

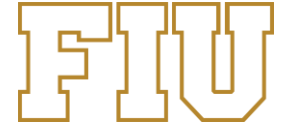
FLORIDA INTERNATIONAL UNIVERSITY

**FIU**

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**Communication,  
Architecture +  
The Arts**

**CARTA 2020-2025 Strategic Goals +  
Accountability Metrics**



## Strategic Priority 1: Amplify Learner Success + Institutional Affinity

Student success is intricately tied to a greater sense of institutional affinity, individual grit, a well-nurtured sense of belonging, and optimism towards the future.

Our first strategic priority is therefore designed to support learners at every phase of their academic journey. **FIU is well positioned to shift the higher education paradigm to meet the needs of the rapidly changing world of work by building upon our unique geography and diverse demography.**

To this end, we will continue to create and implement high-tech and high-touch innovative solutions that accelerate our students' academic and career success. Our focus is to foster 21st century, employment-ready, proud FIU graduates, whose mindsets are technologically, creatively, and culturally agile.

At the same time, we are committed to creating an environment that stimulates and facilitates lifelong learning including the certification of critical competencies such as analytic, interpersonal, global, and professional skills as well as technological and data literacies.

We will build synergistic networks, which dynamically and organically connect our students, teachers, researchers, alumni, community partners, and entrepreneurs to expand our knowledge economy.



**GOAL:** Ensure timely graduation for all admitted students and provide exceptional, accessible, and personalized educational experiences at every level of the university

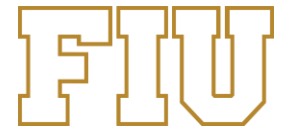
University Accountability Metrics	CARTA Accountability Metrics
<ul style="list-style-type: none"> <li>•90% Retention Rate (2 yr)</li> <li>•70% Graduation Rate (6 yr)</li> <li>•60% Graduation Rate (4 yr)</li> <li>•70% AA Transfer 4-yr Graduation Rate</li> <li>•80% Bachelor’s Degrees without Excess Hours</li> <li>•50% Bachelor’s Degrees in Strategic Emphasis</li> <li>•60% Graduate Degrees in Strategic Emphasis</li> <li>•\$9,000 Average Cost to Student/ Net Tuition</li> </ul>	<ul style="list-style-type: none"> <li>•90% Retention Rate (2 yr)</li> <li>•70% Graduation Rate (6 yr)</li> <li>•60% Graduation Rate (4 yr)</li> <li>•70% AA Transfer 4-yr Graduation Rate</li> <li>•80% Bachelor’s Degrees without Excess Hours</li> <li>•50% Bachelor’s Degrees in Strategic Emphasis</li> <li>•60% Graduate Degrees in Strategic Emphasis</li> <li>•\$9,000 Average Cost to Student/ Net Tuition</li> </ul>

**GOAL:** Align curriculum with career needs to ensure employment readiness, post-graduation success, and workforce and industry advancement

University Accountability Metrics	CARTA Accountability Metrics
<ul style="list-style-type: none"> <li>•\$41,000 Median Wages of Bachelor’s Employed Full-time</li> <li>•73% Bachelor’s Graduates Employed (\$25,000) or Enrolled</li> <li>•Maintain 10,000 Internships per year</li> </ul>	<ul style="list-style-type: none"> <li>•\$41,000 Median Wages of Bachelor’s Employed Full-time</li> <li>•73% Bachelor’s Graduates Employed (\$25,000) or Enrolled</li> <li>•Maintain 750 Internships Per Year</li> </ul>

**GOAL:** Connect with alumni and our communities (local, regional, national, global) through targeted marketing and communication campaigns, foster engagement opportunities for current students, and build corporate/business and philanthropic partnerships

University Accountability Metrics	CARTA Accountability Metrics
<ul style="list-style-type: none"> <li>•18% of alumni giving annually to FIU</li> <li>•\$300M in Philanthropy— Overall Endowment</li> <li>•\$80M in Philanthropy—Annual Dollars Raised</li> </ul>	<ul style="list-style-type: none"> <li>•20% of Alumni Giving Annually To FIU</li> <li>•\$50M in Philanthropy— Overall Dollars Raised</li> <li>•\$5M in Philanthropy—Annual Dollars Raised</li> </ul>



## Strategic Priority 2: Accelerate Preeminence + Research and Innovation Impact

Our second strategic priority is designed to advance our current academic standing by leveraging preeminent and emerging preeminent programs that collaborate across disciplines to generate new knowledge and innovative solutions for the betterment of our environment, health, and society. This will drive our visibility to solidify FIU as a leading urban public research university.

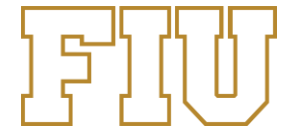
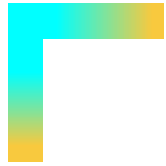
To achieve this, we will strive to attract and retain the best, most productive faculty, while cultivating leaders and nurturing all students, postdocs, researchers, and staff to excel. FIU will establish a knowledge ecosystem marked by research innovation unfettered by discipline or geography to craft grand solutions to the complexities of modern society.

We will leverage our success as a global academic leader to drive knowledge production that informs public and academic conversations on societal and cultural issues.

We will support our faculty, allowing them to achieve national recognition for their excellence in teaching, research, scholarship, and creative activities.

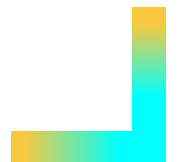
Finally, FIU will be the catalyst to foster social innovation and entrepreneurship from conceptualization to commercialization.

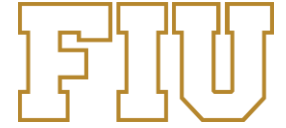
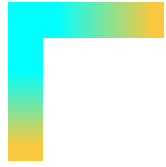




## **GOAL:** Cultivate novel and interdisciplinary research, scholarship, and creative activities across all levels of the university

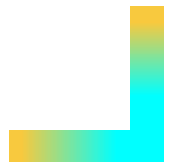
• University Accountability Metrics	CARTA Accountability Metrics
<ul style="list-style-type: none"><li>•\$300M in Annual Total Research Expenditures</li><li>•\$234M in Non-medical Science &amp; Engineering Research Expenditures</li><li>•\$252M in Science &amp; Engineering Research Expenditures</li><li>•Offer a Zero-credit Research Course (to capture all undergraduate student research engagement —benchmark of number and/or percentage to be determined by implementation committee)</li></ul>	<ul style="list-style-type: none"><li>•Hold Positions of Leadership In National Professional, Educational, and Cultural Organizations</li><li>•Launch the CARTA Medallion, a Global Competitive Award For Transdisciplinary Accomplishments in Communication, Architecture + The Arts.</li><li>•\$1M in Annual Total Research Expenditures</li></ul>



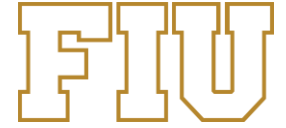
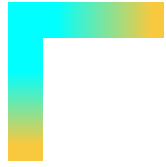


## **GOAL:** Support and continue to grow our preeminent programs

University Accountability Metrics	CARTA Accountability Metrics
<ul style="list-style-type: none"><li>•315 Research Doctoral Degrees awarded per year</li><li>•600 Total Doctoral Degrees awarded per year</li><li>•300 Postdoctoral Appointees</li><li>•Double Financial Support for Doctoral Students from External Grants (from current 25% to 50%)</li></ul>	<ul style="list-style-type: none"><li>•Establish 1 Emerging Preeminent Program in CARTA</li><li>•25 D.Des awarded by 2025</li><li>•\$75K Annual Financial Support For Doctoral Students from External Grants</li><li>•Integrate the College’s Diversity, Equity, + Inclusion Action Plan into the College’s Curriculum, Programming, and Initiatives</li></ul>







## **GOAL:** Enhance FIU's national and global reputation among prioritized rankings, surveys, and metrics

University Accountability Metrics	CARTA Accountability Metrics
<ul style="list-style-type: none"><li>•7 Disciplines Ranked in Top 100 for Research Expenditures</li><li>•3 Disciplines Ranked in Top 50 for Research Expenditures</li><li>•20 Members of National Academies, including National Academy of Inventors (NAI)</li><li>•Hold 10 Top-50 Public University National Ranking</li></ul>	<ul style="list-style-type: none"><li>•Establish 1 Top-50 Public University National Ranking Within the College</li><li>•Establish 1 Top-75 Public University National Ranking Within the College</li><li>•Establish 2 Top-100 Public University National Ranking Within the College</li></ul>

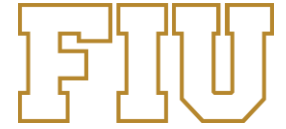


**GOAL:** Ensure timely graduation for all admitted students and provide exceptional, accessible, and personalized educational experiences at every level of the university

University Accountability Metrics	CARTA Accountability Metrics
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## Strategic Priority 3: Assure Responsible Stewardship



Our final strategic priority is driven by the recognition that FIU has a deep responsibility to be good stewards of our resources: human, economic, and environmental.

We will continue to strengthen our commitment to ensuring a sustainable future for our institution and the South Florida community.

In addition, we will refine our institutional practices to more efficiently and effectively administer resources to optimize cost savings and revenues while maintaining the highest quality of service.

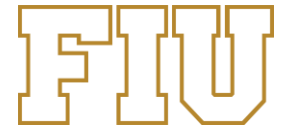
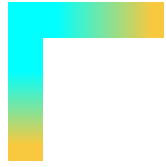
We will consistently practice sound financial management while aligning resources with academic priorities that sustain knowledge production, optimize learning, discovery and creativity, and promote a positive working environment.

And, we will implement sound strategies such as green building, water conservation, and waste minimization to reduce our ecological footprint.



**GOAL:** Establish a flexible workforce structure in support of efficiency, productivity, and retention

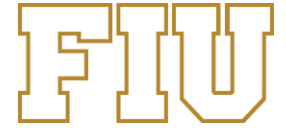
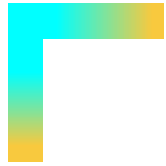
University Accountability Metrics	CARTA Accountability Metrics
<ul style="list-style-type: none"> <li>•27% increase in productivity on telecommuting workdays (value of employee time = \$32,136 per man-year)</li> <li>•18% reduction in office costs (cost savings of \$16,422 per year; electricity savings of 4,400kWh per person per year)</li> <li>•Average reduction in absenteeism to 3.7 days a year (annual per person cost of unscheduled absences = \$1,800)</li> <li>•25% reduction in employee attrition (cost of turnover = 138% of wages)</li> </ul>	<ul style="list-style-type: none"> <li>•Integrate the College’s Diversity, Equity, + Inclusion Action Plan into the College’s Hiring Processes for All Employees (Faculty and Staff) With a Goal of Reflecting the Diversity of South Florida</li> <li>•Ensure all FT Faculty + Staff Members’ Compensation Is Nationally Competitive</li> <li>•33% of FT Professional Staff and FT Faculty Will Work Fully Remotely</li> <li>•33% of FT Professional Staff Will Have a Flexible Work Schedule</li> <li>•25% of FT Professional Staff Will Hold .50FTE Appointments</li> </ul>



## **GOAL:** Ensure that all investments are in support of the university and its mission

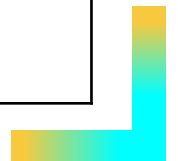
University Accountability Metrics	CARTA Accountability Metrics
<ul style="list-style-type: none"><li>•Quarterly review of strategic investments, efficiencies, and return-on investment performance measures by the 2025 Commission on Strategic Investments</li><li>•Revise current, and establish new, industry partnerships to support the university and its mission (e.g., internal student employment, internships, and post-graduate employment opportunities)</li></ul>	<ul style="list-style-type: none"><li>•Revise Current, and Establish New Industry Partnerships to Support the College and its Mission (e.g., Internal Student Employment, Internships, and Post-graduate Employment Opportunities)</li></ul>





## GOAL: Optimize operations and sustainability performance

University Accountability Metrics	CARTA Accountability Metrics
<ul style="list-style-type: none"><li>•Error reduction*—resolve payroll event mistakes, improve tax withholding accuracy, reduce late vendor payments</li><li>•Risk mitigation*—reduce EEOC complaints, prevent research grant administration errors, reduce IT security breaches</li><li>•Process efficiency*—find best practices across institution, process employee reimbursements faster, identify process bottleneck through standardized data</li><li>•Data integrity*—common data definitions, more accurate cost accounting, data backup redundancy</li><li>•Easier reporting*—less time spent reconciling data differences, faster generation of reports to key external audiences, greater trust in individual campus reports</li><li>•Earn Gold STARS (sustainability tracking, assessment, and rating system) Rating for Sustainability Achievements from the Association for the Advancement of Sustainability in Higher Education</li></ul>	<ul style="list-style-type: none"><li>•Further Integrate Data Analytics into Forecasting, Accountability, and Decision-Making</li></ul>





THANK YOU



FIU