1.0 ACADEMIC MISSION OF THE UNIVERSITY ELEMENT

"Florida International University (FIU) is an urban, multi campus, research university serving South-Florida, the state, the nation and the international community. It fulfills its mission by imparting knowledge through excellent teaching, promoting public service, discovering new knowledge, solving problems through research, and fostering creativity.

As a member of the State University System (SUS) of Florida, FIU is a research university offering a diverse selection of undergraduate, graduate and professional programs. Through its 10 colleges and 2 schools, FIU offers 202 baccalaureate, masters and doctoral degree programs and conducts basic and applied research. The University currently has a headcount of 39,146 students (or 24,455 FTEs), 4,172 faculty and staff, and 132,606 alumni, making it the largest public university in South Florida.

University Service Areas:

Located in South Florida, the State's major population center, the University serves a population of over 3.9 million. South Florida is one of the most dynamic, artistically expressive, ethnically diverse and cosmopolitan regions in the United States. As the gateway for Central America, the Caribbean and South America, it is the global center for trade, finance, health care, tourism and manufacturing. To meet its consumer's needs, FIU has two main campuses – the 342.2-acre Modesto A. Maidique, in western Miami-Dade County and the 195-acre Biscayne Bay Campus, on Biscayne Bay in northeast Miami-Dade County. Modesto A. Maidique has three other sites that are part of this main campus; the Engineering Center located north of the City of Sweetwater, Wolfsonian Museum and, Wolfsonian Annex on Miami Beach. The University also leases a site in Broward county, the FIU Broward-Pines Center in Pembroke Pines. Faculty, staff and the student body mirror the area’s ethnic diversity with 75.9% of student enrollment from minority groups. Approximately 6.4 percent of enrollment is from International Students.

FIU’s Institutional Values Statement commits to:

- Freedom of thought and expression.
- Excellence in teaching and in the pursuit, generation, dissemination and application of knowledge.
- Respect for the dignity of the individual.
- Respect for the environment.
- Honesty, integrity, and truth.
- Diversity.
- Strategic, operational and service excellence.

FIU’s Operational Philosophy:
Strategic operational and service excellence is an institutional imperative at FIU. The University seeks to employ concepts and strategies that foster systematic institution-wide continuous improvement in providing services and in achieving constituent satisfaction. FIU’s guides for management excellence are:

- Quality: generating outcomes and services that exceed constituent expectations.
- Competitiveness: performing in a way that allows the University to achieve a comparative advantage in our endeavors.
- Accountability: monitoring and assessing the results of policies, programs and processes to ensure that results are achieved in an efficient, effective manner.
- Innovation: exploring and implementing new ideas in our administrative, research and academic endeavors.
- Collegiality: formulating decisions, policies and management practices through a consultative process engaging the University community.
- Diversity: creating a University environment that is responsive to diversity in all of its forms.
- Operational Excellence: implementing improved information and management systems to optimize use of our resources.

**FIU’s Strategic Themes:**

Strategic themes are areas of activity (academic programs, research and service) that offer opportunities for development and the potential to achieve strategic advantages in higher education. Given rapid globalization in the 21st century, FIU’s strategic themes necessarily involve engagement at both the local and global level.

Five key strategic themes guide the development of the University’s educational and research programs:

- International, Environmental
- Florida and Local Economic Development
- Health
- Arts, Culture and Diversity
- Learning Opportunities.

The University’s operational philosophies complement these themes by encouraging: quality, competitiveness, accountability, innovation, collegiality, diversity, and operational excellence. Its vision can be stated in five words: top public urban research university.
FIU’s Institutional Goals:

Overall, the University’s vision embraces six institutional goals:

1. To educate undergraduate students to:
   - Become critical thinkers empowered to learn and to integrate their understanding in a variety of areas of knowledge, creativity and accomplishment.
   - Possess the intellectual and personal competencies needed to excel in their fields throughout the world.
   - Understand their culture and the cultures of others and appreciate the complexities and diversity of our global society.
   - Understand and commit to their civic responsibilities.

2. To educate graduate and professional students to:
   - Demonstrate an ability to synthesize knowledge and practice in ways that produce new insights.
   - Add to the existing body of knowledge in a discipline area.
   - Understand the obligation of the holders of advanced degrees to apply their knowledge and critical intellectual abilities in an ethical manner to issues important to society.

3. To generate research results and creative contributions that achieve national and international recognition and to have at least five academic programs ranked among the top twenty-five in the United States while fostering quality in all of our programs.

4. To be a leading university in engagement by developing and implementing effective programs that addresses educational, economic, social, cultural and environmental needs through lifelong learning opportunities, research, service and creative endeavors.

5. To be a leader in developing information technology alliances and in the effective application of selected information technology to the teaching learning process, research activities, institutional administration and global engagement.

6. To enhance the financial infrastructure of the University by achieving funding equity within the university system, increasing the proportion of external contracts and grants funding and expanding significantly the University endowment.

Goal 1: Florida International University (FIU) is an urban, multi campus, Research University serving Southeast Florida, the state, the nation and the international community. It fulfills its mission by imparting knowledge through excellent teaching, promoting public service, discovering new knowledge, solving problems through research, and fostering creativity.
Objective 1.1 Modifications of College/School Missions:
The missions of individual colleges and schools shall be reviewed annually and modified in accordance with the Division of Academic Affairs planning, implementation and evaluation annual cycle.

Policy 1.1.1 FIU shall review and prioritize proposals for new academic programs in accordance with Comprehensive University Presence (CUP) procedures and subsequent modifications of its mission statement.

Policy 1.1.2 Priorities shall be established among prospective new programs based on the following criteria:
- Local, regional, national and international need
- Potential enrollment
- Maturity of the program being modified

Policy 1.1.3 Future revisions to the Academic Mission of FIU shall reflect substantial growth in research activity.

Policy 1.1.4 The campus master plan shall be amended, as needed, to reflect any revisions or modifications to the missions of individual colleges and schools.

Objective 1.2 Modification to University Mission:
The University Mission shall be modified every five (5) years and reviewed and approved as part of the Florida Board of Education, Five Year Master Plan process.

Policy 1.2.1 The Office of the President shall develop mission statement revisions in accordance with the internal in coordination with the Executive Committee, the Strategic Planning Advisory Committee, Administrative Council, and the University Council.

Policy 1.2.2 The campus master plan shall be amended, as needed to reflect any revisions or modifications to the University's mission statement.

Objective 1.3 Master Plan Updates:
The University shall participate in the periodic updating of the adopted campus master plan in accordance with the Florida Board of Education

Policy 1.3.1 FIU shall submit to the Florida Board of Education, within 4 years from the date of plan adoption and every 5 years thereafter, an evaluation and appraisal report which:
1. Lists accomplishments during the implementation of the campus master plan, describing major problems associated with development and land uses, and the degree to which the goals, objectives and policies have been successfully reached;

2. Identifies obstacles or problems, which resulted in under achievement of goals, objectives and policies;

3. Identifies the need for new or modified goals, objectives or policies needed to correct unanticipated and unforeseen problems and opportunities that have occurred since adoption of the campus master plan;

4. Addresses local government and public participation in the process;

5. Addresses the effects of changes to the State Comprehensive Plan and to the comprehensive plans of the host local government and any affected local governments;

6. Identifies proposed and anticipated amendments necessary to address identified problems and opportunities; and

7. Identifies a means of ensuring continuous monitoring and evaluation of the plan during the remainder of the overall planning period.

Policy 1.3.2

FIU shall submit to the Florida Board of Education, within 5 years from the date of plan adoption and every 5 years thereafter, a proposed plan amendment which incorporates the findings and recommendations contained in the evaluation and appraisal report, and which contains updated baseline data (as appropriate) and goals, objectives and policies to be accomplished during the remainder of the planning period.