



***Worlds  
Ahead***

**2010 - 2015  
Strategic Plan**

**FIU** | FLORIDA  
INTERNATIONAL  
UNIVERSITY







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Mark B. Rosenberg  
President

When I became president of FIU in August 2009 I communicated my vision for FIU. This included revitalizing and expanding FIU's financial base; achieving results-oriented, student-centered academic excellence; enhancing the quality and impact of research and creative initiatives; and engaging the community.

In collaboration with our leadership boards, faculty, and staff—and with vital input from our students and our community—Provost Douglas Wartzok led the process that transformed that vision into our five-year Worlds Ahead Strategic Plan. This strategic plan represents more than a year of hard work by these key university stakeholders.

The areas of focus for the next several years—arts, environment, globalization and health—are based on institutional strengths that form the groundwork for future innovation, economic development and job creation in our region.

In the next decade, FIU will experience significant growth in its enrollment and in its physical plant to fulfill our commitment to provide accessible high quality educational experiences, while we address our region's most crucial issues.

There is still much work ahead of us to implement this strategic plan. I am encouraged by the commitment of our faculty, staff, students, alumni, board members, and community to realizing our vision of FIU as a leading student-centered urban research university that is locally and globally engaged. And in light of our history of turning the impossible into the inevitable, I am confident we will not only succeed, but also exceed our own expectations.

A handwritten signature in black ink, appearing to read 'Mark B. Rosenberg'. The signature is stylized with a large, sweeping 'M' and a long, curved line extending from the end.

Mark B. Rosenberg  
President

Over the past four decades, Florida International University has had a tremendous impact on our community. We have graduated thousands of students who have become scientists, teachers, doctors, nurses, lawyers, accountants, entrepreneurs and many other important professionals and global citizens, each of whom plays an important role in our community and contributes to our economy.

With world-class academic programs in all its colleges, FIU is playing a major role in education, health care, transportation, the arts and other issues that matter to our community.

We are now ready for the subsequent step in FIU's evolution, which is outlined in our Worlds Ahead Strategic Plan. Arts, environment, globalization and health are the themes that will guide us. Our charge will be to teach, conduct research and engage our community in these areas. Through our focus on these themes, we will support teaching and research that addresses some of the urgently pressing concerns in our region and the world.

The strategic plan provides a road map for FIU to build upon its successes and find new ways to be Worlds Ahead. With a focus on students and research, and with the support of alumni, faculty, staff, and other members of the FIU family, FIU will fulfill its destiny as one of our country's preeminent universities.

On behalf of the Board of Trustees, I invite you to take part in this exciting new phase in FIU's history as it enhances its status as a Worlds Ahead university and an anchor institution in our community.



Albert E. Dotson, Sr.  
Chairman, FIU Board of Trustees



Albert E. Dotson, Sr.  
Chairman, FIU Board of Trustees

# Worlds Ahead

## 2010 - 2015 Strategic Plan

The second decade of the twenty-first century ushers in major challenges for institutions of higher education in the United States. In the midst of significant levels of unemployment, political debate over the appropriate role for government, and a growing concern for educational competitiveness at all levels, public universities are being called upon to foster greater levels of innovation, job creation, and economic development. Florida International University is poised to make a substantive contribution to address the challenges ahead. Our leadership, research and creative expertise, and sense of urgency give us the opportunity and responsibility to engage locally and globally in the development of high-quality education, ethical and well-prepared global citizens, healthy living environments, and enhanced economic and social well-being. FIU embraces our role as an anchor institution in Greater Miami and the Caribbean Basin.

As Florida International University launches our 2010-2015 **Worlds Ahead** strategic plan, we have much to build on, and much to build. As South Florida's only public research university, we are proud of our record of service to the South Florida community and to our students. In the next five years, we will continue to graduate more Hispanic students than any other university in the nation. We will build on our faculty's research and creative energies to form a strong foundation for competitiveness in the twenty-first century knowledge economy, and will engage with local and global communities in collaborative problem solving.

In the past decade FIU has added two major professional schools—a law school and a medical school—and expanded enrollment by 28 percent. In the next five years we will continue to provide a full range of degree programs for regional, national, and international students. During this period, we plan to increase enrollment by 25

percent and research expenditures by 36 percent. These striking increases will require us to rethink every aspect of our academic enterprise: our approaches to teaching, learning, and research; our student support services; and the size and configuration of our physical and technological infrastructure.

To solidify our position as worlds ahead, in the next five years FIU will mobilize our strengths in key collaborative content areas. Our arts facilities and programs enrich campus life, enhance community involvement, and support our quest for excellence. Our cross-disciplinary strength in environmental fields positions our faculty to propose innovative solutions to local and global environmental problems. Our founding commitment to foster international understanding takes on new meaning as global networks of communication and trade create unprecedented integration of economies, societies, and cultures. The Robert Stempel College of Public Health and Social Work, the College of Nursing and Health Sciences, and the new Herbert Wertheim College of Medicine form the core of an academic health center that will facilitate interdisciplinary approaches to solving health care problems in the region and the nation.

As we launch our strategic plan, we must respond to new realities. The financial crisis that began in 2007 had its strongest impact on regions—including South Florida—that had been experiencing the most explosive growth. As a public institution, FIU has not been immune from the forces of change, but we must be a leader in our regional recovery. In the next five years, as we transition from a state-supported to a state-assisted institution, we will have an even greater imperative to seek efficiencies and diversify funding beyond traditional state sources. Our strategic plan will provide us with guidelines to make the difficult choices that lie ahead.



## Florida International University Description

Florida International University is a multi-campus public research university offering a broad array of undergraduate, graduate, and professional programs. The university has two main campuses, the 344-acre Modesto A. Maidique campus in western Miami-Dade County, and the 200-acre Biscayne Bay Campus in northeast Miami-Dade County. Through eleven colleges and schools, FIU offers more than 175 bachelor's, master's, and doctoral degree programs and conducts basic and applied research. Interdisciplinary centers and institutes conduct collaborative research to seek innovative solutions to economic, technological, and social problems. With more than 42,000 students, 814 full-time instructional faculty, and over 8,000 degrees awarded annually, FIU is the largest university in South Florida.

Chartered by the Florida Legislature in 1965, Florida International University opened its doors in 1972 to the largest opening-day enrollment in the history of American higher education. Initially a two-year, upper-division school with limited graduate programs, FIU added lower-division classes in 1981 and received authority to begin offering degree programs at the doctoral level in 1984. Ninety-seven percent of our full-time tenured or tenure-track instructional faculty hold doctorates or the highest degree attainable in their fields. FIU is the only urban public university in the state to be a member of Phi Beta Kappa, the nation's oldest scholarly honorary society. The Carnegie Foundation for the Advancement of Teaching classifies FIU as a Research University/High Research Activity. Our annual research expenditures exceed \$100 million.

Committed to both high quality and access, FIU meets the educational needs of full-time and part-time undergraduate

and graduate students, and lifelong learners. Reflecting the vibrant ethnic diversity of South Florida, 77 percent of FIU students are Hispanic, black, or other minorities. We take pride in the impact our graduates make upon the nation and the world.



**42,000+**  
students.

FIU offers more than **175**  
bachelor's, master's and  
doctoral degree programs.

**97%** of our full-time tenured  
or tenure-track instructional faculty  
hold doctorates or the highest  
degree attainable in their fields.

Our annual research  
expenditures exceed  
**\$100** million.

## CORE FLORIDA INTERNATIONAL UNIVERSITY DOCUMENTS

### FIU 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.

### FIU VISION

Florida International University will be a leading urban public research university focused on student learning, innovation, and collaboration.

### FIU VALUES

Florida International University is committed to the following core values:

- Truth—in the pursuit, generation, dissemination, and application of knowledge
- Freedom—of thought and expression
- Respect—for diversity and the dignity of the individual
- Responsibility—as stewards of the environment and as citizens of the world
- Excellence—in intellectual, personal, and operational endeavors



## FIU GOALS

Our goals are:

### 1. To educate undergraduate students

- who become critical thinkers empowered to learn and to integrate their understanding in a variety of areas of knowledge, creativity, entrepreneurship, and accomplishment;
- who possess the intellectual and personal competencies needed to excel in their fields throughout the world;
- who understand their culture and the cultures of others and appreciate the complexities and diversity of our global society;
- who understand and commit to their civic responsibilities.

### 2. To educate graduate and professional students

- who demonstrate an ability to synthesize knowledge and practice in ways that produce new insights;
- who add to the existing body of knowledge in their disciplines;
- who understand the obligation of the holders of advanced degrees to apply their knowledge and critical intellectual abilities in an ethical manner.

### 3. To build a distinguished faculty and staff

- who create a learning environment for students and each other;
- who give students a foundation of knowledge and understanding that will lead to success in their chosen fields and their lives;
- who give students the habits of mind of life-long learning and responsible global citizenship;
- who generate research results and creative contributions recognized both nationally and internationally;
- who collaborate with each other and with community leaders to explore creative solutions to local, regional, national, and global problems;
- who pursue research activities and provide additional federal and corporate research funding to the university.

### 4. To build an excellent student support system

- that provides academic, personal, and financial support;
- that adopts best practices across all services;
- that creates a culture of clear and consistent communication across all internal constituencies.

### 5. To build an excellent financial base

- that maximizes impact by carefully stewarding and enhancing resources;
- that applies information technology to enhance and streamline operations;
- that encourages external contracts and grants funding;
- that benefits from alumni and community support;
- that increases the university endowment.

### 6. To build an excellent physical and technological infrastructure

- that is student-centered and conducive to learning;
- that is appropriate to FIU's size and aspirations to research excellence;
- that is accessible and sustainable;
- that applies technology efficiently to conserve resources.

### 7. To build collaborative university/community relationships

- that employ the intellectual capital of the university to solve community problems;
- that encourage alumni to continue their association with and contribution to the university;
- that create university affinity and social well-being through cultural programming and athletic events;
- that enhance the intellectual development of the community through life-long learning opportunities.



## THE STRATEGIC PLANNING PROCESS

The current cycle of strategic planning at Florida International University began with the installation of FIU's fifth president, Mark B. Rosenberg, in August 2009. His initial statement of guiding principles, *Hit the Ground Running*, laid the foundation for a series of conversations on the strategic direction of the university, followed by a formal strategic planning process.

The provost commissioned four committees charged with identifying major issues and beginning a dialogue with the university community. The committees examined the three components of FIU's mission (teaching, research, and engagement), and our operational and financial base.

Each committee produced a white paper that defined FIU's current position and described the opportunities that lay ahead. During fall 2009 the president took those white papers to university town halls, and held conversations with members of the local community and community leaders.

In late fall 2009 the president charged the provost with the formal implementation of the strategic planning process. The provost formed seven committees with representation from faculty, staff, students and community members. Three committees focused on foundations for success at FIU: Finance, Infrastructure, and Student Success. Four committees focused on collaborative content areas in which FIU has strategic strengths: Arts, Environment, Globalization, and Health.

In the late summer 2010, each of these committees submitted a draft report to the provost, who was then charged with creating an institutional strategic plan based on the work of the seven committees.





## A FIVE-YEAR PLAN TO PURSUE FIU'S MISSION AND GOALS

During the next five years, Florida International University will pursue specific initiatives to achieve our mission and goals.

1. **Achieve enhanced student learning and academic excellence.**
  - Expand minority pre-college programs to ensure readiness for FIU.
  - Improve access by increasing enrollment by 2,000 academically qualified students per year.
  - Define and communicate expectations for students at each level of their academic progress.
  - Encourage interdisciplinary teaching, advanced pedagogical approaches in the classroom, and expanded state-of-the-art online learning.
  - Develop the curriculum and curricular offerings to produce degree programs that reflect the strategic direction of the university and prepare graduates for success in the twenty-first century.
  - Enhance learning opportunities through undergraduate research, study abroad, service learning, and student internships.
  - Raise the six-year graduation rate with special emphasis on sustained enrollment and early identification of appropriate major.
  - Develop and expand student-support services, programs, and activities that enhance student achievement.
2. **Enhance the quality, quantity and impact of research and creative initiatives.**
  - Retain and recruit a world-class faculty.
  - Increase and expand research funding in fields where FIU has strategic assets and competitive advantages.
  - Establish and enhance multidisciplinary and multi-college research centers focused on emerging issues.
  - Facilitate commercialization of FIU-initiated research.
  - Link research to local economic development and problem-solving.
3. **Engage with the community in collaborative problem solving.**
  - Tie instructional and creative initiatives to local needs and community priorities.
  - Collaborate with major educational, environmental, arts, health, and community organizations.
  - Partner in the creation of a public-private high-tech corridor focused on biomedical advances and sustainability.
  - Facilitate life-long learning and professional development opportunities.
4. **Revitalize and expand FIU's infrastructure and financial base**
  - Build and improve the physical and technological infrastructure.
  - Improve efficiency, accountability, and compliance and take advantage of shared services.
  - Launch a four-front funding offensive: private, state, federal, and local.
  - Energize, grow, and focus the alumni network around fund-raising and student placement.
  - Expand need-based financial aid to ensure affordability, access, and graduation.
  - Recruit and retain outstanding staff.
  - Enhance student spirit and alumni affinity through cultural programming and athletics.





FLORIDA INTERNATIONAL UNIVERSITY



**Worlds  
Ahead**









## APPLYING THE PLAN TO COLLABORATIVE CONTENT AREAS

In pursuit of our mission and goals, Florida International University will leverage our strengths in four collaborative content areas. Each of these areas has a relation to our mission, has the potential for significant and sustained growth, and involves engagement at the local and global levels.

### THE ARTS



The Arts are essential to Florida International University's life of the mind. They inform the way we think, create, discern, solve problems, and adapt to a rapidly changing world. The creative and academic activities of FIU's faculty, curatorial staff, and students in our colleges, schools, and museums support our quest for excellence and are an important strategic asset.

FIU's location in the vibrant, cosmopolitan South Florida region creates opportunities for the FIU community to explore and appreciate different artistic and cultural traditions and modes of artistic expression, recognize the interplay of culture and artistic expression, and celebrate diversity. Concerts, exhibitions, performances, and public lectures enrich the cultural life of FIU's students, faculty, staff, and the South Florida community. FIU's two museums, the Frost Art Museum and The Wolfsonian-FIU, and our outstanding academic programs in music, art, and theater offer unique academic and professional experiences.

To leverage FIU's strength in the arts, in the next five years FIU will make strategic investments in the following initiatives:

1. Maximize local, national, and international opportunities to showcase FIU through the arts.
2. Develop and strengthen partnerships with local theaters and musical organizations, national venues, and international organizations for the performing arts.
3. Develop partnerships to strengthen the role of the arts in the Miami-Dade public schools.
4. Encourage research in the arts and creative work produced across the disciplines.
5. Create new degree programs to attract new students and ensure competitiveness of graduates in arts fields.
6. Provide financial resources for the arts through the Capital Campaign and continuing Annual Campaigns funding.
7. Strengthen the synergy of the arts and allied disciplines across the university by establishing a humanities center.



## ENVIRONMENT

Florida International University has a history of excellence in research, education, and engagement in environmental fields. FIU's location in Miami, one of the largest cities in the country, positions us to take a leadership position in urban environmental research. Miami's location between the ocean and the Everglades provides opportunities for further development of our research strengths in wetlands, estuarine, and coastal ecology. Our location at the gateway to Latin America has led to our prominence in new world tropical ecological research.

Our faculty and staff expertise is a strategic asset that enhances our reputation and generates substantial research funding. Development of our strength in environmental studies will ensure that our students are trained for jobs in the new green economy, and will establish FIU as a leader in explaining the dynamics of environmental systems and in developing solutions to environmental challenges locally, nationally, and around the world.

Environmental knowledge is intrinsically interdisciplinary. It relies on basic and applied sciences and engineering to explain the dynamics of environmental processes; technology, planning, and management disciplines to develop and implement effective and efficient improvement strategies; and the humanities to clarify values and attitudes toward the environment. FIU is committed to providing the intellectual leadership needed to create a sustainable future for the South Florida region, and to make significant contributions in the environmental arena globally.

To leverage FIU's strength in environmental fields, in the next five years FIU will make strategic investments in the following initiatives:

1. Consolidate and expand environmental research and teaching and infrastructure at our Biscayne Bay Campus to serve as a focus for the School of Environment, Arts and Society and for interdisciplinary environmental research.
2. Enhance interactions with management agencies, K-12 institutions, and the public.
3. Modify the First Year Experience course to ensure that undergraduate students have a basic understanding of local and global environmental issues.
4. Create new undergraduate degree programs to ensure competitiveness of graduates in environmental fields.
5. Develop new interdisciplinary graduate degrees in environmental science, policy, and management to enhance interdisciplinary graduate training and research in environmental fields.
6. Enhance FIU's environmental stewardship and develop plans to adapt to the impacts of climate change on our campuses and throughout our local and global communities.



## GLOBALIZATION



Florida International University's founding mission to foster international understanding takes on new meaning in the twenty-first century age of globalization, as networks of communication and trade foster unprecedented integration of economies, societies, and cultures. FIU's efforts in the international sphere are supported by our geographic location; the cultural and ethnic diversity of the South Florida community; the continued globalization of regional and national economies; and Florida's desire to be a global leader in economic development in the twenty-first century. Our commitment to fostering an interdisciplinary, global perspective is a strategic asset that will ensure that our students will be prepared for jobs in the global economy.

FIU's focus on global awareness prompted the choice of Global Learning for Global Citizenship as the topic of our 2010 quality enhancement plan (QEP), which was prepared as a condition of reaffirmation of accreditation by the Southern Association of Colleges and Schools. Beginning in fall 2011, global learning courses will be a graduation requirement for every FIU undergraduate.

To leverage FIU's strength in interdisciplinary global study and research, in the next five years FIU will make strategic investments in the following initiatives:

1. Enhance and create interdisciplinary and regional areas studies programs with a global focus.
2. Support and strengthen the QEP, Global Learning for Global Citizenship.
3. Enroll more international students.
4. Encourage interdisciplinary research on global issues such as disaster mitigation, security, and governance.
5. Hire faculty with a global focus.
6. Expand collaborative research with universities around the globe.
7. Seek global partnerships to expand the financial base.

## HEALTH

As Miami's only public research university, Florida International University is committed to addressing the health challenges that face the South Florida region. FIU has a distinguished record of research on health disparities, drug and alcohol use, abuse and dependency and HIV/AIDS. The Herbert Wertheim College of Medicine, the College of Nursing and Health Sciences, and the Robert Stempel College of Public Health and Social Work serve the community by educating health professionals and conducting applied research in health fields. By embedding engagement activities with teaching and research, FIU provides students with unique learning opportunities and improves health care in the South Florida region.

FIU's strength in health fields is a strategic asset that provides invaluable service to the South Florida region, and makes us a national and international model in integrated health care education. Health research is a fertile area for federally funded research and clinical trials which will bolster FIU's financial standing and increase our national visibility.

To leverage FIU's strength in health care instruction and research, FIU will make strategic investments in the following initiatives:

1. Develop an Academic Health Center to encourage interdisciplinary approaches to teaching and research.
2. Invest in faculty hires in health fields in which FIU has existing strengths such as HIV/AIDS; child-adolescent and family behavioral health; and substance use, abuse, and dependence.
3. Modify undergraduate, graduate, and professional curricula to enhance interdisciplinary teaching, research, and engagement opportunities for students, creating a new approach to health-related education.
4. Create new degree programs to attract new students and ensure competitiveness of graduates in health fields.
5. Enhance both the amount and visibility of health-related research.
6. Increase involvement of students, faculty and staff in community engagement focused on health needs.
7. Strengthen partnerships with local and global community and governmental agencies, public entities, hospitals, and health care and social service agencies/providers.
8. Develop training opportunities in health for local and international professionals.





## APPLYING THE PLAN TO FIU'S INFRASTRUCTURE AND FINANCIAL SYSTEMS

In support of our mission and goals, Florida International University will improve our physical, technological, and student-support infrastructure, and will stabilize and diversify our financial base.

### INFRASTRUCTURE

Florida International University's infrastructure includes physical facilities; a technological infrastructure; and a diverse set of programs, services, and activities that support teaching and learning, student life, and interactions between the university and the South Florida community.

As of 2010, FIU operates and maintains 120 permanent buildings encompassing over 7 million gross square feet on five sites in Miami-Dade County. Projects to be completed within the next five years will add 0.4 million gross square feet. The growth of our physical infrastructure is guided by the BOT-approved FIU master plan, which is updated every five years through a process that includes input from the diverse constituents of the university. Most of FIU's facility expansions are approved and funded by the state's Public Education Capital Outlay program. The university also solicits private donations and is allowed to issue bonds to finance the construction of new buildings.

FIU's infrastructure promotes campus life by supporting student housing facilities, dining facilities, retail outlets, two student health and wellness centers, a learning center, two student unions, two recreation centers, outdoor recreation facilities, athletic facilities (including an indoor arena and a football stadium), an aquatics center (BBC), and parking garages with over 4,800 spaces.

Despite limited financial resources, FIU's infrastructure must grow to provide services for FIU's changing and growing student population, especially in regard to residential life, public safety, disability resources, international student services, health care, counseling, and childcare. To accomplish this, we must streamline internal processes to increase efficiency, and remove obstacles that impede operations—especially in areas that directly impact faculty research productivity and creative activity and student learning.

To ensure that the quality of learning and the student experience are maintained as FIU grows, over the next five years we will revitalize, revamp, and strategically expand our physical and technological infrastructure and enhance our student-support services by making strategic investments in the following initiatives:

1. Expand housing and student-service facilities to accommodate enrollment growth and foster student success.
2. Design and develop an adaptable classroom infrastructure aligned with teaching methods.
3. Design and develop flexible spaces for students to congregate, study, practice, exhibit, and perform.
4. Increase library space.
5. Increase flexible research space through redesign and new construction.
6. Develop a central communication strategy to deliver key messages and announce events to the campus community and beyond.
7. Promote a user-driven service approach for all administrative processes.
8. Integrate technology into every facet of FIU's operational structure.
9. Establish a comprehensive approach to risk mitigation.
10. Develop parking, transportation, and sustainable access solutions.
11. Encourage pedestrian traffic by building protected walkways, installing benches, and improving signage.
12. Adopt flexible and sustainable design criteria to minimize capital improvements and maintenance.
13. Support campus expansion efforts through the exploration of land acquisition opportunities.

## FINANCE

Over the last decade, state funding to support Florida's educational and research objectives has been reduced by almost 25 percent. The decline in state support was well under way even before the recent nationwide financial crisis, which has been particularly severe in high-growth regions of the country like Florida. The percentage of FIU's total operating budget funded from Florida's general revenue and lottery appropriations has dropped from 44 percent in 2000-2001 to 28 percent in 2009-2010, effectively changing FIU's funding model from state supported to state assisted.

To prosper as a state-assisted institution, Florida International University must stabilize and diversify our financial base by aggressively pursuing new revenue streams from multiple sources, including state, federal, and local governments; tuition; private gifts; funded research; and other enterprise functions. Diversification of funding sources is a way to stabilize FIU's financial systems by freeing them from large, cyclical variations tied to economic expansions and contractions. An additional way to stabilize the financial base is to pursue internal cost-saving strategies, including improving institutional efficiency, accountability, and shared services.

To diversify and stabilize our financial base, in the next five years FIU will make strategic investments in the following initiatives:

1. Launch a \$750 million capital campaign that engages the alumni base and aligns donors with institutional needs.
2. Increase tuition revenues by expanding enrollment by 25 percent (2,000 students per year); increasing the percentage of non-resident and graduate students; and increasing offerings of online, market-based, and non-credit programs.
3. Introduce tuition pricing flexibility for various academic programs based on real costs of program delivery and student demand.
4. Draw on FIU's strengths, location, constituency, and access to specific populations to maximize research efforts, commercialization, and intellectual property revenues.
5. Align FIU's strategic priorities with state, federal, and local funding opportunities.
6. Increase contract and grants activity by providing additional support for principal investigators.
7. Improve operational efficiency by encouraging shared platforms, resources, and best practices across colleges and units.
8. Expand the FIU Healthcare Network of the Academic Health Center to generate revenue through service lines, including the onsite faculty group practice for employees and students, the ambulatory care center, practice-management services, and clinical trials.
9. Generate licensing revenue by expanding the FIU Research Foundation to provide the necessary framework to assist in identifying and developing university-created intellectual property.



**FALL 2015 TARGETS****STUDENT BODY****TOTAL ENROLLMENT: GROW BY 2,000 ACADEMICALLY QUALIFIED STUDENTS PER YEAR**

<u>Target</u>	<u>Current</u>
52,000	42,320

**ENROLLMENT BY LEVEL: GRADUAL SHIFT TO A HIGHER PERCENTAGE OF GRADUATE AND FIRST PROFESSIONAL STUDENTS**

	<u>Target</u>	<u>Current</u>
Undergraduate	40,560 [78%]	80.3%
Graduate	10,400 [20%]	18.1%
First professional	1,040 [ 2%]	1.6%

**FULL-TIME/PART-TIME STUDENTS: GRADUAL SHIFT TO A HIGHER PERCENTAGE OF FULL-TIME STUDENTS**

	<u>Target</u>		<u>Current</u>
	<u>Full-time</u>	<u>Part-time</u>	
Lower Division	78%	22%	76% and 24%
Upper Division	58%	42%	56% and 44%
Grad 1	58%	42%	56% and 44%
Grad 2	62%	38%	59% and 41%

**INSTRUCTIONAL DELIVERY MODE: INCREASE IN ONLINE WITH REDUCTIONS IN BOTH FACE TO FACE AND HYBRID**

	<u>Target</u>	<u>Current</u>
Face to face	75%	78.4%
Fully online	20%	13.6%
Hybrid delivery	5%	8.0%

**RESIDENT/NONRESIDENT STUDENTS: GRADUAL SHIFT TO MORE OUT-OF-STATE AND INTERNATIONAL STUDENTS**

	<u>Target</u>	<u>Current</u>
Florida resident	45,760 [88%]	36,631 [90%]
Florida nonresident	6,240 [12%]	3,824 [10%]
Out of State	2,080 [ 4%]	1,269 [ 3%]
International	4,160 [ 8%]	2,555 [ 7%]

**HOUSING: ADD ONE MORE RESIDENCE HALL TO MAINTAIN CURRENT RESIDENT TO COMMUTING STUDENT RATIOS.**

	<u>Target</u>	<u>Current</u>
Commuter student	48,200 [93%]	93%
Housing student	3,800 [ 7%]	7%



### DEGREES AWARDED: BASED ON ENROLLMENT GROWTH AND PROJECTED RETENTION AND GRADUATION

*Growth in professional doctorates primarily due to new DNP and DPT degrees*

	<u>Target</u>	<u>Current</u>
Baccalaureate	7,308	5,663
Master's and specialist	2,874	2,255
Research doctorates	177	127
Professional doctorates	303	123

### GRADUATION RATES: INCREASE BOTH FTIC AND AA TRANSFER GRADUATION RATES

	<u>Target</u>	<u>Current</u>
FTIC – 6 Year	48%	44.8%
AA Transfer – 4 Year	65%	60.7%

## FACULTY

### FULL-TIME AND PART-TIME: GROW FACULTY COMMENSURATE WITH ENROLLMENT GROWTH TO MAINTAIN STUDENT-FACULTY RATIO AND SAME FULL-TIME TO PART-TIME RATIO

	<u>Target</u>	<u>Current</u>
Full-time faculty		
(Tenured/tenure-earning/Instructor)	1086	814
Part-time faculty	1076	784

### RATIOS: MAINTAIN CURRENT STUDENT/FACULTY RATIO; IMPROVE STUDENT/ADVISOR RATIO TO NATIONAL NORM

	<u>Target</u>	<u>Current</u>
Student/faculty	27:1	27:1
Student/advisor	300:1	555:1

## RESEARCH

### INCREASE TOTAL BY 36% WITH FASTER GROWTH IN FEDERAL FUNDING

	<u>Target</u>	<u>Current</u>
Federal Academic R & D expenditures	\$87,000,000	\$60,239,000
Total Academic R & D expenditures	\$143,000,000	\$105,000,000

## Board of Governors

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Rick Yost

The **Florida Board of Governors** was created in 2003 to operate, regulate, control, and be fully responsible for the management of the entire system consisting of eleven public universities. Responsibilities include defining the distinctive mission of each university and ensuring the well-planned coordination and operation of the system.

The Board includes seventeen members, fourteen of whom are appointed by the Florida Governor and confirmed by the Florida Senate for a term of seven years. The remaining members include the President of the Advisory Council of the Faculty Senate, the Commissioner of Education, and the Chair of the Florida Student Association. The Board of Governors appoints a Chancellor who serves as the chief executive and administrative officer of the university system.

## Florida International University Board of Trustees 2010-2011

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The **Florida International University Board of Trustees** is composed of 13 members: five appointed by the state Board of Governors; six appointed by Florida's governor; and student and faculty representation by the University's Faculty Senate chair and student government president. The Board is responsible for developing cost-effective policies, implementing and maintaining high-quality education programs consistent with the University's mission, coordinating performance evaluations, and assuring that the University meets state policy, budgeting, and education standards.





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