



FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES
STRATEGIC PLANNING COMMITTEE

FIU, Modesto A. Maidique Campus, Graham Center Ballrooms
To help prevent the spread of COVID-19, general public access via <http://webcast.fiu.edu/>

Tuesday, February 23, 2021
11:15 AM

or
Upon Adjournment of Previous Meeting

Chair: Roger Tovar
Vice Chair: Cesar L. Alvarez
Members: Leonard Boord, Donna J. Hrinak, Gene Prescott, Joerg Reinhold, Alexandra Valdes

AGENDA

- | | |
|---------------------------------------|---------------------|
| 1. Call to Order and Chair's Remarks | Roger Tovar |
| 2. Approval of Minutes | Roger Tovar |
| 3. Information and Discussion Items | |
| 3.1 Rankings Update | Kenneth G. Furton |
| 3.2 Strategic Hiring Update | Kenneth G. Furton |
| 3.3 FIU Online Update | Kenneth G. Furton |
| 3.4 Strategic Plan Reports | |
| • CasaCuba | Maria Carla Chicuen |
| • Strategic Marketing | Sandy Gonzalez-Levy |
| 4. New Business (<i>If Any</i>) | Roger Tovar |
| 5. Concluding Remarks and Adjournment | Roger Tovar |

The next Strategic Planning Committee Meeting is scheduled for Wednesday, April 21, 2021

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FIU Board of Trustees Strategic Planning Committee Meeting

Time: February 23, 2021 11:15 AM - 12:30 PM EST

Location: FIU, Modesto A. Maidique Campus, Graham Center Ballrooms

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3.4	Strategic Plan Reports		
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4.	New Business <i>(If Any)</i>	Roger Tovar	
5.	Concluding Remarks and Adjournment	Roger Tovar	

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THE FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES
Strategic Planning Committee

February 23, 2021

Subject: Approval of Minutes of Meetings held September 9, 2020 and December 3, 2020

Proposed Committee Action:

Approval of Minutes of the Strategic Planning Committee meetings held on September 9, 2020 and December 3, 2020 via Zoom.

Background Information:

Committee members will review and approve the Minutes of the Strategic Planning Committee meetings held on September 9, 2020 and December 3, 2020 via Zoom.

Supporting Documentation: Minutes: Strategic Planning Committee Meeting, September 9, 2020 and December 3, 2020

Facilitator/Presenter: Roger Tovar, *Strategic Planning Committee Chair*

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**FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES
STRATEGIC PLANNING COMMITTEE
MINUTES
SEPTEMBER 9, 2020**

1. Call to Order and Chair's Remarks

The Florida International University Board of Trustees' Strategic Planning Committee meeting was called to order by Committee Chair Roger Tovar at 10:17 am on Wednesday, September 9, 2020 via Zoom.

General Counsel Carlos B. Castillo conducted roll call of the Strategic Planning Committee members and verified a quorum. Present were Trustees Roger Tovar, *Chair*; Cesar L. Alvarez, *Vice Chair*; Leonard Boord; Gene Prescott; Joerg Reinhold; and Alexandra Valdes.

Trustee Donna J. Hrinak was excused.

Board Chair Dean C. Colson, Trustees Jose J. Armas, Gerald C. Grant, Jr., Natasha Lowell, Claudia Puig, and Marc D. Sarnoff and University President Mark B. Rosenberg also were in attendance.

2. Welcome and Introduction

Committee Chair Tovar commented on Board Chair Colson's vision for the Board's Strategic Planning Committee, specifically, that it will be a Committee focused on FIU's goal of achieving recognition as a Top-50 public university in *U.S. News & World Report* rankings, concentrating on the Florida Board of Governors (BOG) performance-based funding metrics, in addition to the goals and objectives delineated in the University's strategic plan. Vice Chair Tovar indicated that the Committee also will serve as the venue for discussions with the administration on future items of a substantive nature.

Committee Chair Tovar mentioned that the founding of FIU began with Senator Ernest Graham, who presented the initial proposal to the Florida legislature in 1943, and that it was not until over 20 years later that FIU was founded in 1965. Committee Chair Tovar commented on the many accomplishments that the University has achieved since its opening in 1972, indicating that FIU is one of the largest U.S. universities by enrollment, has earned and retained its Carnegie Classification of Highest Research Activity, and has 18 programs ranked Top-50 by *U.S. News & World Report*. He remarked on student-athlete academic success, specifically, that men's soccer and women's swimming and diving led the league in highest term grade point average (GPA) for their respective sports. Committee Chair Tovar pointed out that FIU is a top performer nationally in terms of social mobility rankings and commended President Mark B. Rosenberg and the University's administration.

Committee Chair Tovar pointed out that the purpose of the recurring \$32M investment by the legislature is to provide funding support to the University in its pursuit of achieving recognition as a Top-50 public university, adding that effectively investing the allocation will be a priority for the Committee. He recognized the University's Governmental Relations team and Vice President Michelle L. Palacio and expressed his gratitude to Florida Governor Ron DeSantis, Speaker of the Florida House of Representatives Jose Oliva, and the Florida legislature. He commented that while the University continues to make strides towards achieving recognition as a Top-50 public university, FIU remains focused on its mission of serving its students and the diverse population of South Florida. He stated that expanding diversity and inclusion is an added priority for the Committee.

3. Informational and Discussion Items

3.1 Strategic Planning Update

Provost and Executive Vice President Kenneth G. Furton provided an overview of the roles and responsibilities of the Academic Policy and Student Affairs Committee and that of the newly created Strategic Planning Committee. He reiterated the University's vision statement, "Florida International University 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." He delineated the Next Horizon 2025 Strategic Plan pillars, namely, amplifying learner success and institutional affinity, accelerating preeminence and research and innovation impact, and assuring responsible stewardship.

3.2 Rankings Update

Provost Furton indicated that FIU had three (3) Top-50 rankings during the time that the Next Horizon 2025 Strategic Plan was approved, adding that the University now has five (5) Top-50 rankings. He stated that in *Washington Monthly's* 2020 National Universities Rankings, FIU moved up 25 spots to No. 18 among public universities and explained that while *Washington Monthly* has similar metrics to that of *U.S. News & World Report*, *Washington Monthly* also includes metrics relating to promoting social mobility, research, and public service. Provost Furton remarked that FIU climbed 17 spots from No. 75 to No. 58 among public universities in the nation in the *Times Higher Education* World University rankings. He pointed out that FIU is ranked No. 10 in Social Mobility, No. 30 Most Innovative, and No. 40 Best Online Programs by *U.S. News & World Report*. He highlighted University programs that are ranked top-50 by *U.S. News & World Report*, described preeminent programs and emerging preeminent programs in relation to the respective *U.S. News & World Report* rankings, and provided an overview of the 20 strategic plan goals and their respective alignment with BOG performance-based funding, preeminent research university funding, and *U.S. News & World Report* metrics. Provost Furton also referred to additional performance indicators that, while tracked by the BOG, are not measured by the aforementioned metrics.

Provost Furton remarked on the Next Horizon 2025 Strategic Plan Steering Committee, noting that 14 strategic execution teams are tasked with implementing a number of priorities and that Committee Chair Tovar will join Trustees Joerg Reinhold and Alexandra Valdes on the Steering Committee. Provost Furton commented on the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) March 2021 site visit, noting that as part of the University's reaffirmation process, SACSCOC reviewers will be evaluating FIU's institutional planning process.

In response to Trustee Leonard Boord, Committee Chair Tovar commented on ongoing discussions regarding opportunities where, with only minimum investment, significant gains can be achieved and that, moving forward, the Committee will hold workshops in order to engage in focused discussions relating to the strategic allocation of resources relative to BOG performance-based funding metrics and *U.S. News & World Report* rankings.

Provost Furton described *U.S. News & World Report* metrics and the related weighing indicators, and in terms of the University's performance, he indicated that 2021 estimates reflect improvement over the prior year in all but two areas. He indicated that the metric with the highest weighting indicator is the peer assessment score and commented on a targeted marketing and branding strategy.

In response to Committee Chair Tovar's inquiry regarding the \$15M appropriation in 2019, Provost Furton explained that investments are tracked and the impact of said investment to each metric is evaluated. Provost Furton commented that a listing of initiatives, impacts, and measurable outcomes will be provided to the Committee.

3.3 Possum Trot

Provost Furton referred Trustees to the Board materials, which include the appraisal report, licensing agreement, and financial summary, for "Possum Trot", as nicknamed by its owner. He commented that the use of Possum Trot as a field site supports cutting-edge research and innovative education in a range of disciplines with a focus on tropical botany. He remarked that Possum Trot has an extremely valuable collection of hundreds of different species and thousands of plants, many of which are not present in other botanical collections. He described how the use of the gift aligns with the strategic priorities of the University, namely, nurturing a culture with values centered on effective teaching and enhanced learning in support of continuously improving student success, preparing graduates at all levels for seamless career integration, and fostering a campus culture where innovation thrives and contributes to real-world solutions for real-world issues, and in the process making a significant, positive impact on the Miami and Florida economies.

Provost Furton explained that the item is for discussion only and will be presented for approval at an upcoming meeting. He commented on the gift, noting that the real estate comprises 28.15 acres of land, improvements, natural forest and variety of trees and plants. He added that a life estate, in the name of the donor, is reserved for five (5) acres of the property, which contains a residential building, that the donor will continue to be the land steward for the duration of his life and employed by FIU, and that the portion reserved as the donor's life estate will be maintained by FIU. Provost Furton indicated that Possum Trot is adjacent to Monkey Jungle and presented an aerial view of the property. He explained that the land and structure appraised at \$2,575,000, that no significant issues were found as part of the title work, and that no pending liens or judgements have been identified. Provost Furton remarked that while pesticides were detected in the groundwater samples, further groundwater testing did not identify groundwater exceedances. He added that if the current usage does not change, no additional assessment and/or remediation will be required.

Provost Furton explained that while negative cash flows will be experienced in the first year, positive cash flows should follow in year 2 and beyond, noting that after the first year, the property will be maintained with no additional investment. Provost Furton pointed out that the property is permitted

to operate and manage organic fruit and vegetable farm planting operation for the production of plants, fruits, vegetables and other products. Provost Furton commented on license agreement key terms, namely, that the term is for five (5) years with one additional five-year renewal upon mutual agreement, that the licensee will carry farm liability insurance, that either party may terminate for any reason with 180 days' notice, and that FIU will continue to use the premises as a research site for agroecology, botany, or any other use. He described the Board approval process, including that the Board's Finance and Facilities Committee will review and recommend Full Board approval of the property gift and the delegation of authority to the University President or designee to negotiate and execute all agreements for the transfer of the gift. He added that following Full Board approval, the University will submit the request to the Board of Governors (BOG) for approval to operate the Possum Trot property as a Special Purpose Center and that upon securing BOG approval, the University may proceed to accept the Possum Trot property gift from Robert J. Barnum, and transfer of title.

Committee Chair Tovar commented on fencing and that, upon the transfer of title, the property's appearance should be an appropriate representation of FIU.

4. New Business

No new business was raised.

5. Concluding Remarks and Adjournment

With no other business, Committee Chair Roger Tovar adjourned the meeting of the Florida International University Board of Trustees Strategic Planning Committee on Wednesday, September 9, 2020 at 11:07 a.m.



**FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES
STRATEGIC PLANNING COMMITTEE
MINUTES
DECEMBER 3, 2020**

1. Call to Order and Chair's Remarks

The Florida International University Board of Trustees' Strategic Planning Committee meeting was called to order by Committee Chair Roger Tovar at 10:20 AM on Thursday, December 3, 2020 via Zoom.

General Counsel Carlos B. Castillo conducted roll call of the Strategic Planning Committee members and verified a quorum. Present were Trustees Roger Tovar, *Chair*; Leonard Boord; Donna J. Hrinak; Gene Prescott; Joerg Reinhold; and Alexandra Valdes.

Trustee Cesar L. Alvarez, *Committee Vice Chair*, was excused.

Board Chair Dean C. Colson, Trustees Jose J. Armas, Gerald C. Grant, Jr., Natasha Lowell, Claudia Puig, and Marc D. Sarnoff and University President Mark B. Rosenberg also were in attendance.

Committee Chair Tovar welcomed all Trustees and members of the University administration. He also welcomed FIU Foundation, Inc. Board of Directors member Richard Brilliant, noting that Director Brilliant serves as the Foundation liaison to the Committee. Committee Chair Tovar explained that Trustees and University administrators and staff were attending via the virtual environment and that the University community and general public had access to the meeting via the University's webcast.

2. Approval of Minutes

Approval of prior meeting Minutes was deferred until the next regularly scheduled Committee meeting.

3. Informational and Discussion Items

3.1 Strategic Hiring Plan

Provost and Executive Vice President Kenneth G. Furton presented the proposed plan to strategically hire 100 faculty members within five years to achieve Top-50 in *U.S. News & World Report* rankings. He indicated that 66 are incremental hires and 34 are replacement hires, adding that 37 of said faculty will be direct hires for preeminent and emerging preeminent programs where over 60% of the University's research funding is generated. He provided a breakdown of the faculty classifications, noting that the proposed plan calls for 33 Assistant Professors, 50 Associate Professors, and 17 Professors. Provost Furton pointed out that the total cost of 100 faculty

positions over the next five years is \$37.7M, stating that \$12.6M would be funded from the \$32M legislative allocation and that matching funds from Academic Affairs (\$14.9M), Office of Research overhead (\$7.7M), and College reallocations (\$2.5M) would cover the remaining \$25.1M. He added that the distribution of lines is focused on reaching overall Top-50 ranking for the University while raising select programs and colleges to Top-25.

Provost Furton explained that, at Committee Chair Tovar's suggestion, the University has prioritized and refined the 18 metrics that comprise *U.S. News & World Report's* ranking methodology into seven (7) major categories. He provided an overview of each of the overarching categories and their related weight, specifically graduation and retention rates (35%), peer assessment score (20%), faculty resources (20%), spending per student (10%), freshman class metrics (7%), a newly-added metric relating to graduate indebtedness (5%), and average alumni giving (3%). He commented on the University's impact scores and how the scores are based on five (5) factors, namely, importance, resource requirement, time to realization, positive effect on other systems, and additional points. He mentioned that each initiative is first evaluated in order to determine the relevance to the Next Horizon 2025 Strategic Plan, the University's mission and vision, and Florida Board of Governors (BOG) metrics, including Performance Based Funding and preeminence funding.

In terms of the high-level categories relating to learner success and institutional affinity and preeminence and research and innovation, Provost Furton presented an overview of the revised impact scores for currently proposed faculty recruitment initiatives, which are included under both high-level categories. He indicated that because, generally, half of their assignment pertains to teaching, tenure-earning faculty allow for reductions in class size, and in terms of research, they generate scholarship citations and research dollars. He pointed out that all allocations will be reviewed each year for their impact on Top-50, adding that any remaining balances will be reinvested in Top-50 initiatives. He commented that \$1.9M remained from the prior fiscal year, noting that the balance was rolled into the University's carryforward balance.

Provost Furton highlighted the University's preeminent programs and emerging preeminent programs in terms of potentially positioning for Top-25 and Top-50 rankings. He indicated that the University is proposing to invest in 37 faculty hiring lines for preeminent/emerging preeminent programs and 12 for FIU's Center for Translational Science, adding that 34 will be funded by Academic Affairs and 17 will be funded by the various colleges. He presented a detailed distribution, over five years, of the 37 faculty positions across the preeminent/emerging preeminent programs. Provost Furton provided an overview of the distribution of faculty positions across National Science Foundation (NSF) broad research areas relative to the targeted 2025 unit rankings increases. He commented that the University is on track to achieve \$355M in research expenditures, adding that the strategic hires are projected to help the University accelerate its research growth, resulting in \$400M in research expenditures by 2025.

In response to Trustee Leonard Boord, Provost Furton indicated that the University is still refining the faculty lines that are needed in each of the areas, but that in the case of relatively smaller colleges, investing in 15 faculty positions can have a dramatic impact on overall expenditures and reputation. Also responding to Trustee Boord, Committee Vice Chair Tovar provided examples of universities that experienced significant movement in the rankings. He pointed out that the purpose

of the recurring \$32M investment by the legislature is to provide funding support to the University in its pursuit of achieving recognition as a Top-50 public university, adding that effectively investing the allocation is critical. He added that the goals are aspirational, but that the University's pursuit of Top-50 ranking is bolstered as more FIU schools and programs advance to Top-50 rankings. In terms of the University's ranking improvement projections, Trustee Board requested comprehensive data in order to gain insight on those institutions that have made significant rankings gains in the last 10 years, the institutions that FIU is bridging the gap in between, and other key factors for these institutions, specifically relating to the number of faculty members. Committee Chair Tovar requested that this information be presented at the Committee's next regularly scheduled meeting.

3.2 Update on the FIU Center for Translational Science

Provost Furton commented on the three main research areas at FIU's Center for Translational Science (FIU-CTS), formerly known as the Torrey Pines Institute for Molecular Studies, namely, neuroscience translational research, pulmonary biology, and biomolecular research. He highlighted faculty hires within said research areas, adding that Dr. Stephen Black will join the University in January as the Scientific Director for FIU-CTS. He provided examples of FIU-CTS research projects, specifically, small molecule drug screening by Research Professor Adel Nefzi and tissue analysis and imaging by Professors Hongxia Zhou and Xugang Xia.

Provost Furton explained that while a small operating budget deficit was anticipated for the facility, based on the grant awards of the groups already hired (nine Principal Investigators [PI's]), the facility will have \$9M in annual awards and \$3M in annual overhead. He indicated that with 10 PI's in place by January, all facility operational costs will be covered and that given the higher than expected rate of return for faculty hires at FIU-CTS, the University may operate with 14-15 PI's, rather than the 18 PI's that were originally planned for.

Provost Furton indicated that FIU signed a Shared Services Agreement with Cleveland Clinic and commented on collaboration with the Cleveland Clinic, namely, cancer research, World Trade Center Health Program, and the development of a PhD student training program. He pointed out that \$4.2M of capital improvements are planned and will be paid from Office of Research and Economic Development overhead. He mentioned that due to the repair of the cooling towers and the planned reduction of number of chemistry labs, the roof fans will not need replacement, adding that this represents \$600K in savings. Provost Furton remarked on pantherization efforts and on the renovations to the second and third floors, noting that landscaping improvements are in progress. He presented images of possible exterior and interior signage at FIU-CTS.

Trustees Board and Marc D. Sarnoff commended the progress at FIU-CTS.

3.3 Rankings Update

Provost Furton indicated that FIU is one of the top 100 public universities in the country, according to the latest *U.S. News & World Report* rankings, adding that the University improved 10 spots and is now ranked No. 95 among public universities. He presented an overview of other recent Top-50 rankings and described progress relative to the 20 strategic plan goals. At the request of Committee Chair Tovar, Provost Furton provided an update on the FIU College of Law's Bar passage rate, noting that the College's graduates earned an 89.3% passing rate on the most recent Bar exam and

that FIU has once again ranked as the top-performing Florida law school. Provost Furton indicated that FIU's international business program is ranked No. 2 in the nation for the second consecutive year and that this is the highest-ranked program of any university in Florida. He remarked that FIU Business has been ranked No. 1 globally for real estate research productivity by the *Journal of Real Estate Literature*.

4. New Business

No new business was raised.

5. Concluding Remarks and Adjournment

With no other business, Committee Chair Roger Tovar adjourned the meeting of the Florida International University Board of Trustees Strategic Planning Committee on Thursday, December 3, 2020 at 11:21 AM.

OVERVIEW

ONLINE KEY FACTS

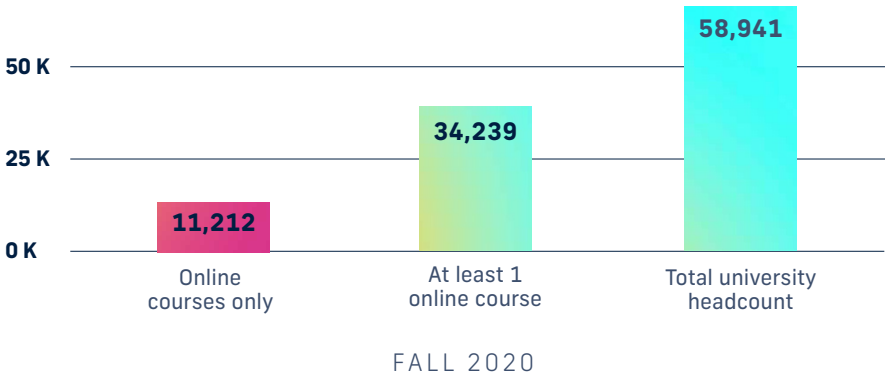
More than half of the university's student body took at least one online course during the 2020 fall semester. In addition, there was a 22.92% increase in student credit hours from the previous year. Headcount also increased 19.44%.

Notably, more than 66.8% of online-only students had no prior history with FIU.

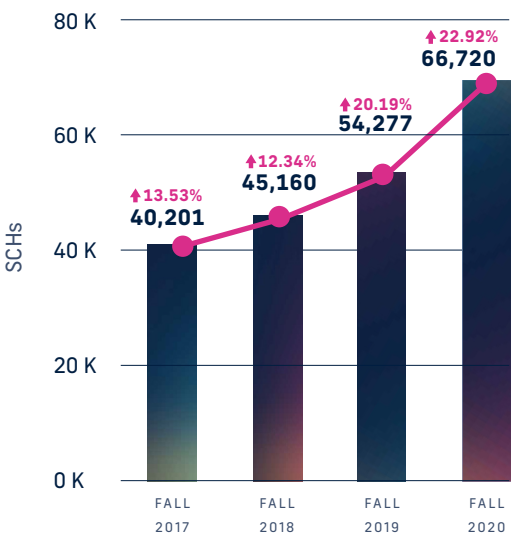
Within the total online student headcount, only 4.28% had transferred from on-campus to fully online status.

- **PROGRAMS/TRACKS: 125**
- **COURSES: 1,469**
- **INSTRUCTORS: 1,043**
- **HEADCOUNT ENROLLMENT: 7,109**
- **STUDENT CREDIT HOURS: 66,720**

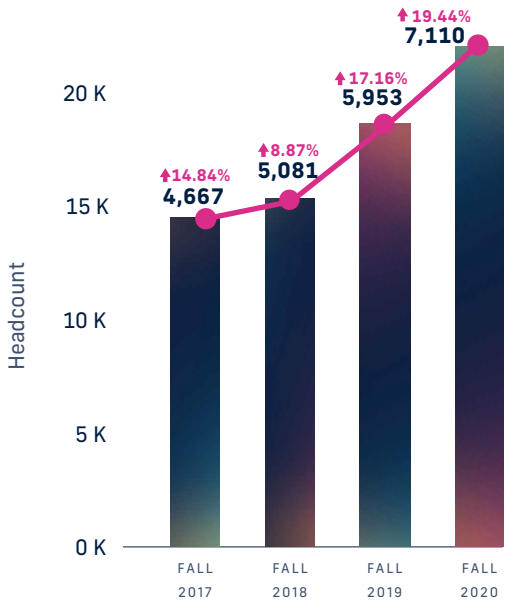
ONLINE VS FACE-TO-FACE ENROLLMENTS



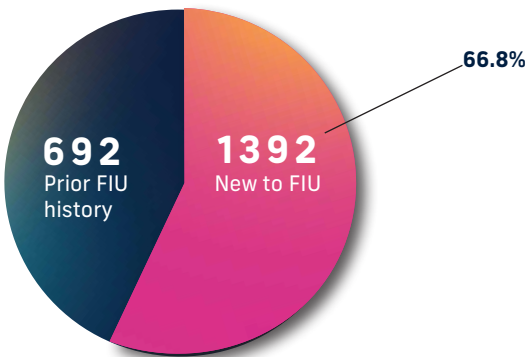
2.0 STUDENT CREDIT HOURS



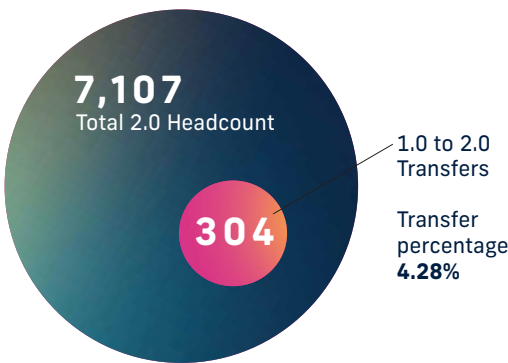
2.0 STUDENT HEADCOUNT



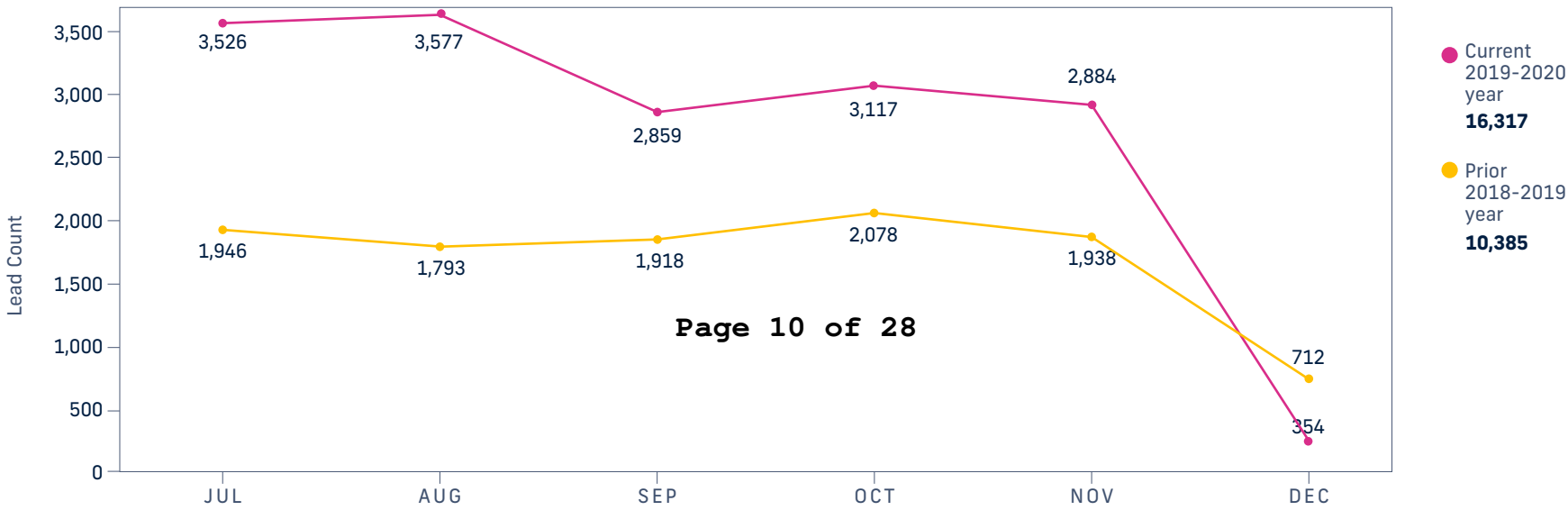
NEW TO FIU 2.0



TRANSFERS % OF ENROLLMENT (SEMESTER REPORT ONLY)



LEAD GENERATION DISTRIBUTION BY YEAR

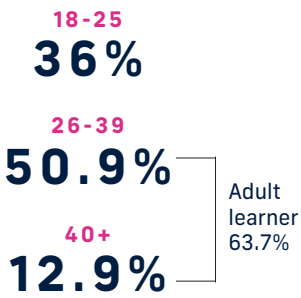


SNAPSHOT REPORT

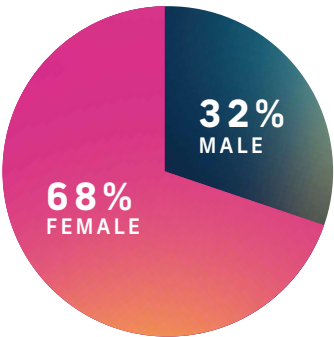
FALL 2020

DEMOGRAPHICS

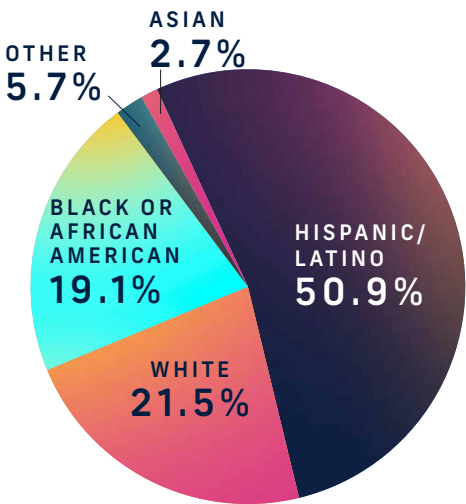
AGE BREAKDOWN



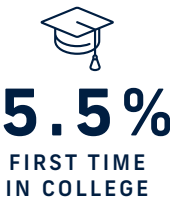
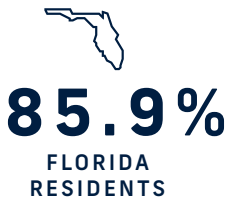
GENDER



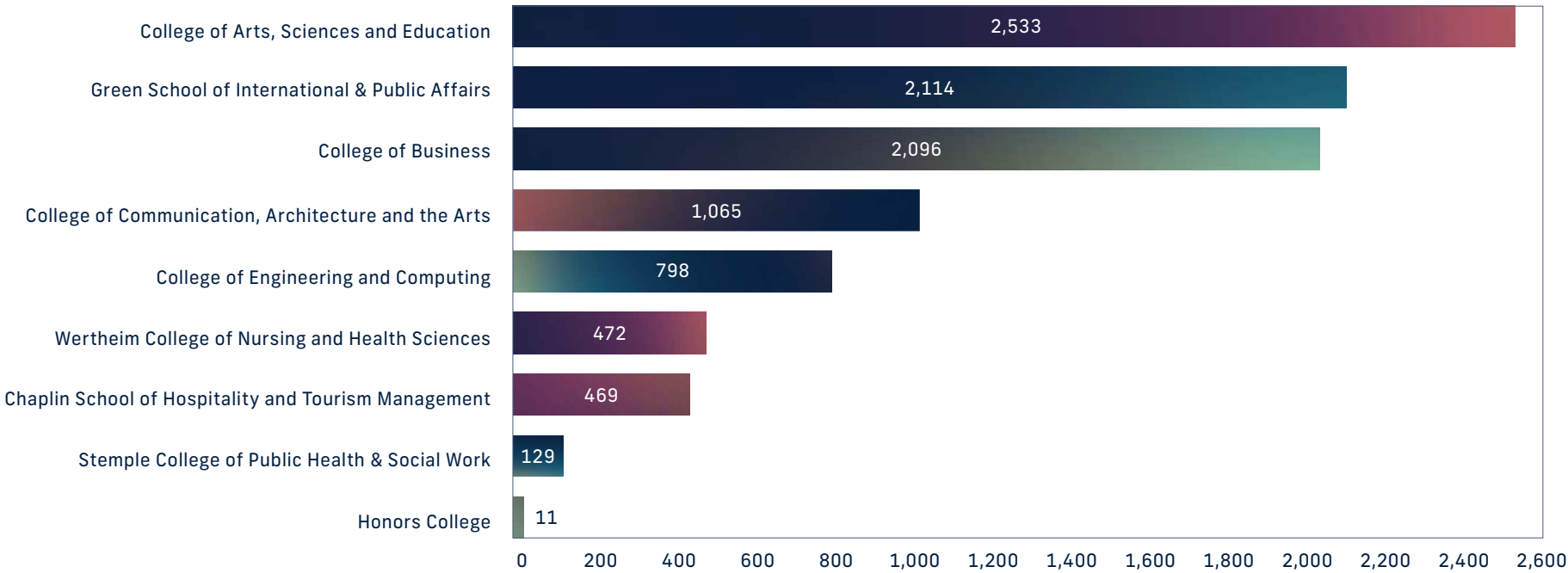
ETHNICITY



DISTANCE FROM FIU



LEARNER BY COLLEGE ENROLLMENT



*Students may be taking multiple courses in different colleges

TOP 5 PROGRAMS

BY ENROLLMENT

GRAD

1. PROFESSIONAL MBA
2. CORPORATE MBA
3. HEALTH SERVICES ADMINISTRATION
4. PROFESSIONAL MBA - HEALTHCARE MANAGEMENT
5. MASS COMMUNICATION: GLOBAL STRATEGIC COMMUNICATIONS

UNDERGRAD

1. PSYCHOLOGY
2. EARLY CHILDHOOD EDUCATION
3. FINANCE – BBA ONLINE
4. COMMUNICATION ARTS
5. CRIMINAL JUSTICE

AT A GLANCE

FALL 2020





FIU | Online

FLORIDA INTERNATIONAL UNIVERSITY

22+
years of online
learning excellence

63.5%
of online students are
adult learners 26+

48K
students take online
courses each year

10K
students have graduated
with degrees earned
completely online

57%
of FIU's entire student
body was enrolled at least
one online course

43%
growth in website
pageviews from 2019
to 2020

78%
growth in unique users
from 2019 to 2020 on
social media channels

13.6%
growth in total
followership on
social media



7,128

students enrolled in
fully online programs.

As a result of online programs
in Fall 2020, FIU has gained
1,392 additional students.

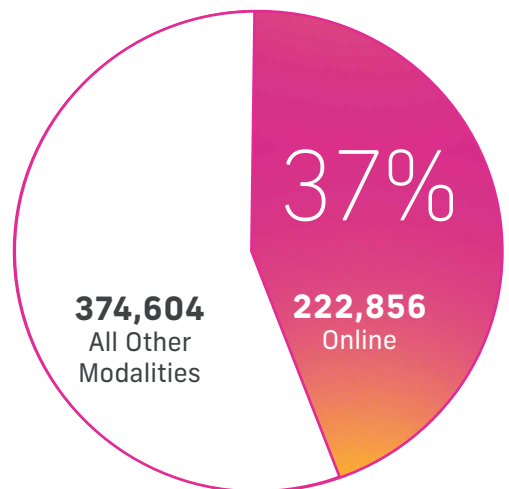
TO DATE

5,000
online courses
developed

2,600
instructors have
taught online

170
academic
products

**FULLY ONLINE
STUDENT CREDIT HOURS
FALL 2020**



FIU ONLINE LEARNER PROFILE

Adult learners (age 26+) are a significant proportion of FIU's student body—especially when it comes to online-only learning. Many of our students are working professionals and parents, while others have life obligations that would prevent them from obtaining an advanced degree if the only option available to them is a traditional classroom. Online learning expands these students' future opportunities. At the same time, the education they receive helps close the skills and knowledge gaps burdening a vast array of industries.



GENDER BREAKDOWN

FEMALE
69%

MALE
31%

AGE BREAKDOWN

18-25
36.5%

26-39

51%

40+

12.5%

Adult learner = 63.5%

ETHNICITY BREAKDOWN

HISPANIC/LATINO

51.4%

WHITE

20.9%

BLACK/AFRICAN AMERICAN

19.9%

OTHER

5.6%

ASIAN

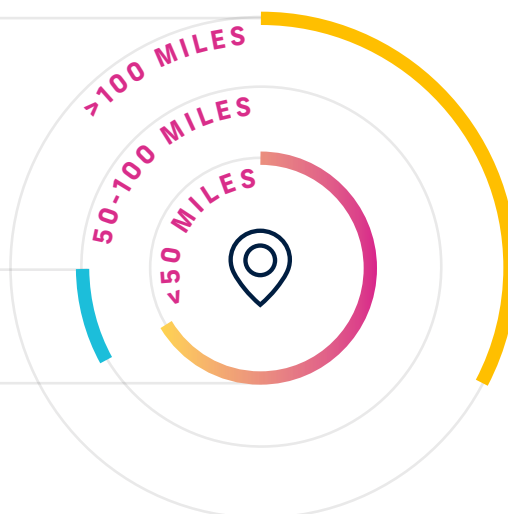
2.3%

DISTANCE FROM FIU

31.5%

6.1%

61.7%



87.9%

FLORIDA
RESIDENTS



1.9%

INTERNATIONAL



5.9%

FIRST TIME
IN COLLEGE



270

STUDENTS WITH
MILITARY AFFILIATION



NEW DEGREES

Whether it's technology, STEM, education, hospitality or geography our degree programs equip learners with the discernment to adapt and improve the shifting environment within an array of fields. Degree launches are tied directly to industry need for knowledge and skills.

1. MSEM QUALITY ENGINEERING & MANAGEMENT TRACK
2. MSCJ ELEMENTARY EDUCATION TRACK
3. BS EXCEPTIONAL STUDENT EDUCATION (ESE): SPECIAL EDUCATION, EDUCATIONAL FOUNDATIONS, AND POLICY TRACK
4. BACHELOR OF SCIENCE IN HOSPITALITY MANAGEMENT – SPIRITS MANAGEMENT
5. BACHELOR OF SCIENCE IN HOSPITALITY MANAGEMENT – ENTERTAINMENT MANAGEMENT
6. BACHELOR OF ARTS IN GEOGRAPHY

TOP 5 PROGRAMS BY ENROLLMENT

UNDERGRAD

1. PSYCHOLOGY
2. EARLY CHILDHOOD EDUCATION
3. FINANCE – BBA ONLINE
4. CRIMINAL JUSTICE
5. COMMUNICATION ARTS

GRAD

1. PROFESSIONAL MBA
2. HEALTH SERVICES ADMINISTRATION
3. HUMAN RESOURCE MANAGEMENT
4. MASS COMMUNICATION: GLOBAL STRATEGIC COMMUNICATIONS
5. PROFESSIONAL MBA - HEALTHCARE MANAGEMENT

HIGHEST GROWTH PROGRAMS

1. BA IN PSYCHOLOGY
2. BS IN EARLY CHILDHOOD EDUCATION: EARLY CHILDHOOD DEVELOPMENT TRACK
3. PROFESSIONAL MBA
4. FINANCE – BBA ONLINE
5. BS IN CRIMINAL JUSTICE

PANTHERVERSARY

Pantherversary is a campaign with the goal to build affinity among FIU Online learners. After completing the first term and first year at FIU, fully online students receive a personalized email highlighting key data points regarding their accomplishments as a student. The initiative is a way to show students how far they have come and let them know that they have a university behind them cheering them on.

FIRST SEMESTER EMAIL HIGHLIGHTS:

- Total number of assignments submitted
- Number of hours spent on Canvas
- Number of times logged into Canvas

FIRST YEAR EMAIL HIGHLIGHTS:

- Total number of assignments submitted
- Number of hours spent on Canvas
- Time period they were most engaged in class (Early Bird, Midday Jay, or Night Owl)
- Most productive day of the year

LOOK AT YOU GO!

FIU Online

First Year at FIU Complete ✓

It's ok, you can let out a big "whoohoo" and throw your hands up in the air! You better believe we're somewhere right now doing the happy dance for you.

Keep up the amazing work, you've got what it takes. Look at all the work you've put in:

Commitment:

129 Assignments submitted

[f Share](#)
[in Share](#)
[Share](#)
[IG Stories](#)

99 Hours spent on Canvas

[f Share](#)
[in Share](#)
[Share](#)
[IG Stories](#)

Determination:

8:00^{AM} You're an Early Bird

[f Share](#)
[in Share](#)
[Share](#)
[IG Stories](#)

Perseverance:

Mon Most Productive Day

[f Share](#)
[in Share](#)
[Share](#)
[IG Stories](#)

We have fuel to keep you going!

You may have more to go, but we're here for you. [Log in to Canvas](#) and explore **Panther Den**, your all-access pass to free resources like tutoring, health and wellness services, FIU news, podcasts, and more – all designed to help you succeed.

[Log in to Canvas](#)

[View as a Web Page](#)

Florida International University
11000 SW 8th Street, MIAMI 540 Miami, FL 33199
1.800.FIU.ONLINE

[Unsubscribe](#)

IN THE CONVERSATION



ARTICLES:

35+
articles

25+
reposted by
FIU News and
FIU Magazine

85%
more than 85%
increase in reposted
article content

SOCIAL MEDIA:

26%
Reach grew
more than 26%

32%
Impressions
grew over 32%

45,430
In total, we
collected
45,430 likes

4,212
In total, we
collected
4,212 shares

13%
More than 13%
expansion in the
number of our digital
fans

25%
Overall engagement
increased 25%



FIUONLINE.FIU.EDU





THE FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES
Strategic Planning Committee
February 23, 2021

CASACUBA UPDATE AS OF FEBRUARY 12, 2021

Interdisciplinary Learning and Research

- Enhanced FIU's preeminence in public humanities through strategic partnerships with The Wolfsonian Public Humanities Lab, with a focus on the creation of student internships and development of oral history projects, engaging external partners such as Republica Havas, Miami Arts Studio and Lynn and Louis Wolfson II Florida Moving Image Archives at Miami Dade College.
- Promoted hands-on learning opportunities, such as the first Emilio Cueto Student Internship in Washington D.C. to assist in the development of one of the world's most significant personal collections of Cuban memorabilia.
- Developed partnership with CARTA's BOLD student agency and recruited CARTA student interns to create CasaCuba's brand identity and marketing assets, exposing students to renowned industry professionals and helping them secure job and fellowship placements.
- Supported the recruitment of top Cuba scholars for faculty and administrative positions at FIU.
- Led collaborative efforts across schools, colleges and departments at FIU to support curriculum development and learning opportunities, such as:
 - Lecture series in partnership with the FIU College of Business and the College of Communications, Architecture + The Arts, featuring distinguished Cuban personalities.
 - Partnership with the Jewish Museum of Florida and Hillel to create a hub for Cuban Jewish heritage at FIU, through a series of lectures, art exhibitions, music concerts and book presentations.
 - Briefings on Cuba initiative in partnership with the Cuban Research Institute and the Kimberly Green Latin American and Caribbean Center at the Kimberly Green School of International and Public Affairs, commissioning analyses on Cuban studies and policy recommendations from world-renowned Cuba scholars in a variety of disciplines.

Community Outreach and Impact

- Increased FIU's ability to promote appreciation for diversity and to serve its minority population, attracting outside organizations and corporations with an interest in partnering with CasaCuba to amplify their Diversity, Equity and Inclusiveness efforts.
- Partnered with notable organizations to create meaningful programs, such as the Contemporary Cuban Literature Circle with Books & Books, and the CUBA IN MY HEART dinner with the James Beard Foundation at the James Beard House in New York City, sponsored by Bacardí USA Inc.
- Selected by Miami-Dade County Public Schools (MDCPS) as higher education partner to create teacher training programs in Cuban Studies, addressing the curricular needs of a large local education system serving the great majority of Cuban diaspora members receiving formal education.
- Launched Taller de Ventas, a unique sales training workshop in Spanish for small and medium businesses from the local community, in partnership with Cuban Research Institute and the FIU College of Business.
- Fostered relationships with several Cuban organizations and other nonprofits and corporations in Miami and beyond, including the Association of Cuban-American Engineers, the Association for the Study of the Cuban Economy, the Cuban-American Bar Association and the Cuban Banking Study Group.

- Partnered with the Patricia and Phillip Frost Art Museum to bring visibility to its distinguished Cuban art collection through #MartesdeArte initiative.
- Tripled event attendance in 2020, with virtual programming engaging over 4,000 students, faculty, and community members.

Prestige to FIU

- Solidified FIU's position, and its national and global reputation, as worldwide authoritative source on Cuban affairs, through support for research, engagement of top Cuba scholars, Cuban heritage programming and preservation, and acquisition of notable Cuba collections.
- Secured Celia Cruz's original music score collection, valued at \$259,500, which will benefit FIU Libraries' Cristóbal Díaz Ayala Collection and the School of Music, including scholarships for the students at the School, and enhance teaching opportunities and the development of existing and new curricula.
- Provided visibility to FIU's impressive Cuba-related academic offerings and patrimony, including significant holdings of artistic, cultural, and genealogical materials that enrich and inform its faculty, students, and the broader community with which it shares its campuses.
- Featured on national and international media, such as Architectural Digest, The Chronicle of Philanthropy, Diverse Issues in Higher Education, Social Miami, Univision, WLRN, Inside Higher Ed, Oregon Wine Press, South Florida Business Journal, Hispanic Outlook on Education Magazine, Miami's Community Newspapers, El Nuevo Herald, American Express, OnCuba, Radio Televisión Martí, Periódico cubano, 14ymedio, Miami Herald, Coral Gables Magazine and Diario las Américas.
- Attracted prestigious organizations to FIU, such as the South Florida Hispanic Chamber of Commerce and Hispanics in Philanthropy, through strategic programs and collaborations.

Expansion of FIU Financial Base and Resources

- Partnered with The Chaplin School of Hospitality and Tourism Management to secure \$5 million contribution from Bacardí USA Inc. to launch the Bacardí Center of Excellence, and to support CasaCuba's operations and programming regarding Cuban affairs and culture.
- Ranked 10th out of 47 approved applications to the Division of Cultural Affairs of the State of Florida for a 2020 Cultural Facilities Grant (pending confirmation of maximum allowable funding of \$500,000 for permitting and preconstruction of the CasaCuba facility).
- Increased FIU grant awards, having already obtained a \$750,000 grant from the National Endowment for the Humanities (NEH) (recipient of largest grant in the NEH Infrastructure and Capacity Building program for its 2019 grant cycle) and \$2 million from the John S. and James L. Knight Foundation.
- Most of the gifts to CasaCuba represent first-time major or principal gifts to FIU from individual donors, illustrating CasaCuba's ability to attract and engage new contributions to the University.
- Secured donations of books, collections and archival materials for the FIU Libraries.

FACILITY DESIGN

- CasaCuba will be the most active academic and heritage center that fosters learning on Cuba and the Cuban diaspora, bridging the intellectual work on Cuba at FIU with the University's broader role as a thought leader with direct impact in the public and private sectors, and the society at large. FIU is the only university in the world to host a state-of-the-art, vibrant think tank and cultural center focused on Cuba.
- FIU executed agreement with René González Architects on October 5, 2020 for the design of the CasaCuba facility. Conceptual schemes were presented to the project team on December 17, 2020 and are under review.
- CasaCuba is fulfilling student learning space needs at FIU, including needs for exhibition gallery and performance space for students in the College of Communication, Architecture + the Arts.

INTEGRATED UNIVERSITY MARKETING INITIATIVE UPDATE SUMMARY
as of February 2021

Overall Marketing Objective:

Develop a comprehensive marketing plan and annual media plan of \$2.5M that outlines strategic recommendations for a consistent approach, with key windows aimed to amplify, support, and increase sentiment towards overall institutional rankings with a focus on TOP 50. This plan focused on topline positioning to reach out target audience segments through multiple touchpoints, extending brand reach, building reputation, and propelling awareness of our Florida International University. The central ERSCM team collaborated with units across the university to showcase top research programs and continues to expand collaboration through the Marketing Committee, annual ComPASS process, and the 2025 Next Horizon Strategic Plan in collaboration with 160over90.

Overview of Work Completed and In Progress:

YEAR ONE (Apr 2019 - Jun 2019)*	YEAR TWO (July 2019 -June 2020)	YEAR THREE (July 2020 - June 2021)
<ul style="list-style-type: none"> • Discovery • Brand Perception Study • 5 Year Plan Development • Brand Tracker/Dashboard Development • Brand Strategy • Brand Concept Development • Internal Brand Rollout • Brand Style Guide • Internal Communications/Org Structure Analysis • Account Planning • Internal review of university-wide marketing investment • University-wide ITN launches for media services, promotional items and e-marketing. • Expansion of the account manager model 	<ul style="list-style-type: none"> • Brand Perception Study • Brand Tracker/Dashboard Management & Maintenance • Strategic Planning & Marketing Plan Development • Media Buying/Planning & Strategy • PR/Earned Media Planning & Strategy • Academic Peers Media Planning & Executions (2020) • Email Brand Campaign Template • Organic Social Media Posts • Campaign Landing Page Assets • COVID Video Concept • Admissions Email Copy/Design Direction • Anthem Video Concept • COVID Video Execution • Creative Campaign Messaging • Ad Development: Digital, Radio and Print • Account Planning • ComPASS session 	<ul style="list-style-type: none"> • Academic Peer Survey • Brand Tracker/Dashboard Management & Maintenance* • Strategic Planning & Marketing Plan Development • Media Buying/Planning & Strategy* • PR/Earned Media Planning & Strategy* • Direct Mail Concept + Execution* • Ad Development: Digital, Radio and Print* (translation into Spanish) • Account Planning* • Presidential memo sent to all Executives and deans reinforcing the importance of alignment. • ComPASS session • \$2.5M Media Budget approved (Nov. 2020) • Launched unit-specific campaigns (<i>Wolfsonian, Green School and Stempel</i>)
<p><i>*First "year" was 3 months due to contract approval process. Unused first year hours rolled over to year two.</i></p>		<p><i>*In progress</i></p>

Overall Media Plan Summary:

Tactic	Budget	Media Allocation
Peer & Influencer Campaign	\$700,000	34%
Conference Support & Industry Publication Marketing	\$300,000	15%
International Academic Peers Campaign	\$150,000	7%
Greater Miami Perception Campaign	\$600,000	29%
Non-Miami Alumni Campaign	\$300,000	15%
Total Media Budget	\$2,050,000	100%
Production Budget - Video (Anthem + Interim), Campaign Deliverables	\$137,043	-
External Relations - Unit Support	\$312,957	-
Total Production Budget	\$450,000	-
TOTAL MARKETING BUDGET	\$2,500,000	-

Initial Performance Highlights:

Campaign Launch - November 2020-June 2021

Overall, the campaign has delivered over 25M impressions and drove over 78K clicks to site, resulting in 41.9K site sessions and have met or exceeded industry benchmarks on digital performance.

- The **Academic Peers** campaign launched on November 18, 2020 driving the majority of all impressions and clicks to date. The campaign utilized a mix of partner direct initiatives to engage our target audience as well as layering performance-based media tactics to drive further action to site. To date, the campaign has resulted in 21.5M impressions delivered, 58.3K clicks to site, 33.8K page views and 28.8K site sessions (of which 93% are reported new sessions)

ACADEMIC PEERS	MEDIA KPI	BENCHMARK	CAMPAIGN YTD	(+/-) BENCHMARK
AUDIO	AUDIO COMPLETIONS	95% ACR	96.5% ACR	2%
DISPLAY	CTR%	0.06% CTR	0.35% CTR	483%
SOCIAL	CTR%	0.20% CTR	0.21% CTR	5%
PARTNER DIRECT BRANDED CONTENT	CTR%	0.15% CTR	0.26% CTR	73%
EMAIL	OPEN RATE	15% Open Rate	40% Open Rate	63%

- The **Greater Miami** campaign launched on December 7, 2020 to drive awareness throughout the Greater Miami DMA. Since the campaign launched, performance continues to gain momentum delivering 4.2M impressions ultimately resulting in 20.1K clicks to site, 16K page views and 13K site sessions of which 86% are new sessions.

GREATER MIAMI	MEDIA KPI	BENCHMARK	CAMPAIGN YTD	(+/-) BENCHMARK
VIDEO	VIEW COMPLETIONS	85% VCR	91.8% VCR	7%
AUDIO	AUDIO COMPLETIONS	95% ACR	95.4 ACR	0.42%
SOCIAL	CTR%	0.21% CTR	1.42% CTR	576%
DISPLAY	CTR%	0.06% CTR	.07% CTR	17%
SEARCH	CTR%	3.78% CTR	8.36% CTR	121%

Ongoing Campaigns – January -June 2021:

- International Academic Peers
- Non-Miami Alumni

Current tactical updates in development or recently executed:

- NAFSA Conference Plenary Session Sponsorship (June 2021)
- Chronicle of Higher Ed Social Mobility panel sponsorship and interview (Dr. Bejar) + Advertorial (March)
- Direct mail to 1200 voters (April) - creative in development
- COVID Dogs story included in direct sponsored emails to academics and peers
- Advanced Computational Initiative to be added to campaign digital/social ad content as a point of pride (after Feb 24)
- Hands on assistance marketing the Honors College Undergraduate Research Conference which is a pipeline for voters and influencers as well as amazing FIU research students.

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WHAT REAL DOES MAKES A REAL DIFFERENCE

90% JOB
PLACEMENT FOR
OVER 256,000
ALUMNI

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REAL CHANGES WHAT A CEO LOOKS LIKE

#2 INTERNATIONAL
UNDERGRADUATE BUSINESS
PROGRAM IN U.S.

LEARN MORE



REAL COMES FROM A PLACE THAT'S PERSONAL

#1 IN U.S. FOR AWARDING BACHELOR'S & MASTER'S
DEGREES TO HISPANIC STUDENTS

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MAKES A REAL
DIFFERENCE




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WE ARE
AS REAL AS
IT GETS

FIU HOLDS THE
HIGHEST RANKING
IN CARNEGIE
RESEARCH
CLASSIFICATION.

Page 26 of 28

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WHAT REAL
DOES MAKES
A REAL
DIFFERENCE

RESEARCH IN 60+ COUNTRIES
DRIVES R1 STATUS.

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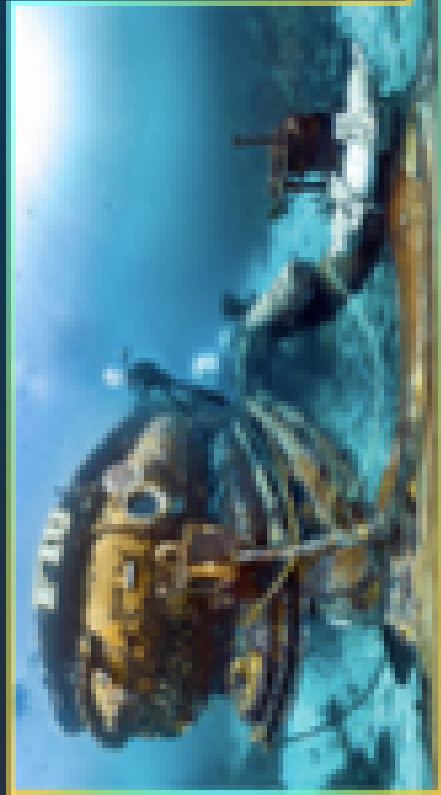
From: Inside Higher Ed on behalf of Florida International University

<publishing@insidehighered.com>

Subject: Florida International University: As Real as it Gets

You are receiving this email because you signed up to receive content from Inside Higher Ed and our partners. We thought you might be interested in this message from Florida International University.

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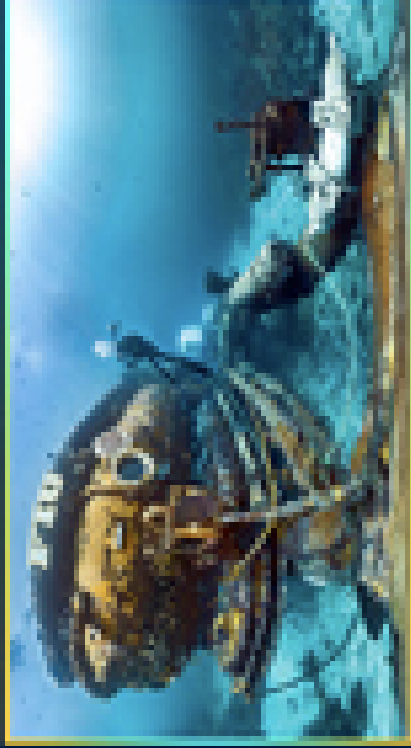
WHAT **REAL** DOES MAKES A **REAL** DIFFERENCE.



**From South Florida to the North Pole,
FIU's research initiatives across 60+ countries
are driving its top-tier R1 status.**

Most universities conduct research. Some universities "seek to solve problems on a global scale." And a select few, the highest 3%, earn Carnegie R1 Very High Research Designation.

At FIU, International is our middle name—and our researchers are working to make a real global impact well beyond our South Florida home. At the North Pole, FIU scientists are leading an International mission to map out the shifting geochemistry of the Arctic floor. Off



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It's no wonder we were ranked 15th in the world for research on poverty and 9th for research on life below water in Times Higher Education's Impact Rankings.

FIU's research is producing **real** results.
Our impact is as **real** as it gets.

**Dive deeper to see how FIU is not only seeking
to solve global problems, but actually doing it.**

[LEARN MORE](#)

REAL IN MORE WAYS THAN R1.



ALONG WITH OUR
TOP-TIER RESEARCH
STATUS, FIU IS CREATING
REAL OPPORTUNITIES FOR
REAL SOCIAL MOBILITY.

While research projects grab most of the headlines, FIU is making a real lasting impact in the South Florida community, too. FIU ranks #1 in America for awarding bachelor's and master's degrees to Hispanic students, and is a national leader in granting STEM degrees to minorities. With a 90% job placement rate, FIU's 256,000 graduates have gone on to serve in the highest levels of industry, academia and government —making it no surprise that *U.S. News & World Report* named FIU a "Top 20 Performer on Social Mobility."

FIU'S IMPACT IS AS REAL AS IT GETS.

FIU | FLORIDA
INTERNATIONAL
UNIVERSITY

Learn more at top50.fiu.edu

WHAT **REAL** DOES MAKES A **REAL** DIFFERENCE.

FROM THE WORLD'S ONLY UNDERSEA RESEARCH LAB TO THE NORTH POLE, FIU SCIENTISTS ARE UNCOVERING REAL GLOBAL SOLUTIONS.

Most universities conduct research. Some universities "seek to solve problems on a global scale." And a select few, the highest 3%, including FIU, earn Carnegie R1 Very High Research Designation. With over \$226 million in annual expenditures, and partnerships across 60+ countries, **FIU'S IMPACT IS AS REAL AS IT GETS.**

Dive deeper to see how FIU is not only seeking to solve global problems, but actually doing it at top50.fiu.edu

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