

**FULL BOARD MEETING**

Zoom Meeting

<http://webcast.fiu.edu/>

Monday, April 20, 2026  
10:00 AM

**AGENDA**

- |   |                        |
|---|------------------------|
| 1. Call to Order and Chair's Remarks  | Chair Carlos A. Duarte |
| 2. Public Appearances   | Carlos A. Duarte       |
| 3. Action Items   |                        |
| BT1. Florida International University Annual Accountability Plan, 2026  | Alan Gonzalez          |
| BT2. Updated Continued Exclusion of Trustees other than the Board Chair, Vice Chair and President, Installment of the President as the Senior Management Official and Updated Composition of the Key Management Personnel | Albert R. Taño         |
| BT3. Amended Articles of Incorporation and Bylaws of the Florida International University Children's Alliance For Research and Education, Inc.  | Carlos A. Duarte       |
| 4. New Business   | Carlos A. Duarte       |
| 5. Concluding Remarks and Adjournment   | Carlos A. Duarte       |

## Meeting Book - Full Board Meeting

### 1. Call to Order and Chair's Remarks

Carlos A. Duart

### 2. Public Appearances

Carlos A. Duart

### 3. Action Items

#### BT1. Florida International University Annual Accountability Plan, 2026

Alan Gonzalez

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FIU Annual Accountability Plan, 2026

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#### BT2. Updated Continued Exclusion of Trustees other than the Board Chair, Vice Chair and President, Installment of the President as the Senior Management Official and Updated Composition of the Key Management Personnel

Albert R. Taño

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#### BT3. Amended Articles of Incorporation and Bylaws of the Florida International University Children's Alliance For Research and Education, Inc.

Carlos A. Duart

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Amended Bylaws I FIU CARE

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Amended Articles of Incorporation I FIU CARE

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### 4. New Business

#### BT4. Honorary Degree Nomination

Albert R. Taño

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Bio I Willy Chirino

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### 5. Concluding Remarks and Adjournment

Carlos A. Duart



April 20, 2026

**Subject: Florida International University Annual Accountability Plan, 2026**

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**Proposed Action:**

Florida International University Board of Trustees approval of (1) Florida International University's Annual Accountability Plan as provided in the Board materials and (2) delegation of authority to the University President to perform finish editing as needed and to amend consistent with comments received from the Florida Board of Governors (BOG).

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**Background Information:**

BOG Regulation 2.002(2)(3), University Accountability Plans, provides, in relevant part, that each university's accountability plan shall reflect the institution's distinctive mission and focus on core institutional strengths within the context of State University System goals and regional and statewide needs; and each board of trustees shall prepare an accountability plan and submit updates on an annual basis for consideration by the Board of Governors. The accountability plan shall outline the university's top priorities, strategic directions, and specific actions for achieving those priorities, as well as progress towards previously approved institutional and System-wide goals.

This document may require finish editing or necessary updates. Additionally, the BOG may require changes to the annual report. Therefore, a delegation of authority to the University President to make changes as necessary is being requested.

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**Supporting Documentation:** FIU's Annual Accountability Plan, 2026

**Facilitator/Presenter:** Alan Gonzalez, *Chair, Strategic Planning Committee*

# 2026 ACCOUNTABILITY PLAN

## FLORIDA INTERNATIONAL UNIVERSITY

For Board of Trustees Approval April 20, 2026





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## INTRODUCTION

The Accountability Plan is an annual report that is closely aligned with the Board of Governors' 2030 System Strategic Plan. This report enhances the System's commitment to accountability and strategic planning by fostering greater coordination between institutional administrators, University Boards of Trustees and the Board of Governors regarding each institution's direction and priorities as well as performance expectations and outcomes on institutional and System-wide goals.

Once an Accountability Plan is approved by each institution's respective Boards of Trustees, the Board of Governors will review and consider the plan for approval, excluding those sections of the Plan that require additional regulatory or procedural approval pursuant to law or Board regulations.

Beginning with the 2023 Accountability Plans, all universities must comply with Recommendation II of the Board's Civil Discourse Final Report adopted by the Board in January 2022. Recommendation II recommends that "each university's Accountability Plan ... include a specific endorsement of the Board's Statement of Free Expression, as well as a clear expectation for open-minded and tolerant civil discourse throughout the campus community." This statement may appear in any of these narrative portions: Mission, Statement of Strategy; or Strengths, Opportunities, and Challenges.



## STRATEGY

### Mission Statement

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.

### Statement of Strategy

Florida International University (FIU) is a Carnegie R1, preeminent state public research university committed to making an impact locally, in the State of Florida, and around the country and the world. With over 55,000 students, FIU has leveraged its scale and is proud to have more than 350,000 alumni leading across industries and sectors, most of which have chosen to build their families and careers in Florida. FIU's strategy is grounded in the *Experience Impact 2030* Strategic Plan, which focuses our university's priorities around three pillars: the FIU Experience; Research Excellence; and Strategic Alliances.

We aim for our students, alumni and community to have an exceptional experience – from academic excellence, student success, extracurricular offerings, facilities, campus life and activities – we expect only the best for our students. We aim to continue to grow our research portfolio and invest in the three Strategic Focus Areas of environment and environmental resilience, health, and innovation and technology. Additionally, as an engine of economic growth and social mobility, we seek to build clinical, industry, academic, and government partnerships that will continue our incredible trajectory of growth and impact.

We continue to support the mission of the State University System of Florida, especially in ensuring student success, research excellence, and the economic and social mobility of our citizens. We are proud to have achieved \$326 million in research expenditures in 2024 and contribute to the System's over \$2.2 billion total. Our external rankings also continue to highlight the incredible accomplishments of our students, faculty, and staff.

FIU continued its rise in national and international rankings in 2025-26. FIU is recognized, for the second year in a row as #1 for Economic and Social Mobility, and a Top 50 public university by *U.S. News and World Report*, *The Wall Street Journal*, *Washington Monthly*, *QS World Rankings*, and *Times Higher Education*. *U.S. News* ranks FIU a Top 100 Overall National University. Additionally, FIU was, for the second year in a row, ranked as the #1 university in Florida by *The Wall Street Journal* and *Washington Monthly*. Many individual programs are ranked as leaders in their respective fields, including *U.S. News's* ranking International Business at No. 2.

FIU endorses the Florida Board of Governors' Statement of Free Expression to support and encourage full and open discourse and the robust exchange of ideas and perspectives on our campuses. In addition to supporting this legal right, we view this as an integral part of our ability to deliver a high-quality academic experience for our students, engage in meaningful and productive research, and provide valuable public service.

FIU's focus on evidence-based learning outcomes and cutting-edge research has propelled our national rankings, increased the economic mobility of our students and our community, and led to our designation as a Preeminent Research University in the State University System of Florida. Building on these successes, FIU's *Experience Impact 2030* Strategic Plan provides a strong vision for our next 50 years and is aligned with the goals of the *SUS 30 Extraordinary Impact* strategic plan.



## STRATEGY (cont.)

### ONE SUS: Areas of Expertise Progress

#### **Area 1. Risk and Resilience Mitigation: Natural and Built Environment**

FIU advanced this area of expertise through structural reorganization, significant federal investment, and expanded research infrastructure. A dedicated Vice Provost for Environmental Resilience now leads cross-university coordination, and a university-wide resilience framework is being finalized. Progress against key metrics is documented below.

- Dr. Michael Heithaus was appointed Vice Provost for Environmental Resilience and the Biscayne Bay Campus.
- FIU expanded this area to include national security and defense risk and resilience mitigation under Dr. Brian Fonseca, in the newly created role of Vice Provost for Defense and National Security. In March 2026, FIU secured \$11.5 million in federal investment to establish two new research laboratories at the Biscayne Bay Campus — the Marine Robotics and Autonomous Systems Lab and the Coastal Conservation and Restoration Laboratory.
- Multiple FIU faculty in resilience and environmental science were inducted into the Academy of Science, Engineering and Medicine of Florida (ASEMFL) in 2025, including Institute of Environment Director Todd A. Crowl.

#### **Area 2. Health: Precision Imaging and Personalized Health**

FIU made consequential advances in health infrastructure, clinical partnerships, and center development in 2025–26. A \$250 million Academic Medical Center is under development, a new cardiovascular research center launched with \$11.7 million in philanthropic investment, and the university's clinical training enterprise with Baptist Health South Florida is fully operational. Progress against key metrics is documented below.

- The more than \$250 million, 163,000-square-foot, Academic Medical Center breaks ground May 27, 2026, with a 2028 opening.
- The new cardiovascular research center launched in January 2026 with an \$11.7 million investment from the Florida Heart Research Foundation.
- The FIU–Baptist Health Academic Medical Center Enterprise is operational. Residency programs in internal medicine, neurology, and diagnostic radiology launched. FIU expanded alliances with Nicklaus Children's Hospital.
- FIU licensed First Ascent Medical to commercialize research in precision medicine and the company now offers per its website: "rapid, personalized treatment insights for any cancer category in an average of 10 days."

#### **Area 3: Economic Freedom**

The Adam Smith Center for Economic Freedom launched two new degree programs, sustaining a growing global convening portfolio, and initiating targeted faculty recruitment. The Center's evolution from research center to degree-granting unit reflects direct alignment with BOG priorities and the legislature's mandate to advance scholarship on free markets and individual prosperity. Progress against key metrics is documented below.

- The Adam Smith Center launched both a Bachelor of Science and a Master of Science in Business and Government Leadership, advancing the metric for growing enrollment in economics, international business, and policy programs.
- The Center's public engagement portfolio includes the annual *Capitaf* colloquium, the Senior Leadership Fellows program, and an international essay competition marking the 250th anniversary of The Wealth of Nations. The Civic Circle Fellowship — a student-led initiative connecting academic inquiry to civic and professional practice — launches in 2026.
- Targeted searches for nationally and globally recognized faculty in economics, political economy, and free-market thought are underway, supported by an active postdoctoral fellowship program.



## STRATEGY (cont.)

### Graduation Rate Improvement Plan Update

FIU had a First Time in College 4-year graduation rate of 67.3 percent for 2024-25 and an overall first-to-second-year retention rate of 91.7 percent. The University closely monitors retention and graduation outcomes to implement targeted outreach and interventions that support retention and degree completion. FIU also continues to strengthen teaching and learning through several key initiatives. These efforts support faculty in a continuous improvement cycle that uses classroom-level data to refine instructional design and learning environments in ways that improve the student learning experience, course success, and persistence to degree.

The Gateway Project supports 25 courses with more than 40,000 enrolled students annually. Since its inception in AY 2013-2014, the average passing rate has increased from 65 percent to 82 percent, up from 78 percent in AY 2022-2023, resulting in more than 57,800 seats saved. FIU expanded this project to any faculty member interested and as a result, AY 2024-2025 saw a 46 percent increase in the number of courses included (1,587 sections across 266 courses), resulting in 26,716 student responses. A total of 712 faculty used these data to develop action plans that informed modifications to instructional design and/or teaching strategies. Results continue to show meaningful gains, particularly in Hybrid courses, in areas such as student preparedness, perceptions of the importance of attendance, receipt of helpful feedback, and comfort asking questions in class. These findings align with faculty-reported improvement strategies.

An extension of the Gateway project is the G2G initiative, which targets courses with a high impact on 4-year graduation rates by engaging faculty in the continuous improvement process. A highlight of the AY 2024-25 work was connecting faculty teaching upper-division biology, microbiology, and genetics to create Mentoring at Scale opportunities within and across their classes.

The Provost's Hybrid Program continues to certify faculty through an intensive, semester-long course design institute, with 906 faculty currently certified. In AY 2024-2025, 592 certified faculty taught 1,435 sections with 79,846 instances of enrollment. Comparison of outcomes across Hybrid, on-campus, and online modalities indicates that student success in Hybrid courses is on par with other modalities, and that students report more positive experiences in Hybrid courses across most measures of engagement and learning.

The Quality Matters and Panther High Quality initiatives continue to ensure that FIU's online courses meet national standards in course organization, content delivery, and student engagement. FIU Online remains a national leader in the quality of online education, holding the number one ranking for Quality Matters certified courses since 2021. FIU has now certified 929 courses through Quality Matters; in addition to the 667 additional courses certified through the Panther High Quality initiative.

These efforts reflect FIU's continued focus on strengthening the student experience, improving progression and degree completion, and aligning academic quality and student success strategies with broader institutional priorities.



## STRATEGY (cont.)

### Key Achievements for Last Year (Student, Faculty, Program, Institutional)

#### Rankings, Recognition & Preeminence

- FIU was designated a Preeminent Research University, the youngest in Florida to achieve this distinction.
- FIU ranked #1 in the State University System (BOG metrics) and #6 among U.S. public universities. (Washington Monthly)
- FIU's undergraduate International Business program ranked #2 in the U.S. (sixth consecutive year); the master's program rose to #5 nationally. (U.S. News & World Report)
- FIU Real Estate ranked #1 globally for research productivity, with five faculty among the top 27 worldwide.
- The Chaplin School ranked #3 among U.S. publics and #23 globally, and #1 in Florida; Architecture ranked #22 among U.S. publics. (QS)
- FIU was named a Great College to Work For (Honor Roll in all 10 categories) and gained national attention for AI research diagnosing concussions via voice analysis; Caplin News was also named Best Student News Organization in the Green Eyeshade Awards.

#### Student Success & Academic Outcomes

- FIU Herbert Wertheim College of Medicine achieved a 100% residency placement rate for the Class of 2026—the fourth consecutive perfect Match Day—with a record number staying in Florida.
- FIU's Physical Therapy program achieved a 98% first-time NPTE pass rate, and Undergraduate Nursing achieved a 94% first-time NCLEX pass rate.
- FIU Law graduates achieved an 89.3% first-time Florida Bar pass rate on the July 2025 exam — among the highest in the past decade.
- Stempel College reached an 85.7% four-year graduation rate, ranked #15 among public schools of public health in NIH funding, and saw NIH Contact PI funding grow from \$15.2M to \$19.0M.

#### Academic Programs & Student Opportunities

- FIU Medicine launched a joint residency with Baptist Health, sponsoring eight accredited programs and matching 44+ inaugural residents.
- The College of Engineering & Computing launched a new Bachelor of Science in Data Science and Artificial Intelligence.
- FIU Law launched a Graduate Certificate in National Security and Military Law.
- The Green School launched a Washington, D.C. Semester program and opened its new West Wing honoring Ambassador Steven J. Green.

#### Research Growth & Major Funding

- FIU secured a five-year, \$3M NSF Research Traineeship (Q-STAR) in quantum science and emerging technologies.
- FIU's Center for Translational Science received an \$11.4M award to develop treatments for congenital heart and pulmonary vascular disease in children.
- FIU's Applied Research Center secured a \$20M DOE agreement supporting nuclear cleanup research and STEM workforce development.
- The Nicole Wertheim College of Nursing and Health Sciences received DoD funding for autism drowning prevention research.
- Florida's Congressional delegation secured \$9.3M in direct federal earmarks, and millions more at federal agencies, to support FIU's research leadership in engineering, environmental science, and coastal resilience.
- The College of Arts, Sciences, and Education achieved a new institutional high of \$80.6M in research expenditures and launched the AI Collaborative Hub.



## STRATEGY (cont.)

### Enrollment Strategy

Florida International University (FIU) is committed to transforming lives through high-quality education, groundbreaking research, and meaningful strategic alliances that further our local, national, and global impact. FIU's enrollment management strategy is designed to support this mission and to advance the goals of the FIU Experience Impact 2030 Strategic Plan.

FIU's enrollment strategy supports the university's continued advancement as a leading public research institution with broad reach, strong student demand, and a commitment to student success. It is centered on sustaining a high-quality student experience, strengthening student progression and success, and aligning academic opportunities with workforce needs and the university's strategic focus areas: Environment and Resilience, Health and Technology and Innovation.

To that end, FIU is committed to maintaining overall undergraduate and graduate enrollment. At the undergraduate level, FIU will continue to serve Florida's first-time-in-college population with access to a high-quality education within an environment designed to support retention, timely degree completion, and post-graduation success. FIU will also continue to work closely with its state college partners to strengthen transfer pathways, reduce barriers to transition, and support degree attainment.

This work is guided by the university's broader commitment to a more seamless and integrated student experience. FIU will continue to align recruitment, enrollment, academic support, and student success strategies in ways that help students navigate clear pathways, connect with the appropriate opportunities and supports at the right time, and realize the full value of their FIU degree. In doing so, the university strengthens both student outcomes and institutional effectiveness.

At the graduate level, FIU is committed to maintaining enrollment in master's and doctoral programs that reflect institutional priorities and respond to the evolving needs of Florida's economy and the nation's workforce. Master's degree programs play an important role in developing talent in high-demand fields, while doctoral education remains essential to FIU's research mission, knowledge generation, and national competitiveness. Together, these efforts support the university's continued advancement in innovation, research excellence, and public impact.

To support this strategy, FIU is undertaking coordinated strategic enrollment planning efforts across the institution, aligning academic and administrative leadership around shared priorities related to recruitment, retention, student success, and program alignment to ensure an intentional approach to enrollment management.



## PERFORMANCE-BASED FUNDING METRICS

### 1. Percent of Bachelor’s Graduates Enrolled or Employed (\$40,000+)

	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
ACTUAL	68.0	72.8	77.2	76.4	77.3	.	.	.	.	.
APPROVED GOALS	.	.	74.0	75.5	77.0	78.5	80.0	80.0	80.0	.
PROPOSED GOALS	.	.	.	.	.	78.5	80.0	80.0	80.0	80.0

### 2. Median Wages of Bachelor’s Graduates Employed Full-time

	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
ACTUAL	40,800	44,900	49,600	50,400	52,200	.	.	.	.	.
APPROVED GOALS	41,000	41,000	45,000	47,000	51,000	52,000	53,000	54,000	55,000	.
PROPOSED GOALS	.	.	.	.	.	52,200	53,000	54,000	55,000	56,000

### 3. Average Cost to the Student [Net Tuition & Fees per 120 Credit Hours for Resident Undergraduates]

	2020-21*	2021-22*	2022-23*	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30
ACTUAL	2,970	-1,630	920	-450	-2,540	.	.	.	.	.
APPROVED GOALS	8,500	8,375	7,000	7,000	7,000	7,000	7,000	7,000	7,000	.
PROPOSED GOALS	.	.	.	.	.	7,000	7,000	7,000	7,000	7,000

Note: Asterisks indicate years when the Coronavirus Aid, Relief, and Economic Security (CARES) Act Higher Education Emergency Relief Fund (HEERF) provided institutions with gift aid for students.

### 4. FTIC Four-Year Graduation Rate [Full-time, First Time in College students]

	2017-21	2018-22	2019-23	2020-24	2021-25	2022-26	2023-27	2024-28	2025-29	2026-30
ACTUAL	59.4	59.8	64.9	70.0	67.3	.	.	.	.	.
APPROVED GOALS	55.0	60.0	61.0	65.0	66.0	68.0	70.0	72.0	74.0	.
PROPOSED GOALS	.	.	.	.	.	68.0	70.0	72.0	74.0	76.0

### 5. Academic Progress Rate [Second Fall Retention Rate with at Least a 2.0 GPA for Full-time FTIC students]

	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30
ACTUAL	89.2	88.8	90.8	91.5	90.5	.	.	.	.	.
APPROVED GOALS	91.0	92.0	92.0	92.0	92.0	93.0	93.0	94.0	95.0	.
PROPOSED GOALS	.	.	.	.	.	93.0	93.0	94.0	95.0	95.0



## PERFORMANCE-BASED FUNDING METRICS (cont.)

### 6. Percentage of Bachelor’s Degrees Awarded within Programs of Strategic Emphasis

	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30
ACTUAL	34.6	34.4	36.6	37.6	39.8	.	.	.	.	.
APPROVED GOALS	.	.	.	.	39.0	40.0	42.0	44.0	45.0	.
PROPOSED GOALS	.	.	.	.	.	40.0	42.0	44.0	45.0	45.0

Note: Outcomes in the table above reflect the revised Programs of Strategic Emphasis list approved by the Board in November 2023.

### 7. University Access Rate [Percent of Undergraduates with a Pell grant]

	FALL 2020	FALL 2021	FALL 2022	FALL 2023	FALL 2024	FALL 2025	FALL 2026	FALL 2027	FALL 2028	FALL 2029
ACTUAL	50.1	50.3	50.4	50.5	53.2	.	.	.	.	.
APPROVED GOALS	50.0	50.0	50.0	50.0	50.0	50.0	50.0	50.0	50.0	.
PROPOSED GOALS	.	.	.	.	.	50.0	50.0	50.0	50.0	50.0

Note: Beginning 2024-25, changes were implemented to expand federal financial aid eligibility as part of the FAFSA Simplification Act.

### 8a. Percentage of Graduate Degrees Awarded within Programs of Strategic Emphasis

	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30
ACTUAL	39.1	39.4	42.3	42.9	44.6	.	.	.	.	.
APPROVED GOALS	.	.	.	.	42.0	42.0	45.0	48.0	51.0	.
PROPOSED GOALS	.	.	.	.	.	45.0	46.0	48.0	50.0	50.0

Note: Outcomes in the table above reflect the revised Programs of Strategic Emphasis list approved by the Board in November 2023.



## PERFORMANCE-BASED FUNDING METRICS (cont.)

### 9a. BOG Choice: FCS AA Transfer Three-Year Graduation Rate [Full- and part-time students]

	2018-21	2019-22	2020-23	2021-24	2022-25	2023-26	2024-27	2025-28	2026-29	2027-30
ACTUAL	70.7	71.9	70.0	70.6	71.7	.	.	.	.	.
APPROVED GOALS	63.0	72.0	73.0	74.0	75.0	76.0	77.0	78.0	79.0	.
PROPOSED GOALS	.	.	.	.	.	76.0	77.0	78.0	79.0	80.0

Note: House Bill 2524 passed during the 2022 Florida Legislative session changed this metric from a two-year graduation rate to a three-year graduation rate.

### 9b. BOG Choice: FTIC Pell Recipient Six-Year Graduation Rate [Full- and part-time students]

	2015-21	2016-22	2017-23	2018-24	2019-25	2020-26	2021-27	2022-28	2023-29	2024-30
ACTUAL	65.0	68.6	72.2	73.0	73.9	.	.	.	.	.
APPROVED GOALS	65.3	66.8	69.0	70.0	75.0	76.0	77.0	78.0	79.0	.
PROPOSED GOALS	.	.	.	.	.	76.0	77.0	78.0	79.0	80.0

### 10. BOT Choice: Number of Post-Doctoral Appointees

	FALL 2020	FALL 2021	FALL 2022	FALL 2023	FALL 2024	FALL 2025	FALL 2026	FALL 2027	FALL 2028	FALL 2029
ACTUAL	235	278	262	274	274	.	.	.	.	.
APPROVED GOALS	235	276	278	274	274	280	285	290	295	.
PROPOSED GOALS	.	.	.	.	.	280	285	290	295	295



## PREEMINENT RESEARCH UNIVERSITY FUNDING METRICS

### A. (1). Average GPA

	FALL 2021	FALL 2022	FALL 2023	FALL 2024	FALL 2025	FALL 2026	FALL 2027	FALL 2028	FALL 2029	FALL 2030
ACTUAL	4.3	4.3	4.3	4.3	4.3	.	.	.	.	.
APPROVED GOALS	4.1	4.1	4.1	4.1	4.3	4.3	4.3	4.3	4.3	.
PROPOSED GOALS	.	.	.	.	.	4.3	4.3	4.3	4.3	4.3

### A. (2). Average SAT Score

	FALL 2021	FALL 2022	FALL 2023	FALL 2024	FALL 2025	FALL 2026	FALL 2027	FALL 2028	FALL 2029	FALL 2030
ACTUAL	1241	1286	1284	1287	1285	.	.	.	.	.
APPROVED GOALS	1260	1260	1260	1260	1287	1290	1293	1296	1300	.
PROPOSED GOALS	.	.	.	.	.	1290	1293	1296	1300	1300

### B. Public University National Ranking [Top50 rankings based on BOG's official list of publications]

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
ACTUAL	2	3	2	5	4	.	.	.	.	.
APPROVED GOALS	2	2	3	3	3	3	4	4	5	.
PROPOSED GOALS	.	.	.	.	.	4	4	4	5	5

Notes: The number of publications included in the Board's official list of rankings declined from 11 to 10 in 2025. This can explain why proposed goals might be one less than previously approved goals.

### C. Freshman Retention Rate [Full-time FTIC students]

	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30
ACTUAL	91	91	92	93	92	.	.	.	.	.
APPROVED GOALS	92	93	91	92	92	93	94	95	96	.
PROPOSED GOALS	.	.	.	.	.	93	94	95	96	96

### D. Four-year Graduation Rate [Full-time FTIC students]

	2017-21	2018-22	2019-23	2020-24	2021-25	2022-26	2023-27	2024-28	2025-29	2026-30
ACTUAL	59	60	65	70	67	.	.	.	.	.
APPROVED GOALS	55	60	61	65	66	68	70	72	74	.
PROPOSED GOALS	.	.	.	.	.	68	70	72	74	76



## PREEMINENT RESEARCH UNIVERSITY FUNDING METRICS (cont.)

### E. National Academy Memberships

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
ACTUAL	7	8	7	8	9	.	.	.	.	.
APPROVED GOALS	8	8	8	8	8	9	10	12	14	.
PROPOSED GOALS	.	.	.	.	.	9	10	12	14	14

### F. Total Research Expenditures (\$M)

	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30
ACTUAL	246	282	306	326	326	.	.	.	.	.
APPROVED GOALS	248	269	296	340	400	417	427	444	460	.
PROPOSED GOALS	.	.	.	.	.	417	427	444	460	465

### G. Non-Medical Science & Engineering Research Expenditures (\$M)

	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30
ACTUAL	200	233	263	279	284	.	.	.	.	.
APPROVED GOALS	200	204	239	275	300	325	340	350	400	.
PROPOSED GOALS	.	.	.	.	.	325	340	350	400	405

### H. Number of Broad Disciplines Ranked in Top 100 for Research Expenditures

	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
ACTUAL	6 of 8	7 of 8	7 of 8	7 of 8	7 of 8	.	.	.	.	.
APPROVED GOALS	6 of 8	6 of 8	7 of 8	7 of 8	7 of 8	7 of 8	7 of 8	7 of 8	7 of 8	.
PROPOSED GOALS	.	.	.	.	.	7 of 8	7 of 8	7 of 8	7 of 8	7 of 8

### I. Utility Patents Awarded [over three calendar years]

	2019-21	2020-22	2021-23	2022-24	2023-25	2024-26	2025-27	2026-28	2027-29	2028-30
ACTUAL	189	186	177	170	168	.	.	.	.	.
APPROVED GOALS	182	180	180	180	180	180	180	180	180	.
PROPOSED GOALS	.	.	.	.	.	180	180	180	180	180



## PREEMINENT RESEARCH UNIVERSITY FUNDING METRICS (cont.)

### J. Doctoral Degrees Awarded Annually

	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30
ACTUAL	460	513	541	518	542	.	.	.	.	.
APPROVED GOALS	480	506	535	565	538	548	558	571	584	.
PROPOSED GOALS	.	.	.	.	.	548	558	571	584	597

### K. Number of Post-Doctoral Appointees

	FALL 2020	FALL 2021	FALL 2022	FALL 2023	FALL 2024	FALL 2025	FALL 2026	FALL 2027	FALL 2028	FALL 2029
ACTUAL	235	278	262	274	274	.	.	.	.	.
APPROVED GOALS	235	276	278	274	274	277	280	285	290	.
PROPOSED GOALS	.	.	.	.	.	277	280	285	290	290

### L. Endowment Size (\$M)

	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30
ACTUAL	276	284	307	338	380	.	.	.	.	.
APPROVED GOALS	250	275	300	325	355	374	392	404	416	.
PROPOSED GOALS	.	.	.	.	.	397	413	430	446	463

### M. Science & Engineering Research Expenditures (\$M)

	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30
ACTUAL	216	250	281	296	298	.	.	.	.	.
APPROVED GOALS	219	227	257	290	300	315	325	340	380	.
PROPOSED GOALS	.	.	.	.	.	315	325	340	380	385

Note: FIU's FY2023 research expenditures have been revised to align with data resubmitted to the National Science Foundation.



## KEY PERFORMANCE INDICATORS

### 1. Public University National Ranking [Number of Top50 Rankings based on BOG's official list of publications]

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
ACTUAL	2	3	2	5	4	.	.	.	.	.
APPROVED GOALS	2	2	3	3	3	3	4	4	5	.
PROPOSED GOALS	.	.	.	.	.	4	4	4	5	5

Notes: The number of publications included in the Board's official list of rankings declined from 11 to 10 in 2025. This can explain why proposed goals might be one less than previously approved goals.

### 2. Percentage of Newly Admitted FTICs with High School GPA of a 4.0 or Higher

	Fall 2021	Fall 2022	Fall 2023	Fall 2024	Fall 2025	Fall 2026	Fall 2027	Fall 2028	Fall 2029	Fall 2030
ACTUAL	89	85	81	81	79	.	.	.	.	.
APPROVED GOALS	.	.	.	.	.	.	.	.	.	.
PROPOSED GOALS	.	.	.	.	.	80	80	80	80	80

### 3. Pell Recipient Four-Year Graduation Rate [for full-time FTIC]:

	2017-21	2018-22	2019-23	2020-24	2021-25	2022-26	2023-27	2024-28	2025-29	2026-30
ACTUAL	61	61	66	71	70	.	.	.	.	.
APPROVED GOALS	47	61	61	66	67	69	71	73	75	.
PROPOSED GOALS	.	.	.	.	.	69	71	73	75	75

### 4. Annual Students Without Loans Rate

	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30
ACTUAL	76	78	78	80	81	.	.	.	.	.
APPROVED GOALS	.	.	.	.	.	.	.	.	.	.
PROPOSED GOALS	.	.	.	.	.	81	81	81	81	81



## KEY PERFORMANCE INDICATORS (cont.)

### 5. Professional Licensure & Certification Exam First-time Pass Rates

#### NURSING

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
ACTUAL	91	85	93	93	94	.	.	.	.	.
BENCHMARK	86	82	90	92	88	.	.	.	.	.
APPROVED GOALS	93	93	93	93	93	93	95	95	95	.
PROPOSED GOALS	.	.	.	.	.	93	95	95	95	95

#### LAW

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
ACTUAL	87	80	89	89	86	.	.	.	.	.
BENCHMARK	71	65	70	77	80	.	.	.	.	.
APPROVED GOALS	85	85	85	85	85	85	85	85	85	.
PROPOSED GOALS	.	.	.	.	.	85	85	85	85	85

#### PHYSICAL THERAPY

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
ACTUAL	90	82	75	84	98	.	.	.	.	.
BENCHMARK	88	85	85	85	86	.	.	.	.	.
APPROVED GOALS	.	.	.	.	.	.	.	.	.	.
PROPOSED GOALS	.	.	.	.	.	92	92	92	92	92

#### MEDICINE (2YR)

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
ACTUAL	100	100	96	99	94	.	.	.	.	.
BENCHMARK	96	93	92	91	93	.	.	.	.	.
APPROVED GOALS	96	96	96	96	96	96	96	96	96	.
PROPOSED GOALS	.	.	.	.	.	96	96	96	96	96



## KEY PERFORMANCE INDICATORS (cont.)

### MEDICINE (4Y-CK)

	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30
ACTUAL	100	99	98	100	98	.	.	.	.	.
BENCHMARK	99	99	98	98	98	.	.	.	.	.
APPROVED GOALS	96	96	96	96	98	98	98	98	98	.
PROPOSED GOALS	.	.	.	.	.	98	98	98	98	98

### PHYSICIAN'S ASSISTANT

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
ACTUAL	98	89	96	92	90	.	.	.	.	.
BENCHMARK	93	92	92	92	91	.	.	.	.	.
APPROVED GOALS	.	.	.	.	.	.	.	.	.	.
PROPOSED GOALS	.	.	.	.	.	91	91	91	91	91

Note: The Physician Assistant National Certifying Examination (PANCE) reports pass rates on a rolling basis. Historical pass rates included in the Accountability Plan remain fixed. The most recent pass rates above are current as of March 20, 2026.

### Exam Scores Relative to Benchmarks

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
ABOVE / TIED	6	4	5	5	5	6	6	6	6	6
TOTAL	6	6	6	6	6	6	6	6	6	6



## KEY PERFORMANCE INDICATORS (cont.)

### 6. Bachelor's Degrees Awarded [First Majors Only]

	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30
ACTUAL	12,677	12,363	11,472	11,504	10,499	.	.	.	.	.
APPROVED GOALS	12,000	12,700	12,000	12,000	12,000	12,000	12,000	12,000	12,000	.
PROPOSED GOALS	.	.	.	.	.	12,000	12,000	12,000	12,000	12,000

### 7. Graduate Degrees Awarded [First Majors Only]

	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30
ACTUAL	4,168	4,472	4,600	4,319	4,311	.	.	.	.	.
APPROVED GOALS	3,791	4,200	4,200	4,200	4,250	4,250	4,250	4,250	4,350	.
PROPOSED GOALS	.	.	.	.	.	4,250	4,250	4,250	4,350	4,400

### 8. Percent of Bachelor's Degree Completers with Internships

	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30
ACTUAL	18	17	16	18	15	.	.	.	.	.
APPROVED GOALS	.	.	.	.	.	.	.	.	.	.
PROPOSED GOALS	.	.	.	.	.	16	16	17	17	18

### 9. National Academy Members

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
ACTUAL	7	8	7	8	9	.	.	.	.	.
APPROVED GOALS	8	8	8	8	8	9	10	12	14	.
PROPOSED GOALS	.	.	.	.	.	9	10	12	14	14

### 10. Total Research Expenditures (\$M)

	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30
ACTUAL	246	282	306	326	326	.	.	.	.	.
APPROVED GOALS	248	269	296	340	400	417	427	444	460	.
PROPOSED GOALS	.	.	.	.	.	417	427	444	460	465



## KEY PERFORMANCE INDICATORS (cont.)

### 11. Federal Research Expenditures (\$M)

	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30
ACTUAL	105	130	156	165	163	.	.	.	.	.
APPROVED GOALS	.	.	.	.	.	.	.	.	.	.
PROPOSED GOALS	.	.	.	.	.	165	168	175	200	230

### 12. Research Expenditures from Business & Industry (\$M)

	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30
ACTUAL	2	3	3	3	3	.	.	.	.	.
APPROVED GOALS	.	.	.	.	.	.	.	.	.	.
PROPOSED GOALS	.	.	.	.	.	3.4	3.6	4.0	4.7	5.4

### 13. Utility Patents Awarded

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
ACTUAL	62	60	55	55	58	.	.	.	.	.
APPROVED GOALS	60	60	60	60	60	60	60	60	60	.
PROPOSED GOALS	.	.	.	.	.	60	60	60	60	60

### 14. Number of Start-up Companies Created

	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
ACTUAL	6	3	2	2	2	.	.	.	.	.
APPROVED GOALS	5	6	6	7	7	8	8	9	10	.
PROPOSED GOALS	.	.	.	.	.	8	8	9	10	10

### 15. Number of Licenses & Options Executed Annually

	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
ACTUAL	13	15	18	19	20	.	.	.	.	.
APPROVED GOALS	7	12	15	19	20	30	30	32	35	.
PROPOSED GOALS	.	.	.	.	.	30	30	32	35	35



## KEY PERFORMANCE INDICATORS (cont.)

### 16. Cash to Debt

	2021	2022	2023	2024	2025
ACTUAL	468	391	414	470	543

### 17. Days Cash on Hand

	2021	2022	2023	2024	2025
ACTUAL	186	167	174	177	180

### 18. Net Operating Revenues Ratio

	2021	2022	2023	2024	2025
ACTUAL	6.6	0.1	5.4	6.6	5.7

### 19. Age of Plant Ratio

	2021	2022	2023	2024	2025
ACTUAL	15.8	14.8	14.7	14.3	14.9

### 20. Return on Net Assets (RONA) Ratio

	2021	2022	2023	2024	2025
ACTUAL	11.5	3.8	11.9	10.1	6.0

### 21. Shared Initiatives Savings (\$M)

	2020-21	2021-22	2022-23	2023-24	2024-25
ACTUAL	22.4	22.4	28.3	16.0	17.0

### 22a. Percent of Employees in Instruction/Research

	2021	2022	2023	2024	2025
ACTUAL	63	62	63	62	63

### 22b. Percent of Employees in Administration

	2021	2022	2023	2024	2025
ACTUAL	24	24	22	23	23



## KEY PERFORMANCE INDICATORS (cont.)

### 23. Bond Program Ratings

	Moody's	S&P	Fitch
<b>Florida International University Issuer Rating</b>	<b>Aa2/Stable</b>	<b>-</b>	<b>AA-/Positive</b>

Issuer	Type	Moody's	S&P	Fitch
DBF (Division of Bond Finance)	Housing Bonds	Aa3/Stable	A/Stable	A+/Stable
DBF (Division of Bond Finance)	Parking Revenue Bonds	Aa3/Stable	AA-/Stable	A+/Positive



## KEY PERFORMANCE INDICATORS (cont.)

### Institution Specific Goals

To further distinguish the university’s distinctive mission, the university may choose to provide additional metric goals that are based on the university’s own strategic plan.

#### Institution Specific Goal #1 Percent of Student Credit Hours in Online Education

	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30
ACTUAL	85	53	50	48	50	.	.	.	.	.
APPROVED GOALS	77	40	50	40	40	40	40	40	40	.
PROPOSED GOALS	.	.	.	.	.	40	40	40	40	40

#### Institution Specific Goal #2 Percent of Student Credit Hours in Hybrid Education

	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30
ACTUAL	7	11	11	10	10	.	.	.	.	.
APPROVED GOALS	9	16	11	16	16	16	16	16	16	.
PROPOSED GOALS	.	.	.	.	.	16	16	16	16	16

#### Institution Specific Goal #3 Internships

	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30
ACTUAL	6,983	7,319	7,384	7,661	7,424	.	.	.	.	.
APPROVED GOALS	8,700	7,000	8,780	7,400	7,500	7,600	7,700	7,800	7,900	.
PROPOSED GOALS	.	.	.	.	.	7,600	7,700	7,800	7,900	7,900

#### Institution Specific Goal #4 Percent of First Generation Undergraduate Student Enrollment

	Fall 2021	Fall 2022	Fall 2023	Fall 2024	Fall 2025	Fall 2026	Fall 2027	Fall 2028	Fall 2029	Fall 2030
ACTUAL	22%	20%	20%	22%	21%	.	.	.	.	.
APPROVED GOALS	25%	25%	25%	25%	25%	25%	25%	25%	25%	.
PROPOSED GOALS	.	.	.	.	.	25%	25%	25%	25%	25%



## ENROLLMENT PLANNING

### Fall Headcount Enrollment by Student Level [all degree-seeking students, all campuses]

UNDERGRADUATE	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
ACTUAL	39,862	39,213	38,715	39,470	40,821	.	.	.	.	.
APPROVED GOALS	40,991	39,344	39,141	40,053	40,435	40,714	41,178	41,425	41,508	.
PROPOSED GOALS	.	.	.	.	.	40,821	41,135	41,292	41,371	41,411

  

GRADUATE	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
ACTUAL	9,831	9,569	9,238	9,226	9,031	.	.	.	.	.
APPROVED GOALS	9,588	9,963	9,189	9,166	8,901	9,090	9,165	9,165	9,165	.
PROPOSED GOALS	.	.	.	.	.	9,040	9,040	9,040	9,040	9,040

### Fall Headcount Enrollment by Student Type [all degree-seeking students, all campuses]

UNDERGRADUATE	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
FTIC: New	4,067	4,418	5,171	5,240	5,855	5,775	5,775	5,775	5,775	5,775
FTIC: Returning	12,542	12,258	12,514	13,964	14,841	15,468	15,782	15,939	16,018	16,058
Transfer: FCS w/ AA	13,561	12,538	11,190	10,706	10,326	10,000	10,000	10,000	10,000	10,000
Other Undergraduates	8,633	8,947	8,852	8,609	8,944	8,778	8,778	8,778	8,778	8,778
Post-Baccalaureates	1,059	1,052	988	951	855	800	800	800	800	800
<b>Subtotal</b>	<b>39,862</b>	<b>39,213</b>	<b>38,715</b>	<b>39,470</b>	<b>40,821</b>	40,821	41,135	41,292	41,371	41,411

  

GRADUATE	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Master's	6,593	6,382	6,065	6,089	5,982	5,950	5,950	5,950	5,950	5,950
Research Doctoral	1,645	1,674	1,672	1,641	1,610	1,600	1,600	1,600	1,600	1,600
Professional Doctoral	1,593	1,513	1,501	1,496	1,439	1,490	1,490	1,490	1,490	1,490
<b>Subtotal</b>	<b>9,831</b>	<b>9,569</b>	<b>9,238</b>	<b>9,226</b>	<b>9,031</b>	9,040	9,040	9,040	9,040	9,040
<b>TOTAL</b>	<b>49,693</b>	<b>48,782</b>	<b>47,953</b>	<b>48,696</b>	<b>49,852</b>	49,861	50,175	50,332	50,411	50,451

Note: This table reports this number of students enrolled by student type categories. These headcounts only include those seeking a degree – unclassified students (e.g., dual enrolled) are not included. The student type for undergraduates is based on the 'Type of Student at Most Recent Admission'. The First Time in College (FTIC) student was admitted in the same fall term or in the preceding summer term – this includes those who were re-admitted as FTICs.



## ENROLLMENT PLANNING (cont.)

### Non-Resident Undergraduate Enrollment Rate [Fall term]

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
ACTUAL	8	8	9	8	8	.	.	.	.	.
APPROVED GOALS	.	.	.	.	.	.	.	.	.	.
PROPOSED GOALS	.	.	.	.	.	10	10	10	10	10

Note: Reflects the percentage of students enrolled who are considered non-residents pursuant to Board Regulation 7.006.

### Percent of Baccalaureate-Seeking Resident Undergraduates Earning 15+ Credits [Fall term]

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
ACTUAL	11	12	12	13	13	.	.	.	.	.
APPROVED GOALS	14	15	15	16	17	17	17	17	17	.
PROPOSED GOALS	.	.	.	.	.	17	17	17	17	17

### Full-Time Equivalent (FTE) Enrollment by Course Level

	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2031-32
LOWER	13,734	12,890	13,300	13,924	14,572	15,804	16,643	16,860	16,969	17,023	17,051
UPPER	27,308	26,088	25,014	24,044	24,284	24,701	24,070	24,070	24,070	24,070	24,070
GRAD 1	6,853	7,129	6,778	6,513	6,525	6,518	6,483	6,483	6,483	6,483	6,483
GRAD 2	2,362	2,445	2,417	2,391	2,340	2,314	2,345	2,345	2,345	2,345	2,345
<b>TOTAL</b>	<b>50,257</b>	<b>48,552</b>	<b>47,509</b>	<b>46,871</b>	<b>47,721</b>	<b>49,337</b>	<b>49,541</b>	<b>49,758</b>	<b>49,867</b>	<b>49,921</b>	<b>49,949</b>

Note: Full-time Equivalent (FTE) student is a measure of all instructional activity (regardless of fundability) that is based on the number of credit hours for all students during an academic (summer, fall, spring) year. FTE is based on the standard national definition, which divides undergraduate credit hours by 30 and graduate credit hours by 24. Pursuant to section 1013.31, Florida Statutes, Board facilities staff use this data as a key factor in the calculation of facility space needs for university educational plant surveys.



## ENROLLMENT PLANNING (cont.)

### Percent FTE Enrollment by Method of Instruction

	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2031-32
<b>UNDERGRADUATE</b>											
All Distance (100%)	85	53	50	48	50	40	40	40	40	40	40
Primarily Dist. (80-99%)	0	0	0	0	0	0	0	0	0	0	0
Flex	0	0	0	0	0	0	0	0	0	0	0
Hybrid (50-79%)	7	11	11	10	10	16	16	16	16	16	16
Classroom (0-49%)	8	36	39	42	40	44	44	44	44	44	44
<b>GRADUATE</b>											
All Distance (100%)	73	38	37	36	38	30	30	30	30	30	30
Primarily Dist. (80-99%)	0	0	0	0	0	0	0	0	0	0	0
Flex	0	0	0	0	0	0	0	0	0	0	0
Hybrid (50-79%)	12	13	11	10	12	13	13	13	13	13	13
Classroom (0-49%)	14	49	52	53	50	57	57	57	57	57	57

Note: Effective for the Fall 2020 term, Board staff added a new FLEX value to capture the course sections in which there is a mix of modalities within the same course section that allows students the option to switch between the modalities during the term. See definitions sections for a detailed description. Pursuant to section 1013.31, Florida Statutes, Board facilities staff use this data as a key factor in the calculation of facility space needs for university educational plant surveys.



## DEFINITIONS

### Performance Based Funding (PBF)

#### **PBF-1. Percent of Bachelor's Graduates Enrolled or Employed (\$40,000+) One Year After Graduation:**

This metric is based on the percentage of a graduating class of bachelor's degree recipients who are enrolled or employed (earning at least \$40,000) somewhere in the United States. This data includes non-Florida data from all states and districts, including the District of Columbia and Puerto Rico; and military enlistment as reported by the institutions. Students who do not have valid social security numbers and are not found enrolled are excluded. Students not found enrolled following graduation and/or employed are also excluded. Sources: State University Database System (SUDS), Florida Department of Economic Opportunity (DEO) analysis of State Wage Interchange System (SWIS), and National Student Clearinghouse (NSC).

#### **PBF-2. Median Wages of Bachelor's Graduates Employed Full-Time One Year After Graduation:**

This metric is based on annualized Unemployment Insurance (UI) wage data from the fourth fiscal quarter after graduation for bachelor's recipients. This data does not include individuals who are self-employed, employed by the military, those without a valid social security number, or making less than minimum wage. This data now includes non-Florida data from all states and districts, including the District of Columbia and Puerto Rico. Sources: State University Database System (SUDS) and Florida Department of Economic Opportunity (DEO) analysis of State Wage Interchange System (SWIS).

#### **PBF-3. Cost to the Student Net Tuition & Fees for Resident Undergraduates per 120 Credit Hours:**

This metric compares the average sticker price and the average gift aid amount. The sticker price includes: (1) tuition and fees for resident undergraduates; (2) books and supplies (we use a proxy as calculated by the College Board); and (3) the average number of credit hours attempted by students who were admitted as an FTIC student who graduated with a bachelor's degree from a program that requires only 120 credit hours. The gift aid amount includes: (1) financial aid (grants, scholarships, waivers and third-party payments) provided to resident undergraduate students during the most recent academic year; (2) the total number of credit hours for those resident undergraduates. The average gift aid award per credit hour was multiplied by 120 and compared to the sticker price. Sources: State University Database System (SUDS), the Legislature's annual General Appropriations Act, and university required fees as approved by the Florida Board of Governors.

**PBF-4. Four Year FTIC Graduation Rate:** This metric is based on the percentage of first-time-in-college (FTIC) students who started in the fall (or summer continuing to fall) term and were enrolled full-time in their first semester and had graduated from the same institution by the summer term of their fourth year. FTIC includes 'early admit' students who were admitted as a degree-seeking student prior to high school graduation. Students who were enrolled in advanced graduate programs during their 4<sup>th</sup> year were excluded. Source: State University Database System (SUDS).

**PBF-5. Academic Progress Rate [2nd Year Retention with 2.0 GPA or Above]:** This metric is based on the percentage of first-time-in-college (FTIC) students who started in the fall (or summer continuing to fall) term and were enrolled full-time in their first semester and were still enrolled in the same institution during the next fall term with a grade point average (GPA) of at least 2.0 at the end of their first year (fall, spring, summer). Source: State University Database System (SUDS).



## DEFINITIONS (cont.)

**PBF-6: Bachelor's Degrees within Programs of Strategic Emphasis:** This metric is based on the number of baccalaureate degrees awarded within the programs designated by the Board of Governors as 'Programs of Strategic Emphasis.' A student who has multiple majors in the subset of targeted Classification of Instruction Program codes will be counted twice (i.e., double-majors are included). Source: State University Database System (SUDS).

**PBF-7: University Access Rate Percent of Undergraduates with a Pell Grant:** This metric is based the number of undergraduates enrolled during the fall term who received a Pell Grant during the fall term. Students who were not eligible for Pell Grants (e.g., unclassified, non-resident aliens, post-baccalaureate students) were excluded from the denominator for this metric. Source: State University Database System (SUDS).

**PBF-8a: Graduate Degrees within Programs of Strategic Emphasis:** This metric is based on the number of graduate degrees awarded within the programs designated by the Board of Governors as 'Programs of Strategic Emphasis.' A student who has multiple majors in the subset of targeted Classification of Instruction Program codes will be counted twice (i.e., double majors are included). Source: State University Database System (SUDS).

**PBF-8b: Percentage of Newly Admitted FTICs with High School GPA of a 4.0 or Higher:** (*Applies only to New College of Florida*): Percent of all degree-seeking, first-time, first-year (freshman) students who had a high school grade point average of a 4.0 or higher. Source: State University Database System (SUDS).

**PBF-9a: FCS AA Transfer Three-Year Graduation Rate [Full- and part-time students]:** This transfer cohort is defined as undergraduates entering in fall term (or summer continuing to fall) from the Florida College System with an Associate in Arts (AA) degree. The rate is the percentage of the initial cohort that has either graduated from the same institution by the summer term of their third academic year. Both full-time and part-time students are used in the calculation. Students who were flagged as enrolled in advanced graduate programs that would not earn a bachelor's degree are excluded. Source: State University Database System (SUDS).

**PBF-9b: FTIC Pell Recipient Six-Year Graduation Rate [Full- and Part-time students]:** This metric is based on the percentage of first-time-in-college (FTIC) students who started in the fall (or summer continuing to fall) term and were enrolled full-or part-time in their first semester and who received a Pell Grant during their first year (summer to spring) and who graduated from the same institution by the summer term of their sixth year. Students who were flagged as enrolled in advanced graduate programs that would not earn a bachelor's degree were excluded. Source: State University Database System (SUDS).

**PBF-10. FAMU: Number of Bachelor's Degrees Awarded to Transfers with AA Degrees from FCS:** This is a count of first-major baccalaureate degrees awarded to students who entered as FCS AA Transfers. First majors include the most common scenario of one student earning one degree in one Classification of Instructional Programs (CIP) code. A student who earns two baccalaureate degrees under two different degree CIPs is counted twice. Source: State University Database System (SUDS).

**PBF-10. FAU: Total Research Expenditures:** Total expenditures for all research activities, including non-science and engineering activities. Source: As reported by each institution to the National Science Foundation annual survey of Higher Education Research and Development (HERD) based on the NSF rules and definitions.



## DEFINITIONS (cont.)

**PBF-10. FGPU: Number of Bachelor's Degrees Awarded to Hispanic & African Americans:**

Race/Ethnicity data is self-reported by students to the university. This includes students who self-select Hispanic, Non-Hispanic African Americans, and those who select multiple races, including Black/African American. Degree data is based on first-major counts only; second majors are not included. Source: State University Database System (SUDS).

**PBF-10. FIU: Number of Post-Doctoral Appointees:** The number of postdoctoral appointees awarded annually. Source: National Science Foundation/National Institutes of Health Survey of Graduate Students and Post doctorates in Science and Engineering (GSS).

**PBF-10. FPOLY: Percent of Bachelor's Graduates with 2 or more Workforce Experiences:** The percentage of Bachelor's recipients who completed at least two of the following four workforce experiences: external internships, industry-sponsored capstone projects, undergraduate research (from an externally funded research grant), and certifications. Source: Florida Polytechnic University student survey data reported to the Florida Board of Governors.

**PBF-10. FSU: Number of Bachelor's Graduates who passed an Entrepreneurship Class:** The number of Bachelor's recipients who passed one or more graded Entrepreneurship courses before graduating and while not above Excess Hours. Source: Florida State University student data reported to the Florida Board of Governors.

**PBF-10. NCF: Percent of FTIC Graduates Completing 3 or more High Impact Practices:** The percentage of graduating seniors who started as FTIC students and who complete three or more high-impact practices as defined by the National Survey of Student Engagement (NSSE) and the Association of American Colleges & Universities. High-impact practices include: (1) capstone project or thesis, (2) internships, (3) study abroad, (4) writing-intensive courses, (5) living-learning communities, (6) undergraduate research, (7) first-year experience, (8) learning communities, (9) service-learning, and (10) collaborative projects. Multiple activities within the same category only count once (e.g., a student completing three internships has completed one high impact practice). Source: New College of Florida student survey data reported to the Florida Board of Governors.

**PBF-10. UCF: Percent of Bachelor's Degrees Awarded to African American and Hispanic Students:** Percent of degrees is based on the number of baccalaureate degrees awarded to Hispanic and non-Hispanic African American students divided by the total degrees awarded - excluding those awarded to non-resident aliens and unreported. Source: State University Database System (SUDS).

**PBF-10. UF: Endowment Size (M):** Assets invested by an institution to support its educational mission. Source: National Association of College and University Business Officers (NACUBO) and Commonfund Institute's annual report of Market Value of Endowment Assets.

**PBF-10. UNF: Percent of Undergraduate FTE in Online Courses:** Full-time equivalent (FTE) student is a measure of instructional activity that is based on the number of credit hours that students enroll. FTE is based on the Integrated Postsecondary Education Data System (IPEDS) definition, which divides undergraduate credit hours by 30. Online, or distance learning, courses provide at least 80 percent of the direct instruction using some form of technology when the student and instructor are separated by time or space, or both per Section 1009.24(17), Florida Statutes. Source: State University Database System (SUDS).



## DEFINITIONS (cont.)

**PBF-10. USF: 6-Year Graduation Rates (FT/PT):** The first-time-in-college (FTIC) cohort is defined as undergraduates entering in fall term (or summer continuing to fall) with fewer than 12 hours earned since high school graduation. The rate is the percentage of the initial cohort that has either graduated from the same institution by the summer term of their sixth academic year. Both full-time and part-time students are used in the calculation. FTIC includes 'early admits' students who were admitted as degree-seeking students prior to high school graduation. Source: State University Database System (SUDS).

**PBF-10. UWF: Percent of Baccalaureate Graduates Completing 2+ Types of High-Impact Practices:** The percentage of graduating seniors completing two or more high-impact practices as defined by the Association of American Colleges & Universities. High-impact practices include: (1) first-year seminar & experiences, (2) common intellectual experience, (3) writing-intensive courses, (4) collaborative assignments & projects, (5) diversity/global learning, (6) ePortfolios, (7) service learning, community-based learning, (8) internships, (9) capstone courses & projects. Multiple activities within the same category only count once (e.g., a student completing three internships has completed one high-impact practice). Source: University of West Florida student data reported to the Florida Board of Governors.



## DEFINITIONS (cont.)

### Preeminence Research University (PRE)

**PRE-A: Average GPA & Average SAT:** An average weighted grade point average of 4.0 or higher on a 4.0 scale and an average SAT score of 1200 or higher on a 1600-point scale, an average ACT score of 25 or higher on a 36 score scale, or an average CLT score of 83 or higher on a 120 score scale using the latest published national concordance tables developed by the College Board, ACT, Inc., and Classic Learning Initiatives, LLC for fall semester incoming freshmen, as reported annually. FTIC—FCS AA Transfer Students earning an Associate in Arts degree from a Florida College System Institution prior to high school graduation are excluded from this metric.

**PRE-B: National University Rankings:** A top-50 ranking on at least two well-known and highly respected national public university rankings, reflecting national preeminence, using the most recent rankings. Sources: Princeton Review, Fiske Guide, QS World University Ranking, Times Higher Education World University Ranking, Academic Ranking of World University, U.S. News and World Report National University, U.S. News and World Report National Public University, U.S. News and World Report Liberal Arts Colleges, Forbes, Washington Monthly Liberal Arts Colleges, Washington Monthly National University, and the Wall Street Journal/College Pulse.

**PRE-C: Freshmen Retention Rate:** Freshman Retention Rate (full-time, FTIC) cohorts are based on first-year undergraduate students who enter the institution in the fall term (or summer term and continue into the fall term). Percent retained is based on those who are enrolled during the second fall term. Source: State University Database System (SUDS).

**PRE-D: 4-year Graduation Rate:** This metric is based on the percentage of first-time-in-college (FTIC) students who started in the fall (or summer continuing to fall) term and were enrolled full-time in their first semester and had graduated from the same institution by the summer term of their fourth year. FTIC includes 'early admit' students who were admitted as degree-seeking students prior to high school graduation. Students who were enrolled in advanced graduate programs during their 4<sup>th</sup> year were excluded. Source: State University Database System (SUDS).

**PRE-E: National Academy Memberships:** National Academy Memberships held by faculty. Source: Board staff searches the online directories of the National Academies of Sciences, Engineering, and Medicine and provides member counts based on 'affiliation' (including shared affiliation) and excludes deceased members.

**PRE-F: Total Annual Research Expenditures:** Total expenditures (in millions of dollars) for all research activities (including non-science and engineering activities). Source: As reported by each institution to the National Science Foundation annual survey of Higher Education Research and Development (HERD) based on the NSF rules and definitions.



## DEFINITIONS (cont.)

**PRE-G: Science & Engineering Research Expenditures in Non-Health Sciences:** Research expenditures within Science & Engineering in non-medical sciences. Source: As reported by each institution to the National Science Foundation annual survey of Higher Education Research and Development (HERD) based on the NSF rules and definitions.

**PRE-H: National Ranking in Research Expenditures:** The NSF identifies eight broad disciplines within Science & Engineering: Computer Science, Engineering, Environmental Science, Life Science, Mathematical Sciences, Physical Sciences, Psychology, and Social Sciences. The rankings by discipline are determined by BOG staff using the NSF online database.

**PRE-I: Utility Patents Awarded:** Total utility patents awarded for the most recent three calendar year period. Based on legislative staff guidance, Board staff query the USPTO database with a query that only counts utility patents: "University Name".as. and @pd >=YYYYMMDD<=YYYYMMDD AND (B1.AT. OR B2.AT.). System totals may include duplicate counts if the same patent is awarded to staff/faculty at more than one SUS institution. Source: United States Patent and Trademark Office (USPTO).

**PRE-J: Doctoral Degrees Awarded Annually:** Includes doctoral research degrees and professional doctoral degrees awarded in medical and health care disciplines. Also includes veterinary medicine. Source: State University Database System (SUDS).

**PRE-K: Number of Post-Doctoral Appointees:** The number of postdoctoral appointees awarded annually. Source: National Science Foundation/National Institutes of Health Survey of Graduate Students and Postdoctorates in Science and Engineering (GSS).

**PRE-L: Endowment Size (M):** Assets invested by an institution to support its educational mission. Source: National Association of College and University Business Officers (NACUBO) and Commonfund Institute's annual report of Market Value of Endowment Assets.

**PRE-M: Total Annual Science & Engineering Research Expenditures:** Research expenditures within Science & Engineering disciplines. Source: As reported by each institution to the National Science Foundation (NSF) annual survey of Higher Education Research and Development (HERD) based on the NSF rules and definitions.



## DEFINITIONS (cont.)

### Key Performance Indicators (KPI)

**Public University National Ranking:** A top-50 ranking on at least two well-known and highly respected national public university rankings, reflecting national preeminence, using the most recent rankings. Sources: Fiske Guide, QS World University Ranking, Times Higher Education World University Ranking, Academic Ranking of World University, U.S. News and World Report National University, U.S. News and World Report National Public University, U.S. News and World Report Liberal Arts Colleges, Forbes, Washington Monthly Liberal Arts Colleges, Washington Monthly National University, and Wall Street Journal/College Pulse.

**Percentage of Newly Admitted FTICs with High School GPA of a 4.0 or Higher:** Percent of all degree-seeking, first-time, first-year (freshman) students who had a high school grade point average of a 4.0 or higher. Source: State University Database System (SUDS).

**Percent of Bachelor's Degree Completers with Internships:** This metric is based on the percentage bachelor's degree completers annually who complete an internship course. These courses offer students opportunities to acquire or apply knowledge and skills in a supervised setting that simulates the conditions in which the knowledge and skills will be utilized. Source: State University Database System (SUDS).

**Pell Recipient Four-Year Graduation Rate [for full-time FTIC]:** This metric is based on the percentage of first-time-in-college (FTIC) students who started in the fall (or summer continuing to fall) term and were enrolled full-time in their first semester and who received a Pell Grant during their first year and who graduated from the same institution by the summer term of their fourth year. FTIC includes 'early admit' students who were admitted as degree-seeking students prior to high school graduation. Students who were flagged as enrolled in advanced graduate programs that would not earn a bachelor's degree were excluded. Source: State University Database System (SUDS).

**Percent of Students Paying Excess Hours Fees:** This metric is based on the percentage of undergraduate students who are assessed excess hour fees during the academic year. Students are counted once per academic year if they incur the fee, regardless of the number of terms or courses in which the fee is applied. The percentage is calculated by dividing the number of students paying the fee by the total number of degree-seeking undergraduate students enrolled during the academic year. Source: State University Database System (SUDS).

**Annual Students Without Loans Rate:** This metric is based on the percentage of Florida resident undergraduates who did not receive a student loan as part of their financial aid disbursement in an academic year. Source: State University Database System (SUDS).

**Professional Licensure & Certification Exam Pass Rates:** The average pass rates as a percentage of all first-time examinees for Nursing, Law, Medicine, Veterinary, Pharmacy, Dental, Physical Therapy, Initial Teacher Preparation, Physician Assistant, and Occupational Therapy, when applicable. The average pass rate for the nation or state is also provided as a contextual benchmark. The Board's 2030 System Strategic Plan calls for institutions to be in the top decile of scores compared to the average pass rate for the nation or state. The State benchmark for the Florida Bar Exam excludes non-Florida institutions. The national benchmark for the USMLE exams is based on rates for MD degrees from U.S. institutions. Source: BOG staff analysis of exam pass rates provided by institutions or licensure/certification boards.



## DEFINITIONS (cont.)

**Bachelor's and Graduate Degrees Awarded:** This is a count of first-major baccalaureate and graduate degrees awarded. First majors include the most common scenario of one student earning one degree in one Classification of Instructional Programs (CIP) code. In cases where a student earns a baccalaureate degree under two different degree CIPs, a distinction is made between "dual degrees" and "dual majors." Also included in first majors are "dual degrees," which are counted as separate degrees (e.g., counted twice). In these cases, both degree CIPs receive a "degree fraction" of 1.0. The calculation of degree fractions is made according to each institution's criteria. Source: State University Database System (SUDS).

**National Academy Members:** National Academy Memberships held by faculty. Source: Board staff searches the online directories of the National Academies of Sciences, Engineering, and Medicine and provides member counts based on 'affiliation' (including shared affiliation) and excludes deceased members.

**Total Research Expenditures (\$M):** Total expenditures (in millions of dollars) for all research activities (including non-science and engineering activities). Source: As reported by each institution to the National Science Foundation annual survey of Higher Education Research and Development (HERD) based on the NSF rules and definitions.

**Federal Research Expenditures (\$M):** Research expenditures (in millions of dollars) for all research activities (including non-science and engineering activities) funded by federal government sources. Source: As reported by each institution to the National Science Foundation annual survey of Higher Education Research and Development (HERD) based on the NSF rules and definitions.

**Research Expenditures from Business & Industry (\$M):** Research expenditures (in millions of dollars) for all research activities (including non-science and engineering activities) funded by business sources. Source: As reported by each institution to the National Science Foundation annual survey of Higher Education Research and Development (HERD) based on the NSF rules and definitions.

**Utility Patents Awarded:** The number of utility patents in a calendar year, excluding design, plant, or similar patents. System totals may include duplicate counts if the same patent is awarded to staff/faculty at more than one SUS institution. Source: United States Patent and Trademark Office (USPTO).

**Number of Start-up Companies Created:** The number of start-up companies that were dependent upon the licensing of University technology for initiation. Source: Association of University Technology Managers Annual (AUTM) annual Licensing Survey

**Number of Licenses/Options Executed Annually:** Licenses/options executed in the fiscal year for all technologies. Source: As reported by universities on the Association of University Technology Managers Annual (AUTM) annual Licensing Survey.

**Annual Giving (\$):** Refers to new funds committed, including bequests, according to Council for Advancement and Support of Education (CASE) Global Reporting Standards. Source: CASE Voluntary Support of Education (VSE) Survey.



## DEFINITIONS (cont.)

**Cash to Debt:** This metric provides an indication of the financial health of the university by showing the base of cash and investments available to respond to unforeseen impacts on pledged revenues. The ratio is calculated by dividing all cash and investments by the total of bonds, leases, SPITA, and loans/notes.

**Days Cash on Hand:** This metric is a primary indicator of liquidity, measuring how long the university could continue operations if no additional revenues or cash inflows occurred. It is calculated by dividing unrestricted cash and investments by cash operating expenses (excluding non-cash pension expense), then multiplying by 365.

**Net Operating Revenues Ratio:** This metric reflects the university's operating margin in a given year by dividing adjusted operating surplus by adjusted operating revenues.

**Age of Plant Ratio:** This metric measures the average age of the university's capital assets, including buildings, infrastructure, and capital equipment. It is calculated by dividing accumulated depreciation by annual depreciation expense.

**Return on Net Assets (RONA) Ratio:** This metric indicates whether the university is better off financially than it was in the prior year by measuring the percentage increase in total net assets. It is calculated by dividing the change in net assets plus non-cash pension expense by adjusted beginning net assets.

**Shared Initiatives Savings:** This metric tracks cost savings achieved through coordinated university efforts to maximize efficiencies in the purchase of goods and services.

**Percent of Employees in Instruction/Research & Administration:** This metric is based on employee FTE, which represents the portion of full-time effort assigned for the length of the contract. It only includes state-funded employees. Percentages are calculated using all state-funded FTE as the denominator, with activity categories including Instruction/Research and Administration. Other categories not shown include Student Support, Services, and Operational Support.

**Bond Program Ratings:** This metric reflects ratings assigned to a university's bond or debt issuances by nationally recognized credit rating agencies, including S&P Global Ratings, Moody's Investors Service, and Fitch Ratings.

# 2026 ACCOUNTABILITY PLAN

Florida International University

For Board of Trustees Approval April 20, 2026



## Bond Program Ratings:

Moody's	S&P	Fitch	Rating description		Credit Worthiness
Aaa	AAA	AAA	Prime	Investment grade	An obligor has <b>EXTREMELY STRONG</b> capacity to meet its financial commitments.
Aa1	AA+	AA+	High grade		An obligor has <b>VERY STRONG</b> capacity to meet its financial commitments. It differs from the highest-rated obligors only to a small degree.
Aa2	AA	AA			
Aa3	AA-	AA-			
A1	A+	A+	Upper-medium grade		An obligor has <b>STRONG</b> capacity to meet its financial commitments but is somewhat more susceptible to the adverse effects of changes in circumstances and economic conditions than obligors in higher-rated categories.
A2	A	A			
A3	A-	A-			
Baa1	BBB+	BBB+	Lower-medium grade		An obligor has <b>ADEQUATE</b> capacity to meet its financial commitments. However, adverse economic conditions or changing circumstances are more likely to lead to a weakened capacity of the obligor to meet its financial commitments.
Baa2	BBB	BBB			
Baa3	BBB-	BBB-			
Ba1	BB+	BB+	Non-investment grade, speculative	Non-investment grade aka: high-yield bonds aka: junk bonds	An obligor is <b>LESS VULNERABLE</b> in the near term than other lower-rated obligors. However, it faces major ongoing uncertainties and exposure to adverse business, financial, or economic conditions which could lead to the obligor's inadequate capacity to meet its financial commitments.
Ba2	BB	BB			
Ba3	BB-	BB-			
B1	B+	B+	Highly speculative		An obligor is <b>MORE VULNERABLE</b> than the obligors rated 'BB', but the obligor currently has the capacity to meet its financial commitments. Adverse business, financial, or economic conditions will likely impair the obligor's capacity or willingness to meet its financial commitments.
B2	B	B			
B3	B-	B-			
Caa	CCC	CCC	Extremely speculative		An obligor is <b>CURRENTLY VULNERABLE</b> , and is dependent upon favorable business, financial, and economic conditions to meet its financial commitments.
Ca	CC	CC	Default imminent		An obligor is <b>CURRENTLY HIGHLY-VULNERABLE</b> .
	C	C			The obligor is <b>CURRENTLY HIGHLY-VULNERABLE</b> to nonpayment. May be used where a bankruptcy petition has been filed.
C	D	D	In default		An obligor has failed to pay one or more of its financial obligations (rated or unrated) when it became due.



## DEFINITIONS (cont.)

### Enrollment Planning (ENRL)

**Fall Headcount Enrollment by Student Level and Student Type:** This table reports the number of students enrolled by student type categories. These headcounts only include those students who were seeking a degree – unclassified students (e.g., dual enrolled) are not included. The student type for undergraduates is based on the 'Type of Student at Most Recent Admission'. The first-time-in-college (FTIC) student was admitted in the same fall term or in the preceding summer term, including those who were re-admitted as FTICs. Source: State University Database System (SUDS).

**Percent of Resident Baccalaureate-Seeking Resident Undergraduates Earning 15+ Credits:** This table reports the percent of baccalaureate-seeking resident undergraduates who earned fifteen or more credit hours during the fall term as reported on the Term Credit Hours Earned element (#01089). This includes the pass/fail courses in which the student earned a passing grade and excludes audited courses. Source: State University Database System (SUDS).

**Full-Time Equivalent Enrollment by Course Level:** This table reports full-time Equivalent (FTE) enrollment, which is a measure of all instructional activity, regardless of fundability, that is based on the number of credit hours that students enroll. This FTE calculation is based on the Integrated Postsecondary Education Data System (IPEDS) definition, which divides undergraduate credit hours by 30 and graduate credit hours by 24. Pursuant to Section 1013.31, Florida Statutes, Board facilities staff use this data as a key factor in the calculation of facility space needs for institution educational plant surveys. Source: State University Database System (SUDS).

**Percent FTE Enrollment by Method of Instruction:** This table reports the percentages of FTE enrollment that is classified as Distance Learning for all students at all campuses regardless of funding source. Distance Learning is a course in which at least 80 percent of the direct instruction of the course is delivered using some form of technology when the student and instructor are separated by time or space, or both per Section 1009.24(17), Florida Statutes). Effective for the fall 2020 term, Board staff added a new FLEX value to capture the course sections in which there is a mix of modalities within the same course section that allows students the option to switch between the modalities during the term. Course sections with mixed modalities that are predetermined/scheduled by the instructor at the start of the term to accommodate classroom capacity constraints and result in all students in the section having the same percentages of remote work is not a FLEX section and are considered one of the traditional non-FLEX designations. These designations account for planned adjustments to academic calendars (like being remote after thanksgiving or spring break) that are known at the beginning of the term. Unexpected adjustments to the academic calendar are not captured by these designations. FLEX courses start the term as FLEX. No academic calendar adjustment can change a non-FLEX into a FLEX. Source: State University Database System (SUDS).

**Non-Resident Undergraduate Enrollment Rate:** This table reports the percentage of undergraduates enrolled who are considered non-residents pursuant to Board Regulation 7.006. Source: State University Database System (SUDS).



# STATE UNIVERSITY SYSTEM OF FLORIDA





## **Board of Governors**

### **State University System of Florida**

325 West Gaines Street, Suite 1614

Tallahassee, Florida 32399

Phone: (850) 245-0466

*[www.flbog.edu](http://www.flbog.edu)*



April 20, 2026

**Subject: Updated Continued Exclusion of Trustees other than the Board Chair, Vice Chair and President, installment of the President as the Senior Management Official and updated composition of the Key Management Personnel**

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**Proposed Action:**

Florida International University Board of Trustees (BOT) adoption of a Resolution that updates the exclusion of the named members of the FIU BOT and excludes the BOT Corporate Secretary from the requirements for a personnel security clearance, installs the President as the Senior Management Official (SMO) and updates the composition of the Key Management Personnel (KMP).

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**RESOLUTION:**

WHEREAS, Florida International University ("FIU"), a university in the State University System of Florida, has and desires to continue to enter into contractual obligations with agencies of the United States Government, including contractual obligations requiring security clearance; and

WHEREAS, current Department of Defense (DoD) policy requires that the Chair<sup>1</sup> and Vice Chair<sup>2</sup> of the BOT and all FIU principal officers meet the personnel clearance requirements established for the level of the University's security clearance; and

WHEREAS, said DoD policy permits the exclusion from the personnel security clearance requirement of members of the BOT and other officers, provided that this Board adopts a resolution stating that such Board members and officers designated by name shall not require, shall not have, and can be effectively excluded from access to all classified information in the possession of FIU, and that they do not occupy positions that would enable them to adversely affect FIU's policies or practices in the performance of classified contracts for the DoD or other agencies of the National Industrial Security Program; and

WHEREAS, by previous resolutions, the most recent of which is dated February 26, 2026, the BOT excluded all of the BOT members except for the BOT Chair and Vice Chair from the requirements for a personnel security clearance; and

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<sup>1</sup> Mr. Carlos A. Duart currently holds the position of Chair of the Florida International University Board of Trustees.

<sup>2</sup> Mr. Alan Gonzalez currently holds the position of Vice Chair of the Florida International University Board of Trustees.

WHEREAS, the February 26, 2026 Resolution also excluded the FIU President from the requirements for a personnel security clearance because, at that time, the FIU President did not yet meet the personnel clearance requirements to be KMP and the SMO, but the FIU President now meets those required personnel clearance requirements and thus, may serve as a KMP and as the SMO pursuant to the National Industrial Security Program Operating Manual (NISPOM) and as required by the Defense Counterintelligence and Security Agency (DCSA).

NOW THEREFORE, BE IT RESOLVED, that the following BOT members and the Corporate Secretary shall not require, shall not have, and can be effectively excluded from access to all classified information in the possession of FIU, and do not occupy positions that would enable them to adversely affect FIU's policies or practices in the performance of classified contracts for the DoD or other agencies of the National Industrial Security Program. As such, they are excluded from the requirements for a personnel security clearance.

Noël C. Barengo	Trustee
Francesca Casanova	Trustee
Tila Falic-Levi	Trustee
George Heisel	Trustee
Jesus Lebeña	Trustee
Alyssa Mederos <sup>3</sup>	Trustee
Patrick McDowell	Trustee
Alexander M. Peraza	Trustee
Nestor Plana	Trustee
Yaffa Popack	Trustee
Alberto R. Taño	Trustee
Frederick Voccola	Trustee
Milly Bello	Corporate Secretary

BE IT FURTHER RESOLVED, that the KMP shall be comprised of FIU's Facility Security Officer, FIU's Insider Threat Program Senior Official<sup>4</sup>, FIU's Associate Vice President for Research<sup>5</sup>, FIU's Senior Director, National Forensic Science Technology Center<sup>6</sup> and FIU's President<sup>7</sup>, with the President being the SMO, having final authority, as required by the NISPOM.

BE IT FURTHER RESOLVED, that the FIU BOT continues to delegate to the KMP all duties, responsibilities and authorities pertaining to FIU's obligations under the NISPOM.

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<sup>3</sup> Ms. Mederos's term is expected to begin on May 11, 2026

<sup>4</sup> Mr. Gregory Hughley currently holds the positions of FIU's Facility Security Officer and FIU's Insider Threat Program Senior Official.

<sup>5</sup> Mr. Roberto Gutierrez currently holds the position of FIU Associate Vice President for Research.

<sup>6</sup> Mr. Clinton Arhelger currently holds the position of FIU's Senior Director, National Forensic Science Technology Center.

<sup>7</sup> Jeanette Nuñez holds the position of FIU President.

This action is in the form of a resolution to take effect immediately upon adoption.

Adopted this 20th day of April 2026 by the Board of Trustees of Florida International University.

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Carlos A. Duart  
Chair  
FIU Board of Trustees

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Milly Bello  
Corporate Secretary  
FIU Board of Trustees

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**Supporting Documentation:** N/A

**Facilitator/Presenter:** Albert R. Taño, *Chair, Academic Policy and Student Affairs Committee*



April 20, 2026

**Subject: Amended Articles of Incorporation and Bylaws of the Florida International University Children’s Alliance for Research and Education, Inc**

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**Proposed Action:**

Florida International University Board of Trustees approval of the Florida International University Children’s Alliance for Research and Education, Inc. (FIU CARE) amended Articles of Incorporation and Bylaws.

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**Background Information:**

On March 7, 2005, Florida international University (FIU) and Nicklaus Children’s Health System (NCHS) signed a Comprehensive Pediatric Agreement which detailed the framework for a long-term affiliation between NCHS and FIU’s Herbert Wertheim College of Medicine (“HWCOM”) for the furtherance of the tripartite mission of the Parties: clinical, research and education.

NCHS and HWCOM have since finalized Definitive Agreements to the Comprehensive Pediatric Agreement, which more explicitly detailed the intent, actions and obligations of the Parties within the tripartite areas of clinical, research and education.

As part of the overall vision and oversight of activities related to the Comprehensive Pediatric Agreement, HWCOM and NCHS have agreed that the FIU CARE Articles of Incorporation and Bylaws need modifications, including to balance the composition of the Board of Directors such that FIU and NCHS will have equal representation.

These amendments were recently approved by the Board of Directors of FIU CARE.

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**Supporting Documentation:** Summary of Changes | Amended Bylaws

Amended Bylaws

Amended Articles of Incorporation

**Facilitator/Presenter:** Carlos A. Duart, *Chair, Governance Committee and Board of Trustees*

SUMMARY OF CHANGES  
AMENDED FIU-CARE BYLAWS

- ARTICLE IV, Section 2 – Membership
  - Equal Board Composition
    - 4 members from FIU.
    - 4 members from NCHS.
    - Pediatric Academic Leader (Chair) no longer a voting member.
  
- ARTICLE IV, Section 3 – Terms of Office
  - Clarifying language added to describe term of office by appointees from the President of FIU-CARE and the CEO of NCHS.
  
- ARTICLE IV, Section 4 – Resignation
  - Added clarifying language stipulating that automatic resignation occurs upon employment separation and for NCHS Directors, also upon termination or expiration of the Comprehensive Pediatric Agreement.
  
- ARTICLE IV, Section 5 – Vacancy and Removal
  - NCHS recommendations for appointment and removal of NCHS Directors vests with the CEO of NCHS.
  
- ARTICLE VI, Section 4, Committee Quorum
  - Committee quorum modified to require at least one NCHS Director present in addition to a majority participation.
  
- ARTICLE VI, Section 6, Executive Committee
  - Composition of the Executive Committee modified to include two Directors recommended by the CEO of NCHS.
  
- ARTICLE VI, Section 6.2, Finance and Audit Committee
  - Composition of the Finance and Audit Committee modified to include two NCHS Directors.

- ARTICLE VIII, Section 3, Special Meetings
  - Modified language to require notice of a special meeting at least two business days in advance if notice sent by electronic delivery or five business days if sent by U.S. Mail.
  
- ARTICLE VIII, Section 7, Quorum
  - Quorum requirements modified to require at least one NCHS Director present in addition to a majority participation.
  
- ARTICLE XI – AMENDMENTS
  - Any amendments to the Bylaws or action to dissolve or liquidate FIU-CARE will require notice and consultation with NCHS. Any change impacting the rights of NCHS shall require NCHS’ written consent.

**AMENDED BYLAWS**  
of  
THE FLORIDA INTERNATIONAL UNIVERSITY  
CHILDREN’S ALLIANCE FOR RESEARCH AND  
EDUCATION, INC.  
(A Florida Not for Profit Corporation)

**ARTICLE I.  
NAME**

The name of the corporation shall be THE FLORIDA INTERNATIONAL UNIVERSITY CHILDREN’S ALLIANCE FOR RESEARCH AND EDUCATION, INC. For convenience, the corporation shall be referred to as “FIU-CARE”.

**ARTICLE II.  
PURPOSE**

General Purpose. FIU-CARE is organized: (i) as a not-for-profit corporation pursuant to Chapter 617, Florida Statutes; (ii) as a university health services support organization pursuant to Sections 1004.29 and 1004.30, Florida Statutes; (iii) pursuant to Board of Governors Regulations 9.011; and (iv) pursuant to all other applicable state of Florida laws and Florida International University Board of Trustees regulations. FIU-CARE shall possess all of the powers and authority as are now or may hereafter be granted to not-for-profit corporations and university health services support organizations in the State of Florida. FIU-CARE is organized and shall be operated exclusively for charitable, scientific, and educational purposes and not for pecuniary profit, and for the benefit of the Florida International University Board of Trustees, a public body corporate of the State of Florida (the “University” or “FIU”) and its Herbert Wertheim College of Medicine (“HWCOC”). FIU-CARE may seek to engage in collaboration opportunities with other entities or providers in other integrated health care systems or similar entities and activities in furtherance of

the purposes of Sections 1004.29 and 1004.30, Florida Statutes.

### **ARTICLE III. FISCAL YEAR**

The fiscal year of FIU-CARE shall begin on the first day of July and end on the last day of June in each year.

### **ARTICLE IV. BOARD OF DIRECTORS**

**Section 1. Powers and Duties of the Board of Directors.** In accordance with Article IV of the Articles of Incorporation of FIU-CARE, the direction and management of the affairs of FIU-CARE and the control and disposition of its assets shall be vested in its Board of Directors (the “Board”), and by various Officers and committees thereof as powers may be delegated to such Officers and committees by these Bylaws or by Resolution of the Directors. Individuals serving on the Board shall be the sole voting members of FIU-CARE and shall be called “Directors”.

The Board shall have the power to hold and to invest and reinvest any monies it receives and to hold any property, to sell or exchange the same, and to invest and reinvest the proceeds of any sale or other conversion of any such property, for the purpose of earning income, which income less operating expenses of FIU-CARE shall be used to improve and support HWCOM in accordance with FIU-CARE purpose, applicable State of Florida and federal laws, and the policies of the University and its Board of Trustees. In exercising these powers and performing their duties, the Board shall have the powers, duties, and responsibilities vested in Chapter 617, Florida Statutes and those set forth in Florida Board of Governors Regulation 9.011, and all applicable University regulations as may be amended from time to time. No part of the net earnings of the Corporation shall inure to the benefit of any director, or officer of FIU-CARE, or to any other private individual. Without limiting

the foregoing, FIU-CARE shall have the power and authority to:

- a) borrow money by issuing long or short-term notes, bonds, or debentures;
- b) pledge, mortgage, or otherwise encumber its assets within the discretion of the Board and the policies of FIU and its Board of Trustees; and
- c) provide an annual budget, which shall be approved by FIU-CARE Board of Directors, recommended by the President of FIU (the “University President”) and submitted to the Florida International University Board of Trustees for final review and approval. Such proposed budget shall be approved by the Florida International University Board of Trustees no later than sixty (60) days after the first day of the fiscal year to which the proposed budget pertains.

**Section 2. Membership.** The Board shall consist of the following Directors:

- a) a representative appointed by the Chair of the FIU Board of Trustees (who may not be the President of the University);
- b) the University President or his/her designee;
- c) the Senior Vice President for Health Affairs;
- d) ~~up to three~~one (31) Directors who ~~are~~is selected and recommended by the FIU-CARE President and appointed by the University President; and
- ~~e) the Pediatric Academic Leader of the HWC/M/Nicklaus Comprehensive Pediatric Program; and~~
- ~~f)e~~e up to ~~two~~four (24) Directors who are recommended by the CEO of Nicklaus Children’s Health System (NCHS) and appointed by the University President.

The University Board of Trustees shall approve all appointments to the Board, other than the Chair of the Florida International University Board of Trustees’ representative or the University President or University President’s designee.

### **Section 3. Terms of Office.**

a) The Senior Vice President for Health Affairs ~~and the Pediatric Academic Leader~~ shall each serve as a Director for such time as he or she continues to serve *ex-officio* in ~~their~~ the respective positions.

b) Directors appointed to the Board by the University President, the President of FIU-CARES, the CEO of NCHS or the Chair of the FIU Board of Trustees shall serve a term of two (2) years and may be reappointed by the party having made the appointment of such Board member, subject to the terms of Article IV, Section 5 below.

**Section 4. Resignation.** A Director not serving *ex-officio* may resign at any time upon written notice to the President or Secretary/Treasurer of FIU-CARE. Unless otherwise specified in the notice, the resignation shall take effect upon receipt. Resignation from the Board will automatically result in resignation from any Board office and committees. The acceptance of a resignation shall not be necessary to make it effective. Resignation of any Director who is also an employee of FIU, HWCAM or NCHS/NCHS affiliate, shall automatically occur upon the notice of separation of employment. Directors designated by NCHS be deemed to be resigned from the Board effective upon the termination or expiration of the Comprehensive Pediatric Agreement.

**Section 5. Vacancy and Removal.** A vacancy shall exist on the Board upon the death, resignation, or removal of a Director for cause, upon the disability of a Director that renders him or her permanently incapacitated or unable to serve, or when a Director is no longer qualified to serve as a Director. A Director appointed pursuant to Article IV, Section 2 (f) of these Bylaws may only be removed by the CEO of NCHS. Should a vacancy occur among such NCHS-appointed CARE Directors, the CEO of NCHS shall have the authority to recommend their replacement subject to these Bylaws. ~~NOther~~ Non Ex-officio Directors may be removed by the University's President ~~in his/her sole discretion~~ for cause; ~~provided~~

~~however, that the CEO of Nicklaus Children's Health System shall recommend a replacement Director pursuant to Article IV, Section 2(f) if the removed Director was recommended by the CEO of Nicklaus Children's Health System.~~ A Director who is the representative of the Chair of the University's Board of Trustees may be removed only by action of such Chair. The person ~~so~~ chosen and approved to fill the vacant position shall hold office for the duration of the previous Director's term.

## **ARTICLE V. OFFICERS**

**Section 1. Number and Method of Election.** The Officers of FIU-CARE shall consist of an FIU-CARE President (“President”), Vice President, and Secretary/Treasurer. The President shall be the Senior Vice President for Health Affairs of FIU and shall serve as President of FIU-CARE for such time as he or she continues to serve *ex-officio* as Senior Vice President for Health Affairs of FIU. The Vice President and Secretary/Treasurer shall be elected by the Board. Election will require a majority vote of the Board. An elected officer shall serve a term of two (2) years and may be re-elected for up to four (4) consecutive terms.

**Section 2. Duties of Officers.** The duties and powers of the Officers of FIU-CARE shall be as follows:

President. The Senior Vice President for Health Affairs of FIU shall serve as the FIU-CARE President. The FIU-CARE President shall preside at the meetings of the Board and shall be an *ex-officio* member of all committees. He/she shall also, at the annual meeting of FIU-CARE and such other times as he/she deems proper, communicate to FIU-CARE or to the Board such matters and make such suggestions as may in his/her opinion promote the prosperity and welfare and increase the usefulness of FIU-CARE and shall perform such other duties as are necessarily incident to the office of the FIU-CARE President. The FIU-CARE President shall sign all certificates, bonds, deeds, mortgages, leases, and contracts of FIU-CARE as approved by the Board. The FIU-CARE President shall perform all duties as the Board shall designate. The FIU-CARE President may delegate certain duties with the Board’s approval.

Vice President. The Vice President shall be responsible for assisting the FIU-CARE President in any way so designated by the FIU-CARE President and shall serve as temporary FIU-CARE President in FIU-CARE President’s absence.

The Vice President shall perform such other duties as may from time to time be assigned by the FIU-CARE President, the Board, or the Executive Committee.

Secretary/Treasurer. It shall be the duty of the Secretary/Treasurer to carry into execution all orders, votes, and resolutions not otherwise committed; to notify the officers of FIU-CARE of their election and generally to devote his/her best efforts to forwarding the business and advancing the interests of FIU-CARE In case of absence or disability of the Secretary/Treasurer, the Board shall appoint a Secretary/Treasurer *pro tem*.

**Section 3. Compensation of Officers.** No officers shall receive a salary or compensation in exchange for performing their duties as officers of FIU-CARE

## **ARTICLE VI. POWERS OF THE UNIVERSITY'S PRESIDENT**

In addition to the powers set forth in the Articles of Incorporation and these Bylaws, the University President or his/her designee shall have the following powers and duties: (1) monitor and control the use of University resources by FIU-CARE; (2) control the use of the University name by FIU-CARE; (3) monitor compliance of FIU-CARE with state and federal laws and regulations; and (4) recommend to the University an annual budget for FIU-CARE pursuant to these Bylaws.

## **ARTICLE VII. COMMITTEES**

**Section 1. Designation and Appointment of Committees.** Committees of the Board shall either be Standing Committees, as designated by these Bylaws, or Special Committees, as established by the FIU-CARE President. The FIU-CARE President shall appoint the members of all committees and designate their chairpersons, except as otherwise specified by these Bylaws. A majority of the members of Standing Committees or Special Committees must be Directors. All

members of the committees shall have voting rights. The actions of any committee shall be subject to review and approval by the FIU-CARE Board at its next meeting, except when the power to act is specifically granted to a committee by these Bylaws or by action of the Directors. Each committee shall keep approved minutes and submit them to the Directors for review.

**Section 2. Standing Committees.**

There shall be two (2) Standing Committees of the Board: the Finance and Audit Committee and the Executive Committee.

**Section 3. Special Committees.** The FIU-CARE President may, at any time, appoint other committees to deal with specific issues, for which there is no Standing Committee. Special Committees shall be discharged by the FIU-CARE President upon completion of the task for which they are established.

**Section 4. Committee Quorum.** A majority of any committee of FIU-CARE shall constitute a quorum for the transaction of business of a committee meeting, provided at least one (1) NCHS FIU-CARE Director is present.

**Section 5. Committee Vacancies.** The FIU-CARE President shall have the power to fill any applicable vacancy on the committee.

**Section 6. Committees of the Board**

**6.1 Executive Committee.**

A. Membership. The members of the Executive Committee are as follows:

1. Officers of FIU-CARE (President, Vice President and Secretary/Treasurer);
2. Chair of the Finance and Audit Committee;
3. The Director of the Board appointed by the University President;
4. The Director of the Board appointed by the Chair of the University's Board of Trustees;
- 4.5. Two Directors from NCHS appointed by the FIU-CARE President at the recommendation of the CEO of NCHS.

B. *Authority of the Executive Committee.* The Executive Committee of the Board shall have and may exercise all powers and authority of the Board when the Directors are not in session, subject only to such restrictions or limitations as the Directors may from time to time specify, except that the Executive Committee shall have no authority to alter, amend, or repeal the Articles of Incorporation or Bylaws of FIU-CARE, to remove Directors or Officers or to elect Directors, Officers, or committee members or to take any action requiring a super-majority vote of the Board. The Executive Committee shall meet at the call of the FIU-CARE President. A majority of the voting members of the Executive Committee shall constitute a quorum and a majority vote of the voting members of the Committee present, after a quorum has been declared, shall be required to enact business of the Executive Committee. When urgency precludes a formal meeting, matters may be handled by telephone in accordance with provisions of these Bylaws and the requirements of Florida law regarding meetings of the Directors.

All actions of the Executive Committee shall be reported to the Directors at the next ensuing meeting of the Board, or earlier if deemed sufficiently important by the FIU-CARE President or the University President. Such actions shall be reported to the Board within thirty (30) days after such action is taken, or at a meeting of the Board if a meeting is held within that period of time. All actions of the Executive Committee shall be included in the minutes of the Board.

## 6.2 *The Finance and Audit Committee.*

A. *Membership.* The Finance and Audit Committee shall have the following members:

1. the Chief Financial Officer of FIU or his or her designee who shall serve as the Chair of the Finance and Audit Committee;
2. the Secretary-Treasurer of the Board; and

3. up to three (3) additional members appointed by the FIU-CARE President, ~~one~~ two (2) of which must be a Director of the Board selected by the CEO of ~~Nicklaus Children's Health System~~ NCHS, except if the Secretary-Treasurer of the Board is a ~~Nicklaus Children's Health System~~ NCHS selectee, then ~~the two (2)~~ of the three (3) members may be any appointee selected by the FIU-CARE President.

*B. Term.*

Members who are appointed by the FIU-CARE President shall serve for a two (2) year term and may be re-appointed for up to four (4) consecutive terms. The Chief Financial Officer of FIU (or his/her designee) shall serve on the committee for such time as s/he continues to serve *ex-officio* in his/her respective position. Board members may serve on the Finance and Audit Committee so long as they are Board members.

*C. Authority of the Finance and Audit Committee.*

The Finance and Audit Committee shall address and oversee financial matters, and matters related to audit policies and system of internal controls for FIU-CARE. The Finance and Audit Committee shall cause a financial audit of its accounts and records to be conducted by an independent certified public accountant after the close of each fiscal year. The audit report shall be presented to the Finance and Audit Committee, which shall in turn present the audit report, including the scope of the examination, to the FIU-CARE President immediately, and to the Board at its next meeting. Thereafter, the annual audit report shall be submitted by the University President to the University Board of Trustees for review no later than the end of the fourth month following the close of the organization's fiscal year. Audits shall be conducted pursuant to the requirements of the Florida Statutes and in accordance with rules adopted

by the Auditor General of the State of Florida.

The Finance and Audit Committee shall ~~approve~~ review and recommend to the Board the FIU-CARE's annual budget ~~before the beginning of the FIU-CARE's fiscal year~~ and thereafter periodically review actual performance against the budget. ~~The annual budget shall be reviewed and recommended to the Board before the beginning of the FIU-CARE's fiscal year.~~ (as approved by the Board). Each year the annual budget shall be approved by the Board and recommended by the University President to the University Board of Trustees no later than sixty (60) days following the beginning of the FIU-CARE's fiscal year to which the proposed budget pertains.

The Finance and Audit Committee shall prepare and submit to the FIU-CARE President and the University President, no later than the first day of each quarter of the organization's fiscal year, a quarterly expenditure plan that separately delineates planned actions which could cause a commitment of University resources or which represent a significant commitment of the resources of FIU-CARE, including: (A) major fundraising events and campaigns and their purpose; (B) compensation and benefits to University employees and/or employees of FIU-CARE; (C) capital projects, including land acquisition, construction, renovation or repair; and (D) other major commitments of resources of FIU-CARE

Notwithstanding anything contained herein to the contrary, the University shall have the right to audit the books, records, and operations of FIU-CARE, as the University determines appropriate in the exercise of its oversight over FIU-CARE

The Committee shall keep a record of its proceedings and may appoint the Secretary/Treasurer for that purpose.

**Section 7. Composition of Committees.** Individuals other than Directors shall be eligible to serve on committees, subject to the provisions of these Bylaws. However, the Chairperson of any committee shall be a Director.

**ARTICLE VIII.  
MEETINGS OF THE FIU-CARE BOARD OF DIRECTORS**

**Section 1. Annual Meeting of the FIU-CARE.** One of the regular meetings of the FIU-CARE Board of Directors shall be an annual meeting for receiving the annual reports of officers, directors and committees, and the transaction of other business. Notice of the meeting shall be mailed by U.S. Mail or delivered electronically, except as herein or by statute otherwise provided, to the last recorded physical or electronic address of each member at least seven (7) days prior to such meeting. All notices of meetings shall set forth the place, date, time, and purpose of the meeting.

**Section 2. Regular Meetings.** Regular meetings of the Board shall be held no less often than two (2) times per year. Notice of the meeting shall be mailed by U.S. Mail or delivered electronically, except as herein or by statute otherwise provided, to the last recorded physical or electronic address of each member at least seven (7) days prior to the meeting. The purpose of regular meetings shall be for the transaction of such business as may lawfully come before each meeting.

**Section 3. Special Meetings.** The FIU-CARE President, the University President or any two (2) Directors may call special meetings of the Board. Notice of a special meeting shall be mailed by U.S. Mail or delivered electronically, except as herein or by statute otherwise provided, to the last recorded physical or electronic address of each member at least two (2) [business](#) days prior to the special meeting [if by electronic delivery or at least five \(5\) business days if delivered by U.S. Mail](#). No business other than that specified in the notice of meeting shall be transacted at any special meeting of the Board.

**Section 4. Telephone Meetings.** The Board and Committee meetings may be conducted by telephone conference or similar communication technology if the FIU-CARE President or the Chairperson of the Committee determines it is appropriate and if all persons participating in such meetings can hear each other as if the meeting were held in person.

**Section 5. Executive Session.** The Legislature has provided limited exemptions from the Sunshine law for certain meetings because of the confidential material that must be discussed. When the Board decides to avail itself of any such exemption, it will do so by convening an executive session of the Board in accordance with Florida law.

A. Pending Litigation:

Meetings to discuss pending litigation in which the Board is presently a party before a court or administrative agency may be held in executive session outside the Sunshine in accordance with Florida law. Without limiting the foregoing, applicable procedures and conditions include:

1. Counsel for the Board must advise the Board at a public meeting that he or she desires an executive session and must state the basis therefore.
2. Only Board members, the Board's attorney(s) and the University President may attend a closed executive session to discuss pending litigation. Staff members or consultants are not permitted to attend. The Board must give advance public notice, pursuant to its procedures, of the time and date of the executive session, and must identify the names of the persons who will be attending the closed session.

The session must commence with an open meeting at which the FIU-CARE President or his/her designee shall announce the commencement of the meeting, the estimated length of the closed executive session, and the names of the persons attending. At that point, the meeting is closed to all except those

whose names have been announced. The executive session may then commence. At the conclusion of the executive session, the meeting must be reopened to the public and the person chairing the meeting shall announce the termination of the closed executive session.

3. A certified court reporter must record the entire executive session. The reporter must record the times of commencement and termination of the executive session; all discussions and proceedings; the names of all persons present at any time; and the names of all persons speaking. No portion of any executive session may be held off the record. The Board must have the court reporter's notes fully transcribed, and the transcript filed with its records custodian. The transcript is exempt from Florida's public records law and is not to be disclosed until the litigation concludes. Upon the conclusion of the litigation, the transcript becomes part of the public record.

4. The subject matter of the closed session must be confined to settlement negotiations or strategy sessions related to litigation expenditures. The Board may not go beyond these strict parameters. No final action, no vote, and no decisive action may be taken during the closed session. Any final decision to settle a lawsuit, for a certain amount of money, or under certain conditions, is a decision that must be voted upon in a public meeting.

**Section 6. Waiver.** A Member, Officer or Director may not waive any notice required to be given by law or under these Bylaws.

**Section 7. Quorum.** The presence in person, telephonically, or comparable communication technology if the FIU-CARE President has permitted participation by said options, of a majority of the Directors entitled to vote shall be necessary to constitute a quorum for the transaction of business, [provided at least one \(1\) NCHS FIU-CARE Director is present](#).

**Section 8. Voting.** If the manner of deciding any question has not otherwise

been prescribed, it shall be decided by a majority of the votes cast at a meeting at which a quorum is present.

**Section 9. Action by Written Consent.** All actions required or permitted to be taken by the Board must be taken at a meeting of the Board or of any committee

designated by the Board.

**Section 10. Order of Business.** Where not addressed by these Bylaws, the Articles of Incorporation or Florida law, all matters of procedure may be governed by Roberts Rules of Order (latest edition).

The FIU-CARE President without debate shall decide any question as to priority of business.

**Section 11. Agenda and Minutes.** A written agenda of the matters to be considered at a Board or committee meeting shall be delivered to members thereof prior to such meeting.

Written minutes of the proceedings of the Board and committees shall be maintained, and all actions taken at Board and committee meetings shall be properly recorded in the minutes.

## **ARTICLE IX. ADMINISTRATION POLICIES**

**Section 1. Chief Executive Officer.** The Chief Executive Officer (“CEO”) of FIU-CARE shall be appointed by and shall serve at the pleasure of the FIU-CARE President. The CEO shall oversee the affairs of FIU-CARE

**Section 2. Affairs and Operations.** Notwithstanding any other provision of these Bylaws to the contrary, the affairs and operations of FIU-CARE shall be conducted in strict compliance with the policy and regulations of the Florida Board of Governors and the University, as ~~it~~ may hereafter be amended.

**Section 3. Financial Audits and Reports.** All financial records of FIU-CARE shall be available to the appropriate personnel of the University from time to time as determined by the University President.

**Section 4. Distribution of Net Receipts.** The accumulation, expenditure and distribution of all funds of FIU-CARE shall be exclusively for the improvement and support of FIU Herbert Wertheim College of Medicine and shall be made only after

approval by FIU-CARE President or his/her designee.

## **ARTICLE X. COMMITMENT TO COMPLIANCE**

FIU-CARE is a Federal income tax-exempt organization dedicated to providing support to FIU and to the South Florida community. FIU-CARE is committed to meeting the highest ethical standards in all operations. It is committed to compliance with the laws, rules and regulations that govern its operations and committed to establishing a compliance program that will provide FIU-CARE employees with tools to understand and comply with such laws.

## **ARTICLE XI. AMENDMENTS**

The Bylaws of FIU-CARE shall be made, altered or rescinded by a two-thirds vote of the members of the Board at any regular or at any special meeting called for that purpose; provided, however, that no Bylaw may be adopted, amended or rescinded without the prior written approval of the University President. All amendments to the Bylaws of FIU-CARE must be approved by the Board of Trustees of FIU, upon recommendation of the University President prior to their effective date. All amendments to the Bylaws and Articles of Incorporation of FIU-CARE shall comply with and be subject to Florida law and applicable state and University rules, regulations, and policies. Prior to any amendment of the Bylaws of FIU-CARE or action to dissolve or liquidate FIU-CARE, FIU shall consult with NCHS. Further, any changes to the rights of NCHS with respect to its representation of FIU-CARE or commitments made in the FIU-CARE Bylaws shall require NCHS' written consent before such amendment becomes effective and such consent further documented as necessary.

**ARTICLE XII.  
INDEMNIFICATION**

The indemnification of any director, officer, or employee of FIU-CARE shall be governed pursuant to FIU-CARE's Articles of Incorporation and as provided by law.

**ARTICLE XIII.  
DISSOLUTION**

In the event that the FIU-CARE shall dissolve or otherwise terminate its corporate existence, or be decertified as a support organization in accordance with its Articles of Incorporation, and subject to the provisions of Chapter 617, Florida Statutes, FIU-CARE shall distribute all its existing assets as provided in the Articles of Incorporation in compliance with applicable State of Florida and federal law.

Board of Directors Approval

President Approval

FIU Board of Trustees Approval

**AMENDED ARTICLES OF INCORPORATION**

**THE FLORIDA INTERNATIONAL UNIVERSITY  
CHILDREN’S ALLIANCE FOR RESEARCH AND EDUCATION, INC.**

**A Florida Not-For-Profit Corporation**

The undersigned subscribers do hereby associate ourselves together to form a not-for-profit corporation pursuant to the laws of the State of Florida, and for these purposes do hereby adopt the following Articles of Incorporation.

**ARTICLE I. NAME**

The name of this corporation shall be THE FLORIDA INTERNATIONAL UNIVERSITY CHILDREN’S ALLIANCE FOR RESEARCH AND EDUCATION, INC with its principal office address and business address at 11200 SW 8<sup>th</sup> Street, Miami, Florida 33199. For convenience, the corporation shall be referred to as “FIU-CARE”. The name of the incorporator is Juan C. Cendan.

**ARTICLE II. PURPOSES**

FIU-CARE is organized: (i) as a not-for-profit corporation pursuant to Chapter 617, Florida Statutes; (ii) as a university health services support organization pursuant to Sections 1004.29 and 1004.30, Florida Statutes; (iii) pursuant to Board of Governors Regulations (BOG) 9.011; and (iv) pursuant to all other applicable laws and regulations. FIU-CARE shall be operated exclusively for scientific, educational and charitable purposes within the intent and meaning of Section 501(c)(3) of the Internal Revenue Code of the United States. Further, FIU-CARE shall exist exclusively to support the mission of Florida International University Board of Trustees and its

[Herbert Wertheim College of Medicine](#), a public body corporate of the State of Florida (hereinafter referred to as “FIU”).

### **ARTICLE III. POWERS**

FIU-CARE shall have all of the powers now provided or which may hereafter be provided to not-for-profit corporations and university health services support organizations authorized by the laws of the State of Florida, and is empowered to do all acts and things as from time to time may be necessary or expedient in order to accomplish its general purposes, all in accordance with and subject to the Bylaws of FIU-CARE and the limitations of applicable State of Florida and federal laws and regulations including the authority granted to the Board of Trustees of FIU. No part of the net earnings of FIU-CARE shall inure to the benefit of any member, director, or officer of FIU-CARE, or to any other private individual. In exercising these powers and performing its duties, the Board of Directors of FIU-CARE shall have the powers, duties, and responsibilities vested in the directors of Florida not-for-profit corporations, university health services support organizations and those set forth in Florida Board of Governors (BOG) Regulation 9.011, each as may be amended from time to time. In particular, FIU-CARE shall not engage in any activities prohibited by a corporation exempt from Federal income tax under Section 501(c)(3) of the Internal Revenue Code, as revised from time to time. FIU-CARE shall not be empowered to do any act or thing which would cause it to lose its status as a not-for-profit corporation under the laws of the United States or of the State of Florida. No substantial part of FIU-CARE.'s funding or activities shall be for the carrying on of propaganda or otherwise attempting to influence legislation, and FIU-CARE shall not participate in, or intervene in (including the publishing or distributing of statements), any political campaign on behalf of any

candidate for public office, or give, directly or indirectly, any gift to a political committee as defined in Section 106.011, Florida Statutes.

#### **ARTICLE IV. BOARD OF DIRECTORS**

Section 1. All corporate powers of FIU-CARE shall be exercised by, or under the authority of, the Board of Directors in accordance with Florida law, BOG regulation 9.011 and these Articles of Incorporation and the Bylaws of FIU-CARE. Only Directors shall have a vote in meetings of FIU-CARE.

Section 2. The Board of Directors shall be elected or appointed, hold office and direct the activities of FIU-CARE in accordance with the Bylaws. The Directors of the Board shall be specified in the Bylaws.

Section 3. The qualifications, election procedures, terms of service, powers and duties of the Directors and Officers of FIU-CARE shall be specified in the Bylaws.

#### **ARTICLE V. BYLAWS**

The Bylaws of FIU-CARE shall be adopted by the Board of Directors, and may be altered, amended or rescinded by the Board of Directors in the manner provided for in the Bylaws.

#### **ARTICLE VI. AMENDMENTS TO ARTICLES OF INCORPORATION**

The Articles of Incorporation of FIU-CARE shall be made, altered or rescinded by a two-thirds vote of the members of the Board at any regular or at any special meeting called for that purpose; provided, however, that no provision of the Articles

of Incorporation or the Bylaws may be adopted, amended or rescinded without the prior written approval of the President of FIU. All amendments to the Articles of Incorporation and Bylaws of FIU-CARE must be approved by the Board of Trustees of FIU, upon recommendation of the President of FIU, prior to their effective date.

### **ARTICLE VII. EARNINGS**

No part of the net earnings of FIU-CARE, if any, shall inure to the benefit of, or be distributed to, its Directors, Officers, or other private persons, except that FIU-CARE is authorized and empowered, upon approval by the Board of Directors, to pay reasonable compensation to any person or organization for services rendered, to reimburse Officers and other Directors of FIU-CARE for expenses incurred by them in the performance of their duties, and to pay salary supplements and expense allowances to officers and employees of FIU. All such payments shall be governed by provisions of the FIU-CARE Bylaws.

### **ARTICLE VIII. DISSOLUTION**

In the event of dissolution of FIU-CARE or termination of its affairs, or a decertification of FIU-CARE as a university health services support organization, the Directors shall, after paying or making provision for payment of all of the liabilities of FIU-CARE, distribute all of the remaining assets of FIU-CARE to FIU to be used exclusively for the general purposes for which FIU-CARE was organized, subject to the conditions, restrictions, and limitations to which such assets were subject when they were assets of FIU-CARE. No individual shall be entitled to share in the distribution of any of the assets of FIU-CARE upon dissolution or termination.

## **ARTICLE IX. INDEMNIFICATION**

Every Director, Officer and employee of FIU-CARE shall be indemnified by FIU-CARE against and reimbursed for all reasonable expenses and liabilities, including attorneys' fees, reasonably incurred or imposed upon them in connection with any proceeding to which they may be a party, or in which they may become involved, by reason of their being or having been a Director, Officer or employee of FIU-CARE, or any settlement thereof, whether or not they are Directors, Officers or employees at the time such are incurred, except in such cases where the Director, Officer or employee is adjudged guilty of willful malfeasance or misfeasance in the performance of duties; provided that, in the event of a settlement, the indemnification herein shall apply only when the Board of Directors approves such settlement and reimbursement as being in the best interests of FIU-CARE. With prior approval of the Board of Directors, costs, charges and expenses (including attorneys' fees) incurred by a Director, Officer or employee may be paid by FIU-CARE in advance of the final disposition of such action, suit, or proceeding upon receipt of an undertaking by or on behalf of such Director, Officer, or employee to repay all amounts so advanced in the event it shall ultimately be determined that such Director, Officer or employee is not entitled to be indemnified by FIU-CARE as authorized in this Article or under state law, and upon satisfaction of such other conditions as are required by current or future legislation. The decision by FIU-CARE to indemnify a Director, Officer or employee or to make advances to a Director, Officer or employee shall be final and shall not be subject to judicial review. The foregoing right of indemnification shall be in addition to and not exclusive of all other rights to which such Directors, Officers or employees shall be entitled. Notwithstanding the foregoing, the Board of Directors shall have the power to consolidate the representation of individual Directors, Officers and

employees so that FIU-CARE shall not incur unreasonable attorneys' fees and other costs. Prompt written notice, by registered mail, of all claims for which indemnification is or may be sought shall be given to FIU-CARE and no settlement of any such claim shall be entered into without reasonable prior written notice, by registered mail, having been given to FIU-CARE.

**ARTICLE X. REGISTERED OFFICE AND REGISTERED AGENT**

FIU-CARE hereby designates its Registered Office to be located at Florida International University, Office of the General Counsel, University Park, PC 511, Miami, Florida, 33199, or such other place as it may from time to time designate. In accordance with the Bylaws, the President of FIU hereby recommends and FIU-CARE President hereby appoints Carlos B. Castillo, General Counsel, Florida International University, as Registered Agent of FIU-CARE, to accept service process within this State, to serve in such capacity until a successor is selected and duly designated.

**ARTICLE XI. EQUAL OPPORTUNITY/ACCESS**

In its operations and activities, FIU-CARE shall be governed by the principles of equal opportunity and access to all persons regardless of race, color, religion, gender, age, disability, marital status, sexual orientation, veteran's status or national origin, or other basis protected by law.

**ARTICLE XII. POWERS OF THE PRESIDENT AND USE OF  
UNIVERSITY RESOURCES**

The President of FIU shall have the following power to: (1) monitor and control the use of university resources by FIU-CARE; (2) control the use of the university name by FIU-CARE; (3) monitor compliance of FIU-CARE with state and federal laws and regulations; and (4) recommend to the Board of Trustees an annual budget pursuant to and in accordance with the Bylaws.

**ARTICLE XIII. TAX RETURN**

FIU-CARE shall submit to the President of FIU and the Board of Governors of the State of Florida its Internal Revenue Service Application for Recognition of Exemption form (Form 1023) and its Federal Internal Revenue Service Return of Organization Exempt from Income Tax form (Form 990) in accordance with Section 1004.28 of the Florida Statutes, as may be amended from time to time.

IN WITNESS WHEREOF, the undersigned Incorporator of THE FLORIDA INTERNATIONAL UNIVERSITY CHILDREN’S ALLIANCE FOR RESEARCH AND EDUCATION, INC., a Florida not-for-profit corporation, have executed these Articles of Incorporation effective this \_\_\_\_ day of \_\_\_\_\_, ~~2025~~2026.

\_\_\_\_\_  
Juan Carlos Cendan, M.D.  
FLORIDA INTERNATIONAL  
UNIVERSITY CHILDREN’S  
ALLIANCE FOR RESEARCH AND  
EDUCATION, INC.  
Incorporator  
11200 SW 8<sup>th</sup> Street, AHC2 Suite 693  
Miami, Florida 33199

(SEAL)

STATE OF FLORIDA    )  
COUNTY OF DADE    )

The foregoing instrument was acknowledged before me this \_\_\_\_ day of \_\_\_\_\_, ~~2025~~2026, by Juan Carlos Cendan, M.D., the Incorporator of THE FLORIDA INTERNATIONAL UNIVERSITY CHILDREN’S ALLIANCE FOR RESEARCH AND EDUCATION, INC., a Florida not-for-profit corporation. The aforementioned individual is personally known to me and did not take an oath.

\_\_\_\_\_  
Notary Public, State of Florida

**CERTIFICATION**

I, Carlos B. Castillo, Registered Agent of THE FLORIDA INTERNATIONAL UNIVERSITY CHILDREN’S ALLIANCE FOR RESEARCH AND EDUCATION, INC., a Florida not-for-profit corporation, hereby certify that I am familiar with and accept the duties and responsibilities of the Registered Agent of THE FLORIDA INTERNATIONAL UNIVERSITY CHILDREN’S ALLIANCE FOR RESEARCH AND EDUCATION, INC. as stated in its Articles of Incorporation.

IN WITNESS WHEREOF, I have hereunto set my hand and have affixed the seal of THE FLORIDA INTERNATIONAL UNIVERSITY CHILDREN’S ALLIANCE FOR RESEARCH AND EDUCATION, INC., this \_\_\_\_ day of \_\_\_\_\_ ~~2025~~2026.

THE FLORIDA INTERNATIONAL UNIVERSITY  
CHILDREN’S ALLIANCE FOR RESEARCH AND  
EDUCATION, INC. a Florida not-for-profit  
Corporation

By: \_\_\_\_\_

Presidential Approval

Board of Directors Approval

FIU Board of Trustees Approval



April 20, 2026

**Subject: Honorary Degree Nomination**

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**Proposed Action:**

Florida International University Board of Trustees endorsement of Willy Chirino as a recipient of a Doctor of Music, *honoris causa* from Florida International University.

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**Background Information:**

The nomination was recommended by the Faculty Senate on Tuesday, April 14, 2026.

The nominee was approved by the University President and Provost to receive an honorary degree at Commencement.

Florida Board of Governors Regulation 3.004, Honorary Degrees, provides that each university board of trustees shall establish policies and procedures for recommending candidates for honorary degrees.

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**Supporting Documentation:** Bio | Willy Chirino

**Facilitator/Presenter:** Albert R. Taño, *Chair, Academic Policy and Student Affairs Committee*



## Willy Chirino...

...is celebrating 50 years in the music business.  
...is recognized throughout the world as the creator of the *Miami Sound*, a fusion of Cuban music, rock, jazz, Brazilian and Caribbean rhythms.  
...won a GRAMMY® in 2006 for Best Salsa/Merengue Album for *Son del Alma*.  
...was nominated in 2007 for a Latin GRAMMY® for Best Salsa Album for *35º Aniversario-En Vivo*.  
...has released more than 35 albums and is the composer of over 100 songs which have been recorded by over 60 artists.  
...has earned Platinum records for *Oxígeno* (1991) and *Acuarela del Caribe* (1990), and Gold for *Zarabanda* (1985), *South Beach* (1993), *Asere* (1995) and *Afro-disiac* (2000).  
...has produced albums for Rocío Jurado, Raphael, Oscar D'León, Celia Cruz, Magneto y dozens of international artists.  
...was born in Consolación del Sur, a town in western Cuba, in the province of Pinar del Río.  
...in his childhood, listened to the music of Beny Moré, Glenn Miller, Louis Armstrong, Little Richard, Elvis Presley and The Beatles, of whom he considers himself a great connoisseur.  
...left Cuba at the age of 14 through Operation Pedro Pan along with thousands of Cuban children who immigrated to the United States.  
...has never accepted his departure from Cuba as definitive and, to this day, thinks his return is imminent. "My destiny is to be a musician not a politician, but I am committed to telling the sad reality of my people through my music."  
...has been married to internationally renowned singer Lissette for over 40 years. He has six children and five grandchildren.  
...launched his own music label, Latinum Music, in 1997, after being signed by CBS and later Sony Music.  
...has written several songs that are emblematic for the Cuban people, but none more so than *Nuestro Día (Ya Viene Llegando)* which has become a second national anthem for his compatriots inside and out of the captive island.  
...was awarded the United States Legion of Honor in 1976 for his humanitarian work. He was also recognized by UNICEF for his work with the Willy Chirino Foundation in 1996, as well as the Billboard Humanitarian Award.  
...received a star on the Calle Ocho Walk of Fame and was the Grand Marshall of Carnival Calle Ocho in 1993.  
...holds the honor of having two streets named after him, one in Miami and the other in Hialeah, Florida.  
...received a doctorate from St. Thomas University in 2003.  
...launched a worldwide tour in 2009 to promote his album *Pa'lante*. The tour took him to Europe, Central and South America, and most major cities in the United States, culminating in a sold-out concert in Miami.  
...released *Willy Chirino: My Beatles Heart* in 2011, an album dedicated to the music of legendary British band The Beatles but with the Chirino sound.  
...in the summer of 2013, before an audience of 12,000 people, he was part of the Salsa Giants concert alongside Marc Anthony, Oscar D'León, Cheo Feliciano, Luis Enrique, Andy Montañez, José Alberto "El Canario" y Tito Nieves at the Curacao North Sea Jazz Festival. The concert was captured on a CD produced by Sergio George which won a Latin GRAMMY® as Best Salsa Album and was nominated for a GRAMMY® and a Billboard Award®.  
...received the Award for Musical Excellence from the Latin Recording Academy (Latin GRAMMY®) for Lifetime Achievement in 2014.  
...released a Christmas CD called *Navidad en Familia* in 2018 recorded with Lissette and their daughters. In the same year, he presented for the first time a show by the same name that has become an annual event.  
...was invited to speak before the European Parliament in February of 2021 where he exhorted the artists of the world to stand in solidarity with the Cuban people in the face of the repression they suffer.  
...recorded the single *Para Mi Viejo* with Cuban singer Leoní Torres in June of 2021. The song, composed by Chirino, was released for Father's Day with great success.  
...recorded the single *Música*, also composed by him, with another icon of tropical music, Gilberto Santa Rosa. Both songs will be included in his next album titled *Sigo Pa'lante*.  
...began a one-year residency of sold-out shows at Flamingo Theater in Miami on June 2021.  
...after the events of July 11, 2021 in Cuba where the people turned to the streets in search of freedom, recorded his composition *¡Que se vayan ya!* along with Cuban singers, mostly of the urban genre, El Micha, Lenier, El Chacal, Osmani García and Ms. Dayana.  
...in October 2021 he received the John S. McCain Freedom Award in Washington DC granted to the people of Cuba by the International Republican Institute (IRI).  
...won the Emmy® Award in 2022 for two episodes of the *Legends of Exile* series dedicated to his life and career produced by América TeVe.

With so many of his dreams come true, Chirino remains convinced that "An artist should never stop dreaming".

# WILLY CHIRINO

## **EDUCATION**

Doctorate Honoris Causa, St. Thomas University. 2003  
Attended Miami-Dade Community College 1968-1969

## **BIOGRAPHICAL INFORMATION**

Chirino is a musical legend who is celebrating 50 years in the music business. 2025

He is recognized throughout the world as the creator of the Miami Sound, a fusion of Cuban music, rock, jazz, Brazilian and Caribbean rhythms.

He married internationally renowned singer Lissette has six children and five grandchildren. 1980

He left Cuba at the age of 14 through Operation Pedro Pan along with thousands of Cuban children who immigrated to the United States. He has never accepted his departure from Cuba as definitive and, to this day, thinks his return is imminent.

"My destiny is to be a musician not a politician, but I am committed to telling the sad reality of my people through my music." 1961

He was born in Consolación del Sur, a town in western Cuba, in the province of Pinar del Río. 1947

## **PROFESSIONAL ACTIVITIES AND CAREERS HIGHLIGHTS**

He has released more than 35 albums and is the composer of over 100 songs which have been recorded by over 60 artists. 1974-present

The biographical documentary "Chirino" opens the 42nd Miami Film Festival at the Olympia Theater. 2025

Two sold-out concerts celebrating his 50 years in the music business unite dozens of celebrities on the stage of the James L. Knight Center in Miami. 2023

He released the album "Sigo Pa'lante". 2022

After the events of July 11th in Cuba, where the people turned to the streets in search of freedom, recorded his composition "¡Que se vayan ya!" along with Cuban singers, mostly of the "Urban" genre, El Micha, Lenier, El Chacal, Osmani García and Srta. Dayana. 2021

He recorded the single "Música", also composed by him, with another icon of tropical music, Gilberto Santa Rosa. 2021

He recorded the single "Para Mi Viejo" with Cuban singer Leoni Torres. The song, composed by Chirino, was released for Father's Day with great success. 2021

He began a one-year residency of sold-out shows at Flamingo Theater in Miami.

He is currently in his fourth year of weekly shows at the venue.	2021
He released a Christmas CD called “Navidad en Familia” recorded with Lissette and their daughters. In the same year, he presented for the first time a show by the same name that has become an annual event.	2018
He was part of the Salsa Giants concert before an audience of 12,000 people, alongside Marc Anthony, Oscar D'León, Cheo Feliciano, Luis Enrique, Andy Montañez, José Alberto "El Canario" & Tito Nieves at the Curacao North Sea Jazz Festival. The concert was captured on a CD produced by Sergio George which won a Latin GRAMMY® as Best Salsa Album and was nominated for a GRAMMY® and a Billboard Award®.	2013
He released “Willy Chirino: My Beatles Heart”, an album dedicated to the music of the legendary British band The Beatles, but with the Chirino sound.	2011
He launched a worldwide tour to promote his album “Pa’lante”. The tour took him to Europe, Central and South America, and most major cities in the United States, culminating in a sold-out concert in Miami.	2009
He launched his own music label, Latinum Music, after being signed by CBS and later Sony Music.	1997
Chirino has written several songs that are emblematic for the Cuban people, but none more so than “Nuestro Día (Ya Viene Llegando)” which has become a second national anthem for his compatriots inside and out of the captive island.	1995

## **HONORS AND AWARDS**

He won three Telly Awards for a series of television commercials For Leon Medical Centers.	2024
A gigantic mural with his name and likeness was erected on Calle Ocho, in the heart of Miami’s Little Havana, honoring his life and career.	2023
An exhibition by the name “Chirino: 50 Years of Music” was presented for a year at HistoryMiami Museum.	2023
A street was named after him in the city of West New York, New York.	2023
He won the Emmy® Award for two episodes of the “Legends of Exile” series dedicated to his life and career produced by América TeVe.	2022
He received the John S. McCain Freedom Award in Washington DC granted to the people of Cuba by the International Republican Institute (IRI).	2021
He received the Award for Musical Excellence from the Latin Recording Academy (Latin GRAMMY®) for Lifetime Achievement.	2014
He was nominated for a Latin GRAMMY® for Best Salsa Album for “35° Aniversario-En Vivo”.	2007

He won a GRAMMY® for Best Salsa/Merengue Album for “Son del Alma”. 2006

He received a star on the Calle Ocho Walk of Fame and was the Grand Marshall of Carnival Calle Ocho. 1993

He earned Platinum records for “Oxígeno” and “Acuarela del Caribe”, and Gold for “Zarabanda”, “South Beach”, “Asere” and “Afro-disiac”. 1990 - 2000

He holds the honor of having three streets named after him, in Miami, in Hialeah, Florida, and in New Jersey. 1990 - 2000

### **PUBLIC SERVICE**

Through the years he has used his celebrity status to support La Liga Contra el Cancer, St. Jude’s Children’s Hospital, The American Heart Society, among many other charities. 1980-present

Through the years he has used his status as celebrity to denounce the lack of freedom and the violation of human rights in his native Cuba. 1974-present

He was invited to speak before the European Parliament where he exhorted the artists of the world to stand in solidarity with the Cuban people in the face of the repression they suffer. 2021

He was recognized by UNICEF for his work with the Willy Chirino Foundation. 1996

He received the Billboard Spirit of Hope Award for his humanitarian work. 1996

He founded The Willy Chirino Foundation, through which he helped hundreds of children who needed medical assistance in Cuba. 1994

He recorded the song “Havana DC” in order to raise funds for the project Brothers to the Rescue. With the money raised, the humanitarian group was able to buy their first plane. This plane was infamously shot down by the Cuban government some years later. 1994

He was awarded the United States Legion of Honor for his humanitarian work. 1976