goal	% Progress towards Goal	2025 Plan
1	FTIC 2-yr Retention Rate (GPA > 2.0) (2016-2017)	79%	87%	90%	73%	92
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	FTIC 4-yr Graduation Rate (2013-17)	25%	33%	50%	32%	61
3	AA Transfer 4-Yr Graduation Rate (2013-17)	64%	66%	70%	33%	72
4	Percent of Bachelor's Degrees Without Excess Hours	68%	72%	80%	30%	85

Committee / Workgroup Charges

Committee 1. Student Success - Ensuring timely graduation and workforce readiness

Workgroup 1.C - Enhance student experience and certification of workforce competencies

A student's experience outside of the formal classroom is increasingly becoming a major factor in a successful job search. As a University, we must find ways to teach students real-world applications of what they are learning in the classroom and to certify them as they learn to use new software, take a course on leadership, etc.

Associated Metrics:

	METRIC	2014 Actuals	2018 Actuals	2020 Goal	% Progress towards Goal	2025 Plan
1	FTIC 2-yr Retention Rate (GPA > 2.0) (2016-2017)	79%	87%	90%	73%	92
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	FTIC 4-yr Graduation Rate (2013-17)	25%	33%	50%	32%	61
5	Percent Bachelor's Graduates Employed (\$25,000) or Enrolled	68%	68%	73%	0%	80
9	Median Wages of Bachelor's Employed FT (2015-16 Grads)	\$36,000	\$39,300	\$40,700	70%	42,000
15	# of apprenticeship pathway students (Maintain 10,000 internships/yr)		0			1,000

Committee / Workgroup Charges

Committee 1. Student Success - Ensuring timely graduation and workforce readiness

Workgroup 1.D - Coordinate and accelerate academic and career success

Timely graduation and career success have not been linked historically, especially for our FIU. Our students who get good jobs early on don't end up finishing their studies as their jobs pay them well enough that they don't feel they need their degrees, our entrepreneurial students decide that the gig economy is a better route for them, amongst many other situations. FIU must promote the value of a degree and make it worthwhile for our students.

Associated Metrics:

METRIC		2014 Actuals	2018 Actuals	2020 Goal	% Progress towards Goal	2025 Plan
1	FTIC 2-yr Retention Rate (GPA > 2.0) (2016-2017)	79%	87%	90%	73%	92
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5	Percent Bachelor's Graduates Employed (\$25,000) or Enrolled	68%	68%	73%	0%	80

Committee / Workgroup Charges

Committee 2. Preeminence - Enhancing reputation and rising national and global rankings

Workgroup 2.A - Leverage preeminent program identification and assistance

Our preeminent program identification process has already identified 6 FIU preeminent programs. Moving forward as we identify new programs, we must look into possible improvements to the process, continue to prioritize our preeminent programs when fundraising, and support them in every way possible.

Associated Metrics:

	METRIC	2014 Actuals	2018 Actuals	2020 Goal	% Progress towards Goal	2025 Plan
17	FIU Tech Startup (AUTM) (FY 2015-16)	2	1	5	-33%	10
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	Non-medical S&E research expenditures		131	150		220
	Science & engineering research expenditures		146	200		250
	Industry funded research expenditures					
22	Disciplines ranked in top 100 in research expenditures		5			7
25	Top 50 Public University National Ranking		5			10

Committee / Workgroup Charges

Committee 2. Preeminence - Enhancing reputation and rising national and global rankings

Workgroup 2.B - Prioritize factors that maximize targeted university rankings

As we work towards our goal of achieving top 50 in 10 national rankings, prioritizing what information we put out in this age of limitless information is important. Are there factors that will help us in more than one ranking? Are there factors that are not being publicized that should be? FIU is sometimes referred as a “hidden gem” and the task at hand is to change that in a way that will impact all our rankings.

Associated Metrics:

METRIC		2014 Actuals	2018 Actuals	2020 Goal	% Progress towards Goal	2025 Plan
6	Bachelor's Degrees in Strategic Emphasis (2016-17)	46%	49%	50%	75%	55
7	Graduate Degrees in Strategic Emphasis (2016-17)	52%	60%	60%	100%	65
19	Private Gifts - Overall Endowment (FY 2015-16)	\$176M	\$184M	\$300M	6%	\$350M
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Committee / Workgroup Charges

Committee 2. Preeminence - Enhancing reputation and rising national and global rankings

Workgroup 2.C - Enhance university reputation to improve metrics and rankings

Calculations for national rankings unsurprisingly vary but most include a subjective portion tied to “reputation.” What do other colleges think of your institution? Is there name recognition outside of your state? How far does this name recognition reach? FIU’s reputation will be a defining factor in moving up in rankings.

Associated Metrics:

METRIC		2014 Actuals	2018 Actuals	2020 Goal	% Progress towards Goal	2025 Plan
20	Auxiliary Revenue per Year (FY 2016-17)	\$197M	\$220M	\$240M	54%	\$240M
	Auxiliary Income (FY 2016-17)	\$20M	\$33M	\$25M	260%	\$50M
25	Top 50 Public University National Ranking		5			10

Committee / Workgroup Charges

Committee 3. Highest Research - Increasing socially impactful research, innovation and tech transfer

Workgroup 3.A - Engage undergraduate students in research and creative activities

Undergraduate research programs benefit not only the University and faculty members, but most importantly, students. Through research, students are able to apply theories learned within the classroom, they expand their critical thinking skills, and develop skills for professional careers following graduation. For those students not interested in research, we must also offer creative activities they can engage in to develop these same skills. FIU must continue to offer interesting opportunities for our students that will give them the edge they need to secure or create a good job.

Associated Metrics:

METRIC		2014 Actuals	2018 Actuals	2020 Goal	% Progress towards Goal	2025 Plan
1	FTIC 2-yr Retention Rate (GPA > 2.0) (2016-2017)	79%	87%	90%	73%	92
2	FTIC 6-yr Graduation Rate (2011-17)	53%	55%	70%	12%	72
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12	Research Doctoral / Total Doctoral Degrees Per Year	159/ 327	199/ 373	200/ 400	99%	300/600

Committee / Workgroup Charges

Committee 3. Highest Research - Increasing socially impactful research, innovation and tech transfer

Workgroup 3.B - Improve Carnegie Highest Research/Achieve SUS Research Preeminence

Achieving the Carnegie Highest Research designation was a major step forward for FIU. However, we must continue to surpass the expectations and improve our place in the rankings. In addition, SUS Research Preeminence continues to be a major goal for FIU.

Associated Metrics:

	METRIC	2014 Actuals	2018 Actuals	2020 Goal	% Progress towards Goal	2025 Plan
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22	Disciplines ranked in top 100 in research expenditures		5			7
23	FIU faculty members of National Academies including NAI		10			20

Committee / Workgroup Charges

Committee 3. Highest Research - Increasing socially impactful research, innovation and tech transfer

Workgroup 3.C - Expand innovation + entrepreneurship for social and economic impact

FIU sees itself as a solutions center for our community. The research conducted at FIU must continue to be innovative and impactful to our surrounding areas. We must also move forward with our work with StartUP FIU and our incubators, which are helping to bring our students' business ideas to life in a variety of economic sectors.

Associated Metrics:

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	Industry funded research expenditures					

Committee / Workgroup Charges

Subcommittee 4. Financial Base - Expanding available funds from private, auxiliary and state resources

Workgroup 4.A - Manage and administer funds in support of performance goals

In order to achieve all the goals of our strategic plan, we will need to allocate University funds in a strategic and objective way. Working with limited resources is not new to FIU but it is a challenge we will need to face. We will need to look at estimated ROIs for our goals, initiatives on which we can cut back, and how we can best make use of our resources.

Associated Metrics:

	METRIC	2014 Actuals	2018 Actuals	2020 Goal	% Progress towards Goal	2025 Plan
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	FTIC 4-yr Graduation Rate (2013-17)	25%	33%	50%	32%	61
4	Percent of Bachelor's Degrees Without Excess Hours	68%	72%	80%	30%	85
5	Percent Bachelor's Graduates Employed (\$25,000) or Enrolled	68%	68%	73%	0%	80
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Committee / Workgroup Charges

Subcommittee 4. Financial Base - Expanding available funds from private, auxiliary and state resources

Workgroup 4.B - Drive organizational efficiencies and increased revenues

FIU aims to provide students with a high-quality learning experience that will bring them success in the job market. However, doing this in the most cost-effective way is important. To do this, we must look into areas where we can be more efficient. Additionally, new sources of revenue must be explored outside of basic tuition.

Associated Metrics:

	METRIC	2014 Actuals	2018 Actuals	2020 Goal	% Progress towards Goal	2025 Plan
8	Average Cost to Student/Net Tuition (2016-17)	\$17,760	\$16,210	\$14,000	41%	12,000
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Committee / Workgroup Charges

Subcommittee 4. Financial Base - Expanding available funds from private, auxiliary and state resources

Workgroup 4.C - Grow learners at US locations + Global Centers/Int'l High Schools

FIU's regional US locations and global centers are a resource we must use to our advantage. By growing enrollment at our global centers/international high schools, we can increase revenue through out-of-state tuition pricing. By growing learners at our regional US locations, we increase FIU's reach within the US reaping benefits beyond revenue.

Associated Metrics:

	METRIC	2014 Actuals	2018 Actuals	2020 Goal	% Progress towards Goal	2025 Plan
13	# of dual enrollment students in international high schools		0			10,000
	# of students in degree programs at world centers		1,000			5,000
16	Percentage of International Students	7	7			14
20	Auxiliary Revenue per Year (FY 2016-17)	\$197M	\$220M	\$240M	54%	\$240M
	Auxiliary Income (FY 2016-17)	\$20M	\$33M	\$25M	260%	\$50M
24	Percentage of alumni giving annually to FIU		4			30
25	Top 50 Public University National Ranking		5			10

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Academic Policy and Student Affairs Committee Meeting November 2, 2018

Discussion Questions

In anticipation of the Committee's Strategic Plan update meeting, we have asked the Chairs of the Proposed Pillars to submit questions related to their pillars that they would like to discuss with you at November 2, 2018 meeting, if time permits:

Student Success – Ensuring timely graduation and workforce readiness

- Based on your experience as an employer, what skills gap do you believe exist for recent graduates?

How do we balance (within our implementation) the current needs/gaps of today's industries vs. leading the way towards preparation of tomorrow's industries?

- What are the optimal methods for students to get those skills outside the classroom? (i.e. paid internships; experiential, short term engagements; project-based/ gig engagements; apprenticeships)
- How can our students best balance gaining skills experience while completing their education on time?
- We are in midst of a digital badging pilot of which lessons learned will inform the longer-term strategic planning recommendations. The overarching goal of this badging framework is to ensure that learners are able to map their experiences to badges in areas that are critical for 21st century employment.

For current FIU students, these badges will help connect their experiences through curated pathways, providing an opportunity to reflect on how they are building a toolkit of essential- and hard- skills that are critical for employment.

For continuing education students, badging can provide just-in-time skillsets that are critical to a fast-changing employment landscape.

What specific competencies do we want FIU students to have? What can/should we prioritize?

Preeminence – Enhancing reputation and rising national and global rankings

- Are there particular rankings that you would like the university to prioritize and/or goals for how far we move in them in the next five year?
- If you had to prioritize investments in FIU's reputation, how would you allocate among local, state, national and international audiences? Would you prioritize academic audiences who vote on our rankings or the public more likely to affect FIU via philanthropy and public support?
- If you were to choose three things/areas that FIU should be known for, what would they be?

Highest Research – Increasing socially impactful research, innovation and tech transfer

- What is your view about FIU connecting research and innovation to industry partners?
- What is your view about FIU's preparation of graduate students to meet workforce demands?
- How can FIU's research enterprise be more responsive to economic growth in South Florida?

Financial Base – Expanding available funds from private, auxiliary and state sources

- How can the Board of Trustees assist FIU in engaging broader community support for philanthropy that will support student success, such as scholarships, and research excellence?
- What ideas or suggestions for operating efficiencies do you have; what can FIU do better, do differently, or do without?
- What opportunities do you envision for broader outreach, centers, and enterprises – regionally, nationally and globally?
- What opportunities do you see for revenue self-sufficiency/net income that can be redirected to strategic priorities, such as expanded market rate programs, greater emphasis on out-of-state and international students, and continuing education/certificate programs?

- What programs, services or areas should be the highest priorities for expanded investment/reduced investment to maximize performance excellence and strategic goals?

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