



MEMORANDUM

TO: Members of the University Community
FROM: Mark B. Rosenberg, President
SUBJECT: A New Era!
DATE: August 4, 2009

Good morning!

A new era is now upon us. I have the privilege and responsibility of being your new president. There could be nothing more meaningful than serving our students, faculty, professional staff and general university community in this capacity. Rosalie and I are blessed to be associated with FIU. Thank you.

Yesterday we experienced a milestone in FIU's history: Dr. Maidique completed a momentous 23-year run as president of our university. During this period, we participated in a significant transformation in virtually all dimensions of our institution. We became masters at turning the impossible into the inevitable! We owe much to our fourth president for his vision and determination to succeed.

Because universities are communities of memory and hope, presidential transitions offer us a unique opportunity to reflect on where we have been, to look forward to where we might go, and to determine how we will get there.

During this coming semester, I will do a great deal of listening in anticipation of working with you in 2010 to develop a new strategic direction for our institution. This plan must be adjusted to our new reality: managing 2009-2010 aspirations with a year 2000 budget. Because I promised the Board of Trustees that I would "hit the ground running," I have already begun extensive dialogue with students, alumni, donors, recently hired faculty, community business leaders, and elected officials in Washington, Tallahassee and Greater Miami. During the next few months, I will meet with faculty, student leadership and university staff to hear your aspirations directly about FIU's future.

Today, my first full day as your president, I am meeting with key FIU partners, including Dr. Eduardo Padron, President of Miami Dade College, and with leadership of the Public Health Trust. We have important partnerships with these institutions that will be enhanced over the next few years. In these meetings and others, I will emphasize that FIU will continue its trajectory of building a great public research university while enhancing student services and community engagement to help solve problems locally and globally.

In the meantime, I attach for your review a one page summary of issues that I earlier reviewed with our Deans Advisory Council. Dr. Wartzok has constituted small working groups to review this document and to present option papers that we will use to set the stage for our new strategic plan. These papers will be ready for university review by the 17 September 2009 Faculty Convocation.

I am thrilled to be back: working together, we can continue to turn the impossible into the inevitable!

Hit the Ground-Running

(Would need considerable input/modification from University community)

Vision: A leading student-centered urban public research university that is locally and globally engaged.

Operational

Statement: As an anchor public institution in South Florida, FIU is committed to providing affordable quality learning, state-of-the-art research and creative activity, and problem-solving engagement.

1. Revitalize and expand financial base

- a. Launch a *four-front funding offensive*: private, state, federal, and local*
- b. Energize, grow, and focus alumni network around fund-raising and student placement
- c. Improve efficiency, accountability, compliance, shared services and sustainability
- d. Expand need-based financial aid to ensure affordability and access

2. Achieve results-oriented student-centered academic excellence

- a. Expand minority pre-college programs to ensure readiness for FIU
- b. Enhance learning through new courses, expanded short-term study abroad, select three-year degree programs, expanded student internships with local and global companies and non-profits
- c. Recognize and support innovative technology-enhanced undergraduate and graduate faculty instruction
- d. Raise the six-year graduation rate into top quartile of public urban universities – special emphasis on time to degree, full-time grad rates, minority graduation rate disparities

3. Enhance quality and impact of research and creative initiatives

- a. Aggressively seek job creation and commercialization for University research initiatives
- b. Focus and expand research funding around strategic University priorities through multidisciplinary teams of university and community experts (e.g. environmental faculty work more closely with South Florida Water Management District)
- c. Grow and link research to local economic development and problem-solving emphasis on community priorities (e.g. reducing health disparities and environmental hazards in low-income neighborhoods)

4. Engage the community

- a. Tie instructional and creative initiatives to local needs and long-term community priorities – especially in the professional schools (e.g. more FIU engagement in failing schools in Miami Dade County; expanded partnerships/common planning in the arts)
- b. Improve neighborhood health in partnership with community health care agencies
- c. Create a public-private high tech corridor focused on biomedical, alternative energy and environmental preservation to enhance employment generation and retention

* Private— \$750 m. campaign, triple endowment; state—stabilize and grow revenue base; federal— enhance competitiveness with NIH, NSF, DOD, Energy, HUD; local— partnerships with DCPS, Public Health Trust, South Florida Water Management, Children’s Trust, Urban League, University of Miami, Miami Dade College, Cities of Sweetwater and North Miami.