

1.0 ACADEMIC MISSION OF THE UNIVERSITY ELEMENT

“Florida International University (FIU) 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.”

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 12 colleges and schools, FIU offers more than 200 different baccalaureate, masters and doctoral degree programs and conducts basic and applied research (per FIU’s Annual Accountability Report to the Board of Governors 2011-2012). As of 2012, the University had a headcount of 42,928 students (or 23,367 FTEs), 6,289 faculty and staff (or 5,349 FTEs), and 169,000 alumni, making it the largest public university in South Florida (per FIU supplied data).

University Service Areas:

Located in South Florida, the State’s major population center, the University serves a population of over 4.3 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 a 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 Campus, in western Miami-Dade County and the 198.6-acre Biscayne Bay Campus, on Biscayne Bay in northeast Miami-Dade County. In addition to the two main campuses, Modesto A. Maidique Campus also encompasses the Engineering Center, a 36 acre site located North of the City of Sweetwater. Faculty, staff and the student body mirror the area’s ethnic diversity with 77% of student enrollment from minority groups. As of 2012, approximately seven (7) percent (or 3,018 students) of enrollment was 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

- 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.

Goal 1: Florida International University (FIU) is a top public, 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 Maintain College/School Missions:
The mission of each individual college and school shall be reviewed annually and modified to support FIU's mission 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 The Academic Mission, Strategic Themes and Institutional Goals of FIU shall reflect both the recent and planned substantial growth in research activity.

Policy 1.1.4 The Campus Master Plan shall be updated and refined every five (5) years to reflect any revisions or modifications to the missions of individual colleges and schools.

**Objective 1.2 Maintain Current 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 updated and refined every five (5) years to reflect any revisions or modifications to the University's mission statement.

**Objective 1.3 Maintain an Up-to-Date Master Plan:
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 every 5 years 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 every 5 years an updated plan which incorporates the findings and recommendations contained in the evaluation and appraisal report; contains updated baseline data and projections; and confirms goals, objectives and policies to be accomplished during the remainder of the planning period.