Item: SP: A-1

Tuesday, March 24, 2015

SUBJECT: APPROVAL OF THE 2015-2025 FAU STRATEGIC PLAN

PROPOSED BOARD ACTION

Review and approval of the 2015-2025 FAU Strategic Plan.

BACKGROUND INFORMATION

In February, President John Kelly presented a draft strategic plan for review by the Board of Trustees. In the one month window that followed, the Administration solicited feedback on the draft from key external and internal stakeholders – included the Trustees themselves. The resulting red-lined draft of the plan incorporates edits that directly address the comments, suggestions, and concerns of a variety of stakeholders. Faculty members from each of FAU's ten Colleges commented on the plan, as well as staff members and students from Divisions across the University. Community leaders were also consulted. In the months and years that will follow, *FAU's Strategic Plan for the Race to Excellence* will need to be a dynamic, living document that will be reviewed and adjusted on an annual basis. The final document is presented to the Board of Trustees for consideration for approval.

IMPLEMENTATION PLAN/DATE

The 2015-2025 FAU Strategic Plan will begin to be implemented immediately upon the formal adoption of the University Board of Trustees.

FISCAL IMPLICATIONS

The plan includes a stipulation that the University will "budget to the plan" and not "plan to the budget." Future allocations of any available resources will be considered according to the strategic priorities outlined in the plan.

Supporting Documentation:
- Red-lined draft of the 2015-2025 FAU Strategic Plan
- Clean draft of the 2015-2025 FAU Strategic Plan

Presented by: President John Kelly and Provost Gary Perry   **Phone:** 561-297-3061

**A Strategic Plan for
the Race to Excellence**

2015-2025

The Setting for the Race to Excellence

Florida Atlantic University is a dynamic, national public research university with campuses and sites strategically located along a corridor of more than 100 miles of coastline between America's Everglades and the Atlantic Ocean.

Already, it is recognized as a university of first choice for

- excellence in undergraduate education and the student experience,
- comprehensive graduate education,
- visionary and globally relevant research; and
- transformative engagement with its global communities.

With one of the nation's most diverse student bodies, Florida Atlantic offers over 170 degree programs to more than 30,000 students. The University is now 50 years old, and this plan will guide its strategic growth for the next 10 years.

The Aspiration

Florida Atlantic will pursue, with unbridled ambition, the intention of becoming the country's fastest-improving public research university.

The institution developed this plan to attract many collaborators for the mutual benefit of Florida Atlantic and its external constituents. The plan captures the direction that the University can follow to nationally differentiate itself.

- We will recruit and retain the highest talent in faculty, staff and students.
- Our programs will develop in focal areas, known as *Pillars and Platforms.*
- We will ~~focus~~ concentrate on very strategic capital facilities projects.
- The organizational efficiency of the university will be greatly enhanced.
- Most importantly we will "budget to the plan" not "plan to the budget."

The Planning Process

This current plan builds upon past success, maintaining the mission and vision of the University. In particular, the 2012 plan, *Making Waves: Celebrating and Cultivating Discovery, Diversity, and Distinction*, focused the University on developing a culture of student success and excellence in research and inquiry. The goals and strategies in this document ~~reflect~~ continue the spirit of the previous plan.

Additionally, key strategies for improvement must address the State University System of Florida's Board of Governors performance metrics. ~~became criteria for~~

~~key strategies for improvement~~. A renewal of the strategic planning process needed to take place in order to incorporate evolving expectations.

Moving forward, the institution developed the 2025 plan with substantial input from the faculty and stakeholders of Florida Atlantic University.

- From March through June 2014, listening sessions with internal and external constituencies revealed much about what stakeholders expected from the University.

- From July through September 2014, the President and Vice Presidents held administrative retreats to determine strengths, weaknesses and opportunities to improve the institution and set benchmarks for success.

- In early September, a draft outline for the plan was shared with the University's Board of Trustees.

- From September through January 2015, the President and Provost— along with other administrators—met personally for approximately 2-3 hours each with all 60 academic departments and student-related units. Each of the six FAU campuses was visited to determine the specific niche that distinguished that campus from the others. The primary purpose of these visits was to have direct, unfiltered messages and thoughtful dialog about current conditions at FAU as well as to hear and incorporate into the plan the aspirations and concerns of faculty, students, stakeholders and administrators.

- In the coming months, a clearly defined list of institutional performance metrics, attached to the end of this document, will enable the University to operationalize this plan.

Mission Statement

Florida Atlantic University is a multi-campus public research university that pursues excellence in its missions of research, scholarship, creative activity, teaching, and active engagement with its communities.

Vision

Florida Atlantic University aspires to be recognized as a university known for excellent and accessible undergraduate and graduate education, distinguished for the quality of its programs across multiple campuses and classified as a very high research institution that is internationally acclaimed for its contributions to creativity and research as well as its collaborations with regional partners.

Values

Florida Atlantic University values:

- Excellence - in teaching, research and public service
- Accountability - taking responsibility for actions and being outcome-based
- Teamwork - seeking collaborative strategies to solve problems
- Integrity - telling the truth and delivering on our commitments
- Playing to win - and helping others win
- Innovation - striving for creative solutions and continuous improvement
- Student success - wholly committing ourselves to our students' futures
- Safety - providing a secure campus environment
- Shared governance - making decisions through collaborative processes
- Professionalism - performing our responsibilities with an ethical behavior
- Customer service - exceeding the expectations of our clientele
- Respect - treating people the way we want to be treated
- Engagement – collaborating with community to benefit all stakeholders

Goals

Limited in number, but broad in scope and impact, attainment of these goals will ensure Florida Atlantic University's future as a public research university that creates value for all of its institutional stakeholders. To that end, it will be the entire institution's strategic priority to build the following six characteristics upon the outlined *Pillars and Platforms* that will define our Vision:

Goal 1.   **Boldness -** A uniquely competitive and globalized student body

Build a geographically-diverse population of students who excel in focused academic areas and engage in enriching activities that drive them to timely graduation at FAU and successful futures.

Goal 2.   **Synergy -** Prominent teams of researchers and scholars

Invest in focused pillars and platforms—connecting the most talented faculty, staff and graduate students to expand on the robust culture of nationally respected research and inquiry.

Goal 3.   **Place -** Deep engagement with South Florida's global communities

Partner with a diverse set of local stakeholders and enhance the physical spaces to build upon the unique cultural, demographic and environmental characteristics of each campus community – striving for leadership in developing the South Florida culture and economy.

Goal 4. **Quality -** Continuously-assessed and evolving best practices

Design a resilient, lean organization—based on best logistical practices—that identifies economies of scale and incorporates new technologies to promote institutional development.

Goal 5. **Brand -** National reputation for excellence

Communicate the incredible stories of the University to an increasingly eGlobal audience, so that these key internal stakeholders can link with external constituency groups.

Goal 6. **Strategy -** Wise and innovative allocation of resources

"Budget to the plan" and pursue new revenue streams in order to make FAU self-reliant and thriving in the midst of competitive public and private funding opportunities.

Pillars and Platforms

These areas of focus will guide institutional goals and strategic actions.

Pillars define institutional programs focused on creating knowledge that benefits society.

Healthy Aging	• Health and wellness • Geriatrics and aging in place • Drug discovery • Health policy, health equity, and health economics • Stem cell research and regenerative medicine
Neuroscience	• Dementia and Alzheimer's disease • Psychiatric illnesses and mental health • Spinal cord injuries, eye disease, and cognition • Communication disorders
Ocean Science and Engineering / Environmental Sciences	• Health of the Everglades and the Atlantic Ocean, including river basins • Harnessing energy from the environment • Technologies that contribute to national security
Remote Sensing and / Smart Systems	• Sensor technology that can measure changes in the health of people or environments, and which advance automation

Platforms represent scholarly activities that apply to and support all *Pillars.*

Big Data Analytics	• Develop tools to store, sort, and mine large datasets
Community Engagement and Economic Development	• Work with communities to develop tools to address challenges and uncover solutions that promote community development and economic prosperity
Diversity	• Identify and promote opportunities to diversify our students, ~~and~~ faculty, and staff – and build institutional cross-cultural competencies
~~**Drug Discovery**~~	• ~~Promote novel therapeutics throughout disciplines~~
Global Perspectives and Participation	• Identify opportunities to share technology, discoveries and learning with other institutions across the U.S. and the globe
Healthy and Environmentally Sustainable Campus	• Identify opportunities to incorporate scholarship into campus operations
Leadership, Innovation and Entrepreneurship	• Engage faculty, staff and students in professional development of leadership skills • Identify intellectual property, license IP and promote a culture of startup companies for faculty and students.
Peace, Justice, and Human Rights	• Develop programs that share best practices and promote tolerance and understanding of diverse cultures.
South Florida Culture	• The region as an international hub for the arts and the humanities
Undergraduate Research and Inquiry	• Distinction through discovery and research experiences that promote scholarship and graduation

Goal One – Boldness
A uniquely competitive and globalized student body

In the next decade, FAU aims to position itself as a globalized, forward-thinking institution that caters to high-ability ~~undergraduate and graduate~~ students. An organizational culture of achievement—through timely academic progression and distinction through discovery—will thrust FAU towards national recognition.

Strategic actions and initiatives

Develop and implement a comprehensive enrollment management strategy
- Increase ~~student~~ enrollment in ~~focus academic areas~~Board of Governors' areas of strategic emphasis
- Expand the traditional student catchment region beyond South Florida
- Build non-resident diversity to 15% of the student population

Recruit and retain nationally competitive students
- Select strategic target markets for student recruitment
- Improve admission standards through high quality selectivity
- Increase the number of National Merit Scholar Finalists and Semifinalists
- Include faculty in strategic and international recruitment efforts

Become the national model for diversity of the student body
- Ensure continual inclusion as a Hispanic Serving Institution
- Pursue diversity in all academic disciplines, leveraging proximity to Latin America and the Caribbean to internationalize enrollments

Provide competitive financial support for students
- Offer market-based stipends and benefits for graduate students
- Offer scholarships to recruit outstanding students based on merit or need

Develop an academic support structure for timely student graduation
- Improve undergraduate student retention and graduation rates
- Ensure Promote timely graduation for full-time graduate students
- Develop advanced advising strategies to assist students in course selection, career development, "Flight Plans," and accepting personal accountability for success
- Elevate the use of eLearning to supplement classroom education
- Evaluate and update curricula to be aligned with evidence-based practices, as established by learning sciences
- Expand summer semester offerings
- Assist faculty to develop new innovative instructional methodologies and designs across the curriculum
- Optimize academic scheduling
- Engage all students in traditional collegiate experience, such as on-campus activities and leadership development opportunities

Develop athletic programs that achieve success in Conference USA and beyond.
- Recruit and retain student-athletes, coaches, and staff who mirror institutional values and contribute to the achievement of FAU's mission
- Evaluate and rRefine student support programs for student-athletes
- Implement revenue-generation plans to provide resources for excellence.
- Ensure an effective NCAA compliance education program which properly communicates with student-athletes, coaches, staff, and FAU constituents
- Enhance athletic facilities and resources to attract the best student-athletes and to build a national following for Florida Atlantic Athletics

Expand opportunities for undergraduate students to participate in discovery-based learning.
- Create meaningful living-learning communities on or near campus
- Invest significantly in on-campus internships

- Provide meaningful employment on campus to provide work experience and relieve financial burden for students

Promote student scholarship
- Help nominate students and obtain increased national awards for students
- Increase student participation in national meetings
- Increase students publishing in peer-reviewed journals

Promote excellence in educational experiences throughout all stages of life
- Continue to develop public PK-12 laboratory schools as national models
- Expand lifelong learning offerings throughout the service region

Goal Two – Synergy
Prominent teams of researchers and scholars

FAU already possesses unique and active research programs, and the institution will invest in focused *Pillars and Platforms* to enhance interdisciplinary teams. By connecting the most talented faculty, staff, and students, the University will expand upon a robust culture of globally-respected research and inquiry.

Strategic actions and initiatives

Improve compensation plans
- Develop competitive compensation plans for faculty members, staff members and graduate students
- Incentivize extraordinary achievement with bonuses

Recruit and retain outstanding faculty and graduate students
- Recruit endowed chairs and increase national academy membership to 3
- Hire or retain strong interdisciplinary leaders for *Pillars and Platforms*
- Add a minimum of 25 new faculty each year in *Pillars*
- Cluster-hire interdisciplinary teams in *Pillars*
- Develop strategies to identify and recruit outstanding graduate students

Implement a "customer service" approach to supporting faculty scholarship
- Create a "one-stop-shop" for sponsored programs: proposal development; legal; pre- and post-awards
- Assist faculty with development of research compliance documents
- Assist faculty with identifying and protecting intellectual property
- Develop service functions in core facilities

Develop a capacity to promote economic development
- Develop an Office of Economic Development to partner with private sector entities interested in FAU's research and development efforts, as well as workforce development

- Identify opportunities for development on joint-use capital assets
- Leverage relationships with the FAU Research Park to promote development of start-up corporations that mutually benefit the private sector and the University

Grow the research enterprise
- Increase annual extramural research expenditures to $100M
- Ensure mentoring strategies for faculty
- Build key partnerships with other universities/institutes/centers
- Allocate research space by institutional priority and research productivity
- Create multi-user facilities with cutting-edge equipment
- DRefine the focus of the College of Medicine and its community-based academic and research activities, according to established *Pillars*
- Promote international faculty research opportunities

~~Goal Three –~~ Place

Deep engagement with South Florida's global communities

The University will deeply engage the South Florida region by aligning programs with the unique cultural, demographic and environmental characteristics of each of the campus communities. As a national institution, FAU will build on its sense of place to enhance its physical spaces and develop competitive facilities. Accordingly, the University will expand upon both its "outreach" and "in-reach" efforts by building partnerships that benefit all engaged parties.

Strategic actions and initiatives

Institutionalize a culture of collaborative and experiential engagement with community partners that recognizes and values the dynamic and reciprocal exchange of knowledge, ideas, and resources to identify community concerns, build consensus, implement resolution and evaluate success.
- Create and maintain an infrastructure that will encourage and support faculty, staff, and student engagement with the community through community-based research, volunteerism, and service initiatives
- Achieve the Carnegie Foundation for the Advancement of Teachings' classification as a community engaged institution by 2020
- Build and grow creative programs that teach pre-collegiate youth critical thinking and leadership skills that prepare them for success in college, stimulate innovation and entrepreneurial skills, and support workforce and economic development in FAU's regional and global communities
- Establish a responsive program and outcome delivery system that provides support to faculty and staff in the delivery of public service and pre-collegiate programs

- Establish an award/reward system that celebrates faculty, staff, and student participation in exemplary and sustained community activities that build partnerships and advance the institution and community
- Complement academic learning by preparing collegiate and pre-collegiate students for success in life through employability skills and life skills developed by involvement in public service, while integrating these experiences into the curriculum

Develop or update a new Master Plan for each campus and site that provides a framework to guide the decisions on where to locate the university's research, teaching, residential, athletic, and recreational priorities and programs
- Integrate the following into a comprehensive plan: programmatic needs, exterior architecture, branding, landscaping, utility planning, roadways, parking, security, technology, and building conditions
- Conduct a space survey to determine current utilization and how physical resources should be used to best support student life, academics, and scholarship providing for university growth by campus locations
- Build and renovate buildings and exterior spaces based on strategic priorities—identifying those project priorities in the annual Capital Improvement Plan (CIP) and strategically using private and Public Education Capital Outlay (PECO) dollars according to the following ranking of need: 1- life safety, 2 - maintenance and repairs, 3 - lab and instructional needs, and 4 - aesthetic improvements
- Maintain the University's green-space and other exterior spaces that promote a campus experience that is safe and aesthetically appealing
- Develop an institution-wide safety and security plan to enhance campus environments and enrich the academic experience
- Enhance technology infrastructure to promote research and education
- Partner with the private sector to expand the university's academic mission and student life

Build out the capabilities of FAU's branch campuses
- Promote national recognition of Harbor Branch Oceanographic Institute
- Craft an internationally recognized STE(A)M Honors college on the Jupiter campus and collaborate with key partners to build global research capacity in life sciences alongside comprehensive educational offerings
- Promote ocean engineering research and training at Dania Beach
- Promote and develop the academic mission of the Davie and downtown Fort Lauderdale campuses

Partner with host communities to redevelop areas directly adjacent to campuses
- Focus growth on pedestrian-friendly experiences for residential students

Achieve Carnegie classification as a community engaged institution by 2020 Build and grow creative programs that teach pre-collegiate youth critical thinking and leadership skills that prepare them for success in college, stimulate

innovation and entrepreneurial skills, and support workforce and economic development in FAU's regional and global communities

Establish an award/reward system that celebrates faculty, staff, and student participation in exemplary and sustained collaborative community activities that build partnerships and advance the institution as well as the community

Establish a responsive program and outcome delivery system that provides support to faculty and staff in the delivery of public service and pre-collegiate programs, facilitating their engagement with the community

Complement academic learning by preparing collegiate and pre-collegiate students for success in life through employability skills and life skills developed by involvement in public service, while integrating these beneficial experiences into the curriculum throughout the student's course sequence

~~Goal Four –~~ Quality
Continuously-assessed and evolving ~~business~~ best practices

The ten-year objective is to constantly improve organizational effectiveness through the use of best practices in supply-chain and logistics management. FAU will ~~redesign~~ advance itself as a resilient, lean organization that identifies economies of scale and incorporates new technologies to promote institutional growth and decision making.

Strategic actions and initiatives

Identify current and future campus leaders to engage in professional development opportunities

Leverage the technical expertise of staff members and encourage staff participation in operational improvements

Centralize areas to promote efficiency and effectiveness in
- Student engagement
- Facilities management
- Institutional advancement
- Information technology
- Communications

Develop~~ment~~ assessment tools
- Track progress toward broad goals using sophisticated Dashboards
- Develop assessment tools across all programs and units
- Benchmark each part of the plan and document progress

- Implement a comprehensive post-tenure review policy, in consultation with a faculty committee, to document sustained performance of assigned duties, to acknowledge achievements, and to hold faculty members accountable for high performance standards.

Brand
National reputation for excellence

Florida Atlantic University in 2025 will be a strong eGlobal brand. The University will develop a preeminent internet presence and implement comprehensive global marketing by linking key internal and external constituency groups.

Strategic actions and initiatives

Formulate an eGlobal a global marketing plan that aggressively seeks recognition for accomplishments of faculty, staff and students

Develop "brand centers" on all campuses that promote engagement with surrounding communities and clearly communicate the strategic strengths of the institution and its stakeholders

Create an innovative branding and community outreach program that tells the Florida Atlantic story and engages FAU with the local community

Build partnerships with internationally recognized academic brands

Develop an Athletics brand that clearly communicates with a national audience

Goal Six – Strategy
Wise and innovative allocation of resources

The University will "budget to the plan" by allocating resources in a manner that falls in line with the strategic vision Mission and Vision of the University, as well as this document and its *Pillars and Platforms.* Moving forward, FAU will pursue new, diversified revenue streams in order to make itself a thriving and self-reliant organization in the midst of competitive public and private funding opportunities.

Strategic actions and initiatives

Develop external funding framework to permanently sustain *Pillars and Platforms*

Identify diversified revenue opportunities
- Explore a ten-year capital campaign
- Enhance the donor base
- Develop premier donor stewardship experiences

- Embrace legacy donors
- Grow alumni participation and giving rates
- Engage faculty and staff in efforts to learn about and promote fundraising
- Build the institutional endowment
- Strengthen the relationship between FAU Foundation and the University
- Centralize the management of the development staff
- Compete aggressively for state performance funds
- Develop very strategic legislative budget requests
- Strengthen state and federal relations
- Increase departmental generated revenue
- Increase research expenditures
- Increase athletic and academic event ticket sales
- Increase "market-rate" ~~executive~~ programs across the University ~~campus~~
- Increase out-of-state and international enrollment
- Increase revenue from distance education
- ~~Re-purpose the summer schedule~~Structure summer as a comprehensive semester
- Develop appropriate research indirect costs collection policies
- Sell real estate assets no longer needed
- Eliminate low enrollment programs according to guidance from Board of Governors' academic coordination workgroup
- Adjust faculty workloads to appropriately reflect~~suit~~ productivity in the areas of teaching, research, and service

Explore divestment opportunities
- Reduce personnel costs in non-strategic areas
- Improve competitive bid process
- Work with private sector to build housing as needed near campuses
- Explore selective retirement~~/severance~~ programs
- Reduce 'transaction costs'
- Streamline administrative procedures
- Create student internships where appropriate instead of full-time staff

Assessment and Sustainability

This plan becomes the primary annual evaluation tool for the President, each Vice President, and their direct reports. Annually, the institution will review the following performance indicators, along with progress towards specific targets.

The resulting plan ~~was developed~~ will us~~eing~~ Specific, Measurable, Assignable, Realistic, and Time-related (SMART) metrics, as defined below:
- Specific – targeted areas for improvement
- Measurable – quantifiable progress
- Assignable – identifiable leadership

- Realistic – results are achievable
- Time-related – deadlines for progress

At the institutional level (see attached):
- State and national standardized metrics will aid in the assessment of the University's holistic advancement towards national recognition.

At the operational level:
- Individuals responsible for implementation will identify, collect, verify, analyze, and archive the data to assess their progress.

This plan must remain flexible in its approach to strategic actions and initiatives, so that Florida Atlantic is able to react to changes in the external and internal environments. Likewise, the concept of *Pillars and Platforms* can continuously evolve to meet institutional priorities. Interdisciplinary programs and activities will be included in the *Pillars and Platforms* as they rise to prominence at the University. The faculty, staff, and students will then have the opportunity to develop new and existing programs into institutional *Pillars and Platforms.*

Institutional Performance Metrics

State University System of Florida - Board of Governors (BOG) Metrics	FAU Performance 2013-2014
Percent of Bachelor's Graduates Employed and/or Continuing their Education Further 1 Year after Graduation	74%
Median Average Wages of Undergraduates Employed in Florida 1 Year after Graduation	$36,000
Average Cost per Undergraduate Degree to the Institution	$27,690
Six Year Graduation Rates (Full-time and Part-time First-Time-In-College)	45%
Academic Progress Rate (2nd Year Retention with GPA above 2.0)	66%
Bachelor's Degrees Awarded in Areas of Strategic Emphasis (includes STEM)	55%
University Access Rate (Percent of Undergraduates with a Pell Grant)	41%
Graduate Degrees Awarded in Areas of Strategic Emphasis (includes STEM)	55%
Percent of Bachelor Degrees Without Excess Hours	73%
Bachelor's Degrees Awarded to Minorities	43%

US News and World Report (US News)	*FAU Performance 2013-2014*
US News High School Counselor Reputation Score	3
Student-to-faculty Ratio	24
SAT Score Median	1045
First-Time-In-College (FTIC) Students in Top 25% of High School Graduate Class	37%
Admissions Selectivity (Percent Admitted)	48%
Retention Rate (Full-Time)	77%
US News Academic Peer Reputation Score	2.1
Percent of Faculty Who Hold Full-Time Appointments	84%
Percent of Students Living in Affiliated Housing	6%
Admissions Yield (Percent Enrolled)	29%
Percentage of Alumni Who Participate in Annual Fund	5%
6-Year Graduation Rate (Full-Time)	41%

Integrated Postsecondary Education Data System (IPEDS)	*FAU Performance 2013-2014*
Percentage of Undergraduates Who Attend Full-Time	62%
Percentage of Out-of-State First-Time-In-College Students	13%
Percentage of International Students	2%
Undergraduate Headcount	25,790
Graduate Headcount	4,969
Master's Degrees Awarded	1,355
Doctoral Degrees Awarded	128
Sustainability Index (Percentage of Revenue from State Appropriations)	27%
Research Expenditures	$28.1M
Number of First-Time-In-College Applicants	17,358
First-Time-In-College Headcount	3,479
Distance Education Headcount	6,467
Endowment/Headcount (Value at the End of the Fiscal Year)	Pending

National Science Foundation (NSF)	*FAU Performance 2013-2014*
Federal Obligations	Pending
Number of Postdoctoral Appointments	Pending

**A Strategic Plan for
the Race to Excellence**

2015-2025

The Setting for the Race to Excellence

Florida Atlantic University is a dynamic, national public research university with campuses and sites strategically located along a corridor of more than 100 miles of coastline between America's Everglades and the Atlantic Ocean.

Already, it is recognized as a university of first choice for

- excellence in undergraduate education and the student experience,
- comprehensive graduate education,
- visionary and globally relevant research; and
- transformative engagement with its global communities.

With one of the nation's most diverse student bodies, Florida Atlantic offers over 170 degree programs to more than 30,000 students. The University is now 50 years old, and this plan will guide its strategic growth for the next 10 years.

The Aspiration

Florida Atlantic will pursue, with unbridled ambition, the intention of becoming the country's fastest-improving public research university.

The institution developed this plan to attract many collaborators for the mutual benefit of Florida Atlantic and its external constituents. The plan captures the direction that the University can follow to nationally differentiate itself.

- We will recruit and retain the highest talent in faculty, staff and students.
- Our programs will develop in focal areas, known as *Pillars and Platforms.*
- We will concentrate on very strategic capital facilities projects.
- The organizational efficiency of the university will be greatly enhanced.
- Most importantly we will "budget to the plan" not "plan to the budget."

The Planning Process

This current plan builds upon past success, maintaining the mission and vision of the University. In particular, the 2012 plan, *Making Waves: Celebrating and Cultivating Discovery, Diversity, and Distinction*, focused the University on developing a culture of student success and excellence in research and inquiry. The goals and strategies in this document continue the spirit of the previous plan.

Additionally, key strategies for improvement must address the State University System of Florida's Board of Governors performance metrics.. A renewal of the strategic planning process needed to take place in order to incorporate evolving expectations.

Moving forward, the institution developed the 2025 plan with substantial input from the faculty and stakeholders of Florida Atlantic University.

- From March through June 2014, listening sessions with internal and external constituencies revealed much about what stakeholders expected from the University.

- From July through September 2014, the President and Vice Presidents held administrative retreats to determine strengths, weaknesses and opportunities to improve the institution and set benchmarks for success.

- In early September, a draft outline for the plan was shared with the University's Board of Trustees.

- From September through January 2015, the President and Provost—along with other administrators—met personally for approximately 2-3 hours each with all 60 academic departments and student-related units. Each of the six FAU campuses was visited to determine the specific niche that distinguished that campus from the others. The primary purpose of these visits was to have direct, unfiltered messages and thoughtful dialog about current conditions at FAU as well as to hear and incorporate into the plan the aspirations and concerns of faculty, students, stakeholders and administrators.

- In the coming months, a clearly defined list of institutional performance metrics, attached to the end of this document, will enable the University to operationalize this plan.

Mission Statement

Florida Atlantic University is a multi-campus public research university that pursues excellence in its missions of research, scholarship, creative activity, teaching, and active engagement with its communities.

Vision

Florida Atlantic University aspires to be recognized as a university known for excellent and accessible undergraduate and graduate education, distinguished for the quality of its programs across multiple campuses and classified as a very high research institution that is internationally acclaimed for its contributions to creativity and research as well as its collaborations with regional partners.

Values

Florida Atlantic University values:

- Excellence - in teaching, research and public service
- Accountability - taking responsibility for actions and being outcome-based
- Teamwork - seeking collaborative strategies to solve problems
- Integrity - telling the truth and delivering on our commitments
- Playing to win - and helping others win
- Innovation - striving for creative solutions and continuous improvement
- Student success - wholly committing ourselves to our students' futures
- Safety - providing a secure campus environment
- Shared governance - making decisions through collaborative processes
- Professionalism - performing our responsibilities with an ethical behavior
- Customer service - exceeding the expectations of our clientele
- Respect - treating people the way we want to be treated
- Engagement – collaborating with community to benefit all stakeholders

Goals

Limited in number, but broad in scope and impact, attainment of these goals will ensure Florida Atlantic University's future as a public research university that creates value for all of its institutional stakeholders. To that end, it will be the entire institution's strategic priority to build the following six characteristics upon *Pillars and Platforms* that will define our Vision

Boldness   A uniquely competitive and globalized student body

Build a geographically-diverse population of students who excel in focused academic areas and engage in enriching activities that drive them to timely graduation and successful futures.

Synergy   Prominent teams of researchers and scholars

Invest in focused pillars and platforms—connecting the most talented faculty, staff and students to expand on the robust culture of nationally respected research and inquiry.

Place   Deep engagement with South Florida's global communities

Partner with a diverse set of local stakeholders and enhance the physical spaces to build upon the unique cultural, demographic and environmental characteristics of each campus community – striving for leadership in developing the South Florida culture and economy.

Quality   Continuously-assessed and evolving best practices

Design a resilient, lean organization—based on best logistical practices—that identifies economies of scale and incorporates new technologies to promote institutional development.

Brand   National reputation for excellence

Communicate the incredible stories of the University to an increasingly eGlobal audience, so that key internal stakeholders can link with external constituency groups.

Strategy   Wise and innovative allocation of resources

"Budget to the plan" and pursue new revenue streams in order to make FAU self-reliant and thriving in the midst of competitive public and private funding opportunities.

Pillars and Platforms

These areas of focus will guide institutional goals and strategic actions.

Pillars define institutional programs focused on creating knowledge that benefits society.

Healthy Aging	- Health and wellness - Geriatrics and aging in place - Drug discovery - Health policy, health equity, and health economics - Stem cell research and regenerative medicine
Neuroscience	- Dementia and Alzheimer's disease - Psychiatric illnesses and mental health - Spinal cord injuries, eye disease, and cognition - Communication disorders
Ocean Science and Engineering / Environmental Sciences	- Health of the Everglades and the Atlantic Ocean, including river basins - Harnessing energy from the environment - Technologies that contribute to national security
Sensing and Smart Systems	Sensor technology that can measure changes in the health of people or environments, and which advance automation

Platforms represent scholarly activities that apply to and support all *Pillars.*

Big Data Analytics	• Develop tools to store, sort, and mine large datasets
Community Engagement and Economic Development	• Work with communities to develop tools to address challenges and uncover solutions that promote community development and economic prosperity
Diversity	• Identify and promote opportunities to diversify our students, faculty, and staff – and build institutional cross-cultural competencies
Global Perspectives and Participation	• Identify opportunities to share technology, discoveries and learning with other institutions across the U.S. and the globe
Healthy and Environmentally Sustainable Campus	• Identify opportunities to incorporate scholarship into campus operations
Leadership, Innovation and Entrepreneurship	• Engage faculty, staff and students in professional development of leadership skills • Identify intellectual property, license IP and promote a culture of startup companies for faculty and students.
Peace, Justice, and Human Rights	• Develop programs that share best practices and promote tolerance and understanding of diverse cultures.
South Florida Culture	• The region as an international hub for the arts and the humanities
Undergraduate Research and Inquiry	• Distinction through discovery and research experiences that promote scholarship and graduation

Boldness
A uniquely competitive and globalized student body

In the next decade, FAU aims to position itself as a globalized, forward-thinking institution that caters to high-ability students. An organizational culture of achievement—through timely academic progression and distinction through discovery—will thrust FAU towards national recognition.

Strategic actions and initiatives

Develop and implement a comprehensive enrollment management strategy
- Increase enrollment in Board of Governors' areas of strategic emphasis
- Expand the traditional student catchment region beyond South Florida
- Build non-resident diversity to 15% of the student population

Recruit and retain nationally competitive students
- Select strategic target markets for student recruitment

- Improve admission standards through high quality selectivity
- Increase the number of National Merit Scholar Finalists and Semifinalists
- Include faculty in strategic and international recruitment efforts

Become the national model for diversity of the student body
- Ensure continual inclusion as a Hispanic Serving Institution
- Pursue diversity in all academic disciplines, leveraging proximity to Latin America and the Caribbean to internationalize enrollments

Provide competitive financial support for students
- Offer market-based stipends and benefits for graduate students
- Offer scholarships to recruit outstanding students based on merit or need

Develop an academic support structure for timely student graduation
- Improve undergraduate student retention and graduation rates
- Promote timely graduation for full-time graduate students
- Develop advanced advising strategies to assist students in course selection, career development, "Flight Plans," and accepting personal accountability for success
- Elevate the use of eLearning to supplement classroom education
- Evaluate and update curricula to be aligned with evidence-based practices, as established by learning sciences
- Expand summer semester offerings
- Assist faculty to develop innovative instructional methodologies and designs across the curriculum
- Optimize academic scheduling
- Engage all students in traditional collegiate experience, such as on-campus activities and leadership development opportunities

Develop athletic programs that achieve success in Conference USA and beyond.
- Recruit and retain student-athletes, coaches, and staff who mirror institutional values and contribute to the achievement of FAU's mission
- Evaluate and refine student support programs for student-athletes
- Implement revenue-generation plans to provide resources for excellence
- Ensure an effective NCAA compliance education program which properly communicates with student-athletes, coaches, staff, and FAU constituents
- Enhance athletic facilities and resources to attract the best student-athletes and to build a national following for Florida Atlantic Athletics

Expand opportunities for undergraduate students to participate in discovery-based learning.
- Create meaningful living-learning communities on or near campus
- Invest significantly in on-campus internships
- Provide meaningful employment on campus to provide work experience and relieve financial burden for students

Promote student scholarship
- Help nominate students and obtain increased national awards for students
- Increase student participation in national meetings
- Increase students publishing in peer-reviewed journals

Promote excellence in educational experiences throughout all stages of life
- Continue to develop public PK-12 laboratory schools as national models
- Expand lifelong learning offerings throughout the service region

Synergy
Prominent teams of researchers and scholars

FAU already possesses unique and active research programs, and the institution will invest in focused *Pillars and Platforms* to enhance interdisciplinary teams. By connecting the most talented faculty, staff, and students, the University will expand upon a robust culture of globally-respected research and inquiry.

Strategic actions and initiatives

Improve compensation plans
- Develop competitive compensation plans for faculty members, staff members and graduate students
- Incentivize extraordinary achievement with bonuses

Recruit and retain outstanding faculty and graduate students
- Recruit endowed chairs and increase national academy membership to 3
- Hire or retain strong interdisciplinary leaders for *Pillars and Platforms*
- Add a minimum of 25 new faculty each year in *Pillars*
- Cluster-hire interdisciplinary teams in *Pillars*
- Develop strategies to identify and recruit outstanding graduate students

Implement a "customer service" approach to supporting faculty scholarship
- Create a "one-stop-shop" for sponsored programs: proposal development; legal; pre- and post-awards
- Assist faculty with development of research compliance documents
- Assist faculty with identifying and protecting intellectual property
- Develop service functions in core facilities

Develop a capacity to promote economic development
- Develop an Office of Economic Development to partner with private sector entities interested in FAU's research and development efforts, as well as workforce development
- Identify opportunities for development on joint-use capital assets

- Leverage relationships with the FAU Research Park to promote development of start-up corporations that mutually benefit the private sector and the University

Grow the research enterprise
- Increase annual extramural research expenditures to $100M
- Ensure mentoring strategies for faculty
- Build key partnerships with other universities/institutes/centers
- Allocate research space by institutional priority and research productivity
- Create multi-user facilities with cutting-edge equipment
- Define the focus of the College of Medicine and its community-based academic and research activities, according to established *Pillars*
- Promote international faculty research opportunities

Place
Deep engagement with South Florida's global communities

The University will deeply engage the South Florida region by aligning programs with the unique cultural, demographic and environmental characteristics of each of the campus communities. As a national institution, FAU will build on its sense of place to enhance its physical spaces and develop competitive facilities. Accordingly, the University will expand upon both its "outreach" and "in-reach" efforts by building partnerships that benefit all engaged parties.

Strategic actions and initiatives

Institutionalize a culture of collaborative and experiential engagement with community partners that recognizes and values the dynamic and reciprocal exchange of knowledge, ideas, and resources to identify community concerns, build consensus, implement resolution and evaluate success.
- Create and maintain an infrastructure that will encourage and support faculty, staff, and student engagement with the community through community-based research, volunteerism, and service initiatives
- Achieve the Carnegie Foundation for the Advancement of Teachings' classification as a community engaged institution by 2020
- Build and grow creative programs that teach pre-collegiate youth critical thinking and leadership skills that prepare them for success in college, stimulate innovation and entrepreneurial skills, and support workforce and economic development in FAU's regional and global communities
- Establish a responsive program and outcome delivery system that provides support to faculty and staff in the delivery of public service and pre-collegiate programs
- Establish an award/reward system that celebrates faculty, staff, and student participation in exemplary and sustained community activities that build partnerships and advance the institution and community

- Complement academic learning by preparing collegiate and pre-collegiate students for success in life through employability skills and life skills developed by involvement in public service, while integrating these experiences into the curriculum

Develop or update a new Master Plan for each campus and site that provides a framework to guide the decisions on where to locate the university's research, teaching, residential, athletic, and recreational priorities and programs
- Integrate the following into a comprehensive plan: programmatic needs, exterior architecture, branding, landscaping, utility planning, roadways, parking, security, technology, and building conditions
- Conduct a space survey to determine current utilization and how physical resources should be used to best support student life, academics, and scholarship providing for university growth by campus locations
- Build and renovate buildings and exterior spaces based on strategic priorities—identifying those project priorities in the annual Capital Improvement Plan (CIP) and strategically using private and Public Education Capital Outlay (PECO) dollars according to the following ranking of need: 1- life safety, 2 - maintenance and repairs, 3 - lab and instructional needs, and 4 - aesthetic improvements
- Maintain the University's green-space and other exterior spaces that promote a campus experience that is safe and aesthetically appealing
- Develop an institution-wide safety and security plan to enhance campus environments and enrich the academic experience
- Enhance technology infrastructure to promote research and education
- Partner with the private sector to expand the university's academic mission and student life

Build out the capabilities of FAU's branch campuses
- Promote national recognition of Harbor Branch Oceanographic Institute
- Craft an internationally recognized STE(A)M Honors college on the Jupiter campus and collaborate with key partners to build global research capacity in life sciences alongside comprehensive educational offerings
- Promote ocean engineering research and training at Dania Beach
- Promote and develop the academic mission of the Davie and downtown Fort Lauderdale campuses

Partner with host communities to redevelop areas directly adjacent to campuses
- Focus growth on pedestrian-friendly experiences for residential students

Quality
Continuously-assessed and evolving best practices

The ten-year objective is to constantly improve organizational effectiveness through the use of best practices in supply-chain and logistics management. FAU

will advance itself as a resilient, lean organization that identifies economies of scale and incorporates new technologies to promote institutional growth and decision making.

Strategic actions and initiatives

Identify current and future campus leaders to engage in professional development opportunities

Leverage the technical expertise of staff members and encourage staff participation in operational improvements

Centralize areas to promote efficiency and effectiveness in
- Student engagement
- Facilities management
- Institutional advancement
- Information technology
- Communications

Develop assessment tools
- Track progress toward broad goals using sophisticated Dashboards
- Develop assessment tools across all programs and units
- Benchmark each part of the plan and document progress
- Implement a comprehensive post-tenure review policy, in consultation with a faculty committee, to document sustained performance of assigned duties, to acknowledge achievements, and to hold faculty members accountable for high performance standards.

Brand
National reputation for excellence

Florida Atlantic University in 2025 will be a strong brand. The University will develop a preeminent internet presence and implement comprehensive global marketing by linking key internal and external constituency groups.

Strategic actions and initiatives

Formulate an eGlobal marketing plan that aggressively seeks recognition for accomplishments of faculty, staff and students

Develop "brand centers" on all campuses that promote engagement with surrounding communities and clearly communicate the strategic strengths of the institution and its stakeholders

Create an innovative branding and community outreach program that tells the Florida Atlantic story and engages FAU with the local community

Build partnerships with internationally recognized academic brands

Develop an Athletics brand that clearly communicates with a national audience

Strategy
Wise and innovative allocation of resources

The University will "budget to the plan" by allocating resources in a manner that falls in line with the Mission and Vision of the University, as well as this document and its *Pillars and Platforms.* Moving forward, FAU will pursue new, diversified revenue streams in order to make itself a thriving and self-reliant organization in the midst of competitive public and private funding opportunities.

Strategic actions and initiatives

Develop external funding framework to permanently sustain *Pillars and Platforms*

Identify diversified revenue opportunities
- Explore a ten-year capital campaign
- Enhance the donor base
- Develop premier donor stewardship experiences
- Embrace legacy donors
- Grow alumni participation and giving rates
- Engage faculty and staff in efforts to learn about and promote fundraising
- Build the institutional endowment
- Strengthen the relationship between FAU Foundation and the University
- Centralize the management of the development staff
- Compete aggressively for state performance funds
- Develop very strategic legislative budget requests
- Strengthen state and federal relations
- Increase departmental generated revenue
- Increase research expenditures
- Increase athletic and academic event ticket sales
- Increase "market-rate" programs across the University
- Increase out-of-state and international enrollment
- Increase revenue from distance education
- Structure summer as a comprehensive semester
- Develop appropriate research indirect costs collection policies
- Sell real estate assets no longer needed
- Eliminate low enrollment programs according to guidance from Board of Governors' academic coordination workgroup

- Adjust faculty workloads to appropriately reflect productivity in the areas of teaching, research, and service

Explore divestment opportunities
- Reduce personnel costs in non-strategic areas
- Improve competitive bid process
- Work with private sector to build housing as needed near campuses
- Explore selective retirement programs
- Reduce 'transaction costs'
- Streamline administrative procedures
- Create student internships where appropriate instead of full-time staff

Assessment and Sustainability

This plan becomes the primary annual evaluation tool for the President, each Vice President, and their direct reports. Annually, the institution will review the following performance indicators, along with progress towards specific targets.

The resulting plan will use Specific, Measurable, Assignable, Realistic, and Time-related (SMART) metrics, as defined below:
- Specific – targeted areas for improvement
- Measurable – quantifiable progress
- Assignable – identifiable leadership
- Realistic – results are achievable
- Time-related – deadlines for progress

At the institutional level (see attached):
- State and national standardized metrics will aid in the assessment of the University's holistic advancement towards national recognition.

At the operational level:
- Individuals responsible for implementation will identify, collect, verify, analyze, and archive the data to assess their progress.

This plan must remain flexible in its approach to strategic actions and initiatives, so that Florida Atlantic is able to react to changes in the external and internal environments. Likewise, the concept of *Pillars and Platforms* can continuously evolve to meet institutional priorities. Interdisciplinary programs and activities will be included in the *Pillars and Platforms* as they rise to prominence at the University. The faculty, staff, and students will then have the opportunity to develop new and existing programs into institutional *Pillars and Platforms.*

Institutional Performance Metrics

State University System of Florida - Board of Governors (BOG) Metrics	FAU Performance 2013-2014
Percent of Bachelor's Graduates Employed and/or Continuing their Education Further 1 Year after Graduation	74%
Median Average Wages of Undergraduates Employed in Florida 1 Year after Graduation	$36,000
Average Cost per Undergraduate Degree to the Institution	$27,690
Six Year Graduation Rates (Full-time and Part-time First-Time-In-College)	45%
Academic Progress Rate (2nd Year Retention with GPA above 2.0)	66%
Bachelor's Degrees Awarded in Areas of Strategic Emphasis (includes STEM)	55%
University Access Rate (Percent of Undergraduates with a Pell Grant)	41%
Graduate Degrees Awarded in Areas of Strategic Emphasis (includes STEM)	55%
Percent of Bachelor Degrees Without Excess Hours	73%
Bachelor's Degrees Awarded to Minorities	43%

US News and World Report (US News)	FAU Performance 2013-2014
US News High School Counselor Reputation Score	3
Student-to-faculty Ratio	24
SAT Score Median	1045
First-Time-In-College (FTIC) Students in Top 25% of High School Graduate Class	37%
Admissions Selectivity (Percent Admitted)	48%
Retention Rate (Full-Time)	77%
US News Academic Peer Reputation Score	2.1
Percent of Faculty Who Hold Full-Time Appointments	84%
Percent of Students Living in Affiliated Housing	6%
Admissions Yield (Percent Enrolled)	29%
Percentage of Alumni Who Participate in Annual Fund	5%
6-Year Graduation Rate (Full-Time)	41%

Integrated Postsecondary Education Data System (IPEDS)	FAU Performance 2013-2014
Percentage of Undergraduates Who Attend Full-Time	62%
Percentage of Out-of-State First-Time-In-College Students	13%
Percentage of International Students	2%
Undergraduate Headcount	25,790
Graduate Headcount	4,969
Master's Degrees Awarded	1,355
Doctoral Degrees Awarded	128
Sustainability Index (Percentage of Revenue from State Appropriations)	27%
Research Expenditures	$28.1M
Number of First-Time-In-College Applicants	17,358
First-Time-In-College Headcount	3,479
Distance Education Headcount	6,467
Endowment/Headcount (Value at the End of the Fiscal Year)	Pending

National Science Foundation (NSF)	FAU Performance 2013-2014
Federal Obligations	Pending
Number of Postdoctoral Appointments	Pending