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 150 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 the highest academic talent in faculty, staff and students.
- We will focus 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 the spirit of the previous plan.

Additionally, 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.

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
- Excellent service - exceeding the expectations of our clientele
- Respect - treating people the way we want to be treated

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 characteristics upon the outlined *Pillars and Platforms*:

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.

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 business 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 • Aging in place • Health policy 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
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 / 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	• Identity and promote opportunities to diversify our students and faculty
Drug Discovery	• Promote novel therapeutics throughout disciplines
Globalization	• 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
Innovation and Entrepreneurship	• 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
- Expand the traditional student catchment region beyond South Florida
- Build non-resident diversity to 15% of the undergraduate 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

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 the Caribbean and South America

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 timely graduation for 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
- Expand summer semester offerings
- Assist faculty to develop new instructional methodologies and designs
- Optimize academic scheduling

Develop athletic programs that achieve success in Conference USA and beyond.
- Refine student support programs for student-athletes
- Implement revenue-generation plans to provide resources for excellence.

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

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 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 identified strategic areas
- 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

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
- Refine the focus of the College of Medicine and its community-based academic and research activities

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.

Strategic actions and initiatives

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 a STEAM Honors college on the Jupiter campus and collaborate with key partners to build global research capacity in life sciences
- 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 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 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

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

Development 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

Goal Five – 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 a global marketing plan that aggressively seeks recognition for accomplishments of faculty, staff and students

Develop "brand centers" on all campuses

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

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 of 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
- 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 campus
- Increase out-of-state enrollment
- Increase revenue from distance education
- Re-purpose the summer schedule
- Develop appropriate research indirect costs collection policies
- Sell real estate assets no longer needed
- Eliminate low enrollment programs

- Adjust faculty workloads to suit productivity

Explore divestment opportunities
- Reduce personnel costs in non-strategic areas
- Improve competitive bid process
- Work with private sector to build housing
- 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 using 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	COMPARISON COHORT	FAU PERFORMANCE	
		2012-13	2013-14
Alumni salaries (Median) (baccalaureate graduates)	BOG	$34,900	$34,800
Alumni employment percentage (baccalaureate graduates)	BOG	72%	74%
Cost of undergraduate degree	BOG	$32,430	$32,750
6-yr graduation rate FT and PT	BOG	40%	46%
Academic progress rate (FT & PT)	BOG	68%	66%
Percent of undergraduate degrees in strategic emphasis areas	BOG	53%	55%
Percentage of undergraduates with Pell grants	BOG	40%	40%
Percent of graduate degrees in strategic emphasis areas	BOG	51%	55%
Percentage of degrees awarded without excess hours	BOG	73%	70%
Bachelor degrees awarded to under-represented students	BOG	42%	43%
USNWR HS counselor reputation score	USNEWS	N/A	3
Student/faculty ratio	USNEWS	23	24
SAT score median	USNEWS	1060	1045
FTIC students in top 25% of HS graduating class	USNEWS	35%	37%
Admissions selectivity (% admitted)	USNEWS	42%	48%
Retention rate (FT)	USNEWS	78%	77%
USNWR academic peer reputation score	USNEWS	N/A	2.1
Percent of faculty who hold full-time appointments	USNEWS	84%	84%
Percent of students living in affiliated housing	USNEWS		6%
Admissions yield (% enrolled)	USNEWS	30%	29%
Percentage of alumni who participate in annual fund	USNEWS	4%	5%
6-yr graduation rate FT	USNEWS	41%	41%
Percentage of undergraduates who attend full-time	IPEDS	62%	62%
Percentage of out-of-state FTIC	IPEDS	13%	13%
Percentage of international students	IPEDS	2%	2%
Undergraduate headcount	IPEDS	25,105	25,790
Graduate headcount	IPEDS	4,889	4,969
Masters degrees	IPEDS	1,415	1,355
Doctoral degrees	IPEDS	103	128
Sustainability Index (% of revenue from state appropriations)	IPEDS	31%	27%
Research expenditures	IPEDS	$29.3M	$28.1M
Number of FTIC applicants	IPEDS	25,726	17358*
FTIC headcount	IPEDS	3,237	3,479
Distance education headcount	IPEDS	5,310	6,467
Endowment/Headcount (value end of the fiscal year)	IPEDS	$8,721	
Federal obligations	NSF	$12.3M	
Number of postdoctoral appointments +Benchmark 2011 NSF data	NSF	10+	

* only including completed FTIC applicants - IPEDS to be corrected for 2013-14.

Office of Institutional Effectiveness and Analysis 02/23/15