



**FLORIDA INTERNATIONAL UNIVERSITY  
BOARD OF TRUSTEES  
FULL BOARD MEETING**

Friday, May 24, 2019  
9:00 a.m. Eastern Time  
Via Conference Call  
Listen-only Dial-in Number: 1-877-256-3251

**AGENDA**

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|--|--------------------|
| 1. Call to Order and Chair's Remarks   | Chair Claudia Puig |
| 2. Public Appearances  | Claudia Puig       |
| 3. Action Item   |                    |
| BT1. FIU <i>Next Horizon</i> 2025 Strategic Plan alignment to 2025 Florida Board of Governors System Strategic Plan goals and FIU's five-year Preeminence plan | Kenneth G. Furton  |
| 4. New Business ( <i>If any</i> )  | Claudia Puig       |
| 5. Concluding Remarks and Adjournment  | Claudia Puig       |

**THE FLORIDA INTERNATIONAL UNIVERSITY  
BOARD OF TRUSTEES**

May 24, 2019

**Subject: FIU *Next Horizon* 2025 Strategic Plan alignment to 2025 Florida Board of Governors System Strategic Plan goals and FIU's five-year Preeminence plan**

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**Proposed Board Action:**

Approve the FIU *Next Horizon* 2025 Strategic Plan alignment to 2025 Florida Board of Governors System Strategic Plan goals and FIU's five-year Preeminence plan.

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**Background Information:**

Florida Board of Governors Regulation 1.001(3)(c), University Board of Trustees Powers and Duties, provides that each board of trustees shall adopt a strategic plan in alignment with the Board of Governors' systemwide strategic plan and regulations, and the university's mission. University strategic plans shall be submitted to the Board of Governors for approval.

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**Supporting Documentation:** FIU *Next Horizon* 2025 Strategic Plan alignment to 2025 Florida Board of Governors System Strategic Plan goals  
FIU's five-year Preeminence plan

**Facilitator/Presenter:** Kenneth G. Furton

## FIU Next Horizon 2025 Strategic Plan Alignment to 2025 Florida BOG System Strategic Plan Goals

### TEACHING AND LEARNING

PERFORMANCE INDICATORS	BOG 2025 Goals (Revised in 2014)	FIU 2025 Goals
<b>PRODUCTIVITY</b>		
<b>1) National Rankings for Universities</b> <small>PBF: NCF</small>	1 in Top 10 Liberal Arts 1 in Top 10 Nation 1 in Top 11-25 Nation 2 in Top 25-50 Nation	5 Top 50 public university national rankings by 2025
<b>2) Freshman in Top 10% of Graduating High School Class</b> <small>PBF: NCF</small>	50%	27%*
<b>3) Professional Licensure &amp; Certification Exam Pass Rates Above Benchmarks</b>	All Exam Pass Rates Above Benchmarks	All Exam Pass Rates Above Benchmarks*
<b>4) Percent of SUS courses bearing a "high-quality" rating in the Florida Virtual Campus online catalog</b>	90%	90%
<b>5) Average Time to Degree</b> <small>(for FTIC in 120hr programs)</small>	4.0	4.6*
<b>6) Four-Year Graduation Rates</b> <small>(for Full- and Part-time FTIC)</small>	50%	60%
<b>7) Six-Year Graduation Rates</b> <small>(for Full- and Part-time FTIC)</small> <small>PBF: ALL</small>	70%	70%
<b>8) Percent of Bachelor's Degrees Without Excess Hours</b> <small>PBF: ALL (except FSU, UF)</small>	80%	80%
<b>9) Bachelor's Degrees Awarded Annually</b> <small>PBF: UCF</small>	90,000	11,600*
<b>10) Graduate Degrees Awarded Annually</b>	35,000	4,120*
<b>11) Bachelor's Degrees Awarded to African-American &amp; Hispanic Students</b> <small>PBF: FAU, FGCU, FIU</small>	36,000 (40%)	84.5%*

<b>12) Number of Adult (Aged 25+) Undergraduates Enrolled</b> PBF: UWF	75,000 (21%)	25%
<b>13) Percent of Undergraduate FTE in Online Courses</b>	40%	40%*
<b>14) Number of Institutions with at least 30% of Fall Undergraduates Receiving a Pell Grant</b> (Related to University Access Rate) PBF: ALL	All Institutions Above 30%	50%*
<b>15) Academic Progress Rate</b> (2nd Fall Retention with GPA>=2) PBF: ALL	90%	90%
<b>STRATEGIC PRIORITIES</b>		
<b>16) Bachelor's Degrees in Programs of Strategic Emphasis</b> (Categories Include: STEM, Health, Education, Global, and Gap Analysis) PBF: ALL	45,000 (50%) (after 2012-13 revision)	50%
<b>17) Bachelor's Degrees in STEM &amp; Health</b> (Percent of Bachelor's Total)	30,000 (35%) (after 2012-13 revision)	25%*
<b>18) Graduate Degrees in Programs of Strategic Emphasis</b> (Categories Include: STEM, Health, Education, Global, and Gap Analysis) PBF: ALL (except NCF)	18,200 (60%) (after 2012-13 revision)	60%
<b>19) Graduate Degrees in STEM &amp; Health</b> (Percent of Graduate Total)	15,200 (50%) (after 2012-13 revision)	37%*

## SCHOLARSHIP, RESEARCH AND INNOVATION

<b>PERFORMANCE INDICATORS</b>	<b>BOG 2025 Goals</b> (Revised in 2014)	<b>FIU 2025 Goals</b>
<b>EXCELLENCE</b>		
<b>20) Faculty Membership in National Academies</b>	75 (based on 2011)	20
<b>21) Faculty Awards</b> PBF: FSU, UF	75 (based on 2011 data)	13*

<b>22) Percent of Undergraduate Seniors Assisting in Faculty Research</b> --- or --- <b>Percent of Undergraduates Engaged in Research</b> PBF: NCF	<b>TO BE DETERMINED</b>  Board staff will work to develop a standard definition for this metric across the System.	TBD  Offer a zero-credit research course to capture undergraduate student research engagement
<b>PRODUCTIVITY</b>		
<b>23) Total R&amp;D Expenditures</b> PBF: UF	\$2.29B (based on 2012-13)	\$300M
<b>24) Percent of R&amp;D Expenditures funded from External Sources</b> PBF: FAMU	71% (based on 2011-12)	55%*
<b>STRATEGIC PRIORITIES</b>		
<b>25) Number of Patents Awarded Annually</b>	410 (based on 2013)	55
<b>26) Number of Licenses and Options Executed Annually</b>	270 (based on 2011-12)	30
<b>27) Number of Start-Up Companies Created</b>	40	5

## COMMUNITY AND BUSINESS ENGAGEMENT

<b>PERFORMANCE INDICATORS</b>	<b>BOG 2025 Goals</b> (Revised in 2014)	<b>FIU 2025 Goals</b>
<b>EXCELLENCE</b>		
<b>28) Number of Universities with the Carnegie Foundation's Community Engagement Classification</b>	All	Maintain classification (earned in 2010)
<b>STRATEGIC PRIORITIES</b>		
<b>29) Percentage of Baccalaureate Graduates Continuing Education or Employed</b> PBF: ALL	90%	73%

\*By 2022 as noted in 2019 Accountability plan



## FIU 5 Year Preeminence Plan

In 2019, Florida International University achieved sufficient preeminence metrics to qualify for designation as an emerging preeminent state research university by the authority of Florida Statute 1001.7065. Subsection (5)(b) requires that a state university designated as an emerging preeminent state research university submit to the Board of Governors a five-year benchmark plan with target rankings on key performance metrics for national excellence. By 2024, FIU will achieve sufficient preeminence metrics to qualify for designation as a preeminent state research university as detailed below.

In addition to the state’s preeminent metrics, another indicator of national research preeminence is the Carnegie Classification of Institutions of Higher Education. In 2018, when Carnegie released updated rankings, FIU maintained the highest possible ranking of Doctoral Universities: Very High Research Activity. This ranking was awarded to only 3.1 percent of all evaluated institutions and was achieved by only 131 public institutions. Also, FIU is recognized as one of 45 Ashoka Changemaker Institutions based on our commitment to social innovation and entrepreneurship and is one of only 11 universities in the U.S. that holds both Carnegie R1 and Ashoka designations. The pairing of these classifications is recognition of FIU’s commitment to exceptional teaching, research, and service to our community.

The eight preeminent metrics as defined in Florida Statute 1001.7065 qualifying FIU for the “Emerging Preeminence” designation is detailed in Table 1, including current performance and goals from the FIU *Next Horizon 2025 Strategic Plan* which has the BOG preeminent state research university metrics imbedded as part of its goals.

<b>Table 1: Preeminent Metrics Achieved</b>			
	<b>BENCHMARK</b>	<b>2018-2019 ACTUAL</b>	<b>2024-2025 GOAL</b>
<b>Average GPA and SAT Score</b> <i>for incoming freshman in Fall semester</i>	<b>4.0 GPA</b> <b>1200 SAT</b>	4.1 GPA 1257 SAT Fall 2018	4.1 GPA 1273 SAT Fall 2025
<b>Freshman Retention Rate</b> <i>Full-time, FTIC</i>	<b>90%</b>	90.2% 2017-18	90% 2024-2025
<b>National Academy Memberships</b>	<b>6</b>	6 2019	8 2025
<b>Total Annual R&amp;D Expenditures in Non-Health Sciences</b> <i>includes public and private institutions</i>	<b>\$150 M</b>	\$153M 2017-18	\$234M 2024-25
<b>National Ranking in Research Expenditures</b>	<b>Top 100</b> in 5 of 8 disciplines	5 2016-17	7 2021-22
<b>Patents Awarded</b> <i>over 3-year period</i>	<b>100</b>	126 2016-18	165 2022-2024
<b>Doctoral Degrees Awarded Annually</b>	<b>400</b>	404 2017-18	600 2023-24
<b>Number of Post-Doctoral Appointees</b>	<b>200</b>	222 Fall 2017	300 Fall 2024



FIU expects to achieve an additional three metrics (for a total of 11 of 12) to attain the full preeminent state research university designation by 2024. Table 2 details the three additional preeminence metrics that FIU will achieve within 5 years. The three metrics are 4-year Graduation Rate, Public University National Ranking, and Total Science & Engineering Annual Research Expenditures.

<b>Table 2: Preeminent Metrics to Achieve</b>				
	<b>BENCHMARK</b>	<b>2018-2019 ACTUAL</b>	<b>2024-2025 GOAL</b>	<b>YR EXPECTED TO ACHIEVE BENCHMARK</b>
<b>4-year Graduation Rate</b> <i>Full-time, FTIC</i>	<b>60%</b>	39% 2014-18	60% 2023-24	2023-24
<b>Public University National Ranking</b> <i>in more than one national ranking</i>	<b>2 Top 50</b>	0 2019	5 2025	2020-21
<b>Total Annual Research Expenditures (\$M)</b> <i>(Science &amp; Engineering only)</i>	<b>\$200 M</b>	\$166 M 2017-18	\$252M 2023-24	2021-22

***4-year Graduation Rate***

The preeminent benchmark requires a 60 percent four-year graduation rate. FIU achieved a 39 percent four-year graduation rate in 2019 (2014-15 cohort). Improving this metric remains a critical goal within FIU’s 2018-19 Accountability Plan and the *FIU Next Horizon 2025 Strategic Plan*. We expect to continue improving our four-year graduation rate by at least 4% per year and achieve a 60% graduation rate by 2024.





FIU has several major initiatives focused on improving student graduation rates. The University has invested in enterprise-wide software to connect students to their coordinated support teams, which include faculty, advisors, tutors, and college-life coaches. We are using predictive analytics in the platform to quickly identify students who are not being successful and provide support or redirection pathways to help students find programs in which they can be successful. The results of these efforts can be seen in our increased retention and graduation rates, as well as in the number of students who are successfully earning the credits they attempt. Additionally, colleges and programs are focused on reviewing their curriculum to assure students have a 4-year pathway to graduation. The University has established an Emergency Aid Response Team to quickly respond to student requests for emergency financial assistance. The team, composed of staff from multiple student service areas, meets regularly to support students who encounter financial emergencies. This response team is working with existing student financial support programs such as the Food Pantry, Homeless Waivers, Emergency Loans, Short-term Loans, Retention and Graduation Grants, and other scholarships. Additional initiatives such as completion and retention scholarships are increasingly being implemented by colleges across the University.

***Public University National Ranking***

The preeminent benchmark requires two top 50 rankings among public institutions. This benchmark aligns with the Florida Board of Governors’ 2025 System Strategic Plan for the State University System that calls for five institutions to be in the Top 50 by 2025. 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. The projected target for this metric is to achieve 5 BOG recognized top 50 rankings, including US News and World Report by 2025. We expect to achieve 2 top 50 rankings by 2021. Our current standing and changes in the past year are summarized in the table below.



Table 3. FIU Public University national rankings current year and expected top 50 by 2025.

Organization	Ranking/Change	Emphasis
	NR ↓ -1	Research performance rankings
	#56 ↑ +16	Best College Values
	#52 ↓ -7	Ranking based on social mobility, research, and service
	#69 ↑ +5	Best world universities emphasizing teaching environment
	#100 ↑ +22	Rankings emphasizing graduation rate and reputation

*Total Research Expenditures (Science and Engineering Only)*

The preeminent benchmark requires \$200 million in science and engineering research expenditures. FIU had \$166 million in science and engineering research expenditures as of 2019 (2017-18 fiscal year). In the FIU *Next Horizon 2025 Strategic Plan*, FIU has set a goal of \$252M in Science & Engineering Research Expenditures by 2025. We expect to achieve \$200M in Science & Engineering annual expenditures by 2022. 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. We will support our faculty, allowing them to achieve national recognition for their excellence in teaching, research, scholarship, and creative activities.

**FIU’s Strategic Plan**

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 and the preeminent state research university metrics. FIU has made significant progress in meeting the preeminent state research university metrics, demonstrating our commitment to excellence and continuous improvement. This year, we exceeded benchmarks in eight of the 12 preeminent research university funding metrics. The FIU *Next Horizon 2025 Strategic Plan* embeds the preeminence benchmarks as part of its key metrics (See Appendix 1).

**Conclusion**

Florida International University is grateful to Governor DeSantis, the Florida Legislature, and the Board of Governors for their support of the preeminent and emerging preeminent programs. This designation enhances FIU’s national prominence the national reputation of the State University System of Florida and the impact research universities have on our local and state economies.





Appendix 1

	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