Faculty Senate Special Meeting Minutes of November 25, 2014

The meeting was called to order by the Chair Kathleen Wilson with the following Senators and visitors present:

College of Architecture & The Arts
Kathleen Wilson
Jaime Canaves
Absent
Shahin Vassigh
Barbara Watts

College of Arts & Sciences
Gerardo Aladro
Joan Baker
John Makemson
Joerg Reinhold
Thomas Breslin
John Clark
Laurel Collins
Piero Gardinali
Alan Gummerson
Krish Jayachandran
Victor Uribe
Dean Whitman
Absent
Dawn Addy
Astrid Arraras
Whitney Bauman
Paula Gillespie
Sneh Gulati
Wenzhi Li
Jean Rahier
Ronn Silverstein
Oren Maxwell
Rene Price
Hassan Zahedi

College of Business Administration
Elisabeth Beristain – Moreiras
Delano Gray
Clark Wheatley
Absent
Krishnan Dandapani
Shahid Hamid
Cliff Perry

College of Education
Teresa Lucas-*Alternate*
Martha Pelaez
Absent
Leonard Bliss

College of Engineering
Malek Adjouadi
Absent
Albert Gan
Mohammed Hadi
Osama Mohammed
Gang Quan
Berrin Tansel

School of Hospitality
Nancy Scanlon
Absent
Jonathan Pernick

School of Journalism
Absent
Neil Reisner
Maria Elena Villar

College of Law
Absent
Jan Oseitutu
Megan Fairlie

Library
Lauren Christos
Patricia Pereira-Pujol

College of Medicine
Irina Agoulnik
John Delzell
Dietrich Lorke
Absent
Ferdinand Gomez
Richard Lynn

College of Nursing & Health Sciences
Jennifer Doherty-Restrepo
Amy Paul-Ward
Absent
Lucie Dlugasch

College of Public Health & Social Work
Nasar Ahmed
Marianna Baum
Ray Thomlison

Guest:
Bill Anderson
Elizabeth Bejar
Alexis Calatayud
Helen Cornely
Adam Drisin
Kenneth G. Furton
Yosi Hernandez Suarez
Andres Gil
Jeffrey Gonzales
Emily Gresham
Juneisy Hawkins
Ranu Jung
Barbara Manzano
Aime Martinez
Winifred Newman
Michaela Plugarasu
Douglas Robertson
Brian Schriner
John Stuart
Adrian Suarez Avila
Damaris Valdes
Eric Wagner

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2015-2020 Strategic Planning and Implementation

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The Strategic Planning Process

Steering Committee

Chair Kenneth G. Furton, Academic Affairs
Co-Chair Elizabeth Bejar, Academic Affairs

Carlos Becerra, Gov't Relations
Alexis Calatayud, SGA President, MMC
Andres Gil, DOR
Yogi Hernandez, COM
Barbara Manzano, AA
Eric Wagner, RSCPHSW
Kathleen Wilson, Faculty Senate Chair, CARTA
Staff: Emily Gresham, AA
Mary Carabeo, AA

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The Strategic Planning Process

Focus Committees

1. Student Success (iREAL Recommendations 1, 2, 3)

2. Preeminent Programs (iREAL Recommendations 5, 7, 9)

3. Financial Base/Efficiency (iREAL Recommendations 3, 4, 5, 8)

4. Carnegie Very High Research Designation (iREAL Recommendations 4, 6, 7, 8)

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Preeminent Programs (iREAL Recommendations 5, 7, 9)

Recommendation 5: Launch a synchronized communications campaign to elevate the FIU brand focused on attracting donors
Recommendation 7: Innovate and integrate healthcare education, research, and delivery
Recommendation 9: Leverage global status of FIU and Miami

Chair: **Eric Wagner, RSCPHSW**/*Co-Chair*: **Terry Witherell, External Relations**

Committee Members

Carlos Becerra, Gov. Rel.   Shivani Joshi, Chaplin School
Todd Crowl, CAS, SEAS   Michelle Mason (Angie Friedman), COL
Yesim Darici, CAS, SISH   Richard Miltner, Wolfsonian
Jennifer Doherty-Restrepo, CNHS   William Pelham, CAS, SISH
Adam Drisin, CARTA   Carolyn Runowicz, COM
Christina Jardim, Business & Fin

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Preeminent Programs: Goals & Preliminary Definitions

The committee's goals were to…
• refine the iREAL rubric
• develop processes/criteria for identifying and supporting preeminence

Preeminent programs should…
• align with FIU's mission
• support university themes (Arts, Environment, Globalization, & Health)
• be nationally/internationally recognized
• be collaborative and inclusive
• leverage characteristics unique to FIU/Miami-Dade/South FL
• be self-sustaining
• be reputation enhancing

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Preeminent Programs: Rubric

• The iREAL rubric is best used as a *first-step self-assessment tool* for considering preeminence.
• The committee recommended revisions to make it more concise, clear, reliable, valid, transparent, and useful across disciplines.
• The resulting revised iREAL rubric addresses four domains:
    1. University Priorities
    2. Research/Creative Activities
    3. Education Outcomes
    4. Costs to Benefits
• The committee recommended the rubric as just one component of a more extensive preeminence application process.

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Preeminent Programs: Identification & Support Processes

The committee recommended the following processes:

1. All FIU programs are eligible and self-identified.
2. Applications will be reviewed by an interdisciplinary "Preeminent Programs Review Committee" (PPRC) appointed by the Provost.
3. Applications will include the self-assessment iREAL rubric, narratives, bios of faculty, quantified impact (people served, money raised, grant awards, and faculty awards, etc.), a five year business and academic plan, a communications and development plan, outside letters of support, and other objective evidence of preeminence.
4. The PPRC will operate like a scientific review/foundation review committee, with recommendations made to the Provost—the ultimate decision-maker.
5. Dedicated infrastructure support should include: pre-application guidance, PPRC review and feedback, targeted and effective PR & marketing, and development, finance, and research support.

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Financial Base/Efficiencies (Recommendations 3, 4, 5, 8)

Recommendation 3: Grow: aggressively and strategically

Recommendation 4: Expand financial base through organizational efficiencies, diversification of revenue streams, and incentive-based budgeting

Recommendation 5: Launch a synchronized communications campaign to elevate the FIU brand focused on attracting donors

Recommendation 8: Strengthen reputation as critical academic partner/solutions center for the local marketplace and beyond

Chair **Barbara Manzano, Academic Affairs/***Co-Chair* **Aime Martinez, Business & Finance**

Committee Members

Jose Aldrich, College of Business	Yogi Hernandez, COM
Jerry Cohen, Community	Cem Karayalcin, CAS, SIPA
Juan Cueto, Advancement	Liane Martinez, COM
Carlos Flores, HR	Mihaela Plugaresu, SHTM
Jeff Gonzalez, Academic Affairs	Dileep Rao, COB
Deborah Hasson, Education	Marta Torres-Berlingeri, CAS

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Financial Base / Efficiencies Strategies

GOALS

Operational Efficiencies → *Branding & Capital Campaign* → *Incentive Based Funding Model* → *Revenue Growth / Partnerships* → *Strategic Student Growth* → *Financial Sustainability /Operational Excellence /65k Students /$750M Capital Campaign*

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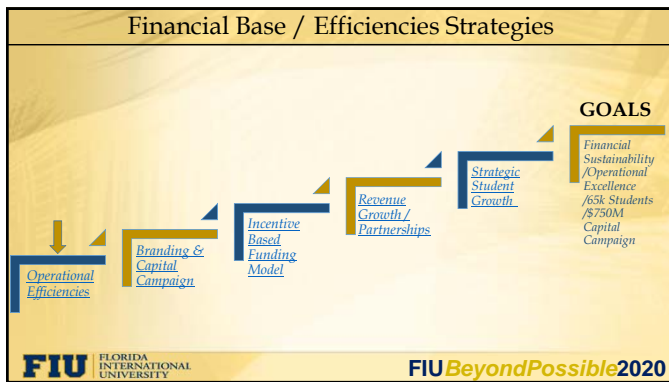
Financial Base/Efficiencies Strategies

Operational Efficiencies

- Establish culture of continuous improvement & collaboration
- Streamline business processes starting with the most impactful
- Create climate of accountability
- Eliminate redundancies and consolidate where appropriate
- Centralize/localize strategically
- Evaluate university costs and fee structures
- Contract non-mission critical activities to third parties
- Evaluate monetization of parking and housing systems

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Financial Base / Efficiencies Strategies

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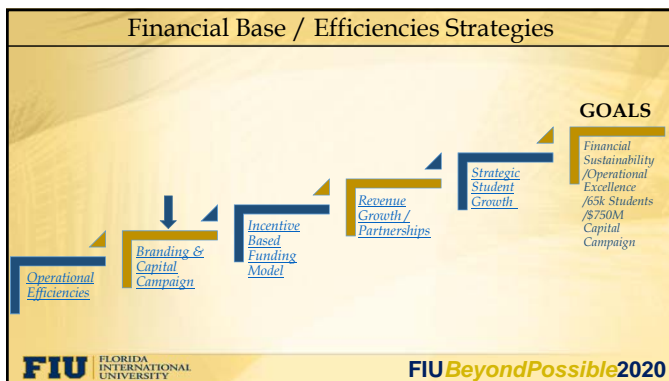
Financial Base/Efficiencies Strategies

Branding & Capital Campaign

- Establish five-year fundraising goals by College/Unit
- Increase alumni networks and engagement
- Evaluate operational & management structures for Development/Fundraising
- Institute synchronized, strategic and ongoing FIU branding
- Optimize University public relations, communications and marketing

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Slide 1:

Financial Base / Efficiencies Strategies

GOALS

Operational Efficiencies → *Branding & Capital Campaign* → *Incentive Based Funding Model* → *Revenue Growth / Partnerships* → *Strategic Student Growth* → *Financial Sustainability /Operational Excellence /65k Students /$750M Capital Campaign*

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Slide 2:

Financial Base/Efficiencies Strategies

Incentive Based Funding Model

- Align budget to strategic plan
- Provide transparency in budget methodology by identifying drivers and clearly correlating revenues to allocations
- Align budget allocations & performance funds to colleges based on outcomes for BOG, BOT & other institutional metrics
- Incentivize units/faculty/staff to improve outcomes & metrics
- Enhance financial planning and reporting tools for units

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Slide 3:

Financial Base / Efficiencies Strategies

GOALS

Operational Efficiencies → *Branding & Capital Campaign* → *Incentive Based Funding Model* → *Revenue Growth / Partnerships* → *Strategic Student Growth* → *Financial Sustainability /Operational Excellence /65k Students /$750M Capital Campaign*

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Slide 4:

Financial Base/Efficiencies Strategies

Revenue Growth/ Partnerships

- Develop incubator for students, faculty, staff and external community for economic development and innovation
- Incentivize and streamline innovation and entrepreneurial initiatives
- Establish pipeline for technology transfer/ patents & spinoffs that address industry and community needs
- Increase public/private partnerships
- Proliferate internal/external solution centers
- Increase and optimize internship opportunities

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Slide 5:

Financial Base / Efficiencies Strategies

GOALS

Operational Efficiencies → *Branding & Capital Campaign* → *Incentive Based Funding Model* → *Revenue Growth / Partnerships* → *Strategic Student Growth* → *Financial Sustainability /Operational Excellence /65k Students /$750M Capital Campaign*

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Slide 6:

Financial Base/Efficiencies Strategies

Strategic Student Growth

- Continue to grow while continuing to improve quality indicators, such as GPA
- Implement targeted recruitment strategy
- Focus on Online, Hybrid, Non-resident, Professional Masters, Dual Enrollment, Transfer Students – local, national and global
- Enrollment strategies at BBC, Broward, and other offsite locations

2014 - 2020 Enrollment Projections by Type

STUDENT TYPE	PRELIMINARY FALL 2014*	PROJECTED FALL 2020	FALL 2014* VS FALL 2020 VARIANCE
DUAL ENROLLED	5,514	8,210	2,696
FULLY ONLINE	1,039	3,600	2,561
TRANSFER INTL	1,300	3,300	2,000
TRANSFER DOMESTIC	19,857	21,850	1,993
MARKET RATE	1,907	3,500	1,593
GRADUATE	4,000	4,700	700
DOCTORAL	1,537	2,050	513
MEDICINE	440	480	40
LAW	486	524	38
NON DEGREE SEEKING	1,036	1,036	-
STARTED AS FRESHMAN	16,884	15,750	(1,134)
University Total	**54,000**	**65,000**	**11,000**

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Carnegie Very High Research (Recommendations 4, 6, 7, 8)

Recommendation 4: Expand financial base through organizational efficiencies, diversification of revenue streams, and incentive-based budgeting

Recommendation 6: Intentionally pursue Carnegie "Very High Research" Designation

Recommendation 7: Innovate and integrate healthcare education, research, and delivery

Recommendation 8: Strengthen reputation as critical academic partner/solutions center for the local marketplace and beyond

***Chair* Andres Gil, Division of Research/*Co-Chair* Ranu Jung, College of Engineering**

Committee Members
Shahed Al-Tammar, CAS, SIPA PhD candidate
William Anderson, CAS, SEAS
Dorothy Brooten, CNHS
Winifred Newman, CARTA
Maureen Pelham, DoR

Darden Pyron, CAS, SIPA
Meri-Jane Rochelson, CAS, SEAS
Jean Rahier, CAS, SIPA
Yuk Ching Tse Dinh, CAS, SISH
Dale Williams, SPHSW

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Carnegie Very High Research: Goals

Goals

- Identify ways to increase research doctoral degree production
- Develop processes/strategies to license and patent intellectual property.
- Identify ways to increase research and development funding through multiple sources, including philanthropy and entrepreneurship.
- Focus on university strengths in an increasingly competitive environment.
- Build research capacity.

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Carnegie Very High Research: Different Classifications

Doctorate Granting Institutions (N=294)

Very High Research Activity — 108 — RU/VH

High Research Activity — 98 — RU/H

Research University — 88 — DRU

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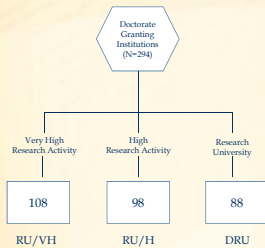
Carnegie Very High Research: Research Activity Index

1. S&E Research Expenditures
2. Non S&E Research Expenditures
3. S&E Research Personnel
4. Doctorates:
   1. STEM
   2. Humanities
   3. Other Fields

Per Capita Analyses

- The first three categories are divided by the number of full-time faculty

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FY 2012 NSF Data on Key Carnegie Metrics Across SUS

University	Level	S&E Expend	Non S&E Expend	Total Expend	Per Capita S&E Expend	Per Capita Non-S&E Expend	Per Capita S&E Research Staff	# of Postdocs	STEM PhDs	Humanities PhDs	Social Sciences PhDs	Other Doctorates (combined doctorates)
Florida	VHR	$659M	$47M	$706M	$299M	$22M	625	.29	507	44	76	135 (762)
USF	VHR	$395M	$49M	$444M	$366M	$45M	304	.28	174	15	23	105 (317)
FSU	VHR	$208M	$17M	$225M	$165M	$14M	218	.17	153	36	48	155 (392)
UCF	VHR	$107M	$14M	$121M	$93M	$12M	65	.06	129	4	17	49 (199)
FIU	HR	$84M	$34M	$118M	$87M	$36M	51 (83)**	.05	78	4	21	20 (123)
FAU	HR	$47M	$19M	$66M	$61M	$24M	10	.01	41	6	5	23 (75)

**Revised report to NSFF had 83 postdoctoral fellows at FIU.

FIU FLORIDA INTERNATIONAL UNIVERSITY **FIU***BeyondPossible***2020**

FY 2012 NSF Data on Key Carnegie Metrics Across SUS

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**Revised report to NSFF had 83 postdoctoral fellows at FIU.

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Carnegie Very High Research

Three sub-committees

- PhD Productivity
- Infrastructure
- Personnel

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Carnegie VHR: Infrastructure Group

Major Issues/Recommendations Discussed:

1. **Research Unit Infrastructure Organization (RUIO)**
   - Create an analytical-STEM complex where laboratories are properly supported
   - Appoint a VP level organizer for research facilities.
   - Allocate space to graduate students
   - Appoint a research purchasing coordinator
   - Improve time for hiring employees (post-docs)

2. **Establish mechanism for the creation of interdisciplinary Organized Research Units (ORUs)**

3. **Allocate funds from both E&G and F&A sources to RUIO and to research equipment fund**

4. **Develop a communication and marketing plan for FIU research**

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Carnegie VHR: Personnel Group

Major Issues/Recommendations Discussed:

1. **Create Classification System and Career Paths for Research Faculty**
   - Increase Research Faculty in strategic and preeminent areas over the next five years

2. **Postdoctoral Fellows Initiatives**
   - Increase Postdoctoral Fellows in strategic and preeminent areas over the next five years.
   - Individual Development Plan and Annual Review by mentor
   - Postdoctoral Fellows Association
   - Postdoctoral fellows as part of new faculty startup

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Carnegie VHR: PhD Productivity Group

**Major Issues/Recommendations Discussed:**

1. **Increase STEM and overall PhD productivity by within the next five years**
2. **Create new PhD tracks within the strongest existing PhD programs**
3. **Strategically hire faculty in Ways to Impact VHR Classification**
   - Hire in STEM/interdisciplinary/clusters/growing areas
4. **Support for better integration of DAS level faculty**
   - Secondary appointments for DAS and other outstanding faculty in non-STEM areas and in departments without a PhD program
   - All DAS faculty may chair PhD dissertations
5. **Increase endowed chairs and professorships**
6. **Greater flexibility at the unit level for supporting graduate students**
7. **Reduce barriers to increasing PhD productivity**

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Carnegie VHR: Intellectual Property & Research Development

Major Issues/Recommendations Discussed:

1. **Increase patent applications**
   - Set patent application goals
   - Create Economic Development Fund
     - support technology transfer
     - economic development goals.

2. **Create a Technology Hub and Incubator**
   - Integrate FIU entrepreneurial activities
   - Recruit experienced leadership to lead Technology Hub and Incubator

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SUS RATIO OF SCIENCE & ENGINEERING EXPENDITURES TO PATENT DISCLOSURES: AMOUNT OF EXPENDITURES PER DISCLOSURE

Legend: UF, USF, FSU, UCF, FIU

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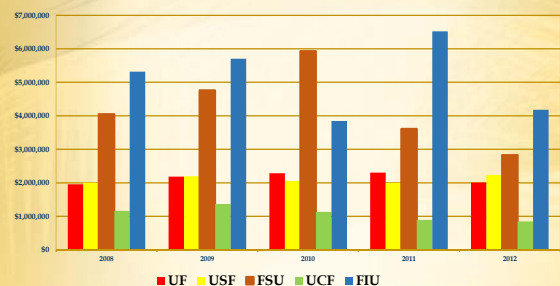
Carnegie VHR: Incentives

Other Topics Under Discussion:

1. Research Merit Bonus Program
2. Department level incentives:
   - Proportion of department faculty with external research funding (regardless of amount)
   - Average number of grant applications and awards
   - PhD student support from external sources
3. Greater autonomy to departments

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Student Success (iREAL Recommendations 1, 2, 3)

Recommendation 1: Dramatically increase the percentage of students graduating in 4-6 years
Recommendation 2: Prepare graduates for seamless career integration and entrepreneurial success in the global marketplace
Recommendation 3: Grow aggressively and strategically

Chair **Kathleen Wilson, Faculty Senate Chair, CARTA**
Co-Chair **Alexis Catalayud, SGA President, MMC**

Committee Members

Isis Artze, CAT	Michael Hughes, Advancement, Wolf
Elizabeth Bejar, AA	Nicole Kaufman, Engagement
Connie Boronat, UE	Patricia Pereira-Pujol, Libraries
Eric Brewe, CAS/Education	Leslie Richardson, CAT
Susan Clemmons, FIU Online	Dorret Sawyers, SA
JC Espinosa, Honors	Jamie Sutton, CAS, SEAS
Matthew Hagood, UTS	LeAnne Wells, CAS, SISH

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Student Success: Goals

Goals

- Improve access, retention and timely graduation of our students.
- Integrate career planning from admissions to alumni.
- Mandatory advising, required portfolios including experiential learning
- Develop environment to support sense of belonging for students.

Categories:

- Course Improvement
- Student Support
- Expansion of CAT
- Faculty Support
- Utilizing Technology

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Student Success: Categories: Course Improvement

Improving instruction

- Foster a culture shift toward valuing effective teaching (which will require hiring full-time instructors instead of adjuncts to teach critical lower-division courses, cultivating consistency among initiatives, and requiring CAT staff, or similar party, participation in hiring committees)
- Develop reward system to incentivize and celebrate excellent teaching
- Expand CAT

Service Learning

- Grow number and quality of service learning and community based research offerings
- Recognize service learning excellence in teaching + learning

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Student Success: Categories: Course Improvement

Redesign of 17 Critical Course

- Convert adjunct to instructor lines where possible, especially high-impact courses, initially focusing on lower division. Recommend 27 lines for Math and English
- Math: 8 hires 2015-16 and 4 hires for 2016-17, 1 full time administrator, additional 200 Seat Mastery Math lab, 78 LA's for Fall and 50 for summer at $1,500
- English: 7 hires 2015-16 and 8 hires for 2016-17, 1 full time administrator

Writing Across the Curriculum

- Lower class size of ENC 1930, 1101, & 1102 to 20
- Space and equipment for Digital Writing and Research Studio
- WAC-dedicated space

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Student Success: Categories: Course Improvement

Revamping First-year Experience/Student Mentors

- Extend to yearlong course (0 credits in fall, 1 in spring, with fall as prerequisite)
- Redesign course with CAT support
- Include discipline-specific cohorts taught by faculty or credentialed administrators
- Expand and enhance use of peer mentors (including out-of-class contact with students), hire peer mentor coordinator, offer stipends to peer mentors
- Support and preparation by CAT for faculty teaching SLS

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Student Success: Categories: Student Support

Student Communication
- Utilize best practices in student communication (including use of social media, succinct emails, and human communication) to help promote student involvement and retention.

Strategic Use of Financial Aid
- Allocate additional financial aid funds to be used in intentional, data-driven ways to enhance student success based on model being developed by Noel Levitz
- Launch Financial Literacy program for students and advisors

Student Organizations
- Provide support, space, and technical assistance with coordination and scheduling

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Student Success: Categories: Student Support

Internships
- Issue standardized online application and review form for students and employers
- Track number of experiential learning offerings and enrollments by program
- Annotate internship experiences on transcript and/or e-portfolio
- Engage FIU Alumni Association to build an externship program

Space Management
- Increase "sticky" space from currently less than 5% to standard 30% for students to study and work collaboratively, and to encourage commuter students to stay on campus (perhaps by moving some services to off-site locations)
- Increase computer labs and study space with electrical outlets and Wi-Fi
- Use current empty and green space for student seating

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Student Success: Categories: Student and Faculty Support

Competency-Based Education & Prior Learning Assessment
- Conduct feasibility study and small scale pilot study to understand the viability of competency-based education and prior learning assessment at FIU, and determine where to include in organizational structure

Expand Center for the Advancement of Teaching
Add 5 Staff Members
- STEM, Hybrid, SLS, Graduate Student developers, and full-time office manager
- Reconfigure Space

Faculty Support
Faculty Incentives for Excellent teaching
- Develop effective, fair, and formative system for evaluating teaching
- Differentiated assignments
- Expand technology support for faculty, including support for online teaching
- Offer stipends or course releases for faculty to be part of discipline-based teams
- Individualized support and consultation by CAT, especially early on, and faculty mentoring

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Student Success Categories: Utilizing Technology

E-Portfolios
- Phased implementation of software (may include internships and evidence of competency-based education and/or prior-learning assessment) to support seamless transition to the workforce

Online
- Collaborate with UFF and online quality assurance to ensure that intellectual property is adequately protected
- Develop incentives to adopt low-cost e-textbooks
- Enhance FIU support for web-assisted courses
- Require students to complete training on how to take online courses
- Incentivize faculty to teach online and/or hybrid course ($1500)
- Leverage successful elements of FIU online 2.0 and existing face to face course reform
- Substantial increase of classes and degrees in online setting

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Student Success Categories: Utilizing Technology

Hybrid Courses
- Substantially increase the number of successful hybrid courses at FIU to conserve classroom space and reduce student stress in challenges of FIU access (parking, public transportation, etc.)
- Provide support for hybrid course development training
- Offer $1,500 to attend the Hybrid Academy and partner with CAT
- Hire additional IT instructional staff
  Non-recurring costs $3.5 million—which includes faculty stipends, classroom conversion.
  Recurring costs $1.5 million to hire additional IT support

Computers
- All students required to have laptops (through financial aid/grants)

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More Questions/Comments?

Please email us anytime at:

strategy@fiu.edu

Thank you!

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