

## CARTA 2020

### STRATEGIC PLAN: 2015-2020

CREATE. INNOVATE. INSPIRE.

The College of Architecture + The Arts (CARTA) provides our students with the distinct experience of working closely with an award-winning faculty, in nationally ranked accredited programs, in the heart of Miami and Miami Beach— two of the country's most vibrant, diverse, and creative cities!

Unique in our composition and driven by our engaged mission and commitment to interdisciplinary curricula that prepare our graduates for meaningful careers and leadership in their chosen profession, we offer 9 graduate and 8 undergraduate degrees within 7 departments: Architecture, Interior Architecture, Landscape Architecture + Environmental and Urban Design, Art + Art History, Communication Arts, Music, and Theatre.

### STRENGTHS AND OPPORTUNITIES

Academic Excellence

Build upon the success of the college's outstanding faculty and nationally ranked accredited programs.

Creative Economy

Respond to talent needs to support South Florida's development as an international epicenter for architecture, arts, design, and culture.

BeyondPossible 2020

Align annual academic performance goals with those identified in the university's strategic plan.

### College of Architecture + The Arts

Since our inception in 2006, we have emerged as a forward-thinking college that has successfully integrated interdisciplinary arts and design curricula and effectively partnered with public, private, and non-profit institutions. In support of our mission, we have strategically expanded FIU's footprint to Lincoln Road on Miami Beach and have been enthusiastically embraced and financially supported by alumni and the community.

### Miami | South Florida

Driven by a flourishing creative economy, South Florida's economic revitalization has transformed Miami into a global city recognized as one of the most important arts communities in the nation. Celebrated for its diversity, Miami is the 4th largest urban area in the nation, and it has become a model city-of-the-future as it explores innovative solutions to local challenges that have national and global relevance.

### FIU

Just as Miami has developed into an innovative, global city, FIU -- Miami's first and only public university -- has also emerged as a globally engaged, innovative leader in higher education. With over 200,000 alumni, FIU has become a very high research institution and has positioned itself over the past five decades as one of South Florida's anchor institutions. Guided by the *BeyondPossible2020* strategic plan, FIU serves as an economic engine and solution center for our local and global communities. With a student body of more than 54,000 students, FIU ranks among the top-5 largest universities in the country, and awards more bachelor's and master's degrees to Hispanic students than any other university in the nation.

## MISSION

To use the power of architecture + the arts to *create, innovate, and inspire* solutions to local challenges with national and global impacts.

## VISION

By 2020, the College of Architecture + The Arts (CARTA) will be recognized nationally as a preeminent college operating at the forefront of innovative teaching, learning, engagement, research, and creative activities.

## VALUES

Freedom of thought and expression.

Excellence in teaching in the pursuit, generation, dissemination of knowledge and creativity.

Respect for the dignity of the individual.

Respect for the environment.

Honesty, integrity, and truth.

Diversity.

Strategic, operational, and service excellence.



## STRATEGIC GOALS

### STUDENT SUCCESS

Prepare our graduates for seamless career opportunities, leadership roles, and for further education in order to meet the current and future job market demands.

#### Strategies:

- Ensure access, affordability, and success by expanding our recruitment, scholarship, academic advising, retention, graduation, career services, and online education initiatives.
- Integrate internships, service learning, and study abroad opportunities into all degree programs.
- Partner with industry to promote learning, research, creative activities, and new degree programs that meet the needs of the local, national, and global creative economies.
- Enhance student-centered activities by creating student-gathering locations and by hosting prominent artists, designers, scholars, conferences, festivals, exhibitions, competitions, and events.

### RESEARCH + CREATIVE ACTIVITIES

Increase our sponsored research profile and devise non-monetary metrics that effectively capture the impact of our research and creative activities.

#### Strategies:

- Incentivize funded research and creative activities that drive innovation and economic development.
- Foster integrated, interdisciplinary creative activities and research solutions that establish the college as a national voice in STEM to STEAM (A = Art + Design) conversations and initiatives.
- Launch the **Miami Creative City Research Initiative**, an interdisciplinary project with the Creative Class Group, to identify the factors accelerating Greater Miami's transformation into a creative economy, and specifically, the college's impact on Miami's creative talent base.
- Grow **FIU By Design**, an interdisciplinary research and service entity within the college, into a meaningful solution center that supports our community with design, artistic, technical, consulting, and planning expertise.

### FACULTY AND STAFF SUCCESS

Hire, retain, and promote faculty and staff whose knowledge, skills, and experiences are strategically aligned with our teaching, learning, engagement, research, and creative activity goals.

#### Strategies:

- Support faculty and staff development by recognizing and incentivizing excellence.
- Optimize faculty and staff success by investing in infrastructure, facilities, equipment, and technology.
- Develop the necessary resources to address salary compression issues.
- Promote intellectually rewarding interdisciplinary collaborations.

### UNIVERSITY PREEMINENT PROGRAMS

Obtain university designation of preeminence for our programs and initiatives.

#### Strategies:

- Sustain prominent positions in academic productivity rankings and leadership roles in national and international professional organizations that enhance the reputation and strengthen the credibility and brand of the university and the college.
- Address emerging global challenges and concerns by leveraging strengths, challenges, opportunities, and characteristics unique to the college and South Florida.
- Offer unique, interdisciplinary and sustainable learning, creative activities, and research opportunities.
- Leverage public partnerships to provide paths to externally funded grants and philanthropy.

### FINANCIAL BASE

Ensure existing resources are invested strategically and new sources of revenue are generated in support of innovative teaching, learning, engagement, research, and creative activities.

#### Strategies:

- Pursue aggressive, integrated public relations and fundraising campaign in support of the university's **Next Horizon** capital campaign.
- Maximize financial efficiencies by strategically allocating resources in accordance with zero-based, incentive-based, and performance based budget philosophies.
- Pursue naming rights for the college, departments, facilities, faculty positions, staff positions, and undergraduate and graduate scholarships.
- Diversify revenue streams by incentivizing innovation and entrepreneurial initiatives.

### COMMUNITY-BASED, INNOVATION INITIATIVES

Build upon the success of the CARTA | **Miami Beach Urban Studios** by expanding our community-based, innovation studios.

#### Strategies:

- Enhance curriculum, research, and economic development opportunities at the CARTA | **Miami Beach Urban Studios** by establishing the **Innovation Lab**, the nation's first networked, 3-D printer maker space housed in an arts and design college.
- Develop the **Royal@FIU World Stage Collaborative** to include a performing and visual arts series that reflects the depth and breadth of the unique public-private partnership.
- Establish permanent academic residency at the **Coconut Grove Playhouse**.
- Develop an innovation center in the heart of Miami's arts and design district that will become an international destination for the study of contemporary arts, design, and architecture.

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*Brian Schriner, Dean*

Through the hard work and commitment of the faculty, students, staff, alumni, and patrons, CARTA's recent 5-Year Productivity Report reveals a College on the ascent.

**1,221% increase** in the philanthropic donations.

**1,105% increase** in the dollar amount of externally funded grant proposals.

**68% increase** in master's degrees awarded.

**46% increase** in the number of majors.

**34% increase** in fundable student credit hours (FSCH).

**18% increase** in the number of full-time faculty members.

**\$2.2 million increase** in auxiliary revenues, a **243% increase**.

**\$2 million increase** in Educational and General (E&G) funding from the Office of the Provost, an **18% increase**.