

**Part D: Meeting Community Needs and Fulfilling Unique Institutional Responsibilities**

Located in a vibrant, multi-ethnic, global city bordering on the Everglades and coral reefs, Florida International University has a unique opportunity and responsibility to serve the region and the State with programs that build on this exceptional human and natural environment. The University was founded with three goals: the education of students, service to the community, and greater international understanding.

As a consequence of a two year strategic planning process, the University's Board of Trustees has embraced a vision for FIU: to be a top urban public research university. The Board has developed a strategy that focuses institutional investments on developing graduate and professional education, growing advanced research, and expanding access for undergraduates in areas that are key to Florida's economic development (see Attachment 1).

Building on its South Florida location and particularly Miami, FIU has identified six strategic areas where a mix of public and private funding will be invested to fulfill the institutional vision: health; environment; international; Florida and local development; arts, culture and diversity; and life-long learning. Working groups of faculty, professional staff, and students have further refined the strategic approach to focus primarily upon health and environmental program and infrastructure initiatives. Below, in Attachment 2, we list some key examples of the diverse types of programs and services offered in each of the six strategic areas.

FIU established a set of targets in its Millennium Strategic Plan in 2001-02. The targets have been updated based on current projections and programmatic plans.

Millennium Planning Targets	2002-03 (actuals)	2008-09	2012-13
Number of Degrees Awarded (NOT including BOG targeted programs)			
Bachelors	2,656	3,304	4,020
Masters	1,377	1,872	1,973
Professional	0	150	289
Doctoral	31	83	120
Fall Student Headcounts			
Undergraduate	27,456	33,496	36,846
Graduate	6,753	8,239	9,063
Fall Student FTE (annualized)			
Undergraduate	7,072	8,628	9,491
Graduate	1,310	1,598	1,758
Total Scholarship Dollars	\$18,631,235	\$22,730,107	\$25,003,117
Total Awards by Service Type			
Research	\$56.8 M	\$108.0 M	\$148.4 M
Training	\$ 3.0 M	\$ 3.6 M	\$ 5.8 M
Community Service	\$ 1.8 M	\$ 4.8 M	\$ 5.0 M
Equipment	\$ 0.9 M	\$ 3.6 M	\$ 5.8 M
Total	\$62.5 M	\$120.0 M	\$165.0 M
Percent Minority Fall Headcount	69%	69%	69%

Florida International University has some unique needs due to its location in an area with a very high cost of living. The American Chamber of Commerce Research Association (ACCRA) calculates a Cost of Living Index based on prices for housing, utilities, groceries, transportation and health care. The average cost of living in the United States is 100. For the first quarter of 2004, the ACCRA index for Miami was 112.2, or 12 percent higher than that of the US average. By comparison, Jacksonville, Florida's index score was 92.3. Miami's high cost of living impacts Florida International University's ability to recruit and retain quality staff and faculty. The price of housing in the Miami-Dade and Broward areas is another challenge to overcome.

To stay competitive, Florida International has to offer salaries that enable its staff and faculty to maintain the same standard of living possible in other areas of Florida with lower salaries. In addition, as a major research university, FIU competes nationally for faculty. FIU submitted data to the Board of Governors in August, 2004 indicating there was a requirement of \$6.2 million dollars to raise its faculty salaries to the average of its benchmark institutions. A total of \$10.4 million dollars was required to reach the upper quartile. FIU's peers are predominantly urban institutions which also face above average costs of living. If there is not a formal SUS budget request to provide market parity on faculty salaries, then FIU specifically requests a special allocation of \$3,078,000 (3% of the 2004-05 faculty salary base) to supplement whatever general faculty salary funding is allocated in 2005-06.

**Attachment 1  
Millennium Strategic Planning**

**INSTITUTIONAL GOALS**

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In pursuit of our vision of being a **Top Urban Public Research University**, we have established the following goals:

1. To educate undergraduate students:
  - To become critical thinkers empowered to learn how to learn and to integrate their understanding in a variety of areas of knowledge, creativity, and accomplishment
  - To possess the intellectual and personal competencies needed to excel in their fields throughout the world
  - To understand their culture and the cultures of others and appreciate the complexities and diversity of our global society
  - To 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
  - To add to the existing body of knowledge in a discipline area
  - To 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 address 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

**Attachment 2  
Millennium Strategic Planning**

**EXAMPLES OF SIX STRATEGIC THEME AREA STRENGTHS**

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**Health**

Stempel School of Public Health. The creation of the Stempel School in 2003 underscores FIU's commitment to focus our research and teaching on Health, recognizing that attention to health issues is emerging as a driving force at all levels of society. The new school is one of only two schools of public health in Florida, the other being at the University of South Florida in Tampa. Although FIU's public health programs are accredited, the Council on Education for Public Health requires that schools of public health be accredited; FIU is currently involved in this process. The mission of the Stempel School of Public Health is to educate, train and serve the interests of Public Health by promoting health maintenance and disease prevention; conducting research and disseminating useful information; serving the health needs of minorities, the underserved, and the people of Florida; and emphasizing the school's geographical relationship to the Caribbean and Latin America.

School of Nursing. FIU has developed innovative teaching programs to meet the State's needs for more nurses and healthcare workers. All programs emphasize training of minorities and disadvantaged populations.

- Foreign physician to BSN program—This is an accelerated "first in the nation" program for foreign-educated physicians who are either unemployed or underemployed and desire to become registered nurses.
- Nurse anesthesia program—This graduate program is only starting its fourth year of operation and graduated the first cohort in December 2003.
- PhD in Nursing to prepare nursing faculty to replace growing numbers of retiring faculty—critical if we are to increase the supply of qualified nursing graduates.
- PhD in Public Health with a focus on Health Promotion and Community Nutrition

School of Medicine. FIU has proposed the creation of a School of Medicine that will play a key role in expanding public access in South Florida to medical education and in diversifying the pool of trained physicians to offer culturally sensitive care to Florida's diverse population. FIU has established tentative affiliation plans with four leading community hospitals in South Florida and has already received a substantial commitment for private financial support. Approval is pending from the Board of Governors.

School of Social Work. The School of Social Work at Florida International University is a member of The St. Louis Group—a selected group of Research I Schools/Colleges of Social Work in the United States comprised of only those Schools of Social Work whose externally funded research and contracts exceed \$3M per year. The School's major

concerns focus upon children and families at risk, teen intervention, and social welfare policy and services, all areas of great public interest in Florida. The Schools graduates can be found in major social service agencies throughout Florida. The public and private schools throughout South Florida are a major employer of FIU social work graduates.

Health-Related Research. Examples where FIU faculty are actively engaged in funded research:

- The REACH 2010 coalition funded by the Centers for Disease Control and Prevention for \$2.3 million has as its goal to reduce HIV in Broward's minority communities. It implements a community-level action plan to halt the alarming spread of HIV infection among Broward's African-American, Afro-Caribbean, and Hispanic adults, 18 to 39 years of age.
- FIU is actively researching Health disparities across ethnic and racial groups, and vulnerable populations including children, women, and the elderly
- Community-Based Intervention Research Group (C-BIRG) is a comprehensive, multidisciplinary research group devoted to the design, implementation, and evaluation of community-based interventions for problems facing multicultural urban populations. Since 1998, C-BIRG, a multidisciplinary effort, has attracted more than \$8.35M in extramural, including an NIAAA-funded, 2.4 million dollar, 5-year project entitled "Alcohol Treatment Targeting Adolescents in Need" (ATTAIN).

## **Environment**

South Florida's fragile eco-system is under assault every day—if not from the rapidly expanding population then from the periodic natural disasters (hurricanes, floods, fires) that occur with ever greater predictability. FIU has nationally pre-eminent faculty working on various environmental issues of great importance to the State of Florida, among them:

- The International Hurricane Research Center—focuses on the mitigation of hurricane damage to people, the economy, and the built and natural environments. The IHRC includes the Laboratory for Coastal Research, the Laboratory for Social and Behavioral Research, the Laboratory for Insurance, Financial and Economic Research, and the Laboratory for Structural Mitigation.
- The Southeast Environmental Research Center coordinates an enormous body of research on the Everglades with special attention to monitoring the effectiveness of the massive Everglades Restoration Project.
- The Florida Coastal Everglades Long Term Ecological Research project (FCE-LTER) is an NSF funded center for research in coastal areas related to the Everglades and other shallow marine environment. These LTER programs are considered the most significant and prestigious awards given nationally in the environmental sciences and represent a substantial and continuing commitment by NSF to support the research at FIU.

- Tropical Botany and Tropical Biology are natural areas for research using the unique climate and collaboration with Fairchild Tropical Garden to study not only basic science, but plants with economic value as sources of medicines, food, landscaping, and other applications.
- The Center for the Study of Matter at Extreme Conditions (CeSMEC) was started in the summer of 2000, CeSMEC operates state-of-the-art facilities for frontier research in the areas of materials science, high-pressure physics and geophysics, with many cross-disciplinary linkages to programs in metallurgy, ceramics, and chemistry. CeSMEC's scientific goals are to study terrestrial planetary interiors by studying the physical and chemical interactions among solids and fluids at extreme conditions, with the engineering goals of synthesizing new materials with unusual properties, and improving existing materials. In the State of Florida, this is the only high pressure research center where materials can be studied at extreme pressures and temperatures.
- Aquatic Sciences and Biogeochemistry. FIU's location on the edge of the Everglades has also facilitated the development of an internationally recognized program focused on the ecology and chemistry of aquatic and coastal ecosystems. Largely working through the Southeast Environmental Research Center, FIU faculty have attracted millions of dollars in local, state and federal funding to support basic and applied research.

## International

For Florida, geography is destiny. This is even more the case for South Florida, which finds itself as the transportation, communication, and cultural crossroads of the Americas. Miami is now an inter-american global city whose destiny is tied to the well-being of countries and peoples in the Caribbean and Latin America. The opportunities presented by this geography are many, and the institution has developed several unique programs as a consequence.

- FIU's Latin American and Caribbean Center (LACC) is one of only a handful of programs focusing on Latin America and the Caribbean to be designated a U.S. Department of Education Title VI National Resource Center for foreign language and area studies. LACC plays a leading role in education, research and outreach relating to this part of the world. LACC-affiliated faculty conduct research on socio-political, cultural, and economic issues including international banking and trade as well as international professional services, two areas that significantly impact Florida's economy.
- The Center for Transnational and Comparative Studies (TCS) enhances the University's teaching, research, and outreach activities involving both international and area studies and transnational, thematic areas of concentration, such as

migration, crime, environmental, and global economic issues. TCS houses the European Union Center, a joint center with the University of Miami, funded by the European Commission. TCS encompasses regional programs in Asian Studies, European Studies, Middle East Studies, the Jack D. Gordon Institute for Public Policy and Citizenship Studies, and the International Migration Initiative.

- In the Department of Sociology and Anthropology, faculty specialists have achieved an outstanding national and international reputation for their scholarship in the field of Immigration and Ethnicity.
- *U.S. News & World Report's* "Best Colleges of 2005" issue named FIU's undergraduate business specialty in international business as one of the top ten best programs in the nation.

### Florida and Local Development

Florida is growing at a rate of nearly 1,000 new residents a day. Given the state's relative youth, FIU understands its critical role in helping to develop the infrastructure and capability to respond to rapid development. Several programs are key to this response:

- Entrepreneurship is a driving force in the state's economy. FIU has developed a nationally recognized and supported entrepreneurship program that is generously supported by the Kauffman Foundation, the nation's leading source of support for entrepreneurship studies. FIU's program is multidisciplinary—pivoting around business but extending into engineering and the liberal arts. The institution has already attracted nationally recognized faculty to teach new courses and prepare a new generation of 21<sup>st</sup> century entrepreneurs.
- School of Accounting—With a goal of preparing global accounting and tax leaders for the 21<sup>st</sup> century, the FIU School of Accounting is South Florida's most important accounting education resource, known for its expertise in financial reporting, auditing, taxation, management accounting, information systems and fraud examination. The Wall Street Journal of July 29, 2004 reported that according to the American Institute of Certified Public Accountants, FIU has the largest accounting program in the U.S.
- Construction Management at Florida International University was established in 1973 and received accreditation from the American Council for Construction Education in 1983. Today, it is one of 54 nationally accredited undergraduate programs in the United States and one of three such programs in Florida. In addition to offering a Bachelor's and Master's Degree in Construction Management, the Department offers a graduate certificate in Construction Engineering. Our graduate program is the largest in the State of Florida.

- The International Forensic Research Institute offers undergraduate and graduate Forensic Science degree programs, conducts cutting edge research, and provides service to local, regional, national and international communities. FIU's forensic science program continues its tradition of being a pioneer in the field—the oldest bachelor's program in Florida, the first academic forensic science center in this state, the first M.S. in Forensic Science in Florida, one of the first programs undergoing accreditation by the American Academy of Forensic Sciences, and a planned Ph.D. in Forensic Science next year which would be one of the first in the United States. FIU's International Forensic Research Institute was the first academic Forensic Center approved by the State of Florida in 1997 to serve law enforcement efforts in the application of scientific principles to the administration of justice. Over 50 alumni now practice in State and National Labs.
- High Performance Database Research Center—Performs research on database management applications and the Internet dissemination of data. The Center's core funding has included about \$20 million in awards by NASA, NSF, the Department of Interior (National Park Service and United States Geological Survey), and the Department of Defense (ARO and AFRL), as well as \$10 million in-kind from IBM.

### **Arts, Culture and Diversity**

South Florida's multicultural environment gives it an energy and vibrancy that is palpable. This dynamic is particularly evident in the arts—which has many thriving venues throughout the region. FIU has been a beneficiary and investor in the arts scene.

- The Margulies Sculpture Park is a world-class permanent loan to FIU of sculpture collected by an internationally respected collector—Martin Margulies. The Park displays over 70 works in a variety of media distributed throughout the 26.5 acres of the FIU campus. It is recognized nationally as one of the world's most important collections of sculpture and the largest on a university campus. It includes major pieces by Dubuffet, Miro, Nevelson, Noguchi, and Serra.
- The Patricia and Phillip Frost Art Museum was founded in 1977 as a student gallery. Since then the Museum has grown to achieve official recognition as a major cultural institution of the State for its unprecedented collection of Latin American and 20<sup>th</sup> century American art, its innovative exhibitions that draw on or enhance the collection, and its service to South Florida's diverse audiences.
- The Wolfsonian has received national recognition for its commitment to producing programs for K-12 students, exploring topics such as design, propaganda, popular culture, history, and technological progress. Three special education initiatives in particular have drawn the museum national recognition. In 2003, the museum was awarded a \$995,669 grant from the U.S. Department of Education's Arts in Education Model Development and Dissemination Program an innovative project called *Artful Citizenship: A Passport to Learning*.



- Artful Truth–Healthy Propaganda Arts Project is a research-based education program that was developed with funding from the Florida Department of Health's Division of Health Awareness and Tobacco, and cited as one of the Department's most effective and user-friendly tobacco education projects in the State.
- A Page at a Time is a 7-year old, cross-disciplinary partnership designed by The Wolfsonian and Miami-Dade County Public Schools (M-DCPS) for 5<sup>th</sup> and 6<sup>th</sup> grade youth that focuses on social and political themes reflected in objects in the museum's collection.

## Learning Opportunities

- The School of Journalism and Mass Communication has demonstrated academic excellence and been nationally recognized for both our undergraduate public relations program and our graduate integrated communications: advertising and public relations program. Its graduate public relations program in 2002 was listed ninth among the country's 15 "premier" graduate PR programs in *Graduate Study in Public Relations: Profiles of the Country's Best College Programs*.
- School of Architecture has identified digital design and communication as areas of special expertise among its faculty and students. In the past two years, external consultants and the report of the National Architecture Accrediting Board site visit have praised FIU for its cutting edge digital design work. One of the components of this effort has been the Internet Studio Program that uses digital tools to facilitate communication among students in architecture at Universities throughout the world. The Internet Studio Program is an undergraduate one semester architectural studio via Internet and videoconference led by FIU School of Architecture Assistant Professor Alfredo Andia. Through this studio, FIU students participate in design projects with students in architecture at other universities throughout the world. By having students from multiple countries address a common project each semester, the program develops understanding of design from a wide array of perspectives. The projects are global in nature and have varied from the World Trade Center Site, to a community park in Santiago, Chile, to a regional park in Pretoria, South Africa. Fourteen universities world-wide participated in the program last year.
- FIU's new College of Law's first class began study in Fall 2002. Recently the College received provisional approval from the American Bar Association, enabling its graduates to sit for the Bar Exam in all state, including Florida. The first commencement will be held on Sunday, May 22, 2005.

- College of Business—The College of Business has received national and international recognition for its excellent programs and outstanding faculty. *Business Week* (October 21, 2002) ranked the Chapman School among the best in the U.S., placing it in the third tier group along with programs from American, Fordham, George Washington, South Carolina, Syracuse, Rutgers, Tulane, and others. Also in this group were the only other Florida programs appearing in this year's rankings of "Best B-Schools": Florida (Warrington) and the University of Miami.

**BOARD OF GOVERNORS  
STRATEGIC PLANNING/EDUCATIONAL POLICY COMMITTEE**

**Strategic Planning for the State University System  
Y-Axis**

<b>Goals and Objectives</b>	<b>2002-03 (or as indicated)</b>	<b>2008-09</b>	<b>2012-13</b>
<b>I. State University System Goals</b>			
<b>A. Access to and Production of Degrees</b>			
1. Bachelor	39,989	50,305	58,622
2. Master's	12,179	15,316	17,845
3. Doctoral*	1,315	1,428	1,508
4. Professional	1,380	1,864	2,278
<b>TOTAL</b>	<b>54,863</b>	<b>68,927</b>	<b>80,253</b>
5. Access/Diversity: Minority Representation in SUS Graduates as Percentage of Expected Representation	74%	89%	100%
<b>B. Meeting statewide professional and workforce needs (details to support I.A.)</b>			
<b>TOTAL Degrees</b>	<b>54,863</b>	<b>68,927</b>	<b>80,253</b>
<b>TOTAL Degrees in Targeted Programs</b>	<b>22,320</b>	<b>31,986</b>	<b>40,054</b>
<b>Targeted Program Degrees as % of All Degrees</b>	<b>41%</b>	<b>46%</b>	<b>50%</b>
1. Critical Needs: Education	1,281		
2. Critical Needs: Health Professions	3,227		
3. Economic Development: Emerging Technologies	10,480		
a. Mechanical Science and Manufacturing	2,564		
b. Natural Science and Technology	2,538		
c. Medical Science and Health Care	734		
d. Computer Science and Information Technology	4,086		
e. Design and Construction	503		
f. Electronic Media and Simulation	55		
4. Economic Development: High-wage/high-demand jobs	7,332		
5. Educated citizenry/workforce (not specifically targeted)	32,543		
*The number of doctoral degrees needed will be evaluated at the program level in consultation with universities. Florida currently produces 96% of the national average in doctoral degrees per capita, but many of these are not in fields that lead primarily to research or teaching.			

**BOARD OF GOVERNORS  
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**Strategic Planning for the State University System  
Y-Axis**

Goals and Objectives	2002-03 (or as indicated)	2008-09	2012-13
<b>C. Building world-class academic programs and research capacity</b>			
1. Research Expenditures			
a. Total Research Expenditures per full-time faculty	\$ 85,090	\$ 85,090	\$ 85,090
b. Federal Research Expenditures per full-time faculty	\$ 40,491 (2001-02)	\$ 42,039	\$ 43,105
c. Research expenditures - Contracts and Grants (Constant dollars)	\$1,023,438,497 (2001-02)	\$ 1,738,996,414	\$ 2,354,304,598
2. U.S. Patents Issued per 1000 full-time faculty	10.9	10.9	10.9
3. National Research Council rankings (number of ranked programs in top 25% nationally)	2002-2003 survey is pending. Six out of 62 in top 25% in 1992-93	Progress Indicated in Related Measures	36 out of 146 programs ranked in top 25% nationally
4. Centers of Excellence			
a. Biomedical and Marine Biotechnology (FAU)	X (2003-04)		
b. Photonics (UCF)	X (2003-04)		
c. Regenerative Health Biotechnology (UF)	X (2003-04)		
d. New Centers of Excellence...			
5. Doctoral degrees Per 1000 full-time faculty	120 (2001-02)	120	120
6. Other Forms of National Recognition for Institutions' Academic and Research Programs			
a. Faculty Admitted to the National Academies in the last five years	TOTAL= 6 NAS=4 (UF-3, FSU-1) NAE=2 (UF-1, FAU-1) IOM=0	9	13
b. Highly Cited Scholars	TOTAL=29 (FSU-7, FAU-1, FIU-1, UCF-3, UF-14, USF-3)	46	62
c. Nobel Prizes, Pulitzer Prizes and MacArthur Fellowships awarded to faculty in last five years	TOTAL=1 NOB=0 PUL=0 MAC=1 (FIU)	2	2
d. Academic Programs that Will Receive National Recognition			

**BOARD OF GOVERNORS  
STRATEGIC PLANNING/EDUCATIONAL POLICY COMMITTEE**

**Strategic Planning for the State University System  
Y-Axis**

Goals and Objectives	2002-03 (or as indicated)	2008-09	2012-13
<b>II. Constituent University Goals</b>			
<b>A. Access to and Production of Degrees</b>			
1. Bachelor	4,747	6,017	7,069
2. Master's	1,729	2,385	2,891
3. Doctoral*	61	408	633
4. Professional	0	150	289
TOTAL	6,537	8,960	10,882
5. Access/Diversity: Minority Percentage Representation in SUS Graduates	62%	64%	66%
<b>B. Meeting statewide professional and workforce needs (details to support I.A.)</b>			
TOTAL Degrees	6,537	8,960	10,882
TOTAL Degrees in Targeted Programs	2,473	3,551	4,480
Targeted Program Degrees as % of All Degrees	38%	40%	41%
1. Critical Needs: Education	186	325	387
2. Critical Needs: Health Professions	274	421	479
3. Economic Development: Emerging Technologies	896	1,481	2,106
a. Mechanical Science and Manufacturing	203	340	436
b. Natural Science and Technology	247	325	427
c. Medical Science and Health Care	7	333	636
d. Computer Science and Information Technology	380	398	503
e. Design and Construction	59	85	104
f. Electronic Media and Simulation	0	0	0
4. Economic Development: High-wage/high-demand jobs	1,117	1,324	1,508
5. Educated citizenry/workforce (not specifically targeted)	4,064	5,409	6,402
<b>C. Building world-class academic programs and research capacity</b>			
1. Research Expenditures			
a. Total Research Expenditures per full-time TT faculty	\$87,535	\$118,133	\$126,243
b. Federal Research Expenditures per full-time TT faculty	\$57,143	\$57,590	\$61,543
c. Research expenditures - Contracts and Grants (Constant dollars)	\$62,500,000	\$120,000,000	\$165,000,000
2. U.S. Patents Issued per 1000 full-time TT faculty	0	7	11
3. National Research Council rankings (Number of ranked programs and, of those, number in top 25% nationally)	14 Ranked Programs, none in top 25	17 Ranked Programs, none in top 25	27 Ranked Programs, none in top 25
4. Center(s) of Excellence	0	1	2
5. Doctoral degrees per 1000 full-time faculty	98	169	194
6. Other Forms of National Recognition for Institutions' Academic and Research Programs			
National Academy Memberships among faculty	0	0	1
Faculty serving on national editorial or peer review bds	7%	10%	10%
Note: TT= Tenured or Tenure Track			
<b>D. Meeting community needs and fulfilling unique institutional responsibilities - see attached document</b>			

