



College of Arts,
Sciences & Education

STRATEGIC PLAN

2025

College of Arts, Sciences & Education

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FIU's College of Arts, Sciences & Education (CASE) is where students graduate with a purpose and researchers develop groundbreaking solutions to local and global issues with the ultimate goal of creating an inspiring future. From the natural and physical sciences to social sciences and education we are maximizing our impact as the largest college in one of the Top 50 public research universities in the United States.

CASE is home to **11 academic departments**. Each year we educate **more than 26,000 students** through our university-wide courses including 16,000 undergraduate students who major in our degree programs and 1,490 CASE graduate students. Our **12 centers and institutes** are at the forefront of research and innovation and are home to the majority of our **\$68.7 million** in research expenditures. Four of the university's six Preeminent Programs and one Emerging Preeminent Program are housed in the college.

The range and reach of CASE, coupled with our demonstrated commitment to research excellence mean that we have a tremendous impact on and responsibility to our students, the university and our local and global communities. Our college's success is vital towards building an inspiring future. The CASE 2025 Strategic Plan will ensure that we maximize our positive impact as we support the vision of FIU's **Next Horizon 2025 Strategic Plan**.

VISION

By 2025, the College of Arts, Sciences & Education will be recognized as an international leader in academic excellence, attain unprecedented student success and achieve real-world impact through our research, creative works, engagement, innovations and education of learners at the forefront of 21st century social transformation. We will represent the diversity and creativity of our vibrant, growing city and provide a model for the future of higher education, engaged research, and stewardship and sustainability of our communities and environment. These efforts will help propel FIU to be recognized as a Top 50 public university in academic and research excellence as well as providing opportunities for upward economic and social mobility. ***We will create an inspiring future for all of the constituents we serve.***

MISSION

Our mission is to prepare our students for a lifetime of success and to equip them to thrive and provide leadership in our rapidly changing world. As the heart of a public research university, CASE is a solutions center, developing and deploying solutions to a diverse array of challenges through transformational research, innovation and creative activities as well as meaningful engagement with partners, stakeholders and decision-makers worldwide.



The **College of Arts, Sciences & Education (CASE)** 2025 strategic plan is aligned with the vision of **FIU's Next Horizon 2025** of becoming a preeminent research university in Florida concurrently for student success, excellence in research, and upward economic and social mobility, which will result in our recognition as a top 50 public university.

PERFORMANCE INDICATOR	2018 ACTUAL	2025 GOALS
FTIC 2-year Retention Rate (GPA>2.0)*	85%	90%
FTIC 6-year Graduation Rate*	60%	70%
FTIC 4-year Graduation Rate (without Exploratory)*	41%	60%
AA Transfer 4-year Graduation Rate	64%	70%
Percent of bachelor's degrees without excess hours	74%	80%
Bachelor's graduates employed (\$25k)/enrolled	64%	70%
Bachelor's Degrees in Strategic Areas	31%	40%
Graduate Degrees in Strategic Areas	68%	73%
Number of Postdoctoral Appointees	152	220
Research/Total Doctoral Degrees per Year	76	120
Patents / Licenses or Options Executed per Year	12	15
Number of Students Participating in Internships	2,125	2,300
Total Research Expenditures	\$64 million	\$80 million
Auxiliary Revenue per Year	\$6 million	\$8 million
Percentage of Alumni Giving Annually	3%	20%

CASE will play a central role in assuring the university's achievement of its vision. In the next five years, CASE will transform our curriculum to meet the needs of students in the 21st century. We will take responsibility to ensure our students are prepared not only to succeed while at FIU but throughout their careers. We will expand our research and creative productivity as we build upon a World's Ahead and increasingly diverse faculty. We will ensure our operations and administrative support are optimized to facilitate the work of our faculty, staff and students. And, we will develop national models for how higher education must develop and deploy solutions for a broad range of the challenges we face locally and globally. Our goals for the next five years in the College of Arts, Sciences & Education are ambitious. But these are goals we must reach. Our students need us to reach these goals. The communities we serve around the world need us to reach these goals. We can make it happen.

COLLEGE OF ARTS, SCIENCES & EDUCATION

Creating an Inspiring Future

The rapid pace of change in our society is unprecedented and has already disrupted myriad industries and institutions. This rate of change will only accelerate with greater institutionalization of Artificial Intelligence (AI) and automation in all walks of life. At the same time, environmental systems that support our communities face tremendous threats of local and global proportions. To address these and many other challenges, higher education must transform itself to meet the needs of our students and communities.

Our fundamental goals – to equip our students for a lifetime of success in their careers and in life, to push the boundaries of discovery, and to make positive impacts in our academic fields and our communities – have not changed. But the stakes are higher than ever. We need to reimagine what, why, and how we teach to maximize our students' learning and actualize their potential. We need to do even more to ensure the resilience and sustainability of our community and environment. We need to transform ourselves and our institutional frameworks to ensure continuous improvement and achieve maximum social impact.



STRATEGIC PLAN OVERVIEW

A total of seven working groups composed of faculty members from across the college and supported by administrative liaisons developed white papers in areas of Research and Creative Works, Teaching and Learning, Faculty Development, K-14 Engagement, Academic Structure, Communications and Advancement, and Administration, Facilities and Support. These committees developed recommendations and suggested tactics to support their recommendations. This strategic plan is based on these white papers and is aligned with FIU's Next Horizon 2025 Strategic Plan. To this end, we have framed the recommendations of the working groups around the three strategic priorities that have been identified by the university:

- **Amplify Learner Success & Institutional Affinity**
- **Accelerate Preeminence & Research and Innovation Impact**
- **Assure Responsible Stewardship for Resilience**

In addition to these themes, we recognize an efficient and accountable administration is critical to operationalize these priorities. As external and internal opportunities and pressures change, the college will need to shift tactics adaptively to maximize our progress towards our strategic goals. But these shifts will be guided by strategies, goals, actions, and accountability measures outlined here.

1

Amplify Learner Success
& Institutional Affinity

2

Accelerate Preeminence
& Research and Innovation Impact

3

Assure Responsible Stewardship
for Resilience



Amplify Learner Success & Institutional Affinity

At the core of our mission is ensuring that we prepare our students for a lifetime of success. We must provide all learners with the skills and knowledge they need to further their education and launch and maintain their careers. We must provide the support they need to complete their degrees on time and smoothly transition to the next stage of their journey. Central to fulfilling this mission is providing the best possible curriculum using evidence-based pedagogical practices for student success. Students need access to professional and supportive faculty and advisors, relevant research opportunities, and extensive career networks. They also need to feel a sense of belonging and support that extends beyond their academic experiences.

Our faculty and advisors need appropriate support and timely access to accurate data to ensure our students succeed. We also recognize that our faculty and their well-being are critical to achieving an environment of academic excellence. To this end, we must enhance faculty engagement, increase cross-disciplinary collaborations, provide greater opportunities for faculty development, and commit to fostering a greater sense of community across the college.

STRATEGIC GOAL: Ensure timely graduation for all admitted students.

Specific Actions:

- Appoint Student Success Faculty Coordinator in key departments
- Complete curriculum enhancement project and implement recommendations for all programs
- Expand the CASE data team to identify challenges and opportunities and expand data analysis capabilities
- Create master schedule for the majority of courses on BBC to allow students to optimize schedule, and explore possibility for MMC based on results of trial
- Complete the operationalization of the Center for Transformation of Teaching Mathematics
- Create undergraduate and graduate student groups within departments and programs to facilitate communication and support.
- Build digital community, through web, social media and email, that informs students of resources and opportunities
- Develop incentive model for Departments that achieve indicated student success metrics

STRATEGIC GOAL: Ensure curriculum meets career needs and 21st century skills and competencies for post-graduation success

Specific Actions:

- Complete curriculum enhancement project and implement recommendations
- Roll out the 21st Century Literacies project
- Reward and incentivize teaching innovation
- Increase opportunities for cross-disciplinary collaboration
- Increase number and quantity of research experiences and internships for undergraduates, and facilitate communication about these opportunities for undergraduates
- Facilitate development of skills-based badges or courses to meet employer expectations
- Offer more courses in hybrid and online format with optimal pedagogy

1 Amplify Learner Success & Institutional Affinity

continued

STRATEGIC GOAL: Ensure that student transitions into the university and college as well as between academic programs are smooth and timely

Specific Actions:

- Implement new advising model that integrates career advising
- Create structure and process for recruiting outstanding undergraduate and graduate students
- Work with Broward and Miami-Dade County Public Schools to ensure students are prepared for post-secondary education
- Expand collaboration between preeminent centers on learning problems in reading, math and language for school-aged children
- Create coordinated professional development program/center for Dual Enrollment teachers
- Build pipeline of credentialed teachers for dual enrollment courses
- Integrate strategies in current dual enrollment program to retain high-achieving students

STRATEGIC GOAL: Ensure faculty, advisors and staff have appropriate data, tools and support to optimize course offerings and student support, and develop and institute best practices across the curriculum

Specific Actions:

- Enhance data analysis capabilities in CASE and integrate with university-wide capabilities and systems
- Reduce the number of students unable to enroll in critical classes by optimizing course offerings and schedule
- Refine and effectively measure learning outcomes and student success indicators in "Gateway to Graduation" courses
- Implement evidence-based practices that improve student success in all sections of a course
- Ensure each department has a faculty coordinator in appropriate courses
- Improve content consistency between sequential sections of core courses through regular curriculum assessments, audits and discussions among faculty teaching those courses
- Review and optimize current advising structure, including caseload groupings, advisor area(s) of concentration and special student groups
- Develop and implement advising model that enhances advisor efficiency, student experience, and student success

STRATEGIC GOAL: Enhance faculty engagement and development

Specific Actions:

- Hold collaborative workshops for faculty to develop teaching methods or scholarly production with the Center for the Advancement of Teaching and other teaching-focused organizations
- Work with departments to develop and improve faculty mentoring programs, including for Associate Professors
- Expand opportunities for informed faculty gatherings to facilitate collaboration
- Explore opportunities for faculty to share their research and teaching innovations, such as semester mini-conferences, or a college-wide seminar series featuring faculty from different departments and programs
- Continue and expand HR Day offerings to connect faculty and staff with the information and resources they need to be successful
- Continually assess and ensure implementation of diversity and inclusion plans
- Assist faculty in nominations for outside awards
- Improve faculty resources online

STRATEGIC GOAL: Increase alumni affinity to FIU and CASE through targeted marketing, multi-media communications and student/alumni engagement

Specific Actions:

- Expand communications efforts (including marketing, public relations and media relations) to highlight alumni success stories as well as increase coverage of points of pride featuring current students, faculty and alumni
- Highlight CASE alumni success stories through FIU communications channels including college websites, social media and news sites.
- Increase visibility and affinity through leveraging Connect for Success and other MDC/BC-FIU Pathways programs
- Build stronger relationships with students before they become alumni
- Build alumni support team to assist in early career development success





Accelerate Preeminence & Research and Innovation Impact

As a research engine of a Carnegie R1 (Doctoral Universities Very High Research Activity) University, the College of Arts, Sciences & Education must continue to expand the scope and impact of its research, creative productivity and innovation. To achieve this goal, we must expand our faculty by recruiting and retaining an excellent and diverse faculty. We must provide the necessary foundation to support faculty leaders, research staff, outstanding young faculty, postdocs, and graduate students. In order to ensure that the reputation of our programs match their excellence, we must effectively communicate our capabilities and successes with potential grantors and donors, colleagues, and the public. To enhance visibility and viability we must maintain focus on our preeminent and emerging preeminent programs and ensure that they attain international recognition.

STRATEGIC GOAL: Recruit and retain a diverse and outstanding faculty

Specific Actions:

- Expand CASE Distinguished Postdoc program and transition qualified individuals to faculty
- Fully implement and streamline college and departmental Diversity and Inclusion plans
- Create the position of Equity Advisor in the CASE Dean's Office
- Support innovation by providing a point of contact with whom faculty can consult, and who can provide feedback and administrative support in testing/evaluating/implementing new ideas
- Create online resource hub for faculty candidates to become familiar with what Miami has to offer and work with HR to develop handbook for search/hiring committees
- Develop a standard packet of information to be sent to candidates selected for on-campus interviews about what FIU has to offer
- Update faculty evaluation processes across CASE
- Enhance faculty resource portal and continuously push timely opportunities and resources to faculty through web, social media and newsletters
- Continue CASE Awards and increase the number of CASE faculty nominated for external awards
- Increase competitive funding for travel to conferences and workshops for all faculty, including those on non-tenure track appointments
- Ensure faculty search committees include a trained Diversity Advocate, appropriate recruiting practices are used, and job ads are well-constructed
- Develop CASE-led discussion groups for faculty of color, LGBTQ and other underrepresented groups to discuss experiences on a range of issues
- Expand CASE research development office to support faculty proposals

STRATEGIC GOAL: Increase the output and impact of research, innovation and creative works

Specific Actions:

- Increase number of grant writers in CASE Research Development Office
- Leverage relationships in funding agencies and foundations to facilitate large programmatic grant proposals
- Expand research support offerings such as workshops on grant-writing and publishing
- Hire strategically to increase research expenditures without compromising programmatic needs
- Establish a strategy for working with Government Relations to support increased research funding and relationships with funding agencies
- Continue to invest CASE funds in postdoctoral support including distinguished post-doc positions Host select national events, like NSF Day Workshop, to bring top researchers to experience FIU
- Provide enhanced support to doctoral students to speed time to degree completion
- Facilitate submissions of graduate student training grants
- Facilitate interactions among Preeminent Programs and between departments and Preeminent Programs to leverage research funding opportunities
- Provide resources to make targeted hires to connect the Center for Children and Families and STEM Transformation Institute
- Provide support for proposals for large-scale and long-term programmatic grants
- Expand successful early career faculty research mentoring

2 Accelerate Preeminence & Research and Innovation Impact

STRATEGIC GOAL: Enhance research and international reputation of preeminent and emerging preeminent programs

Specific Actions:

- Increase support for doctoral students in preeminent programs
- Invest in faculty and postdoctoral associates in preeminent programs
- Increase proportion of support to doctoral students from grants
- Add key faculty and target grant programs to help programs move up in specific NSF HERD rankings
- Enhance and promote collaborative and cross-disciplinary research and reduce silos
- Identify targeted key international research partners with whom we want to increase collaboration and highlight visibility
- Highlight faculty/institute successes in multiple media outlets
- Focus research development support on large programmatic grants.
- Develop and implement communications plan to target key influencers and colleagues
- Optimize information flow from researchers and directors to communications staff and improve response times

STRATEGIC GOAL: Enhance connections to alumni and communities (from South Florida to those around the world) through targeted marketing, communications, collaborations, and advancement activities

Specific Actions:

- Develop and execute integrated marketing, communication, and advancement plan to reach national and international audiences and donors
- Establish high-level communication trainings for leadership and faculty/graduate student/postdoc ambassadors that will interface with donors/media/high-level partners
- Hold broad trainings for center/department faculty and staff to give tools to be representatives of the College and FIU brand
- Build tiered fundraising approach that creates baseline of stewardship and support
- Update CASE digital presence, better leverage content, and work with unit points of contact to update standards, workflows and expectations
- Build advancement team and optimize structure of communications team

STRATEGIC GOAL: Build a robust informal education program that reaches K-12 schools and the larger public to enhance impact

Specific Actions:

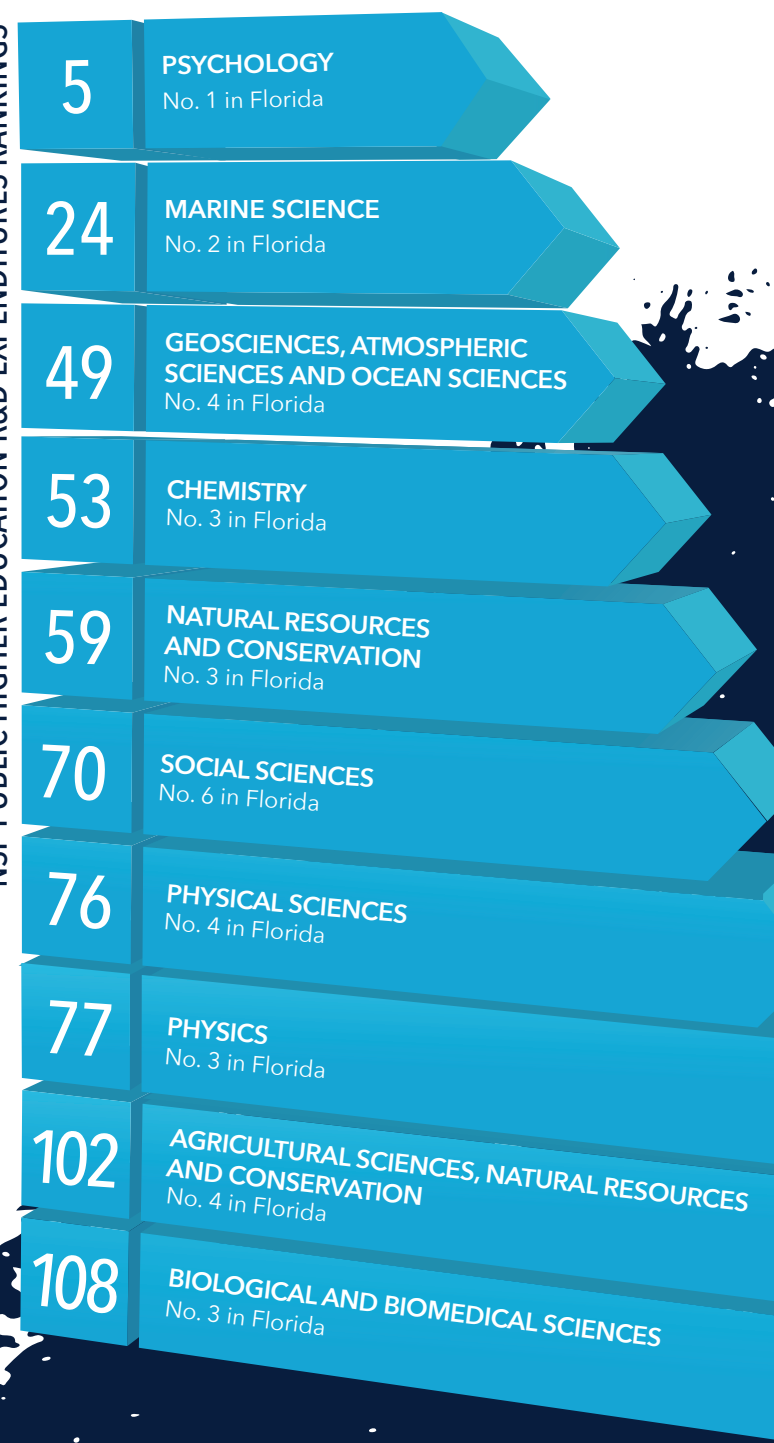
- Facilitate and coordinate in-classroom programs provided by CASE
- Fully implement Aquarius Academy program
- Professionalize and strategically offer programs in CASE Education Outreach programs
- Enhance interactions between Education and Outreach team and faculty, staff and graduate students

STRATEGIC GOAL: Build national models of university-K-12 programs and partnerships that enhance the quantity of high-quality teachers, support nationwide deployment of innovative K-12 educational programming, and facilitate training of innovative education administrators.

Specific Actions:

- Develop a Center for Inclusive Education
- Create expanded professional development opportunities for PreK-12 teachers
- Expand Teaching Academies
- Expand number of Learning Assistants and institutionalize FIUteach
- Develop partnerships to expand geographic footprint of Education programs
- Add key education faculty to develop research programs and Ph.D. training programs

NSF PUBLIC HIGHER EDUCATION R&D EXPENDITURES RANKINGS



Assure Responsible Stewardship for Resilience

The College of Arts, Sciences & Education must ensure that operations of the college are as efficient as possible in order to maximize our positive impact. We must ensure that our operations, fundraising and decision-making support the sustainability of the college through optimizing processes, space and efficiencies. To assure the continual evolution and dynamic development of the college we must identify, mentor, and support emerging leaders.

STRATEGIC GOAL: Develop pipeline of faculty leadership

Specific Actions:

- Continue and expand the faculty fellows program
- Increase pool of faculty applicants for administrative leadership positions (e.g. Director, Chair, Dean's Office and Academic Affairs)
- Ensure overlap of semester for chairs and other faculty administrator positions as they transition in and out of leadership positions

STRATEGIC GOAL: Optimize administrative structure, support staff and resources to facilitate teaching, advising, research and innovation

Specific Actions:

- Optimize central and deployed resources in support of marketing, communications and advancement
- Update policies, standard operating procedures and handbooks for specific positions, and create standing policy committee to review College procedures and policies on an ongoing basis
- Reduce IT training/onboarding, turnover rate and cybersecurity risk
- Explore shared project management platforms (ie. Teamwork, Jira, CASTIC in house) and opportunities to generate revenue from in-house software
- Capitalize on CASTIC storage proof of concept built with Division of IT to provide cost effective and central file shares
- Work with the Office of Research and Economic Development to optimize processes, such as the recharge center model, to better meet internal and external needs
- Explore opportunities for alternative assignments and schedules for faculty and staff to reduce carbon footprint

STRATEGIC GOAL: Expand space for research, teaching, collaboration and students while enhancing efficiency of current space

Specific Actions:

- Increase graduation rates by removing barriers created by inadequate teaching laboratory space
- Assess space needs across the College and develop a strategy for balancing research, teaching and administrative space demands.
- Work with Academic Space Management to identify classrooms that can be converted to flexible spaces that can easily transform from active learning to traditional classrooms to conference rooms.
- Explore leasing modular lab facilities as temporary lab space for faculty displaced by lab renovations
- Optimize schedule and curriculum to maximize space efficiencies

STRATEGIC GOAL: Ensure all investments support the mission of the college

Specific Actions:

- Ensure decisions are made based on an understanding of the return on investment relative to our mission and goals
- Update policies on decision-making to ensure investments are made considering the breadth of the college's needs and are made in a fair and consistent manner
- Develop process for MOUs that includes all potentially affected areas to ensure each relevant unit included has a chance to review commitments before signing



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