

Strategic Planning Matrix

		Completed	In Progress	Not Started	Year 1 Target	Year 2 Target	Year 3 Target	Year 4 Target	Year 5 Target	Responsible to coordinate the implementation effort (Team Lead)	Office/Position Title (Team Lead)
Goals/Objectives/Tactics/Metrics		Current Status or Baseline	Target Completion Date	2020-21	2021-22	2022-23	2023-24	2024-25			
1.	Goal 1 Limitless Devotion										
	Educate students for Faith Formation to become Ethical Leaders for Life in our Global Community										
1.1.	Objective 1: Strengthen our distinctive catholic and Miami Identities										
1.1.1.	Tactic 1: Lead university through a rebranding process to increase brand recognition and establish brand locally, nationally and internationally									Armstrong, Gamarra	President, Communication
1.1.1.a	Metric a: Develop and establish a new branding guideline that infuses the Catholic Identity and our location into our brand, key messages and materials. Hire social media coordinator and public relations coordinator.	In progress	Fall 2020	New brand guideline developed and implemented						Armstrong, Gamarra	Marketing and Communications
1.1.1.b	Metric b: Develop and establish a brand strength calculator, and brand study mechanism	In progress	On-going through 2025	Establish research mechanism Increase brand strength by 10%	Increase brand strength by 20%	Increase brand strength by 30%	Increase brand strength by 40%	Increase brand strength by 50%		Armstrong, Gamarra	Marketing and Communications
1.1.2.	Tactic 2: Educate faculty and staff to understand and convey our distinctiveness as an Archdiocesan University									Moreland	Provost
1.1.2.a	Metric a: Develop a complete brand training system for all faculty and staff	Not started	Fall 2022/ongoing	Brand training system and brand sessions implemented	Brand sessions held bi-annually	Brand sessions held bi-annually	Brand sessions held bi-annually	Brand sessions held bi-annually		Gamarra Lewis-Sevilla	Marketing and Communications Human Resources
1.1.2.b	Metric b: Develop mechanism to assess understanding of brand and brand guideline compliance	Not started	Fall 2021/ongoing	Brand assessment and brand compliance systems are implemented	Brand compliance checks and assessments held bi-annually	Brand compliance checks and assessments held bi-annually	Brand compliance checks and assessments held bi-annually	Brand compliance checks and assessments held bi-annually		Gamarra Lewis-Sevilla	Marketing and Communications Human Resources
1.1.2.c	Metric c: Develop comprehensive system for helping units market their programs and aid in enrollment goals	In progress	Spring 2021/ongoing	New brochure guidelines and materials are developed	New brochures and materials developed under new guidelines	New brochures and materials developed under new guidelines	New brochures and materials developed under new guidelines	New brochures and materials developed under new guidelines		Gamarra Lewis-Sevilla	Marketing and Communications Human Resources
1.1.2.d	Metric d: Implement internal communications campaign	In progress	Spring 2021/ongoing	Internal communications campaign developed	Tactics implemented	Tactics implemented	Tactics implemented	Tactics implemented		Gamarra Lewis-Sevilla	Marketing and Communications Human Resources
1.1.3.	Tactic 3: Develop and Implement a marketing master plan									Gamarra	Marketing and Communications
1.1.3.a	Metric a: Establish a marketing and communications structure of the university to include a Marketing and Communications office, marketing and communications procedures and establish a crisis communications plan	In progress	Fall 2021	New procedures are launched Crisis communication plan implemented						Gamarra	Marketing and Communications
1.1.3.b	Metric b: Develop comprehensive marketing and ad buy strategy to position our brand	In progress	On-going through 2025		5% increase in brand recognition	10% increase in brand recognition	15% increase in brand recognition	20% increase in brand recognition		Gamarra	Communications and Marketing
1.1.3.c	Metric d: Establish digital presence to include a new website and comprehensive social media strategy, social media guidelines and SEO strategy	In progress	On-going through 2025		Launch new website Establish social media strategy Increase social media following and engagement by 5% Increase website visits by 10%	Increase social media following and engagement by 7.5% Increase website visits by 15%	Increase social media following and engagement by 10% Increase website visits by 17.5%	Increase social media following and engagement by 13% Increase website visits by 20%		Gamarra	Communications and Marketing

1.1.3.c	Metric d: Launch "Limitless" marketing campaign	In progress	On-going through 2025	Campaign is launched	On-going campaign implementation	On-going campaign implementation	On-going campaign implementation	On-going campaign implementation	Gamarra	Communications and Marketing
1.1.3.c	Metric e: Develop a comprehensive campus branding plan that reflects new strategic plan and brand guidelines	In progress	Fall 2023		Essential aspects of brand have been updated on campus	All branding on campus has been updated with new brand	Campus brand maintained	Campus brand maintained	Gamarra	Communications and Marketing
1.1.3.c	Metric f: Increase Visibility and Reputation of brand through earned media, owned media channels and community relations efforts	In progress	On-going through 2023	Strategy is implemented to include new News Site, executive positioning plan, community relations plan and targets and pi	Increase in earned media metrics by 20%	Increase in earned media metrics by 25%	Increase in earned media metrics by 30%	Increase in earned media metrics by 35%	Gamarra	Communications and Marketing
1.1.3.c	Metric a: Develop and launch a global online marketing strategy to establish university as front runner in online education	Handled by AP	Annually; 2021	Strategy to be developed with budget and targets					Gamarra, Blashak	Communications and Marketing/Online
1.1.4.	Tactic 4: Establish and launch the Institute for Interfaith Leadership (IIL)								TBD	VP Mission
1.1.4.a	Metric a: Launch the IIL		11/1/2019						TBD	VP Mission
1.1.4.b	Metric b: Set up a council and a donation & Hire a director to head IIL	not started	6/1/2021						TBD	VP Mission
1.1.4.c	Metric c: Schedule events & enhance collaboration with different community faith groups	not started	Fall 2020						TBD	VP Mission
1.2.	Objective 2: celebrate our Catholic Intellectual Tradition									
1.2.1.	Tactic 1: Renew and deliver a curriculum consistent with mission reflective of the Catholic Intellectual Tradition and relevant to students								Moreland	Provost
1.2.1.a	Metric a: Grow enrollment in our undergraduate Religious Studies program.		2025	10%	10%	10%	10%	10%	Moreland	Provost
1.2.1.b	Metric b: Integrate Catholic Identity into UNI101 experience.		2021						Moreland	Provost
1.2.1.c	Metric c: Assess, build, and meet graduate studies needs in ministry/theology.		2021						Moreland	Provost
1.2.2.	Tactic 2: Invigorate and increase the presence of Campus Ministry, and infuse the mission into student life									Mission/Campus Ministry
1.2.2.a	Metric a: Increase the Rosary Rally by 150% to include Athletics, general student body, and high school students (first year had 200 students)	200	2023-24	250 Participants	300 Participants	400 Participants	450 Participants	500 Participants	Campus Ministry/Courtley-Todd	Campus Ministry/Athletics Director
1.2.2.b	Metric b: Enhance residence hall life by encouraging prayer and participation in the Campus Ministry events	Not started	Fall 2020 through 2025	10%	15%	20%	25%	30%	McNab	Student Affairs
1.2.2.c	Metric c: Develop suitable Catholic liturgical spaces in residence halls	Not started	Fall 2021 through 2025	5%	10%	15%	20%	25%	McNab	Student Affairs
1.3.	Objective 3: Develop ethical leaders for a global community									
1.3.1.	Tactic 1: Increase participation with the South Florida St. Thomas More Law society, while establishing partnerships with catholic communities and other organizations								Lawson	Dean Law
1.3.1.a	Metric a: Create Faculty Catholic Identity Committee								Lawson	Dean Law
1.3.1.b	Metric b: Co-Sponsor South Florida St. Thomas More Society Red Mass Reception								Lawson	Dean Law
1.3.1.c	Metric c: Partner with Student Athletics Community and Education (ACES) for Leadership to enhance ethical leadership training for High School and College student-athletes and coaches	Hosted one HS event and launched work with College	On-going through 2025	Increase outreach by 10%	Increase outreach by 15%	Increase outreach by 20%	Increase outreach by 25%	Increase outreach by 30%	Courtley-Todd	Athletics/Student ACES
1.3.2.	Tactic 2: Establish the Institute for Ethical Leadership and launch a Bachelor, Master's and Doctorate in Ethical Leadership studies.								Moreland, Andenoro	Provost, Ethical Leadership
1.3.2.a	Metric a: Increase student Enrollment in Bachelor, Master and Doctoral Programs in Ethical Leadership	8 M, 15 PhD students	2025	25% increase in new students for M & PhD program; Launch B program	15% increase in new student enrollment for B program; 25% increase in new student enrollment in M & PhD program; Launch Minor for B programs	15% increase in new student enrollment for B program; 25% increase in new student enrollment in M & PhD program; 20 Minor students for B programs	15% increase in new student enrollment for B program; 25% increase in new student enrollment in M & PhD program; 30% increase in new student enrollment for the Minor	15% increase in new student enrollment for B program; 25% increase in new student enrollment in M & PhD program; 30% increase in new student enrollment for the Minor	Andenoro	Ethical Leadership

1.3.2.b	Metric b: Incorporate experiential learning into Ethical Leadership programs.	mapping program curriculum	2023	add 1 unique Ethical Leadership experiential learning offering	add 1 unique Ethical Leadership experiential learning offering	add 1 unique Ethical Leadership experiential learning offering			Andenoro	Ethical Leadership
1.3.2.c	Metric c: Increase the number of external partnerships for the Institute for Ethical Leadership (IEL)	Establishing the initial network	2025	2 new partnerships per year	2 new partnerships per year	2 new partnerships per year	2 new partnerships per year	2 new partnerships per year	Andenoro	Ethical Leadership
1.3.2.d	Metric d: Establish the research agenda and grow scholarly impact for the IEL, producing at least one new publication each year.	Establish Research Agenda	2025	1 new peer reviewed publication accepted	1 new peer reviewed publication accepted	1 new peer reviewed publication accepted	1 new peer reviewed publication accepted	1 new peer reviewed publication accepted	Andenoro	Ethical Leadership
2.	Goal 2 Limitless Opportunity									
	Ensure challenging curriculum and a vibrant collegiate experience.									
2.1.	Objective 1: Cultivate Innovative and Impactful Academic Programs									
2.1.1.	Tactic 1: Evaluate and mold current academic programs to ensure superior teaching, high caliber learning and relevancy								Moreland	Provost
2.1.1.a	Metric a: Implement a robust, data-driven program review process for current programs.	Dashboards under construction	2021	Reinstate an ongoing program review process, including use of data dashboards.					Moreland	Provost
2.1.1.b	Metric b: Enhance professional development offerings for faculty, including advances in technology and pedagogy.		ongoing	Provide virtual classroom training for all full-time and adjunct faculty members.	Incorporate, then train faculty on, virtual classroom enhancements.				Moreland	Provost
2.1.1.c	Metric c: Develop an Academic Quality Measurement System (AQMS) Dash to identify key academic operations and accountability benchmarks to improve performance and champion success	Adhoc Spreadsheets	2022						Blashak	Online
2.1.2.	Tactic 2: Create quality programs and degrees that respond to the needs of industry and our region								Moreland	Provost
2.1.2.a	Metric a: Grow online professional continuing education programs, non-degree, enrollment by 15% each year (e.g.; education recertifications)	TBD 2020 Revenues	Annually						Ted Blashak, Dr. Katsia Cadeau	Vice Provost
2.1.2.b	Metric b: Grow Undergraduate enrollment while thoughtfully adding to degree portfolio.	ongoing	ongoing							
2.1.2.c	Metric c: Expand graduate (masters and doctoral) offerings, especially to meet ground, hybrid, and online demands.		ongoing							
2.1.2.d	Metric d: University will demonstrates progress in retention and graduation rates	establishing baseline rates		year over year improvements in retention and graduation rates	year over year improvements in retention and graduation rates	year over year improvements in retention and graduation rates	year over year improvements in retention and graduation rates	year over year improvements in retention and graduation rates	Moreland	Provost
2.1.3.	Tactic 3: Establish Institutes and Centers of Excellence that articulate distinctiveness as a Catholic University								Moreland	Provost
2.1.3.a	Metric a: Establish Gus Machado College of Business Degree-related Institutes.		Launch Trade and Logistics.						Moreland	Provost
2.1.3.b	Metric b: Create Institute for Global Entrepreneurship.		Evaluate past efforts against current demand.	Launch institute.					Moreland	Provost
2.1.3.c	Metric c: Create the STU Center for Learning Differences.		Assess market.	Launch program.					Moreland	Provost
2.1.4.	Tactic 4: Become the Global Catholic Online University								Blashak	Online
2.1.4.a	Metric a: Identify 5 new partners per year within the state of Florida, the U.S., and/or internationally to add as partner institutions or organizations.	1 Significant partner; MDPSPD	2025,	5	10	15	20	25	Blashak	Online
2.1.4.b	Metric b: Based on growing revenue generation, gradually adopt an online academic and operations staffing support model to support online students (improve academic quality, admissions, registration, persistence, and financial clearance/viability)	1 employee; +40% margin	2025; Annually						Blashak	Online
2.1.4.c	Metric c: Launch one new and grow existing online professional development and licensure programs 10% annually	130 students	2025	10% annually	10% annually	10% annually	10% annually	10% annually	Blashak	Online
2.1.5.	Tactic 5: Increase competitive standing for postgraduate exams in Law, Nursing and professional degrees								Moreland, Lawson	Provost, Dean

2.1.5.a	Metric a: Increase Nursing Licensure exam pass rates each year	still gathering baseline data	2025							Moreland	
2.5.1.b	Metric c: Build University wide strategy to strengthen the pass rates for licensure exams		2025	Assess Potential Enhancements						Moreland/Lawson	Provost, Dean
2.5.1.c	Metric c: Enhance our "Focus" courses in the curriculum as bar prep electives to the curriculum, such as Property Focus for the Bar									Lawson	Dean Law
2.5.1.d	Metric d: Offer Florida specific bar prep electives, such as Florida Foundations									Lawson	Dean Law
2.5.1.e	Metric e: Improve bar prep counseling and one-on-one monitoring and advising throughout the students' final semester and post-graduate examination prep period									Lawson	Dean Law
2.2.	Objective 2: Shepherd Dynamic, Authentic Experiential Learning Activities to Prepare Students for Meaningful Careers										
2.2.1	Tactic 1: By 2021, all graduating seniors must have completed an experiential learning requirement									Moreland, Cingel	Provost, Academic Affairs
2.2.1.a	Metric a: Construct and execute a university-wide strategy to improve and grow study abroad participation.	Programs suspended for Summer 2020.	Assess programs in Fall 2020.	achieve 2019 level of participation.	increase 10%.	Add another offering.	increase 10%.	increase 10%.		Moreland	Provost
2.2.1.b	Metric b: Incorporate experiential learning into curriculum, such that experiential learning occurs throughout one's program.	Already included graduation requirement in Fall 2019 Catalog; requirement for Class of 2023.	Pilot EL in Uni101 Fall 2020. Add senior/4th YR experiences.	Add one 2nd year EL experience for Class of 2023.	Add one 3rd year EL experience for Class of 2023.	Class of 2023 graduates with 4 years of EL.				Moreland	Provost
2.2.1.c	Metric c: By Spring 2021 graduating senior will complete an EL requirement		End of Summer 2021	100%						Moreland	Provost
2.2.2.	Tactic 2: Increase career path placement by developing an effective career services office, expanding partnerships with public and private entities, alumni and other university stakeholders									Laudisio	Philanthropy/Career Services
2.2.2.a	Metric a: Work closely with Advisory Board members, Corporate Partners (donors, investors) and Governmental Agencies to create targeted internship placement and programs for our students in a variety of industries	60 partners	ongoing	15 new partners	16 new partners	17 new partners	18 new partners	19 new partners		Laudisio	Philanthropy/Career Services
2.2.2.b	Metric b: Work with the Alumni Office to set-up internship and experiential learning opportunities with successful Alumni as well as mentoring, sponsoring professional students clubs and in class speaking opportunities on behalf of our students	0	ongoing	20 alumni	20 alumni	20 alumni	20 alumni	20 alumni		Laudisio	Philanthropy/Career Services
2.2.2.c	Metric c: Coordinate with Department Chairs on having specific career preparation as part of the curriculum with input from business executives and industry leaders	0	ongoing	3 majors	3 additional majors	3 additional majors	3 additional majors	3 additional majors		Laudisio	Philanthropy/Career Services
2.3.	Objective 3: Provide a Vibrant and Winning Collegiate Experience through Outstanding Student Development Activities										
2.3.1.	Tactic 1: Enhance and grow co-curricular and extracurricular experiences									Moreland, Courtley-Todd, McNab	Provost, Athletics, Student Affairs
2.3.1.a	Metric a: Facilitate and support learning communities(LC) focused on common interest that is aligned with University values.	Not started	Spring 2021 through 2025	Introduce all students to the 3 Pillars - to be used at the WOW	Build a LC that focuses on Identity specifically Catholic Identity and Community	Focus on Student Success	Focus on STUwardship on our resources	Implement insight from the Learning Communities		McNab	Student Affairs
2.3.1.b	Metric b: Number of Student Affairs staff collaborations involving academic course offerings, and collaboration among various university departments (service learning, community engagement, health and wellness, and spiritually focused)	Not started	Fall 2020 through 2025	Implement Student Affairs programming model designed to achieve learning outcomes and enhance community	All unit leaders are required to complete one collaborative event per semester with a non student affairs department	Implement Ted Talks/Ted X to bring in various speakers	Offering more study abroad opportunities or offering with community engagements.	All Student Affairs unit leaders are required to complete two collaborative event per semester with a non student affairs department		McNab	Student Affairs

3.1.2.f	Metric c: Increase endowment specifically for scholarships to generate 25% of scholarships	630K	6/30/25	additional 50K	additional 50K	additional 50K	additional 50K	additional 50K	Laudisio/Wagner	Finance/Philanthropy
3.1.3.	Tactic 3: Create diverse revenue streams by identifying new partnerships and income-generating activities								Laudisio	Philanthropy
3.1.3.a	Metric a: Collaborate with facilities and academics to maximize space rental usage and offer trainings, certificate courses, surveys & research projects to companies and government	0	Ongoing	Create 2 certificate courses for industries	Launch a Training Institute that provides trainings to 5 companies	Launch a survey & research programs that provides services to 5 companies	Ongoing	Ongoing	Laudisio, Wagner, Provost	Philanthropy
3.1.3.b	Metric b: Create business partnerships in the Colleges of Business and Science that result in investment in buildings, programs and student support, as well as in new academic programs.	Ongoing	6/24/2020	4 partnerships - \$2 mil	4 partnerships - \$2 mil	4 partnerships- \$3 mil	4 partnerships - \$3 mil		Laudisio, Deans, President	Philanthropy
3.1.3.c	Metric c: Realign boards, recruit new members, create councils for new Institutes	190 Board Members	6/25/2025	15 new board members and council members	15 new board members and council members	15 new board members and council members	15 new board members and council members	15 new board members and council members	Laudisio, Deans, President	Philanthropy
3.1.3.d	Metric d: Obtain grant funding for infrastructure improvements across campus including technology and security	550K grant applied for	2024	additional 500K applied in funding	additional 500K applied in funding	additional 500K applied in funding	additional 500K applied in funding	additional 500K applied in funding	Laudisio/Wagner	Philanthropy/Finance
3.2.	Objective 2: Strengthening the University's Fiscal Position and Produce Consistent Operating Surpluses									
3.2.1.	Tactic 1: Enhance and redevelop programs to recruit, retain and graduate students. By 2025, have a headcount of more than 7,000 students- 1,500 full time undergraduate, 700 law, and 800 living on campus								Windham, Miller	Chief of Staff, Admissions
3.2.1.a	Metric a: Increase combined online and on-campus graduate enrollment to more than 2,500 students	1,261	2025	1475	1697	1917	2186	2514	Blashak	Online
3.2.1.b	Metric b: Select and launch a minimum of (3) three new STU/AP online programs a year	0	2025	3	6	9	12	15	Blashak	Online
3.2.1.c	Metric c: Increase the FT UG on-campus enrolment to 1,500 with 800 students living on campus	1,200	2025	1275	1350	1425	1475	1525	Windham	Online
3.2.1.d	Metric d: Increase Law School Enrollments to 700 students by 2025	580	2025	601	624	662	672	705	Lawson	Dean Law
3.2.1.e	Metric e: Construct a new residence hall and cafeteria		8/1/21						Wagner/Wilkymack y	Finance/Facilities
3.2.2.	Tactic 2: Be more effective and efficient in revenue generation and expense control								Wagner	Chief Financial Officer
3.2.2.a	Metric a: Complete the report to SACS COC addressing core requirements 13.1 and 13.3		3/18/20						Wagner	Finance
3.2.2.b	Metric b: Develop all future budgets beginning in FY21 to fully fund depreciation		6/1/21						Wagner	Finance
3.2.2.c	Metric c: Develop a separate online division P&L statement for accountability and viability of this function with regard to revenue generation and expense control contribution to the University.		2022	X					Linda Wagner, Maribel Smith, & Ted Blashak	
3.1.3.	Tactic 3: Improve budgeting process to conform with best practices in auditing, reporting and accreditation								Wagner	Chief Financial Officer
3.1.3.a	Metric a: Develop a robust inclusive budgeting process & committee		7/1/21						Wagner	Finance
3.1.3.b	Metric b: Complete a rolling three year budget model including best case, most likely case and worst case scenarios for the first year.		5/1/21						Wagner	Finance
3.1.3.c	Metric c: Develop and implement a detailed online and graduate student and financial budgeting model based on the online 4 week and 8 week terms.		2022		x				Maribel Smith & Ted Blashak	Chief Financial Officer
3.3.	Objective 3: Promote Operational Excellence and the Modernization of Resources									
3.3.1.	Tactic 1: Complete a transformation of our technological footprint								Whidden	Chief Information Officer
3.3.1.a	Metric a: Increase Internet bandwidth to 1 gigabyte per second. Equipment will allow up to 10 GBPS	100 mb	June 1, 2020					2 GBPS	Whidden	CIO
3.3.1.b	Metric b: Implement endpoint refresh plan	10yr old+	June 30 2022	20%	20%	20%	20%	20%	Whidden	CIO
3.3.1.c	Metric c: Replace fiber on campus and upgrade Wi-Fi	20yr old+	June 30 2025	20%	20%	20%	20%	20%	Whidden	CIO
3.3.2.	Tactic 2: Revise policies and procedures to align with fiscal needs to bolster excellence in and out of the classroom								Moreland, Wagner, Whidden, Windham, Lewis-Sevilla	Provost, CFO, CIO, CS, HR
3.3.2.a	Metric a: Update and Merge Employee and Faculty Handbooks; and revise Academic Policy Manual	In progress	2021	X					Plunkett	Provost
3.3.2.b	Metric b: Adopt 100% usage of Canvas and Quality Matters in ID efforts for all Hybrid and online classes and certify 4 faculty a year in Quality Matters ID framework (\$2000 year)	1 ID Certified	2025	4	8	12	16	20	Ted Blashak	Online
3.3.2.c	Metric c: Rewrite the Faculty and Staff Handbooks and modify policies		6/1/20	implement Fall 2020	Institute a process for ongoing updates				Moreland/Lewis	Provost/HR

3.3.2.d	Metric d: Offer a one time Voluntary Incentive Retirement Plan to Main Campus Faculty who qualify		4/1/20						Wagner/Lewis	Finance/HR
3.3.2.e	Metric e: Develop a salary administration structure and process for faculty and staff		7/1/2021							
3.3.3.	Tactic 3: Build a high-performance culture committed to the success of the University based on personal responsibility, assessment and accountability								Lewis-Sevilla	HR
3.3.3.a	Metric a: Develop a new faculty and staff orientation program		8/1/2020						Lewis/Moreland	HR/Provost
3.3.3.b	Metric b: Develop new supervisor skills training program including compliance		7/1/2021						Lewis/Moreland	HR/Provost
3.3.3.c	Metric c: Implement new performance management review process linked to KPI's		7/1/2020						Lewis/Moreland	HR/Provost