

FLORIDA INTERNATIONAL UNIVERSITY

Strategic Planning and Finance Town Hall

April 2, 2014



Strategic Planning and Finance Town Hall

Overview

Introduction

Mark Rosenberg

Short-term milestones

- Strategic Plan 2010-15 Update
- SACS Fifth-Year Interim Report

Douglas Wartzok

Elizabeth Bejar

Looking ahead

- Strategic Plan 2015-20
- Budget and Financial Sustainability
- Performance Funding Paradigm

Ken Furton

Ken Jessell

Mark Rosenberg











Mission

Florida International University is an urban, multi-campus, public research university serving its students and the diverse population of South Florida. We are committed to high-quality teaching, state-of-the-art research and creative activity, and collaborative engagement with our local and global communities.

Progress on our 2010 – 2015 *Worlds Ahead* Strategic Plan










Strategic Plan 2010-15

Progress toward targets

Goal Description	2013-14 Target	2013-14 Actual	2015-16 Target	 On/above target  Below target
1. Total Enrollment: Grow by 2,000 Academically Qualified Students Per Year	48,000	52,980	52,000	
2. Enrollment by Level: Gradual Shift to a Higher Percentage of Graduate and Professional Students	21.2%	16.2%	22.0%	
3. Full-Time/Part-Time Student: Gradual Shift to Higher Percentage of Full-Time Students	Targets vary based on undergraduate and graduate levels but all are above target			
4. Instructional Delivery Mode: Increase in Online with Reductions in Both Face to Face and Hybrid	Online 18%	Online 23%	Online 20%	
5. Resident/Non-resident Student: Gradual Shift to More Out-of-State and International Students				
Out of State	3.6%	3.9%	4.0%	
International	7.6%	6.0%	8.0%	
6. Housing: Add One More Residence Hall to Maintain Current Resident to Commuting Student Ratios	Oncampus 7%	Oncampus 7%	Oncampus 7%	
7. Degrees Awarded -- All levels at or above target	2012-13 9,594	2012-13 11,186	10,662	

Strategic Plan 2010-15

Progress toward targets

Goal Description	2013-14 Target	2013-14 Actual	2015-16 Target	 On/above target  Below target
8. Graduation Rates: Increase Both FTIC and AA Transfer Graduation Rates				
All FTIC - 6 year	47%	50%	48%	
AA Transfer - 4 year	63%	61%	65%	
9. Full-Time and Part-Time: Grow Faculty Commensurate with Enrollment Growth to Maintain Student-Faculty Ratio and Same Full-Time to Part-Time Ratio	Full-Time Faculty 977	Full-Time Faculty 1,178	Full-Time Faculty 1,086	
10. Maintain Current Student-Faculty Ratio	27:1	27:1	27:1	
11. Improve Student/ Advisor Ratio to National Norm	450:1	382:1	380:1	
12. Increase Total by 36% with Faster Growth in Federal				
Federal Academic R&D Expenditures	\$ 73,619,500	\$ 72,357,000	\$ 87,000,000	
Total Academic R&D Expenditures	\$ 124,000,000	\$ 128,070,000	\$ 143,000,000	

**Bridging our 2010 – 2015
Strategic Plan and our 2015 –
2020 Strategic Plan will be our
Fifth Year Interim SACS
Report**

Southern Association of Colleges & Schools (SACS)

The logo for the Southern Association of Colleges and Schools Commission on Colleges is located in the top right corner. It features a blue rectangular background with a white horizontal band in the center. The text "Southern Association of Colleges and Schools" is written in blue above the white band, and "Commission on Colleges" is written in blue below it. To the right of the text is a stylized flame icon.

Southern Association of Colleges and Schools
Commission on Colleges

Where We are Today

2010 SACS Reaffirmation – 10-year cycle
Global Learning for Global Citizenship (QEP)

Preparing for 2015

Fifth Year Interim Report – Due March 2016
SACS-COC Principles (17)
QEP Impact Report
Data: 2014-15 AY and Fall 2015

Southern Association of Colleges & Schools (SACS)

Fifth Year Interim Report

Action	Date
On-going draft of 17 Principles of Accreditation - working with all appropriate unit leads	2012-2014
Internal audits of off-campus sites:	
Jamaica	2012
China-TUC	2013
Panama and Dominican Republic	2014
FIU @ I-75 and Downtown on Brickell	2015

Southern Association of Colleges & Schools (SACS)

Focus of Fifth Year Interim Report: Demonstrating Student Achievement

- Student Learning and Student Learning Outcome Assessment
- Evidence of Improvement in the Curriculum
- Student Achievement (Federal requirement)

Institution evaluates success with respect to student achievement consistent with its mission:

- Enrollment data
- Retention, graduation, and job placement rates
- State licensure exams

Adequate full-time faculty – Institutional goal of 60% (each venue: on-campus; online; off-campus sites)

Southern Association of Colleges & Schools (SACS)

Preparing for 2020: Demonstrating Student Achievement

Implement Faculty led Assessment Committees
2016-2019

- Planning and Piloting - Quality Enhancement Plan.
- An institutional process for identifying key issues emerging from institutional assessment.
- Must focus on learning outcomes and/or the environment supporting student learning.
- Can build on current QEP or a newly identified area rising from assessment processes.



iREAL and the process for developing our 2015 – 2020 Strategic Plan

Strategic Plan 2015-20

Timeline

Action	Date
University feedback from iReal	March 7, 2014
Town Hall meeting	April 2, 2014
Committee selections	April 2014
Committees charged	May 2014
Committees develop plans	May – September 2014
Community forums	October 2014
Preliminary strategic plan	December 2014
Community discussion	January 2015
Final strategic plan	February 2015
BOT review and approval	March 2015

Strategic Plan 2015-20

Focus Committees

University Themes and Programs

- Reviewing current University themes (Arts, Environment, Globalization, and Health) and programs in relation to performance metrics and other strategic priorities.
- Determining processes and criteria to be used to identify and promote preeminent programs.
- Developing implementation strategies for these activities.

Student Success

- Improving access, retention and timely graduation of our students.
- Creating an environment that integrates career planning from admission through alumni with a focus on entrepreneurship and engagement.

Strategic Plan 2015-20

Focus Committees (continued)

Financial Base Expansion

- Determining strategies to further diversify and optimize revenue streams, including successful completion of \$750 million capital campaign.
- Developing public and private partnerships.
- Considering alternative budget models and reviewing organizational efficiencies.
- Creating an environment of practicing as well teaching entrepreneurship.

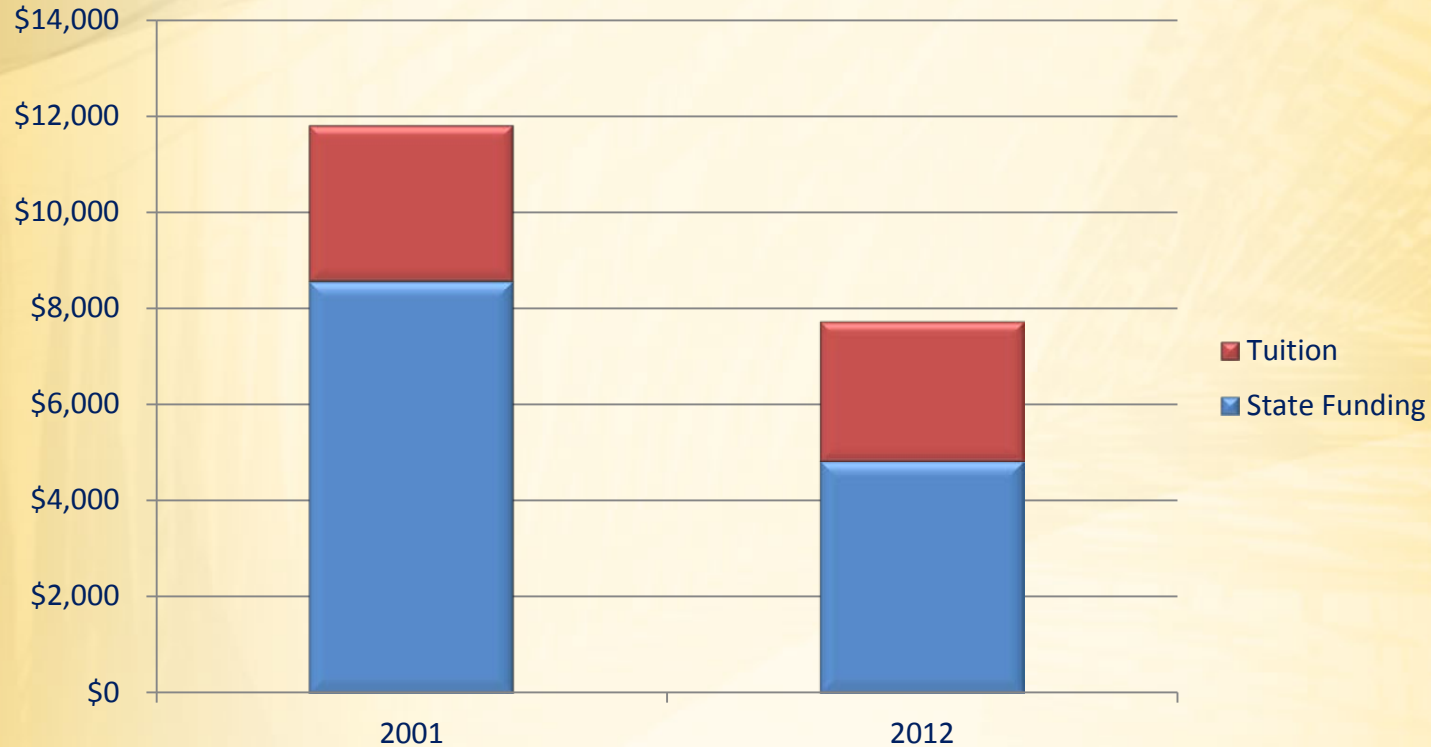
“Very High Research” Carnegie Designation

- Increasing research doctoral degree production.
- Enhancing the development of intellectual property through patents and licensing.
- Increasing research and development funding through multiple sources, including philanthropy and entrepreneurship.
- Focusing on university strengths in an increasingly competitive environment.
- Building clinical research capacity.

How do we implement a new strategic plan and continue to achieve FIU's goals in the new funding environment?

Historical Perspective

Total Educational Revenue per FTE in Florida



Note: Constant 2012 dollars adjusted by SHEEO Higher Education Cost Adjustment (HECA).

Source: SHEEO

FIU Budget 2014-15

- Anticipated performance funding and some one-time savings from 2013-14 meet existing continuing obligations for 2014-15.
- University must continue to make strategic investments in 2014-15 to continue to move the University forward and improve performance funding.
- Plan to set aside non-recurring funding for strategic investments in the fall.
- If any funded strategic investments are recurring obligations, they must be supported from increased revenues or reallocated base budget.
- Funding recurring commitments from non-recurring funding is not sustainable.

Investments Focused on Strategic Priorities

FIU will continue to provide resources to invest in strategic choices

Strategic Investment requests will be evaluated, prioritized and allocated based on:

- Alignment with the Strategic Plan goals of:
 - Relevance to university themes and preeminent programs
 - Supporting student success
 - Expanding the financial base
 - Obtaining “Very High Research” Carnegie designation
- Contribution to and/or improvement of FIU performance indicators

**The Board of Governors
and Legislature focus on
accountability and
performance funding**

Performance Funding

FIU does very well in Performance Funding

- The only new state funding for operations will come from Performance Funding.
- In the first Performance Funding allocation based on performance in Information Technology, FIU placed first in Florida.
- In the second Performance Funding allocation based on success of graduates on employment and higher education, FIU tied for second.
- In the third Performance Funding allocation based on ten metrics, FIU tied for third.

Performance Funding Model



Performance Funding Model Florida International University

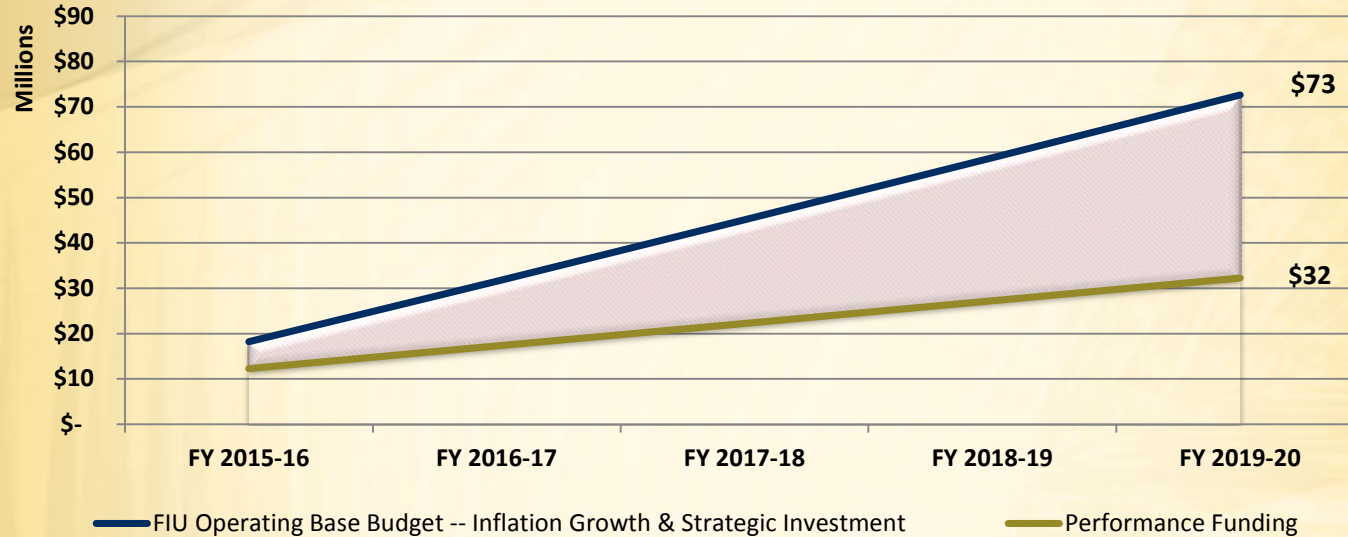
	Excellence		Improvement		Final Score
Key Metrics Common to All Universities Plus 2 Institution Specific Metrics	Data	Points	Data	Points	
Percent of Bachelor's Graduates Employed and/or Continuing their Education Further 1 Yr after Graduation	67%	3	-1%	0	3
Median Average Full-time Wages of Undergraduates Employed in Florida 1 Yr after Graduation	\$35,100	4	-1%	0	4
Average Cost per Undergraduate Degree to the Institution	\$26,730	2	0%	0	2
Six Year Graduation Rate <i>Full-time and Part-time FTIC</i>	50%	0	3%	3	3
Academic Progress Rate 2nd Year Retention with GPA Above 2.0	78%	0	3%	3	3
Bachelor's Degrees Awarded in Areas of Strategic Emphasis <i>(includes STEM)</i>	40%	3	1%	1	3
University Access Rate Percent of Undergraduates with a Pell-grant	47%	5	-2%	0	5
Graduate Degrees Awarded in Areas of Strategic Emphasis <i>(includes STEM)</i>	40%	3	1%	1	3
Institution-Specific Metrics					
Percent of Bachelor's Degrees without Excess Hours	70%	3	NA	NA	3
Bachelor's Degrees Awarded to Minorities	5,851	0	448	5	5
TOTAL					34

Performance Funding

- Florida Board of Governors (BOG) is recommending \$50M in new funding and a redistribution of 1% of the base budget of the 3 lowest scoring universities.
- FIU has a score of 34 which resulted in a top 3 ranking.
- FIU funding allocation will be \$7,268,298 under BOG recommendation.
- The Performance Funding Model and related funding are subject to legislative approval – the Governor, House and Senate currently have different models and funding amounts ranging from \$40M to \$100M.

FIU's Potential Budget Gap – 2019-20

What will FIU's Funding Gap be in 2019-20 – 5 years out?



Assumptions:

- Continuation of \$50 million new State Performance Funding
- FIU's share of State Performance Funding at \$5 million
- \$8 million annual increase in operating base budget due to inflation (2%)
- Continued strategic investments of \$5 million each year

The Road to Financial Sustainability

Impact of funding gap can be mitigated through our ability to:

- Generate additional revenues
- Create operational efficiencies
- Reallocate funds

We need to adapt, restructure and refocus to ensure we can fulfill our goals.



Performance Funding

Summary of Performance Funding Allocations
Combined Allocation (new funding and base funding)

	Points	\$50M Allocation of Funds	Net Increase or Decrease in Base Funds		Total New Funds and Change in Base Funds
UF	42	\$ 11,226,558	\$ 503,636	0.15%	\$ 11,730,194
USF	37	\$ 8,549,837	\$ 383,555	0.16%	\$ 8,933,392
FIU	34	\$ 6,956,234	\$ 312,064	0.16%	\$ 7,268,298
UCF	34	\$ 8,378,896	\$ 375,887	0.16%	\$ 8,754,782
FSU	33	\$ 8,213,467	\$ 368,465	0.13%	\$ 8,581,932
FGCU	30	\$ 1,648,922	\$ 73,972	0.13%	\$ 1,722,895
FAMU	29	\$ 2,770,841	\$ 124,303	0.13%	\$ 2,895,144
UNF	29	\$ 2,255,245	\$ 101,173	0.13%	\$ 2,356,418
NCF	25		\$ (172,720)	-1.00%	\$ (172,720)
FAU	24		\$ (1,394,740)	-1.00%	\$ (1,394,740)
UWF	21		\$ (675,595)	-1.00%	\$ (675,595)
FPU	Will be included once data becomes available				
TOTAL		\$ 50,000,000			\$ 50,000,000

* Institutions earning 25 points or less out of 50 points possible do not receive any new funds and lose one percent of their base funds.

* Amounts are subject to Legislative approval

President Judy Bense
University of West Florida
Performance Funding Report to BOG
March 20, 2014

Performance Funding

- Performance excellence is achieved only when everyone makes it his/her number one goal.
- FIU must maximize its performance funding in order to support key strategic goals not directly reflected in the performance metrics, such as “Very High Research” Carnegie designation.
- For students in our entering Fall 2014 FTIC class, what graduation rate should we expect of them and how can we help them reach it?
- FIU has a history of innovation and achievement – our history is “give us a goal and we will perform.”

Improvement of FIU Performance Indicators

Each one of us is accountable for improvement on these performance indicators

- How can *you* contribute to the improvement of the performance indicators?
- How can *you* impact the efficiencies across the organization?
- How can *you* be entrepreneurial with new revenue opportunities, in changing the way we do business or serve our students?
- How can *you* ensure success of our students to achieve whatever graduation rate we set?

Strategic Planning and Finance Town Hall



Questions, comments, advice