



THE FLORIDA INTERNATIONAL UNIVERSITY  
BOARD OF TRUSTEES

**FULL BOARD MEETING**

MONDAY, 14 JUNE 2004

9:00 A.M.

FIU, UNIVERSITY PARK CAMPUS

EVERGLADES RESIDENCE HALL

MIAMI, FL

**AGENDA**

- |      |                                    |                    |
|------|------------------------------------|--------------------|
| I.   | CALL TO ORDER                      | CHAIRMAN HENRIQUES |
| II.  | CHAIRMAN'S REMARKS                 | CHAIRMAN HENRIQUES |
| III. | REQUESTS TO ADDRESS THE BOARD      |                    |
|      | • <i>BOARD OF GOVERNORS REPORT</i> | HOWARD ROCK        |
| IV.  | ITEMS FOR BOARD CONSIDERATION      | CHAIRMAN HENRIQUES |
- A. CONSENT AGENDA
- 1. Minutes 03-04-04
  - Finance and Audit Committee*
    - 2. Tuition Fees Rules
    - 3. Purchasing Rule
    - 4. Amended Fee Waiver
    - 5. Housing Rental Rate Proposal
  - Academic Policy and Student Affairs*
    - 6. Substantial Interest Hearings
    - 7. Alcoholic Beverages Rules
    - 8. Tenure as a Condition of Employment Nominations
    - 9. Tenure and Tenure and Promotion Nominations
  - Administration and Compensation*
    - 10. Florida Educational Equity Act
    - 11. Non-Applicability of Board of Governors' Personnel Rules
    - 12. Termination of Employment
    - 13. President's Performance Evaluation Process Timetable

**B. OTHER ACTIONS ITEMS**

- 14. Service Employees International Union (SEIU) Healthcare Professionals Unit Recognition** **CHAIRMAN HENRIQUES**
- 15. Florida Lambda Rail (FLR) Financing** **CHAIRMAN HENRIQUES**
- 16. Consultant to the Administration & Compensation Committee**  
*(Administration and Compensation Committee)* **ALBERT DOTSON**
- 17. Ph. D. Public Health**  
*(Academic Policy & Student Affairs)* **DAVID PARKER**
- 18. Athletic Fee**  
*(Finance & Audit)* **ROSA SUGRAÑES**
- 19. FY 2004-2005 Proposed Operating Budget**  
*(Finance & Audit)* **ROSA SUGRAÑES**

**V. COMMITTEE STATUS REPORTS**

- A. FINANCE AND AUDIT COMMITTEE** **ROSA SUGRAÑES**
- **Minutes 05-24-04** *(For information purposes only – no action requested.)*
  - **Finance Committee Charter**
  - **Operational Audit Report**
  - **Capital Campaign Report**
  - **PantherSoft Update**
- B. ACADEMIC POLICY AND STUDENT AFFAIRS** **DAVID PARKER**
- **Minutes 05-24-04** *(For information purposes only – no action requested.)*
  - **Student Affairs Report**
  - **Academic Learning Compact**
  - **Hospitality Management Program**
  - **Capital Campaign Report**
- C. ADMINISTRATION AND COMPENSATION COMMITTEE** **ALBERT DOTSON**
- **Minutes 04-21-04** *(For information purposes only – no action requested.)*
  - **Minutes 05-05-04** *(For information purposes only – no action requested.)*
  - **Committee Progress on Performance Evaluation**
  - **Collective Bargaining Report**

**D. GOVERNMENTAL RELATIONS COMMITTEE**

**MIRIAM LOPEZ**

- **Minutes 05-17-04** (*For information purposes only – no action requested.*)
- **2004 State Legislative Report**
- **2004-2005 Federal Report**

**VI. DISCUSSION TOPICS**

- **Health and Medical Education Task Force**

**VII. OTHER BUSINESS** (*IF ANY*)

**CHAIRMAN HENRIQUES**

**VIII. ADJOURNMENT**

**CHAIRMAN HENRIQUES**

*NEXT BOARD MEETING, 13 SEPTEMBER 2004*

*Draft*

*Draft*

*Draft*

***THE FLORIDA INTERNATIONAL UNIVERSITY  
BOARD OF TRUSTEES***



FLORIDA INTERNATIONAL UNIVERSITY  
*Miami's public research university*

**MINUTES  
THURSDAY, 4 MARCH 2004  
10:30 A.M.  
BOARD MEETING  
FLORIDA INTERNATIONAL UNIVERSITY  
UNIVERSITY PARK CAMPUS  
EAST GRAHAM CENTER BALLROOM  
MIAMI, FLORIDA**

**I. CALL TO ORDER**

Chairman Henriques convened the meeting of The Florida International University Board of Trustees at 10:38 a.m., on Thursday, 4 March 2004, at Florida International University, University Park Campus, Miami, Florida.

The following attendance was recorded:

***PRESENT:***

Betsy S. Atkins  
Rafael A. Calderón  
Albert E. Dotson, Sr.  
Marcel Escoffier  
Patricia Frost  
Adolfo Henriques  
Miriam Lopez  
Sergio Pino  
Claudia Puig  
Rosa Sugrañes  
Clayton Solomon  
Herbert A. Wertheim  
Modesto A. Maidique

***EXCUSED:***

David R. Parker

***SPECIAL GUEST OF THE BOARD:***

Donald E. Lefton, FIU Foundation Chairman



Mayra Beers  
Erica Martinez took a silent roll.

## **II. CHAIRMAN'S REMARKS**

Chairman Henriques welcomed everyone to the meeting including several members of the Foundation Board of Directors and Dr. George Dambach, newly appointed University Vice President for Research. He congratulated Trustee Miriam Lopez for her recent appointment to the Board of Doctor's Hospital. The Chairman extended congratulations to John McGowan, University CIO and VP for Information Resources for being named to Cisco System's iQ Magazine as one of the 10 executives worldwide who set a standard for leadership in information technology. He commended President Maidique and FIU staff for their efforts in securing the Kaufman Foundation Grant totaling \$3 million (December 2003) to fund the Global Entrepreneur Center at FIU's Graduate School of Business.

Chairman Henriques reported on recent FIU honors including the Beacon Council's Education Award, and membership for the Kovens Center into the International Association of Conference Centers. He congratulated FIU Law School students who placed second at the national Moot Court competition in Washington, D.C.

## **III. REQUESTS TO ADDRESS THE BOARD**

Chairman Henriques recognized Alan Gummerson, United Faculty of Florida President. Gummerson presented issues that faculty expect to be resolved through bargaining.

Chairman Henriques recognized Clayton Solomon, Student Government Association President. Solomon presented a synopsis of student government activities and achievements for the 2003-2004 academic year.

Chairman Henriques noted the meeting would be Solomon's last appearance before the Board as Student Government President and Trustee since his term would soon end. The Board commended Solomon for all of his efforts and hard work.

Chairman Henriques recognized Dr. Howard Rock, currently the faculty member on the Board of Governors. Howard Rock addressed the Board on issues discussed in recent Board of Governors' meetings.

## **IV. ITEMS FOR APPROVAL**

**Consent Agenda-** Chairman Henriques reminded the Board of its decision at the Board meeting of 2 September 2003, to take up and pass action items as part of a Consent Agenda requiring a single motion, unless a Board member had an objection to a particular item. He asked if there were any objections to the Consent Agenda. Trustee Solomon requested to remove Items 5 and 6 from the Consent Agenda for further discussion.

With no further discussion, the Board adopted the following Amended Resolution:

RESOLVED, that the following matters included in the Consent Agenda are hereby approved:

1. MINUTES 17 NOVEMBER 2003 (EXHIBIT A)
2. MINUTES 9 FEBRUARY 2004 (EXHIBIT B)
3. PROMPT PAYMENT RULE (EXHIBIT C)
4. BANKING CONTRACT AUTHORITY (NO EXHIBIT)
7. LAKEVIEW HOUSING PROJECT (EXHIBIT D)

FURTHER RESOLVED THAT Exhibits A, B, C, and D are attached to this Resolution and made part of the minutes for this meeting.

**Items Removed from Consent Agenda for Discussion:**

Trustee Solomon presented his concerns regarding Items 5 and 6 to the Board.

**Item 5, University Traffic and Parking Rule**

After discussion, with a 1% increase in all decal categories, with funds designated for construction of a new sports field, the Board adopted the following Amended Resolution:

RESOLVED that the Board of Trustees amend the amended Rule 6C8-5.006 of the Florida Administrative Code by increasing decal fees for all categories an additional one percent (1%) beyond the proposed increase with said additional funds to be designated for the creation of a new sports field, and

FURTHER RESOLVED that the Board of Trustees approve all the amendments to the University Traffic and Parking Rule ("Rule"), Rule 6C8-5.006 of the Florida Administrative Code which is attached to this Resolution as Exhibit "E" and

FURTHER RESOLVED that upon approval of the Rule by the Board, the Board delegate authority to the University President to approve any subsequent amendments that are based on comments to the Rule received by the University in writing or at a public hearing on the Rule to be held after the Board's action and to file the rule for adoption.

**Item 6, University Athletic Fee**

After discussion, the Board adopted the following Resolution:

RESOLVED that the Board of Trustees approve a \$1.21 per credit hour increase in the student athletic fee effective Fall 2004, which is attached to this Resolution as Exhibit "F."

As requested by Trustee Solomon, President Maidique committed to allocate \$35,000 to fund an SGA football promotional committee.

## **V. Committee Reports**

Chairman Henriques noted the information items required no action or discussion and were included in the agenda for informational purposes.

Each Committee Chair gave a brief report of the Committees' recent discussion items. The Administration and Compensation Committee did not meet and therefore did not have a report.

As part of the Governmental Relations Committee Report, Committee Chair Lopez presented two items for Board approval.

### **Item 8 FIU Federal FY '05 Priorities**

After discussion, the Board adopted the following:

RESOLVED that the Board of Trustees approve the University Federal Legislative Priorities for FY 2005, which are attached to this Resolution as Exhibit "G".

### **Item 9 FIU State Legislative Priorities for 2004**

Trustee Solomon raised concerns about some of the language in priorities 6 and 7 (Tuition and Fee Authority and Student Fee Authority). With an amendment to priority #7, the Board adopted the State Legislative Priorities for 2004 as follows:

RESOLVED that the Board of Trustees approve the amended University State Legislative Priorities for 2004, attached to this Resolution as Exhibit "H".

## **VI. LEGISLATIVE OVERVIEW**

President Maidique summarized the Governor's Budget and its implications for universities in the state. He also encouraged all Trustees to attend FIU Day at the Capitol, scheduled for 16 March 2004.

Trustee Dotson requested the Board pass a Resolution officially opposing two aspects of the proposed Governor's budgetary adjustments that would affect student status and tuition. After discussion the Board adopted the following:

RESOLVED that the FIU Board of Trustees is opposed to state-mandated changes in tuition policy that would penalize non-degree seeking students and those taking more than 110% of degree requirement credits by having those credits charged at out-of-state tuition rates.

The issue of the Board's position on block tuition was tabled for further discussion.

**VII. OTHER BUSINESS**

No other business was raised.

**VIII. ADJOURNMENT**

The Chairman requested a motion to adjourn the meeting.

The meeting of the FIU Board of Trustees was adjourned on Thursday, 4 March 2004, at 12:32 p.m.

*emm*  
03/09/04

---

Adolfo Henriques  
*Chairman*  
*FIU Board of Trustees*

---

Modesto A. Maidique  
*Corporate Secretary*  
*FIU Board of Trustees*

*Attachments: Exhibits A-H*

**THE FLORIDA INTERNATIONAL UNIVERSITY  
BOARD OF TRUSTEES  
BOARD MEETING**

**14 June 2004**

**SUBJECT:** Minutes, 4 March 2004

---

**PROPOSED BOARD ACTION**

Adopt the following Resolution:

RESOLVED that the minutes of the meeting of the Florida International Board of Trustees held on 4 March 2004, attached to this Resolution as Exhibit "A," are hereby approved.

**BACKGROUND INFORMATION**

None

---

**Supporting Documentation Included:**

- Exhibit "A" - FIU Board Minutes, 4 March 2004

**Facilitators/Presenters:**

- Consent Agenda

**THE FLORIDA INTERNATIONAL UNIVERSITY  
BOARD OF TRUSTEES  
BOARD MEETING**

**14 June 2004**

**SUBJECT:** Consent Agenda Resolution

---

**PROPOSED BOARD ACTION**

Approve the following Resolution:

RESOLVED, that the following matters included in the Consent Agenda are hereby approved:

1. Minutes 03-04-04 (Exhibit "A")
2. Tuition Fees Rules (Exhibit "B")
3. Purchasing Rule (Exhibit "C")
4. Amended 2003-2004 Fee Waiver Authority
5. Housing Rental Rate Proposal (Exhibit "D")
6. Substantial Interest Hearings
7. Alcoholic Beverages Rules (Exhibit "E")
8. Tenure as a Condition of Employment (Exhibit "F")
9. Tenure and Tenure and Promotion Nominations (Exhibits "G" and "H")
10. Florida Educational Equity Act (Exhibit "I")
11. Non-applicability of Board of Governors' Personnel Rules
12. Termination of Employment (Exhibit "J")
13. President's Performance Evaluation Process Timetable (Exhibit "K")

and FURTHER RESOLVED that Exhibits "A," "B," "C," "D," "E," "F," "G," "H," "I," "J," and "K" are attached to this Resolution and made part of the minutes for this meeting.

---

**Supporting Documentation**

- Consent Agenda Items 1-13
- Consent Agenda Exhibits "A" – "K"

**Facilitators/Presenters:**

- Chairman Henriques

**THE FLORIDA INTERNATIONAL UNIVERSITY  
BOARD OF TRUSTEES  
BOARD MEETING**

**14 June 2004**

**SUBJECT:** Tuition Fees Rule

---

**PROPOSED BOARD ACTION**

Adopt the following Resolution:

RESOLVED that the Florida International University Board of Trustees approve the amendments to the Tuition Fees Schedule for the University ("Rule"), Rule 6C8-6.010 of the Florida Administrative Code, attached to this Resolution as Exhibit "B", and

FURTHER RESOLVED that upon approval of the Rule by the Board, the Board shall delegate authority to the University President to approve any subsequent amendments that are based on comments to the Rule received by the University in writing or at a public hearing on the Rule to be held after the Board's action and to file the rule for adoption.

**BACKGROUND INFORMATION**

**A. Statutory Authority**

**Section 1001.74, Florida Statutes (2002), Powers and Duties of university boards of trustees, provides in part:**

(11) Each board of trustees shall establish fees pursuant to ss. 1009.24 and 1009.26.

**Section 1009.24, Florida Statutes (2002), State university student fees, provides in part:**

(3) Within proviso in the General Appropriations Act and law, each board of trustees shall set university tuition and fees.

**2004-05 General Appropriations Act, Conference Committee Report on HB 1835:**

Proviso language in the General Appropriations Act mandates a 7.5% increase in undergraduate in-state tuition, a 12.5% increase in in-state tuition for all other levels of instruction, and a 12.5% increase in out-of-state (i.e., nonresident) tuition for all levels of instruction. In addition, the Act gives the university boards of trustees discretion to increase out of state tuition by up to 2.5% for all levels of instruction.

## **B. Explanation for Proposed Board Action**

The Board must amend the Tuition Fees Rule to reflect the increases in tuition fees for the 2004-05 academic year of the University. Specifically, the Legislature's 7.5% & 12.5% increase must be incorporated into the Rule. Regarding the discretionary increase authorized by the Legislature, the recommendation is that the Board not approve any discretionary increases.

In addition, the Board must raise the Student Financial Aid Fees, which will increase because Student Financial Aid Fees are 5% of the tuition fees. Finally, the Rule must also be amended to reflect an increase in the Athletic Fee which has been previously approved by the Board for the 2004-05 academic year.

If the Board approves the Proposed Rule, the University will take the following steps which are required by state law:

1. Publish a notice regarding the Rule in a newspaper of general circulation;
2. Conduct a public hearing (if a hearing is requested) on the Rule approximately twenty-one (21) days after publication of the notice. The purpose of the hearing is to receive comments by students, staff, faculty, and other persons affected by the Rule; and
3. Consider any requests for changes received either in writing or at the hearing, and determine whether to amend the rule or proceed with the rule as published.

Given that the Board will not meet again until September 2004, it is further recommended in order to complete the rule adoption process without delay that the Board delegate to the President authority to consider requests for changes and to file the rule for adoption with or without further amendments based on his determination.

---

### **Supporting Documentation Included:**

- Exhibit "B" Proposed Rule (Amendment) 6C8-6.010
- Legal Notice Regarding Proposed Rule Development

### **Facilitators/Presenters:**

- Consent Agenda



**THE FLORIDA INTERNATIONAL UNIVERSITY BOARD OF TRUSTEES  
DIVISION OF COLLEGES AND UNIVERSITIES  
DEPARTMENT OF EDUCATION**

**6C8-6.010                      Tuition Fees Schedule**

(1) Tuition shall be defined as fees assessed to students for enrollment in credit courses at the Florida International University. Tuition consists of the following fees, depending on whether a student is a resident or a non-resident:

(a) Resident tuition, comprised of the following, shall be defined as the fees charged an enrolled student who qualifies as a Florida resident as defined in Rule 6A-10.044, F.A.C.:

1. Matriculation Fee;
2. Student Financial Aid Fee;
3. Capital Improvement Trust Fund Fee;
4. Building Fee;
5. Health Fee;
6. Athletic Fee; and
7. Activity and Service Fee.

(b) Non-Resident tuition, comprised of the following, shall be defined as the fees charged an enrolled student who does not qualify as a Florida resident as defined in Rule 6A-10.044, F.A.C.:

1. Matriculation Fee;
2. Non-Resident Fee;
3. Student Financial Aid Fee;
4. Non-Resident Student Financial Aid Fee;
5. Capital Improvement Trust Fund Fee;
6. Building Fee;
7. Health Fee;
8. Athletic Fee; and

9. Activity and Service Fee.

(2) Registration shall be defined as consisting of two components:

(a) Formal enrollment in one or more credit courses approved and scheduled by the University;

and,

(b) Tuition payment, or other appropriate arrangements for tuition payment (installment payment, deferment, or third party billing) for the courses in which the student is enrolled as of the end of the drop/add period.

(3) A student is liable for tuition associated with all courses for which the student is registered at the end of the drop/add period. The fee payment deadline shall be as determined by the University.

(4) The following tuition shall be levied and collected on a per credit hour basis, effective the fall semester indicated for each student regularly enrolled, unless provided otherwise in this chapter.

FALL 2004

<i>Fee</i>	<i>Undergraduate</i>		<i>Graduate</i>		<i>Law</i>	
	<i>Resident</i>	<i>Non-Resident</i>	<i>Resident</i>	<i>Non-Resident</i>	<i>Resident</i>	<i>Non-Resident</i>
Matriculation		\$68.16 <b>\$71.33</b>	\$191.95	\$191.95	\$218.16	\$218.16
Non-Resident		\$393.86		<b>\$609.95</b>	\$635.32	
Athletic	\$9.66	\$9.66	\$9.66	\$9.66	\$9.66	\$9.66
Activity and Service	\$9.14	\$9.14	\$9.14	\$9.14	\$9.14	\$9.14
Student Financial Aid	\$3.40	<b>\$3.56</b>	\$9.59	\$9.59	\$10.90	\$10.90
Non-Resident Financial Aid		\$19.69		<b>\$30.50</b>	<b>\$31.77</b>	
Capital Improvement Trust Fund	\$2.44	\$2.44	\$2.44	\$2.44	\$2.44	\$2.44
Building	\$2.32	\$2.32	\$2.32	\$2.32	\$2.32	\$2.32

(5) The following fees shall be levied and collected on a per semester basis, effective the fall semester indicated for each student regularly enrolled, unless provided otherwise in this chapter.

FALL 2004

<i>Fee</i>	<i>Undergraduate</i>		<i>Graduate</i>		<i>Law</i>	
	<i>Resident</i>	<i>Non-Resident</i>	<i>Resident</i>	<i>Non-Resident</i>	<i>Resident</i>	<i>Non-Resident</i>
Health	\$54.00	\$54.00	\$54.00	\$54.00	\$54.00	\$54.00
Inter-collegiate Athletics	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00
Transportation Access	\$47.90	\$47.90	\$47.90	\$47.90	\$47.90	\$47.90

The Transportation Access Fee does not include the State sales tax, and is \$47.90 (plus the State sales tax) for any Summer semester.

(6) Effective the Fall Semester 2004, each student enrolled in the same undergraduate course more than twice shall be assessed an additional \$169.12 per credit hour for each such course in addition to the fees set forth above.

*Specific Authority:* 1001.74(4) FS. *Law Implemented:* 1001.74(11), 1009.24 FS; 2004-05 General Appropriations Act, Conference Committee Report on HB 1835, *History--* New 11-3-02, Amended 9-3-03, \_\_\_\_\_.

**THE FLORIDA INTERNATIONAL UNIVERSITY BOARD OF TRUSTEES  
DIVISION OF COLLEGES AND UNIVERSITIES  
DEPARTMENT OF EDUCATION**

**NOTICE OF PROPOSED RULE DEVELOPMENT**

**RULE NO.:** 6C8-6.010

**RULE TITLE:** Tuition Fees Schedule

**PURPOSE AND EFFECT:** The purpose and effect of the proposed amendments to the current rule are to amend the Tuition Fees Schedule of the University to reflect the increase in tuition fees for the 2004-05 academic year of the University.

**SUBJECT AREAS TO BE ADDRESSED:** Student Fees.

**SPECIFIC AUTHORITY:** 1001.74(4) FS.

**LAW IMPLEMENTED:** 1001.74(11), 1009.24 FS; 2004-05 General Appropriations Act; Conference Committee Report on HB 1835.

**IF REQUESTED AND NOT DEEMED UNNECESSARY BY THE AGENCY HEAD, A RULE DEVELOPMENT WORKSHOP WILL BE HELD ON THE TIME, DATE AND PLACE SHOWN BELOW:**

**TIME AND DATE:** 10:00 am on May 25, 2004.

**PLACE:** Florida International University, University Park, GC 150, Miami, Florida 33199.

**THE PERSON TO BE CONTACTED REGARDING THE PROPOSED RULE DEVELOPMENT IS:** Paul D. Gallagher, Executive Vice President, Business and Finance, Florida International University, (305) 348-2101.

**THE PRELIMINARY TEXT OF THE PROPOSED RULE IS AVAILABLE AT NO CHARGE FROM THE CONTACT PERSON LISTED ABOVE.**

**THE FLORIDA INTERNATIONAL UNIVERSITY  
BOARD OF TRUSTEES  
BOARD MEETING**

**14 June 2004**

**SUBJECT:** University Purchasing Rule - Amendment

---

**PROPOSED BOARD ACTION**

Adopt the following Resolution:

RESOLVED that the Florida International University Board of Trustees approve the amendments to Rule 6C8-7.030, Florida Administrative Code, ("Rule") setting forth the University Purchasing procedures, attached to this Resolution as Exhibit "C", and

FURTHER RESOLVED that upon approval of the Rule by the Board, the Board shall delegate authority to the University President to approve any subsequent amendments that are based on comments to the Rule received by the University in writing or at a public hearing on the Rule to be held after the Board's action, and to file the rule for adoption.

**BACKGROUND INFORMATION**

**A. Statutory Authority**

**Section 1010.04, Florida Statutes (2003), Powers and Duties of university boards of trustees, provides in part:**

(2) Each district school board, community college board of trustees, and each university board of trustees shall adopt rules to be followed in making purchases.

**B. Explanation for Proposed Board Action**

The University's Purchasing Rule (Rule 6C8-7.030, F.A.C.) is being amended to reflect that the printing of publications is a commodity that is subject to the procurement requirements set forth in the Purchasing Rule, but is not subject to the more restrictive requirements of Chapter 283, Florida Statutes. Since the University Board of Trustees is not an "agency" under Chapter 283, Florida Statutes, the more restrictive requirements no longer apply.

If the Board approves the Proposed Rule, the University will take the following steps which are required by state law:

1. Publish a notice regarding the Rule in a newspaper of general circulation;
2. Conduct a public hearing (if a hearing is requested) on the Rule approximately twenty-one (21) days after publication of the notice. The purpose of the hearing is to receive comments by students, staff, faculty, and other persons affected by the Rule; and
3. Consider any requests for changes received either in writing or at the hearing, and determine whether to amend the rule or proceed with the rule as published.

Given that the Board will not meet again until September 2004, it is further recommended in order to complete the rule adoption process without delay that the Board delegate to the President authority to consider requests for changes and to file the rule for adoption with or without further amendments based on his determination.

---

**Supporting Documentation Included:**

- Exhibit "C" - Proposed Rule Amendment 6C8- 7.030
- Legal Notice Regarding Proposed Rule Development

**Facilitators/Presenters:**

- Consent Agenda

**THE FLORIDA INTERNATIONAL UNIVERSITY BOARD OF TRUSTEES  
DIVISION OF COLLEGES AND UNIVERSITIES  
DEPARTMENT OF EDUCATION**

**6C8-7.030                    Purchasing**

(1)        Statement of Intent.

It is the intent of the University to acquire quality goods and services within reasonable or required time frames, while promoting fair and open competition in the public procurement process. Responsible purchasing officials shall be protected from improper pressures of external political or business interests. The process shall reduce the appearance and opportunity for favoritism, ensure that contracts are awarded equitably and economically, and establish effective management oversight in the acquisition of commodities and contractual services, in order to preserve the integrity of public purchasing and contracting. The opportunity to bid on University contracts is a privilege, not a right.

(2)        Definitions.

(a)        Artistic Services -- Services provided by an individual or group of individuals who profess and practice a skill in the area of music, dance, drama, folk art, creative writing, painting, sculpture, photography, graphic arts, web design, craft arts, industrial design, costume design, fashion design, motion pictures, television, radio or tape and sound recording or in any other related field.

(b)        Commodity -- Any of the various supplies, materials, goods, merchandise, food, equipment or other personal property, including a mobile home, trailer or other portable structure, which are purchased, leased, lease-purchased or otherwise contracted for by the University. “Commodity” also includes interest on deferred-payment contracts entered into by

the University for the purchase of other commodities. Printing of publications and software to be used pursuant to license agreements shall be considered a “commodity.”

(c) Competitive Bid/Proposal -- The response submitted to an Invitation to Bid, Invitation to Negotiate, or a Request for Proposal by responsive and qualified bidders or offerors.

(d) Competitive Negotiation -- The establishment of a contract through deliberation, discussion or conference on the specifications, terms and conditions of a proposed agreement.

(e) Competitive Solicitation -- An Invitation to Bid, Request for Proposal or Invitation to Negotiate to competitively select a contractor.

(f) Contractor/Vendor -- A person or firm who contracts to sell commodities or contractual services to the University.

(g) Contractual Service -- The rendering by a contractor of its time and effort rather than the furnishing of specific commodities. The term applies only to those services rendered by individuals and firms who are independent contractors. “Contractual service” does not include labor or materials or selection of professional services for the construction, renovation, repair or demolition of facilities.

(h) Extension -- An increase in the time allowed for the contract period.

(i) Independent Contractor -- A person or firm who provides a service to the University, but does not have any employment or other relationship or connection with that University, except as provided in s. 112.313, F.S.

(j) Invitation to Bid -- A written solicitation for competitive bids with the title, date, and hour of the public bid opening designated and the commodity, group of commodities or services defined, for which bids are sought.



(k) Invitation to Negotiate -- An invitation extended to prospective contractors by the University, whether by advertisement, written solicitation, electronic media or any other form of communication, to define the specifications, terms and conditions of a contract for commodities or contractual services. Cost may or may not be a consideration in the initial stages of negotiating.

(l) Minority Business Enterprise -- A business concern as defined in s. 288.703(2), F.S.

(m) President -- The chief executive officer of the University, responsible for its operation and administration.

(n) Public Entity Crime -- A violation of any state or federal law by a person in the transaction of business with any public entity of any state or with the United States government involving antitrust, fraud, theft, bribery, collusion, racketeering, conspiracy or material misrepresentation.

(o) Purchase -- An acquisition of commodities services obtained by purchase order or contract whether by rent, lease, installment- or lease-purchase, outright purchase, or license.

(p) Purchases for Resale -- The purchase of commodities or contractual services acquired for the purpose of selling them for the benefit of the University.

(q) Renewal -- Contracting with the same contractor for an additional period of time after the initial contract term, provided the original terms of the agreement specify an option to renew.

(r) Request for Proposal -- A written solicitation for competitive proposals for commodities or contractual services with the title, date, and hour of the public opening designated. The request for proposal may be used when the scope of work is not clearly defined.

(s) Responsive and Qualified Bidder or Offeror -- A contractor/vendor who has submitted a bid or proposal that conforms in all material respects to a competitive solicitation.

(t) Term Contract -- An indefinite quantity contract for the purchase of commodities or contractual services during a prescribed period of time.

(3) The University Board of Trustees has authority to establish a system of coordinated procurement policies, procedures, and practices to be used in acquiring commodities and contractual services required by the University. The Purchasing Department has the duty to:

(a) Canvass sources of supply and contracting for the purchase or lease of all commodities and contractual services for the University, in any manner, including purchase by installment- or lease-purchase contracts. Installment- or lease- purchase contracts may provide for the payment of interest on unpaid portions of the purchase price.

(b) Remove any contractor from the University's competitive vendor list that fails to respond to three (3) or more invitations or to fulfill any of its duties specified in a contract with the University and to reinstate any such contractor when satisfied that further instances of default will not occur. A "No Bid" is a response.

(c) Plan and coordinating purchases in volume and negotiating and executing agreements and contracts for commodities and contractual services under which the University may make purchases.

(d) Develop an Annual Certification List to serve as a waiver of the competitive solicitation requirement for commodities/services that are frequently purchased and are available from a single source.

(e) Evaluate and approve contracts let by the Federal Government, other states, political subdivisions, or any independent college or university or educational cooperative or

educational consortium of the procurement of commodities and contractual services, when it is determined to be cost-effective and in the best interest of the University to make purchases under contracts let by such other entities.

(f) Elect as an alternative to any provision in s. 120.57 (3) (c), F.S., to proceed with a bid solicitation or contract award process when it is set forth, in writing, that the particular facts and circumstances which demonstrate that the delay due to staying the solicitation or contract award process would be detrimental to the interests of the University. After the award of contract resulting from a competitive solicitation in which a timely protest was received and in which the University did not prevail, the contract will be canceled and re-awarded to the prevailing party unless the final order or settlement between the parties provides otherwise.

(g) Award contracts for commodities and contractual services to multiple suppliers, if it is determined to be in the best interest of the University. Such awards may be on a university, regional or multiple state university-wide basis and the contracts may be for multiple years.

(h) Reject or cancel any or all competitive solicitations when determined to be in the best interest of the University.

(4) Competitive Solicitations Required.

(a) All contracts for the purchase of commodities or contractual services exceeding \$50,000 shall be awarded pursuant to a competitive solicitation, unless otherwise authorized herein.

(b) When only one response is received to a competitive solicitation for commodities or contractual services exceeding \$50,000, the University will review the solicitation response and circumstances surrounding the solicitation to determine if a second call for a competitive

solicitation is in the best interest of the University. If it is determined that a second call would not serve a useful purpose, the University will proceed with the acquisition.

(c) When multiple responses that are equal in all respects are received to a competitive solicitation, the University will give preference to responses that include commodities manufactured in the state, Florida businesses, businesses with a drug-free workplace program, or foreign manufacturers located in the state to determine the contract award, or, if these conditions do not exist or are the equivalent between two or more responses, will use toss of the coin.

(d) The purchase of commodities and contractual services shall not be divided to avoid the requirement of competitive solicitation.

(e) The intended award shall be publicly posted by the Purchasing Office which issues the Invitation to Bid, Request for Proposal or Invitation to Negotiate for 72 hours which is interpreted as three working days excepting Saturdays, Sundays, or State holidays.

(f) Advertisement. Invitations to Bid, Requests for Proposals, and Invitations to Negotiate for commodities and for contractual services shall be advertised in the Florida Administrative Weekly, the Florida Communities Network (MyFlorida.com), or the University Purchasing Department's website. The Director of Purchasing shall have the authority to waive the advertisement requirement when the number of potential bidders or offerors is limited and can otherwise be solicited, when the availability of funding so requires, or where delivery is urgent.

(g) Bids and proposals shall remain sealed until notice of final contract award is given or within ten (10) days after the bid or proposal opening, whichever is earlier.

(h) In the case of extension errors, the unit price will prevail.

(i) Withdrawal. A vendor may withdraw his or her bid or proposal in writing if done within seventy-two (72) hours of the bid or proposal opening, if the bid or proposal is clearly erroneous and it is withdrawn prior to final award or the purchase order being issued.

(5) Purchase of Commodities or Contractual Services.

(a) Purchase of Private Attorney Services. Written approval from the Attorney General is not required for private attorney services acquired by the University.

(b) Purchase of Insurance. The University has the authority to purchase insurance as deemed necessary and appropriate for the operation and educational mission of the University. Examples of insurance coverage that may be acquired by the University include:

1. Physical damage on vehicles and boats;
2. Inland marine on property owned, leased, or loaned to or by the University;
3. Building and property damage;
4. Equipment losses due to theft;
5. Equipment subject to transportation;
6. Loss of rental income;
7. Commercial general liability insurance for scientific equipment;
8. Excess general liability coverage;
9. Camps insurance.

(c) Purchases from Minority Business Enterprises. The University is an equal opportunity institution and encourages procurement contracting with Minority Business Enterprises.

(d) Purchases from Contractors Convicted of Public Entity Crimes. The University shall not accept a competitive solicitation from, or purchase commodities or contractual services

from, a person or affiliate who has been convicted of a public entity crime and has been placed on the State of Florida's convicted vendor list for a period of 36 months from the date of being added to the convicted vendor list.

(e) Purchasing actions that are not subject to the competitive solicitation process include:

1. Emergency Purchases. When the President or his or her designee determines in writing, that a condition exists that threatens the health or safety of person(s) or animal(s) or the preservation or protection of property or the continuance of a vital University function, the University will proceed with an emergency purchase without a competitive solicitation. The emergency purchase shall be limited to the purchase of only the type of items and quantities or for a time period sufficient to meet the immediate threat and shall not be used to meet long-term requirements.

2. Sole Source Purchases. Commodities or contractual services available from a single source shall be exempted from the competitive solicitation process. The sole source document shall be publicly posted by the Purchasing Office for three working days.

3. Purchases from competitively bid Contracts and Negotiated Annual Price Agreements established by the State, other governmental entities, other public or private educational institutions, and educational cooperatives and educational consortiums are not subject to further competitive solicitation.

4. Construction Direct Purchase Program. Commodities to be incorporated into any public work (as that term is defined in Fla. Admin. Code R. 12A-1.094) which are procured by the University in accordance with the requirements of the University's direct purchase program are not subject to any further competitive solicitation.

(f) Commodities and contractual services that are not subject to the competitive solicitation process include:

1. Artistic services;
2. Academic reviews;
3. Lectures;
4. Auditing services;
5. Legal services, including attorney, paralegal, expert witness, appraisal, arbitrator or mediator services;
6. Health services involving examination, diagnosis, treatment, prevention, medical consultation or administration. Prescriptive assistive devices for medical, developmental or vocational rehabilitation including, but not limited to prosthetics, orthotics, and wheelchairs, provided the devices are purchased on the basis of an established fee schedule or by a method that ensures the best price, taking into consideration the needs of the client;
7. Services provided to persons with mental or physical disabilities by not-for-profit corporations organized under the provisions of s. 501(c)(3) of the Internal Revenue Code or services governed by the provisions of the Office of Management and Budget Circular A-122;
8. Medicaid services delivered to an eligible Medicaid recipient by a health care provider who has not previously applied for and received a Medicaid provider number from the Department of Children and Family Services. This exception will be valid for a period not to exceed 90 days after the date of delivery to the Medicaid recipient and shall not be renewed;
9. Family placement services;
10. Training and education services;
11. Advertising;

12. Services or commodities provided by governmental agencies, another university in the state of Florida or other independent colleges and universities;

13. Programs or continuing education events that are offered to the general public for which fees have been collected to pay all expenses associated with the program or event;

14. Purchases from firms or individuals that are prescribed by state or federal law or specified by a granting agency;

15. Regulated utilities and government franchised services;

16. Regulated public communications, except long distance telecommunication services or facilities;

17. Extension of an existing contract;

18. Renewal of an existing contract if the terms of the contract specify renewal option(s);

19. Purchases from the Annual Certification List developed by the University;

20. Purchases for resale;

21. Accountant Services;

22. Contracts or services provided by not-for-profit support and affiliate organizations of the University, direct support organizations, health support organizations and faculty practice plans;

23. Implementation/programming/training services available from owner of copyrighted software or its contracted vendor; and

24. Purchases of materials, supplies, equipment, or services for research purposes when a director of sponsored research or designee certifies that, in a particular instance, it is necessary for the efficient or expeditious prosecution of a research project.



(g) Participants in Contract Awards Not Subject to Competitive Solicitations.

1. No person or firm who receives a contract to perform a feasibility study for potential implementation of a subsequent contract, participates in the drafting of a competitive solicitation, or develops a program for future implementation shall be eligible to contract with the University dealing with the specific subject matter.

2. All persons taking part in the development or selection of criteria for evaluation, the evaluation process, and the contract award process in any purchase shall follow all relevant portions of the State of Florida Code of Ethics for Public Employees, Chapter 112, Part 3, Florida Statutes, and the University's policy on outside activities.

(6) Bonds.

(a) Payment and Performance Bonds. The University is authorized to require any contractor contracting with the University to provide commodities or commodities which include installation to furnish a payment and performance bond, with good and sufficient securities, to the University prior to the issuance of the contract when the total contract amount is greater than \$200,000 and the University is uncertain about the contractor's ability to perform.

(b) Solicitation Protest Bond. Any contractor that files an action pursuant to s. 120.57(3)(b), F.S, protesting a decision or intended decision pertaining to a solicitation, shall at the time of filing of the formal protest, post with the University, a bond payable to the University in an amount equal to: 10% of the estimated value of the protestor's bid or proposal; 10% of the estimated expenditure during the contract term; \$10,000; or whichever is less. The bond shall be conditioned upon the payment of all costs which may be adjudged against the contractor filing the protest action. In lieu of a bond, the University will accept a cashier's check or money order in the amount of the bond. Failure of the protesting contractor to file the required bond, cashier's

check or money order at the time of filing the formal protest shall result in the denial of the protest.

(7) Contracts.

(a) Contracts for commodities or contractual services or licenses shall consist of a purchase order or bilateral agreement signed by the President of the University or designee prior to or within thirty (30) days of the goods or services being rendered by the contractor.

(b) Any contract for the purchase of services or tangible personal property for a period in excess of one fiscal year shall include the following statement: "The State of Florida's and University's performance and obligation to pay under this contract is contingent upon an annual appropriation by the Legislature."

(c) Extension of a contract shall be for a period not to exceed 12 months, shall be in writing, shall be signed by both parties, and shall be subject to the same terms and conditions set forth in the initial contract. There shall be only one extension of a contract.

(d) A contract may contain provisions for renewal. If the commodity or contractual service is purchased as a result of a competitive solicitation, the cost of any contemplated renewal must be included in the competitive solicitation. All contract renewals are subject to sufficient annual appropriations.

(e) The President shall have the authority to enter into deferred payment agreements utilizing the State of Florida Controller's Consolidated Equipment Financing Program. When a commodity contract requires deferred payments and the payment of interest under that program, the contract will be submitted to the State of Florida Controller for the purpose of pre-audit review and approval prior to acceptance by the University. No agreement shall establish a debt

of the State or shall be applied to the faith and credit of the State; nor shall any agreement be a liability or obligation of the State except from appropriated funds.

(f) In order to promote cost-effective procurement of commodities and contractual services, the University may enter into contracts that limit the liability of a vendor consistent with Section 672.719, F.S.

(g) The total value of the contract shall be the purchase price for the initial term plus all renewal costs.

(8) Standard of Conduct. It shall be a breach of ethical standards for any employee of the University to accept, solicit, or agree to accept a gratuity of any kind, form or type in connection with any contract for commodities or services. It shall also be a breach of ethical standards for any potential contractor to offer an employee of the University a gratuity of any kind, form or type to influence the development of a contract or potential contract for commodities or services.

(9) Purchase of Motor Vehicles.

(a) The term “motor vehicle” includes any automobile, truck, watercraft or other vehicle designed primarily for transporting persons, and construction vehicles or farm equipment.

(b) The University has authority to:

1. Establish standard classes of motor vehicles to be leased, purchased or used by University personnel;

2. Obtain the most effective and efficient use of motor vehicles for state purposes;

3. Establish and operate facilities for the acquisition, disposal, operation, maintenance, repair, storage, control and regulation of University-owned motor vehicles.

Acquisition may be by purchase, lease, installment-purchase, loan or by any other legal means and may include a trade-in. All motor vehicles purchased or leased shall be of a class that will safely transport University personnel and adequately meet the requirements of the University;

4. Contract for specialized maintenance services.

(c) Motor vehicles owned, leased or operated by the University shall be available for official University business only.

*Specific Authority* 1010.04 (2) FS.

*Law Implemented* 1010.04(2), 112.313, 119.07(3)(m), 120.57(3), 287.059, 672.719, 1004.22(7) FS.

*History*--New 12-2-02, Amended -- \_\_\_\_\_

**THE FLORIDA INTERNATIONAL UNIVERSITY BOARD OF TRUSTEES  
DIVISION OF COLLEGES AND UNIVERSITIES  
DEPARTMENT OF EDUCATION**

**NOTICE OF PROPOSED RULE DEVELOPMENT**

RULE NO.: 6C8-7.030

RULE TITLE: Purchasing

PURPOSE AND EFFECT: The purpose and effect of the proposed rule is to amend purchasing rules regarding printing of publications.

SUBJECT AREAS TO BE ADDRESSED: Procurement of printing services.

SPECIFIC AUTHORITY: 1010.04 (2) FS.

LAW IMPLEMENTED: 1010.04(2), 112.313, 119.07(3)(m), 120.57(3), 287.059, 672.719, 1004.22(7) FS.

IF REQUESTED AND NOT DEEMED UNNECESSARY BY THE AGENCY HEAD, A RULE DEVELOPMENT WORKSHOP WILL BE HELD ON THE TIME, DATE AND PLACE SHOWN BELOW:

TIME AND DATE: 10:00 a.m. on May 6, 2004

PLACE: Florida International University, University Park, GC 150, Miami, Florida 33199.

THE PERSON TO BE CONTACTED REGARDING THE PROPOSED RULE DEVELOPMENT IS: Eli Deville, Coordinator, Administrative Services, Office of the General Counsel. Phone number: (305) 348-2103.

THE PRELIMINARY TEXT OF THE PROPOSED RULE DEVELOPMENT IS AVAILABLE AT NO CHARGE FROM THE CONTACT PERSON LISTED ABOVE.

**THE FLORIDA INTERNATIONAL UNIVERSITY  
BOARD OF TRUSTEES  
BOARD MEETING**

**14 June 2004**

**SUBJECT:**           *Amended Fee Waiver*

---

**PROPOSED BOARD ACTION**

WHEREAS, the Board has previously authorized fee waivers for the 2003-04 operating budget in the amount of \$6.5 million,

WHEREAS, the total cost for fee waivers for the 2003-04 fiscal will be \$6.9 million,

BE IT RESOLVED, that the Board increase the fee waiver total for 2003-04 to \$6.9 million from \$6.5 million.

**BACKGROUND INFORMATION**

**A.     Statutory Authority**

**Section 1001.74, Florida Statutes (2003), Powers and Duties of university boards of trustees, provides in part:**

(11) Each board of trustees shall establish fees pursuant to ss. 1009.24 and 1009.26.

**Section 1009.24, Florida Statutes (2003), Fee waivers, provides in part:**

(3) Within proviso in the General Appropriations Act and law, each board of trustees shall set university tuition and fees.

**2003-04 General Appropriations Act, Conference Committee Report on SB 2-A:**

Each university board of trustees is authorized to waive tuition for purposes which support and enhance the mission of the university. All fee waivers must be based on policies which are adopted by university boards of trustees.

**B.     Explanation for Proposed Board Action**

At its July 2, 2003 meeting, the Board granted fee waiver authority to the University in the amount of \$6.5 million for the 2003-04 fiscal year. The actual cost of fee waivers for the 2003-04 operating budget is expected to be \$6.9 million, or \$400,000 more than initially projected. The Board must amend the fee waiver authority to increase the authorized amount from \$6.5 million to \$6.9 million.

---

**Supporting Documentation Included:**

- None

**Facilitators/Presenters:**

- Consent Agenda

**THE FLORIDA INTERNATIONAL UNIVERSITY  
BOARD OF TRUSTEES  
BOARD MEETING**

**14 June 2004**

**SUBJECT:** Housing Rental Rate Proposal 2004-2005

---

**PROPOSED BOARD ACTION**

Adopt the following Resolution:

RESOLVED that the Florida International University Board of Trustees approves a 3.5% rental rate increase as presented in the 2004-2005 Housing Auxiliary Business Plan, which is attached to this Resolution as Exhibit "D"

**BACKGROUND INFORMATION**

The State University System of Florida, Standard Practice 00-0000-3-03-2, Rule 6C-7.003, Florida Administrative Code requires that each university housing auxiliary submit for approval any proposed change in rental rates and/or fees charged to students. Each university board of trustees is authorized to establish rental rate and/or fees as provided by Florida Statute 1009.24 (12) (h).

The attached Rental Rate Proposal for 2004-2005 has been prepared in compliance with the requirements as prescribed by Florida Administrative Code. The proposed 3.5% increase in rental rates is consistent with the Housing auxiliary business plan.

The increase in rental fees will provide the additional revenue necessary for the auxiliary to meet operating requirements, execute residential life programs and services, fund capital reserves, and pay debt service for fiscal year 2004-2005.

---

**Supporting Documentation Included:**

- Exhibit "D" Rental Rate Proposal 2004-2005
- On-Campus Rental Rate
- Off-Campus Apartment Price Listing

**Facilitators/Presenters:**

- Consent Agenda



## ***Florida International University Housing Rental Rate Proposal 2004-2005***

### **Introduction**

The attached Rental Rate Proposal for 2004-2005 has been prepared in compliance with the requirements as proscribed by Florida Administrative Code. The Housing auxiliary has adopted a fiscal policy, which requires each facility to produce sufficient income to support all operating expenses, contribute to debt service and set aside a minimum of 3% gross revenue to fund capital reserves. The proposed 3.5% increase in rental rates will ensure sufficient revenue for fiscal year 2004-2005 to maintain and operate the student housing facilities serving Florida International University.

### **Proposed Rental Rate Increases**

If the proposed 3.5% rental rate increase (see attachment I) is adopted the average student will pay approximately \$20.00 a month more in rental fees. The resident student contract renewal rate for the upcoming fall semester (2004) exceeded 50%; this result indicates that the fee increase will not negatively impact occupancy. Overall, the rental rate fees for Florida International University on campus housing remain competitive both at the local market level and with other state university housing operations (see attachment V).

### **Estimate of Revenues and Expenditures**

Florida International University has a student housing capacity totaling 2,200 beds. The housing system maintained an occupancy rate of 99% fall 2003 – spring 2004. Summer term 2004 is anticipated to achieve an occupancy rate of 35%. The Housing office has maintained a fee collection rate above 99%.

The financial position (see attachment II) for the current fiscal year forecast a noteworthy improvement in total cash and investments. The increase is directly related to increased rental revenue generated by the 3% increase in rental fees and strong occupancy rates. The overall financial picture for the Housing auxiliary is stable, and will have the necessary revenue to fully fund operations and capital reserves.

The financial projections for 2004-2005 assume occupancy rates at 95% for fall and spring semesters, and 35% occupancy during the summer term. The increase in operating expense is reflective of continued rate increases for utilities and services.

### **Basic Fees and Charges**

The Housing office has made one change to the schedule for basic fees and charges (see attachment III). The new Lounge rental fee of \$50.00 per hour allows the auxiliary to recover cost associated with providing the space and services necessary to support the activity.

### **Capital Investment in Housing Facilities**

The Housing auxiliary is in the process of financing the construction of the new Lakeview project which consists of 825 new bed spaces. The project will be financed from tax-exempt bonds issued by the

## Exhibit “D”

Division of Bond Finance in an amount expected not to exceed \$37 million. The Housing auxiliary has set aside capital reserves in the amount of \$2,228,250 to support the financing of this project.

### **Campus Deliberations**

The proposed rental rates were presented in detail to residents during open meetings held at both campuses. The Residence Hall Association (see attachment IV) was informed of the overall status of the Housing auxiliary and provided an overview of the operating budget. Student reaction to the proposed 3.5% rental rate increase was supportive. The students currently living in Panther Hall expressed concern with the new room and board plan but acknowledged the rationale that the incoming freshmen would benefit from such a plan. The students currently living in Panther Hall will be relocated to other on campus housing facilities to insure space for the incoming freshmen class. The majority of the residents acknowledged the financial necessity of the rate increase and supported the new fee structure.

### **Summary**

The Housing auxiliary recognizes the financial impact on resident students in a year in which significant increases in tuition cost are anticipated. With the approval of the 3.5% fee increase the new rental rates will provide the necessary revenue to cover increases in the cost of facilities operations and insure high quality student services for our residents. The Housing auxiliary is prepared to serve the expanding needs of Florida International University and its student body.

If you require any further information, please contact James R. Wassenaar, Executive Director, Student Affairs, at (305)-348-4192.

**FLORIDA INTERNATIONAL UNIVERSITY**  
**On-Campus Rental Rate**  
**Schedule of Historical and Projected Semester Rental Rates**  
**(Per Student)**

	<b>HISTORICAL</b>				<b>Proposed 3.5%</b>
<b><u>Description</u></b>	<b><u>2000-2001</u></b>	<b><u>2001-2002</u></b>	<b><u>2002-2003</u></b>	<b><u>2003-2004</u></b>	<b><u>2004 -2005</u></b>
<b><u>Panther Hall</u></b>					
Two Bedroom Double Occupancy	\$1,783.00	\$1,852.00	\$1,944.00	\$2,002.00	\$2,072.07
<b><u>University Park Apartments</u></b>					
Two Bedroom Double-Occupancy	\$1,668.00	\$1,752.00	\$1,840.00	\$1,754.00	\$1,815.39
Two Bedroom Single-Occupancy	\$1,968.00	\$2,066.00	\$2,168.00	\$2,232.00	\$2,310.12
Efficiency Single	\$2,778.00	\$2,916.00	\$3,062.00	\$3,154.00	\$3,264.39
<b><u>Univeristy Park Towers (1998 Project)</u></b>					
Four Bedroom Single-Occupancy	\$2,600.00	\$2,730.00	\$2,867.00	\$2,952.00	\$3,055.32
<b><u>Everglades Hall (2000 Project)</u></b>					
Three Bedroom Single-Occupancy	N/A	N/A	\$2,700.00	\$2,780.00	\$2,877.30

\* The one bedroom double was eliminated and replaced by the one bedroom single

\*\* Proposed rental rate increase for fall 2004

n:office staff/audrey/operating data disclosure

**FLORIDA INTERNATIONAL UNIVERSITY**  
**Off Campus Apartment Price Listing**  
**FIU Area University Park Campus**

Complex Name	Rent (Monthly)		Deposit	What's Included
<b>Vista Verde Club Apartments</b> (305)220-7202 10495 SW 14th Terrace (Walk to FIU)	Studio One Bedroom Two Bedroom	\$825.00 \$930.00 \$1,030.00	Depending on credit One month deposit Application fee - \$50.00 Internationals without SS#: three months deposit.	Pool, Fitness center, vertical blinds, alarm, W/D hookups, laundry, refrigerator, dishwasher, cable TV, nightly patrol, no pets, professional on site management.
<b>San Marco</b> (305) 553-6450 8842 Fountainbleau Blvd (10 minutes from FIU)	One Bedroom Two bedroom Two bdr 2bth	\$770.00 \$905.00 \$985.00	250 w/good credit 1 month deposit w/bad credit Application fee - \$50.00 Co-signers accepted Cats only	18 hole golf course, minutes from FIU fully equipped kitchen, oversized floor plans, pool indoor basket ball, racket ball, theater, gym, clubhouse with sundeck.
<b>International Club Apartments</b> (305) 225 - 2002 122 Ave & 18th Street	One bedroom Two bedroom	\$785.00 \$845.00	\$625 with one months rent. \$75 processing fee \$50.00 Key	Pool, BBQ area, & small kids playground. Utilities not included
<b>Fountainbleau Milton</b> (305)225-4400 9517 Fountainbleau Blvd. (10 minutes from FIU)	Studio Two bedroom Three bedroom	\$734.00 \$876.00 \$1,103.00	Good credit/\$300 deposit One month's rent \$50.00 key gate card fee \$75.00 application fee 13 months lease and 7 month lease/18 month	Fitness center, dry cleaners, washer/dryer included, convenience store, water fall pool, heated spas
<b>Park Hill</b> (305) 274-6336 7235 SW 94th Place	One bedroom Two bedroom	\$779.00 \$999.00	One bedroom \$495 Two bedroom \$595	\$50 non-refundable for administration fee. Includes 2 pools, tennis court, equipped kitchen, laundry room in all buildings.
<b>Sunset Gardens</b> (305) 279-6611 7400 SW 107 Ave (10 minutes from FIU)	One bedroom Two bedroom/1 bath Two bedrooms/2baths Three bedrooms/2baths	\$920.00 \$1,050.00 \$1,120.00 \$1,295.00	\$300 with one month \$75.00 application fee \$500 - \$1,000 deposit with bad credit plus one month.	Pool, w/d included, tennis court, fitness center, indoor racquetball, alarm system, TV in kitchen, 24 hour emergency service.
<b>Four Quarters Habitat</b> (305)274-7256 8337 SW. 107 Ave.	One bedroom Three bedroom	\$819.00 \$1,019.00	\$350 plus one month \$350 plus two months \$65 Application fee	Pool, tennis court, whirlpool, w/d included, pets welcomed. \$150 Administration fee

**THE FLORIDA INTERNATIONAL UNIVERSITY  
BOARD OF TRUSTEES  
BOARD MEETING**

**14 June 2004**

**SUBJECT:** Substantial Interest Hearings

---

**PROPOSED BOARD ACTION**

Adopt the following Resolution:

WHEREAS, the Board of Trustees is an “agency” for purposes of the Florida Administrative Procedures Act (“APA”) (Chapter 120, Florida Statutes);

WHEREAS, the APA allows anyone whose substantial interests are affected by an agency decision to request a substantial interests hearing;

WHEREAS, the APA requires an agency to respond to petitions requesting a substantial interests hearing within specified time limits, assign a presiding officer for the hearing, and act upon the recommended order of the presiding officer;

BE IT RESOLVED, that the Florida International University Board of Trustees authorizes the Secretary of the Board to respond to petitions requesting a substantial interests hearing, assign a presiding officer, and act upon the recommended order of the presiding officer, and

BE IT FURTHER RESOLVED, that the University administration is empowered to take all actions necessary to give effect to this Resolution.

**BACKGROUND INFORMATION**

**A. Statutory Authority**

Section 1001.72 Florida Statutes (2003), University boards of trustees; boards to constitute a corporation; provides in relevant part:

(3) The corporation is constituted as a public instrumentality . . . and shall constitute an agency for the purposes of s. 120.52. [definitions section of the APA] . . .

Section 120.569, Florida Statutes (2003), Decisions which affect substantial interests, provides in relevant part:

(2)(a) [A] petition or request for a hearing under this section shall be filed with the agency. If the agency requests an administrative law judge from the division, it shall so notify the division within 15 days after receipt of the petition or request. A request for a hearing shall be granted or denied within 15 days after receipt of the petition. . .

Section 120.57, Florida Statutes (2003), Additional procedures for particular cases, provides in relevant part:

(1)(l) The agency may adopt the recommended order as the final order of the agency. . .

Chapter 28-106, Florida Administrative Code. Decisions Determining Substantial Interests, provides in relevant part:

*Rule 28-106.102:* "Presiding officer" means an agency head, or member thereof, who conducts a hearing or proceeding on behalf of the agency, an administrative law judge assigned by the Division of Administrative Hearings, or any other person authorized by law to conduct administrative hearings or proceedings who is qualified to resolve the legal issues and procedural questions which may arise.

#### **B. Explanation for Proposed Board Action**

This item will address an outstanding issue that remains from the transition to Board governance over the University. The University is subject to the Florida Administrative Procedure Act, Chapter 120, Florida Statutes ("APA"). Under the APA, any person whose "substantial interests" are affected by a final decision of the University, except students, may request an administrative hearing regarding the University's action, commonly referred to as a Section 120.57 hearing. At the University, the subject of these hearings usually involves a final personnel action (e.g., termination) that is being challenged by the affected employee.

Under the new School Code, the Board of Trustees is the agency subject to the APA and as such must respond to requests for administrative hearings within certain time limits, appoint a presiding officer to conduct the hearing, and act upon the recommended order of the presiding officer.

The recommendation to the Board is that it authorize the Secretary of the Board to perform these actions as required under the APA.

---

**Supporting Documentation Included:**

- None

**Facilitators/Presenters:**

- Consent Agenda

## **RESOLUTION**

WHEREAS, the Board of Trustees is an “agency” for purposes of the Florida Administrative Procedures Act (“APA”) (Chapter 120, Florida Statutes);

WHEREAS, the APA allows anyone whose substantial interests are affected by an agency decision to request a substantial hearing;

WHEREAS, the APA requires an agency to respond to petitions requesting a substantial interests hearing within specified time limits, assign a presiding officer for the hearing, and act upon the recommended order of the presiding officer;

BE IT RESOLVED, that the Board of Trustees authorizes the Secretary of the Board to respond to petitions requesting a substantial interests hearing, assign a presiding officer, and act upon the recommended order of the presiding officer;

BE IT FURTHER RESOLVED, that a written report be presented to the Board of Trustees at each meeting listing any pending substantial interests hearing;

BE IT FURTHER RESOLVED, that the University administration take all actions necessary to give effect to this Resolution.



**THE FLORIDA INTERNATIONAL UNIVERSITY  
BOARD OF TRUSTEES  
BOARD MEETING**

**14 June 2004**

**SUBJECT:** Alcoholic Beverages Rule

---

**PROPOSED BOARD ACTION**

Adopt the following Resolution:

RESOLVED that the Florida International University Board of Trustees adopt the amendments to Rule 6C8-11.005, Florida Administrative Code, ("Rule") regarding Alcoholic Beverages, which is attached to this Resolution as Exhibit "E", and

FURTHER RESOLVED that upon approval of the Rule by the Board, the Board delegate authority to the University President to approve any subsequent amendments that are based on comments to the Rule received by the University in writing or at a public hearing on the Rule to be held after the Board's action, and to file the rule for adoption.

**BACKGROUND INFORMATION**

**A. Statutory Authority**

**Section 1001.74, Florida Statutes (2002), Powers and Duties of University Boards of Trustees;** provides in part:

(6) Each board of trustees shall have responsibility for the use, maintenance, protection, and control of university-owned or university-controlled buildings and grounds, property and equipment, name, trademarks and other proprietary marks, and the financial and other resources of the university. Such authority may include placing restrictions on activities and on access to facilities, firearms, food, tobacco, alcoholic beverages, distribution of printed materials, commercial solicitation, animals, and sound.

(10) Each board of trustees has responsibility for policies related to students . . . student activities and organizations . . . .

**B. Explanation for Proposed Board Action**

The Rule is being amended to add two approved locations for the sale or service of alcohol at the Cejas School of Architecture Building and the Green Library. The Rule

amendments also correct an error in the Rule regarding the signage that must be posted at all events where alcohol is sold or served.

If the Board approves the Proposed Rule, the University will take the following steps which are required by state law:

1. Publish a notice regarding the Rule in a newspaper of general circulation;
2. Conduct a public hearing (if a hearing is requested) on the Rule approximately twenty-one (21) days after publication of the notice. The purpose of the hearing is to receive comments by students, staff, faculty, and other persons affected by the Rule; and
3. Consider any requests for changes received either in writing or at the hearing, and determine whether to amend the rule or proceed with the rule as published.

Given that the Board will not meet again until September 2004, it is further recommended in order to complete the rule adoption process without delay, the Board delegate to the President authority to consider requests for changes and to file the rule for adoption with or without further amendments based on his determination.

---

**Supporting Documentation Included:**

- Exhibit "E"-Proposed Rule Amendment 6C8-11.005
- Legal Notice Regarding Proposed Rule Development

**Facilitators/Presenters:**

- Consent Agenda

**THE FLORIDA INTERNATIONAL UNIVERSITY  
BOARD OF TRUSTEES  
DEPARTMENT OF EDUCATION  
STATE OF FLORIDA**

**RULE TITLE:**     **Alcoholic Beverages**

**RULE NO.:**       **6C8-11.005**

**(1) GENERAL REQUIREMENTS.**

(a) This rule shall govern the possession, service, sale, consumption and distribution of alcohol at all Florida International University sponsored events and activities; at all facilities operated under the jurisdiction of the University; to any, and all faculty, staff and students of the University, and their guests attending such events and activities.

(b) All activities, locations and individuals, referenced above, shall be governed by, and held accountable to the most stringent requirements of the appropriate state and federal laws, local county ordinances regarding alcohol, and/or this University rule.

(c) Definitions:

1.     The term “*alcohol*” or “alcoholic beverage”, as used in this rule, includes beer, wine, hard liquor, distilled spirits, mixed drinks, and other beverages containing ethyl alcohol.

2.     The term “*sponsored by*”, as used in this rule, includes all events and activities, on or off campus, supported wholly or in part through funding, services or resources of any University budget entity.

3.     The term “*individual*”, as used in this rule, includes any employee, student, volunteer or agent of the University, and their invited guests.

4.     The term “*University premises*”, as used in this rule, includes any facility, vessel, vehicle or real estate, whether owned, leased, rented or temporarily assigned, which is managed and operated under the authority of the University or an authorized agent of the University.

(d) No individual under the legal drinking age (minimum of 21 years of age) may possess, serve, sell, consume, or distribute alcohol on University premises, unless specifically engaged in an approved and supervised academic program, which does not involve the actual ingestion of alcohol by an individual under the legal drinking age.

(e) No individual may serve or otherwise provide alcohol, for consumption, to individuals under the legal drinking age of 21 years.

**(2) SERVICE, SALE AND DISTRIBUTION.**

(a) Where all other rule requirements have been satisfied, the approval process for the service, sale or distribution of alcohol on University premises shall be as follows:

1. A written document, contract or agreement, facility reservation form, memo or letter describing the type of event, number of attendees, and appropriate event controls shall be submitted to the Vice President of Student Affairs or his/her designee for approval, at least two weeks prior to the scheduled date. Approval shall be granted based on demonstrated intent to comply with the requirements set forth in sections (2)(b) and (2)(c) of this rule. The sale or service of alcohol on University premises in the absence of this approval is a direct violation of this rule.

2. Alcoholic beverages may be sold or served only by trained and service providers with appropriate permits.

3. Any sale of alcohol on University premises shall be in accordance with the requirements of the University's terms of agreement with the contracted food service provider for the University.

**NOTE:** Although the Vice President of Student Affairs or his/her designee may approve the sale of alcohol on University premises, only the Division of Alcoholic Beverages and Tobacco can issue the required legal permit to sell alcohol in the State of Florida.

4. Upon satisfaction of all legal and rule requirements, the **service and sale** of alcoholic beverages on University premises are limited to the locations identified below, or those otherwise authorized in writing under terms specified within said authorization by the Vice President of Student Affairs or his/her designee:

a. All locations specified on the alcoholic beverage license of the University's food service contractor.

b. **University Park:** Graham Center (GC) including the Ballrooms; The Faculty Club; The Rathskellar (Gracie's Grill); The Panther Suite; The Cafeteria & Food Court; The GC Forum & The Pit; The Golden Panther Arena & The Athletic fields/facilities, The Betty Chapman Student Plaza (*Fountain area bordered on the North by the GC - on the West by the PC building and on the Southeast by Parking Garage #1*), The Art Museum (and adjacent areas in PC); The Wertheim Performing Arts Center; The University House, Cejas School of Architecture Building, and Green Library.

c. **Biscayne Bay Campus:** Wolfe University Center (WUC) Ballrooms, Cafeteria, Panther Square, Hospitality Management Building, Southern Wine and Spirits Management Center, Koven's Conference Center, Library.

EXHIBIT “E”

d. **University Housing and Greek Housing:** As authorized in writing by the Vice President for Student Affairs or designee under terms specified within said authorization.

e. **Other areas:** The Wolfsonian-FIU Museums and The Women’s Club.

f. Future locations to be determined upon completion of construction or execution of lease agreements.

(b) When the service and sale of alcohol has been approved by the duly authorized University official, the following conditions shall apply:

1. Any individual to whom alcohol is sold or served, or who attempts to purchase or consume alcohol on University premises must satisfy the legal age requirement of 21 years, and demonstrate this by showing valid photo identification when asked to do so. Such identification includes: valid photo identification issued by the State of Florida or any other state of the United States, a passport or a United States armed services identification card, when asked to do so.

2. Event servers/bartenders and attendants may exercise prudent judgment, consistent with their training, with regard to the appearance of an individual in determining whether they satisfy the minimum age requirement.

3. Servers/bartenders and event attendants shall be properly trained regarding Florida’s underage person laws. Such training shall meet the minimum standards of programs such as TIPS® (*Training for Intervention Procedures*).

4. Servers/bartenders and attendants shall be at least 21 years old.

5. Individuals shall not bring alcoholic beverages to any University sponsored event. Individuals may not leave a University event or event area while carrying or holding any type of container of alcoholic beverage.

6. Non-alcoholic beverages and food must be provided in sufficient quantities at all events, and shall be made available for the duration of the event, while alcohol is also available.

7. Non-alcoholic beverages must be available at a price equal to or less than the price of the alcohol being served.

8. At least two printed signs shall be prominently displayed at each event, each of which must display the following information:

NO ALCOHOL SOLD OR SERVED TO MINORS  
PROOF OF AGE IS REQUIRED  
NON-ALCOHOLIC BEVERAGES AVAILABLE

## EXHIBIT “E”

### MANAGEMENT RESERVES THE RIGHT TO DENY SERVICE ASK AN ATTENDANT FOR ASSISTANCE, IF NECESSARY

Signs shall meet the following, minimum specifications: size shall be at least 11 ~~feet~~ inches by 14 ~~feet~~ inches; no other message shall be included on these signs, however, a single sign may be used to display this information in languages other than English.

9. Alcoholic beverages shall not be used as prizes or awards for any event.
10. “Alcohol tasting” events are subject to all the conditions of this rule.
11. Competitions or contests that involve alcoholic beverages are strictly prohibited.
12. At least one uniformed member of the University Police Department, or a substitute approved by the Chief of the University Police Department shall be present at all events on University premises at which alcohol is sold or served.
13. The service and sale of alcohol must cease at least one hour before the scheduled and advertised end of the event.
14. The service or sale of alcohol shall not continue at any event on University premises after 1:00 A.M.
15. Reasonable conditions intended to encourage and facilitate the responsible consumption of alcohol imposed by the FIU Executive Council, the Chief of Police, or the Director of Environmental Health & Safety and Risk Management Services , on an event-by-event basis.

(c) Applicable Laws and Regulations: Individuals shall adhere to all applicable state and local laws related to the sale or consumption of alcohol. These include, but are not limited to the following:

1. It is unlawful for any person to assist an underage person to purchase or attempt to obtain alcoholic beverages.
2. It is unlawful for any underage person to falsify a driver’s license or other identification document in order to obtain or attempt to obtain alcoholic beverages.
3. It is unlawful for any person to permit use of his/her driver’s license or any other identification document, by an underage person, to purchase or attempt to purchase alcoholic beverages.
4. The burden of proof to demonstrate satisfaction of the legal drinking age requirement is the responsibility of the person desiring alcohol service.

## EXHIBIT “E”

5. It is the responsibility of the server, at the time that an alcoholic beverage is requested to check the photo ID or wristband of persons to be served, or otherwise verify the age of the person to whom alcohol is to be served. Servers reserve the right to deny service.

6. Transportation of any alcoholic beverages on University premises shall be in unopened containers.

### **(3) DISTRIBUTION, ADVERTISING AND PROMOTION.**

(a) Advertisement and promotion of the use or consumption of alcohol at any event or activity is prohibited, unless written approval of the content of the advertisement, the size, location and method of distribution of the promotional material are, each and all, specifically reviewed and approved by the Vice President of Student Affairs or his/her designee. Approval shall be granted based on conformance with the requirements set forth in section (3)(c) of this rule.

(b) The following conditions shall also apply:

1. Event sponsors, who are also producers, sellers or distributors of alcoholic beverages shall not be recognized on printed or promotional materials unless authorized by the Vice President of Student Affairs or his/her designee pursuant to section (3)(a) of this rule.

2. Event sponsors, their subsidiaries, partners, or affiliated companies, which are recognized distributors or marketers of alcohol shall not be recognized on promotional materials for specific events where their products are sold or served, or at concurrent events on University premises, unless authorized by the Vice President of Student Affairs pursuant to section (3)(a) of this rule.

(c) Event planners or University administrators seeking approval for advertising or promotion of the use or consumption of alcohol on University premises shall assure that advertisements and promotional materials satisfy the following minimum requirements prior to requesting approval:

1. Advertisement for alcohol shall not promote the irresponsible use of alcohol.

2. Advertisement shall not encourage any behaviors or activities that directly conflict with the requirements of this rule.

3. Advertisement shall not use alcohol as an inducement to participate in a University event and shall not offer alcohol as a prize or gift in any form of contest, raffle, game, or competition.

## EXHIBIT “E”

4. Social events that encourage drinking, drinking contests, or alcoholic intoxication, and the advertisement of any such events are strictly prohibited.

5. General promotional materials, including advertising for any University sponsored event shall not make reference to the availability of alcoholic beverages unless the event is sponsored by the School of Hospitality Management in association with the FIU Beverage Management Program.

6. Advertising for any event sponsored by the FIU School of Hospitality Management where alcoholic beverages will be served and its availability is identified in the promotional material, shall specifically mention the availability of non-alcoholic beverages as prominently as the availability of alcoholic beverages.

### **(4) TAILGATING AND ATHLETIC EVENTS.**

(a) In addition to all other requirements stated in this rule, the following requirements shall apply to the service, purchase, use, possession, distribution or consumption of alcohol and alcoholic beverages on University premises at events occurring in conjunction with FIU athletic events and competitions – either before, during or after the games.

1. Alcohol shall not be sold or served in the FIU Community Stadium or within the confines of any facility on University premises where an athletic event is being held, if the sale or service of alcohol is in any way associated with the scheduled athletic event.

2. Individuals and members of the public attending any football game on University premises shall not leave and subsequently re-enter the football stadium at any time before or during the game. Response to inclement weather conditions or emergency evacuations shall be handled on a case by case basis

3. Individuals and members of the public are strictly prohibited from entering the football stadium while carrying or bearing any type container, open or closed, which contains any type of beverage.

4. Event managers and University police reserve the right to deny access, to athletic events, to individuals and members of the public who exhibit behaviors consistent with alcohol intoxication, or who behave in any manner inconsistent with the requirements of this rule.

5. Tailgating activities on University premises that involve the consumption of alcohol shall be restricted to specifically designated locations monitored by the FIU Public Safety Department.



## EXHIBIT “E”

6. The sale and service of alcohol shall be restricted to specific locations authorized in writing under terms specified within said authorization by the Vice President of Student Affairs or his or her designee.

7. The FIU Chief of Police shall prepare and submit an *Event Evaluation Summary & Recommendation Report* to the Vice President of Student Affairs within 72 hours of each athletic event and shall specifically address findings related to the use or abuse alcohol at each event on each report.

Specific Authority 1001.74(4) FS.

Law Implemented 1001.74(6), (10), and (19) FS.

History--New 10-22-03, Amended \_\_\_\_\_.

**THE FLORIDA INTERNATIONAL UNIVERSITY BOARD OF TRUSTEES  
DIVISION OF COLLEGES AND UNIVERSITIES  
DEPARTMENT OF EDUCATION**

**NOTICE OF PROPOSED RULE DEVELOPMENT  
(Published in the *Miami Daily Business Review* on \_\_\_\_\_, 2004)**

RULE NO.: 6C8-11.005

RULE TITLE: Alcoholic Beverages

PURPOSE AND EFFECT: The purpose and effect of the amendments to the existing rule are to revise the University's policies regarding the sale of alcohol on University premises.

SUBJECT AREAS TO BE ADDRESSED: Conditions for sale of alcohol; approved locations.

SPECIFIC AUTHORITY: 1001.74(4).

LAW IMPLEMENTED: 1001.74(6), (10), and (19) FS.

IF REQUESTED AND NOT DEEMED UNNECESSARY BY THE AGENCY HEAD, A RULE DEVELOPMENT WORKSHOP WILL BE HELD ON THE TIME, DATE AND PLACE SHOWN BELOW:

TIME AND DATE: 11:00 A.M. on Monday, May 17.

PLACE: Florida International University, University Park, PC 521, Miami, Florida 33199.

THE PERSON TO BE CONTACTED REGARDING THE PROPOSED RULE DEVELOPMENT IS: Jennifer Mwaisela, Director, Environmental Health and Safety, Florida International University, University Park, Miami, Florida 33199. She can be reached at (305) 348-2621.

THE PRELIMINARY TEXT OF THE PROPOSED RULE DEVELOPMENT IS AVAILABLE AT NO CHARGE FROM THE CONTACT PERSON LISTED ABOVE.

**THE FLORIDA INTERNATIONAL UNIVERSITY  
BOARD OF TRUSTEES  
BOARD MEETING**

**14 June 2004**

**SUBJECT:** Tenure as a Condition of Employment Nominations

---

**PROPOSED BOARD ACTION**

Adopt the following Resolution:

WHEREAS each board of trustees is authorized to establish the personnel program for all employees of the university including tenure,

WHEREAS the University President is recommending the granting of Tenure as a condition of employment for Dr. Randy Anderson and Dr. Matthew Downs,

BE IT RESOLVED that the Florida International University Board of Trustees approves the granting of Tenure as a condition of employment for the individuals recommended by the University President and whose academic and professional profile is attached to this Resolution as Exhibit "F."

**BACKGROUND INFORMATION**

Florida Statutes 1001.74, "Powers and duties of university boards of trustees," states in part,

(19)(a) Each board of trustees shall establish the personnel program for all employees of the university, including the president, pursuant to the provisions of chapter 1012 and, in accordance with rules and guidelines of the State Board of Education, including: compensation and other conditions of employment, recruitment and selection, non-reappointment, standards for performance and conduct, evaluation, benefits and hours of work, leave policies, recognition and awards, inventions and works, travel, learning opportunities, exchange programs, academic freedom and responsibility, promotion, assignment, demotion, transfer, tenure and permanent status, ethical obligations and conflicts of interest, restrictive covenants, disciplinary actions, complaints, appeals and grievance procedures, and separation and termination from employment.

---

**Supporting Documentation Included:**

- Exhibit "F": 2003-2004 Tenure as a Condition of Employment Nominees

**Facilitators/Presenters:**

- Consent Agenda

## **2003-2004 Tenure as a Condition of Employment**

### **College of Business**

**Dr. Randy Anderson** attended the University of Alabama where he graduated with a Ph.D. in Finance. His teaching interests include real estate, corporate finance and financial institutions; his research interests are real estate brokerage, REIT performance, and mutual fund performance. Prior to joining FIU, he held the position of William Newman Chair of Real Estate Finance and Academic Director of the William Newman Real Estate Programs at The City University of New York, Baruch College. Dr. Anderson developed real estate programs at both undergraduate and graduate levels. He also conducted research projects in the real estate area, and published extensively in practitioner and academic journals. Dr. Anderson has high publication representation in three of the top industry journals. He has been one of the top contributors in the country to the *Journal of Real Estate Research*, *Journal of Real Estate Finance and Economics* and *Real Estate Economics*. He has held offices such as Executive Director of the American Real Estate Society, co-editor of the *Journal of Real Estate Literature* (Dissertations Section), co-editor of the *Journal of Real Estate Portfolio Management* (Dissertations Section), and panelist of the American Real Estate Society, among others. In addition to his strong academic credentials, he has extensive professional experience, serving as the Chief Economist and Director of Research at the Marcus and Millichap Holding Company and Vice President for Investment Research at Prudential Financial Real Estate Investors. Dr. Anderson was recently honored with the Baruch College Faculty Achievement Award for Research on March 4, 2004. Furthermore, he raised over \$2.5 million at Baruch.

### **College of Law**

**Matthew P. Downs** come to FIU from the William Mitchell College of Law in St. Paul, MN. He attended Pepperdine where he obtained his J.D. He then attended California State University Fullerton where he graduated with a M.S.L.S. and later the Katholieke Universiteit Leuven in Belgium, where he graduated with a LL.M. Professor Downs concentrates on business and international organizations and law of the European Union. He has taught throughout the world, including Thailand, Croatia, and Hungary. He strives to bring a global perspective to the classroom, stressing the importance of building cross-border relationships. Professor Downs is a frequent lecturer at foreign law schools and has addressed U.S. business law issues, corporate governance, legal education, human rights aspects of trade and international business, and international employment law issues. He has taught in Hungary, China, England, and Thailand. Most recently he was a visiting lecturer and addressed the Fiduciary Duties of Officers and Directors in the United States at Thammasat University School of Law, in Bangkok, Thailand. He teaches each summer at the Summer ELSA Law School, on Comparative Law--Protection of Human Rights in Comparative Perspective, co-sponsored by the European Law Students Association, the American Embassy in Zabreb, the University of Zagreb Law School, and the Inter-University Centre for Advanced Studies, Croatia. He is an active member of the Minnesota State Bar Section on International Business Law. On occasion he has served as *pro bono* counsel for clients seeking asylum in the United States.

**THE FLORIDA INTERNATIONAL UNIVERSITY  
BOARD OF TRUSTEES  
BOARD MEETING**

**14 June 2004**

**SUBJECT:** Tenure and Tenure and Promotion Nominations

---

**PROPOSED BOARD ACTION**

Adopt the following Resolution:

WHEREAS each board of trustees is authorized to establish the personnel program for all employees of the university including tenure,

WHEREAS the University President is recommending the granting of Tenure for 5 nominees and Tenure and Promotion for 24 nominees listed respectively in Exhibits "G" and "H",

BE IT RESOLVED that the Florida International University Board of Trustees approves the granting of Tenure to the five individuals listed in Exhibit "G", and approves Tenure and Promotion to the twenty-four individuals listed in Exhibit "H" based on the recommendations of the University President.

**BACKGROUND INFORMATION**

**Florida Statutes 1001.74, "Powers and duties of university boards of trustees,"** states in part,

**(19)(a)** Each board of trustees shall establish the personnel program for all employees of the university, including the president, pursuant to the provisions of chapter 1012 and, in accordance with rules and guidelines of the State Board of Education, including: compensation and other conditions of employment, recruitment and selection, non-reappointment, standards for performance and conduct, evaluation, benefits and hours of work, leave policies, recognition and awards, inventions and works, travel, learning opportunities, exchange programs, academic freedom and responsibility, promotion, assignment, demotion, transfer, tenure and permanent status, ethical obligations and conflicts of interest, restrictive covenants, disciplinary actions, complaints, appeals and grievance procedures, and separation and termination from employment.

---

**Supporting Documentation Included:**

- Exhibit “G”: 2003-2004 Tenure Nominees
- Exhibit “H”: 2003-2004 Tenure and Promotion Nominees
- 2003-2004 Tenure Nominations by College and Action (Summary Chart)
- Tenure and Promotion Process Diagram

**Facilitators/Presenters:**

- Consent Agenda

## 2003-2004 Tenure Only

### College of Arts & Sciences

**Dr. Thomas K. Hagood** is Professor and Director of the FIU Dance program. Prior to joining FIU in the summer of 2001, Dr. Hagood was Director of Graduate Studies in Dance at Mills College, in Oakland, California. He teaches Dance Composition, Movement Analysis and Dance Kinesiology, Global Perspectives, Introduction to Dance, and beginning levels of Modern Dance technique. A scholar on the history and policy for dance in higher education, he is the author of the critically acclaimed text, *A History of Dance in American Higher Education: Dance and the American University* (Lewiston, NY: The Edwin Mellen Press, 2000). His original research has also appeared in such periodicals as "Impulse: The International Journal for Dance Science, Medicine and Education," "Dance Research Journal," "Arts Education Policy Review" and "Dance Teacher Now." Dr. Hagood holds a BS degree in dance from SUNY Brockport, a MA in modern dance from the University of Utah, and a Ph.D. in dance from the University of Wisconsin-Madison. He has served on the Boards of Directors of the Congress on Research in Dance (CORD) and the National Dance Education Organization (NDEO). Dr. Hagood is co-author and Co-Chair (with Dr. Jane Bonbright) of the National Dance Education Organizations "Research in Dance Education" project, a three-year, \$683,000 grant from the US Department of Education - Office of Education Research and Improvement. His academic experience includes working as Assistant Professor of Dance and Director of Graduate Studies in Dance at Mills College; working as Assistant Professor and Director of Dance at Wichita State University as well as Lecturer, Dance Program Publicist and Administrative Assistant to the Program Chair at the University of Wisconsin in Madison.

**Dr. Aurora G. Morcillo** is the Director of the International Women's Studies Abroad Program at FIU. Since 2001, she has also been a member of FIU's Women's Studies Center Governing Board and the Women's Studies Center Self-Study Committee. Dr. Morcillo graduated from the University of New Mexico with a PhD in history, with emphasis on modern Spain and gender history. Her most recent book, *True Catholic Womanhood: Gender Ideology in Franco Spain* was published in 2000. In addition, works in progress include *The Seduction of Francoist Spain*; *The Female Body at the Center of Sexual Politics*; "Españolas-Gender Relations in Modern Spain" in Adrian Shubert ed., *Modern Spain* (Palo Alto, California: The Society for the Promotion of Science and Scholarship); *Beauty, Power, and Body in the Hispanic World* co-edited Aurora Morcillo, Julio Moreno, and Linda Hall. Dr. Morcillo's teaching interests include history of modern Spain, gender and right-wing politics, nationalism and gender under totalitarian regimes, women's historiography and the study of education, women in contemporary society, introduction to women's studies, history and feminist theory, women and religion, educational thought and feminist theory, popular culture, gender and education, and history of the body. Dr. Morcillo's current research interests center around sexual politics under the dictatorship of Francisco Franco as well as issues concerning modernity and the commodification of the female body. Courses she has developed include Introduction to Women's Studies; Teaching Diverse Populations;

History of Women in Modern Spain; Gender Issues in Education; Nationalism, Gender, and Sexuality in Totalitarian Regimes; Historical Research for the Study of Gender and Education; Research Applications to Education; Religion, Sexuality and Gender Roles Western Culture; Sexed Bodies, Gendered Bodies.

**Dr. Gary M. Rand** manages the Southeast Environmental Research Center state-of-the-art Ecotoxicology laboratory situated on Biscayne Bay Campus. He attended Hunter College where he graduated with a BA in Biology/Chemistry, and later attended Long Island University where he graduated with a M.S. in Marine Biology. Dr. Rand received his Ph.D. from Texas A&M University and was a National Institute of Health Postdoctoral Research Fellow and Trainee in Toxicology at North Carolina State University. During this time, he conducted research on the neurotoxic effects of acute and chronic pesticide exposure on aquatic and mammalian organisms. Following his graduate education, he was a corporate toxicologist in the oil, chemical and utility industries for 20 years. Dr. Rand was responsible for conducting ecotoxicology studies and preparing ecological risk assessments for hazardous waste sites and on pesticides and industrial chemicals for product registration. At FIU, he is conducting pioneering ecotoxicology studies in South Florida aquatic and terrestrial ecosystems from the St. Lucie River Watershed to Everglades and Biscayne National Parks. Dr. Rand also conducts research on: acute and chronic effects of pesticides, metals, PAHs, PCBs and other foreign chemicals on freshwater, estuarine, marine, wetland and terrestrial species; effects of wastewaters and contaminated soils/sediments and identification of toxics (toxicity identification evaluations) and appropriate pollution remediation strategies (toxicity reduction evaluations). Current research includes: Freshwater Inflow and Wastewaters into Marine Systems: Effects of Salinity Changes and Development of Numerical Water Quality Criteria for Contaminants Using Physiological Performance Measurements Relevant to Estuarine Indicator Species in South Florida (281K for 2 years-2002-2004, National Park Service); Sediment Bioassay and Toxicity Identification/Evaluation Methods Adaptation to the Central and South Florida System (104K for 2 years-2002-2004; South Florida Water Management District); and Screening Level Risk Assessment to Determine Potential High Priority Contaminants and Natural Resources at Risk in Biscayne and Everglades National Parks: Critical Information Needs for the Comprehensive Everglades Restoration Plan (CERP) (735K for 3 years-2001-2004; U.S. Dept. of the Interior). Dr. Rand is a founding member and on the editorial board of *Nonlinearity in Biology, Toxicology and Medicine*; since 1995 he has been on the editorial board of *Biomarkers* and since 2002 on the editorial board of *Ecotoxicology*. Since 1998, he has been a member of the Ecotoxicology and Risk Management Scoping Committee for the South Florida Restoration, and the Ecological Risk Focus Group of South Florida Forum.

### **College of Education**

**Dr. Charles Bleiker** is Associate Professor of Early Childhood Education and Program Coordinator in Early Childhood Education. He graduated from Stanford University with a Ph.D. in Child and Adolescent Development. Dr. Bleiker has worked in the area of children's drawings, spatial cognition and creativity for the past seven years. He



recently received funding confirmation (\$1.7 million) for FIU to be the lead university in carrying out a longitudinal study of the subsidized childcare system over a three-year period (2002-2005). Other scholarly activities include engaging in preliminary negotiations for an Art Education Book with Prentice Hall; reviewing manuscripts for the Journal of Early Childhood Research Quarterly, presenting at national, regional and local conferences, serving as moderator for the College of Education's graduate student research conference and submitting two journal articles and three conference proposals for the coming year. Dr. Bleiker's teaching interests include child development, early childhood education, art education, cross-cultural studies of teaching and development, developmentally based curriculum design and research methods. He has served as major professor for six early childhood education students; has prepared documents for NCATE/DOE/SUS site visits; developed an early childhood leadership course for the Central Agency for Jewish Education; developed a certification module for early childhood education and has advised numerous undergraduate and graduate students. Dr. Bleiker has also been actively involved in disseminating his research findings and professional expertise through his many local, state, and national paper presentations and lectures. He serves on two college committees, on the State University System Early Childhood Readiness Task Force, is a reviewer for AERA, Early Childhood Research Quarterly and the Coalition for Quality Children's Media, the Miami-Dade Early Childhood Advisory Committee, the Mayor's Task Force-Priority III-Professional Development in EEC and Priority IV-Curriculum in EEC-Children's Trust Initiative Committee.

## **College of Health and Urban Affairs**

**Dr. Marianna K. Baum** joined FIU in 2001 as professor of dietetics and nutrition. She obtained her doctorate degree in biochemical nutrition from Florida State University and has postdoctoral training in Clinical and Laboratory Nutrition and Epidemiology from the University of Miami's Department of Epidemiology and Public Health. She has published numerous articles in nutrition and medical journals as well as health magazines. Before moving to Florida International University, she was Assistant Dean at the University of Miami School of Medicine. She was also professor and chief of the Department of Psychiatry and Behavioral Sciences, Division of Metabolism and Disease Prevention. Dr. Baum has over 25 years of experience in successfully funded research (over \$38 MM) and has been involved in multiple NIH study sections and advisory committees. When she joined FIU, she brought a \$3.3 million NIDA grant, which allowed her to set up a large research infrastructure to conduct rigorous scientific studies as well as provide a training ground for many doctoral students. While at FIU, she has developed three new courses for the graduate curriculum in the Department of Dietetics and Nutrition, has served on several departmental, college and university committees as well as continued her membership on the AIDS Clinical Studies and Epidemiology Study Section at NIH. During the last year, she has submitted new NIH applications for international research and training in collaboration with the Harvard School of Public Health and Yale University. Dr. Baum's interdisciplinary collaborative studies have resulted in 113 peer-reviewed publications, 28 book chapters and over 250 presentations and abstracts at multiple national and international conferences. Her most recent grant submission, "HIV disease, drug abuse and nutrient therapy in

Bostwana", is for a total of \$4.2 million during a five-year period, in conjunction with the Harvard School of Public Health. In addition, she has submitted a 5-year proposal for "AIDS International Training and Research Program" for \$1.1 million.

## 2003 – 2004 Tenure and Promotion

### College of Arts & Sciences

**Dr. José R. Almirall** is Assistant Professor in the Department of Chemistry and Biochemistry, the Associate Director of the International Forensic Research Institute and the Director of the Graduate Program in Forensic Science at FIU. He received a B.S. in Chemistry from Florida International University, a M.S. in Chemistry from the University of Miami and a Ph.D. in Pure and Applied Chemistry from the University of Strathclyde in Glasgow, Scotland. He was a practicing forensic scientist at the Miami-Dade Police Department Crime Laboratory in Miami, Florida for 12 years prior to his academic appointment in 1998. Dr. Almirall has testified in over 100 criminal trials as an expert witness in the areas of drugs, trace evidence, and arson evidence analyses. Dr. Almirall has authored or co-authored over 40 publications in the field of analytical chemistry and forensic chemistry and has presented over 190 papers and workshops in the U.S., Europe, Central America, Australia, and Japan. The interests of his research include the development of analytical methods for the detection and analysis of arson evidence, materials characterizations by a variety of methods and new applications of Mass Spectrometry in Forensic Science. His research interests include: development and application of analytical chemistry tools to enhance the value of scientific evidence in legal disputes; the application of novel extraction methodology such as solid phase micro extraction (SPME) for the isolation of ultra-trace quantities of analytes of interest; development of methodologies using hyphenated techniques for the separation and identification of these chemical species by GC-MS-MS, LC-MS, LC-ECD, and CE-MS, and the use of these techniques for the detection and identification of other organic species of forensic interest such as controlled substances; development of methodology for the characterization and forensic evaluation of materials by elemental composition and statistical analysis, specifically the determination of ultra-trace quantities of metals in glass by ICP-AES, ICP-MS, and LA-ICP-MS.

**Dr. Shu-Ching Chen** is Assistant Professor in the School of Computer Science, Director of the Distributed Multimedia Information System Laboratory, and Associate Director of the Center for Advanced Distributed System Engineering. He graduated with a Ph.D. from the School of Electrical and Computer Engineering at Purdue University in West Lafayette, where he also received his MS in Computer Science, Electrical Engineering, and Civil Engineering. His research interests include Distributed Multimedia Database Systems, Database Management, Data Mining, Multimedia Communications and Networking, Wireless Communications, GIS, Distributed Computing. Dr. Chen's most recent research grants include Co-PI: "Public Hurricane Risk and Insured Loss Projection Model," Florida Department of Insurance, \$2.55 million, May 2001 - June 2004, with Shahid Hamid (PI) and Steve Leatherman (Co-PI); Subproject Co-PIs: "CREST: Center of Emerging Technologies for Advanced Information Processing and High-Confidence Systems," NSF HRD-0317692, \$4.5 million, August 1, 2003 - July 2008; Co-investigator: "Infrastructure for Research and Training in Database Management for Web-based Geospatial Data Visualization with Applications to Aviation," NSF EIA-0220562, \$1.5 million, September 1, 2002 - June 30, 2007, Naphtali Rische (PI) and Ben Wongsaroj (Co-PI). Dr. Chen has co-authored

several book chapters: "A Stochastic Content-Based Image Retrieval Mechanism," pp. 302-320, Idea Group Publishing, 2004, ISBN: 1-59140-265-4; "Mining High-Level User Concepts with Multiple Instance Learning and Relevance Feedback for Content-Based Image Retrieval," Lecture Notes in Artificial Intelligence Volume 2797, 2003, ISBN:3-540-20305-2, as well as "Innovative Shot Boundary Detection for Video Indexing," which has been accepted for publication by Idea Group Publishing. In addition, Dr. Chen has over 18 professional journal publications and has refereed more than 90 conference/symposium/workshop proceedings.

**Dr. Laura De Carli**, Assistant Professor of Mathematics at FIU, graduated from the University of Pisa in Italy with a BA in Pure Mathematics. She later graduated from the University of Rome and UCLA with a PhD in Pure Mathematics. Dr. De Carli's teaching experience includes UCLA, University of Napoli in Italy and the University of Missouri. She is fluent in Italian, English, and Spanish. Dr. De Carli has participated in numerous talks, workshops and presentations in Italy, Spain and has worked as visiting researcher in Japan, Czech Republic, Germany, as well as major stateside universities. The focus of her research is on the following problems: restriction properties of the Fourier transform to manifolds of arbitrary codimension; the restriction conjecture; uniform estimates of orthogonal polynomials and special functions; unique continuation properties of solutions of elliptic equations, (and systems); and evaluation of the norms of convolution operators.

**Dr. François Debrix** is currently Assistant Professor at FIU's Department of International Relations. He graduated with a Ph.D. in Political Science from Purdue University, where he also obtained his MA. Dr. Debrix graduated with a B.A. in Spanish and English from the University of Rouen in France and later with a B.A. in International Law, Political Science, and Diplomatic History from the University of Strasbourg in France. He has numerous books and publications, including "Fear Factor: Popular Crises, Paranoia, and the Media in the Transnational Polity," which is currently in progress. Dr. Debrix also has several published translations. His latest one is "The Violence of the Global," a Translation of Jean Baudrillard, "La Violence du Mondial," in *Power Inferno* (Paris: Galilée, 2002). Dr. Debrix teaches graduate seminars in International Organization, International Relations Theory, International Law, and Research Design and Methods in International Relations; upper division undergraduate courses in Theories of International Relations, the Media and International Relations, International Organization, International Humanitarian Law, and International Law; as well as introductory undergraduate courses in Introduction to International Relations, Comparative Political Systems, Modern Political Thought, Ancient Political Thought, and French Language and Literature.

**Dr. Javier Francisco-Ortega**, Assistant Professor in Biological Sciences, graduated with a B.Sc. in agronomy and horticulture science from the Escuela Técnica Superior de Ingenieros Agrónomos, Madrid, Spain. He later attended the University of Birmingham, UK, where he obtained his M.Sc. and later his Ph.D. in Biological Sciences. He has the distinction of being the first faculty member hired into the Tropical Biology Program, a new cooperative program between FIU and Fairchild Tropical Garden. Dr. Francisco-

Ortega was hired following an exhaustive search of distinguished senior scientists from around the world. His research is innovative in the area of plant molecular systematics and island biogeography. His particular interests are genetic diversity in plants and the origin and evolution of plants endemic to the Canary Islands. Most recently, Francisco-Ortega was lecturer in plant genetics/breeding in the Department of Agronomy at the University of La Laguna, Canary Islands. Francisco-Ortega's laboratory is located at the Research Center at Fairchild Tropical Garden. He has research funding from the National Science Foundation to support studies that use molecular markers to investigate the origin and evolution of the Asteraceae (sunflower) species in Macaronesia. His laboratory is also conducting molecular phylogenetic studies of cycads, palms, and agaves using the extensive collection at Fairchild Botanical Garden. His research has strong biogeographical and conservation implications, as insular endemics are particularly endangered and have had a tremendous impact on our current understanding of biogeographical patterns. Francisco-Ortega has been teaching new courses at FIU, including Biodiversity on Tropical Islands and Biogeography. He cited the international character of the Greater Miami community as one of the key factors that attracted him to the University. Dr. Francisco-Ortega's main research interest concerns the use of molecular markers in plant conservation, plant evolution and plant systematic studies, and has a special interest in the origin and evolution of plants endemic to tropical and subtropical islands. He is currently using AFLPs, microsatellites, and RAPDs as markers to understand some of the factors behind population decline of rare species. Dr. Francisco-Ortega has presented in numerous scientific conferences and has an abundant number of published articles.

**Dr. Piero Gardinali**, Assistant Professor of Chemistry and faculty member of FIU's Southeast Environmental Research Center, has been testing for caffeine in canals in the Florida Keys in an effort to prove that ailing septic systems are contaminating Monroe County waterways. It is hoped that the research will lead to better environmental management of the fragile ecosystem. He graduated with a Ph.D. in Chemical Oceanography from Texas A&M University and attended the Universidad Simón Bolívar in Caracas, Venezuela, where he graduated with a B.S. in Chemistry and later a M.Sc. in Analytical Chemistry. Dr. Gardinali's professional interests include source and fate of organic pollutants in the marine environment; distribution and equilibria of organic contaminants in estuarine ecosystems; HRGC/HRMS of priority and contemporary pollutants; design and implementation of microscale trace organic analytical methods for newly identified contaminants in biotic and abiotic environmental samples; assessment of environmental toxicants using biomarkers of exposure; geochemistry of polar lipids in aquatic systems, and geochemistry of carboxylic acids in recent and ancient sediments. His research interests focus on four different aspects: environmental pollution monitoring; source fate and transport of persistent and contemporary organic pollutants in coastal marine and freshwater systems; development of new analytical protocols for the determination of trace organic compounds in environmental samples; and use of biological markers to assess exposure of marine biota to endocrine disruptors.

**Dr. Roby G. George** attended Florida State University where he obtained his BA in Music Education and later his MA in Music Education. He later attended the College-Conservatory of Music as a student in residence and then graduated with a Doctor of Musical Arts from the University of Cincinnati. Dr. George directs the FIU Wind Ensemble, and recently prepared them for their concert performance at the 2004 College Band Directors National Association Conference, held at Emory University in Atlanta. In addition, the Wind Ensemble is in the process of completing their 2001 CD recording project entitled *Passport*. Dr. George often visits schools offering master classes and workshops and has put together a successful summer program at the university for high school conductors. He has also made presentations and performances at national and regional conferences of the College Band Directors Association, the Music Educators National Conference, and the Mid-West Band and Orchestra Clinic. Dr. George also initiated the Wind Conducting Seminar, hosted by FIU. He is chair of the Florida Intercollegiate Reading Band, co-chair of the Florida Intercollegiate Band, member of the CBDNA "Think Tank" committee, and member of the Florida Bandmasters Association New Music Committee. In 2003, Dr. George became an honorary inductee of the Kappa Kappa Psi Music Fraternity, FIU chapter.

**Dr. Michael E. McClain** is Assistant Professor of Environmental Studies. His research interests include meso-scale hydrology and biogeochemistry in Latin America; plant/soil and land/water interactions; deterministic modeling, remote sensing and image analysis; land use dynamics and watershed management, as well as participatory research at community level. He attended the University of Washington, where he graduated with a Ph.D. in Oceanography (Biogeochemistry). His most recent grant is from the Andrew W. Mellon Foundation for Development of a Multi-Institutional Base of Research Across a Gradient of Ecosystems in the Peruvian Amazon (January 2003 through December 2005). Through August 2004, he has a research grant from the Inter-American Institute for Global Change Research, with funds from the National Science Foundation, for The Andean Amazon Rivers Analysis and Management (AARAM) Program. Dr. McClain has refereed numerous journal articles and has published two books—McClain ME (ed). 2002, *The Eco-hydrology of South American Rivers and Wetlands*. Special Publication #6 of the International Association of Hydrological Sciences, and McClain ME, Victoria RL and Richey JE (eds.), 2001, *The Biogeochemistry of the Amazon Basin*, Oxford University Press. Dr. McClain's projects center on large tropical river basins and the links between natural ecosystem processes, human activities, and water resources. He is particularly interested in how humans depend on the integrity of natural systems and how to capitalize on ecosystem services to improve the management of our environment. His current research focuses entirely in South America and in the Amazon basin in particular. Specific activities are contained within the following integrated themes: Basin-Scale Processes, Riparian Forest Dynamics and Aquatic Biodiversity. Dr. McClain is a member of Search Committee of the Dept. of Environmental Studies; the Executive Board of the Latin American and Caribbean Center; the Technical Advisory Board to the Dean of Arts and Sciences; the University GIS Committee, and is the Webmaster of the Dept. of Environmental Studies.

**Dr. Marilyn Montgomery** is Assistant Professor of Psychology and a faculty member in the Developmental Psychology program and the Mental Health Research and Services program. She conducts research on social and emotional aspects of close relationships and identity development, and teaches undergraduate courses on Social and Personality Development, Human Communication, and Psychotherapy; her graduate courses include Applied Life Span Human Development and Cross-Cultural Sensitization in a Multicultural Context. Dr. Montgomery is the founder and director of the Youth and Family Development Program, which studies parent/child relationships and parent/child interventions. Dr. Montgomery also is involved with the PRIME program at FIU (Psychology Research in Mentoring), and publishes in the area of diversity training, minority student development, and identity development. She is the associate editor of *Identity: An International Journal of Theory and Research*. Dr. Montgomery graduated with a Ph.D. from Texas Tech University. Since 2002, and funded through 2007 by the National Institute of Alcohol Abuse and Alcoholism, she has been co-investigator in study that involves a randomized, clinical trial evaluating the efficacy of an HIV risk-reduction intervention among youth in treatment for substance abuse. As principal investigator, she previously conducted a study, which involved the establishment of a longitudinal data set for tracking the professional development of mentored minority students in Psychology. Furthermore, Dr. Montgomery has conducted several research projects in association with the Community-Based Intervention Research Group. She is currently working on an International Youth Development Project; an Adult Identity Development Project, and a Cross-Cultural Relationship Beliefs Survey.

**Dr. Giri Narasimhan** is Associate Professor in the School of Computer Science. He obtained his Ph.D. in Computer Science from the University of Wisconsin in Madison. He has ample teaching experience in both stateside and international universities, including the University of Memphis, University of Copenhagen in Denmark, Lund University in Sweden, University of Maryland, University of Stony Brook, and the University of Magdeburg in Germany. Dr. Narasimhan's areas of research interest include design and analysis of geometric algorithms, experimental algorithms, computational biology, bioinformatics, biotechnology and biomedical engineering, computational statistics, neural networks and genetic algorithms, graph theory and combinatorics. Dr. Narasimhan has refereed numerous publications and has produced software packages. He is a member of the Editorial Board of the *Journal of Discrete Algorithms (JDA)*, a professional publication that aims to facilitate communication between researchers in theoretical computer science who are concerned with the design and analysis of discrete algorithms.

**Mr. Michael Orta** is currently Assistant Professor and Director Of Jazz Performance and teaches Jazz Piano, Jazz Improvisation, Jazz Styles, and directs both a Jazz Combo and a Latin Jazz ensemble. Mr. Orta received a full arts scholarship to study at Miami Dade Community College-South Campus (MDCC-S). While at MDCC-S, Michael performed in the Jazz Ensemble, under the direction of John Georgini, and recorded on their album, *Top Secret*. He later performed with this ensemble at the Montreux Jazz Festival in Switzerland, and the North Sea Jazz Festival in Holland, as well as a five-

week tour of Africa with the MDCC-S Jazz Sextet. Mr. Orta graduated with an Associate of Arts degree and from there he went on to study, under full scholarship, at the University of Miami. At UM, he studied with well-known jazz pianist and educator, Vince Maggio. Michael performed in UM's prestigious Concert Jazz Band (CJB) under the direction of Whit Sidener. He played on the band's CD entitled Pandamandium as well as performing on the CJB's one month Italian Tour. Mr. Orta received his B.A. and his M.A. in Jazz performance from UM. He has been very active on the jazz scene. He recorded two albums with his jazz/fusion group, "The Wave," on the Atlantic Jazz record label. This outfit also displayed his compositional abilities. In addition, Michael toured as keyboardist for the Arturo Sandoval group as well as recording on Sandoval's American debut album on GRP, Flight To Freedom. With this group, he toured throughout the United States, Canada, Latin America, and Europe. In 1993, Michael was chosen as one of five finalist in the prestigious Great American Jazz Piano Competition. He was selected out of a field of one hundred entrants from around the world. Mr. Orta later spent a year touring and recording with the Paquito D'Rivera group. He played concerts and clubs in Trinidad, Curaçao, Mexico, Puerto Rico, Paris, Germany, Switzerland, Poland, Romania, Greece, Holland, and Slovenia. Professor Orta has performed and/or recorded with some of the major names in jazz: Randy Brecker, Dave Weckl, Eddie Daniels, Vince Maggio, James Moody, Ira Sullivan, Gary Campbell, Toots Thielmans, Ignacio Berroa, Rene Toledo, Bobby Thomas, Jr., Nestor Torres, Ed Calle, and Tom Harrell, among others. Michael has also been an active clinician, sharing his musical knowledge and philosophies with music students in the U.S., Europe, Africa, South and Central America.

**Dr. Kathleen Rein**, is currently Assistant Professor of Chemistry and Director of the Advanced Research Cooperation in Environmental Health (ARCH) at FIU. ARCH is a program funded by the National Institute of Environmental Health Sciences. Dr. Rein attended the University of Central Florida where she graduated with a B.Sc. and later a M.Sc. in Industrial Chemistry. She attended the University of Miami where she graduated with a Ph.D. in Organic Chemistry. Her research interests include isolation and identification of secondary metabolites from marine microalgae. These include primarily cyanobacteria from both marine and freshwater environments and dinoflagellates from marine environments. In addition, she is also studying the biosynthesis of polyketide toxins at the genomic level. Dr. Rein's most recent publications include "Polyketide Synthase Genes from Marine Dinoflagellates" (2003, Mar. Biotech. 5 [1], 1-12), and "The Structural Basis for Kainoid Selectivity at AMPA Receptors Revealed by Low-Mode Docking Calculations" (2003, Bioorg. Med. Chem. 11, 551-559). She is a co-principal investigator in the "New Toxins from Algae and Cyanobacteria" project, which aims to identify and characterize new toxins found in Florida's aquatic environments.

**Dr. Jörg (Joerg) Reinhold** attended Technische Universität München, where he graduated with a PhD in Physics. Since joining FIU, Dr. Reinhold has played a key role in establishing experimental nuclear physics as an impressively productive research area for the department. His appointment has strengthened the link between FIU and the Thomas Jefferson National Accelerator Facility, where he conducts his experiments.



He has made significant contributions on twenty papers and numerous conference proceedings, and is the co-spokesperson for two major experimental collaborations at the Jefferson lab. Dr. Reinhold's funded research exceeds \$1.25 M from agencies such as the National Science Foundation and the Department of Energy. His publications have been published in the journals of Physical Review Letters, Physical Review C, and Nuclear Physics A. In addition, Dr. Reinhold is a member of the Jefferson Lab Hall C Steering Committee, member of the Hall A Collaboration, member of the Hall C Collaboration, member of the American Physical Society, member of the German Physical Society, member of the FIU Nuclear Physics Faculty Hiring Committee, and Chair of FIU's Undergraduate Recruitment Committee.

**Dr. Oren B. Stier** is Assistant Professor of Religious Studies. He graduated from the University of California in Santa Barbara with a M.A. and later Ph.D. in Religious Studies. He attended Princeton University, where he graduated with honors with a B.A. in Religion. Dr. Stier's main area of interest centers around Jewish Cultural Studies, with a special emphasis on the contemporary period and all aspects of present-day Jewish life and thought. His current research concerns Holocaust memory and representation. His latest book, "Committed to Memory", addresses the roles the contemporary media and modes of cultural mediation play in shaping consciousness of the legacy of the Holocaust. In this book, Dr. Stier asks what role forgetting can and does play in the memorial landscape, demonstrating how critical attention to our memorial investments, and to the mechanics and media of memory's construction and transmission, can uncover what is both gained and lost in these commitments. Other developing research interests include Hasidism and South African Judaism, the latter growing out of his experiences living and working in Cape Town for three years. While he is responsible for teaching classes in all areas of Judaic Studies from the rabbinic period onwards, his current teaching leans toward the modern: current and future courses include Religion and the Holocaust, Jewish Mysticism, Modern Jewish Thought, Religion in the City: Jerusalem and Banaras, and Religion and Literature. Dr. Stier teaches in the greater Miami community as well, with lectures and adult education courses at local synagogues and at the Miami Art Museum. He has been a member of the American Academy of Religion [member of the steering committee, AAR Religion, Film, and Visual Culture Group (through 2000), co-chair of the Religion, Holocaust, and Genocide group (2001-present)] and the Association for Jewish Studies.

**Dr. Kirsten E. Wood**, Assistant Professor of History, graduated from the University of Pennsylvania with a Ph.D. in History. Her most recent publications include "Masterful Women: Slaveholding Widows from the Revolution through the Civil War", Gender and American Culture Series (Chapel Hill: University of North Carolina Press, May 2004); "Old Miss Sho' Was Good to Us . . . 'Cause She Was Raisin' Us to Wuk For Her': Widowed Planters and Paternalism in the Old South," in Winfred B. Moore, Kyle S. Sinisi, and David H. White, eds., Warm Ashes: Issues in Southern History at the Dawn of the Twenty-First Century. The Carolina Low Country and the Atlantic World (Columbia: University of South Carolina), in press, November 2003. In the summer of 2003, she began research on a book-length monograph—Public Houses: Taverns in

the Nineteenth-Century South. In addition to her busy scholarly agenda, Dr. Wood has provided a great deal of service to the college and department.

**Dr. Jiandi Zhang** is Assistant Professor of Physics and in 2003 received FIU's Excellence in Research Award. He attended East China Institute of Technology where he obtained his B.S. in Physics and later graduated from the Academia Sinica in the People's Republic of China with a M.S. in Physics. Dr. Zhang attended Syracuse University where he obtained his Ph.D. in Physics. His research interests include condensed matter physics, with emphasis on the correlation among structural, electronic, and magnetic properties in low-dimensional systems and complex materials. His professional activities include participation as Executive Committee Member of American Vacuum Society FL Chapter, Member of the American Physical Society and Member of the American Vacuum Society. Dr. Zhang has numerous professional publications, including most recently: Surface Lattice Dynamics of layered Transition-Metal Oxides:  $\text{Sr}_2\text{RuO}_4$  and  $\text{La}_{0.5}\text{Sr}_{1.5}\text{MnO}_4$ , Phys. Rev. B, 67, 035407; The surface of  $\text{Sr}_2\text{Ru}_{0.9}\text{Mo}_{0.1}\text{O}_4$ : a LEED and STM Study, Surf. Sci. 529, 151; Nanoscale Polarization Manipulation and Conductance Switching in a Ultra Thin Ferroelectric Copolymer Film: P(VDF-TrFE), Appl. Phys. Lett., 82, 4322; A Imperfection-Driven Phase Transition at 120 K in  $\text{Cd}_2\text{Re}_2\text{O}_7$ , Phys. Rev. Lett; Mott-Insulator Transition and Phase Separation on the Surface of Single Crystal  $\text{Ca}_{1.9}\text{Sr}_{0.1}\text{RuO}_4$ , Phys. Rev. Lett; and Entangled Spin-Lattice Excitations in  $\text{La}_{0.7}\text{Ca}_{0.3}\text{MnO}_3$ , , Phys. Rev. B, among others.

### **College of Business Administration**

**Dr. Carolina Gómez's** areas of expertise include cross-cultural management with a focus on Latin America, MNE management, and international entrepreneurship. She attended Meredith College and later the University of North Carolina where she graduated with a Ph.D. in Business Administration. Prior to joining FIU, Dr. Gómez served as assistant professor at Towson University's College of Business and Economics and at the University of Houston College of Business Administration. In the private sector, Dr. Gómez worked with Nortel in marketing and strategic planning. Subsequently, she worked with General Electric (GE) where she completed a leadership development program within GE Capital. Dr. Gómez has presented and published papers in forums such as Academy of Management Conference, Academy of International Business Conference, International Association of Business and Society Conference, Academy of Management Journal, Group and Organization Management, and the Journal of Experimental Social Psychology. Additionally, she has made presentations for several years at the national meeting for the National Society of Hispanic MBAs. She has served as a member on two important steering committees: one for the first meetings of the newly created Iberoamerican Academy of Management as well as for the Ph.D. Project Management Doctoral Students Association Conference (Ph.D. Project MDSA). Since the inception of the Ph.D. Project MDSA, she has also served as a faculty advisor for this association. She is currently on the Editorial Board of The Journal of Management Research, a newly created international journal focused on Iberoamerican issues, and is a member of the Academy of International Business.

**Dr. Krishnamurthy Surysekar** has nearly 20 years of experience in the accounting field, in India and in the U.S. Prior to joining FIU, Dr. Surysekar was a Visiting Assistant Professor at the University of Iowa's Tippie College of Business, and, earlier, Assistant Professor at Georgia Tech's DuPree College of Management. He previously worked for a premier management-consulting firm in India. Since coming to the U.S. in 1989, he has taught graduate and undergraduate courses in principles of financial accounting, intermediate financial accounting, and cost/managerial accounting. While at Georgia Tech, Dr. Surysekar was credited with developing accounting courses for graduate students in engineering and computer science. He also worked with graduate students in the certificate in entrepreneurship program. He has had many papers published or accepted for publication in premier academic journals like Journal of Accounting and Public Policy, Journal of Accounting Auditing and Finance, and Management Accounting Research. He also serves as an ad-hoc reviewer for several academic journals in accounting and management, such as The Journal of Accounting and Public Policy, The Journal of Business Finance and Accounting, and Decision Sciences. He graduated with honors from the Birla Institute of Technology and Sciences in Pilani, India; later he attended the Indian Institute of Management in Calcutta where he obtained his MBA and then he attended the University of Maryland where he graduated with a Ph.D. His areas of expertise include cost accounting and managerial accounting.

### **College of Education**

**Dr. Delia García** attended the University of Miami, where she graduated with a B.A. in secondary education and later with a MS in Curriculum and Instruction/Social Studies. She later attended FIU where she graduated with a PhD in Educational Administration and Supervision. Dr. García currently has two papers in press in *Urban Education* and in *School-Community Journal*. Since 1998, she has been the Program Leader in the Urban Master's Program in the College of Education. In addition, she advises over 100 students enrolled in the Master of Science in Urban Education under the TESOL and instructional tracks. Dr. García's recent funded research includes grants from the US Department of Education, Office of Bilingual Education and Minority Language Affairs (2001-2004) for the Professional Leaders in Urban Schools Program and a \$1.2 million grant from 1999 through 2004—Preparing Instructional Leaders for Urban Schools Program. She also received a grant for 2003-2004 from the Florida Governor's Family Literacy Initiative as well as a grant from the Kellogg Foundation for the 2001-2005 period. Dr. García has published four journal articles, three papers included in proceedings of conferences and symposia, two chapters in books; 39 technical reports and 5 monographs, as well as developed curriculum guides instructional videos. Dr. García has served the community, developed a strong Urban Education Program, produced millions in external funds, and established a national reputation for her work.

**Dr. Alexis McKenney** graduated from the University of Georgia with a Ed.D. in Therapeutic Recreation Curriculum. He also attended the University of Florida, where he graduated with a B.S and later an M.S. In addition to academic experience, Dr. McKenney worked at a long-term psychiatric treatment facility for children and adolescents as a therapy coordinator and therapeutic recreation specialist. Dr.

McKenney has published numerous articles in professional publications such as *Annual in Therapeutic Recreation*, *Journal for the Art of Teaching*, *Therapeutic Recreation Journal*, *Parks and Recreation Magazine*, and the *National Therapeutic Recreation Society Report*. In 2002, he coauthored a book, *Youth at Risk Symposium Proceedings*, Florida International University Center for Urban Education and Innovation Press. He has also written several chapters in books and his most recent published abstracts include: “Effects of a prosocial skill development intervention on the behavior of youth with emotional or behavioral disorders” (abstracts from the 2003 Symposium on Leisure Research, National Recreation and Park Association Congress) and “Effects of a computerized therapeutic recreation program on knowledge of social skills of children and youth with emotional and behavioral disorders (abstracts from the 2003 Symposium on Leisure Research, National Recreation and Park Association Congress). During 2003, he made presentations on both of the above subject matters at the National Park and Recreation Association, Society of Parks and Recreation Educators Research Symposium. At the National Park and Recreation Association Southern Regional Conference, Therapeutic Recreation Institute, he presented on “Back to school: transitioning from hospital to school after traumatic brain injuries”. Funded research includes projects such as “Holistic Education for the Advancement of Recreational Therapy in Schools (Department of Education); investigating the effects of a prosocial behavior intervention on adolescents with behavior disorders, and investigating the effects of a computerized therapeutic recreation program on knowledge of social skills of children and youth with emotional and behavioral disorders, both funded by FIU’s College of Education.

### **College of Engineering**

**Dr. Albert Gan** came to FIU in Spring of 1999 from the University of Florida, where he completed his BS, MS (in industrial and systems engineering), and Ph.D. in transportation engineering. Before joining the Civil and Environmental Engineering Department, Dr. Gan was a research faculty at the University of Florida, where he served as PI or Co-PI for a number of research projects in the areas of traffic simulation, transportation safety, and traffic engineering software development. Dr. Gan's current projects include development of guidelines for triple left-turn lane installations and refinement of trip distribution methodology for the Florida Standard Urban Transportation Model Structure (FSUTMS). Dr. Gan teaches Transportation and Traffic Engineering (undergraduate), Transportation Demand Analysis, Civil Engineering Systems, Highway Capacity Analysis, Transportation Systems Modeling and Analysis, and Traffic Control Systems Design. He has had several publications in professional journals, including “A Prototype Transit Information System,” *Proceedings of ICTPA 2001 Annual Meeting* in Miami, Florida. He is a member of the Institute of Transportation Engineers and Sigma Xi (the Scientific Research Society) which is the honor society of scientists and engineers that recognizes scientific achievement.

**Dr. Ronald Giachetti** teaches in the Department of Industrial and Systems Engineering. He received his Ph.D. in Industrial Engineering at North Carolina State University, and his MS in Manufacturing Engineering at the Polytechnic University in Brooklyn, New York. Dr. Giachetti's areas of interest include design for manufacturing, manufacturing systems design, multi-attribute decision-making, and electronics manufacturing. His most recent publication "A framework to review the information integration" appeared in the International Journal of Production Research. His articles have also been published in the International Journal of Production Economics, Concurrent Engineering Research and Applications, and Computers in Industry. In 2002, Dr. Giachetti received a grant from the NAS Ames Research Center. The project, funded through 2005, is to conduct research on modeling and measurement framework for enterprise systems integration. He has received other research funding from sources such as the National Science Foundation, Serono Pharmaceutical Corporation, and the US Army Missile Command Redstone Arsenal. Dr. Giachetti has also been a member of the College of Engineering Curriculum Committee, a member of the Library Committee, a member of the College of Engineering Computer Committee and a member of the Industrial Engineering Search and Screen Committee.

### **College of Health and Urban Affairs**

**Dr. Mark Macgowan** received a B.A. and M.S.W. from the University of Toronto and a Ph.D. from the Barry University School of Social Work in Miami. His research centers on youth with problems with violence, substance abuse, and suicidal behaviors. Dr. Macgowan is a Licensed Clinical Social Worker with many years of direct practice experience with adolescents in juvenile justice, substance abuse, and mental health settings. Dr. Macgowan's research includes advancing evidence-based group work practice and reducing violence, substance abuse, and suicidality among youth. He has published in these areas in numerous chapters and scholarly journals, including *Small Group Research*, *Violence and Victims*, *Social Work Research*, and *Research on Social Work Practice*. In addition, he is on the editorial board of *Small Group Research*, and has served as consulting editors to *Social Work Research*, and the *Journal of Social Services Research*. Dr. Macgowan's funded research projects include multi-site, community-based randomized designs involving culturally diverse groups in both Florida and North Carolina. He is currently co-investigator on a five-year NIAAA grant titled *Guided Adolescent Problem Solving*, an intervention designed to treat alcohol problems for violence-prone youth. Dr. Macgowan has consulted on youth violence and substance abuse and is a licensed therapist, with many years of full-time experience working with youth in clinical and secure custody settings. His most recent 2004 publications include: "Using qualitative data analysis software in teaching about group work practice" in *Journal of Teaching in Social Work*; "The factor structure of the Group Engagement Measure" in *Social Work Research*; "School-based treatment of adolescent substance abuse problems: Student Assistance Program group counseling" in *Treating adolescent substance abuse: State of the science*; "Psychosocial treatment of youth suicide: A systematic review of the research" in *Research on Social Work Practice*; "Increasing the cultural responsiveness of Family Group Conferencing" in *Social Work*; "Suicidality among youths" in *Risk and resilience in childhood*; "Prevention

and intervention in youth suicide” in *Intervention with children and adolescents: An interdisciplinary perspective*; “Engagement, denial and treatment progress among sex offenders in group therapy” in *Sexual Abuse: A Journal of Research and Treatment*.

**Dr. Christopher Rice** earned a Ph.D. in Social Welfare from the George Warren Brown School of Social Work at Washington University in St. Louis, MO. He earned his MSW degree at Boston College School of Social Work, Chestnut Hill, MA and his BA degree at the University of Massachusetts, Boston, MA. Dr. Rice completed a US Public Health Service post-doctoral research fellowship in Health Services Research at Brown University, Providence, RI. In 1990, Dr. Rice joined the faculty at the Center on Alcohol and Addiction Studies (CAAS), Brown University as an Assistant Professor (Research). He held a joint appointment with the Department of Human Behavior and Psychiatry. His principal responsibilities were as an investigator on a multi-site clinical trial of treatment for alcoholics, Project MATCH. While at CAAS, Dr. Rice was a faculty mentor for the post-doctoral training program on early intervention and treatment for substance abuse. Dr. Rice then moved to the School of Social Work at SUNY-Buffalo, where he taught research methods, and health and mental health policy courses in both the MSW and Ph.D. programs. Dr. Rice joined the faculty at FIU in 2000. He teaches research methods and statistics in the MSW and Ph.D. programs. Dr. Rice has been Principal or Co-Principal Investigator for six externally funded research grants. While small in scope, these research efforts have all contained some aspect of brief motivationally based intervention with health related behaviors, principally substance abuse. Three of these projects were specifically designed to promote the adoption of brief intervention techniques by Social Workers, one of Dr. Rice’s current interest areas. Dr. Rice has authored and co-authored numerous peer-reviewed journal articles. Other publications include co-editing a NIAAA research monograph and invited book chapters.

## FLORIDA INTERNATIONAL UNIVERSITY 2003-2004 Tenure Nominations

Name	Sex	Race/ Ethnicity <sup>(1)</sup>	Department	Current Rank	Proposed Rank
<b>COLLEGE OF ARTS &amp; SCIENCES</b>					
Jose Almirall	M	H	Chemistry	Assistant Professor	Associate Professor
Shu-Ching Chen	M	A	Computer Science	Assistant Professor	Associate Professor
Laura De Carli	F	W	Mathematics	Assistant Professor	Associate Professor
Francois Debrix	M	W	International Relations	Assistant Professor	Associate Professor
Javier Francisco Ortega	M	H	Biological Sciences	Assistant Professor	Associate Professor
Piero Gardinali	M	H	Chemistry	Assistant Professor	Associate Professor
Roby George	M	B	Music	Assistant Professor	Associate Professor
Thomas Hagood	M	W	Theatre & Dance	Associate Professor	<b>TENURE ONLY</b>
Michael McClain	M	W	Environmental Studies	Assistant Professor	Associate Professor
Marilyn Montgomery	F	W	Psychology	Assistant Professor	Associate Professor
Aurora Morcillo	F	H	History	Associate Professor	<b>TENURE ONLY</b>
Giri Narasimhan	M	A	Computer Science	Associate Professor	Full Professor
Michael Orta	M	W	Music	Assistant Professor	Associate Professor
Gary Rand	M	W	Environmental Studies	Associate Professor	<b>TENURE ONLY</b>
Kathleen Rein	F	W	Chemistry	Assistant Professor	Associate Professor
Joerg Reinhold	M	W	Physics	Assistant Professor	Associate Professor
Oren B. Stier	M	W	Religious Studies	Assistant Professor	Associate Professor
Kirsten E. Wood	F	W	History	Assistant Professor	Associate Professor
Jiandi Zhang	M	A	Physics	Assistant Professor	Associate Professor
<b>COLLEGE OF BUSINESS</b>					
Carolina B. Gomez	F	H	Management & International Business	Assistant Professor	Associate Professor
Krishnamurthy Surysekar	M	A	Accounting	Assistant Professor	Associate Professor

**FLORIDA INTERNATIONAL UNIVERSITY 2003-2004 Tenure Nominations**

<b>Name</b>	<b>Sex</b>	<b>Race/ Ethnicity<sup>(1)</sup></b>	<b>Department</b>	<b>Current Rank</b>	<b>Proposed Rank</b>
<b>COLLEGE OF EDUCATION</b>					
Charles A. Bleiker	M	W	Curriculum & Instruction	Associate Professor	<b>TENURE ONLY</b>
Delia Garcia	F	H	Educ. Leadership & Policy Studies	Assistant Professor	Associate Professor
Alexis McKenney	F	W	Health, Physical Education & Recreation	Assistant Professor	Associate Professor
<b>COLLEGE OF ENGINEERING</b>					
Albert Gan	M	A	Civil & Environmental Engineering	Assistant Professor	Associate Professor
Ronald E. Giachetti	M	W	Industrial & Systems Engineering	Assistant Professor	Associate Professor
<b>COLLEGE OF HEALTH &amp; URBAN AFFAIRS</b>					
Marianna Baum	F	W	Dietetics & Nutrition	Professor	<b>TENURE ONLY</b>
Mark Macgowan	M	W	Social Work	Assistant Professor	Associate Professor
Christopher Rice	M	W	Social Work	Assistant Professor	Associate Professor



# Tenure and Promotion Process

New tenure earning Assistant or Associate Professor is appointed to a tenure earning position

Three-year pre-tenure review/evaluation

Progress report issued by Dean

On the sixth year of continuous service:

Tenure application is submitted

If no application is submitted, a letter of non-renewal is issued

Application reviewed by Department and School committee and recommendation issued to College committee

Application reviewed by College committee and recommendation issued to Dean

Recommendation reviewed by Dean and recommendation issued to Provost

Recommendation reviewed by Provost and recommendation issued to President

Recommendation reviewed by President and decision issued to Board of Trustees

Application is denied and a letter of non-renewal is issued

Names of those approved for tenure forwarded to the Board of Trustees

Board of Trustees' award tenure/promotion

**THE FLORIDA INTERNATIONAL UNIVERSITY  
BOARD OF TRUSTEES  
BOARD MEETING**

**14 June 2004**

**SUBJECT:** Florida Educational Equity Plan

---

**PROPOSED BOARD ACTION**

Adopt the following:

RESOLVED that the Board of Trustees approve The Florida International University Education Equity Plan, as mandated by the Florida Educational Equity Act (**Section 1000.05, F.S., 2003**) which is attached to this Resolution as Exhibit "I" and

FURTHER RESOLVED that upon approval of the Plan, the University President shall submit the plan to the Board of access and Equity, and

FURTHER RESOLVED that the Board shall delegate authority to the University President to make any subsequent amendments that are based on comments to the Plan received by the University in writing from the Board of Access and Equity and to file the final report.

**BACKGROUND INFORMATION**

**A. Statutory Authority**

**Section 1000.05 (5) Florida Statutes (2003)**, provides:

"The State Board of Education shall adopt rules to implement [the 'Florida Educational Equity Act']".

**Section 1000.05 (6)(a), Florida Statutes (2003)**, provides in part:

" . . . all . . . state university boards of trustees [shall] develop and submit plans for the implementation of [the "Florida Educational Equity Act"] to the Department of Education. "

**Section 1000.05 (6)(e), Florida Statutes (2003)**, provides in part:

" . . . state university boards of trustees [shall] submit data and information necessary to determine compliance with [the 'Florida Educational Equity Act']. The Commissioner of Education shall prescribe the format and the date for submission of such data and any other required educational equity data. If any

board does not submit the required compliance data or other required educational equity data by the prescribed date, the commissioner shall notify the board of this fact and, if the board does not take appropriate action to immediately submit the required report, the State Board of Education shall impose monetary sanctions.”

### **B. Explanation of Proposed Board Action**

Each University must develop a University Education Equity Plan to support the achievement of Equity Accountability Program (EAP) goals and the implementation of strategies in a timely manner as prescribed by **Section 1012.95, F.S., 2003**. The final plan shall be approved by the university local board of trustees before the information is submitted by the University President to the Commissioner of Education and the State Board of Education by June 30, 2004.

---

**Supporting Documentation Included:**

- Exhibit “I” -The Florida International University Education Equity Plan

**Facilitators/Presenters:**

- Consent Agenda

**FLORIDA EDUCATIONAL EQUITY ACT**

**2003-04 ANNUAL UPDATE**

**Florida International University**

**Draft Report**

**April 30, 2004**

**FLORIDA DEPARTMENT OF EDUCATION  
K-20 OFFICE OF EQUITY AND ACCESS**

**FLORIDA EDUCATIONAL EQUITY ACT UPDATE 2003-2004**

**FLORIDA INTERNATIONAL  
(UNIVERSITY)**

---

**Reviewed by:** \_\_\_\_\_

**President:** \_\_\_\_\_  
Signature Date

**Chair, University Board of Trustees:** \_\_\_\_\_  
Signature

**Campus Equal Opportunity Officer:** Dr. Bennie Osborne

**Local Phone:** (305) 348-2785

**Suncom:** 441-2785 **Fax:** (305) 348-3459

**E-Mail Address:** Bennie.Osborne@fiu.edu

## TABLE OF CONTENTS

	Page
Introduction.....	4
PART I: Policies & Procedural Requirements.....	6
PART II: Incomplete Items or Pending Items.....	6
PART III: Student Participation	
A. Program Analysis: Students in Graduate and Professional Programs.....	7
B. Plan for Diversity: Student Enrollment, Retention and Completion.....	11
PART IV: Issues in Athletics	
A. Diversity in Athletics Program Administration and Leadership.....	14
B. Employment Strategies.....	15
C. Corrective Action Plan for Non-Compliance Component.....	20
D. Board of Trustees Certification.....	21
PART V: University Employment Accountability Plan (EAP)	
A. Representation by Race and Gender.....	22
B. Summary of Results of Presidential Evaluations.....	31
C. Summary of Results of Evaluation of Selected Staff.....	31
D. Certification of Key Processes.....	33
PART VI: One Florida Initiative.....	36
 <u>Appendices</u>	
Appendix 1	Board-Approved Policies
Appendix 2	Analysis of Athletic Participation and A Corrective Action Plan
Appendix 3	Fall 2003 EE06 Report (IPEDS Staff Report)
Appendix 4	2002-2003 Title IX Report
Appendix 5	Table 1 EAP Progress Report Personnel Transactions by Race and Gender
Appendix 6	Table 5 Fall 2002 Headcount and Goals Established by Race and Gender
Appendix 7	Table 5 Fall 2003 Headcount and Goals Established by Race and Gender
Appendix 8	Table A EAP Progress Report – Goals 2002-2003
Appendix 9	Table B University Goal Achievement (Hiring in Specifically Targeted Units)
Appendix 10	Table C University Overall Achievement (Total Hiring in All Units)

## **INTRODUCTION AND BACKGROUND**

Commencing in the Fall of 2002, as part of the reorganization of the new Department of Education, the new K-20 Office of Equity and Access (OEA) was assigned responsibility for compliance oversight of the Florida Educational Equity Act, Section 1000.05, Florida Statutes, the Employment Equity Act, the Gender Equity in Athletics Act and other state and federal legislation relating to equity in education. The reorganization of DOE resulted in the merging of equity functions for K-12 Public Schools, Community Colleges and State Universities under the purview of the OEA to streamline and achieve maximum efficiency across sectors. Reports that are submitted to the OEA are ultimately presented to the Commissioner and the Board of Education.

The OEA was also assigned responsibility for the promotion and coordination of information and reporting on key access programs designed to prepare students for postsecondary education. OEA has been encouraging and monitoring partnering efforts across educational sectors to achieve greater preparation and access for all students in the Florida public education system. This direction will be reflected in reporting requirements and changes established by the OEA.

The Florida Educational Equity Act (FEEA), Section 1000.05, Florida Statutes, and other state and federal legislation, mandate that students and employees should not be discriminated against on the basis of race, ethnicity, national origin, gender, disability or marital status. The annual Educational Equity Update is a reporting tool that enables the OEA to monitor and ensure that provisions of the laws are adhered to, and that educational resources are equitably distributed.

The Florida Educational Equity Act, Section 1000.05, F. S., (formerly Section 228.2001, F.S.) became law in June 1984, and the implementing rules were adopted by the State Board of Education in February 1985. The Equity Act was amended in 1993 to mandate stronger monitoring and enforcement for gender equity in athletics and again in 2002 to clarify the K-20 responsibilities. Rule 6A-19.004, Interscholastic, Intercollegiate, Club and Intramural Athletics, was amended in September 1994 to reflect the new monitoring and enforcement requirements.

### **Reporting Requirements – State Universities**

Previous state university equity reporting has included separate Title IX Reports, Gender Equity Reports, University Employment Accountability Plans and the Educational Equity Act Plan. Under the DOE reorganization, and in line with the streamlining of the K-20 equity-reporting format for 2003-04, university equity in education reporting will comprise requirements of the FEEA, EAP, and Gender Equity in Athletics. Additionally, universities will submit policies and procedures for review by the OEA.

### **Due Dates**

The 2003-04 Annual Equity Act Update may be submitted on or before the due dates shown below. It is recommended that each district, community college and university submit a draft for preview by the following dates:

School Districts:

June 1, 2004

## EXHIBIT “I”

Florida School for the Deaf and the Blind: June 1, 2004

Community Colleges: April 30, 2004

**Universities: April 30, 2004**

Community colleges and universities must submit the final Annual Update by **June 30, 2004**. Reports are considered to be final only if required signatures of the Presidents and Board of trustees are appended.

### **University Annual Equity Assessment Report**

The K-20 Office of Equity and Access (OEA) will review and respond to 2003-04 Annual Equity Assessment Reports based upon the degree to which each report meets requirements and conditions. Please provide both the specific data and information requested in the instructions necessary to determine whether your institution is in compliance with the applicable federal and state statutes and regulations. The OEA will compile 2003-04 assessment summary reports that will require accurate and timely information to be submitted by each institution in the system. Institutions that are asked to revise or modify sections of the report should do so as soon as possible upon receiving notification from the K-20 Office of Equity and Access.



## EXHIBIT “I”

University: Florida International University

### **PART I POLICIES & PROCEDURAL REQUIREMENTS**

Please submit for review all policies and procedures pursuant to Section 1000.05, F.S., the Florida Educational Equity Act, Section 1012.95, F.S., the Employment Equity Accountability Program, the Civil Rights Act, Title IX of the Education Amendments of 1972, Section 504 of the Rehabilitation Act of 1973, and the Americans with Disabilities Act. Changes in the policies will be requested in subsequent years to this reporting period and in monitoring work plans. The OEA will review policies and procedural requirements to assess whether they meet state and federal standards.

See Appendix 1, which includes five University policies:

1. Non-Discrimination Policy and Discrimination Complaint Procedures (6C8-1.009)
2. Sexual Harassment Policy (6C8-1.010)
3. Accommodation of employees with Disabilities
4. AIDS Policy
5. Accommodations at University Sponsored Public Events for Persons with Disabilities

### **PART II INCOMPLETE ITEMS OR PENDING ACTION**

Indicate below items that were incomplete at the time that the 2002-03 Annual Employment Accountability Plan (EAP) was submitted. Starting from the 2003-04 reporting period, the EAP will become a part of the Annual Equity Act Update, which will comprise reporting requirements for The Florida Educational Equity Act and the Employment Equity Accountability Plan.

There are no incomplete or pending policies that fall within the scope of this request.

University: Florida International University

## PART III STUDENT PARTICIPATION

### A. PROGRAM ANALYSIS: STUDENTS IN GRADUATE AND PROFESSIONAL PROGRAMS

1. **Enrollment:** The K-20 Office of Equity and Access will provide and assess data for Fall 03 enrollment numbers for the total number of students in graduate and professional programs. Individual institutions will identify where critical disparities exist in the representation of minority students and develop methods and strategies to address the disparities by Fall 04. Where there are no disparities found, strategies should be developed to maintain current numbers. Please use as many tables as necessary.

#### 1. GRADUATE ENROLLMENT

Targeted Program	African American	Hispanic	Other Minorities	White	Female	Male	Total
<b>Total Graduate Student Enrollment Fall 03</b>	551	1890	183	1381	2826	<u>2057</u>	4883
<b>% of Total</b>	11%	39%	4%	28%	58%	<u>42%</u>	

	STRATEGIC ACTION PLAN
<b>Identification of Underrepresented Group(s)</b>	African Americans and Hispanics have traditionally been underrepresented at the graduate level. Historically, females have also been underrepresented, although in the past few years, the under representation has shifted to males. Enrollment of males continued to decline this year. It is unclear who are included in the “other minorities” category.
<b>Methods &amp; Strategies to Increase Completion</b>	Given that Hispanic students are the majority at FIU, there are no specific programs targeted for this population. The University has programs to assist all students in timely completion of their degrees, including requirements for doctoral students to meet with their committees on at least an annual basis and file progress reports with the University Graduate School. Some of our African American students participate in the McKnight Scholars program and others in the Graduate Minority Opportunity Program.
<b>Accountability Measures</b>	We expect Hispanic enrollment to increase at the same rate as enrollment of the University in general. We want African American enrollment to increase at a greater percentage than enrollment in general in order to decrease the underrepresented nature of their participation in graduate education. We want to halt the decline in the enrollment of males of all ethnic groups.

## EXHIBIT “I”

<b>Timelines &amp; Contact Person</b>	We expect the above trend lines to be sustained on an annual basis.  Dr. M.O. Thirunarayanan, Associate Dean
---	--

## PART III STUDENT PARTICIPATION

### A. PROGRAM ANALYSIS: STUDENTS IN GRADUATE AND PROFESSIONAL PROGRAMS

2. **Completion:** The K-20 Office of Equity and Access will provide and assess data for Fall 03 completion numbers for the total number of students in graduate and professional programs. Individual institutions will identify where critical disparities exist in the completion rates of minority students and develop methods and strategies to address the disparities by Fall 04. Where there are no disparities found, strategies should be developed to maintain current numbers. Please use as many tables as necessary.

#### 2. GRADUATE PROGRAM COMPLETION

Targeted Program	African American	Hispanic	Other Minorities	White	Female	Male	TOTAL
Total Graduate Student Completion Fall 03	87	251	32	163	359	<u>287</u>	<u>646</u>
% of Total	13%	39%	5%	25%	56%	<u>44%</u>	

	STRATEGIC ACTION PLAN.
Identification of Underrepresented Group(s)	<p>African Americans make up 13% of the graduate completions and 11% of the graduate enrollments, thus they are completing at rates in excess of expected. Hispanics make up 39% of the graduate completions and 38% of the graduate enrollments, thus they are exactly on target. Other minorities make up 5% of the graduate completions and 4% of the graduate enrollments, thus they are somewhat over represented in completions Whites make up 25% of the graduation completions and 28% of the graduate enrollments. They are the most underrepresented group in terms of completion relative to enrollment. Men are graduating at a rate slightly in excess of their representation in the student population and thus women are graduating at a rate slightly less than their representation in the graduate student population.</p>

EXHIBIT “I”

<b>Methods &amp; Strategies to Increase Completion Rates</b>	We are getting faculty more involved in working with their graduate students through at least annual reviews and progress reports for the doctoral students. At the master’s level we are reducing the number of semesters we will provide financial support to encourage students to focusing on degree completion. Obviously these tactics have worked better with our African American and Hispanic populations than with our White population. We will continue these endeavors.
<b>Accountability Measures</b>	We have two measures. The first is to increase the completion rate for all students. The second is to be sure that the representation of the different student groups in completion is approximately the same as it is in the enrollment data.
<b>Timelines &amp; Contact Person</b>	We will continue to monitor to see if there is a systemic problem with White completion rates or if this is an anomaly in this year’s data. We want to see overall completion rates for all ethnic groups to increase each year.  Dr. M.O. Thirunarayanan, Associate Dean

University: Florida International University

### PART III STUDENT PARTICIPATION

#### B. PLAN FOR DIVERSITY: STUDENT ENROLLMENT

The K-20 Office of Equity and Access will provide and assess data related to Fall 03 enrollment, retention from Fall 02 freshman to Fall 03 sophomore class, and Fall 03 completion numbers for students in undergraduate programs. Individual institutions will identify where critical disparities exist in the representation of minority students, and develop methods and strategies to address the disparities by Fall 04. Please use as many tables as necessary.

##### 1. Strategies to Increase First Time in College (FTIC) Enrollment Rates

Targeted Program	African American	Hispanic	Other Minorities	White	Female	Male	Total
Total No. of FTIC students Fall 03	158	937	88	359	829	764	1593
% of Total	10%	59%	6%	23%	52%	48%	

### PART III

:	STRATEGIC ACTION PLAN.
<b>Identification of underrepresented group(s)</b>	African Americans students are underrepresented in the total number of FTIC Students in the Fall 03 class.
<b>Methods &amp; Strategies</b>	In addition to our general recruitment activities, the University utilizes several strategies to increase enrollment diversity of undergraduate students. Specific focus is given to recruitment efforts in high schools with diverse enrollments and development of partnerships with high schools to facilitate pre-collegiate efforts to enhance high school students' potential and ability to meet university admission requirements. Special attention is given to identifying organizations, programs or events that target minority students and parents. The university regularly hosts open houses and other activities to bring diverse student groups on campus and present admission workshops and seminars. Workshops are also held with parents regarding college readiness. Efforts have been made to enhance scholarship opportunities and strengthen financial aid packaging to increase access to higher education.
<b>Accountability Measures</b>	We expect African American enrollment to increase at a greater percentage than enrollments in general in the fall semester and other semesters of entry (Summer and Spring).
<b>Timelines &amp; Contact Person</b>	We expect to increase the above trend line on an annual basis. Dr. Rosa L. Jones, VP Academic Affairs and Undergraduate Education

## STUDENT PARTICIPATION

### B. PLAN FOR DIVERSITY: STUDENT RETENTION

#### 1. Strategies to Ensure Increased Retention Among Underrepresented Groups

Targeted Program	African American	Hispanic	Other Minorities	White	Female	Male	Total
Total FTIC Student Population Fall 02	148	782	93	320	778	657	1435
Total FTIC Students Returning for Sophomore Year Fall 03	122	663	78	250	653	523	1176
% Difference from Fall 02 to Fall 03	17.6%	15.2%	16.1%	21.9%	16.1%	20.4%	18.1%

	STRATEGIC ACTION PLAN
<b>Identification of Underrepresented Group(s)</b>	White Non-Hispanic and African American students, especially males, are the most under-represented among those retained into the second year.
<b>Methods &amp; Strategies</b>	Retention activities across the university assist students of all types and include entry orientation, testing and advisement, first year experience classes, freshman interest groups (learning communities), and extensive efforts to involve students in campus life. Additional efforts focus on those leaving with FIU GPAs of <2.0 by providing academic alert and interventions through academic assistance both in-person and online. Supplemental Instruction and tutoring is taking place in the Residence Halls and in several locations on campus as well as online for commuter students. An early alert system is being designed to track the success of students identified as academically at risk and to offer interventions in their first semester before they have failed any classes. Email is used to communicate with students frequently about services to support their success and continued enrollment.
<b>Accountability Measures</b>	Retention rates will increase for all student groups. Rates will increase by a minimum of 3% over the next three years for underrepresented groups, especially for White and African American males.
<b>Timelines &amp; Contact Person</b>	We expect to increase the above trend line on an annual basis. Dr. Rosa L. Jones, VP Academic Affairs and Undergraduate Education

University: Florida International University

### PART III STUDENT PARTICIPATION

#### B. PLAN FOR DIVERSITY: STUDENT COMPLETION

##### 3. Strategies to Ensure Increased Student Graduation Rates Among Underrepresented Groups

Targeted Program	African American	Hispanic	White	Other Minorities	Female	Male	Total
Total Graduation for First Degree Fall 03	248	933	332	65	1099	679	1778
% of Total	14%	52%	19%	4%	62%	38%	

	STRATEGIC ACTION PLAN.
<b>Identification of Underrepresented Group(s)</b>	Under-representation in this category must be considered in terms of each group's percentage of the overall population. For example, African Americans are 10% of the entering cohort and 14% of the graduating class, giving them strong representation in the graduating class. White non-Hispanic graduation is lowest with a cohort size of 23% and a graduation rate of 19%. Males of all groups are the most significantly under-represented with 48% of the entering cohort and only 38% of the graduating class.
<b>Methods &amp; Strategies</b>	In addition to aforementioned retention strategies, activities supported in part by a Title V grant are creating earlier linkages to the majors, seamless advisement from lower to upper division, upper-division mandatory orientations, and increased support to transfer students. Programs/majors are employing success strategies including summer bridge programs, recitation sessions, enhanced advisement and mentoring by faculty, and online support systems designed to help commuting students.
<b>Accountability Measures</b>	Graduation rates for all groups will increase. Male student graduation rates will increase by a minimum of 3% over the next five years. Average time-to-graduation will also decrease for the general population and for under-represented groups.
<b>Timelines &amp; Contact Person</b>	We expect to increase the above trend line on an annual basis. Dr. Rosa L. Jones, VP Academic Affairs and Undergraduate Education



## EXHIBIT "I"

University: Florida International University

## PART IV ISSUES IN ATHLETICS

**A. Diversity in Athletic Program Administration and Leadership**

1. This section is designed to compile information and data related to diversity among individuals currently employed as **full-time** athletic directors and full-time coaches. Please provide below the breakout of current employees in these job categories by race/ethnicity and gender.

Target	Total # Full-Time Employees	#	#	#	#	#	#	#
Employees		White	Black	Hispanic	Asian	Other	Male	Female
Athletic Directors:	9	8	0	1	0	0	5	2
<u>Coaches:</u> Women's Sports	15	9	4	2	0	0	6	9
Men's Sports	19	11	6	2	0	0	19	0
Total	43	28	10	5	0	0	30	11
Percent		65.12%	23.26%	11.63%	0.00%	0.00%	73.17%	26.83%

2. This section is designed to compile information and data related to diversity among individuals currently employed as **part-time** athletic directors and coaches. Please provide below the break-out of current employees in these job categories by race/ethnicity and gender.

Target Employees	Total # Part-Time Employees	# White	# Black	# Hispanic	# Asian	# Other	# Male	# Female
Athletic Directors:	0	0	0	0	0	0	0	0
Percent	0	0	0	0	0	0	0	0
<u>Coaches:</u> Women's Sports	4	2	0	1	1	0	3	1
Men's Sports	5	3	2	0	0	0	5	0
Total	9	5	2	1	1	0	8	1
Percent		55.56%	22.22%	11.11%	11.11%	0.00%	88.89%	11.11%

University: Florida International University

## PART IV ISSUES IN ATHLETICS

### B. Diversity in Athletic Program Administration and Leadership (continued)

#### 3. Employment Strategies

- a. Describe below strategies to develop and prepare women and racial minorities for promotional opportunities leading to employment as athletic directors and coaches.

Women and racial minorities in leadership positions are members of the senior executive team and are involved in all staff meetings and decision making processes as it relates to budgetary and personnel matters. These individuals are developed for promotional opportunities by supervising operating budgets and directly supervising head coaches and professional staff at the department head and assistant athletic director levels. Evaluation processes are on-going and including weekly one on one meetings, most of which include professional development and mentoring.

- b. Describe the search process for hiring **full-time coaches**.

All search processes are conducted under the supervision of the Department of Human Resources and EEOP. The process includes face-to-face interviews with the Director of Athletics, Intercollegiate Athletics Senior Staff, Selected Fulltime Coaches, Faculty Athletic Council members and when appropriate members of the President's Executive Council and members of the outside community. Steps are taken to ensure that all applicant pools and the interviewers are balanced in respect to gender and race.

- c. Where search committees are utilized in the selection and hiring of **full-time coaches**, what steps are taken to ensure diversity on the search/selection committee(s).

See Section B above. Once the interview committees are selected, they are verified by the Associate Athletic Director (Senior Women's Administrator) and the Faculty Athletic Representative for diversity in representation, with special emphasis on women and minorities.

- d. To what extent are part-time coaches pursued as applicants for positions as full-time athletic directors and coaches?

We have only nine part-time coaches. Part-time coaches are involved in all department meetings and informational seminars relating to NCAA Compliance. In essence, part time coaches are treated like full-time staff members and trained accordingly due to the fact that they are responsible for student-athletes and NCAA Compliance. Part time coaches are always interviewed and considered when a full time position opens.

## EXHIBIT “I”

- e. Specify media, including publications, agencies, organizations and networks, utilized to identify qualified applicants as coaches and athletic directors:

Anytime a position opens, it is advertised nationally in the NCAA news and within the state of Florida University system. We send notices to every NCAA Division I Conference office and identify open positions to the Black Coaches Association.

- f. Describe modifications the institution will make to ensure greater diversity among individuals hired as athletic directors and full-time coaches.

Current practices reflect a general sensitivity to diversity in hiring and can readily incorporate efforts to recruit identified under-represented populations.

University: Florida International University

## PART IV ISSUES IN ATHLETICS

### B. Gender Equity in Athletics – Compliance Review

#### Compliance Verification Form

1. Sports and levels of competition effectively accommodate the interests and abilities of members of both sexes. *[Section 1000.05(3)(d)(1), F.S.; Rule 6A-19.004(2), FAC; Title IX: 106.41(c)(1)]*

☒

IN COMPLIANCE

☐

NOT IN COMPLIANCE

2. Equipment and supplies are provided equitably to female and male teams.  
*[Section 1000.05(3)(d)(2), F.S.; Rule 6A-19.004(4), FAC; Title IX: 106.41(c)(2)]*

☒

IN COMPLIANCE

☐

NOT IN COMPLIANCE

3. Scheduling of games and practice times provide for equal opportunities.  
*[Section 1000.05(3)(d)(3), F.S.; Rule 6A-19.004(5), FAC; Title IX: 106.41(c)(3)]*

☒

IN COMPLIANCE

☐

NOT IN COMPLIANCE

4. Travel and Per Diem allowances are provided for athletes in an equitable manner.  
*[Section 1000.05(3)(d)(4); Rule 6A-19.004(6), FAC; Title IX: 106(c)(4)]*

☒

IN COMPLIANCE

☐

NOT IN COMPLIANCE

5. Opportunities to receive coaching are provided in an equitable manner.  
*[Section 1000.05(3)(d)(5), F.S.; Rule 6A-19.004(7), FAC; Title IX: 106.41(c)(5)]*

☒

IN COMPLIANCE

☐

NOT IN COMPLIANCE

6. Locker rooms, practice facilities and competitive facilities are of comparable quality for male and female teams. *[Section 1000.05(3)(d)(7), F.S.; Rule 6A-19.004(8), FAC; Title IX: 106.41(c)(7)]*

☒

IN COMPLIANCE

☐

NOT IN COMPLIANCE

7. Medical and training facilities and services, including insurance, are provided in an equitable manner. *[Section 1000.05(3)(d)(8), F.S.; Rule 6A-19.004(9), FAC; Title IX: 106.41(c)(8)]*

☒

IN COMPLIANCE

☐

NOT IN COMPLIANCE

EXHIBIT "I"

8. Publicity and promotion of male and female teams supports equal opportunity.  
[Section 1000.05(3)(d)(10), F.S.; Rule 6A-19.004(10), FAC; Title IX: 106.41(c)(10)]

☒

IN COMPLIANCE

☐

NOT IN COMPLIANCE

9. Support services are equitable for male and female teams.  
[Rule 6A-19.004(11), FAC; Title IX: 106.41(a)]

☒

IN COMPLIANCE

☐

NOT IN COMPLIANCE

10. Provision of housing, dining facilities and services provide equal opportunity.  
[Section 1000.05(3)(d)(9), F.S.; Rule 6A-19.004(12), FAC; Title IX: 106.41(c)(9)]

☒

IN COMPLIANCE

☐

NOT IN COMPLIANCE

11. Recruitment of student athletes is conducted in a manner which provides equal opportunity. [Rule 6A-19.004(13), FAC; Title IX: 106.41 (a)]

☒

IN COMPLIANCE

☐

NOT IN COMPLIANCE

12. Recruitment, assignment and compensation of tutors is equitable.  
[Rule 6A-19.004(14), FAC; Title IX: 106.41(c)]

☒

IN COMPLIANCE

☐

NOT IN COMPLIANCE

13. Financial aid is awarded to athletes in a manner which provides equal opportunity.  
[Rule 6A-19.005, FAC; Title IX: 106.37(c)]

☒

IN COMPLIANCE

☐

NOT IN COMPLIANCE

14. Modes of transportation and travel and per diem allowances are provided in an equitable manner. [Section 1000.05(2), F.S.]

☒

IN COMPLIANCE

☐

NOT IN COMPLIANCE

15. Titles and descriptions of extracurricular activities are free of bias.  
[Section 1000.05(3)(d)(1), F.S.; Title IX: 106.9 (b)]

☒

IN COMPLIANCE

☐

NOT IN COMPLIANCE

16. Equipment and supplies are adequate for the needs and suitable for the services of all extracurricular activities. [Section 1000.05, F.S.]

☒

IN COMPLIANCE

☐

NOT IN COMPLIANCE

EXHIBIT “I”

17. Criteria for participation in extracurricular activities are free of bias.

*[Section 1000.05, F.S.]*

☒

IN COMPLIANCE

☐

NOT IN COMPLIANCE

18. Extracurricular meetings and practices are scheduled at times when all students can participate. *[Section 1000.05(3)(c)(3), F.S.]*

☒

IN COMPLIANCE

☐

NOT IN COMPLIANCE

We hereby verify that the institution is in compliance with the identified components of our athletics program, as required by Title IX and the Florida Educational Equity Act.

\_\_\_\_\_  
Signature, Athletic Director

\_\_\_\_\_  
Date

\_\_\_\_\_  
Signature, President

\_\_\_\_\_  
Date

EXHIBIT "I"

University: Florida International University

**PART IV**  
**ISSUES IN ATHLETICS**

**C. Corrective Action Plan for Non-Compliance Components in Athletics**

(Complete Appendix 2 to show data for male and female participation rates and full-time enrollment. In addition, the plan to increase participation among women must be reported in Appendix 2.)

(1) Gender Equity in Athletics Component	(2) Planned Actions To Address Deficiencies Found in Athletics	(3) Responsible Person(s) and Contact Information	(4) Time Lines
The program was in compliance in all areas of the assessment report.	N/A	N/A	N/A

The above Corrective Action Plan will be implemented to bring the institution into compliance within the time frame indicated in the Plan.

\_\_\_\_\_  
Signature of the Athletic Director

\_\_\_\_\_  
Date

March 2, 2004  
Review Completion Date

\_\_\_\_\_  
Signature of the President

\_\_\_\_\_  
Date

University: Florida International University

**PART IV  
ISSUES IN ATHLETICS**

**D. Board of Trustees Certification**

**1006.71 Gender equity in intercollegiate athletics.--**

**(1) GENDER EQUITY PLAN.--**

- (a) Each community college and state university shall develop a gender equity plan pursuant to s. 1000.05, F.S.
- (b) The plan shall include consideration of equity in sports offerings, participation, availability of facilities, scholarship offerings, and funds allocated for administration, recruitment, comparable coaching, publicity and promotion, and other support costs.
- (c) The Commissioner of Education shall annually assess the progress of each institution's plan and advise the State Board of Education regarding compliance.
- (d) Each board of trustees of a public community college or state university shall annually evaluate the presidents on the extent to which the gender equity goals have been achieved.

Please provide the information requested below relative to the statutory requirement stated in (d) above.

- a. Has the local Board of Trustees evaluated the president on the extent to which gender equity goals were achieved during the period from July 1, 2002 to June 30, 2003?  
Yes \_\_\_\_\_ No \_\_\_\_\_

If not, please ensure completion of the evaluation prior to submission of the 2003-04 Annual Equity Act Update.

- b. Provide a brief summary of the focus and results of the evaluation and describe steps to be taken by the Board where the president's evaluation yielded unsatisfactory progress toward meeting the intended goals for gender equity in athletics.

I hereby certify that the Board of Trustees has evaluated the president as described above and as required by Section 1006.71(d).

\_\_\_\_\_  
Signature of the Chair of the Board of Trustees

\_\_\_\_\_  
Date

\_\_\_\_\_  
Evaluation Completion Date



University: Florida International University

## **PART V**

### **UNIVERSITY EMPLOYMENT ACCOUNTABILITY PLAN**

#### **Equity Accountability Program (EAP) 2002-2003 Progress Report & 2003-2004 Plan Update**

**A. Representation by Race and Gender:** Include strategies to increase employment of women and racial/ethnic minorities in the categories targeted by the EAP.

The Florida Legislature enacted the Equity Accountability Program in 1992. As required by the Florida Statutes, Section 1012.95(2)(a) herein is Florida International University’s 2002-2003 Progress Report as well as 2003-2004 Plan Update. Also, included in the report is the Budgetary Incentive Plan.

#### **1. 2002-2003 EAP Progress Report**

Table 5 (summary report) of the 2002-2003 EAP and A (detail) present the goals for identified under-representation of females and minorities in senior-level A&P, academic administrative, and ranked faculty positions for the reporting period. While Table B provides specific information regarding hires and promotions for the targeted areas, Table 1 provides hiring and promotion activity for all positions in categories covered by the Report.

Even though Florida International University did not meet **targeted** hiring/promotion goals in specific disciplines, it is important to note that Table 1 (summary) provides a more accurate reflection of **overall** hiring and promotion of females and minorities throughout the University. The Table shows that overall, a total of 74 Females, 12 African Americans; 38 Hispanics; and 27 Other Minorities were hired or promoted during the reporting period. Clearly, the overall figures far exceed the projected hires/promotions.

In cases where goals were set, hiring activity took place, but a non-targeted candidate was hired, an explanation was requested of the department. Instances where the goals were not met and there was no hiring activity, the departments are not required to provide explanations. The following is a recap of hiring and/or promotion results:

## EXHIBIT “I”

### COLLEGE OF ARTS AND SCIENCES

#### Computer and Information Sciences:

**Goals:** hire and/or promote 1 Female Assistant Professor.

**Outcome:** Goal was met; 5 other designated minorities were hired and/or promoted.

#### Modern Languages:

**Goals:** hire and/or promote 3 Hispanics; hire and/or promote 1 Female Assistant Professor.

**Outcome:** Goals for Hispanic hire and/or promotion were met; goal to hire 1 Female Assistant Professor was not met; however, 7 other designated minorities were hired and/or promoted.

#### English:

**Goals:** Promote and/or hire 1 female Associate Professor.

**Outcome:** Goal not met. There were no hires or promotions within the department during this reporting period.

#### Life Sciences: *Identified by EOP for explanation*

**Goals:** hire and/or promote 1 Female Associate Professor.

**Outcome:** Goal was not met; however, 2 minorities were hired.

**Reason:** 2 minorities were hired, but not at the Associate level. There is currently one Female candidate being considered for promotion from Assistant to Associate. 1 Female was hired at the Assistant level, who will be eligible for promotion in five years. Hiring directly at the Associate level is difficult, as there are fewer candidates on the market. It is more probable to have a more viable pool of applicants at the Assistant level. Hiring at the advanced levels of Associate and Full limits the general pool of applicants, and the hiring of Associate or Full also requires a determination as to whether tenure will be offered as a condition of employment. Hiring at the advanced levels also requires more salary expenditure.

#### Mathematics:

**Goals:** hire and/or promote 1 Female at Assistant Professor level and 1 African American at the Associate Professor level.

**Outcome:** both goals were met. In addition, 4 other additional minorities were hired and/or promoted.

#### Philosophy-Religion:

**Goal:** hire and/or promote 1 Hispanic at Associate level.

**Outcome:** Goal met.

## EXHIBIT “I”

### Physical Sciences:

**Goal:** Hire and/or promote 1 Female Associate Professor; also, hire and/or promote 2 other minority Associate Professors.

**Outcome:** Goals were met.

### Social Sciences: *Identified by EOP for Explanation*

**Goals:** Hire and/or promote 2 Female Associate Professors; hire and/or promote 1 African-American Assistant Professor.

**Outcome:** Goal partially met--2 Females were hired and/or promoted to Associate Professor; however, no African-American was hired at the Assistant Professor rank.

**Reason:** 2 Female faculty were promoted which indicates success at both hiring and promotion. There were no viable African-American candidates for the position, however, overall, Social Sciences hired/promoted 10 minority faculty members.

### Visual and Performing Arts:

**Goals:** hire and/or promote 2 Females Associate Professors.

**Outcome:** Goals met; 4 additional minorities were either hired and/or promoted.

## COLLEGE OF BUSINESS ADMINISTRATION

### *Identified by EOP for Explanation*

**Goals:** The hiring and/or promotion goals for designated minorities in the COB were: 1 Female Associate Professor; 1 African-American Associate Professor; and 1 Hispanic Associate Professor.

**Outcome:** None of the goals were met.

**Reason:** The COB hired and/or promoted 8 designated minorities, but not at the Associate level. There were no candidates for promotion from Assistant to Associate, although currently 1 Hispanic Female is going through the promotion process. Two females were hired at the Assistant Professor level who will be eligible for promotion in five years.

## COLLEGE OF ENGINEERING

### *Identified by EOP for Explanation*

**Goals:** The hiring and/or promotion goals for designated minorities in the COE were: 1 Female Associate Professor; and 1 Hispanic Associate Professor.

**Outcome:** Both goals were not met.

**Reason:** The COB hired/promoted 7 designated minorities, but not at the Associate

## EXHIBIT “I”

level. There were no candidates for promotion from Assistant to Associate. 1 Assistant Hispanic was hired that year, who will be eligible for promotion in five years.

### COLLEGE OF LAW

#### *Identified by EOP for Explanation*

**Goal:** The hiring and/or promotion goals for designated minorities in the College of Law were: 1 Female Associate Professor; 1 African-American Associate Professor; and 1 Hispanic Associate Professor.

**Outcome:** 1 Female Associate Professor hired and/or promoted; 1 African-American Associate Professor hired and/or promoted; No Hispanic Associate Professor was hired and/or promoted.

**Reason:** Two out of three goals were met. Nine designated minorities were hired. 2 Hispanics were hired and/or promoted to Full Professor and Assistant Professor levels. One Hispanic Assistant professor will be eligible for promotion soon and another will be eligible within 3 years.

### COLLEGE OF HEALTH AND URBAN AFFAIRS

#### Health Sciences:

**Goals:** hire and/or promote 1 Hispanic Associate Professor and 1 African-American Assistant Professor.

**Outcome:** The goal of 1 Hispanic Associate Professor was met, 2 Female Associates Professors were hired, 1 African-American Associate Professor was hired, 1 Female Assistant Professor was hired, 1 Hispanic Assistant Professor was hired, and 1 Other Minority Assistant Professor was hired. The only goal not met was that of hiring 1 African-American Assistant Professor.

#### Public Affairs:

**Goal:** hire and/or promote 1 African-American Associate Professor

**Outcome:** The goal was not met.

### SCHOOL OF ARCHITECTURE

**Goal:** hire and/or promote 1 Hispanic Associate Professor.

**Outcome:** The goal was met.

### COLLEGE OF EDUCATION

**Goals:** hire and/or promote 2 Female Assistant Professors and 1 African-American Associate Professor.

**Outcome:** The goal of hiring 2 Female Assistant Professors was met, 1 Female Assistant Professor was hired, 1 Female Associate Professor was hired, 1 Hispanic Professor was hired, and 1 Other Minority Assistant Professor was hired. The African-American

## EXHIBIT “I”

Associate goal was not met.

### **Total Senior Level Administrative**

The Senior Level Administrative category includes Administrative and Professional (A&P) employees generally at the Vice President, Associate, and Assistant Vice President levels. According to Table 5, there were a total of 105 Senior Level Administrators in the fall 2003, of which, 60 (57.1%) were Females. Furthermore, 15 (14.3%) were African Americans and 36 (34.3%) were Hispanics.

According to Table 1, during 2002-2003, there were 40 positions filled by either new hires or promotions in the Senior Level Administrative category. Females constituted 57.5% of the new hires. Blacks were 10.0% and Hispanics were 35.0%.

### **Total Academic Administrative**

The Academic Administrative category includes Directors, Deans, Chairpersons, Librarians, and Executives. These positions are usually held concurrently with faculty rank. According to Table 5, there were a total of 119 Academic Administrators in the fall 2003, of which, 41(33.2%) were Females. Also, 11(6.3%) were African Americans, 16(14.4%) were Hispanics, and 7(12.5%) were Other Minorities.

According to Table 1, during 2002-2003 there were 14 positions filled by either new hires or promotions in the Academic Administrative category. Females constituted 42.9%, African Americans were 14.3%, Hispanics were 21.4% and Other Minorities were 7.1%.

### **Total Ranked Faculty**

According to Table 5, there were a total of 695 faculty members in fall 2003, of which, 231(33.2%) were Females. Also, 44 (6.3%) were African Americans, 100 (14.4%) were Hispanics, and 87 (12.5%) were Other Minorities.

According to Table 1, during 2002-2003 there were 132 positions filled by either new hires or promotions in the Ranked Faculty category. Females were 34.1%, African Americans were 5.3%, Hispanics were 15.2% and Other Minorities were 19.7%.

## 2. 2003-2004 EAP Plan Update

### Goals for 2003-2004 Plan Update

Table D identifies female and minority under-representation within specific units, as reported in the University’s 2003-04 Affirmative Action Plan (preliminary). Column I of the EAP Standardized Data File reflects the projected goals of the previous year. Column M and Table 5 reflect the projected goals for 2004.

## EXHIBIT “I”

### 3. The Budget Incentive Plan

#### Description of Specific Strategies

The strategies described in the University's previous Equity Accountability Plan continue to be implemented and modified as necessary. The University President continues to emphasize the importance of cultivating diversity in all areas of the University. Similarly, in Academic Affairs, the Provost works with the deans to promote a diverse academic enterprise. Specific strategies include:

1. Search and Screen position descriptions are reviewed by the hiring official prior to initiating the search process in order to ensure that the job title and the duties and responsibilities accurately reflect the responsibilities of the position, and that all position requirements are relevant to the position description.
2. All search and screen committees include minority group members and women.
3. A staff member from the Office of Equal Opportunity Programs meets with each search and screen committee to ensure that the members are fully aware of the committee's responsibilities and of University requirements governing their actions. If the vacancy falls within an under-represented category the committee is so informed and advised to be broad in its advertisement and recruitment strategies to ensure a diverse applicant pool.
4. Positions are broadly advertised in appropriate journals, including publications targeting women and minority group members.
5. Additional recruitment techniques are used: telephone networking with professional colleagues across the country in an effort to identify strong minority group and female applicants; use of the World-Wide Web; distribution of flyers advertising the position to university, especially urban universities, which employ or enroll potential applicants.
6. Where appropriate, selection criteria are used which are clearly measurable and job related, and which may include consideration of gender and race/national origin among identified criteria. Selection criteria are reviewed to ensure that females or minority members are not intentionally or unintentionally excluded.
7. The interview pool is expanded, if necessary, to invite a larger number of applicants than initially proposed when such addition might add female and/or minority group members to the interview short-list.
9. In as much as hiring officials are held responsible by their supervisors for the achievement of projected female and minority hiring goals, search and screen committees are instructed to recommend candidates to the hiring official in unranked order, providing the opportunity for the hiring official to make an unbiased selection of the finalist.
10. Attainment of affirmative action goals is included as a part of the annual evaluation

## EXHIBIT “I”

process of hiring officials.

Additionally, for faculty positions, the University may identify *Window of Opportunity* lines, which enable the Provost to enhance the opportunities for the hiring of women and minorities in those disciplines where national representation is low and where strong female and/or minority applicants would not otherwise be considered in a designated search (either because the area of specialization does not fall within the priorities for hiring in a given year; or the academic rank is not what is being sought for a specific search; or no recruitment is being implemented in the relevant discipline for which the female or minority candidate would qualify).

General strategies include efforts to make female and minority finalists recognize the value of working at the University and within the community of Greater Miami. All printed materials about the University routinely represent its diversity, demonstrating, not only the University’s commitment to diversity, but its successes in achieving its goals. The message is clearly made: Florida International University embraces diversity.

Another strategy involves the University Access & Equity Committee, which is developing a support process to assist new faculty in acclimating to the diversity of the Miami community. Since search and screen committees routinely include female and minority representation the opportunity for informal networking is facilitated. Also, when interest is expressed by the applicant, or if the search committee believes it appropriate, efforts will be made to bring together female and minority applicants with members of advocacy groups on the campus.

Two additional programs exist, which provide services that aid in the recruitment of all hiring candidates. They provide, however, services of particular interest to female applicants. The University’s Children’s Creative Learning Center has an excellent reputation for the provision of high-quality childcare and education. In a similar effort to recognize the impact of two-career families, the University has informally engaged in spousal placement efforts within the greater Miami community in instances where this would assist in the successful recruitment of female and/or minority candidates. As needed, these efforts will be continued and expanded.

### Monitoring Mechanisms

A range of monitoring mechanisms are in place to enhance the likelihood that women and minority group members will be selected for administrative and faculty positions. Other monitoring efforts have been developed to measure compliance with the goals of the Equity Accountability Act. These mechanisms include the following:

1. A member of the staff of the Office of Equal Opportunity Programs reviews the members selected for each search and screen committee to ensure that minority group members and women are included in the committee membership.
2. Position advertisements are reviewed to ensure that requirements are appropriate for the position, and that the placement of advertisements and other recruitment activities are adequate and likely to attract a diverse pool.
3. The Office of Equal Opportunity Programs collects applicant data sheets, identifying gender, race/national origin, and other information. A tabulation of the information,

## EXHIBIT “I”

describing the makeup of the applicant pool, is provided to the search committee, the department chair/director, deans and the provost or division vice president. For positions for which the University has an affirmative action goal, an Equity Accountability goal, and/or for faculty positions in those departments that have no female or minority representation, the applicant pool certification also identifies applicants from those groups by name. This is done to enable the committee to determine whether any female or minority applicants who are competitive have been overlooked and should be added to the interview group.

4. Chairs/directors, deans and vice presidents are each provided with a copy of the applicant pool certification form, enabling them to determine whether the committee has done an effective job of recruiting women and minorities, and, if necessary, reviewing the selection process if none have surfaced as finalists.
5. As an added measure in response to the Equity Accountability process, deans and vice presidents will be encouraged to request the applications of all non-selected female and minority applicants, to allow comparison of non-minority male finalists with female and minority applicants prior to approval of a recommended hire.
6. Also in response to the Equity Accountability process, deans will be asked to provide a summary report to the provost on an annual basis, describing the results of the prior year's search efforts. The report will summarize letters of offer that were issued, and document whether or not the offer was accepted. In instances where the offer was rejected, the reason for the rejection should be provided. These data will be analyzed by the Office of Equal Opportunity Programs to identify whether there are any patterns to the rejection of offers of employment that suggest consideration of changes in strategies or procedures.

### Process Utilized for Annual Assessment of the Plan

The University President will use a number of specific measures to review and evaluate the Equity Accountability Plan and to determine the effectiveness of the identified strategies. These measures will include the following criteria:

1. The President will review a report prepared by the Office of Equal Opportunity Programs, in order to determine the degree of success the University had in achieving its goals, and whether the implemented procedures were effective in attaining the goals. Based upon this review, the President may revise numerical goals as well as procedures and strategies to enhance achievement of increased representation across the University. This will be done in consultation with the Executive Council and the Director, Equal Opportunity Programs.

The review will address two levels of goals. One level will be the projected goals written into the Plan, which are intended to bring the University into compliance with national standards. The second level will be to analyze hiring, promotion and tenure decisions, to determine whether opportunities were taken to enhance representation beyond the



## EXHIBIT “I”

national availability levels.

2. It is anticipated that, university-wide, female and minority applicants for promotion to full and associate professor will be as likely to achieve promotion as are non-minority male applicants. The Office of Academic Budget and Personnel will prepare a report for the President and provost, which analyzes the promotion data, both on a university-wide basis as well as on a school/college basis. These data may be compared to system-wide data. Any adverse impact of the promotion process on women or minorities will be carefully reviewed to identify any corrective action that might be recommended.

### Summary

Florida International University has been vigilant in its efforts to increase the representation of women and minority group members in all areas of the University. The diversity of our faculty and students continues to be greater than the national average of doctoral granting institutions, and, in fact, exceeds most of those institutions. We recognize that there is a difference between the representation of women and minority group members within our student body, and the female and minority representation within the faculty and administration. We recruit faculty and upper-level administrators from a national pool, which does not reflect the same diversity present in our local community. However, Florida International University has made advances in achieving its goals. The institution remains committed to its ongoing goal to enhance the diversity among the faculty and staff to reflect more clearly the community it serves.

University: Florida International University

## **PART V**

### **UNIVERSITY EMPLOYMENT ACCOUNTABILITY PLAN**

#### **B. Summary of Results of Presidential Evaluations**

Section 1012.95 (3)(b) Florida Statutes (F.S.), provides as follows:

- (b) The university boards of trustees shall annually evaluate the performance of the university presidents in achieving the annual equity goals and objectives. A summary of the results of such evaluations shall be included as part of the annual equity progress report submitted by the university boards of trustees to the Legislature and the State Board of Education.

Please provide below a response to this section of law, including the most recent date on which the president was evaluated.

At a meeting of the Florida International University (FIU) Board of Trustees Administration and Compensation Committee held on April 8, 2003 the committee approved a motion to make the Equity Accountability Program (EAP), part of the evaluation process for the University President (the motion was designed to comply with F.S. Section 1012.95 (3) (b). *FIU Board of Trustees Administration and Compensation Committee minutes, April 8, 2003*).

In compliance with the provisions of Section 1012.95, F.S., the FIU Board of Trustees Administration and Compensation Committee held a meeting on September 15, 2003 to discuss the Equity Accountability Plan and the President’s Annual Evaluation. The committee Chairperson, Mr. Albert Dotson reported, “the University had exceeded all equal opportunity goals in every area.” Chairperson Dotson recommended full board approval of the 2002-2003 goals and a new plan to attain those goals. The committee approved both agenda items for the FIU Board of Trustees meeting held November 17, 2003. (*FIU Board of Trustees Administration and Compensation Committee minutes, September 15, 2003*).

#### **C. SUMMARY OF RESULTS OF EVALUATION OF SELECTED STAFF**

Provide a brief summary of the results of the evaluations conducted by the president to evaluate each department chairperson, dean, provost, and vice president in achieving goals consistent with the intent of Section 1012.95, F.S. Include developmental steps to be taken where found appropriate.

While the *University Equity Accountability Progress Report and Plan Update* outlines the institutional equity goals and progress, the university President, Modesto A. Maidique, maintains that during his tenure equity has always been a priority. The President reports that each vice president is evaluated annually on their individual performance with regard to equity accountability goals. Specifically, each vice president is required to submit an annual summary report of personnel within their respective divisions. A discussion of each new hire, retirees, and the like, is conducted during the evaluation to assess compliance with the University’s EAP

## EXHIBIT “I”

goals and objectives. The President holds each vice president accountable for maintaining equity goals.

It is the responsibility of the Chief Academic Officer, Provost and Executive Vice President for Academic Affairs to ensure compliance with equity accountability goals for the deans, directors, and department chairpersons. The Provost and Chief Academic Officer evaluate each dean, director and department chairperson with respect to the established equity goals and the outcomes for each academic year. Specifically, the Provost requires that each dean, director, and chairperson follow the established procedures to ensure compliance with the equity goals established for the respective departments, as part of the University’s equity plan. The overall goals are reported in the *FIU Equity Accountability Report*.

A copy of the *FIU Equity Accountability Program 2001-2002 & 2002-2003 Progress Report* reflects the University succeeded in achieving most of its projected goals despite a hiring freeze resulting from state budget cuts. The report indicates that the University President continues to emphasize the importance of cultivating diversity in all areas of the University. Furthermore, the report identified specific strategies implemented by the Provost regarding the attainment of affirmative action goals. Item 10 section 3 of the report states that the affirmative action goals are included as a part of the evaluation process of hiring officials including department chairpersons and deans (in compliance with Section 1012.95, F.S.). Moreover, the report states, “FIU has been vigilant in its efforts to increase the representation of women and minority group members in all areas” (*FIU 2002-2003 EAP Update, p.7*).

University: Florida International University

## PART V EMPLOYMENT ACCOUNTABILITY PLAN

### D. Certification of Key Processes [Pursuant to Section 1012.95(2)(d), Florida Statutes]

“Each university shall also report on the dissemination of standards for achieving tenure; racial and gender composition of committees reviewing recommendations at each transaction level; and dissemination of guidelines for equitable distribution of assignments.”

1. My university maintains diversity and balance in the gender and ethnic composition of the selection committee for each vacancy that occurs in senior level, academic administrative and ranked faculty positions. The guidelines used for ensuring balanced and diverse membership on selection and review committees are described as follows:

The Office of Equal Opportunity Programs provides areas of goals for each academic search, identifies those areas in which there is under representation of women and ethnic/racial minorities, and provides the orientation and goals for each search and screen committee. Before a departmental search and screen committee is appointed, the respective Dean notifies and reminds the employing department that the search and screen committee must have balanced and diverse membership.

2. My university is in compliance with State Board of Education Rule 6A-14.0411, which sets forth the requirements for receiving continuing contracts. The process used to grant tenure status is described below:

The enclosed Tenure and Promotion Manual delineates the Advisory Guidelines, the Policies and Procedures, and Tenure/Promotion file.

Each faculty member on a tenure-earning appointment is reviewed annually by her/his department and results are shared with the Dean and with the faculty member. Faculty are evaluated in terms of their achievements and progress made in the areas of teaching, research/creative activity, and service. Recommendations may be made for improvement in one or more areas.

3. The following describes the process used to annually apprise each eligible faculty member of progress toward attainment of tenure status:

Please see 5.44 TENURE APPRAISAL from the Academic Affairs Policies and Procedures Manual.

In addition, each faculty member on a tenure-earning appointment is reviewed annually by her/his department and the written results are shared with the Dean and with the faculty member. Faculty are evaluated in terms of their achievements and progress made in the areas of teaching, research/creative activity, and service. These annual, written evaluations are to be construed as formative, not summative, evaluations. Recommendations may be made for improvement in one or more areas.

4. My university has developed a budgetary incentive plan to support and ensure attainment of the goals developed pursuant to Section 1012.95(d), F.S. Summarized below is a description of the incentive plan, including how resources shall be allocated to support the achievement of goals and the implementation of strategies in a timely manner.

## EXHIBIT “I”

The University has agreed to continue supporting the previous year’s successful principles for allocation and use of resources for the Equity Accountability Plan. These are as follows:

- The Academic Affairs budget office has, in past years, set aside, annually, a minimum of three faculty positions to be used as a pool of *Window of Opportunity* lines. Because of the hiring freeze and budget cutbacks during 2001-02, only one *Window* line was distributed to an academic unit for hiring. It is fully anticipated that this pool will be restored to a minimum of three lines when prior budget cuts are restored.
- Funds to ensure advertising of faculty positions in minority access publications will be centrally managed by the Academic Affairs budget office and allocated to the respective departments based on PVA and PAR approvals.
- Similarly, funds to ensure advertising of executive and administrative positions in minority access publications will be centrally managed by the University budget office and allocated to the respective units based on PVA and PAR approvals. Currently, these required publications are *The Miami Times* and the *El Nuevo Herald*.
- Any funds to support minority/female faculty appointments on *Window of Opportunity* lines will be centrally managed by the Academic Affairs Budget Office.
- Any funds to support the Summer Research Award Program will be centrally managed by the vice president for Research and Graduate Studies, working closely with the Academic Affairs budget office.
- Academic Affairs will continue to support the leadership program for minority and female participants selected for the FIU Educational Enhancement Leadership Grant program each year.

Anticipated allocations, compared to last year’s allocations:

<b><u>Estimated Expenditures</u></b>	<b><u>2003-2004</u></b>	<b><u>2004-2005</u></b>
	<b>Actual</b>	<b>Projected</b>
Window of Opportunity Lines	*	*
Faculty Advertising (est.)	\$ 30,000	\$ 30,000
Enhancement Leadership Grant	\$ 10,000	\$ 10,000

\*To be determined as opportunities arise

The University is committed to providing sufficient financial support to achieve the goals (see Table 5, 2003-04 Equity Accountability Program Update) of its Equity Accountability Program. The Office of the Executive Vice Provost for Academic Administration provides oversight for the budget support.

5. The following describes how funds are used to increase the number of women and racial/ethnic minorities on tenure status:

## EXHIBIT “I”

Both questions related to the University’s Window of Opportunity hires. When a department identifies an outstanding female and /or racial/ethnic minority faculty candidate, Academic Affairs splits the costs of the appointment with the department. Most recently, Academic Affairs agreed to share the costs 50-50 with the College of Education for a Window of Opportunity hire.

Pursuant to Section 1012.95(2)(d), Florida Statutes, I hereby certify that the information provided above is true to the best of my knowledge and that information and data will be available upon request as a demonstration of good faith effort to comply with this section.

_____	_____	<u>Florida International University</u>
President	Date	Institution

University: Florida International University

## PART VI

### One Florida Initiative: Selected University Challenges

1. Describe below steps taken by the university to increase diversity among students earning first degrees and transferring to baccalaureate degree programs.

In addition to our general recruitment activities and initiatives, several strategies are currently being used to increase diversity among students earning first degrees and those transferring to receive baccalaureate degrees. Some of these strategies are: targeting recruitment efforts to schools with diverse enrollments, partnering with high schools and developing pre-collegiate program efforts to enhance high school students' potential to meet admission requirements.

2. What strategies have been developed to increase diversity among students?

Some examples of strategies that have been developed to increase diversity among students are: **Partners in Progress (PIP)** a partnership with Dade County Public Schools to targeted at promising underrepresented students. Students in 10<sup>th</sup> grader are brought to campus for six-weeks during the summer to take courses with a focus on SAT preparation and college readiness and again during their 11<sup>th</sup> grade summer for continued work and dual enrollment courses. Students who complete this two-summer program are then offered four-year tuition support (**Invitational Scholars**) upon admission as freshmen to FIU. Other pre-collegiate programs include- **ENLACE Miami, Engaging Latino Communities for Education**, a collaborative community –wide partnership, supported by the *Kellogg Foundation* to increase Hispanic representation in the university pipeline; **Florida Action for Minorities in Engineering (FLAME)**, a cooperative program between Miami Coral Park High School and FIU aimed at introducing the profession of engineering to minority students; **Upward Bound**, a federally funded pre-collegiate program to prepare underserved high school students for college by providing supplemental instruction in academic areas and counseling and life skills-training; **Partnership of Academic Communities in Excellence (PAC)**, a federally supported program, designed to increase achievement of underrepresented students in science and mathematics and to ensure the student's university admission upon graduation from the Dade County Public County Schools. Students completing this program also receive scholarship and tuition support form the university. **Gaining Early Awareness and Readiness for Undergraduate Programs (GEAR UP)**, the overall goals of this program are to prepare cohorts of students from and middle and senior high schools to successfully complete academically challenging curricula in math and science and to prepare them for secondary education.

Recruitment strategies to enhance diversity also includes targeting community, civic and social organizations which serve diverse students and their parents, such as 500 Role Models of Excellence, NACCP Youth Initiatives and programs in the community colleges with focus on minority and diverse students.

## EXHIBIT “I”

3. Summarize activities of your university Postsecondary Opportunity Alliances. Describe the effectiveness of the alliances in creating opportunities for high school students to attend higher education institutions?

### **Names of Opportunity Alliance Schools**

Carlos J. Finlay Elementary School (MDCPS)  
Lillie C. Evans Elementary School ( MDCPS)  
Parkside Elementary School (BCPS)  
Miami Edison Senior High School (MDCPS)  
Miami Central Senior High School (MDCPS)

### **University Based Contact Persons**

Dr. Adriana G. McEachern, Associate Dean for Academic Affairs, College of Education  
Dr. Lisa Delpit, Director of the Urban Center, COE  
Faculty Contacts for each program (see below)

### **School Based Contact Persons**

Carlos J. Finlay Elementary School—Ms. Lourdes Gimenez, Principal  
Lillie C. Evans Elementary School—Ms. Thelma Stinson, Principal  
Parkside Elementary School (BCPS) -- Ms. Amanda Miles, Principal  
Miami Edison Senior High School (MDCPS)-Mr. Dennis Davis, Principal  
Miami Central Senior High School (MDCPS)—Mr. Samuel Johnson, Principal

### **Number of University Faculty Involved-- 14**

## **COLLEGE OF EDUCATION**

### **THE CENTER FOR URBAN EDUCATION AND INNOVATION**

Faculty Contact: Dr. Lisa Delpit

Goals/Objectives: The College of Education’s Center for Urban Education & Innovation is designated to work with schools and communities whose performance is judged low on state tests and measures. The Center’s objectives are to:

- Assist schools in providing an excellent education for those children who are typically underserved, particularly poor children and children of African descent, some of whom attend schools cited as low performing.
- Develop initiatives to promote research and creative experiences that address critical issues of power and pedagogy in schools and communities, both locally and nationally.



## EXHIBIT “I”

- Support existing College of Education programs and faculty interested in working toward the Center’s goals and conducting research in these areas.

### **Progress To Date**

During the 2002, 2003, and 2004 academic years, The Center has accomplished the following initiatives:

1. Urban Center brought six renowned urban scholars to inform the COE faculty of research and cutting edge practices in urban schools and communities, so that these could be applied in the South Florida district schools.
2. These scholars also visited and dialogued with faculties at Booker T. Washington High School, Jackson High School, and Edison High School.
3. One of its visiting scholars from last year, an expert in mathematics education and a MacArthur Genius Fellow, is now an Eminent Scholar for the COE and the Urban Center has connected with Miami/Dade schools and communities to explore staff development workshops with parents, teachers, and students.
4. This Eminent Scholar, Dr. Bob Moses, has initiated a series of parent mathematics literacy workshops in Liberty City at the St. James AME church.
5. The Executive Director and the Associate Director of the Urban Center have worked with new teachers at the Booker T. Washington H.S. to address issues of teaching in urban schools.

### **Continuing Activities in 2003-2004**

- To bring the **Algebra Project** personnel to Miami and **encourage the project adoption in “D” and “F” Schools**. Dr. Moses will be coming to FIU once a month during the 2003-2004 academic year to work with a group of adults and students in Liberty City.
- Collaborate with other College faculty to assist in the transformation of **Lilly C. Evans Elementary School** into a professional development school.
- Continue working with the FIU English Faculty in the development of an **Urban Writing Project** for public school teachers.
- Work with **Liberty City and MDCPS** to develop **The Institute for Community Literacy Arts & Performance (I-CLAP)** for adults/children/teachers. Dr. Linda Spears-Bunton, Center Associate, and Dr. Robert Probst, a nationally recognized expert in the teaching of adolescent literature, will co-facilitate this project. There is a possibility that Florida Memorial College will also collaborate in this effort. The goal of I-CLAP is to build upon, share, and extend the literacy practices of people of African descent and urban communities. I-CLAP is part of the Center’s

## EXHIBIT “I”

commitment to help teachers develop pedagogies of literacy, which are meaningful to and respectful toward the communities that urban teachers serve. The artistic creations of the African Diaspora and Latin, South and Central America provide cultural, social and intellectual grounding for I-CLAP. Members of the institute--community citizens, children, public school and university teachers--will participate in the performance of literature in a variety of ways including art, dance, music, drama, spoken word and African proverbs.

- Resume efforts with the **Urban Teacher Master’s Degree Program** to explore issues of diversity. Dr. Robert Dixon, from Morehouse College, will return to FIU to work further with the Master’s students on diversity.

- The following eminent scholars will return to FIU for further work with Miami Dade County Public School administrators, teachers, parents, and students:

Dr. Asa Hilliard III – Calloway Professor of Urban Education, Georgia State University

Elaine Brown – Former Chairwoman of the Black Panther Party

Dr. Theresa Perry – VP of Community Relations, Wheelock College, Boston

Dr. Bob Moses – the Algebra Project

- Brought London Hardy, Director of the Young People’s Project (YPP) in Boston, and Omo Moses, Director of the YPP in Chicago, to Florida International University and the Miami community to work with Miami youth in Liberty City and Carol City.
- Hosted YPP conference at COE January 9-10, 2004.
- Hosted The Algebra Project Training Workshops, Dec. 26, 2003 – Jan. 2, 2004
- Center Director and Associate Director continue to teach in the Urban Teachers Master’s Program
- Continued collaborations with African New World Studies, African Studies, Intercultural Institute for Educational Initiatives, and the Labor Center.
- Continue to pursue grants and research opportunities that will enhance the work of the Center
- Continue publishing quarterly newsletter
- Continue the planning of the Urban Expo Conference for November, 2004 which will bring nationally known scholars and practitioners from around the country and locally to demonstrate their expertise in raising the academic achievement of our disenfranchised students. Miami/Dade and Broward public schools are active in partnering with this effort.

**PROFESSIONAL DEVELOPMENT SCHOOL PARTNERSHIPS**

**DR. CARLOS J. FINLAY ELEMENTARY SCHOOL –  
PROFESSIONAL DEVELOPMENT SCHOOL**

Faculty Contact: Dr. Bill Yongue

Dr. Carlos J. Finlay Elementary School (MDCPS) and College of Education (FIU) have signed a Memorandum of Understanding (MOU) to establish a professional partnership toward the shared vision of quality education for all children and quality professional education and development for all teachers. The MOU will provide ongoing quality field and student teaching placements for teacher preparation students, ongoing professional development for CJF teachers who desire to become Partnership Faculty in the COE’s teacher preparation program and ongoing scholarly and faculty development opportunities for FIU faculty.

**Progress to Date**

Faculty continue to teach one PK, four Kindergarten and five First grade classes each week at Finlay. Approximately 250 students are taught each week. FIU faculty work with 10 Finlay teachers to help them develop lesson plans that incorporate content and movement in the curriculum. In addition, Faculty from Finlay participate in various activities in the COE and work with faculty on curriculum development.

**LEISURE CITY ELEMENTARY K-8 CENTER – PROFESSIONAL  
DEVELOPMENT SCHOOL (PDS)**

Faculty Contact: Dr. Nancy Marshall

The primary goals of the PDS collaboration are:

- to enhance the learning of migrant and Hispanic children by engaging COE student teaching interns to work with them in small groups of children and/or provide individualized tutoring.
- to meet the needs of the community by providing parent education and acculturation.

**SOUTH HIALEAH ELEMENTARY- PROFESSIONAL DEVELOPMENT  
SCHOOL (PDS)**

Faculty Contact: Dr. Lynne Miller

The College of Education’s collaboration with South Hialeah Elementary School builds upon the school’s goal to encourage all students to reach their greatest potential and to become contributing members of the school and the community. While South Hialeah Elementary places a strong emphasis on the literacy development of all learners, the school also emphasizes excellence in such areas as mathematics, science, technology and the arts. Further, as a Community School, children attend school during the day, and in

## EXHIBIT “I”

the evening parents, families and others benefit from rich curriculum and quality educational experiences.

At South Hialeah Elementary School, teacher education candidates become an integral part of the school community. Experienced, caring master teachers and university faculty guide candidates in the application of best educational practices learned in their teacher preparation programs and through active classroom involvement at the school. Additionally, through participation in Community School Programs, teacher education candidates gain experience in working with parents and other caregivers. On-site teacher educators, university faculty and teacher education candidates mutually benefit from this PDS collaboration as we work to ensure that all children learn.

### **READING PARTNERSHIP INITIATIVES**

#### **BROWARD PROFESSIONAL DEVELOPMENT ACADEMY (PDA)**

Faculty Contact: Dr. Sharon Kossack

This program provides:

- **On-site Reading M.S. training**, founded on Coalition of Essential Schools (Sizer) and Multiple Intelligences\* (Gardner) models for Broward County Public Schools (BCPS) reading coaches (one in every elementary, middle, and secondary school) at Parkside Elementary (concluding Fall 2002; begins Eisenhower, Fall 2002)
- Inter-school change agency and development by gearing the delivery and content to Florida Educator Accomplished Practices
- Embedding students in graduate courses, supported with clinically supervised feedback, as such as possible to provide hands-on, supervised practice while at the same time providing expert intervention for the benefit of struggling students
- Engagement of professors in-residence to interact with and mentor teachers in conducting action Research, conference presentations, professional journal article development, and grant funding endeavors
- Participation in SIT teams, grant efforts, curriculum development, First Year Teacher verifications and interventions, and teacher development workshops
- Delivery NCTE’s Reading Initiative (RI) training

### **Progress to Date**

**Eighteen educators** (some reading coaches at local elementary schools, five special project (ALL) trainers, and one county reading coordinator, and many classroom teachers) emerge with impressive **reading instructional skills**. It is expected that at least 15 classroom action research articles will be published as a result of this M.S. program; and at least 15 of these educators will make professional presentations as a result of their

## EXHIBIT “I”

work in this program, which heightens the profile of both FIU and Broward County Public Schools, not to mention the self-esteem of these educators. One international article and presentation has been completed based on the results of student-embedded work done by the participants in this M.S. degree. Approximately **thirty 3rd graders' reading scores were significantly increased by targeted teaching/mentoring** during intensive diagnostic-remedial interventions (targeted teaching) during the period of this M.S. program (average of 9 months' gain for first 8-hour intervention and an average of a year's growth in the second 16 hour intervention). Over **seventy teachers and three administrators received teacher development** via Dr. Kossack's NCTE Reading Initiative training. Several grants were collaboratively written the first year of the project. **A dozen at-risk third graders received weekly Reading Camp help** from Dr. Kossack for over **10 sessions**.

### FAMILIES LEARNING AT SCHOOL & HOME ACADEMIC EXCELLENCE PROGRAM (FLASH) Faculty Contact: Dr. Delia C. Garcia

The goals of the Families Learning at School & Home (FLASH) project are:

- to improve the literacy skills of linguistically and culturally diverse parents,
- to increase their English language proficiency to facilitate their successful adjustment to a new society.
- to assist parents in developing specific competencies that will enable them to play a more active role in their children's educational process, and
- to improve the academic skills of the ESL students participating in the program with their parents.

### Progress To Date

A total of **291 children and 313 adults have been served** in the program in five Miami-Dade County Public Schools (Banyan Elementary, Rockway Middle School, Charles Hadley Elementary, and Coral Park Elementary). Participating parents demonstrated statistically significant increases in English literacy when measured on a pre/post basis. Participating parents demonstrated statistically significant increases in parent involvement behaviors. Participating children exhibited statistically significant increases in reading competencies when measured on a pre/post basis.

### COGNITIVE APPRENTICESHIP-READING IN THE CONTEXT OF SCHOOLS Faculty Contact: Joyce C. Fine

Goals/Objectives: This program provides students in low-performing schools with tutoring in reading by pre-service teachers engaged in a practicum in the context of schools working with inner city and migrant youth. Undergraduate students in the elementary education program participate in the context of the respective schools,

## EXHIBIT “I”

attending their university class on-site. They work with students at Holmes Elementary (inner city school) and Naranja Elementary (migrant student population). The FIU students provide on-going, individual tutoring in a reading cognitive apprenticeship model.

### **Progress to Date**

Partnerships have been created with these two schools. Approximately **50 students have been tutored.**

#### THE READING SCIENCE

Faculty Contact: Dr. Joyce Fine

Goals/Objectives: (a) To provide Teen Court students and volunteers with tutoring in reading and (b) to provide Master in Reading Education students with a practicum working with marginalized adolescent youth.

The Metro-Miami Action Plan Trust and FIU have created a partnership through a grant to increase the reading achievement of marginalized adolescents. The FIU students tutor students who have been arrested and sent to Teen Court, as well as volunteers to the Teen Court. The teachers assess and instruct according to students' needs in reading.

### **Progress To Date**

**Thirty-five youth** have received **reading tutoring**. They also visited FIU's Biscayne Bay campus university library where they learned information literacy skills.

## **MATH AND SCIENCE PARTNERSHIP INITIATIVES**

#### PARTNERSHIP OF ACADEMIC COMMUNITIES IN EXCELLENCE (PAC)

Faculty Contact: Dr. Ed McClintock

Goals/Objectives: (a) To **increase achievement** of underrepresented minority students in **science and math** and (b) to ensure the students' **university admission** upon graduation from the Miami Dade County Public Schools. A significant feature of the project is the **use of technology** as a learning tool. FIU provides scholarships for selected qualified students graduating from PAC. Students from Cutler Ridge, Mays, and Richmond Heights Middle Schools and Southridge Senior High School come to the FIU campus and spend a half day taking math, science, and technology classes.

### **Progress to Date**

The program has **110 students in 7<sup>th</sup> -12<sup>th</sup> grades**. Of the first graduating class of 11, 7 students have received scholarships and are attending FIU. Of the second graduating class, 13 of the 16 are receiving scholarships. Many of these students without this support would not have graduated from high school nor gone on to attend college.

## EXHIBIT “I”

### CENTRAL EXPRESS

Faculty Contact: Dr. Robert Vos

Goals/Objectives: This program is a collaborative partnership for systematic educational reform targeted for **14,000 students, more than 700 teachers, and other professionals, and 11 schools in the Miami Central Senior High School feeder pattern** in Miami, Florida. Central EXPRESS provides services, resources and activities at multiple points in the pre-K through post secondary continuum. The effort is asset-based and designed to build capacity within the students, professional and parent community, using a comprehensive, holistic approach. Project activities support standards-based performance for students. The main goals of the initiative are to improve student performance in reading, math, science, writing, social studies and technology infusion.

#### **Progress To Date**

Over 900 students have been provided with tutoring, social mentoring, career mentoring, counseling and advisement, FCAT and college readiness skills throughout the academic year and in the summer.

### GEAR UP EDISON

Faculty Contact: Dr. Robert Vos

Goals/Objectives: The overall goals of this program are to prepare a cohort of students at Edison Middle and Senior High Schools to successfully complete academically challenging curricula, particularly in math and science and to prepare them for post-secondary education. The students will be followed throughout their school careers to graduation.

#### **Progress to Date**

Approximately 400 students are involved. This is a young project so it is still too early to determine results.

### **EARLY CHILDHOOD INITIATIVES**

HUBS: The Florida Partnership for School Readiness

Faculty Contacts: Dr. Charles Bleiker and Dr. Wendy Cheyney

Goals/Objectives: The Early Childhood Program received a grant in 2001 from The Florida Partnership for School Readiness (HUBS) to assist the local school readiness coalition in coordinating readiness efforts for Miami-Dade County. This included creating an implementation team, working on state and national literacy efforts, developing a plan for articulation within the higher education community and publishing a professional development website. Funding is for four years.

## EXHIBIT “I”

### **Progress to Date**

An articulation plan with Miami Dade County Schools has been completed. A web site has been developed and maintained to provide information and progress updates. A needs assessment to determine the educational needs of early childhood professionals has been administered.

### **PATHWAYS TO PROFESSIONALISM: PROJECT II - SCHOOL READINESS**

Faculty Contacts: Dr. Wendy Cheyney and Dr. Charles Bleiker

Goals/Objectives: This program Florida's is a special project designed to advance Florida's efforts to enhance early childhood education.

- Phase I: work under the leadership of the Head Start State Collaboration, focused on three key elements related to early care and education: (1) core knowledge and skills, (2) training systems and a voluntary professional portfolio, (3) compensation improvement initiatives and leadership development for early care professionals. Recommendations from each of these areas were presented to the Pathways to Professionals State Advisory Council in October 2000.
- Phase II: Pathways to Professionalism focused on drafting an Articulated Career Path for early care and education professionals that includes common career definitions linked to the Florida Partnership for School Readiness Kindergarten Performance Standards as well as professional content, competencies, and preparation programs as mandated in the Readiness Act, (1999).

This work builds on the efforts of Phase I. This project connects directly to providing support through South Florida to deliver quality early care and Early Childhood Education to all children.

### **FIU DIVISION OF HUMAN RESOURCES**

### **HIGH SCHOOL COMMUNITY SERVICE PROGRAM**

Faculty Contact: Gene Pugh

Goals/Objectives: To create a **worksite** for high school students to perform their required **community service** hours.

Description: We place students in departments throughout the University, so they can perform their H.S. Community Service hours.

### **Progress To Date**

Approximately **100 high school students** have received the opportunity to experience life at a higher education institution, which may impact their futures; they learn the operations of the university; give something back to the community; become future university students and better future employees.



**COLLEGE OF ENGINEERING**

FLAME, Florida Action for Minorities in Engineering  
Faculty Contact: Dr. Gustavo Roig

Goals/Objectives: To promote science, technology, engineering and math among minority high school students. During the regular academic year ninth and tenth grade students take a variety of math and science courses designed to prepare them for advance studies at FIU during their eleventh and twelfth grade years. Incoming ninth graders participate in the Engineering Immersion Summer Program, which is a six-week summer program.

**Progress To Date**

This program has successfully served **1255 students** over the past 15 years. Most of them have attended or are attending universities nationwide.

MIAMI PREP, Miami Pre-freshman Engineering Program  
Faculty Contact: Dr. Gustavo Roig

Goals/Objectives: To identify social and economically disadvantaged middle school students with the potential to become scientist and engineers and provide them with academic enrichment and reinforcement in the pursuit of these fields. This is a three-year summer program. Students start the first year when finishing their 6th grade. During this six-week summer program students take math, science and technology courses. The students also have career awareness activities and extracurricular activities. Participating MDC middle schools include: Cutler Ridge, Rockway, Ruben Dario, Westview, Everglades, Homestead, Howard Doolin, Jane S. Robert, Kinlock Park, Paul Bell, Redland, Riviera, and West Miami.

**Progress To Date**

**Five hundred and five students** have being served during the past five years. After students finish their first year, they are usually placed in advanced math and science courses during the regular academic year.

GEAR UP HOMESTEAD  
Faculty Contact: Dr. Gustavo Roig

Goals/Objectives: To increase the number of students who are prepared to go to college from the target schools. This program provides a myriad of services to increase student academic preparation.

### **Progress to Date**

The results from all the program's activities include **increased FCAT scores, higher GPA's, higher FCAT grades for the schools, increased faculty development and skills, and lower drop out rates between middle and high school levels.**

**Number of School Students Involved: 3500**

### **STUDENT AFFAIRS**

#### **PARTNERS IN PROGRESS**

Faculty Contact: Sofia Santiesteban

Goals/Objectives: To prepare high school students who have demonstrated higher achievement and interest in math, science and language arts to enter Florida International University. This summer program prepares 11th grade students to take the SAT I. Those students who complete and reach the required standard are invited to take seven college credits the following summer, when they are ready to start 12th grade.

**Progress to Date:** Approximately **388 high school students** have participated in this highly successful program. Approximately **85%** of the students **reach the required standard in an institutional SAT I test.**

#### **WEEKEND ACADEMY AT FIU**

Faculty Contact: Antonie B. Downs

Goals/Objectives: To teach software and computer technology to MDCPS students from Miami Norland High, North Miami Senior High and students of other interested schools who would not otherwise have access. Six classes are offered: Mastering the Web, Microsoft Office Suite, Digital Imaging, Macromedia Dreamweaver, Computer Animation, Macromedia Flash.

**Progress to Date:** Approximately **150 students** have participated in this program. These students **gained skills and competencies in software and computer technologies**  
Assessment of projects done in class; Log of students who return to use the lab.

### **SCHOOL GRADES**

	99	00	01	02	03
Carlos J. Finlay			N	B	A
Lillie C. Evans	F	D	D	F	B
Miami Central	D	D	D	D	D
Miami Edison	F	D	D	F	F
Miami Jackson	D	D	D	F	F
Parkside			N	A	B

## EXHIBIT “I”

### FCAT Areas for which school demonstrated significant improvement.

Various factors contribute to improvement in FCAT scores of students in South Florida schools. Therefore, it is difficult to isolate whether the work of faculty involved in school partnerships has a significant effect on increasing scores. Certainly, the work conducted in partnership schools increases the potential for FCAT score improvements. Inner city schools such as Miami Central, Edison, and Jackson High Schools continue to pose significant challenges to educators. Carlos J. Finlay Elementary, our professional development school, has increased its scores in reading in the 3<sup>rd</sup>, 4<sup>th</sup>, and 5<sup>th</sup> grades during the past two years; math scores have increased in the 4<sup>th</sup> and 5<sup>th</sup> grades and remained stable in the 3<sup>rd</sup> grade. Writing increased in the 4<sup>th</sup> grade. See Table below:

#### FINLAY CARLOS J ELEM (5061)

[List of Districts](#) | [District DADE Data](#) | [School Level Reports](#)

[Achievement Level 3 and Above](#) | [Mean Scale Score](#) | [Developmental Scale Score](#) | [Summary Data](#)

School Level - Percent Scoring Three and Above									
The table below outlines the percent of students in the school on grade level and above (proficient or advanced) in reading, mathematics, and writing in 2001, 2002, 2003. Students that score in FCAT Achievement Levels 3, 4, and 5 or have an FCAT writing score of 3 or above are considered on grade level and above. Proficiency on the Florida Comprehensive Assessment Test is based on Florida's curriculum frameworks, the Sunshine State Standards.									
Grade Level	Reading Scores			Math Scores			Writing Scores		
	2001	2002	2003	2001	2002	2003	2001	2002	2003
FINLAY CARLOS J ELEM (5061)									
3	NA	59	50	NA	63	63	NA	NA	NA
4	45	43	48	NA	39	46	88.0	75.0	85.0
5	NA	43	52	*	29	45	NA	NA	NA

Report prepared: 3/27/04/AGM

## EXHIBIT "I"

University: Florida International University

## Appendix 2

### Gender Equity in Athletics: Analysis and Corrective Action Plan

**A. University 2003-04 Athletic Participation by Sport**

<b>COMPONENT 1:</b>		<b>NUMBER OF PARTICIPANTS</b>				
Varsity Teams	# Males		# Females		Total	
	2001-02	2002-03	2001-02	2002-03	2001-02	2002-03
Baseball	38	36	0	0	38	36
Basketball	15	15	15	14	30	29
Golf	0	0	9	6	9	6
Softball	0	0	17	20	17	20
Swimming	0	0	0	3	0	3
Tennis	0	0	11	7	11	7
Track, Field & Cross Country	25	27	17	21	42	48
Volleyball	0	0	14	16	14	16
Soccer	29	29	23	28	52	57
Football	89	95	0	0	89	95
Total Participants	196	202	106	115	302	317
% of Participants	64.9%	63.72%	35.1%	36.28%		
Fall 2003 EF2A Enrollment	6,165	14,663	8,426	19,136	14,591	33,799
Percent	42.3%	43.38%	57.7%	56.98%		

Note: OCR defines a participant as anyone who: (1) participated in competition, or (2) participated with the team and was eligible for competition but did not play in the game. Participation is determined as of the date of the first competitive event for the sport. This section applies to all universities offering intercollegiate sports, where there is disproportionality found between the rate at which women are enrolled full-time in the university and the rate at which women are participation in intercollegiate sports.

**B. Corrective Action Plan.** If the Fall 2003 full-time enrollment of women was greater than five percentage points above the representation of women participating in sports, describe below the university's plan to correct this disparity. Specify modifications proposed for 2004 and include a time line for completion of the Plan. (See data analysis provided by the Office of Equity and Access.)

# EXHIBIT "I"

(Complete Appendix 2 to show data for male and female participation rates and full-time enrollment. In addition, the plan to increase participation among women must be reported in Appendix 2.)

(1) Gender Equity in Athletics Component	(2) Planned Actions To Address Deficiencies Found in Athletics	(3) Responsible Person(s) and Contact Information	(4) Time Lines
In conjunction with the FIU Title IX Committee and the Athletic Council, the Title IX/Gender Equity Plan will be reviewed and revised as necessary to address current gender equity concerns.	<p>The plan to address this issue will be executed in three distinct phases.</p> <ol style="list-style-type: none"> <li>1. In 2004-05, 20 additional scholarships will be dedicated to women's sports programs in an effort to increase participants</li> <li>2. In 2005-06, if the above intervention does not appear to have impact the disproportionate number of men vs. women, male rosters will be capped at certain numbers as a means of balancing participation opportunities. Please note that the capping will not be to a point where the competitiveness, student-athlete experience or student-athlete welfare will be negatively impacted.</li> <li>3. If the aforementioned interventions are not successful, an additional women's sport will be added (even if it is an NCAA emerging sport). The sports considered will be women's judo, women's crew or women's team handball since it is already on campus as a club sport. Please note that it is our intent, however, to fully fund the sports that are in existence before adding another sports program.</li> </ol>	<p>Mr. Rick Mello, Director of Athletics</p> <p>Current Faculty Athletics Representative</p>	<p>August 1, 2004</p> <p>August 1, 2005</p> <p>August 1, 2007</p>

The above Corrective Action Plan will be implemented to bring the institution into compliance within the time frame indicated in the Plan.

\_\_\_\_\_  
Signature of the Athletic Director

\_\_\_\_\_  
Date

\_\_\_\_\_  
Review Completion Date

\_\_\_\_\_  
Signature of the President

\_\_\_\_\_  
Date

## **FLORIDA EDUCATIONAL EQUITY ACT**

### **2003-04 ANNUAL UPDATE**

#### **Required Signatures**

##### **Page No. 2**

Reviewed by: Senior Vice President: Patricia Telles-Irvin

University President: Modesto Maidique

Chair, UBOT: Adolfo Henriques

##### **Page No. 19**

Athletic Director: Richard Mello

University President: Modesto Maidique

##### **Page No. 20**

Athletic Director: Richard Mello

University President: Modesto Maidique

##### **Page No. 21**

Chair, UBOT: Adolfo Henriques

##### **Page No. 35**

University President: Modesto Maidique

##### **Page No. 50**

Athletic Director: Richard Mello

University President: Modesto Maidique

**TABLE 4**  
**FLORIDA DOE EQUITY ACCOUNTABILITY PROGRAM (EAP) UPDATE, 2003-2004**  
**HEADCOUNT OF EMPLOYEES IN EAP DEFINED POSITION CATEGORIES**  
**BY RACE AND GENDER**

**PERCENTAGE POINT DIFFERENCE FROM FALL 2002 TO FALL 2003**

**University**      Florida International University

<b>Position Category</b>	<b>Male</b>	<b>Female</b>	<b>White</b>	<b>African American</b>	<b>Hispanic</b>	<b>Other*</b>
	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>
<b>Senior Level Admin.</b>	-3.6%	3.6%	0.2%	-3.6%	3.3%	0.0%
<b>Academic Admin.</b>						
Chairperson	-4.2%	4.2%	4.4%	-0.6%	-0.5%	-3.3%
Dean	-9.1%	9.1%	0.0%	0.0%	0.0%	0.0%
Director	-4.5%	4.5%	-0.2%	-1.2%	1.1%	0.3%
Librarian	2.8%	-2.8%	-4.2%	1.4%	1.4%	1.4%
Executive	2.3%	-2.3%	3.0%	-0.8%	-2.3%	0.0%
Total	-3.0%	3.0%	1.2%	-0.7%	0.2%	-0.7%
<b>Ranked Faculty</b>						
Full Professor	0.4%	-0.4%	2.1%	-0.6%	-1.8%	0.3%
Associate Professor	-1.3%	1.3%	-3.3%	1.0%	1.4%	1.0%
Assistant Professor	1.0%	-1.0%	2.2%	-1.2%	-3.8%	2.8%
Instructor	6.0%	-6.0%	1.5%	-2.7%	-1.9%	3.0%
Total	0.2%	-0.2%	-0.4%	-0.3%	-0.9%	1.6%
<b>Grand Total</b>	<b>-1.1%</b>	<b>1.1%</b>	<b>-0.5%</b>	<b>-0.5%</b>	<b>0.1%</b>	<b>0.9%</b>

\* Includes Asians, Pacific Islanders, American Indians, and Alaskan Natives.

NOTE: Due to rounding, race and gender percentages may not sum to zero.

**THE FLORIDA INTERNATIONAL UNIVERSITY  
BOARD OF TRUSTEES  
BOARD MEETING**

**14 June 2004**

**SUBJECT:** Non-applicability of Board of Governors' Personnel Rules

---

**PROPOSED BOARD ACTION**

Adopt the following Resolution :

WHEREAS, at its initial meeting on January 7, 2003, the Florida Board of Governors ("BOG"), passed a Resolution adopting the rules of the former Florida Board of Education ("FBOE"), including rules regarding personnel matters;

WHEREAS, these rules were adopted by the BOG to maintain continuity during the period of transition in powers and duties from the BOG to individual boards of trustees;

WHEREAS, the BOG has recognized that personnel matters are the exclusive prerogative of the individual boards of trustees

WHEREAS, the FIU Board of Trustees has adopted and is continuing to adopt University rules and policies governing all personnel matters

BE IT RESOLVED, that the Florida Board of Education (FBOE) rules adopted by the Florida Board of Governors (BOG) on January 7, 2003, regarding personnel matters are no longer applicable to Florida International University (the University), and

BE IT FURTHER RESOLVED, that the University administration take all actions necessary to give effect to this Resolution.

**BACKGROUND INFORMATION**

**A. Legal Authority**

**Resolution of the Florida Board of Governors, dated 7 January 2003, delegating and delineating powers of local boards of trustees, provides in pertinent part:**

19. Each board of trustees shall establish the personnel program for all employees of the university, including the president, pursuant to the provisions of chapter 1012 and, in accordance with rules and guidelines of the Board of Governors, including: compensation and other conditions of employment, recruitment and selection, non-reappointment, standards for performance and



conduct, evaluation, benefits and hours of work, leave policies, recognition and awards, inventions and works, travel, learning opportunities, exchange programs, academic freedom and responsibility, promotion, assignment, demotion, transfer, tenure and permanent status, ethical obligations and conflicts of interest, restrictive covenants, disciplinary actions, complaints, appeals and grievance procedures, and separation and termination from employment. The Department of Management Services shall retain authority over state university employees for programs established in ss. [110.123](#), [110.161](#), [110.1232](#), [110.1234](#), and [110.1238](#) and in chapters 121, 122, and 238. No rule of the Board of Governors shall be considered to in any way contravene the responsibility of each of the university board of trustees to act as the sole public employer with regard to all public employees of its universities for the purposes of collective bargaining in accordance with chapter 447, Florida Statutes.

BE IT RESOLVED that it is the intent of the Board of Governors that the university boards of trustees shall be the sole public employers with respect to all public employees of the respective state universities as provided in s. 447.203(2) and (10), F.S. for the purpose of collective bargaining, and no rule previously adopted by the Board of Governors shall contravene this intent or shall be in conflict with the boards of trustees adoption of rules in furtherance of their responsibilities as public employers.

**B. Explanation for Proposed Board Action**

At its initial meeting on 7 January 2003, the “BOG”, passed a Resolution adopting the rules of the former Florida Board of Education “FBOE”, including rules regarding personnel matters. These FBOE rules were rules of the former Florida Board of Regents that transferred to the FBOE upon abolition of the Board of Regents. In its resolution adopting the former Board of Regents’ rules, the BOG stated the adoption of the rules was necessary for maintaining “continuity in this time of transition.” *Resolution of the Florida Board of Governors, dated 7 January 2003. Adoption of Florida Board of Education Rules.* Upon passage of this resolution, the FBOE rules became rules of the BOG.

At the same January 7 meeting, the BOG passed a Resolution delegating and delineating the powers of the university boards of trustees, including powers regarding personnel matters. This Resolution clarified that, notwithstanding the BOG’s adoption of the FBOE rules (including personnel rules), personnel matters were the exclusive prerogative of the Board of Trustees, stating: “[n]o rule of the Board of Governors shall be considered to in any way contravene the responsibility of each of the university board of trustees to act as the sole public employer with regard to all public employees of its universities for purposes of collective bargaining . . .”

Consistent with its mandate to act as the sole public employer of FIU employees, the Board of Trustees, at its first meeting on 13 January 2003, adopted the FIU personnel rules and policies then in existence. This action and subsequent actions by the Board in furtherance of its exclusive power in personnel matters

render inapplicable the BOG rules regarding personnel matters. In addition, after more than a year under the governance structure that was instituted on 7 January 2003, the transfer of power regarding personnel matters from the BOG to the individual boards of trustees is now complete, and the BOG rules regarding personnel matters are no longer necessary to ensure continuity during the transition period.

The recommendation to the Board is that it enact a Resolution stating that BOG rules regarding personnel matters that were adopted by the BOG on 7 January 2003 are not applicable to the University because the University has adopted its own personnel rules and procedures.

---

**Supporting Documentation Included:**

▪ None

**Facilitators/Presenters:**

▪ Consent Agenda

**THE FLORIDA INTERNATIONAL UNIVERSITY  
BOARD OF TRUSTEES  
BOARD MEETING**

**14 June 2004**

**SUBJECT:**        *Personnel Rule Amendment - Termination of Employment of Administrative and Professional (A&P),*

---

**PROPOSED BOARD ACTION**

Adopt the following Resolution:

RESOLVED that the Florida International University Board of Trustees approve the amendments to Rule 6C8-4.018, Florida Administrative Code, ("Rule") setting forth the procedures for termination of employment of Administrative and Professional ("A & P") employees without cause, attached to this Resolution as Exhibit "J", and

FURTHER RESOLVED that upon approval of the Rule by the Board, the Board shall delegate authority to the University President to approve any subsequent amendments that are based on comments to the Rule received by the University in writing or at a public hearing on the Rule to be held after the Board's action, and to file the rule for adoption.

**BACKGROUND INFORMATION**

**A. Statutory Authority**

**Section 1001.74, Florida Statutes (2003), Powers and Duties of university boards of trustees, provides in relevant part:**

(19) Each board of trustees shall establish the personnel program for all employees of the university, including the president, pursuant to the provisions of chapter 1012 and, in accordance with rules and guidelines of the State Board of Education, including . . . separation and termination from employment.

**B. Explanation for Proposed Board Action**

According to the current Rule, Administrative and Professional (A & P) employees may be terminated without cause. Currently, A & P employees who are terminated without cause receive a notice of termination period ("notification period") based on their length of service to the University. The maximum notification period is six (6) months. The amendments to the Rule will:

- clarify that there are no A & P employees in any bargaining unit
- state more clearly that termination of A & P employment is subject only to the notice requirements set forth in the Rule

- provide for pre-termination review by Human Resources and eliminate review by the President
- provide the University with the option to: (1) continue to employ the individual during the notification in the same position or in a different positions; (2) place the employee on leave with pay during the notification period; (3) pay the notification period salary as severance and cease employment immediately; or (4) do any combination of the above.
- eliminate the requirement that the University assist employees in finding alternative employment
- eliminate language regarding the termination of non-permanent USPS or OPS employees since it is unnecessary
- reduce the A& P resignation notice to two (2) weeks

If the Board approves the Proposed Rule, the University will take the following steps which are required by state law:

1. Publish a notice regarding the Rule in a newspaper of general circulation;
2. Conduct a public hearing (if a hearing is requested) on the Rule approximately twenty-one (21) days after publication of the notice. The purpose of the hearing is to receive comments by students, staff, faculty, and other persons affected by the Rule; and
3. Consider any requests for changes received either in writing or at the hearing, and determine whether to amend the rule or proceed with the rule as published.

Given that the Board will not meet again until September, it is further recommended in order to complete the rule adoption process without delay, that the Board delegate to the President authority to consider requests for changes and to file the rule for adoption with or without further amendments based on his determination.

---

**Supporting Documentation Included:**

- Exhibit “J”-Proposed Rule Amendment 6C8-4.018
- Legal Notice Regarding Proposed Rule Development.

**Facilitators/Presenters:**

- Consent Agenda

THE FLORIDA INTERNATIONAL UNIVERSITY BOARD OF TRUSTEES  
DIVISION OF COLLEGES AND UNIVERSITIES  
DEPARTMENT OF EDUCATION

**RULE NO.:** 6C8-4.018

**RULE TITLE:** Termination of Employment of Administrative and Professional (A&P) University Support Personnel System (USPS) and Other Personal Services (OPS) Staff

(1) Termination of Employment of A&P Staff.

(a) The employment of a non-bargaining-unit A&P staff may be terminated without cause at any time prior to the expiration of the employment contract by giving written notice to the employee as follows:

1. Employees with up to one year of service, a minimum notification period of one month, prior to terminating the employment relationship.

2. Employees with more than one year of service, a minimum notification period based upon one month per year, or part thereof, of full-time employment, plus one month, up to a maximum of six months notification, prior to terminating the employment relationship.

~~-(2b) The employee will be granted a review of the termination action by the University President or designee upon request. The decision not to offer further employment shall be approved in writing by the Assistant Vice President for Human Resources or his or her designee employee's second-level supervisor and such decision shall not be based on constitutionally or other legally impermissible grounds.~~

~~-(3e) Upon notice of termination, the University shall decide, at its sole option, whether to: (a) allow the employee to continue to work at the University during the notification period in the same position or in a different position, (b) place the employee on leave with pay during the notification period, (c) pay the amount due to the employee in salary during the notification period as severance and cease employment of the employee immediately, or (d) take a course of action that is a combination of any of the above. The employee may be assigned other duties and responsibilities at any time. Such a reassignment does not release the institution from the contractual commitment to compensate the employee until the date of termination of the employment.~~

~~-(d) The Office of Personnel will assist employees whose employment is terminated under this rule to locate alternative employment while the employee is employed at the University.~~



~~(e) The employment of bargaining unit A&P staff may be terminated in accordance with Rule 6C8-4.016, F.A.C., and applicable collective bargaining agreement.~~

~~(2) Termination of Employment of USPS and OPS Employees. USPS employees without permanent status in any job class or on time-limited appointments and OPS employees may be separated from employment at any time without any requirements of reason for the decision and without rights of appeal. The decision to terminate the employment shall not be based on constitutional or other legally impermissible grounds.~~

~~(34) Resignation by A&P, USPS, and OPS Staff. Staff members will give three two weeks months written notice of resignation when at all possible. A resignation may not be rescinded by the staff member without concurrence of the University.~~

Specific Authority 1001.74(4), (19) FS. Law Implemented 1001.74(19) FS.  
History--New 4-30-81, Formerly 6C8-4.18, Amended 8-7-96, Amended-

**THE FLORIDA INTERNATIONAL UNIVERSITY  
BOARD OF TRUSTEES  
BOARD MEETING**

**14 June 2004**

**SUBJECT:** University President's Performance Evaluation Process 2004

---

**PROPOSED BOARD ACTION**

Adopt the following:

RESOLVED that the Florida International University Board of Trustees approve the University President's Performance Evaluation Process for the 2003-2004 academic year, which is attached to this Resolution as Exhibit "K."

**BACKGROUND INFORMATION**

**Section 1001.74 (22) Florida Statutes (2003)**, provides in part that each university board of trustees conduct an annual evaluation of the University President in accordance with rules of the State Board of Education and submit such evaluations to the State Board of Education for review.

The Statute also charges the Commissioner of Education to annually assess the progress of each institution's plan and to advise the State Board of Education regarding compliance.

---

**Supporting Documentation Included:**

•Exhibit "K"-2004 BOT Administration and Compensation Committee President's Evaluation Process Timetable

**Facilitators/Presenters:**

•Consent Agenda

## EXHIBIT K

### PROPOSED TIMETABLE

Administration and Compensation Committee 2004 Process Timetable for President's Evaluation and Compensation	
Date	Action
<b>February</b>	
<i>February 9</i>	Debriefing: Discussion/review of prior year's evaluation process.
<b>March</b>	
<i>March 4</i>	<b>Full Board Meeting</b>
<b>April</b>	
<i>April 21</i>	<b>Committee Meets</b> – review evaluation process, determine deadlines, and recommend consulting firm to conduct evaluation.
<b>June</b>	
<i>June 14</i>	<b>Full Board Meeting</b>
<i>Upon Board Approval</i>	Committee chair will contract consultant
<b>July</b>	
<i>Second Week</i>	President submits written self-evaluation for Committee review; And includes goals and priorities for new fiscal year. Submit to committee chair for subsequent distribution to Trustees.
<b>August</b>	
<i>First Week</i>	<i>Consultant completes report and submits to Committee chair</i>
<i>August 25</i>	<b>Committee Meets</b> – finalize the President's evaluation report for submission to full Board; President presents the annual 2003-2004 report and goals for 2004-2005. Recommend President compensation adjustment for recommendation to the Board.
<i>Week of August 30</i>	Committee Chair provides the President with feedback. The President responds to the Committee Chair if necessary.
<b>September</b>	
<i>September 13</i>	<b>Full Board Meeting</b> – <ul style="list-style-type: none"> <li>• Committee Chair presents report on President's evaluation recommendations as prepared by the Committee for Board approval</li> <li>• Board reviews and discusses Committee evaluation/compensation rating recommendations</li> <li>• Board endorses evaluation, approves compensation adjustment</li> <li>• Board approves recommended goals for current fiscal year</li> </ul>
<i>End of September</i>	Forward President evaluation to Board of Governors in Tallahassee.
<b>November</b>	
<i>November 4</i>	Committee reviews President's contract and salary and makes recommendations for Board approval.
<i>November 22</i>	<b>Full Board Meeting-</b> Approve adjustments to President's contract and salary (if any).



**THE FLORIDA INTERNATIONAL UNIVERSITY  
BOARD OF TRUSTEES  
BOARD MEETING**

**14 June 2004**

**SUBJECT:** Service Employees International Union (SEIU) Healthcare  
Professionals Unit Recognition

---

**PROPOSED BOARD ACTION**

Adopt the following Resolution:

RESOLVED, that the Board of Trustees voluntarily recognizes Service Employees International Union, Local 1991, AFL-CIO, CLC ("SEIU") as the exclusive collective bargaining representative for the bargaining unit described in attached Exhibit "L", and

FURTHER RESOLVED, that the University administration take all actions necessary to give effect to this Resolution.

**BACKGROUND INFORMATION**

**A. Statutory Authority**

**Section 447.203, Florida Statutes (2003), Public Employee Relations Act, Definitions**, states in relevant part:

(2) "Public employer" or "employer" means the state or any county, municipality, or special district or any subdivision or agency thereof which the commission determines has sufficient legal distinctiveness properly to carry out the functions of a public employer. . . and the university board of trustees shall be deemed to be the public employer with respect to all public employees of the respective state university.

**B. Explanation for Proposed Board Action**

The Service Employees International Union, Local 1991, AFL-CIO, CLC ("SEIU") is requesting recognition as the exclusive collective bargaining representative of a

bargaining unit consisting of nurses who work in our Student Health Clinics. These nurses were part of the bargaining unit which the Florida Nurses Association represented in union matters with the former Board of Regents.

The University administration is recommending that the Board voluntarily recognize SEIU as the collective bargaining representative for the proposed unit. The proposed unit consists of full-time or part-time employees who occupy the class titles listed in attached Exhibit A. Some employees who otherwise would fall within the proposed unit are excluded from the unit by law.

---

**Supporting Documentation Included:**

- Exhibit “L” – Nurses Bargaining Unit

**Facilitators/Presenters:**

- Chairman Henriques

**EXHIBIT L**

All full-time and regularly scheduled part-time employees in the University's Health Care and Wellness Center occupying positions in classifications which meet the requirements of a "professional employee" as set forth in Section 447.203(13), Florida Statutes (2003), and who are in a class code and class title listed below, excluding all employees designated with managerial, confidential, temporary, or emergency status, and all persons paid from Other Personal Services (OPS) funds.

<b><u>Class Code</u></b>	<b><u>Class Title</u></b>
5290	Registered Nurse
5292	Senior Registered Nurse
5294	Registered Nurse Specialist
5297	Advanced Registered Nurse Practitioner
5306	Registered Nurse Supervisor
5308	Senior Registered Nurse Supervisor
5311	Senior Registered Nurse Specialist

**FLORIDA INTERNATIONAL UNIVERSITY  
BOARD OF TRUSTEES  
BOARD MEETING**

**14 June 2004**

**SUBJECT: Florida Lambda Rail, LLC**

---

**PROPOSED BOARD ACTION**

Adopt the following Resolution:

RESOLVED, that the statements set forth in the President's letter attached as Exhibit "M" hereto are hereby ratified and confirmed; and

FURTHER RESOLVED, that Florida Lambda Rail and Northern TrustBank of Florida N.A. may rely upon this Resolution as evidence of said ratification and confirmation.

**BACKGROUND INFORMATION**

FIU is one of nine Florida universities collaborating as equity stakeholders in the Florida LambdaRail (FLR) and National LambdaRail (NLR) initiatives. FLR is a limited liability corporation that has applied for 501(c)(3) status. FLR is wholly owned by the following universities: Florida Atlantic University, Florida Institute of Technology, Florida International University, Florida State University, Nova Southeast University, University of Central Florida, University of Florida, University of Miami, and University of West Florida.

FLR has been created to build-out and operate a very high speed network infrastructure within the state for research and education. This infrastructure will support multiple 10 GigaBit networks for a wide variety of projects. FLR is also an investor in the NLR, which is a 501(c)(3) corporation building out a similar national networking infrastructure for higher education and which includes a veritable who's-who of top research universities in the U.S.

The FLR is fully funded by the 9 participants with a 5 year budget of \$22M. The FLR needs an influx of \$6.6M in up-front capital to acquire 1500 miles of fiber optic cable connecting the participants within Florida and the necessary state-of-the-art electronics to "light" the fiber and make it operational. The FLR will also connect to NLR nodes (connection points) in Jacksonville and Pensacola allowing us to participate in the national initiative as well.

**Need for expedited action:**

FLR has identified a financial partner, Northern Trust Bank of Florida, N.A. (“Northern Trust”), who is offering attractive terms for a loan and is willing to work within the unique restrictions such a public/private initiative engenders, specifically that state institutions are prohibited by state law from formally guaranteeing a loan for a private company. Instead, Northern Trust is asking for each University President and Board of Trustees to provide resolutions supporting the project. A specific resolution is being presented for Board approval which will provide Northern Trust with the level of assurance they are looking for that this is a strategically important initiative for the institution.

The Board is therefore being requested to adopt the Resolution set forth herein.

---

**Supporting Documentation Included:**

Exhibit “M” – Form of President’s Letter

**Facilitators/Presenters:**

Chairman Henriques

EXHIBIT "M"

May 27, 2004

Northern Trust Bank of Florida, N.A.  
Attn.: Kevin McKenney, Sr. Vice President  
1515 Ringling Boulevard  
Sarasota, FL 34236

Ref: \$6,600,000.00 Construction Loan from Northern Trust of Florida, N.A. to  
Florida LambdaRail, LLC, a Florida limited liability company ("Florida  
LambdaRail")

Dear Mr. McKenney:

By virtue of the powers delegated to me by the University Board of Trustees, I am authorized to issue this letter on behalf of the University.

The University has deemed it is in its best interests to develop and maintain an advanced communication infrastructure for scientific and clinical research, technology, development and education by virtue of establishing and connecting to a state-wide high-bandwidth research and education network for Florida and potentially for the entire country. With respect thereto, the University has become a member of Florida LambdaRail, LLC, a Florida limited liability company.

The University acknowledges that Northern Trust Bank of Florida, N.A. has agreed to loan up to \$6,600,000.00 to Florida LambdaRail for the acquisition and development of certain fiber-optic cable leases, equipment and infrastructure necessary to meet Florida LambdaRail purposes. In connection therewith, and with the understanding that Northern Trust is acting in material reliance on the statements set forth in this letter, the University shall allocate the funds necessary to meet the University's membership interest's pro-rata share of the Florida LambdaRail loan payments to Northern Trust Bank of Florida, N.A. for fiscal year 2004 – 2005; the University hereby makes a non-binding, good faith commitment, subject to the availability of funds and other University considerations, to allocate annually the funds necessary to meet the University's membership interest's pro-rata share of the Florida LambdaRail loan payments to Northern Trust Bank of Florida, N.A., for the term of the loan, but not less than over the next five years. The University is aware of the terms, covenants and conditions of the loan agreement entered into by and between Northern Trust and Florida LambdaRail in connection with this loan, and the University, through its appointed Director to Florida LambdaRail, shall monitor its progress in the performance of certain affirmative loan covenants set forth in the loan agreement, which shall include, but not be limited to, strict

Northern Trust Bank of Florida, N.A.

May 27, 2004

Page 2

adherence to a project schedule and a project cost budget approved by Florida LambdaRail and Northern Trust. The University agrees that it will notify Northern Trust in the event that the University takes ownership or action on or approves alternative or replacement technology, support, services or infrastructure which overlaps with any portion of the same covered by Florida LambdaRail or National LambdaRail, and it is not already in place as of the date hereof.

Julio E. Ibarra has been appointed by the University as its representative Director to Florida LambdaRail. The University will notify you of any changes in its representative Director.

Very truly yours,

Modesto A. Maidique  
President

**THE FLORIDA INTERNATIONAL UNIVERSITY  
BOARD OF TRUSTEES  
BOARD MEETING**

**14 June 2004**

**SUBJECT:** University President's Evaluation Consultant

---

**PROPOSED BOARD ACTION**

Adopt the following:

RESOLVED that the Board of Trustees approve the hiring of a consultant to assist the Administration and Compensation Committee in preparing the 2003-2004 performance evaluation report of the University president,

FURTHER RESOLVED that A.T. Kearney be the firm to assist in conducting the President's Evaluation solely for 2003-2004 academic year, and

FURTHER RESOLVED that at a cost of no more than \$5,000, A.T. Kearney shall conduct interviews on the President's performance for the 2003-2004 fiscal year with each Board member and will request feedback from each Trustee using the agreed upon eight item survey approved by the Board and attached to this resolution as Exhibit "N", and

FURTHER RESOLVED that A.T. Kearney will prepare a report of the aggregate findings and present it to the Administration and Compensation Committee Chair.

**BACKGROUND INFORMATION**

In May 2003, The Board of Trustees approved a process for evaluation of the President's performance for the 2002-2003 academic year.

As a result of the 2003 evaluation process, Trustees recommended investigating the use of an outside consultant to conduct the evaluation of President Maidique's performance for the 2003-2004 academic year.

---

**Supporting Documentation Included:**

- Exhibit "N" – Survey Questions; A.T. Kearney Proposal; and John Mestepey Biography

**Facilitators/Presenters:**

- Albert Dotson



**Illustrative (Survey) Questions:  
The Presidency and Management**

*Institutional Agenda*

Reflecting on the president's period of service, how has the institution progressed during this time? What can you point to that indicates the institution's health and standing have been strengthened by virtue of specific institutional goals and priorities having been met? Are any major institutional priorities being neglected?

*Academic Leadership*

How has the institution's general academic standing advanced since the incumbent began the presidency? What specific improvements in the quality of the institution's academic programs can be largely attributed to the president's leadership? What other achievements are particularly noteworthy with regard to the president's leadership with the faculty in academic planning and innovation? In enrollment management and admissions?

*General Management and Planning*

What can you point to as laudable achievements in the institution's infrastructure, staffing, and information systems? Has the president formed a competent, motivated, and respected management team? Are you aware of improvements in personnel and physical-plant management? How would you describe the way institutional planning is conducted?

*Fiscal Management and Budgeting*

How well does the president understand the institution's financial condition? Has he or she helped the larger community understand it? Has there been success in meeting budgets and containing costs? Reallocating resources? Adhering to good financial (operating and capital) management practices?

*Fund-Raising*

What successes illustrate the president's ability to raise private dollars from individuals, corporations, and foundations? Is it apparent that the governing board is supportive in its personal philanthropy and related activity? Are donations from alumni steady, increasing, or decreasing? For public institutions: How has the president contributed to the development and success of the institution's foundation? How effective is the president with the legislature, its key committees, and the governor?

*Internal Relationships*

With which of the following internal groups has the president been particularly effective and ineffective, and why: the governing board, academic and executive officers,

## EXHIBIT “ N”

staff, faculty, and students? What advice would you give the president concerning ineffective relationships, if any exist?

### *External Relationships*

With which of the following external groups has the president been particularly effective and ineffective, and why: alumni, local business leaders, elected political leaders, and the media? What advice would you give the president concerning ineffective relationships, if any exist?

### *Decision Making and Problem Solving*

Please describe the president's leadership style. To what extent does he or she delegate decisions when appropriate? How would you gauge the president's ability to cope in crisis situations? Can the president make difficult decisions in timely ways? Does the board encourage the president to demonstrate courageous leadership and to publicly support difficult decisions after they are made? Can you give some explicit examples?

### *Other Perspectives*

Reflecting on the president's years of service, what major achievements or shortcomings come to mind? Is there evidence that the governing board and president are fully supportive of one another? What is the most important thing the president can do to strengthen his or her effectiveness? What is the most important thing the governing board can do to strengthen its effectiveness or the president's effectiveness? Any closing words?

**Reference: Atwell, R. and Wellman, J. *Presidential Compensation in Higher Education: Policies and Best Practices*, Association of Governing Boards of Universities and Colleges, 2000.**

## EXHIBIT "N"

Dear Patricia,

Attached please find my bio as requested. As we discussed, I am prepared to assist the Board at FIU with the Presidential evaluation interviews for a fee of \$5,000.

Please call with any questions.

Sincerely,

John Mestepey



JTMbio.LongVersion.dc

**BIOGRAPHY**

**JOHN T. MESTEPEY**

John Mestepey is Vice President and Managing Director of the Miami office of A.T. Kearney's executive search practice. This office has been one of the leading offices worldwide for Kearney for several years and focuses its practice on several industries including Pharmaceuticals and Biotechnology; Hospitality; the Power industry; Telecommunications, Internet, Financial Services, Retail and Consumer Products and others. The practice is international, as well, with client assignments in Europe, South America and Asia Pacific.

Mestepey is a native of Southern California, being raised in the Los Angeles area. He graduated from Loyola University of Los Angeles, now known as Loyola-Marymount, with a B.S. degree in Psychology. He was commissioned a Lieutenant in the United States Marine Corps in 1968, and served a tour in Vietnam, where he was a rifle platoon and rifle company commander. Wounded in action in 1969, he was released from active duty in 1971.

In 1971, Mestepey joined the Aetna Life and Casualty as a corporate recruiter in San Diego, and was promoted to National Director of Recruiting for that company in 1973. Here he was responsible for all recruiting activities of the Life Division of that company and had 30 corporate recruiters under his management. In 1974, he was recruited to another major insurance company, the Lincoln National, to help lead an in-house executive search firm called the Career Development Corporation. He was later asked to join a consumer electronics company, Hy-Gain Electronics to initially head their human resources function, and then help lead the manufacturing operations of the company in Puerto Rico. After that assignment, he was asked by the company to join the Marketing Department of the company as Director of Marketing and Business Development.

In early 1978, Mestepey joined Fleming Associates to start up a Miami office for that executive search firm. He managed that office for nine years, building it to the top office of the firm. In 1987, A.T. Kearney acquired the Miami office of Fleming and Mestepey has managed the office since 1987. Mestepey was recently recognized in The New Career Makers as one of the top 250 search consultants in the United States.

On a firm-wide basis, Mestepey has served on the Management Committee of the firm since 1987, has led the Utility Industry practice for the firm, and has sat on the Global Consumer Products Board for all of A.T. Kearney. On the community side, he is a member of the Orange Bowl Committee; he has been active in the Greater Miami Chamber of Commerce; is a member of the Board of Directors of One Community One Goal; sits on the Board of Directors of the Beacon Council, the economic development body for Miami-Dade County; was President of the Board of Directors of the Haven Center, a school for the mentally retarded, and was a trustee of the Ransom Everglades School. He is also a member of the Association of Executive Search Consultants.

Mestepey is married to Wendy, has three children and resides in Coral Gables, Florida.

**THE FLORIDA INTERNATIONAL UNIVERSITY  
BOARD OF TRUSTEES  
BOARD MEETING**

**14 June 2004**

**SUBJECT:** Ph.D. in Public Health

---

**PROPOSED BOARD ACTION**

Review the proposal for a new Ph.D. in Public Health and adopt the following Resolution:

RESOLVED that the Florida International Board of Trustees approve the Doctor of Philosophy in Public Health proposal as a new academic program under the College of Health and Urban Affairs and attached to this Resolution as Exhibit "O",

FURTHER RESOLVED, that the University file the proposal with the Division of Colleges and Universities and submit the proposal to the Florida Board of Governors for approval.

**BACKGROUND INFORMATION**

The Doctor of Philosophy (Ph.D.) in Public Health is designed to prepare graduates to engage in research for public health practice and policy and for leadership positions in national, state, and local public health and other health agencies. The degree will provide a foundation in current public health research and practice with opportunity for specialization in one of two areas: 1) Health Promotion and 2) Community Nutrition. These two specialties include program planning, implementation, evaluation, and public health policy. They include the science foundation to conduct population-based interventions and to develop public health infrastructure. The other Ph.D. program in the State of Florida (University of South Florida) does not directly address the specialties proposed for the FIU program. In selecting these specialties, we capitalize on the strengths of faculty research and other resources at Florida International University to address community needs.

---

**Supporting Documentation Included:**

- Exhibit "O"- Request for Authorization
- Feasibility Study
- Criteria for Evaluation

**Facilitators/Presenters:**

- David Parker

**Florida International University  
Board of Trustees  
Request for Authorization to Propose to the Florida Board of Governors  
Ph.D. in Public Health**

The Doctor of Philosophy (Ph.D.) in Public Health is designed to prepare graduates to engage in research for public health practice and policy and for leadership positions in national, state, and local public health agencies and other health organizations. The degree will provide a foundation in current public health research and practice with opportunity for specialization in one of two areas: 1) Health Promotion and 2) Community Nutrition. These two specialties include program planning, implementation, evaluation, and public health policy. They include the science foundation to conduct population-based interventions and to develop public health infrastructure. The other Ph.D. program in the State of Florida (University of South Florida) does not directly address the specialties proposed for the FIU program. In selecting these specialties, we capitalize on the strengths of faculty research and other resources at Florida International University to address community needs.

Sound public health practice in the post-9/11 era requires transdisciplinary cooperation to affect determinants of health relevant to the achievement of desired health outcomes, i.e., improved quality of life and removal of health disparities. The research conducted as part of this Ph.D. program will address the needs of the State of Florida compounded by the increasing number of immigrants and elderly in our population.

The newly proposed Academic Health Center at Florida International University is the ideal setting for the Ph.D. in Public Health. Faculty and administrators envision that basic sciences, health programs, and biomedical engineering will all contribute to the viability of the proposed allopathic medicine degree.

Clientele for this program will come from graduates of FIU, other SUS universities, non-SUS institutions, international students, and public health practitioners in South Florida. A strong response to the on-line needs assessment survey provides confidence that 30 FTEs will be realized by year five.

The additional faculty needed to initiate the program come from existing commitments to establish the Stempel School of Public Health (6-9 in 2004 and 7-10 in 2005).

<b>Budget - Costs</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>
Current E & G (I&R)	\$76,000	\$140,000	\$160,000	\$200,000	\$278,000
New E & G (I&R)	\$348,975	\$442,375	\$517,375	\$523,375	\$557,375
<b>Total E &amp; G Cost</b>	<b>\$424,975</b>	<b>\$582,375</b>	<b>\$677,375</b>	<b>\$723,375</b>	<b>\$835,375</b>
<b>C &amp; G Cost</b>	<b>\$50,400</b>	<b>\$123,000</b>	<b>\$248,000</b>	<b>\$248,000</b>	<b>\$260,000</b>
<b>Total Costs</b>	<b>\$475,375</b>	<b>\$705,375</b>	<b>\$925,375</b>	<b>\$971,375</b>	<b>\$1,095,375</b>
<b>Projected Enrollment</b>					
Headcount	12	24	33	42	50
FTE	7.13	14.25	20.25	25.88	30.75
<b>Budget – Expected Revenue</b>					
FTE Revenue Generated <sup>1</sup>	\$43,350	\$116,400	\$182,640	\$246,630	\$291,120
School C & G Generated (New) <sup>2</sup>	\$240,000	\$360,000	\$720,000	\$960,000	\$1,200,000

<sup>1</sup> Tuition based on FTE projections from in-state and international students TABLE THREE (\$190/cr and \$810/cr).

<sup>2</sup> Based on current average productivity of faculty in the Stempel School (directs = \$120K per faculty).

**TABLE ONE**  
**FACULTY PARTICIPATION IN PROPOSED DEGREE PROGRAM BY FIFTH YEAR**

Faculty CODE	Faculty Name or "New Hire"	Academic Discipline/ Specialty	Rank	(For Existing Faculty Only)		Initial Date for Participation in Proposed Program	5th Year Workload in Proposed Program (portion of Person-year)*
				Contract Status (Tenure status or equivalent)	Highest Degree Earned		
A	Dev Pathak	HSA/Evaluation	Prof	Tenured	PhD	2005	0.10
A	Andrew Miracle	PH/Social/Behavioral	Prof	Tenured	PhD	2007	0.04
A	Virginia McCoy	PH/Health Promo	Prof	Tenured	PhD	2005	0.32
A	Janvier Gasana	PH/Environmental	Assoc/Prof	Tenured	PhD	2007	0.04
A	William Darrow	PH/Social/Behavioral	Prof	Tenured	PhD	2006	0.16
A	Way Way Hlaing	PH/Epidemiology	Asst	Tenure Earning	PhD	2005	0.16
A	Mary Jo Trepka	Epidemiology/Prev. Med	Assoc/Prof	Tenure Earning	MD	2005	0.20
A	Fred Newman	HSA/Evaluation	Prof	Tenured	PhD	2006	0.10
A	Nazmi Sari	HSA/Economics	Asst Prof	Tenure Earning	PhD	2007	0.04
A	Won Suh	HAS/Strategic Mgt	Asst Prof	Tenure Earning	PhD	2007	0.04
A	Kristina Guo	HSA/Managed Care	Asst Prof	Tenure Earning	PhD	2007	0.04
A	Dian Weddle	DN/Community	Assoc	Tenured	PhD	2005	0.08
A	Michele Ciccazzo	DN/Community	Assoc	Tenured	PhD	2005	0.08
A	Susan Himburg	DN/Applied Nutrition	Prof	Tenured	PhD	2006	0.08

## TABLE ONE

### FACULTY PARTICIPATION IN PROPOSED DEGREE PROGRAM BY FIFTH YEAR

Faculty CODE	Faculty Name or "New Hire"	Academic Discipline/ Specialty	Rank	(For Existing Faculty Only)		Initial Date for Participation in Proposed Program	5th Year Workload in Proposed Program (portion of Person-year)*
				Contract Status (Tenure status or equivalent)	Highest Degree Earned		
A	Zisca Dixon	DN/Food Science, Applied Nutrition	Assoc	Tenured	PhD	2006	0.08
A	Fatma Huffman	DN/Nutrition Science	Prof	Tenured	PhD	2006	0.12
A	Victoria Castellanos	DN/Nutrition Science	Assoc	Tenured	PhD	2005	0.16
A	Marcia Magnus	DN/International Nut	Assoc	Tenured	PhD	2007	0.04
A	Nancy Wellman	DN/Aging	Prof	Tenured	PhD	2007	0.08
A	Valerie George	DN/Obesity	Res Assoc	Non-Tenure	PhD	2007	0.08
A	Marianna Baum	DN/HIV	Prof	Tenure Earning	PhD	2007	0.10
B	New Hire (2004)	Biostatistics	Assoc/Prof			2006	0.12
B	New Hire (2004)	Biostatistics	Asst			2006	0.12
B	New Hire (2004)	Epidemiology	Asst			2007	0.04
B	New Hire (2004)	Epidemiology	Asst			2007	0.04
B	New Hire (2004)	Epidemiology	Asst			2007	0.04
B	New Hire (2004)	Env Health or Occp Hlth	Assoc/Prof			2008	0.04
B	New Hire (2004)	Social/Behav	Assoc/Prof			2006	0.20
B	New Hire (2004)	HSA/Evaluation	Asst			2007	0.04



**TABLE ONE****FACULTY PARTICIPATION IN PROPOSED DEGREE PROGRAM BY FIFTH YEAR**

Faculty CODE	Faculty Name or "New Hire"	Academic Discipline/ Specialty	Rank	(For Existing Faculty Only)		Initial Date for Participation in Proposed Program	5th Year Workload in Proposed Program (portion of Person-year)*
				Contract Status (Tenure status or equivalent)	Highest Degree Earned		
C	New Hire (2005)	Biostatistics	Asst			2005	0.24
C	New Hire (2005)	Biostatistics	Asst			2007	0.04
C	New Hire (2006)	Social/Behav	Assoc/Prof			2006	0.04
C	New Hire (2006)	Social/Behav	Asst			2007	0.08
C	New Hire (2005)	HSA/Evaluation	Asst			2007	0.04
D	Robert Malow	HIV/AIDS	Res Prof	Non-Tenure	PhD	2006	0.04
D	Jessy Devieux	HIV/AIDS	Res Assoc	Non-Tenure	PhD	2006	0.04
D	Michèle Jean-Gilles	HIV/AIDS	Res Asst	Non-Tenure	PhD	2007	0.04
D	Adriana Campa	DN/HIV	Res Asst	Non-Tenure	PhD	2007	0.04
D	Terese Maitland	DN/Women's Health	Res Asst	Non-Tenure	PhD	2007	0.04
E	New Hire-grant					2009	0.04
E	New Hire-grant					2009	0.04
Faculty CODE	Corresponding Faculty Position Category in TABLE 3 for the Fifth Year		Proposed Source of Funding for Faculty				TOTAL 5th Year Workload by Budget Classification
A	Current General Revenue		Existing Faculty -- Regular Line				2.14
B	Current General Revenue		New Faculty -- To Be Hired on Existing Vacant Line				0.64

**TABLE ONE**  
**FACULTY PARTICIPATION IN PROPOSED DEGREE PROGRAM BY FIFTH YEAR**

Faculty CODE	Faculty Name or "New Hire"	Academic Discipline/ Specialty	Rank	(For Existing Faculty Only)		Initial Date for Participation in Proposed Program	5th Year Workload in Proposed Program (portion of Person-year)*
				Contract Status (Tenure status or equivalent)	Highest Degree Earned		
C	New General Revenue		New Faculty -- To Be Hired on a New Line				0.44
D	Contracts & Grants		Existing Faculty -- Funded on Contracts & Grants				0.20
E	Contracts & Grants		New Faculty -- To Be Hired on Contracts & Grants				0.08
* Faculty effort: .12 = one course; .08 = 2 dissertation students; .04=1 dissertation student or 2 directed readings			Overall Total for 5th Year				3.50

\* Faculty effort: .12 = one course; .08 = 2 dissertation students;  
 .04=1 dissertation student or 2 directed readings

**TABLE TWO**  
**PEER COMPARISON DATA**

Select at least three peer programs outside Florida offering the proposed Ph.D. In identifying peers select programs in the same or similar field which are comparable to yours, perhaps located in institutions with missions analogous to yours, except that they already offer a Ph.D. Specify your criteria for selecting the peers. Utilizing data from the National Research Council (NRC) and National Science Foundation (NSF), provide comparative data for the department that will house the new program or core faculty who will participate in the new program, and comparative data for the projected student headcount. If the discipline proposed is not included in these sources, obtain comparable data from other sources. *Universities may choose to provide additional data comparisons that are not available from NRC or NSF, such as percent of graduate students supported by contracts and grants, and total contracts and grants for the most recent year.*

NRC DATA	Proposed FIU Program	1st Peer University Ohio State	2nd Peer University Arizona	3rd Peer University St Louis
Total Program Faculty	27	28	60	35

**TABLE TWO**  
**PEER COMPARISON DATA**

% Supported 02-03	78	75	100	86
% with Pub 02-03	70	75	100	71
Publications/Faculty	1.6	2.3	2.5	2.3
Total Graduate Students 02-03	222 Master 18 PhD-DN	227(32 PhD)	228	264
	MPH+MS-DN+MHSA			
<b>Research DATA</b>	<b>Proposed FIU Program</b>	<b>1st Peer University Ohio State</b>	<b>2nd Peer University Arizona</b>	<b>3rd Peer University St Louis</b>
R&D Expenditures (most recent three years)				
2002-03 Total	\$4,586,114	\$3,600,000	\$12,342,889	\$12,009,501
2001-02 Total	\$3,621,348	\$6,000,000	\$12,385,518	\$8,975,562
2000-01 Total	\$1,458,212	\$3,400,000	\$13,396,909	\$8,030,768
<b>DEFINITIONS</b>				
Total Faculty	Total headcount of ranked faculty (professor, associate or assistant professor) participating in the program; full-time or part-time.			
% Supported	Percentage of program faculty (Total Faculty) with external <u>research</u> support. If not using NRC data, specify time period.			
% with Publications	Percentage of program faculty (Total Faculty) publishing <u>refereed journal</u> articles. If not using NRC data specify time period. If this is a discipline in which books are a more important indicator of scholarly activity, you may include books, but justify doing so.			
Publications/Faculty	The ratio of the total number of program publications (see definition of publications above) to the number of program faculty (Total Faculty). If not using NRC data, specify time period.			

**TABLE TWO**  
**PEER COMPARISON DATA**

Total Students	The number of full-time and part-time graduate students enrolled. For the proposed program list projected headcount in the fifth year. Specify the year for peer data.
R&D Expenditures	Separately budgeted R&D current fund expenditures designed to produce specific research outcomes and either funded by an agency external to an academic institution or separately budgeted by an internal unit of the institution.

**TABLE THREE**  
**NUMBER OF ANTICIPATED STUDENTS FROM POTENTIAL SOURCES\***

<b>GRADUATE DEGREE PROGRAM</b>															
<b>NAME OF PROGRAM:</b>		<b>PhD in Public Health</b>													
<b>CIP CODE:</b>		<b>512201</b>													
<b>ACADEMIC YEAR</b>	<b>YEAR 1</b>			<b>YEAR 2</b>			<b>YEAR 3</b>			<b>YEAR 4</b>			<b>YEAR 5</b>		
	<b>2005-06</b>			<b>2006-07</b>			<b>2007-08</b>			<b>2008-09</b>			<b>2009-10</b>		
<b>SOURCES OF STUDENTS* (Non-Duplicated Count in Any Given Year)</b>	<b>FT** HC</b>	<b>PT** HC</b>	<b>FTE**</b>	<b>FT HC</b>	<b>PT HC</b>	<b>FTE</b>	<b>FT HC</b>	<b>PT HC</b>	<b>FTE</b>	<b>FT HC</b>	<b>PT HC</b>	<b>FTE</b>	<b>FT HC</b>	<b>PT HC</b>	<b>FTE</b>
Individuals drawn from agencies/industries in your service area (e.g., older returning students)	2	1	1.88	3	3	3.38	3	5	4.13	3	7	4.88	3	8	5.25
Students who transfer from other graduate programs within the university***	1	2	1.50	1	2	1.50	1	2	1.50	0	2	0.75	0	1	0.38
Individuals who have recently graduated from preceding degree programs at this university	3	1	2.63	6	1	4.88	10	1	7.88	12	2	9.75	16	3	13.13
Individuals who graduated from preceding degree programs at other SUS universities	0	0	0.00	0	2	0.75	1	2	1.50	1	0	0.75	1	0	0.75
Individuals who graduated from preceding degree programs at non-SUS Florida colleges and universities	0	0	0.00	0	0	0.00	0	0	0.00	2	1	1.88	2	2	2.25
Additional in-state residents	1	1	1.13	2	2	2.25	2	2	2.25	3	3	3.38	3	4	3.75
Additional out-of-state residents	0	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00
Additional foreign residents	0	0	0.00	2	0	1.50	4	0	3.00	6	0	4.50	7	0	5.25
Other (explain) Service FTE	0	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00
<b>TOTAL</b>	<b>7</b>	<b>5</b>	<b>7.13</b>	<b>14</b>	<b>10</b>	<b>14.25</b>	<b>21</b>	<b>12</b>	<b>20.25</b>	<b>27</b>	<b>15</b>	<b>25.88</b>	<b>32</b>	<b>18</b>	<b>30.75</b>

Note FIU Admits of 7,7,7,9,11 per five yrs

\* Do not include individuals in more than one student category. List yearly cumulative ENROLLMENTS instead of admissions.

## Exhibit "O"

Florida International University Academic Affairs  
New Academic Program Feasibility Study  
Page 20

- \*\* FTHC are students taking 9 credits per term (**and 6 in the summer**); PTHC are students taking about half the number of credits taken by full-time students; FTE at the graduate level is 32 SCH per year
- \*\*\* If numbers appear in this category they should DECREASE in later years

**TABLE FOUR A**  
**Costs for Proposed Program - First and Fifth Years**

	First Year				Fifth Year			
Instruction & Research	General Revenue		Contracts	Summary	General Revenue		Contracts	Summary
	Current	New	& Grants		Current	New	& Grants	
Position (FTE)								
Faculty	0.76	0.24	0.00	1.00	2.78	0.44	0.28	3.50
A&P	0.00	0.50	0.00	0.50	0.00	0.50	0.00	0.50
USPS	0.00	1.00	0.00	1.00	0.00	1.00	0.00	1.00
Total	0.76	1.74	0.00	2.50	2.78	1.94	0.28	5.00
Salary Rate								
Faculty	\$60,800	\$0	\$0	\$60,800	\$222,400	\$35,200	\$22,400	\$280,000
A&P	\$0	\$22,500	\$0	\$22,500	\$0	\$22,500	\$0	\$22,500
USPS	\$0	\$25,000	\$0	\$25,000	\$0	\$25,000	\$0	\$25,000
Total	\$60,800	\$47,500	\$0	\$108,300	\$222,400	\$82,700	\$22,400	\$327,500
I&R								
Salaries & Benefits	\$76,000	\$59,375	\$0	\$135,375	\$278,000	\$103,375	\$28,000	\$409,375
OPS Graduate Assistants	\$0	\$54,000	\$36,000	\$90,000	\$0	\$198,000	\$180,000	\$378,000
Other Personnel Services	\$0	\$5,000	\$0	\$5,000	\$0	\$5,000	\$0	\$5,000
Expenses	\$0	\$100,000	\$0	\$100,000	\$0	\$65,000	\$0	\$65,000
Graduate Assistant Waivers	\$0	\$45,600	\$14,400	\$60,000	\$0	\$146,000	\$52,000	\$198,000
Operating Capital Outlay	\$0	\$45,000	\$0	\$45,000	\$0	\$0	\$0	\$0
Electronic Data Processing	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Library Resources	\$0	\$40,000	\$0	\$40,000	\$0	\$40,000	\$0	\$40,000
Special Categories	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Exhibit "O"

Florida International University Academic Affairs  
 New Academic Program Feasibility Study  
 Page 22

	<b>Total I &amp; R</b>	\$76,000	\$348,975	\$50,400	\$475,375	\$278,000	\$557,375	\$260,000	\$1,095,375
--	------------------------	----------	-----------	----------	-----------	-----------	-----------	-----------	-------------

**TABLE FOUR B - Five Year Budget Detail (first & second year)**  
**PROJECTED COSTS FOR PROPOSED PROGRAM**

	First Year - 2005				Second Year-2006			
<i>Instruction &amp; Research</i>	General Revenue		Contracts & Grants	Summary	General Revenue		Contracts & Grants	Summary
	Current	New			Current	New		
<b>Position (FTE)</b>								
Faculty	0.76	0.24		1.00	1.40	0.24	0.08	1.72
A&P		0.50		0.50		0.50		0.50
USPS		1.00		1.00		1.00		1.00
<b>Total</b>	0.76	1.74	n.a.	2.50	1.40	1.74	0.08	3.22
<b>Salary Rate</b>								
Faculty	\$60,800			\$60,800	\$112,000	\$19,200	\$6,400	\$137,600
A&P		\$22,500		\$22,500		\$22,500		\$22,500
USPS		\$25,000		\$25,000		\$25,000		\$25,000
<b>Total</b>	\$60,800	\$47,500	n.a.	\$108,300	\$112,000	\$66,700	\$6,400	\$185,100
<b>I&amp;R</b>								
Salaries & Benefits	\$76,000	\$59,375	\$0	\$135,375	\$140,000	\$83,375	\$8,000	\$231,375
OPS Graduate Assistants		\$54,000	\$36,000	\$90,000		\$162,000	\$90,000	\$252,000
Other Personnel Services		\$5,000		\$5,000		\$5,000		\$5,000
Expenses		\$100,000		\$100,000		\$30,000		\$30,000
Graduate Assistant Waivers <sup>1</sup>		\$45,600	\$14,400	\$60,000		\$97,000	\$25,000	\$122,000
Operating Capital Outlay		\$45,000		\$45,000		\$25,000		\$25,000
Electronic Data Processing				n.a.				n.a.
Library Resources		\$40,000		\$40,000		\$40,000		\$40,000
Special Categories				n.a.				n.a.
<b>Total I &amp; R</b>	\$76,000	\$348,975	\$50,400	\$475,375	140,000	442,375	123,000	705,375



Exhibit "O"

Florida International University Academic Affairs  
New Academic Program Feasibility Study  
Page 23

<b>Percent from Revenue Sources</b>	16%	73%	11%	100%	20%	63%	17%	100%
Average SUS cost per FTE				\$19,475				19,475
<b>New Program Cost per FTE</b>				\$59,646				\$40,868

**TABLE FOUR B - Five Year Budget Detail (third & fourth year)**  
**PROJECTED COSTS FOR PROPOSED PROGRAM**

Instruction & Research	Third Year-2007				Fourth Year-2008			
	General Revenue		Contracts & Grants	Summary	General Revenue		Contracts & Grants	Summary
	Current	New			Current	New		
Position (FTE)								
Faculty	1.60	0.24	0.16	2.00	2.00	0.24	0.16	2.40
A&P		0.50		0.50		0.50		0.50
USPS		1.00		1.00		1.00		1.00
Total	1.60	1.74	0.16	3.50	2.00	1.74	0.16	3.90
Salary Rate								
Faculty	\$128,000	\$19,200	\$12,800	\$160,000	\$160,000	\$16,000	\$12,800	\$188,800
A&P		\$22,500		\$22,500		\$22,500		\$22,500
USPS		\$25,000		\$25,000		\$25,000		\$25,000
Total	\$128,000	\$66,700	\$12,800	\$207,500	\$160,000	\$63,500	\$12,800	\$236,300
I&R								
Salaries & Benefits	\$160,000	\$83,375	\$16,000	\$243,375	\$200,000	\$79,375	\$16,000	\$295,375
OPS Graduate Assistants		\$198,000	\$180,000	\$378,000		\$198,000	\$180,000	\$378,000
Other Personnel Services		\$5,000		\$5,000		\$5,000		\$5,000
Expenses		\$45,000		\$45,000		\$55,000		\$55,000
Graduate Assistant Waivers <sup>1</sup>		\$146,000	\$52,000	\$198,000		\$146,000	\$52,000	\$198,000
Operating Capital Outlay				n.a.				n.a.
Electronic Data Processing				n.a.				n.a.
Library Resources		\$40,000		\$40,000		\$40,000		\$40,000
Special Categories				n.a.				n.a.
Total I & R	\$160,000	\$517,375	\$248,000	\$925,375	\$200,000	\$523,375	\$248,000	\$971,375

Exhibit "O"

Florida International University Academic Affairs  
New Academic Program Feasibility Study  
Page 24

<b>Percent from Revenue Sources</b>	17%	56%	27%	100%	21%	54%	26%	100%
Average SUS cost per FTE				\$19,475				\$19,475
<b>New Program Cost per FTE</b>				\$33,451				\$27,957

**TABLE FOUR B - Five Year Budget Detail (fifth year)**  
**PROJECTED COSTS FOR PROPOSED PROGRAM**

<b>Instruction &amp; Research</b>	<b>Fifth Year-2009</b>			
	<b>General Revenue</b>		<b>Contracts &amp; Grants</b>	<b>Summary</b>
	<b>Current</b>	<b>New</b>		
<b>Position (FTE)</b>				
Faculty	2.78	0.44	0.28	3.50
A&P		0.50		0.50
USPS		1.00		1.00
<b>Total</b>	2.78	1.94	0.28	5.00
<b>Salary Rate</b>				
Faculty	\$222,400	\$35,200	\$22,400	\$280,000
A&P		\$22,500		\$22,500
USPS		\$25,000		\$25,000
<b>Total</b>	\$222,400	\$82,700	\$22,400	\$327,500
<b>I&amp;R</b>				
Salaries & Benefits	\$278,000	\$103,375	\$28,000	409,375
OPS Graduate Assistants		\$198,000	\$180,000	378,000
Other Personnel Services		\$5,000		5,000
Expenses		\$65,000		65,000
Graduate Assistant Waivers <sup>1</sup>		\$146,000	\$52,000	198,000
Operating Capital Outlay				n.a.
Electronic Data Processing				n.a.
Library Resources		\$40,000		40,000
Special Categories				n.a.
<b>Total I &amp; R</b>	\$278,000	\$557,375	\$260,000	\$1,095,375
<b>Percent from Revenue Sources</b>	25%	51%	24%	100%
Average SUS cost per FTE				\$19,475
<b>New Program Cost per FTE</b>				\$27,167

<sup>1</sup>\$4.8k in- \$18k out-of-state

Notes: (1) Current General Revenue can increase in succeeding years when greater number of current faculty or greater effort of current faculty are devoted to the new program. Current General Revenue can go down if Contracts and Grants increase sufficiently to supplant some of the initial

Exhibit "O"

Florida International University Academic Affairs  
New Academic Program Feasibility Study  
Page 26

---

current revenue devoted to the new graduate program. (2) New General Revenue is always cumulative--i.e., new revenue in year X never becomes current revenue in year X+1. Additional revenue needs in subsequent years add to the New General Revenue total.

**TABLE FIVE**  
**NUMBER OF ANTICIPATED GRADUATES**

<i>GRADUATE DEGREE PROGRAM</i>						
NAME OF PROGRAM:    PhD in Public Health						
CIP CODE:                512201						
	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7
	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12
NUMBER OF GRADUATES	0	0	3	5	7	9

## **Florida International University Academic Affairs New Academic Program Feasibility Study**

**Program Name:** Ph.D. in Public Health  
**School and College:** Robert R. Stempel School of Public Health  
College of Health and Urban Affairs  
**Proposed Implementation Date:** Fall 2005 - pending BOG approval

### **I. PROGRAM DESCRIPTION**

The Doctor of Philosophy (Ph.D.) in Public Health is designed to prepare graduates to engage in research for public health practice and policy and for leadership positions in national, state, and local public health agencies and other health organizations. The degree will provide a foundation in current public health research and practice with opportunity for specialization in one of two areas: Health Promotion or Community Nutrition. The curriculum of the doctoral program is built around eight core competencies necessary to perform essential public health services. Students will be expected to demonstrate significant research capacity by completing 60 credits beyond the Master's degree and through the writing of an original dissertation.

The proposed Ph.D. in Public Health will be initiated with specialties in: 1) Health Promotion and 2) Community Nutrition. These two specialties include program planning, implementation, evaluation, and public health policy. They include the science foundations to conduct population-based interventions and to develop public health infrastructure. The specialties, as described in the proposal, are not *specifically* addressed by any other Ph.D. program in the State of Florida. In selecting these specialties we capitalize on the strengths of faculty research and other resources at Florida International University to address community needs.

Health Promotion is primarily concerned with prevention, promotion, and preservation measures that enhance the lives of the population, as well as decrease health care costs and increase access to health care. The health of the public (physical, mental, and social) and disease prevention take into account the multiple factors affecting health – genetic endowment, social and environmental conditions, individual behavior (including tobacco use, alcohol consumption, diet, and exercise) and personal preventive services. Healthy People 2010 is an example of a community-focused population education program designed to set targets for improved health (U.S. Department of Health and Human Services (HHS), 2000).

Community Nutrition also focuses on prevention and treatment of chronic disease, primarily in medically underserved areas, through the use of nutritional science and nutritional interventions at the population level. Community nutrition and public health nutrition are sometimes considered to be synonymous. However, community nutrition is the broader of the two terms and encompasses any nutrition program whose target is the community, whether the program is federally funded (more public health focused) or sponsored by a private group (as in a worksite weight management program). The National Cholesterol Education Program is an example of a community nutrition education program that is

population focused; it is designed to improve the diet of the U.S. population.  
<http://www.nhlbi.nih.gov/chd/>

The proposed Ph.D. in Public Health with specialties in health promotion and community nutrition will further the research and intervention agendas for the health disparity and nutrition issues in South Florida and nationally. Florida International University is the public research university in Miami, and it is our responsibility to address the major health areas that concern our residents. The research of faculty in the Stempel School of Public Health demonstrates an on-going commitment to address numerous public health problems.

#### **A. Goals and Objectives**

The proposed Ph.D. in Public Health program will:

1. Provide Public Health Ph.D. graduates to assume leadership roles in research, academia, and health promotion/nutrition within government and private community-based organizations focused on public health;
2. Prepare minority Ph.D. Public Health graduates to advance the field of Public Health in academia and public policy where minorities are extremely underrepresented;
3. Increase funded research and scholarship for the purpose of disseminating knowledge to address minority health, health disparities, and health promotion/nutrition in the community;
4. Provide residents of Florida, especially South Florida (many of them minorities) the opportunity to complete a Ph.D. in Public Health;
5. Contribute to developing a nationally recognized School of Public Health within the proposed FIU Academic Health Center.

The proposed Ph.D. in Public Health is one of the best opportunities that FIU has to develop a cost effective, nationally ranked, interdisciplinary and multi-disciplinary doctoral program that provides service and scholarship, locally and globally. The proposed program expands on the present strengths of FIU and is consistent with global, national, and university priority initiatives.

#### **B. Level and Emphasis**

This is a graduate program at the doctoral level for students with a baccalaureate or master's degree with a background in health/public health, science and/or behavioral science.

#### **C. Clientele**

Clientele for this program will come from graduates from FIU, other SUS universities, non-SUS institutions, international students, and public health practitioners in South Florida. In addition to the traditional sources, individuals from the Caribbean, Mexico, Central and South America will be attracted to gain the skills to conduct public health research in their countries. FIU can draw on its experience with master's level students to prepare racial and ethnic minority students at the doctoral level.

## **II. INSTITUTIONAL MISSION**

The proposed Ph.D. in Public Health meets the State of Florida's mandate to FIU to "offer selected professional, graduate, and research programs, with emphasis on state and national needs," and to "promote service to the public." It is clearly aligned with the University's Health and Medical Education Initiative and the formation of a new Academic Health Center.

The goals of the proposed Ph.D. in Public Health relate to the vision, mission, values, and themes as stated in the FIU Millennium Strategic Plan. The FIU vision is summarized as "Top Urban Public Research University." The proposed doctoral program addresses three areas directly: urban, public, and research. The urban population will be served by faculty, students, and graduates. The program will serve the public through engagement with local communities through research, application of research, and collaboration on innovations in public health practice.

The FIU mission is "...to impart knowledge through excellent teaching, promote public service, discover new knowledge, solve problems through research, and foster creativity." The Ph.D. in Public Health is designed to train professionals to be creative in solving problems and conducting research in public health practice, particularly in health promotion and community nutrition. By addressing in the curriculum the core competencies for public health professionals, the Ph.D. will focus on providing public service, discovering new knowledge, fostering creativity, and conducting research. The FIU mission is guided by strategic themes, i.e., areas of activity (academic programs, research, and service) that offer opportunities for development and the potential to achieve strategic advantages in higher education. The proposed doctoral program will provide opportunities for the development of public health both locally and globally by addressing directly the five strategic themes—health, international, environmental, local/global engagement, and learning opportunities.

The doctoral program will also meet the mission and goals of the Stempel School of Public Health, which are consistent with FIU's mission and goals, proposed to the Board of Trustees in establishing the School in May 2003 and reported to the Board of Governors. Note that a Ph.D. program is a requisite for an accredited School of Public Health by the Council on Education in Public Health (CEPH).

## **III. ASSESSMENT OF NEED AND DEMAND**

The proposed doctoral program will meet all three of the nation's Healthy People 2010 Workforce Objectives: increase the number of under-represented minorities entering health professions programs; increase the number of public health agencies offering continuing education courses; and increase the number of public health agencies building personnel and training systems around competencies in the essential public health services (Healthy People 2010).

Many of the leading causes of premature death and disability in the US can be prevented. More than one-half of all deaths are attributable to health behaviors such as the use of tobacco and alcohol, poor diet and lack of physical activity, and other behavioral risk factors.



They require response on the wider fronts of monitoring, research, education, and community protection and mobilization—areas of emphasis of the doctoral program in public health. The tools provided by the doctoral program will allow state, local, and national public health agencies to take the broad and long view of the health of our communities. The nutrition specialty focuses on the role of diet in health promotion and disease prevention and management. This specialty includes nutrition science and medical nutrition therapy.

The aftermath of September 11, 2001, attacks on the World Trade Center and the Pentagon and the subsequent anthrax threats indicated a clear need for a strong public health practice. Despite the centrality of public health to the well-being of Americans, the field has not received the attention it deserves and the funding it merits. The workforce in public health is half the necessary capacity and workers are under trained to perform the duties that society expects. Florida is in the middle third of states in ratio of public health workers to population (Health Resources and Services Administration, Public Health Enumeration Study).

Miami-Dade County employers of Master of Public Health (MPH) graduates support the development of a Ph.D. in public health. In addition, an on-line survey to public health employees and current Master's students in the Stempel School indicated an interest in a doctorate in public health at FIU (initially compiled 01/29/04; updated 03/29/04)

#### Summary of On-Line Survey Responses from prospective Students

March 2004<sup>1</sup>

Total responses	340		
If FIU offered a Ph.D. in Public Health would you be interested?	Yes=274	No=66	
What institution graduated?	FIU=130	UM=8	
Highest degree held	Bachelors=164	Masters=129	Other=43
Gender	Male=93	Female=236	
Ethnic/Racial (optional)	Asian=28	Black=92	Caucasian=83
	Hispanic=104	Others=17	

<sup>1</sup> Totals do not equal 100 percent due to missing data and other responses.

In addition to the needs of the nation and the local community, the program will meet the pragmatic need of accreditation. In describing the characteristics of a School of Public Health in the document on Accreditation Criteria for Graduate School of Public Health, the Council on Education for Public Health (CEPH) mandates that: "The school shall offer the Master of Public Health degree (MPH) and at least one doctoral degree, which is relevant to one of the five specified areas of public health." Health promotion is one of the five specified areas, while community nutrition is a recognized related specialty.

There will be little competition in the State of Florida; University of South Florida is the only university to offer an accredited Ph.D. in public health with specialties in Epidemiology, Biostatistics, and health education. The closest university with a public health doctorate with a health education/health promotion track is the University of Alabama at Birmingham. Only four Schools of Public Health in the United States offer a track in nutrition: Emory University,

Johns Hopkins University, University of North Carolina at Chapel Hill, and University of Washington.

#### **IV. CURRICULUM**

##### **Credit Requirements**

The proposed program requires a minimum of 90 credit hours beyond the baccalaureate or 60 hours beyond the master's degree (minimum of 36 hours of coursework and a minimum of 24 hours of dissertation credits).

##### **Program of Study**

If not previous taken, students will take the following

PHC 6000 Introduction to Public Health Epidemiology	3
PHC 6050 Public Health Statistics	
or IHS 6509 Quantitative Research Analysis in Health and Urban Affairs I	3
PHC 6315 Public Health and Environmental Management	3
PHC 6410 Health Behavior and Public Health	3
PHC 6443 Ethical Issues in Public Health	3
PHC 6500 Foundations of Public Health Practice	3
HSA 5125 Introduction to Health Services	3
IHS 6910 Research Methods in Health and Social Services	3
PHC 610x Emerging Public Health Issues Seminar (repeat at least twice)	1

##### **Research Methods Courses (minimum 15 credits with 9 at the 7000 level)**

Required

PHC 771X Methodological Issues in Scientific Inquiry of Public Health Research 3

Choose from:

IHS 6507 Qualitative Research in Health and Urban Affairs	3
IHS 6510 Quantitative Research Analysis in Health and Urban Affairs II	3
IHS 651X Quantitative Research Analysis in Health and Urban Affairs III	3
IHS 75XX Research Concepts and Proposal Development	3
PHC 770X Advanced Research Methods: Survey Research	3
PHC 6015 Epidemiological Methods	3
IHS 651X Principles in Clinical Trials	3
PHC 71XX Advanced Issues in Economic Evaluation of Health Care Programs	3
PHC 7702 Advanced Measurement in Public Health	3
STA 6176 Biostatistics	3
STA 6244 Data Analysis I	3
STA 6247 Data Analysis II	3
STA 6505 Analysis of Categorical Data	3
STA 7707 Multivariate Methods I	3
STA 7708 Multivariate Methods II	3

##### **Courses for Health Promotion Track (minimum 12 credits with 9 at the 7000 level)**

PHC 6501 Health Promotion Communication Theory and Design	3
---	---

## Exhibit "O"

Florida International University Academic Affairs  
New Academic Program Feasibility Study  
Page 6

PHC 6503 Community Organization in Health Promotion	3
PHC 6580 Contemporary Issues in Health Promotion	3
PHC 6589 Health Promotion in Institutional Settings	3
IHS 693X Specialized Short Courses in Health and Urban Affairs	1-3
PHC 758X Health Promotion in the Workplace	3
PHC 758X Policy and Practice in Health Promotion	3
PHC 758X Theory Development in Health Promotion	3

### Courses for Community Nutrition Track (minimum 12 credits with 9 at the 7000 level)

IHS 693X Specialized Short Courses in Health and Urban Affairs	1-3
FOS 6236 Food Toxicology and Food Safety	3
HUN 6255 Nutrition in Wellness Programs	3
HUN 6266 Nutritional Assessment	3
HUN 752X Community Nutrition	3
HUN 740X Nutrition Across the Life Span	3
HUN 7249 Nutrition Science and Implications for Community Health	3

### Additional Concentration Outside of Track (minimum) 9

Courses to be selected from University offerings in a focused area appropriate to public health, in consultation with advisor.

### Dissertation 24

**\*\*Course Prefix definitions (N.B. Some of these will change by Fall 2004)**

FOS	= Food Science (Dietetics & Nutrition)
HSA	= Health Services Administration
HUN	= Human Nutrition (Dietetics & Nutrition)
IHS	= Interdisciplinary Health & Human Services (College Core)
PHC	= Public Health
STA	= Statistics

## V. EXCESS HOURS JUSTIFICATION: Not applicable

## VI. ASSESSMENT OF IMPACT ON PROGRAMS CURRENTLY OFFERED

Students in the doctoral program may utilize courses from across the University (e.g., Public Administration, Statistics, Anthropology/Sociology) in order to construct the most appropriate course of study for each individual. Thus the enrollments in some courses outside the School could be increased slightly.

The positive track record of the Dietetics and Nutrition program in attracting and graduating doctoral students brings a cadre of faculty with experience in mentoring dissertation research. We believe that the Community Nutrition track will enhance rather than detract from the existing Ph.D. program in Dietetics and Nutrition. The public health focus of the

proposed program is more suitable for those in community nutrition/public health settings and will encourage more multi-disciplinary approaches to nutrition interventions.

## VII. STUDENT PROJECTIONS

We believe that the student interest survey and other inquiries about this degree warrant the following projections. The credit hour loads are based on current experience with doctoral programs in the College.

Year	Full-time	(x24)	Part-time	(x12)	FTE (SCH/32)
2005	7	168	5	60	7.13
2006	14	336	10	120	14.25
2007	21	504	12	144	20.25
2008	27	648	15	180	25.88
2009	32	768	18	216	30.75

## VIII. BUDGET (see attached Tables Four A and B)

The estimated budget includes additional faculty to be hired for AY 2004-05 and 2005-06 (Table One) as part of the establishment of the Stempel School of Public Health.

During the first year, new human resources are needed in the Administrative and Professional (A&P) and University Support Personnel System (USPS) categories to support the program infrastructure. A larger percentage of the new funds will go toward supporting Ph.D. students in terms of assistantship and tuition waivers and the rest of the expenditures toward operating capital outlay (laboratory and equipment), and library resources. The major change from the first to the fifth year is in terms of redirection of efforts of existing faculty and staff and increased funding from contracts and grants (C&G). The anticipated increase in C&G budget is consistent with the excellent record of current faculty members in obtaining grants.

## IX. INSTITUTIONAL CAPACITY

The College of Health and Urban Affairs provides many opportunities for cross-disciplinary teaching, research and service activities, including shared core curriculum offerings. Research faculty from across the College are available to support students in the proposed Ph.D. in Public Health with their funded research.

**Facilities** - We project that Phase II of the Health and Life Sciences Building will provide for the basic needs of the program.

**Resources** - The Budget (Tables Four A & B) details the current and new resources to be devoted to the Ph.D. Program. The categories on the budget, in addition to Faculty and Personnel costs are: Graduate Assistants; Other Personnel Services; Expenses; Graduate Assistant Waivers; Operating Capital Outlay (Nutrition Surveillance Lab that will include direct measurements of nutritional status); and Library Resources to increase the holdings in public health and community nutrition.

## **PARTICIPATING FACULTY**

**Dr. Dev Pathak** is a tenured Professor and Dean of the Robert R. Stempel School of Public Health. He has over 170 refereed journal publications and 200 conference presentations in health service administration, cost effectiveness, and cost analysis. Before joining FIU in 2003, he was the Interim Dean of the School of Public Health and Merrell Dow Professor at the Ohio State University.

**Dr. Marianna Baum** is a tenured Professor. She has over 100 refereed journal publications and has over 300 conference publications. She earned her Ph.D. at Florida State University (FSU) in Metabolism/Nutrition and completed post-doctoral/fellowship training at the University of Miami. Since joining FIU in 2001, she has two R01 and two other funded research grants from NIH/NIDA to study nutrition and HIV/AIDS.

**Dr. Adriana Campa** is a Research Assistant Professor. She has 15 journal and 72 conference publications. She earned her Ph.D. at the University of Miami (UM). She is currently Co-Principal Investigator (PI) on two NIH/NIDA grants relating to HIV/AIDS and nutrition. She joined FIU in 2001.

**Dr. Victoria Castellanos** is a tenured Associate Professor. She has 19 refereed journal and 17 conference publications. She earned her Ph.D. at the University of California, Davis, and completed post-doctoral fellowship training at Pennsylvania State University. She is Director of the Long Term Care Institute in the FIU National Policy and Resource Center on Nutrition and Aging. Her research has been funded by the U.S. Department of Health and Human Services and the Retirement Research Foundation. She joined FIU in 1996.

**Dr. Michele Ciccazzo** is a tenured Associate Professor. She has 20 publications in nutrition education and sports nutrition. She earned her Ph.D. in Nutrition at Florida State University. She re-joined FIU in 1989, having previously been on the faculty 1972-79.

**Dr. William Darrow**, tenured Professor, had a distinguished career with the Centers on Disease Control (CDC) before joining FIU in 1994. He has 57 journal and 83 conference publications in HIV/AIDS and health behaviors. He earned a Ph.D. in Sociology at Emory University. His research has been funded by the CDC.

**Dr. Jessy Devieux**, Research Associate Professor, joined FIU in 2002. She has 13 journal and conference publications and serves as Co-PI on several grants on HIV/AIDS and human sexuality. She earned her Ph.D. in Clinical Psychology at Vanderbilt University.

**Dr. Zisca Dixon** is a tenured Associate Professor. She has over 20 publications. After finishing her Ph.D. at Texas A & M University in Food Science and Technology, she completed post-doctoral training with USDA, Western Human Nutrition Research Center.

Her research is currently funded by U.S. Department of Agriculture and focuses on food safety for the hard-to-reach and underserved populations. She joined FIU in 1993.

**Dr. Janvier Gasana** is a tenured Associate Professor. He has over 30 journal and conference publications. He earned his Ph.D. in Environmental Health/Epidemiology from the University of Illinois Chicago. A physician from Rwanda, his Partnership Against Lead (PAL) research is funded by the U.S. Department of Health & Human Services. He joined FIU in 1995.

**Dr. Valerie George** is a Research Associate Professor. She has 18 refereed journal publications and over 30 conference publications. She earned her Ph.D. at the Laval University in Canada and completed a National Heart Lung Blood Institute (NHLBI) Post-Doctoral Fellowship at the University of Miami. Her research is funded by the Department of Education and Miami-Dade AHEC. She joined FIU in 1996 after directing the Women's Health Trial Feasibility Study in Miami (NIH).

**Dr. Kristina Guo** is a tenure-earning Assistant Professor. She has 25 refereed and conference publications in managed care and health care. She earned her Ph.D. in Public Administration at Florida International University. She joined the FIU faculty in 2000.

**Dr. Susan Himburg** is a tenured Professor. At FIU for more than 30 years, she has over 90 publications (15 in refereed journals). Since 1985, she has directed numerous HRSA grants in the area of Recruitment and Retention of Disadvantaged Students. She earned her doctorate in Education from the University of Miami.

**Dr. Way Way Hlaing** is a tenure-earning Assistant Professor. A physician from Burma, she has 15 journal and conference publications, more recently related to adolescents and children. She earned her Ph.D. at the University of South Florida in Epidemiology. She joined FIU in 1999.

**Dr. Fatma Huffman** came to FIU in 1995 as a tenured Professor. She has 30 refereed journal and 50 conference publications in nutrition. She earned her Ph.D. at Auburn University in Nutrition and Biochemistry. She is Co-PI of grants from the USDA and American Association of Diabetes Educators.

**Dr. Michele Jean-Gilles** is a Research Assistant Professor. She has over 20 publications. She earned her Ph.D. in Clinical Psychology at the University of Miami. She joined FIU in 2003 as part of the HIV/AIDS research team.

**Dr. Brenda Lerner, RN** is Research Assistant Professor with the AIDS Prevention Program. She has a Psyc.D. in Clinical Psychology and is a Registered Nurse. She joined FIU 2003. Her publications are from HIV/AIDS conferences.

**Dr. Marcia Magnus** is a tenured Associate Professor. She has 45 publications in nutrition education and behavior found in journals and conference proceedings. She earned her Ph.D. in Nutrition at Cornell University. She joined FIU 1996.

**Dr. Terese Maitland** is a Research Assistant Professor and since 2002 has been Associate Director, Health Sciences Recruitment and Retention Program funded by HRSA. She has 14 conference publications, several in the areas of women's health and nutritional epidemiology. She earned her Ph.D. in Dietetics and Nutrition at Florida International University. Her pre-doctoral training, completed at the University of the West Indies, University of Miami, and Johns Hopkins University, includes an MPH from UM. Her research and program administration experience includes programs in the United States and in the Caribbean, and the National Institute on Aging funded research (PI).

**Dr. Robert Malow** is a Research Professor. He has over 90 journal and 80 conference publications, a majority in HIV/AIDS. He earned his Ph.D. in Clinical Psychology at the University of Illinois. He is currently the PI/Co-PI on several grants funded by NIDA. He joined FIU in 2002.

**Dr. Virginia McCoy** is a tenured Professor. She received her Ph.D. in Sociology/Demography and has over 200 journal and conference publications. As Principal Investigator (PI) her research is currently funded by Miami-Dade County Health Department in the area of HIV/AIDS. Since joining FIU in 1986, she had an R01 grant from the National Institute on Drug Abuse (NIDA).

**Dr. Andrew Miracle** is a tenured Professor, Stempel School of Public Health and an Associate Dean in the College of Health and Urban Affairs since 2001. He has 24 refereed journal publications and 80 conference presentations in the social behavioral sciences, including books on culture/clinical care as well as human sexuality.

**Dr. Frederick Newman** is a tenured Professor with 60 refereed published articles and 120 conference publications in psychology, mental health/substance abuse services, and in health care. He holds a Ph.D. in Psychology from the University of Massachusetts. He joined FIU in 1990, directing six grants since that time with funding from the National Institute of Mental Health and NIDA.

**Dr. Rhonda Rosenberg** is a Research Assistant Professor, attached to the AIDS Prevention Program. She has published on screening and cost/benefit issues of alcoholism prevention in primary care, and in HIV/AIDS prevention and intervention design. She earned her Ph.D. in Management and Policy Sciences from the University of Texas, School of Public Health, in Houston and completed a post-doctoral fellowship, at the University of California—Berkeley, School of Public Health, prior to joining FIU in 2003.

**Dr. Nazmi Sari** is a tenure-earning Assistant Professor. He has published in the area of health policy and managed care. He earned his Ph.D. in Economics at Boston University and joined FIU in 2001.

**Dr. Won Suh** is a tenure-earning Assistant Professor who came to FIU in 2003. He has published in the area of business and health care. He earned his Ph.D. in Health Services Administration at the University of Alabama.

**Dr. Mary Jo Trepka** is a tenure-earning Associate Professor. She has over 30 journal and conference publications in various aspects of public health. She earned her MD at the University of Minnesota and her MSPH from University of Colorado. She served as Director of the Office of Epidemiology and Disease Control for Miami-Dade County Health Department before joining FIU in 2003.

**Dr. Dian Weddle** is a tenured Associate Professor and Chair of the Department of Dietetics and Nutrition. She has published approximately 50 journal, conference and technical report publications. She earned her Ph.D. in Public Policy Analysis at the University of Illinois—Chicago. Her research is funded by the Administration on Aging (AoA) as Co-Director of the National Policy and Resource Center on Nutrition and Aging. She joined FIU 1992. Besides the AoA, her research has been funded by the U.S. Department of Agriculture, U.S. Agency for Healthcare Research and Quality, and General Mills.

**Dr. Nancy Wellman**, tenured Professor, has over 30 refereed journal publications, and 27 conference and 50 other presentations. She has made over 350 presentations, including giving testimony before Congress and the Food and Drug Administration on 12 occasions. She is the Director of the National Policy and Resource Center on Nutrition and Aging, funded by the U.S. Department of Health and Human Services, Agency of Aging. She joined FIU 1981 and completed her Ph.D. at the University of Miami. Her research has also been funded by the U.S. Department of Agriculture and U.S. Agency for Healthcare Research and Quality.



## References

- Centers for Disease Control. The Burden of Chronic Diseases and their Risk Factors – 2002(a). <http://appsneed.cdc.gov/BurdenBook>.
- Centers for Disease Control. HIV/AIDS Surveillance Report, 2002(b). <http://www.cdc.gov/hiv/stats/hasr1302.htm>
- Dyer, JG. 2000. The Black Cloud Over the Sunshine State: Health Disparities in South Florida. *Journal of Cultural Diversity* 10:2:50-55.
- Florida Department of Health. 2004 Public Health Indicators. [http://www.myflorida.com/planning\\_eval/phstats/public\\_health\\_stats.htm#POPU](http://www.myflorida.com/planning_eval/phstats/public_health_stats.htm#POPU)
- Health Resources and Service Administration, Bureau of Health Professions. 2004. State Health Workforce Profiles: Florida. <http://ftp.hrsa.gov/bhpr/workforceprofiles/florida.pdf>
- HRSA: *The Public Health Workforce Enumeration 2000*. Rockville MD: Health Resources and Services Administration, 2000.
- Institute of Medicine. *The Future of the Public's Health in the 21st Century*. Washington, DC: National Academy of Sciences, November 11, 2002.
- Institute of Medicine. *Who Will Keep the Public Healthy? Educating Public Health Professionals for the 21st Century*. Washington, DC: National Academy of Sciences, 2003.
- Joyner, S. *Report of Students Interest in the College of Health and Urban Affairs*. Miami, FL: FIU, 2001.
- Mahan C. *Depletion of the Public Health Workforce: Its Causes and Consequences*. Presentation at joint meeting of the American Public Health Association and the Executive Board and Deans of the Association of Schools of Public Health, San Francisco, 2003.
- Pew Commission: [Critical Challenges: Revitalizing the Health Professions for the Twenty-First Century](#). The Third Report of the Pew Health Professions Commission. December 1995.
- U.S. Department of Health and Human Services. *Healthy People 2010: Understanding and Improving Health and Objectives for Improving Health*. Washington, DC: U.S. Government Printing Office; 2000.
- Taylor, OL Dean Graduate School, Howard University, Immediate Past Board Chair, Council of Graduate Schools. Presentation, "Trends in Graduate Education: Issues and Challenges," given at FIU, March 4, 2002.

**THE FLORIDA INTERNATIONAL UNIVERSITY  
BOARD OF TRUSTEES  
BOARD MEETING**

**14 June 2004**

**SUBJECT:** Athletic Fee Increase

---

**PROPOSED BOARD ACTION**

Adopt the following Resolution:

RESOLVED that pending the result of hearings held by the University Fee Committee, the Florida International University Board of Trustees approves the \$2.00 per student credit hour fee for implementation of Division I-A football beginning in Fall 2004 as provided under Senate Bill 2810, attached to this Resolution as Attachment "A".

**BACKGROUND INFORMATION**

FIU is moving to Division I-A Football in Fall 2004. The fee is needed because the move requires that the football program expand its scholarship offerings from 65 to 85, add additional coaches, and average 15,000 fans for 5 Division I-A home games. In addition, more academic support will be added in the Academic Learning Center.

---

**Supporting Documentation Included:**

- Attachment "A"-Senate Bill 2810

**Facilitators/Presenters:**

- Rosa Sugrañes

## Senate Bill sb2810

**CODING:** Words ~~stricken~~ are deletions; words underlined are additions.

Florida Senate - 2004

SB 2810

By Senator Alexander

34-1894-04

1                                   A bill to be entitled  
2           An act relating to state university student  
3           athletic fees; amending s. 1009.24, F.S.;  
4           authorizing a fee increase to defray the costs  
5           of changing competitive divisions; providing  
6           that the increase may exceed the limit on fee  
7           increases; limiting such an increase to not  
8           more than \$2 per credit hour; requiring that  
9           such an increase be approved by the athletic  
10          fee committee; providing an effective date.

11  
12 Be It Enacted by the Legislature of the State of Florida:

13  
14          Section 1. Subsection (3) of section 1009.24, Florida  
15 Statutes, is amended to read:

16          1009.24 State university student fees.--

17          (3) Within proviso in the General Appropriations Act  
18 and law, each board of trustees shall set university tuition  
19 and fees. The sum of the activity and service, health, and  
20 athletic fees a student is required to pay to register for a  
21 course shall not exceed 40 percent of the tuition established

22 in law or in the General Appropriations Act. No university  
23 shall be required to lower any fee in effect on the effective  
24 date of this act in order to comply with this subsection.  
25 Within the 40 percent cap, universities may not increase the  
26 aggregate sum of activity and service, health, and athletic  
27 fees more than 5 percent per year unless specifically  
28 authorized in law or in the General Appropriations Act. A  
29 university that changes athletic competitive divisions may  
30 increase the athletic fee to defray the costs associated with  
31 changing divisions. Such an increase in the athletic fee is

1

**CODING:** Words ~~stricken~~ are deletions; words underlined are additions.

**Florida Senate - 2004**  
34-1894-04

**SB 2810**

1 exempt from the 40-percent cap and the 5-percent cap on yearly  
2 increases in the sum of the activity and service, health, and  
3 athletic fees, but may not exceed \$2 per credit hour of  
4 registered classes. Such an increase must be approved by the  
5 athletic fee committee as provided in subsection (11). This  
6 subsection does not prohibit a university from increasing or  
7 assessing optional fees related to specific activities if  
8 payment of such fees is not required as a part of registration  
9 for courses.  
10       Section 2. This act shall take effect upon becoming a  
11 law.

12

13

\*\*\*\*\*

14

SENATE SUMMARY

15

16

17

18

19

20

21

22

23

24

25

26

27

28

29

30

31

32

33

34

35

36

37

38

39

40

41

42

43

44

45

46

47

48

49

50

51

52

53

54

55

56

57

58

59

60

61

62

63

64

65

66

67

68

69

70

**THE FLORIDA INTERNATIONAL UNIVERSITY  
BOARD OF TRUSTEES  
BOARD MEETING**

**14 June 2004**

**SUBJECT:** Proposed 2004-05 University Operating Budget

---

**PROPOSED BOARD ACTION**

Review the amended 2003-04 University Operating Budget Report and the proposed 2004-2005 University Operating Budget and adopt the following Resolution:

RESOLVED that the Florida International University Board of Trustees approves the proposed 2004-2005 University Operating Budget attached to this Resolution as Exhibit "P",

FURTHER RESOLVED that the Board delegate to the University President the authority to amend the budget to effectuate all programs and actions approved by the Board in its approval of the 2004-2005 University Operating Budget, and

FURTHER RESOLVED that the University President shall keep the BOT informed of any changes in excess of 2% made to the total approved 2004-2005 Operating Budget during the operating year.

**BACKGROUND INFORMATION**

**A. Statutory Authority**

**Section 1001.75, Florida Statutes (2003), K-20 Governance, University presidents; powers and duties**, states in relevant part:

**1001.75, University presidents; powers and duties.**--The president is the chief executive officer of the state university . . . and shall . . .

**(2)** Prepare a budget request and an operating budget for approval by the university board of trustees.

**B. Explanation for Proposed Board action:**

The proposed 2004-2005 University budget is presented using the following categories presented as Exhibit "R":

A

**FLORIDA INTERNATIONAL UNIVERSITY**  
**2004-2005 Budget**  
**(All Budget Entities)**

	<b><u>Anticipated Revenues</u></b>	<b><u>Proposed Budget</u></b>
Education and General	\$263,010,779	\$263,010,779 ***
Carry Forward	\$3,000,000	\$3,000,000
Auxiliary Enterprises	\$75,341,362	\$67,665,900
Sponsored Research	\$77,026,939	\$77,026,939
Student Scholarships	\$73,700,000	\$72,610,109
Student Loans	\$70,830,000	\$70,240,000
Concessions	\$500,000	\$520,000
Intercollegiate Athletics	\$13,072,776	\$4,449,888 *
Student Activities	\$8,640,000	\$2,771,511 *
FIU Foundation Inc.	\$21,022,000	\$9,041,000 **
<b>Operating Grand Total</b>	<b>\$606,143,856</b>	<b>\$570,336,126</b>
Public Education Capital Outlay	\$21,306,151	\$21,306,151
Challenge Grants	\$5,482,323	\$5,482,323

***Notes of Explanation:***

**\*Intercollegiate Athletics & Student Activities**

The budget for Intercollegiate Athletics and Student Activities is for the local fund expenditures only. Revenues are transferred to Sponsored Research for payroll which requires the budget authority to be approved in that fund. Therefore, the Sponsored Research revenue and budget figures for 04 - 05 includes \$6.4 million in revenue and budget to cover the aforementioned local funds salary. Similarly, revenue for scholarships is transferred to the Scholarship Fund where the budget authority is needed. Taking this into consideration, the total budget for Intercollegiate Athletics \$13,023,086 and similarly, the budget for Student Activities is \$8,195,991

**\*\*Foundation**

The Foundation Board of Directors Finance Committee will be meeting on May 21, 2004 with the full Board convening on May 26, 2004. The purpose of the meetings is to review current fiscal year expenditures and approve the 2004-05 Foundation budget

**FLORIDA INTERNATIONAL UNIVERSITY**  
**2003-2004 Amended Budget**  
**(All Budget Entities)**

	<b>2003-2004 BOT Approved <u>Budget</u></b>	<b>University <u>Amendments</u></b>	<b>2003-2004 Amended <u>Budget</u></b>
Education and General	\$251,382,200	(\$1,909,546)	\$249,472,654
Carry Forward	\$8,928,462	\$5,550,693	\$14,479,155
Auxiliary Enterprises	\$65,471,066		\$65,471,066
Sponsored Research	\$75,336,464		\$75,336,464
Student Scholarships	\$54,500,000	\$6,900,000	\$61,400,000
Student Loans	\$67,000,000		\$67,000,000
Concessions	\$534,000		\$534,000
Intercollegiate Athletics	\$4,216,484	\$443,400	\$4,659,884
Student Activities	\$2,795,000		\$2,795,000
FIU Foundation Inc.	\$8,113,000	\$106,000	\$8,219,000
<b>Operating Grand Total</b>	<b>\$538,276,676</b>	<b>\$11,090,547</b>	<b>\$549,367,223</b>
Public Education Capital Outlay	\$27,527,116		\$27,527,116



B

**Florida International University  
2004 - 2005 Education & General Budget  
By Fund**

	<u>General Revenue</u>	<u>Educational Enhancement</u>	<u>Student Fee</u>	<u>Total</u>
<b>2003 - 2004 Adjusted Base Budget.....</b>	<b>\$155,859,083</b>	<b>\$10,351,866</b>	<b>\$83,261,705</b>	<b>\$249,472,654</b>
<b><u>2003 - 2004 Issues</u></b>				
Salary Increases (continuation)	\$1,130,037			\$1,130,037
Health Increases (continuation)	\$884,148			\$884,148
<b><u>2004 - 2005 Issues</u></b>				
Retirement Adjustment (.5%)				\$0
Salary Increases				\$0
Health Insurance Increase 10% (01/01/05)				\$0
FIU-USF Medical Partnership	\$600,000			\$600,000
New Space		\$281,404		\$281,404
JCP Assoc. Contract	(\$5,000)			(\$5,000)
Phased In Space		\$813,784		\$813,784
Tuition Increase (7.5% & 12.5%)			\$5,284,627	\$5,284,627
Enrollment Growth (State)	\$3,747,050	\$802,075		\$4,549,125
<b>Total Incremental Dollars.....</b>	<b>\$6,356,235</b>	<b>\$1,897,263</b>	<b>\$5,284,627</b>	<b>\$13,538,125</b>
<b>2004 - 2005 Base Budget.....</b>	<b>\$162,215,318</b>	<b>\$12,249,129</b>	<b>\$88,546,332</b>	<b>\$263,010,779</b>

Florida International University  
Auxiliary Enterprises  
Board of Trustees Financial Summary

**C**

**Total Auxiliary Enterprises**

	<b><u>Actual 2001-02</u></b>	<b><u>Actual 2002-03</u></b>	<b><u>Projected Amounts 2003-04</u></b>	<b><u>Requested Budget 2004-05</u></b>
<b>Total Revenues</b>	<b>\$54,993,358</b>	<b>\$61,763,417</b>	<b>\$68,817,865</b>	<b>\$75,341,362</b>
<b><u>Expenditures</u></b>				
Salaries and Benefits	\$13,990,013	\$16,022,171	\$17,497,095	\$19,358,132
OPS	\$9,797,356	\$14,297,916	\$11,669,198	\$11,731,494
Expense	\$19,486,162	\$19,471,720	\$22,412,399	\$24,557,960
OCO	\$1,700,812	\$2,282,876	\$2,963,876	\$2,011,284
Risk Management Insurance	\$323,802	\$447,032	\$446,674	\$491,341
Debt Service	\$5,198,477	\$6,950,482	\$9,296,006	\$9,515,689
<b>Total Operating Expenses</b>	<b>\$50,496,622</b>	<b>\$59,472,197</b>	<b>\$64,285,248</b>	<b>\$67,665,900</b>
<b>Operating Income</b>	<b>\$4,496,736</b>	<b>\$2,291,220</b>	<b>\$4,532,617</b>	<b>\$7,675,462</b>
Net Transfers	\$70,107	(\$72,579)	\$5,418,643	\$10,657,800
<b>Net Income</b>	<b>\$4,426,629</b>	<b>\$2,363,799</b>	<b>(\$886,026)</b>	<b>(\$2,982,338)</b>
<b><u>Fund Balance Information</u></b>				
Reserve Items	\$24,818,241	\$22,174,595	\$20,758,418	\$14,064,952
Operating Cash	\$23,295,856	\$28,265,363	\$28,795,514	\$32,506,642
<b>Total Cash and Investments</b>	<b>\$48,114,097</b>	<b>\$50,439,958</b>	<b>\$49,553,932</b>	<b>\$46,571,594</b>

Florida International University  
Auxiliary Enterprises  
Board of Trustees Financial Summary

**Food Services**

<b><u>PCS Activity 60</u></b>	<b><u>Actual 2001-02</u></b>	<b><u>Actual 2002-03</u></b>	<b><u>Projected Amounts 2003-04</u></b>	<b><u>Requested Budget 2004-05</u></b>
<b>Total Revenues</b>	<b>\$338,012</b>	<b>\$289,584</b>	<b>\$305,072</b>	<b>\$349,599</b>
<b><u>Expenditures</u></b>				
Salaries and Benefits	\$0	\$0	\$0	\$0
OPS	\$605	\$6,452	\$5,180	\$5,500
Expense	\$25,436	\$143,771	\$128,174	\$316,484
OCO	\$22,488	\$28,683	\$3,582	\$0
Risk Management Insurance	\$0	\$0	\$0	\$0
Debt Service	\$0	\$0	\$0	\$0
<b>Total Operating Expenses</b>	<b>\$48,529</b>	<b>\$178,906</b>	<b>\$136,936</b>	<b>\$321,984</b>
<b>Operating Income</b>	<b>\$289,483</b>	<b>\$110,678</b>	<b>\$168,136</b>	<b>\$27,615</b>
Net Transfers	\$87,139	\$92,885	\$24,917	\$117,433
<b>Net Income</b>	<b>\$202,344</b>	<b>\$17,793</b>	<b>\$143,219</b>	<b>(\$89,818)</b>
<b><u>Fund Balance Information</u></b>				
Reserve Items	\$534,000	\$534,000	\$534,000	\$604,000
Operating Cash	\$199,992	\$217,786	\$361,005	\$201,187
<b>Total Cash and Investments</b>	<b>\$733,992</b>	<b>\$751,786</b>	<b>\$895,005</b>	<b>\$805,187</b>

**Notes:**

**Food Services**

Provision of food services to students, faculty and staff of the University. Currently, the food service contract for UP and BBC is serviced by Aramark Corporation.

**2004-05**

**Revenues**

- ◆ 15% increase in revenues is due to the mandatory meal plan sold to students living in Panther Hall generating a fixed income each semester

**Operating Expenses**

- ◆ \$130,000 will be spent on furniture for GC food court and fresh food expansion
- ◆ \$50,000 will be spent on furniture for BBC cafeteria expansion

**Net Transfers:**

- ◆ Net Transfers is comprised primarily of the following: \$110,000 transfer-in to support meal plan shortfall and \$227,000 transfer-out to cover Business Services salaries, custodial support and to repay the Bookstore auxiliary for the meal plan shortfall.

**Summary of Reserves**

<b>PROJECT</b>	<b>Amount Reserved 03-04</b>	<b>Amount Reserved 04-05</b>	<b>Year for Expenditure</b>
Equipment Replacement	\$184,000	\$184,000	various
BBC Cafeteria	\$350,000	\$0	n/a
Fire System Upgrade	\$0	\$10,000	2005-06
Gracies Grill Renovation	\$0	\$350,000	2005-06
Furniture for BBC Expansion	\$0	\$60,000	2005-06
<b>Total Reserves</b>	<b>\$534,000</b>	<b>\$604,000</b>	

Florida International University  
Auxiliary Enterprises  
Board of Trustees Financial Summary

**Housing**

<b><u>PCS Activity 62</u></b>	<b><u>Actual 2001-02</u></b>	<b><u>Actual 2002-03</u></b>	<b><u>Projected Amounts 2003-04</u></b>	<b><u>Requested Budget 2004-05</u></b>
<b>Total Revenues</b>	<b>\$9,863,703</b>	<b>\$11,558,988</b>	<b>\$12,704,214</b>	<b>\$13,103,813</b>
<b><u>Expenditures</u></b>				
Salaries and Benefits	\$1,436,469	\$1,717,308	\$1,968,312	\$2,112,524
OPS	\$696,926	\$915,330	\$947,427	\$944,451
Expense	\$3,680,479	\$2,891,512	\$3,095,579	\$3,575,834
OCO	\$21,954	\$39,020	\$89,736	\$100,000
Risk Management Insurance	\$0	\$0	\$0	\$0
Debt Service	\$3,910,463	\$4,419,274	\$4,997,570	\$5,026,539
<b>Total Operating Expenses</b>	<b>\$9,746,291</b>	<b>\$9,982,444</b>	<b>\$11,098,624</b>	<b>\$11,759,348</b>
<b>Operating Income</b>	<b>\$117,412</b>	<b>\$1,576,544</b>	<b>\$1,605,590</b>	<b>\$1,344,465</b>
Net Transfers	\$233,645	\$215,523	\$392,331	(\$200,000)
<b>Net Income</b>	<b>(\$116,233)</b>	<b>\$1,361,021</b>	<b>\$1,213,259</b>	<b>\$1,544,465</b>
<b><u>Fund Balance Information</u></b>				
Reserve Items	\$1,169,650	\$1,518,626	\$4,077,293	\$4,143,345
Operating Cash	\$3,046,259	\$4,058,317	\$2,712,909	\$4,191,322
<b>Total Cash and Investments</b>	<b>\$4,215,909</b>	<b>\$5,576,943</b>	<b>\$6,790,202</b>	<b>\$8,334,667</b>

**Notes:**

**Housing Operations:**

The campus residential community provides unique opportunities for personal growth and development, leadership experiences through student participation in programming and activities and developing an appreciation of and sensitivity to differences. The facilities and services are designed to provide a supportive and safe environment, accomodating the needs of students.

**2004-05**

**Net Transfers**

● Net Transfers represent a transfer-in from Bookstore funds to cover the costs for the panther ID program.

**Summary of Reserves**

<b>PROJECT</b>	<b>Amount Reserved 03-04</b>	<b>Amount Reserved 04-05</b>	<b>Year for Expenditure</b>
Furniture and Equipment	\$550,632	\$1,000,000	2005-06
Emergency	\$474,208	\$0	
GC Expansion Loan (CIF)	\$800,000	\$0	
Capital Reserves for Lakeview construction	\$2,252,453	\$2,228,250	2005-06
Debt Service	\$0	\$915,095	n/a
<b>Total Reserves</b>	<b>\$4,077,293</b>	<b>\$4,143,345</b>	

Florida International University  
Auxiliary Enterprises  
Board of Trustees Financial Summary

**Printing and Duplicating**

	<b>Actual 2001-02</b>	<b>Actual 2002-03</b>	<b>Projected Amounts 2003-04</b>	<b>Requested Budget 2004-05</b>
<b>PCS Activity 63</b>				
<b>Total Revenues</b>	<b>\$2,593,845</b>	<b>\$3,058,595</b>	<b>\$3,104,343</b>	<b>\$3,263,500</b>
<b><u>Expenditures</u></b>				
Salaries and Benefits	\$661,861	\$729,915	\$776,477	\$833,361
OPS	\$314,011	\$205,347	\$130,903	\$97,200
Expense	\$1,376,289	\$1,736,802	\$1,860,810	\$1,992,622
OCO	\$53,604	\$108,696	\$104,873	\$72,420
Risk Management Insurance	\$0	\$0	\$0	\$0
Debt Service	\$0	\$0	\$0	\$0
<b>Total Operating Expenses</b>	<b>\$2,405,765</b>	<b>\$2,780,760</b>	<b>\$2,873,063</b>	<b>\$2,995,603</b>
<b>Operating Income</b>	<b>\$188,080</b>	<b>\$277,835</b>	<b>\$231,280</b>	<b>\$267,897</b>
Net Transfers	\$159,841	\$166,912	\$177,967	\$913,325
<b>Net Income</b>	<b>\$28,239</b>	<b>\$110,923</b>	<b>\$53,313</b>	<b>(\$645,428)</b>
<b><u>Fund Balance Information</u></b>				
Reserve Items	\$1,822,000	\$1,822,000	\$1,382,000	\$343,000
Operating Cash	\$1,590,211	\$1,701,135	\$2,194,448	\$2,588,020
<b>Total Cash and Investments</b>	<b>\$3,412,211</b>	<b>\$3,523,135</b>	<b>\$3,576,448</b>	<b>\$2,931,020</b>

**Notes:**

**Printing and Duplicating**

This program provides University departments and students with short-run, quick printing and related services on a fee/charge basis. This activity includes the following departments: Convenience Copiers, Duplicating Services, Publications and Library Photocopiers.

**2004-05**

**Net Transfers**

- Net transfers due to expenditures that will be incurred with the Duplicating Expansion project amounting to \$913,325

**Summary of Reserves**

PROJECT	Amount Reserved 03-04	Amount Reserved 04-05	Year for Expenditure
<b><u>Duplicating</u></b>			
Duplicating Expansion F&E	\$60,000	\$0	2004-05
Equipment replacement	\$672,000	\$80,000	2005-06
Panther Printing renovations	\$600,000	\$100,000	2005-06
Computer Upgrades	\$0	\$163,000	2005-06
<b><u>Publications:</u></b>			
Equipment Replacement	\$50,000	\$0	
<b>Total Reserves</b>	<b>\$1,382,000</b>	<b>\$343,000</b>	

Florida International University  
Auxiliary Enterprises  
Board of Trustees Financial Summary

**Bookstores**

<b><u>PCS Activity 66</u></b>	<b><u>Actual 2001-02</u></b>	<b><u>Actual 2002-03</u></b>	<b><u>Projected Amounts 2003-04</u></b>	<b><u>Requested Budget 2004-05</u></b>
<b>Total Revenues</b>	<b>\$1,155,639</b>	<b>\$1,378,638</b>	<b>\$1,534,510</b>	<b>\$1,538,566</b>
<b><u>Expenditures</u></b>				
Salaries and Benefits	\$11,068	\$0	\$0	\$0
OPS	\$139,553	\$97,686	\$0	\$0
Expense	\$137,352	\$74,149	\$267,539	\$71,821
OCO	\$3,068	\$0	\$0	\$0
Risk Management Insurance	\$0	\$0	\$0	\$0
Debt Service	\$0	\$0	\$0	\$0
<b>Total Operating Expenses</b>	<b>\$291,041</b>	<b>\$171,835</b>	<b>\$267,539</b>	<b>\$71,821</b>
<b>Operating Income</b>	<b>\$864,598</b>	<b>\$1,206,803</b>	<b>\$1,266,971</b>	<b>\$1,466,745</b>
Net Transfers	\$185,363	(\$760,229)	\$1,176,601	\$5,454,710
<b>Net Income</b>	<b>\$679,235</b>	<b>\$1,967,032</b>	<b>\$90,370</b>	<b>(\$3,987,965)</b>
<b><u>Fund Balance Information</u></b>				
Reserve Items	\$3,150,000	\$3,150,000	\$5,591,710	\$0
Operating Cash	\$1,715,235	\$3,682,265	\$1,330,925	\$2,934,670
<b>Total Cash and Investments</b>	<b>\$4,865,235</b>	<b>\$6,832,265</b>	<b>\$6,922,635</b>	<b>\$2,934,670</b>

**Notes:**

**Bookstores**

The campus bookstore offers the campus community and the general public a sales outlet for academic textbooks, retail books and other educational materials. Currently, Barnes and Noble operates the bookstore operations at both campus locations.

**2002-03**

- Positive Net-Transfers for 2002-03 is due to the repayment of a loan (\$375,000) plus previous years payments and cumulative interest (\$411,383) issued to the Student Health Center for the Student Health Expansion Project.

**2003-04**

**Operating Expenses**

- The increase in Expense category is mainly due to additional security for student events in Business Service areas.

**Net Transfers**

- In 2003-04 Net Transfers are due to the repayment of a loan (\$375,000) from the Student Health Center and the following transfers out: \$250,000 to the Miami Film Festival account 64-03-004-00 in October 2003 and \$932,000 to support the Graham Center Renovation

**2004-05**

**Net Transfers**

- Net Transfers in 04-05 consists primarily of \$5.5 million transferred out for various projects (see reserve table below) and a transfer-in of \$137,000 from the Food Services auxiliary

**Summary of Reserves**

<b>PROJECT</b>	<b>Amount Reserved 03-04</b>	<b>Amount Reserved 04-05</b>	<b>Year for Expenditure</b>
<b><u>Graham Center</u></b>			
Disability Services/Credit Union	\$100,000	\$0	2004-05
Smoothie Time	\$35,000	\$0	2004-05
Graham center Expansion (BR 860)	\$1,606,710	\$0	2004-05
Aramark Buyout	\$1,400,000	\$0	2004-05
Einstein Bagel Buildout	\$150,000	\$0	2004-05

**Other**

BBC Campus Wolfe Center Cafeteria (BR 861)	\$250,000	\$0	2004-05
projects in GC. To be repaid in full in August 2005	\$2,050,000		2004-05
<b>Total Reserves</b>	<b>\$5,591,710</b>	<b>\$0</b>	

Florida International University  
Auxiliary Enterprises  
Board of Trustees Financial Summary

**Telephone/Telecommunication**

<b><u>PCS Activity 67</u></b>	<b><u>Actual 2001-02</u></b>	<b><u>Actual 2002-03</u></b>	<b><u>Projected Amounts 2003-04</u></b>	<b><u>Requested Budget 2004-05</u></b>
<b>Total Revenues</b>	<b>\$6,593,538</b>	<b>\$6,155,540</b>	<b>\$7,712,207</b>	<b>\$7,096,152</b>
<b><u>Expenditures</u></b>				
Salaries and Benefits	\$1,433,979	\$1,519,306	\$1,639,656	\$1,847,455
OPS	\$876,433	\$868,147	\$657,151	\$528,568
Expense	\$3,775,732	\$4,281,968	\$3,297,241	\$3,171,002
OCO	\$761,292	\$749,646	\$1,243,812	\$623,024
Risk Management Insurance	\$0	\$0	\$0	\$0
Debt Service	\$27,180	\$781,276	\$512,572	\$714,180
<b>Total Operating Expenses</b>	<b>\$6,874,616</b>	<b>\$8,200,343</b>	<b>\$7,350,432</b>	<b>\$6,884,229</b>
<b>Operating Income</b>	<b>(\$281,078)</b>	<b>(\$2,044,803)</b>	<b>\$361,775</b>	<b>\$211,923</b>
Net Transfers	\$267,299	(\$2,062,354)	\$359,516	(\$1,530)
<b>Net Income</b>	<b>(\$548,377)</b>	<b>\$17,551</b>	<b>\$2,259</b>	<b>\$213,453</b>
<b><u>Fund Balance Information</u></b>				
Reserve Items	\$0	\$0	\$0	\$0
Operating Cash	\$822,034	\$839,590	\$841,849	\$1,055,302
<b>Total Cash and Investments</b>	<b>\$822,034</b>	<b>\$839,590</b>	<b>\$841,849</b>	<b>\$1,055,302</b>

**Notes:**

**Telephones/Telecommunications**

This activity is responsible for servicing the telephone and data communication needs of the university community. Centrally paid telephone billings are subsequently recharged to other University accounts.

**2002-03**

**Revenues**

- Revenues decreased in 2002-03 due to a decrease in capital projects activity.

**Operating Expenses**

- Increase in Debt Service to \$781,276 represents loan repayments for VOIP projects.

**2003-04**

**Revenues**

- The majority of new revenue growth in 2003-04 will come from new capital projects which include wiring, installation and technical support for various new and existing buildings at University Park.

**Operating Expenses**

- The increase in OCO is due to the wiring and installation of hardware for University capital projects.

**Net Transfers**

- Net transfers are mainly due to overhead charges.

**2004-05**

**Revenues**

- The decrease in revenues from \$7.7M (03-04) to \$7.1M (04-05) is due to a reduction in capital projects from \$1.7M in 03-04 to \$1.2M in 04-05.

**Operating Expenses**

- The reduction in overall expenditures and the Expense category specifically related to the reduction in capital project activity.

**Net Transfers**

- With the transition to PeopleSoft, overhead charges have been shifted to the Expense category resulting in a reduction of transfer activity.

Florida International University  
Auxiliary Enterprises  
Board of Trustees Financial Summary

**A/V Services**

<b><u>PCS Activity 68</u></b>	<b><u>Actual 2001-02</u></b>	<b><u>Actual 2002-03</u></b>	<b><u>Projected Amounts 2003-04</u></b>	<b><u>Requested Budget 2004-05</u></b>
<b>Total Revenues</b>	<b>\$116,892</b>	<b>\$173,671</b>	<b>\$110,538</b>	<b>\$104,000</b>
<b><u>Expenditures</u></b>				
Salaries and Benefits	\$0	\$45,993	\$48,865	\$45,982
OPS	\$20,327	\$37,264	\$29,597	\$20,000
Expense	\$49,068	\$49,310	\$43,033	\$18,239
OCO	\$63,742	\$11,050	\$30,000	\$15,000
Risk Management Insurance	\$0	\$0	\$0	\$0
Debt Service	\$0	\$0	\$0	\$0
<b>Total Operating Expenses</b>	<b>\$133,137</b>	<b>\$143,617</b>	<b>\$151,495</b>	<b>\$99,221</b>
<b>Operating Income</b>	<b>(\$16,245)</b>	<b>\$30,054</b>	<b>(\$40,957)</b>	<b>\$4,779</b>
Net Transfers	\$8,438	\$4,429	\$4,860	\$0
<b>Net Income</b>	<b>(\$24,683)</b>	<b>\$25,625</b>	<b>(\$45,817)</b>	<b>\$4,779</b>
<b><u>Fund Balance Information</u></b>				
Reserve Items	\$0	\$0	\$0	\$0
Operating Cash	\$146,232	\$171,856	\$126,039	\$130,818
<b>Total Cash and Investments</b>	<b>\$146,232</b>	<b>\$171,856</b>	<b>\$126,039</b>	<b>\$130,818</b>

**Notes:**

**Audio-Visual Services**

This function makes available audiovisual, video tape, graphic arts and photographic services to campus units. Its primary role is to disseminate information and provide graphic arts, audiovisual and photographic services to the university. It also provides a University mechanism by which university libraries provide individual, customer oriented services to students and other patrons.

**2003-04**

**Operating Expenses**

- The \$30,000 in OCO in 2003-04 will be used to purchase Cameras, Video Equipment and the upgrade of a printer.

**2004-05**

**Operating Expenses**

- The Expense category expenditures will be decreasing due to continued use of existing equipment/inventory in order to generate cost savings.



Florida International University  
Auxiliary Enterprises  
Board of Trustees Financial Summary

**Central Stores**

<b><u>PCS Activity 69</u></b>	<b><u>Actual 2001-02</u></b>	<b><u>Actual 2002-03</u></b>	<b><u>Projected Amounts 2003-04</u></b>	<b><u>Requested Budget 2004-05</u></b>
<b>Total Revenues</b>	<b>\$1,160,987</b>	<b>\$1,188,392</b>	<b>\$1,186,529</b>	<b>\$1,214,050</b>
<b><u>Expenditures</u></b>				
Salaries and Benefits	\$196,938	\$196,762	\$236,577	\$252,000
OPS	\$51,549	\$52,465	\$62,856	\$70,000
Expense	\$673,313	\$661,057	\$679,085	\$720,080
OCO	\$16,468	\$21,261	\$48,189	\$111,564
Risk Management Insurance	\$0	\$0	\$0	\$0
Debt Service	\$0	\$0	\$0	\$0
<b>Total Operating Expenses</b>	<b>\$938,268</b>	<b>\$931,545</b>	<b>\$1,026,707</b>	<b>\$1,153,644</b>
<b>Operating Income</b>	<b>\$222,719</b>	<b>\$256,847</b>	<b>\$159,822</b>	<b>\$60,406</b>
Net Transfers	\$36,775	\$36,402	\$36,898	\$0
<b>Net Income</b>	<b>\$185,944</b>	<b>\$220,445</b>	<b>\$122,924</b>	<b>\$60,406</b>
<b><u>Fund Balance Information</u></b>				
Reserve Items	\$67,000	\$191,000	\$425,478	\$433,000
Operating Cash	\$344,339	\$440,784	\$329,230	\$382,114
<b>Total Cash and Investments</b>	<b>\$411,339</b>	<b>\$631,784</b>	<b>\$754,708</b>	<b>\$815,114</b>

**Notes:**

**Central Stores**

Central stores serves as a ready source for office supplies and computer supplies for University departments. Its office supply contract currently awarded to Office Depot provides next day desktop delivery of these supplies through this auxiliary operation. Approximately 85% of the revenues for Central Stores are generated by the Office Depot contract. Central stores also maintain inventories to supply departments with standard office furniture and equipment, custodial/janitorial supplies and copier paper. The operation also operates a warehouse storage program for departments to rent on-campus warehouse storage bins.

**2004-05**

**Operating Expenses**

- Increase in OCO to \$111,000 will be used to replace warehouse equipment , purchase vehicles and upgrade computers for PeopleSoft conversion

**Summary of Reserves**

<b>PROJECT</b>	<b>Amount Reserved 03-04</b>	<b>Amount Reserved 04-05</b>	<b>Year for Expenditure</b>
Equipment Replacement	\$105,000	\$80,000	2005-2007
Storage/Warehouse Enhancement	\$320,478	\$335,000	2005-2007
Computer Upgrades	\$0	\$18,000	2005-06
<b>Total Reserves</b>	<b>\$425,478</b>	<b>\$433,000</b>	

Florida International University  
Auxiliary Enterprises  
Board of Trustees Financial Summary

**Student Health Services**

<b><u>PCS Activity 71</u></b>	<b><u>Actual 2001-02</u></b>	<b><u>Actual 2002-03</u></b>	<b><u>Projected Amounts 2003-04</u></b>	<b><u>Requested Budget 2004-05</u></b>
<b>Total Revenues</b>	<b>\$4,551,301</b>	<b>\$4,642,074</b>	<b>\$5,473,295</b>	<b>\$5,558,296</b>
<b><u>Expenditures</u></b>				
Salaries and Benefits	\$2,445,475	\$2,535,496	\$2,972,192	\$3,032,380
OPS	\$645,368	\$855,934	\$920,744	\$1,165,346
Expense	\$697,753	\$606,616	\$856,607	\$1,197,966
OCO	\$32,263	\$15,738	\$63,277	\$38,600
Risk Management Insurance	\$0	\$0	\$0	\$0
Debt Service	\$0	\$0	\$0	\$0
<b>Total Operating Expenses</b>	<b>\$3,820,859</b>	<b>\$4,013,784</b>	<b>\$4,812,820</b>	<b>\$5,434,292</b>
<b>Operating Income</b>	<b>\$730,442</b>	<b>\$628,290</b>	<b>\$660,475</b>	<b>\$124,004</b>
Net Transfers	\$173,350	\$1,129,991	\$3,451,947	\$0
<b>Net Income</b>	<b>\$557,092</b>	<b>(\$501,701)</b>	<b>(\$2,791,472)</b>	<b>\$124,004</b>
<b><u>Fund Balance Information</u></b>				
Reserve Items	\$3,057,000	\$3,057,000	\$57,000	\$400,000
Operating Cash	\$1,255,596	\$753,901	\$962,439	\$743,443
<b>Total Cash and Investments</b>	<b>\$4,312,596</b>	<b>\$3,810,901</b>	<b>\$1,019,439</b>	<b>\$1,143,443</b>

**Notes:**

**Student Health Services**

An operating unit that provides limited health care to the student population of the University. The student population served includes all full-time students plus those part-time who are assessed the health fee. Health care includes primary outpatient clinic and some specialty medical services.

**2003-04**

**Revenues**

- The variance in revenues between 2002-03 and 2003-04 of approx. \$800,000 is due to an increase in the Health Fee from \$44 per student to \$54 per student effective Fall 2003.

**Operating Expenses**

- The Salaries and Benefits increase of \$400,000 is due to increased staffing for the enlarged health center facility. These new positions include a Pharmacist, Computer Systems administrator, Senior Clerk, Cashier, Psychologist, and a Senior Secretary (BBC Counseling Services) within the Victims Advocacy Center.

**Net Transfers**

- \$3 million was transferred out for the construction of the new Health Building, the final payment for the construction loan and overhead costs.

**2004-05**

**Operating Expenses**

- Utility and maintenance costs are expected to double due to the expansion of the current health center.

**Reserve Items**

- \$400,000 is reserved for building repairs

Florida International University  
Auxiliary Enterprises  
Board of Trustees Financial Summary

**Student Centers**

<b><u>PCS Activity 72</u></b>	<b><u>Actual 2001-02</u></b>	<b><u>Actual 2002-03</u></b>	<b><u>Projected Amounts 2003-04</u></b>	<b><u>Requested Budget 2004-05</u></b>
<b>Total Revenues</b>	<b>\$2,609,521</b>	<b>\$2,607,723</b>	<b>\$2,557,582</b>	<b>\$2,729,997</b>
<b><u>Expenditures</u></b>				
Salaries and Benefits	\$1,478,304	\$1,400,426	\$1,611,671	\$1,779,464
OPS	\$501,861	\$517,593	\$507,690	\$485,500
Expense	\$624,063	\$586,593	\$584,607	\$947,181
OCO	\$147,893	\$58,594	\$184,842	\$90,000
Risk Management Insurance	\$0	\$0	\$0	\$0
Debt Service	\$0	\$0	\$0	\$0
<b>Total Operating Expenses</b>	<b>\$2,752,121</b>	<b>\$2,563,206</b>	<b>\$2,888,810</b>	<b>\$3,302,145</b>
<b>Operating Income</b>	<b>(\$142,600)</b>	<b>\$44,517</b>	<b>(\$331,228)</b>	<b>(\$572,148)</b>
Net Transfers	\$13,961	(\$128,189)	(\$340,545)	(\$303,615)
<b>Net Income</b>	<b>(\$156,561)</b>	<b>\$172,706</b>	<b>\$9,317</b>	<b>(\$268,533)</b>
<b><u>Fund Balance Information</u></b>				
Reserve Items	\$651,000	\$651,000	\$656,000	\$438,826
Operating Cash	\$189,887	\$362,598	\$366,915	\$315,556
<b>Total Cash and Investments</b>	<b>\$840,887</b>	<b>\$1,013,598</b>	<b>\$1,022,915</b>	<b>\$754,382</b>

**Notes:**

**Student Centers**

The "Community Center" of the University serves all members of the University family - students, faculty, staff, alumni and guests. It is the official center of student life and student activities for the University. FIU has a student union at both campuses.

**2003-04**

**Operating Expenses:**

- Increase in Salaries and Benefits of \$200,000 is due to the following: \$80,000 for five vacant lines at the Wolfe University Center and \$40,000 for Graham Center to convert three OPS positions( Asst. Director of Operations, and two custodial workers) to full time positions.

**2004-05**

**Operating Expenses:**

- Increase in Salaries due to reclassifications and upgrades of existing positions in Graham Center, four new custodial positions and an accountant for the Graham Center Business Office
- \$140,000 which was reserved in prior years for equipment replacement will be used for Graham Center Computer Lab Expansion.
- \$100,000 which was reserved in prior years will be spent on Graham Center Furniture and Fixtures for the GC Expansion project.
- Increase in OCO represents furniture and equipment to be purchased for the Graham Center Expansion

**Net Transfers**

- Net Transfers include transfers from various GC accounts to support the Graham Center renovation

**Summary of Reserves**

<b>PROJECT</b>	<b>Amount Reserved 03-04</b>	<b>Amount Reserved 04-05</b>	<b>Year for Expenditure</b>
GC Equipment Replacement	\$306,000	\$136,826	2005-06
Wolfe Center Equipment Reserves	\$200,000	\$242,000	2005-06
GC Building Renovation	\$150,000	\$60,000	2005-06
<b>Total Reserves</b>	<b>\$656,000</b>	<b>\$438,826</b>	

Florida International University  
Auxiliary Enterprises  
Board of Trustees Financial Summary

**Parking/Traffic/Transportation**

<b><u>PCS Activity 74</u></b>	<b><u>Actual 2001-02</u></b>	<b><u>Actual 2002-03</u></b>	<b><u>Projected Amounts 2003-04</u></b>	<b><u>Requested Budget 2004-05</u></b>
<b>Total Revenues</b>	<b>\$4,311,919</b>	<b>\$5,518,273</b>	<b>\$5,541,030</b>	<b>\$6,500,672</b>
<b><u>Expenditures</u></b>				
Salaries and Benefits	\$662,932	\$751,803	\$833,836	\$965,747
OPS	\$216,459	\$205,389	\$290,670	\$132,000
Expense	\$833,361	\$605,175	\$1,541,686	\$588,067
OCO	\$90,928	\$278,415	\$194,084	\$84,986
Risk Management Insurance	\$0	\$0	\$0	\$0
Debt Service	\$1,260,834	\$1,749,932	\$3,007,785	\$3,009,970
<b>Total Operating Expenses</b>	<b>\$3,064,514</b>	<b>\$3,590,714</b>	<b>\$5,868,061</b>	<b>\$4,780,770</b>
<b>Operating Income</b>	<b>\$1,247,405</b>	<b>\$1,927,559</b>	<b>(\$327,031)</b>	<b>\$1,719,902</b>
Net Transfers	\$40,416	\$55,869	\$106,648	\$3,486,538
<b>Net Income</b>	<b>\$1,206,989</b>	<b>\$1,871,690</b>	<b>(\$433,679)</b>	<b>(\$1,766,636)</b>
<b><u>Fund Balance Information</u></b>				
Reserve Items	\$3,753,146	\$5,236,524	\$4,184,937	\$3,841,168
Operating Cash	\$2,237,421	\$2,627,161	\$3,245,069	\$1,822,202
<b>Total Cash and Investments</b>	<b>\$5,990,567</b>	<b>\$7,863,685</b>	<b>\$7,430,006</b>	<b>\$5,663,370</b>

**Notes:**

**Parking/Traffic/Transportation System:**

This activity is responsible for the registration of vehicles for faculty, staff, students and commercial organizations. Additionally, this activity is responsible for the construction of parking accommodations as well as enforcing parking rules and regulations for both campuses. The budget from this activity covers administrative costs, maintenance costs, utility costs, debt payments and new surface parking lot customization.

**2003-04**

**Operating Expenses**

- \$260,000 allocation for OCO due to the construction cost for two small parking lots totaling 100 spaces located in Housing and Health & Life Sciences.
- Expenses include \$1.1 million for litigation expenses for Garage 1 (non-recurring)
- Debt Service increase of approx. \$1.2million will be used to cover full interest and principal payment for both Garages 1 and 2 and the newly planned Garages 3 and 4. Garage 3 and 4 construction is scheduled to begin May 1, 2003 and will be completed by June 30, 2004 adding a total of 2,800 new spaces.

**Reserves**

- \$3.36 set aside for the construction of Garages 3 and 4 to be used in 2003-04. Total project cost will be \$25 million.
- \$150,000 reserved for the student emergency loan program to be transferred in 04-05
- Capital Improvement Reserve amount to \$674,937

**2004-05**

**Net Transfers**

- \$3.36 million transferred out for the construction of Garages 3 and 4.
- \$150,000 transferred out for the Student emergency loan program

**Reserves**

- Capital Improvement Reserve amount to \$841,168
- \$3 million reserved for planning purposes for Garages 5 & 6 for fiscal year 2007

Florida International University  
Auxiliary Enterprises  
Board of Trustees Financial Summary

**Schools for Children**

<b><u>PCS Activity 76</u></b>	<b><u>Actual 2001-02</u></b>	<b><u>Actual 2002-03</u></b>	<b><u>Projected Amounts 2003-04</u></b>	<b><u>Requested Budget 2004-05</u></b>
<b>Total Revenues</b>	<b>\$414,042</b>	<b>\$499,824</b>	<b>\$551,699</b>	<b>\$584,867</b>
<b><u>Expenditures</u></b>				
Salaries and Benefits	\$231,177	\$259,984	\$327,360	\$346,455
OPS	\$101,892	\$126,162	\$115,000	\$117,000
Expense	\$27,060	\$12,048	\$74,000	\$70,538
OCO	\$0	\$2,325	\$0	\$0
Risk Management Insurance	\$0	\$0	\$0	\$0
Debt Service	\$0	\$0	\$0	\$0
<b>Total Operating Expenses</b>	<b>\$360,129</b>	<b>\$400,519</b>	<b>\$516,360</b>	<b>\$533,993</b>
<b>Operating Income</b>	<b>\$53,913</b>	<b>\$99,305</b>	<b>\$35,339</b>	<b>\$50,874</b>
Net Transfers	(\$4,821)	\$18,075	\$16,318	\$0
<b>Net Income</b>	<b>\$58,734</b>	<b>\$81,230</b>	<b>\$19,021</b>	<b>\$50,874</b>
<b><u>Fund Balance Information</u></b>				
Reserve Items	\$0	\$200,000	\$200,000	\$375,613
Operating Cash	\$286,539	\$167,770	\$186,791	\$62,052
<b>Total Cash and Investments</b>	<b>\$286,539</b>	<b>\$367,770</b>	<b>\$386,791</b>	<b>\$437,665</b>

**Notes:**

**Schools for Children**

The Children's Creative Learning Center at FIU, is an accredited educational preschool for children ages 2 1/2 to 6 open to students, staff, faculty, alumni and the community.

There has been some formal discussions regarding the expansion of the current building for the FIU Children's Learning Center. Currently, a new business plan is being formulated which will reflect the amount needed to be reserved for site expansion.

**2003-04**

- Two new positions were hired in 03-04: A Teacher/Coordinator and a USPS position

**2004-05**

- Revenues are forecasted to increase mainly due to the addition of 16 new students (8 Fall plus an additional 8 in Spring).
- The modest 3.5% growth in expenditures is mainly due to cost-to-continue factors such as salary increases forecasted at 2%.

**Summary of Reserves**

<b>PROJECT</b>	<b>Amount Reserved 03-04</b>	<b>Amount Reserved 04-05</b>	<b>Year for Expenditure</b>
Roof Replacement, Painting, Landscaping	\$0	\$104,316	2005-06
Building Expansion Project	\$200,000	\$140,000	2005-06
Classroom Equip. & Supplies Expansion	\$0	\$131,297	2005-06
<b>Total Reserves</b>	<b>\$200,000</b>	<b>\$375,613</b>	

Florida International University  
Auxiliary Enterprises  
Board of Trustees Financial Summary

**Auxiliary Administration**

	<b>Actual</b> <b><u>2001-02</u></b>	<b>Actual</b> <b><u>2002-03</u></b>	<b>Projected</b> <b>Amounts</b> <b><u>2003-04</u></b>	<b>Requested</b> <b>Budget</b> <b><u>2004-05</u></b>
<b><u>PCS Activity 77</u></b>				
<b>Total Revenues</b>	<b>\$353,682</b>	<b>\$797,732</b>	<b>\$783,950</b>	<b>\$3,270,500</b>
<b><u>Expenditures</u></b>				
Salaries and Benefits	\$643,215	\$801,780	\$1,184,734	\$1,178,702
OPS	\$5,647	\$2,825,457	\$15,000	\$15,450
Expense	\$159,578	\$174,024	\$98,000	\$320,400
OCO	\$3,546	\$8,381	\$7,919	\$4,120
Risk Management Insurance	\$323,802	\$447,032	\$446,674	\$491,341
Debt Service	\$0	\$0	\$0	\$0
<b>Total Operating Expenses</b>	<b>\$1,135,788</b>	<b>\$4,256,674</b>	<b>\$1,752,327</b>	<b>\$2,010,013</b>
<b>Operating Income</b>	<b>(\$782,106)</b>	<b>(\$3,458,942)</b>	<b>(\$968,377)</b>	<b>\$1,260,487</b>
Net Transfers	(\$1,759,247)	(\$2,199,062)	(\$668,597)	(\$173,843)
<b>Net Income</b>	<b>\$977,141</b>	<b>(\$1,259,880)</b>	<b>(\$299,780)</b>	<b>\$1,434,330</b>
<b><u>Fund Balance Information</u></b>				
Reserve Items	\$5,300,000	\$2,000,000	\$2,600,000	\$2,466,000
Operating Cash	\$234,321	\$2,274,436	\$1,374,651	\$2,942,981
<b>Total Cash and Investments</b>	<b>\$5,534,321</b>	<b>\$4,274,436</b>	<b>\$3,974,651</b>	<b>\$5,408,981</b>

**Auxiliary Administration**

This activity is responsible for the administration of most traditional auxiliary functions. Through this activity, support personnel to administrative areas of the University such as purchasing, personnel, finance and accounting, etc., are funded to provide services to auxiliary entities.

**2002-03**

Operating Expenses

• \$2.8 million increase in OPS represents the loan to Business and Finance for repaying Johnson Controls.

Reserve Items

• Johnson Controls' Loan balance payment of \$3.3 million has been reserved for 2001-02 of which \$2.8 million was used in 2002-03.

**2003-04**

Revenues

• The primary source of revenues for this activity come from interest earned on existing cash balances and repayment of a \$2.8 million loan given to the Division of Business and Finance for Johnson Controls. Payments amount to \$151,000 and are made quarterly starting in October 2002 and ending in July of 2007.

Operating Expenses

• Three new support positions are expected to be added to this activity's expenses as a direct result of E&G budget cuts in FY 2003-04.

• Risk Management Insurance includes an estimated increase in premium payments made to the Risk Insurance Trust Fund.

Net Transfers

• Net Transfers represent overhead dollars received from all auxiliary activities and serve as the primary source of revenues for this activity. Due to Peoplesoft conversion in 2004-05, overhead dollars will be shown as revenues.

• The following transfers occurred : \$400,000 loan to Hospitality, \$729,861 to partially cover Miami Film Festival (640300400) losses and \$100,000 to Athletics

**2004-05**

Revenues

• The increase in revenues is due to an overhead recording shift from transfers-in to a revenue object code.

Operating Expenses

• \$130,000 will be used to purchase 100 desktop computers to facilitate the Peoplesoft Conversion

• \$50,000 will be used for PC 521 Conference room renovation

**Summary of Reserves**

PROJECT	Amount Reserved 03-04	Amount Reserved 04-05	Year for Expenditure
BBC Cafeteria Expansion	\$2,500,000	\$2,466,000	2005-06
Athletics Skybox	\$100,000	\$0	2004-05
<b>Total Reserves</b>	<b>\$2,600,000</b>	<b>\$2,466,000</b>	

Florida International University  
Auxiliary Enterprises  
Board of Trustees Financial Summary

**Continuing Education**

<b><u>PCS Activity 78</u></b>	<b><u>Actual 2001-02</u></b>	<b><u>Actual 2002-03</u></b>	<b><u>Projected Amounts 2003-04</u></b>	<b><u>Requested Budget 2004-05</u></b>
<b>Total Revenues</b>	<b>\$13,868,486</b>	<b>\$15,099,008</b>	<b>\$16,581,725</b>	<b>\$18,136,532</b>
<b><u>Expenditures</u></b>				
Salaries and Benefits	\$2,450,086	\$3,402,849	\$4,153,121	\$4,845,394
OPS	\$4,778,530	\$5,391,174	\$5,728,781	\$5,913,038
Expense	\$4,979,848	\$4,427,080	\$4,725,929	\$5,785,269
OCO	\$316,826	\$363,665	\$456,233	\$250,575
Risk Management Insurance	\$0	\$0	\$0	\$0
Debt Service	\$0	\$0	\$0	\$0
<b>Total Operating Expenses</b>	<b>\$12,525,290</b>	<b>\$13,584,768</b>	<b>\$15,064,064</b>	<b>\$16,794,276</b>
<b>Operating Income</b>	<b>\$1,343,196</b>	<b>\$1,514,240</b>	<b>\$1,517,661</b>	<b>\$1,342,256</b>
Net Transfers	\$870,920	\$688,154	\$584,313	\$0
<b>Net Income</b>	<b>\$472,276</b>	<b>\$826,086</b>	<b>\$933,348</b>	<b>\$1,342,256</b>
<b><u>Fund Balance Information</u></b>				
Reserve Items	\$200,000	\$200,000	\$200,000	\$200,000
Operating Cash	\$6,439,675	\$7,265,813	\$8,201,055	\$9,543,311
<b>Total Cash and Investments</b>	<b>\$6,639,675</b>	<b>\$7,465,813</b>	<b>\$8,401,055</b>	<b>\$9,743,311</b>

**Notes**

**Continuing Education**

The basic functions of continuing education is to provide the administrative mechanism for nontraditional programs which utilize the faculty resources of the University. These units represent the office of Academic Affairs of the University in its efforts to fulfill the public service mission, and provide educational programs to nontraditional students.

**This activity includes:**

Executive Masters of Science in Taxation	Master of International Business
Language Studies/Arts and Sciences	GEMBA
English Language Institute	Events- College of Engineering
Executive MBA Program	BS Hospitality Mgmt.- Jamaica
Weekend BBA Program-II	Masters of Science in Finance- Tuition Plus
Faculty Development Intl Business 2000	Professional Development Series
International MBA	CBA Jamaica

Almost every college or school at FIU has some kind of activity in the continuing education programs that are offered to the South Florida Community. However, the largest programs reside in the College of Arts & Sciences, the College of Business and the College of Continuing and Professional Studies (CAPS). The revenues that are generated in this activity serve to support the actual program and its growth and secondly, the mission of the individual college or school's instructional and research programs. Currently, the College of Business operation generates 51% of total revenues with CAPS generating 17% and the College of Arts and Sciences 12%. The remaining 20% is generated by various smaller programs.

**2003-04**

**Operating Expenses**

- Increase in salaries in the amount of \$750,000 is primarily due to the College of Business hiring new full time positions for program expansion

**2004-05**

**Operating Expenses**

- Increase in the expense category is due to \$400,000 for a new food service endeavor being undertaken by the Kovens Conference Center, and continued expansion by the College of Business web based hybrid courses as well as general tuition plus type programs
- Increase in OPS due to additional courses being offered College of Business which will require more 'overload faculty'
- Increase in salaries of approx. \$60,000 due to the implementation of a new outreach program in China through the College of Engineering

**Reserve Items**

- \$200,000 has been reserved for equipment replacement each year in multiple programs.

Florida International University  
Auxiliary Enterprises  
Board of Trustees Financial Summary

**Plant Operation and Maintenance**

<b><u>PCS Activity 79</u></b>	<b><u>Actual 2001-02</u></b>	<b><u>Actual 2002-03</u></b>	<b><u>Projected Amounts 2003-04</u></b>	<b><u>Requested Budget 2004-05</u></b>
<b>Total Revenues</b>	<b>\$23,002</b>	<b>\$3,415</b>	<b>\$906,000</b>	<b>\$924,000</b>
<b><u>Expenditures</u></b>				
Salaries and Benefits	\$0	\$0	\$0	\$0
OPS	\$0	\$46,566	\$100,000	\$100,000
Expense	\$0	\$32,857	\$152,000	\$210,080
OCO	\$0	\$0	\$0	\$0
Risk Management Insurance	\$0	\$0	\$0	\$0
Debt Service	\$0	\$0	\$0	\$0
<b>Total Operating Expenses</b>	<b>\$0</b>	<b>\$79,423</b>	<b>\$252,000</b>	<b>\$310,080</b>
<b>Operating Income</b>	<b>\$23,002</b>	<b>(\$76,008)</b>	<b>\$654,000</b>	<b>\$613,920</b>
Net Transfers	\$0	\$353,646	\$12,080	\$0
<b>Net Income</b>	<b>\$23,002</b>	<b>(\$429,654)</b>	<b>\$641,920</b>	<b>\$613,920</b>
<b><u>Fund Balance Information</u></b>				
Reserve Items	\$0	\$0	\$0	\$0
Operating Cash	\$499,623	\$46,967	\$688,887	\$1,302,807
<b>Total Cash and Investments</b>	<b>\$499,623</b>	<b>\$46,967</b>	<b>\$688,887</b>	<b>\$1,302,807</b>

**Notes:**

**2004-05**

**Revenues**

- The growth in revenues and expenditures for 03-04 and 04-05 is due to two factors. First, the addition of a new department "MARC Building Utilities" in which utilities are billed by Facilities to the Foundation, and secondly the establishment of a new department "Construction Project Administration".



Florida International University  
Auxiliary Enterprises  
Board of Trustees Financial Summary

**Academic Department Sales & Services**

	<b>Actual</b> <b><u>2001-02</u></b>	<b>Actual</b> <b><u>2002-03</u></b>	<b>Projected</b> <b>Amounts</b> <b><u>2003-04</u></b>	<b>Requested</b> <b>Budget</b> <b><u>2004-05</u></b>
<b><u>PCS Activity 80</u></b>				
<b>Total Revenues</b>	<b>\$1,217,253</b>	<b>\$2,237,578</b>	<b>\$1,798,193</b>	<b>\$1,870,881</b>
<b><u>Expenditures</u></b>				
Salaries and Benefits	\$140,702	\$233,772	\$425,623	\$644,884
OPS	\$219,090	\$366,724	\$626,315	\$609,818
Expense	\$434,402	\$628,184	\$650,100	\$893,243
OCO	\$33,914	\$98,342	\$103,064	\$106,500
Risk Management Insurance	\$0	\$0	\$0	\$0
Debt Service	\$0	\$0	\$0	\$0
<b>Total Operating Expenses</b>	<b>\$828,108</b>	<b>\$1,327,022</b>	<b>\$1,805,102</b>	<b>\$2,254,445</b>
<b>Operating Income</b>	<b>\$389,145</b>	<b>\$910,556</b>	<b>(\$6,909)</b>	<b>(\$383,564)</b>
Net Transfers	\$31,620	\$37,162	\$76,688	(\$309)
<b>Net Income</b>	<b>\$357,525</b>	<b>\$873,394</b>	<b>(\$83,597)</b>	<b>(\$383,255)</b>
<b><u>Fund Balance Information</u></b>				
Reserve Items	\$200,000	\$200,000	\$200,000	\$200,000
Operating Cash	\$854,822	\$1,728,224	\$1,644,635	\$1,261,380
<b>Total Cash and Investments</b>	<b>\$1,054,822</b>	<b>\$1,928,224</b>	<b>\$1,844,635</b>	<b>\$1,461,380</b>

**Notes:**

**Academic Department Sales and Services**

Sale of services or products that relate specifically to an academic department, e.g. psychological services, reading clinics, speech and hearing clinics, use of scientific lab equipment, scientific lab materials stockrooms, etc.

**This activity includes the following departments:**

Career Placement Resumes	Ticket Sales Revenue
Registrar Transcripts	Luzern Program - Plus Fee
Music Rental	The Wolfsonian
WPAC	Gift Shop
Lab Fees for Visual Arts Lab, Biology, Math, Chemistry, Geology, Physics, Environmental Studies and Nursing	
SERC Nutrient Analysis	

There are a number of colleges or schools that have some kind of activity in this area. The main focus however is to provide a charge back method for the supplies students use in class such as scientific materials, chemicals, etc.

The largest programs reside in Arts & Sciences, Engineering, Education and Health Sciences. The revenues generated from this activity are used to support the actual program, growth and provide a means of purchasing additional supplies and equipment for the students to use in the classroom. The accounts generating the majority of revenues for this activity are the SERC Nutrient Analysis (\$400,000), The Wolfsonian (\$209,000) and Registrar Transcripts (\$242,000)

**2004-05**

**Operating Expenses**

● Increase in salaries of \$200,000 due to the shift of salary personnel from contracts and grants to the self sustaining recharge center (62-80-004-00)

● The increase in the Expense category is due to non-recurring expenditures relating to the Wolfsonian Gift Shop expansion

**Reserve Items**

● The Wolfsonian cash balance amounting to \$200,000 is reserved to support nonrecurring operating expenses, such as collection conservation, framing, catalog production, fifth-floor consulting and reinstallation expenses, repairs to storage systems and new building signage.

● The funds are currently in reserve in the event E&G funding is insufficient to cover the above activity expenses.

Florida International University  
Auxiliary Enterprises  
Board of Trustees Financial Summary

**Extracurricular Activities**

	<b>Actual</b>	<b>Actual</b>	<b>Projected</b>	<b>Requested</b>
<b><u>PCS Activity 87</u></b>	<b><u>2001-02</u></b>	<b><u>2002-03</u></b>	<b><u>Amounts</u></b>	<b><u>Budget</u></b>
	<b><u>2003-04</u></b>		<b><u>2004-05</u></b>	
<b>Total Revenues</b>	<b>\$1,728,600</b>	<b>\$2,786,588</b>	<b>\$5,037,072</b>	<b>\$5,279,220</b>
<b><u>Expenditures</u></b>				
Salaries and Benefits	\$460,877	\$533,453	\$546,447	\$666,491
OPS	\$684,051	\$821,287	\$913,087	\$995,719
Expense	\$517,073	\$1,178,213	\$3,368,492	\$3,617,583
OCO	\$52,382	\$339,481	\$122,162	\$105,000
Risk Management Insurance	\$0	\$0	\$0	\$0
Debt Service	\$0	\$0	\$0	\$0
<b>Total Operating Expenses</b>	<b>\$1,714,383</b>	<b>\$2,872,434</b>	<b>\$4,950,188</b>	<b>\$5,384,793</b>
<b>Operating Income</b>	<b>\$14,217</b>	<b>(\$85,846)</b>	<b>\$86,884</b>	<b>(\$105,573)</b>
<b>Net Transfers</b>	<b>(\$175,041)</b>	<b>\$56,254</b>	<b>(\$45,008)</b>	<b>\$46,000</b>
<b>Net Income</b>	<b>\$189,258</b>	<b>(\$142,100)</b>	<b>\$131,892</b>	<b>(\$151,573)</b>
<b><u>Fund Balance Information</u></b>				
Reserve Items	\$0	\$0	\$0	\$0
Operating Cash	\$956,175	\$828,220	\$945,188	\$793,615
<b>Total Cash and Investments</b>	<b>\$956,175</b>	<b>\$828,220</b>	<b>\$945,188</b>	<b>\$793,615</b>

**Notes:**

**Extracurricular Activities**

This activity includes sale of tickets and provision of services for events such as theatrical productions, renting of space for events, etc. A significant portion of the accounts that comprise PCS 87 Activities are related to Athletic Camps offered during the summer. Each individual camp such as baseball, softball and basketball revenues are deposited into each activity's respective account. Therefore no monies are transferred in or out.

**This activity includes the following departments:**

Campus Recreation U.P.	Softball
Debit/Panther Card	U.P. Aquatics
Fitness Center Pro Shop U.P.	Volleyball
Football Camps	Camps for Baseball
Golden Panther Arena	Computerized Photo ID
Intramural Sports	Recreational Sports North Miami
Mens Basketball	Swimming Pool North Miami
Student Fitness Center	Teaching Gymnasium
Tennis Center	Women's Soccer
Track	Faculty Lounge (BB)
Technology Center	Beyond the Tower
BB Pro Shop	Men's Soccer Camps
Panther Card Payments	Athletic Strength and Conditioning Camp
Investments	

**Changes in Accounting Procedures**

Procedures for processing payments to vendors from Panther ID Accounts (627200000 and 627100100) were changed in March 2003. Previously, all payments were recorded as revenue refunds and not as expenditures resulting in decreasing revenues with no direct effect on expenses. As of March 2003, payments to vendors will be processed with University invoices. The effect of this transaction will show an increase in the expense category offset by a corresponding increase in revenues. In 2003-04 and 2004-05 approx. \$2.5M of revenues are offset by a corresponding \$2.5M in expenses

**2004-05**

**Operating Expenses**

- Increase in Salaries and Benefits of \$120,000 due to reclassifications and upgrades of existing positions as well as the addition of a computer support technician in the Graham Center.
- Increase in expenses is due to the opening of the new recreational center in 2004-05 and the associated moving expenses from the old center to the new facility. Additionally, the GC expansion will be completed in 2004-05 resulting in increased operational expenses for custodial, maintenance, etc.

Florida International University  
Auxiliary Enterprises  
Board of Trustees Financial Summary

**Unallocated Reserves**

<b><u>PCS Activity 90</u></b>	<b><u>Actual 2001-02</u></b>	<b><u>Actual 2002-03</u></b>	<b><u>Projected Amounts 2003-04</u></b>	<b><u>Requested Budget 2004-05</u></b>
<b>Total Revenues</b>	<b>\$87,939</b>	<b>(\$113,953)</b>	<b>\$60,000</b>	<b>\$0</b>
<b><u>Expenditures</u></b>				
Salaries and Benefits	\$0	\$0	\$0	\$0
OPS	\$0	\$0	\$0	\$0
Expense	\$0	\$0	\$0	\$0
OCO	\$0	\$0	\$0	\$0
Risk Management Insurance	\$0	\$0	\$0	\$0
Debt Service	\$0	\$0	\$0	\$0
<b>Total Operating Expenses</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Operating Income</b>	<b>\$87,939</b>	<b>(\$113,953)</b>	<b>\$60,000</b>	<b>\$0</b>
 Net Transfers	 \$0	 \$0	 \$0	 \$273,843
<b>Net Income</b>	<b>\$87,939</b>	<b>(\$113,953)</b>	<b>\$60,000</b>	<b>(\$273,843)</b>
 <b><u>Fund Balance Information</u></b>				
Reserve Items	\$0	\$0	\$0	\$0
Operating Cash	\$327,796	\$213,843	\$273,843	\$0
<b>Total Cash and Investments</b>	<b>\$327,796</b>	<b>\$213,843</b>	<b>\$273,843</b>	<b>\$0</b>

**Notes:**

**Unallocated/Reserves**

This activity is used by the University for holding unallocated funds in a separate account.

**2004-05**

**Net Transfers**

- Transfer of residual balances to the Auxiliary Administration activity.

Florida International University  
Auxiliary Enterprises  
Board of Trustees Financial Summary

**Other Auxiliary Enterprises**

<b><u>PCS Activity 91</u></b>	<b><u>Actual 2001-02</u></b>	<b><u>Actual 2002-03</u></b>	<b><u>Projected Amounts 2003-04</u></b>	<b><u>Requested Budget 2004-05</u></b>
<b>Total Revenues</b>	<b>\$1,763,011</b>	<b>\$2,389,589</b>	<b>\$2,222,241</b>	<b>\$2,821,717</b>
<b><u>Expenditures</u></b>				
Salaries and Benefits	\$380,179	\$592,470	\$659,889	\$767,714
OPS	\$484,849	\$899,606	\$546,917	\$471,904
Expense	\$1,017,567	\$1,163,692	\$781,674	\$873,093
OCO	\$65,165	\$156,521	\$195,804	\$406,495
Risk Management Insurance	\$0	\$0	\$0	\$0
Debt Service	\$0	\$0	\$0	\$0
<b>Total Operating Expenses</b>	<b>\$1,947,760</b>	<b>\$2,812,289</b>	<b>\$2,184,284</b>	<b>\$2,519,206</b>
<b>Operating Income</b>	<b>(\$184,749)</b>	<b>(\$422,700)</b>	<b>\$37,957</b>	<b>\$302,511</b>
Net Transfers	(\$192,039)	(\$202,952)	\$498,893	\$1,045,248
<b>Net Income</b>	<b>\$7,290</b>	<b>(\$219,748)</b>	<b>(\$460,936)</b>	<b>(\$742,737)</b>
<b><u>Fund Balance Information</u></b>				
Reserve Items	\$2,914,445	\$2,914,445	\$650,000	\$620,000
Operating Cash	\$1,455,243	\$1,204,905	\$3,008,414	\$2,295,677
<b>Total Cash and Investments</b>	<b>\$4,369,688</b>	<b>\$4,119,350</b>	<b>\$3,658,414</b>	<b>\$2,915,677</b>

**Notes:**

**Other Auxiliary Enterprises**

Activities that do not fall into one of the other defined activity classifications.

**This activity includes the following departments:**

Alumni Merchandise Sales	Commencement
Interactive Design	Recycling & Solid Waste Mgt. Program
EF Program Support Fund	Travel Agency Services
Contract Training	Executive Center Site Prep
COBAD Settlement	Equipment Insurance - Andrew
Water Damage - PC Building	Miami Film Festival
PC Fire	Registrar's Fee Account
Cashiers Fee Account	Food and Wine Festival

**2004-05**

**Operating Expenses**

- Salary increases are due to planned position changes in Business Services, new positions in the Studio of Digital Arts, and in the South Beach Wine and Festival account.

- OCO expenditures include the purchase of a \$250,000 imaging equipment to interface with the Peoplesoft system

**Net Transfers**

- Planned transfers include a \$1.25 million transfer-out for the CEAS 1st floor infill construction and \$228,000 transfer-in from Business Services to cover salaries

**Summary of Reserves**

<b>PROJECT</b>	<b>Amount Reserved 03-04</b>	<b>Amount Reserved 04-05</b>	<b>Year for Expenditure</b>
Registrars Office for imaging system	\$250,000	\$0	2004-05
Registrars Office for computers	\$0	\$150,000	2005-06
Costs for Travel Agency move	\$0	\$70,000	2005-06
Hospitality Management to repay loan	\$400,000	\$400,000	2005-06
<b>Total Reserves</b>	<b>\$650,000</b>	<b>\$620,000</b>	

Florida International University  
Auxiliary Enterprises  
Board of Trustees Financial Summary

**Data Center Operations**

<b><u>PCS Activity 92</u></b>	<b><u>Actual 2001-02</u></b>	<b><u>Actual 2002-03</u></b>	<b><u>Projected Amounts 2003-04</u></b>	<b><u>Requested Budget 2004-05</u></b>
<b>Total Revenues</b>	<b>\$2,241,986</b>	<b>\$1,492,158</b>	<b>\$647,665</b>	<b>\$995,000</b>
<b><u>Expenditures</u></b>				
Salaries and Benefits	\$1,356,751	\$1,300,854	\$112,335	\$39,579
OPS	\$60,205	\$59,333	\$71,880	\$60,000
Expense	\$477,788	\$218,669	\$207,843	\$188,458
OCO	\$15,279	\$3,058	\$116,299	\$3,000
Risk Management Insurance	\$0	\$0	\$0	\$0
Debt Service	\$0	\$0	\$778,079	\$765,000
<b>Total Operating Expenses</b>	<b>\$1,910,023</b>	<b>\$1,581,914</b>	<b>\$1,286,436</b>	<b>\$1,056,037</b>
<b>Operating Income</b>	<b>\$331,963</b>	<b>(\$89,756)</b>	<b>(\$638,771)</b>	<b>(\$61,037)</b>
Net Transfers	\$92,488	\$2,428,496	(\$340,536)	\$0
<b>Net Income</b>	<b>\$239,475</b>	<b>(\$2,518,252)</b>	<b>(\$298,235)</b>	<b>(\$61,037)</b>
<b><u>Fund Balance Information</u></b>				
Reserve Items	\$2,000,000	\$500,000	\$0	\$0
Operating Cash	\$1,171,077	\$152,822	\$354,587	\$293,550
<b>Total Cash and Investments</b>	<b>\$3,171,077</b>	<b>\$652,822</b>	<b>\$354,587</b>	<b>\$293,550</b>

**Notes:**

**Data Center Operations/Computer Services**

This activity includes the regional data centers which provide a full complement of computing services. This activity also facilitates instruction and research functions by making available computing services for faculty, staff, students and others associated with the institutions. The variety of services are provided from a centralized setting for which the user is charged.

**2002-03**

**Reserve Items**

- \$500,000 reserve will be held in FY 2002-03 as a contingency for possible budget shortfalls in E&G.

**2003-04**

**Revenues & Operating Expenses**

- During fiscal year 03-04, the operation shifted approximately 15 positions to E&G funded permanent lines. Previously, the positions were being covered as an E&G special reserve allocation that came in as a revenue to offset the expenditures in the auxiliary. The shift results in a more fiscally efficient allocation but is reflected as a decrease in revenues and salary expenditures for 03-04 and 04-05.

**Net Transfers**

- The Net-Transfers increase in 2002-03 is the net effect of a transfer-out of \$2 million to support the VOIP project and a transfer-in of \$194,000 as repayment from 'Beyond the Towers account' borrowed to purchase computers for the Library.

**2004-05**

**Revenues & Operating Expenses**

- Same explanation as 2003-04.

# C

## Auxiliaries Legal Authority Memorandum

Page 1

### **Title XLVIII**

K-20 Education Code

Chapter 1011 Planning and Budgeting

Statute: 1011.47 Auxiliary Enterprises

"Auxiliary enterprises" includes activities that directly or indirectly provide a product or a service, or both, to a university or its students, faculty, or staff and for which a charge is made. These auxiliary enterprises are business activities of a university which require no support from the General Revenue Fund, and include activities such as housing, bookstores, student health services, continuing education programs, food services, college stores, operation of vending machines, specialty shops, day care centers, golf courses, student activities programs, data center operations, and intercollegiate athletics programs.

### **Department of Education Rules**

(FAC) Florida Administrative Code

Chapter: Property and Finance 6c-9

Section: 6c-9.013 Auxiliary Operations

Website: <http://www.fldcu.org/chn/6c-9.pdf>

(1) Auxiliary services are integral activities of a university that furnish to its faculty, staff and students goods and/or services that are necessary or desirable but not readily available elsewhere in terms of costs, quality, quantity, timeliness, convenience, or other similar considerations. These activities shall support the educational endeavor of the institution and enhance its functioning; therefore, they shall not detract or distract from this basic endeavor in any way, financially or otherwise.

(2) Each auxiliary service is an individual entity and shall be accounted for as such. A service may be operated by the institution or by a private contractor under the institution's supervision. Under either arrangement, all pertinent institutional revenues and costs shall be assigned to each auxiliary and the consequent financial results of operations determined.

(3) There shall be a uniform system of financial reporting within the State University System for auxiliary services. Each institution may determine whether its auxiliary services will be self-supporting on an individual or collective basis, except for athletics, which shall be a self-supporting entity. Revenues for auxiliary services shall not be provided from general revenue supported budget entities except in payment of goods and/or services, or as provided in 6C-9.012(3). Provided, however, auxiliary services may be housed in buildings that are financed from other sources.

(4) Transfers and expenditures from the various auxiliary funds shall be in conformance with budgets or budget amendments with the Board.

Specific Authority 240.209(1), (3)(m)FS. Law Implemented 240.209(1), (3)(m)FS.

## C

### Auxiliaries Legal Authority Memorandum

Page 2

History—Formally 6C-3.14, 3-4-74, Amended and Renumbered 12-17-74, Amended 8-29-77, 9-8-77, 8-11-85, 1-8-86, Formally 6C-9.13, Amended 4-10-86.

### Tuition Plus Programs

(Revised November 25, 2002 )

FIU must conform to Rule 6C - 8.002, (2) (b) 4, Continuing Education , and Rule 6C - 7.003 (29), Off-Campus Educational Activities , as its basis for offering tuition-plus programming.

**A. Rule 6 C-8.002, (2) (b) 4, Continuing Education :** This rule gives authority to university presidents: To approve continuing education credit courses and to establish the fees for these activities when there is a demonstrated and justified need. Such courses shall not in any way be in competition with, or replace, the regular on-campus program of Educational and General credit courses taken by degree seeking and special students. Accordingly, continuing education credit courses shall be scheduled and offered in such a way as to prevent any negative effect on any university's achievement of its legislatively funded enrollment plan. Any fees charged students for continuing education credit activities which are higher than the normal Board approved fees for similar credit activities offered in the regular on-campus program, shall be established solely for the purpose of recovering all increased costs which result from offering these courses as continuing education activities

**B. 6C - 7.003 (29) Special Fees, Fines and Penalties, Off-Campus Educational Activities :** Each university president is authorized to establish fees for off-campus course offerings when the location results in specific, identifiable increased costs to the university. These fees will be in addition to the regular Student Credit Hour fees charged to students enrolling in these courses on-campus. The additional fees charged are for the purpose of recovering the increased costs resulting from off-campus vis-à-vis on-campus offerings. As used herein, off-campus refers to locations other than regular state-funded main campuses, branch campuses, or centers. The university shall remit the regular Student Credit Hour fees collected for these courses to the appropriated Student Fee Trust Funds. Each university shall use the additional fees collected to cover the increased cost of these courses and reimburse the appropriate Educational and General Fund, or the appropriate other fund if the costs are incurred in other than Educational and General funds.

=====

Under SBE rules 6C - 8.002 and 6C - 7.003 (29), any FIU tuition-plus program:  
Must be designated as continuing education course sections offered through CAPS.

- Must not replace or compete with the regular degree program of the same discipline.

## C

### Auxiliaries Legal Authority Memorandum

Page 3

- Must have a budget submitted to the Dean of CAPS and to the Vice Provost of Academic Budget and Personnel for recommendation to the Provost for approval, which lists all additional expenses/costs incurred from the off-campus offering as well as revenues from the program.
- All fees must be remitted to the appropriate trust fund and used to reimburse the E&G fund (or any other fund) for any E&G expenses incurred.

*Currently FIU offers numerous tuition plus programs through the College of Business such as the Executive MBA, Executive Master of Science in Taxation, Master of Science in Finance and Global EMBA.*



**Florida International University  
Sponsored Research Development Trust Fund  
Total Trust Fund**

<b><u>Revenues</u></b>	<b><u>Actual 2001-02</u></b>	<b><u>Actual 2002-03</u></b>	<b><u>Projected 2003-04</u></b>	<b><u>Requested 2004-05</u></b>
Miscellaneous Receipts	\$14,756,475	\$13,431,080	\$14,291,213	\$15,005,774
Interest	\$174,217	\$254,181	\$270,459	\$283,982
U S Grants	\$35,424,390	\$36,091,917	\$38,403,261	\$40,323,424
City or County Grants	\$2,116,087	\$4,288,544	\$4,563,184	\$4,791,344
State Grants	\$5,209,220	\$3,392,511	\$3,609,769	\$3,790,258
Other Grants and Donations	\$519,151	\$155,425	\$165,378	\$173,647
Transfer-In Intrafund	\$6,111	\$0	\$0	\$0
Transfer-In Interfund	\$4,578,132	\$5,711,747	\$6,077,530	\$6,381,407
Sales of Goods Sold to State Gov't	\$5,300,908	\$5,618,389	\$5,978,193	\$6,277,103
Prior Year Warrant Cancellations	\$0	\$0	\$0	\$0
<b>Total Revenues</b>	<b>\$68,084,691</b>	<b>\$68,943,794</b>	<b>\$73,358,987</b>	<b>\$77,026,939</b>
<b><u>Expenditures</u></b>				
Salaries and Benefits	\$19,518,843	\$23,332,436	\$25,222,043	\$25,645,639
OPS	\$16,151,848	\$17,288,414	\$18,426,651	\$19,347,983
Expense	\$16,033,574	\$18,604,277	\$18,732,024	\$19,612,690
OCO	\$2,246,043	\$2,512,194	\$1,401,720	\$1,471,806
Fl. Demo PRJ-Direct Costs	\$12,592,666	\$10,261,189	\$10,313,163	\$10,828,821
Risk Management Insurance	\$24,698	\$31,727	\$61,015	\$120,000
<b>Total Expenditures</b>	<b>\$66,567,672</b>	<b>\$72,030,237</b>	<b>\$74,156,616</b>	<b>\$77,026,939</b>
<b>Operating Income</b>	<b>\$1,517,019</b>	<b>(\$3,086,443)</b>	<b>(\$797,629)</b>	<b>\$0</b>
Net Transfers	\$5,097	\$83,072	\$0	\$0
<b>Net Income</b>	<b>\$1,511,922</b>	<b>(\$3,169,515)</b>	<b>(\$797,629)</b>	<b>\$0</b>
<b><u>Fund Balance Information</u></b>				
Reserve Items	\$0	\$0	\$0	
Operating Cash	\$5,953,120	\$2,783,863	\$1,941,792	\$1,941,792
<b>Total Cash and Investments</b>	<b>\$5,953,120</b>	<b>\$2,783,863</b>	<b>\$1,941,792</b>	<b>\$1,941,792</b>

**Sponsored Research Trust Fund**

The Sponsored Research Trust Fund includes funding of grants and contracts in support of research, public service and training. Revenues are derived from federal, state, local and private sources to support the sponsored program of the University. These funds are restricted to the specific purpose for which they are awarded. The total grant allocated is comprised of Direct Costs and Indirect Costs. Direct Costs are those costs directly related to research projects such as Salaries and Benefits of researchers and supplies while Indirect Costs represent the University's assessment to help defray the costs of support such as staff members in DSRT, Controllers etc that facilitate operations. Currently, the fee is 40.5% of the direct costs and varies based on different formulas depending on whether the grant is Federal, State, Local or privately originated.

**Revenues**

Revenues within the Total Trust Fund are derived from a number of sources. The main sources of revenues are:

- (a) Federal Grants: These are grants allocated to the University from the Federal government on a cost reimbursement basis. i.e expenses are incurred on an accrual basis. e.g. a grant from The National Science Foundation
- (b) Miscellaneous Revenues refer to excess funding from 'fixed price' awards. ('Fixed Price' awards are unrestricted and are allocated upfront despite the project cost ). The majority of Miscellaneous Revenues are residual funds from private grants.
- (c) Local and State Grants are funds awarded by State & Local government entities.
- (d) Other Grants generally come from private entities for specific research purposes. Some of these grants are allocated on a cost reimbursement basis while some may be 'Fixed Price'. Excess funds are transferred to Miscellaneous Revenues.

cnt.

**D****Expenditures**

Expenditures in 2004-05 are projected to increase modestly due to grant/revenue activity.

**Net Transfers**

Net Transfers is the difference between indirect costs/fees generated by research activities (inflows) and their distribution to overhead support accounts (outflows) . Ideally, the inflows and outflows will offset each other and if a small balance is reflected, it is simply due to transfer timing.

**Reserves**

No reserves will be held in 2004-05

**Florida International University  
Sponsored Research  
Indirect Costs (Overhead)**

	<b>Actual 2001-02</b>	<b>Actual 2002-03</b>	<b>Projected 2003-04</b>	<b>Requested 2004-05</b>
<b><u>Revenues:</u></b>				
Federal Grants	\$2,350,070	\$2,872,593	\$3,501,894	\$4,421,520
State/Local/ County Grants	\$1,584,931	\$1,937,330	\$2,361,742	\$2,981,955
Private	\$1,530,278	\$1,870,526	\$2,280,303	\$2,879,129
<b>Total Revenues.....</b>	<b>\$5,465,280</b>	<b>\$6,680,449</b>	<b>\$8,143,939</b>	<b>\$10,282,604</b>
<b><u>Expenditures</u></b>				
Salaries and Benefits	\$2,423,890	\$1,990,199	\$1,617,865	\$2,383,794
OPS	\$1,360,307	\$559,965	\$200,872	\$133,899
Expense	\$1,524,695	\$769,818	\$1,152,489	\$1,738,673
OCO	\$628,454	\$70,108	\$124,132	\$63,500
Florida Demo Project - Direct Costs	\$0	\$0	\$0	\$120,000
Risk Management Insurance	\$24,698	\$30,939	\$119,356	\$0
Debt Service	\$0	\$0	\$0	\$0
<b>Total Operating Expenses.....</b>	<b>\$5,962,044</b>	<b>\$3,421,029</b>	<b>\$3,214,714</b>	<b>\$4,439,866</b>
<b>Net Transfers</b>	<b>\$0</b>	<b>\$4,823,598</b>	<b>\$8,607,802</b>	<b>\$5,842,738</b>
<b>Total Expenditures.....</b>	<b>\$5,962,044</b>	<b>\$8,244,627</b>	<b>\$11,822,516</b>	<b>\$10,282,604</b>
<b>Net Excess/(Deficit).....</b>	<b>-\$496,764</b>	<b>-\$1,564,178</b>	<b>-\$3,678,577</b>	<b>\$0</b>
<b><u>Fund Balance Information</u></b>				
Reserve Items	\$0	\$0	\$0	\$0
Operating Cash	\$139,196	-\$1,424,982	-\$5,103,559	-\$5,103,559
Total Cash and Investments	\$139,196	-\$1,424,982	-\$5,103,559	-\$5,103,559

**Indirect Costs/Revenues**

Indirect Costs are revenues generated based on a formula assessment of Federal, State and Private Awards to cover administrative costs that cannot be directly allocated to projects or grants, such as utilities, public safety, library, grounds, space utilization expenses, etc. Currently, the rate which is audited and negotiated with the Federal Department of Health and Human Services (HHS) is approx. 40.5%. All of these revenues are returned to the Department of Sponsored Research and Training (DSRT) where it is allocated to meet costs related to the following items:

- 1) Cost Sharing Commitments
- 2) The overhead accounts belonging to the Deans
- 3) Special Agreements with the Centers associated with Sponsored Research to receive above and beyond typical overhead allocations.  
e.g HCET receives 100% of overhead allocation.
- 4) Support for Sponsored Research functions throughout the University such as Purchasing, Controllers, SERC, EHS and GIS Lab.
- 5) Operational costs of Sponsored Research

2004-05: Revenues are directly correlated with the amount of grants coming into the University and will increase modestly in 2004-05.

**Expenditures**

2004-05: Expenditures above refer to the operational costs of Sponsored Research administration through the Department of Sponsored Research (DSRT).

**Net Transfers**

Net transfers include all indirect costs that are returned to Deans, Centers and Block award allocations from the Department of Sponsored Research (DSRT).

**Reserves**

No reserves will be held in 2004-05.

Florida International University  
Local Fund Agencies  
Board of Trustees Financial Summary

**Total Local Agencies \***

	<b><u>Actual</u></b> <b><u>2001-02</u></b>	<b><u>Actual</u></b> <b><u>2002-03</u></b>	<b><u>Projected</u></b> <b><u>2003-04</u></b>	<b><u>Requested Budget</u></b> <b><u>2004-05</u></b>
<b>Total Revenues</b>	<b>\$98,941,882</b>	<b>\$117,726,593</b>	<b>\$144,271,922</b>	<b>\$166,742,776</b>
<b><u>Expenditures</u></b>				
Salaries and Benefits	\$228	\$0	\$0	\$0
OPS	\$458,612	\$995,598	\$567,500	\$0
Expense	\$89,548,631	\$102,396,983	\$130,578,412	\$150,481,508
OCO	\$230,081	\$225,315	\$415,000	\$110,000
Debt Service	\$0	\$0	\$0	\$0
<b>Total Operating Expenses</b>	<b>\$90,237,552</b>	<b>\$103,617,896</b>	<b>\$131,560,912</b>	<b>\$150,591,508</b>
Transfers - Net	\$9,407,383	\$11,078,364	\$11,824,308	\$14,647,678
<b>Net Income</b>	<b>(\$703,053)</b>	<b>\$3,030,333</b>	<b>\$886,702</b>	<b>\$1,503,590</b>
<b><u>Fund Balance Information</u></b>				
Reserve Items	\$1,803,650	\$3,118,626	\$1,668,626	\$1,500,000
Operating Cash / Fund Balance	\$75,273,150	\$76,992,562	\$79,329,264	\$81,001,480
<b>Total Cash and Investments</b>	<b>\$77,076,800</b>	<b>\$80,111,188</b>	<b>\$80,997,890</b>	<b>\$82,501,480</b>

**LOCAL FUNDS INCLUDE:**

Intercollegiate Athletics  
Student Government Association  
Concession  
Financial Aid Scholarships  
Financial Aid Loans

Florida International University  
Local Fund Agencies  
Board of Trustees Financial Summary

**Intercollegiate Athletics**

	<b>Actual <u>2001-02</u></b>	<b>Actual <u>2002-03</u></b>	<b>Projected <u>2003-04</u></b>	<b>Requested Budget <u>2004-05</u></b>
<b>Total Revenues</b>	<b>\$7,094,048</b>	<b>\$7,948,780</b>	<b>\$9,720,916</b>	<b>\$13,072,776</b>
<b><u>Expenditures</u></b>				
Salaries and Benefits	\$228	\$0	\$0	\$0
OPS	\$200,248	\$505,355	\$210,000	\$0
Expense	\$2,387,142	\$3,475,808	\$3,500,000	\$4,449,888
OCO	\$87,868	\$105,128	\$390,000	\$0
Debt Service	\$0	\$0	\$0	\$0
<b>Total Operating Expenses</b>	<b>\$2,675,486</b>	<b>\$4,086,291</b>	<b>\$4,100,000</b>	<b>\$4,449,888</b>
<b><u>Transfers</u></b>				
Transfers - Payroll	\$2,586,316	\$3,497,500	\$3,524,000	\$4,628,092
Transfers - Scholarships	\$1,544,270	\$2,159,220	\$2,375,000	\$3,601,906
Transfers - Overhead	\$253,000	\$293,000	\$310,000	\$343,200
Transfers - Other	\$0	\$0	\$0	\$0
Total Transfers	\$4,383,586	\$5,458,746	\$5,612,154	\$8,573,198
<b>Total Expenditures</b>	<b>\$7,059,072</b>	<b>\$9,545,037</b>	<b>\$9,712,154</b>	<b>\$13,023,086</b>
<b>Net Income</b>	<b>\$34,976</b>	<b>(\$1,596,257)</b>	<b>\$8,762</b>	<b>\$49,690</b>
<b><u>Fund Balance Information</u></b>				
Reserve Items	\$634,000	\$1,600,000	\$150,000	\$0
Operating Cash	\$2,971,986	\$409,744	\$1,868,506	\$2,068,196
<b>Total Cash and Investments</b>	<b>\$3,605,986</b>	<b>\$2,009,744</b>	<b>\$2,018,506</b>	<b>\$2,068,196</b>

**Notes:**

**Intercollegiate Athletics**

Intercollegiate Athletics is the functional area of the University responsible for team sports and the recreational activities of the University. Cash has dropped from approx. \$3.6 million at the end of 2001-02 to an estimated \$2 million at the end of 2002-03 as a result of the first full year of football, launch of the women's swimming program, increased travel costs, higher utility charges and general facility maintenance. The football and swimming costs were anticipated and reserved from prior year fiscal savings.

**2002-03**

- The increase in revenues of approx. \$1.6 million was primarily due to an athletic fee increase from \$6.20 to \$6.90 per student credit hour. In addition, a football fee in the amount of \$1.25 per student head count was also incorporated.
- OPS increases are primarily due to the reclassification of some expense items to OPS by the University Controller's Office. In addition, the Assistant Football Coaches as well as the Athletics Business Manager Salaries are paid out of OPS.
- Expense: The primary increase in the expense category is due to Football and increases in other sports activities such as swimming programs. A significant expenditure for 2003-04 is football and other sports teams travel related expenditures for the Sunbelt Conference.
- In FY 2002-03, \$1.3 million will be reserved for protection against revenue shortfall in Football and \$300,000 to cover the new swimming program.

**2003-04**

- The majority of the increase for 2003-04 is coming from Athletics Reserves in the Foundation of which \$1 million will be used in 2003-04.
- An amount of \$150,000 is being reserved for a baseball scoreboard.

**2004-05**

- The increase in revenues is due to a requested per-credit-hour fee increase of \$2.00 for conversion to Division 1A Football status with an estimated inflow of \$2.1M in additional revenues. An estimated \$1M from the University Foundation will also be transferred in 04-05 as
- Expenditure increases are due to Division 1A requirements for 200 full time grant in aid awards with 85 committed to football, a 20% increase in scholarship budgets plus payroll increases for key coaching staff, new bleachers, press box rentals and general program expansions.

Florida International University  
Local Fund Agencies  
Board of Trustees Financial Summary  
**Student Government Association**

	<b><u>Actual</u></b> <b><u>2001-02</u></b>	<b><u>Actual</u></b> <b><u>2002-03</u></b>	<b><u>Projected</u></b> <b><u>2003-04</u></b>	<b><u>Requested Budget</u></b> <b><u>2004-05</u></b>
<b>Total Revenues</b>	<b>\$7,812,100</b>	<b>\$8,194,550</b>	<b>\$8,310,480</b>	<b>\$8,640,000</b>
<b><u>Expenditures</u></b>				
Salaries and Benefits	\$0	\$0	\$0	\$0
OPS	\$248,294	\$474,959	\$357,500	\$0
Expense	\$1,765,871	\$2,118,511	\$2,150,000	\$2,661,511
OCO	\$142,213	\$120,187	\$25,000	\$110,000
Debt Service	\$0	\$0	\$0	\$0
<b>Total Operating Expenses</b>	<b>\$2,156,378</b>	<b>\$2,713,657</b>	<b>\$2,532,500</b>	<b>\$2,771,511</b>
<b><u>Transfers</u></b>				
Transfers - Payroll	\$1,514,343	\$1,654,840	\$1,744,141	\$1,780,461
Transfers - Scholarships	\$0	\$0	\$0	\$0
Transfers - Overhead	\$124,124	\$125,000	\$149,066	\$158,067
Transfers - Other	\$2,790,636	\$3,185,773	\$3,718,947	\$3,485,952
Total Transfers	\$4,429,103	\$5,194,911	\$5,612,154	\$5,424,480
<b>Total Expenditures</b>	<b>\$6,585,481</b>	<b>\$7,908,568</b>	<b>\$8,144,654</b>	<b>\$8,195,991</b>
<b>Net Income</b>	<b>\$1,226,619</b>	<b>\$285,982</b>	<b>\$165,826</b>	<b>\$444,009</b>
<b><u>Fund Balance Information</u></b>				
Reserve Items	\$1,169,650	\$1,518,626	\$1,518,626	\$1,500,000
Operating Cash	\$1,887,987	\$1,825,022	\$1,990,848	\$2,453,483
<b>Total Cash and Investments</b>	<b>\$3,057,637</b>	<b>\$3,343,648</b>	<b>\$3,509,474</b>	<b>\$3,953,483</b>

**Notes:****Student Government Association**

SGA is an organization on campus dedicated to the improvement of the total student experience. Student Life and Involvement are facilitated through a host of clubs and student activities that foster leadership and community service.

**2002-03**

- The 'Transfers-Other' category / Student Union Building Support category refers to transfers made to the Graham University Center at the University Park Campus (\$1.2 million) , the Wolfe University Center at the Biscayne Bay Campus (\$900,000), Recreational Sports departments on both campuses and support for the swimming pool operations at each campus location.

**2003-04**

- The increase in revenues is due to enrollment growth based on the student activity fee of \$9.14 per credit hour. Additionally the fee for the Orientation program has increased and the Beacon is forecasted to generate increased revenues as Publications post from once a week to twice a week.
- The increase in total expenditures is due to an increase in Campus Life Programs and Activities.

**2004-05**

- The increase in operating expense from \$2.1M to \$2.6M is mainly due to a shift of OPS expenditures into Expense as a direct result of PeopleSoft guidelines that professional agreements be paid from Expense versus OPS.
- A reserve amount of \$1.2 million has been identified for emergency purposes related to maintenance of the Graham Center, Wolfe University Center and swimming pool facilities for both campuses.
- \$300k has been set aside for operational emergencies e.g. replacement of computers, temporary part-time employee hires and room/office renovations.

Florida International University  
Local Fund Agencies  
Board of Trustees Financial Summary  
**Concession**

	<b><u>Actual</u></b> <b><u>2001-02</u></b>	<b><u>Actual</u></b> <b><u>2002-03</u></b>	<b><u>Projected</u></b> <b><u>2003-04</u></b>	<b><u>Requested Budget</u></b> <b><u>2004-05</u></b>
<b>Total Revenues</b>	<b>\$463,222</b>	<b>\$496,544</b>	<b>\$496,000</b>	<b>\$500,000</b>
<b><u>Expenditures</u></b>				
Salaries and Benefits	\$0	\$0	\$0	\$0
OPS	\$5,835	\$15,284	\$0	\$0
Expense	\$398,775	\$502,560	\$478,000	\$520,000
OCO	\$0	\$0	\$0	\$0
Debt Service	\$0	\$0	\$0	\$0
<b>Total Operating Expenses</b>	<b>\$404,610</b>	<b>\$517,844</b>	<b>\$478,000</b>	<b>\$520,000</b>
<b>Operating Income</b>	<b>\$58,612</b>	<b>(\$21,300)</b>	<b>\$18,000</b>	<b>(\$20,000)</b>
Net Transfers	\$61,793	(\$1)	\$0	\$0
<b>Net Income</b>	<b>(\$3,181)</b>	<b>(\$21,299)</b>	<b>\$18,000</b>	<b>(\$20,000)</b>
<b><u>Fund Balance Information</u></b>				
Reserve Items	\$0	\$0	0	0
Operating Cash	\$308,947	\$287,656	\$305,656	\$285,656
<b>Total Cash and Investments</b>	<b>\$308,947</b>	<b>\$287,656</b>	<b>\$305,656</b>	<b>\$285,656</b>

**Concession Fund:**

This activity contains all the revenues from vending food and refreshment machines and student housing washing machines. Currently all vending machines are contracted to outside vendors. The revenues from these sources are used primarily for food purchases related to business activities, such as staff meetings, faculty recruitment, university wide events, student housing socials, convocation, etc.

Florida International University  
Local Fund Agencies  
Board of Trustees Financial Summary  
**Financial Aid- Scholarships**

	<b><u>Actual 2001-02</u></b>	<b><u>Actual 2002-03</u></b>	<b><u>Projected 2003-04</u></b>	<b><u>Requested Budget 2004-05</u></b>
<b>Total Revenues</b>	<b>\$42,651,047</b>	<b>\$53,054,788</b>	<b>\$62,460,000</b>	<b>\$73,700,000</b>
<b><u>Expenditures</u></b>				
Salaries and Benefits	\$0	\$0	\$0	\$0
OPS	\$4,235	\$0	\$0	\$0
Expense	\$44,171,408	\$48,730,313	\$61,396,886	\$72,610,109
OCO	\$0	\$0	\$0	\$0
Debt Service	\$0	\$0	\$0	\$0
<b>Total Operating Expenses</b>	<b>\$44,175,643</b>	<b>\$48,730,313</b>	<b>\$61,396,886</b>	<b>\$72,610,109</b>
<b>Operating Income</b>	<b>(\$1,524,596)</b>	<b>\$4,324,475</b>	<b>\$1,063,114</b>	<b>\$1,089,891</b>
Net Transfers	\$363,271	\$424,708	\$600,000	\$650,000
<b>Net Income</b>	<b>(\$1,887,867)</b>	<b>\$3,899,767</b>	<b>\$463,114</b>	<b>\$439,891</b>
<b><u>Fund Balance Information</u></b>				
Reserve Items	\$0	\$0	\$0	\$0
Operating Cash	\$9,622,916	\$13,526,686	\$13,989,800	\$14,429,691
<b>Total Cash and Investments</b>	<b>\$9,622,916</b>	<b>\$13,526,686</b>	<b>\$13,989,800</b>	<b>\$14,429,691</b>

**Notes:****Revenues**

The revenues from Financial Grant and scholarship programs come from the following sources:

Federal Government, State of Florida and other states that offer financial assistance to their residents, Private Organizations, Miscellaneous Government Agencies and Institutional Funds. Funding from the US Dept. Of Education and the Florida Dept. of Education are subject to legislative actions annually. Primary examples of large programs include the federal Pell Grant estimated at \$24.5M and the Bright Futures program estimated at \$13.9 million for the 2004-05 fiscal year.

**Operating Expenses**

The increase in operating expenses is attributable to an increase in tuition which affects scholarships such as the Florida Bright Futures Scholarship. In addition, the 2004-05 fiscal year will be the first year that Contracts & Grants will be disbursing stipends for research assistants/support awards as allowed by individual grants thru the Financial Aid Office.

**Fund Balance**

The year-end cash balances are necessary to honor scholarship award commitments for students in the fall semester. The cash balances at year-end are carried forward to fund need-based and merit type scholarships. Since institutional monies are typically received around the middle of the year, a lack of year-end cash balances would mean that scholarships in the fall semester would not have proper financial backing to award students.



Florida International University  
Local Fund Agencies  
Board of Trustees Financial Summary

**Financial Aid - Loans**

	<b><u>Actual</u> <u>2001-02</u></b>	<b><u>Actual</u> <u>2002-03</u></b>	<b><u>Projected</u> <u>2003-04</u></b>	<b><u>Requested Budget</u> <u>2004-05</u></b>
<b>Total Revenues</b>	<b>\$40,921,465</b>	<b>\$48,031,931</b>	<b>\$63,284,526</b>	<b>\$70,830,000</b>
<b><u>Expenditures</u></b>				
Salaries and Benefits	\$0	\$0	\$0	\$0
OPS	\$0	\$0	\$0	\$0
Expense	\$40,825,435	\$47,569,791	\$63,053,526	\$70,240,000
OCO	\$0	\$0	\$0	\$0
Debt Service	\$0	\$0	\$0	\$0
<b>Total Operating Expenses</b>	<b>\$40,825,435</b>	<b>\$47,569,791</b>	<b>\$63,053,526</b>	<b>\$70,240,000</b>
<b>Operating Income</b>	<b>\$96,030</b>	<b>\$462,140</b>	<b>\$231,000</b>	<b>\$590,000</b>
Net Transfers	\$169,630	\$0	\$0	\$0
<b>Net Income</b>	<b>(\$73,600)</b>	<b>\$462,140</b>	<b>\$231,000</b>	<b>\$590,000</b>
<b><u>Fund Balance Information</u></b>	<b><u>\$60,481,314</u></b>	<b><u>\$60,943,454</u></b>	<b><u>\$61,174,454</u></b>	<b><u>\$61,764,454</u></b>

**Notes:**

**Revenues**

The revenues for the financial aid loan fund primarily come from the Federal Government. As the cost of education increases at a faster pace than scholarship and grants, the primary source for funding and education are student loans. In 2002-03 academic year, loans consisted of 48% of all financial aid awarded to FIU students. The federal Government sets guidelines for the Stafford loan program and works through financial institutions that have agreements to participate in the federal loan programs. The subsidized Stafford student loans and the Perkins loans are awarded to students on a need basis. The interest on these type of loans are subsidized by the federal government while the student is adequately enrolled and up to six-months after graduation. If the student drops out of school or falls below half time status for more than 6 months the interest is applicable immediately.

**Unsubsidized Loans**

Unsubsidized Loans are awarded to students on a 'no need' basis. Unlike the subsidized loans, students qualified for this type of loan are responsible for the interest. Students have the option of paying the interest upfront or after graduation.

**Operating Expenditures**

The increase in loan fund activity for fiscal year 2004-05 is attributable to tuition increases and new professional degree programs such as the College of Law, and the continued expansion of tuition plus type programs such as the Executive MBA from the College of Business Administration. As demand for these types of programs increases, the need for additional financial assistance also increases with student loans as the principle funding source.

**Net Transfers**

Transfers in the loan fund are primarily due to emergency short term loans and book advances. The short term loans have a 45-day payback period and/or must be paid back in full before being allowed to register for the next semester.

**Fund Balance**

The fund balance for loans primarily represents notes receivable to third party lenders (See Revenues Explanation Above). The Financial Aid Office acts as an intermediary receiving applications from students and passing through approved loans funded by the third party lenders.

**Florida International University Foundation, Inc.  
Recommended 2004-05 Budget**

*(In Thousands of Dollars)*

	2000-01 June 30, 2001 <u>Actuals</u>	2001-02 June 30, 2002 <u>Actuals</u>	2002-03 June 30, 2003 <u>Actuals</u>	2003-04 March 31, 2004 <u>Actuals</u>	2003-04 Approved <u>Budget</u>	2004-05 Recommended <u>Budget</u>
<b>Receipts:</b>						
<u>Contributions:</u>						
University-Wide Scholarships	\$ 83	\$ 181	\$ 323	\$ 222	\$ 300	\$ 300
Endowments	\$ 11,977	\$ 4,002	\$ 2,718	\$ 2,718	\$ 1,800	\$ 7,300
Building Funds	\$ 1,270	\$ 2,164	\$ 1,025	\$ 1,744	\$ 1,000	\$ 987
College, Schools, Centers	\$ 2,656	\$ 4,085	\$ 4,100	\$ 2,986	\$ 3,500	\$ 3,500
Athletics	\$ 443	\$ 395	\$ 731	\$ 492	\$ 855	\$ 930
Alumni Membership	\$ 77	\$ 22	\$ 55	\$ 68	\$ 40	\$ 70
Annual Fund	\$ 295	\$ 265	\$ 260	\$ 222	\$ 368	\$ 360
Total Contributions.....	\$ 16,801	\$ 11,114	\$ 9,212	\$ 8,452	\$ 7,863	\$ 13,447
<u>Other Revenues:</u>						
MARC Building Rental Income	\$ -	\$ 242	\$ 1,583	\$ 1,183	\$ 1,575	\$ 1,575
Estimated Investment Income/Capital Gains	\$ (2,052)	\$ (722)	\$ 2,276	\$ 9,240	\$ 4,735	\$ 6,000 **
<b>Total Receipts .....</b>	<b>\$ 14,749</b>	<b>\$ 10,634</b>	<b>\$ 13,071</b>	<b>\$ 18,875</b>	<b>\$ 14,173</b>	<b>\$ 21,022</b>
<b>Expenditures:</b>						
<u>Operational</u>						
Annual Fund	\$ 266	\$ 206	\$ 165	\$ 156	\$ 326	\$ 380
Administrative Expenses	\$ 557	\$ 514	\$ 356	\$ 281	\$ 380	\$ 885
<b>Total Operational Costs.....</b>	<b>\$ 823</b>	<b>\$ 720</b>	<b>\$ 521</b>	<b>\$ 437</b>	<b>\$ 706</b>	<b>\$ 1,265</b>
<u>University Programs</u>						
University-Wide Scholarships	\$ 522	\$ 389	\$ 415	\$ 342	\$ 385	\$ 350
Building Funds	\$ 1,348	\$ 3,804	\$ 1,311	\$ 6	\$ 963	\$ 418
College, Schools, Centers	\$ 10,345	\$ 8,646	\$ 4,121	\$ 2,803	\$ 3,500	\$ 5,000
MARC Building	\$ -	\$ 313	\$ 1,021	\$ 448	\$ 1,300	\$ 850
Athletics	\$ 245	\$ 212	\$ 455	\$ 774	\$ 1,000	\$ 883
Alumni Programs	\$ 91	\$ 39	\$ 73	\$ 66	\$ 50	\$ 90
General Reserve	\$ 2,146	\$ 624	\$ 113	\$ 162	\$ 315	\$ 185
<b>Total University Program Costs.....</b>	<b>\$ 14,697</b>	<b>\$ 14,027</b>	<b>\$ 7,509</b>	<b>\$ 4,601</b>	<b>\$ 7,513</b>	<b>\$ 7,776</b>
<b>Total Expenditures.....</b>	<b>\$ 15,520</b>	<b>\$ 14,747</b>	<b>\$ 8,030</b>	<b>\$ 5,038</b>	<b>\$ 8,219</b>	<b>\$ 9,041</b>
<b>Excess of Receipts/Expenditures</b>	<b>\$ (771)</b>	<b>\$ (4,113)</b>	<b>\$ 5,041</b>	<b>\$ 13,837</b>	<b>\$ 5,954</b>	<b>\$ 11,981</b>

\*Investment returns/losses for fiscal year 2000 thru 2003 reflect revenues after distributions were made to endowment operations.

\*\*Based on CSG's projections of a 7.4% annual gain on a \$80 million fund.

**NOTE:** The FIU Foundation Finance Committee and Full Board will review the recommended 2004-05 FIU Foundation Budget at their meetings on May 19, 2004 and May 26, 2004, respectively. As such, these figures are subject to change.

**FLORIDA BOARD OF EDUCATION - DIVISION OF COLLEGES AND UNIVERSITIES**  
**Capital Improvement Plan (CIP-2) and Legislative Budget Request**  
**Period: 2004-2005 through 2008-09**

Florida International University Board of Trustees

8/1/2003

Priority Number	Project	2004-05	2005-06	2006-07	2007-08	2008-09	Total
1	FACILITIES INFRASTRUCTURE /CAPITAL RENEWAL, UW (PCE)	\$5,000,000	\$5,000,000	\$5,000,000	\$5,000,000	\$5,000,000	\$25,000,000
2	MOLECULAR BIOLOGY, UP (PC)(CE)	\$15,675,217	\$2,600,000				\$18,275,217
3	SOCIAL SCIENCE (INTERNATIONAL STUDIES), UP (PC)(PC)(CE)	\$8,750,000	\$8,191,936	\$1,000,000			\$17,941,936
4	PUBLIC SAFETY BUILDING, UP (PCE)	\$2,168,542					\$2,168,542
5	CLASSROOM/OFFICE , CEAS - UP (PC)( C )(E)		\$12,124,000	\$18,200,000	\$1,000,000		\$31,324,000
6	INTERDISCIPLINARY COMPOUND, BBC (P)(PC)(CE)		\$1,000,000	\$12,050,000	\$2,000,000		\$15,050,000
7	COMPUTER SERVICES, UP (P)(PCE)(E)			\$1,079,000	\$12,050,000	\$1,000,000	\$14,129,000
8	ARTS COMPLEX - PHASE II, UP (PC)(C)(CE)			\$1,965,030	\$12,917,901	\$3,000,000	\$17,882,931
9	CLASSROOM/OFFICE, BBC (PC)( C )(CE)			\$1,204,394	\$12,640,000	\$1,000,000	\$14,844,394
10	INTERNATIONAL HURRICANE CENTER, UP (P)(PCE)				\$600,000	\$6,739,685	\$7,339,685
11	TRAINING COMPLEX, UP (PC)(C)				\$1,000,000	\$5,000,000	\$6,000,000
	<b>SUB-TOTAL</b>	<b>\$31,593,759</b>	<b>\$28,915,936</b>	<b>\$40,498,424</b>	<b>\$47,207,901</b>	<b>\$21,739,685</b>	<b>\$169,955,705</b>
12	CAPITAL ASSET MANAGEMENT SUPPLEMENT, UW	\$3,000,000	\$3,000,000	\$3,000,000	\$3,000,000	\$3,000,000	\$15,000,000
	<b>TOTAL</b>	<b>\$34,593,759</b>	<b>\$31,915,936</b>	<b>\$43,498,424</b>	<b>\$50,207,901</b>	<b>\$24,739,685</b>	<b>\$184,955,705</b>

H

**Public Education Capital Outlay Budget  
2004/05**

	<u>Dept of Education</u>	<u>Governor</u>	<u>House</u>	<u>Senate</u>	<u>Conference Committee</u>
<b>FACILITIES INFRASTRUCTURE/ CAPITAL RENEWAL</b>	<b>\$5,000,000</b>	<b>\$5,000,000</b>	<b>\$5,000,000</b>	<b>\$5,000,000</b>	<b>\$5,000,000</b>
<b>MOLECULAR BIOLOGY</b>	<b>\$15,675,217</b>		<b>\$15,675,217</b>	<b>\$2,000,000</b>	<b>\$9,137,609</b>
<b>SOCIAL SCIENCE (INTERNATIONAL STUDIES)</b>	<b>\$8,750,000</b>		<b>\$8,750,000</b>	<b>\$0</b>	<b>\$5,000,000</b>
<b>PUBLIC SAFETY BUILDING</b>	<b>\$2,168,542</b>		<b>\$2,168,542</b>	<b>\$0</b>	<b>\$2,168,542</b>
<b><i>TOTAL</i></b>	<b>\$31,593,759</b>	<b>\$5,000,000</b>	<b>\$31,593,759</b>	<b>\$7,000,000</b>	<b>\$21,306,151</b>

**Florida International University Foundation, Inc.  
Challenge Grant Matching Program  
Legislative Appropriation**

ENGINEERING ANONYMOUS ENDOWMENT #1	\$1,025,659
AVENTURA MARKETING COUNCIL ENDOWED SCHOLARSHIP FUND	\$65,947
MARK BLUM MEMORIAL SCHOLARSHIP	\$50,000
C.V. STARR SCHOLARSHIP ENDOWMENT	\$50,000
SEPHARDIC/ORIENTAL JEWISH STUDIES PROGRAM ENDOWMENT	\$420,000
JEAN-CLAUDE GARCIA-ZAMOR SCHOLARSHIP FUND	\$100,000
BURDINES PROFESSORSHIP	\$75,000
HOSPITALITY MANAGEMENT SCHOLARSHIP ENDOWMENT #1	\$263,322
BEVERAGE MANAGEMENT STUDIES ENDOWMENT	\$162,538
HARVEY R. CHAPLIN EMINENT SCHOLAR CHAIR IN BEVERAGE MGMT	\$189,834
HOSPITALITY MANAGEMENT ENDOWMENT	\$10,000
ROBERT R. BELLAMY MEMORIAL SCHOLARSHIP ENDOWMENT/EDUCATION	\$50,000
DOROTHEA AND STEVEN GREEN MUSEUM/LIBRARY ENDOWMENTS	\$1,000,005
C.V. STARR SCHOLARSHIP PROGRAM	\$50,000
JEROME BAIN REAL ESTATE INSTITUTE ENDOWMENT	\$159,375
CHARLES E. PERRY GRADUATE SCHOLARSHIP ENDOWMENT	\$50,675
BANK OF AMERICA SCHOLARSHIP ENDOWMENT	\$30,000
DELOITTE & TOUCHE SCHOLARS ENDOWMENT	\$29,554
ERG AND CG SCHOLARSHIP ENDOWMENT	\$89,434
SUNTRUST PROFESSORSHIP IN BUSINESS ADMINISTRATION	\$75,000
ARNOLD S. FRIEDMAN MEMORIAL SCHOLARSHIP ENDOWMENT	\$30,000
LUCENT TECHNOLOGIES CALA PROF. IN TELECOMMUNICATIONS ENG. & MGT.	\$150,000
BARNES & NOBLE CREATIVE WRITING ENDOWMENT	\$50,000
C. V. STARR SCHOLARSHIP ENDOWMENT	\$125,406
ROBERT R. BELLAMY MEMORIAL SCHOLARSHIP ENDOWMENT	\$25,000
CHARLES E. PERRY GRADUATE SCHOLARSHIP ENDOWMENT	\$12,907
ROBERT STEMPEL ENDOWMENT	\$752,505
NURSING SCHOLARSHIP ENDOWMENT #2	\$25,000
KELLY FOUNDATION TROPICAL BOTANY SCHOLARSHIP	\$50,000
ROBERT R. BELLAMY MEMORIAL SCHOLARSHIP ENDOWMENT/EDUCATION	\$50,000
C.V. STARR SCHOLARSHIP ENDOWMENT	<u>\$265,162</u>

**Total..... \$5,482,323**

**FLORIDA INTERNATIONAL UNIVERSITY**  
**Line-Item Definitions for Auxiliary, Sponsored Research and Local Funds**

**REVENUES:**

**Auxiliary** revenues represent operating inflows generated by the provision of products and/or services to the University community. Auxiliary Enterprise Operations are self-sufficient and rely on the generation of these revenues for their ongoing existence.

**Sponsored Research** receives its revenue/funding through the acquisition of Federal, State and Local grants.

**Student Activities (SGA) and Intercollegiate Athletics** receive their funding through the assessment of a student credit hour fee as well as gate admission for general and sports events.

**Financial Aid** revenues originate from scholarship programs such as Pell Grants, Bright Futures that are passed on to qualifying students. Additionally, Financial Aid loans are funded by financial institutions which are passed on to qualifying students.

**Concessions** funding originates from commissions on vending machine sales across the University.

**EXPENDITURES:**

**Salaries & Benefits** – The expenditure category from which State employees are paid. Expenditures in this category typically include salary rate (actual salary) plus the costs of benefits (retirement, social security, health insurance and life insurance).

**OPS** – This category represents “Other Personnel Services” typically representing the costs of temporary employment positions such as student assistants, graduate assistants, and faculty adjuncts. Note, in the SAMAS environment, consultant expenditures were booked as professional agreements under OPS. However, beginning in the 2004-05 fiscal year under PeopleSoft financials, consultants will be booked as an Expense category expenditure.

**Expense** – Expenditures in this category represent a wide range of cost activities such as phone service, utilities, supplies and photocopying. Generally, expenditures under \$1,000 per item are classified in the expense category. As noted above, consultant related expenditures will be booked to expense as well as overhead charges which under SAMAS were previously recorded as a Transfer-Out.

## **J**

Addendum

Page 2

**OCO** – This operating category is where capital expenditures greater than \$1,000 per individual item and/or items with a useful life greater than one year are recorded. Items classified as OCO are also recorded as assets on the University balance sheet.

**Risk Management Insurance** – This special category is used to record the cost of insurance such as property and casualty insurance premiums.

**Debt Service** – This special category is where installment payments/lump sum payments are recorded when servicing an amortized loan/note.

### **TRANSFERS:**

**Net Transfers** – This line-item represents the combination of transfers-in and transfers-out. Note, a net positive transfer represents a decrease to the activity since all outflows are noted as positives. A net positive transfer occurs when transfers-out are greater than transfers-in. A net negative transfer represents a credit that results from transfers-in being greater than transfers-out. This scenario will reduce the total outflow exposure to the operation.

### **FUND BALANCE:**

**Fund Balance** – This line item represents the activities cumulative asset position which includes cash, notes receivable, etc. The cash position of all activities is dependent on net income, which will either add to the bottom line if positive or decrease if the activity reports an operational loss. Additionally, the fund balance is broken down between reserve items and operating cash in order to depict the true working capital position of an activity. The cash balances in the Auxiliary Trust Fund that are not needed for immediate operations are invested with the State Treasury. The interest income generated from cash management services are reinvested into the auxiliary trust fund. The fund balance in the Financial Aid Loan Fund represents loan activity between third party lenders and students which is administered by the Office of Financial Aid.

**Reserve Items** – The amounts listed as reserve items represent projects earmarked for future expenditure. Reserves typically consist of capital non-recurring items such as new construction set-off, new equipment purchases, remodeling and a reserve for capital renewal fund. The latter is mandated as a compliance rule for the Parking and Housing activity bond issues. Compliance for the two aforementioned activities requires that 3% of pledged revenues be set-aside as reserves on a yearly basis in addition to prior years reserves.

**Operating Cash** – This is the amount of cash available for discretionary day-to-day spending that has not been earmarked for a specific purpose. A strong operating cash position is encouraged since this provides a cushion in the event of an unexpected

# **J**

Addendum

Page 3

downturn as well as a source of funds that can be used to pursue new growth opportunities.



University: Florida International University

## Appendix 2

### Gender Equity in Athletics: Analysis and Corrective Action Plan

#### A. University 2003-04 Athletic Participation by Sport

COMPONENT 1:	NUMBER OF PARTICIPANTS					
Varsity Teams	# Males 2001-02 2002-03		# Females 2001-02 2002-03		Total 2001-02 2002-03	
Baseball	38	36	0	0	38	36
Basketball	15	15	15	14	30	29
Golf	0	0	9	6	9	6
Softball	0	0	17	20	17	20
Swimming	0	0	0	3	0	3
Tennis	0	0	11	7	11	7
Track, Field & Cross Country	25	27	17	21	42	48
Volleyball	0	0	14	16	14	16
Soccer	29	29	23	28	52	57
Football	89	95	0	0	89	95
Total Participants	196	202	106	115	302	317
% of Participants	64.9%	63.72%	35.1%	36.28%		
Fall 2003 EADA Enrollment	6165	14,663	8426	19,136	14591	33,799
Percent	42.3%	43.38%	57.7%	56.98%		

Note: OCR defines a participant as anyone who: (1) participated in competition, or (2) participated with the team and was eligible for competition but did not play in the game. Participation is determined as of the date of the first competitive event for the sport. This section applies to all universities offering intercollegiate sports, where there is disproportionality found between the rate at which women are enrolled full-time in the university and the rate at which women are participation in intercollegiate sports.

**B. Corrective Action Plan.** If the Fall 2003 full-time enrollment of women was greater than five percentage points above the representation of women participating in sports, describe below the university's plan to correct this disparity. Specify modifications proposed for 2004 and include a time line for completion of the Plan. (See data analysis provided by the Office of Equity and Access.)

(Complete Appendix 2 to show data for male and female participation rates and full-time enrollment. In addition, the plan to increase participation among women must be reported in Appendix 2.)

(1) Gender Equity in Athletics Component	(2) Planned Actions To Address Deficiencies Found in Athletics	(3) Responsible Person(s) and Contact Information	(4) Time Lines
In conjunction with the FIU Title IX Committee and the Athletic Council, the Title IX/Gender Equity Plan will be reviewed and revised as necessary to address current gender equity concerns.	<p>The plan to address this issue will be executed in three distinct phases.</p> <ol style="list-style-type: none"> <li>1. In 2004-05, 20 additional scholarships will be dedicated to women's sports programs in an effort to increase participants</li> <li>2. In 2005-06, if the above intervention does not appear to have impact the disproportionate number of men vs. women, male rosters will be capped at certain numbers as a means of balancing participation opportunities. Please note that the capping will not be to a point where the competitiveness, student-athlete experience or student-athlete welfare will be negatively impacted.</li> <li>3. If the aforementioned interventions are not successful, an additional women's sport will be added (even if it is an NCAA emerging sport). The sports considered will be women's judo, women's crew or women's team handball since it is already on campus as a club sport. Please note that it is our intent, however, to fully fund the sports that are in existence before adding another sports program.</li> </ol>	<p>Mr. Rick Mello, Director of Athletics</p> <p>Current Faculty Athletics Representative</p>	<p>August 1, 2004</p> <p>August 1, 2005</p> <p>August 1, 2007</p>

The above Corrective Action Plan will be implemented to bring the institution into compliance within the time frame indicated in the Plan.

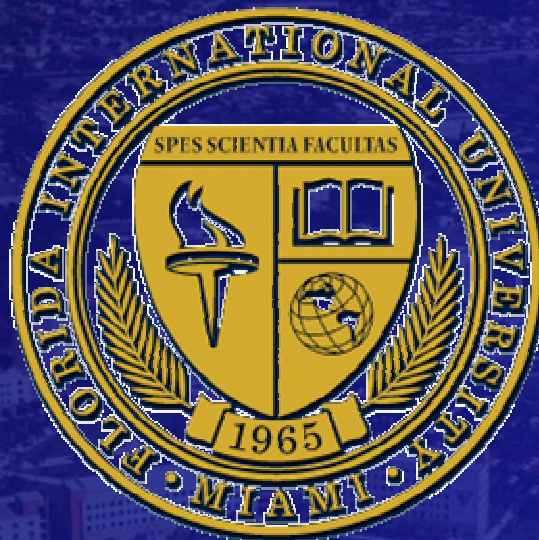
\_\_\_\_\_  
Signature of the Athletic Director

\_\_\_\_\_  
Date

\_\_\_\_\_  
Review Completion Date

\_\_\_\_\_  
Signature of the President

\_\_\_\_\_  
Date



Florida International University



# *FIU Amended Budget Report*

*2003-2004:*

*Overview*

Florida International University



**The Florida International University**  
**2003-2004 Amended Budget**  
**(All Budget Entities)**

	<u>2003-2004</u> <u>BOT Approved</u> <u>Budget</u>	<u>University</u> <u>Amendments</u>	<u>2003-2004</u> <u>Amended Budget</u>
<u>Education and General</u>	\$ 251,382,200	(\$ 1,909,546)	\$ 249,472,654
<u>Carry Forward</u>	\$ 8,928,462	\$ 5,550,693	\$ 14,479,155
<u>Auxiliary Enterprises</u>	\$ 65,471,066		\$ 65,471,066
<u>Sponsored Research</u>	\$ 75,336,464		\$ 75,336,464
<u>Student Scholarships</u>	\$ 54,500,000	\$ 6,900,000	\$ 61,400,000
<u>Student Loans</u>	\$ 67,000,000		\$ 67,000,000
<u>Concessions</u>	\$ 534,000		\$ 534,000
<u>Intercollegiate Athletics</u>	\$ 4,216,484	\$ 443,400	\$ 4,659,884
<u>Student Activities</u>	\$ 2,795,000		\$ 2,795,000
<u>FIU Foundation Inc.</u>	\$ 8,113,000	\$ 106,000	\$ 8,219,000
<b><u>Operating Grand Total</u></b>	<b>\$ 538,276,676</b>	<b>\$ 10,984,547</b>	<b>\$ 549,367,223</b>
<u>Public Education Capital Outlay</u>	\$ 27,527,116		\$ 27,527,116



# *FIU Proposed Budget*

*2004 – 2005:*

*Overview*

Florida International University



## THE FLORIDA INTERNATIONAL UNIVERSITY

### *2004-2005 Budget (All Budget Entities)*

	<u>Anticipated Revenues</u>	<u>Proposed Budget</u>
<u>Education and General</u>	\$263,010,779	\$263,010,779
<u>Carry Forward</u>	\$3,000,000	\$3,000,000
<u>Auxiliary Enterprises</u>	\$75,341,362	\$67,665,900
<u>Sponsored Research</u>	\$77,026,939	\$77,026,939
<u>Student Scholarships</u>	\$73,700,000	\$72,610,109
<u>Student Loans</u>	\$70,830,000	\$70,240,000
<u>Concessions</u>	\$500,000	\$520,000
<u>Intercollegiate Athletics</u>	\$13,072,776	\$4,449,888
<u>Student Activities</u>	\$8,640,000	\$2,771,511
<u>FIU Foundation Inc.</u>	\$21,022,000	\$9,041,000
<b><u>Operating Grand Total</u></b>	<b>\$606,143,856</b>	<b>\$570,336,126</b>
<u>Public Education Capital Outlay</u>	\$21,306,151	\$21,306,151
<u>Challenge Grants</u>	\$5,482,323	\$5,482,323

**B****The Florida International University****2004 - 2005 Education & General Budget****By Fund***(in millions)*

	<b><u>General</u></b> <b><u>Revenue</u></b>	<b><u>Educational</u></b> <b><u>Enhancement</u></b>	<b><u>Student</u></b> <b><u>Fee</u></b>	<b><u>Total</u></b>
<b>2003 - 2004 Adjusted Base Budget</b>	<b>\$155.9</b>	<b>\$10.4</b>	<b>\$83.3</b>	<b>\$249.5</b>
<b>2003 - 2004 Issues</b>				
Salary Increases (continuation)	<b>\$1.13</b>			<b>\$1.13</b>
Health Increases (continuation)	<b>\$ 0.88</b>			<b>\$ 0.88</b>
<b>2004 - 2005 Issues</b>				
FIU-USF Medical Partnership	<b>\$ 0.6</b>			<b>\$ 0.6</b>
New Space		<b>\$ 0.28</b>		<b>\$ 0.28</b>
JCP Assoc. Contract	<b>(\$ 0.005)</b>			<b>(\$ 0.005)</b>
Phased In Space		<b>\$ 0.81</b>		<b>\$ 0.81</b>
Tuition Increase (7.5% & 12.5%)			<b>\$5.28</b>	<b>\$5.28</b>
Enrollment Growth (State)	<b>\$3.75</b>	<b>\$0.80</b>		<b>\$4.55</b>
<b>Total Incremental Dollars</b>	<b>\$6.36</b>	<b>\$1.90</b>	<b>\$5.28</b>	<b>\$13.5</b>
<b><u>2004 - 2005 Base Budget</u></b>	<b><u>\$162.2</u></b>	<b><u>\$12.30</u></b>	<b><u>\$88.5</u></b>	<b><u>\$263.0</u></b>

Florida International University



**The Florida International University**  
**Auxiliary Enterprises**

**Total Auxiliary Enterprises**  
*(in millions)*

	<u>Actual</u> <u>2001-02</u>	<u>Actual</u> <u>2002-03</u>	<u>Projected</u> <u>Amounts</u> <u>2003-04</u>	<u>Requested</u> <u>Budget</u> <u>2004-05</u>
<b>Total Revenues</b>	<b>\$55.0</b>	<b>\$61.8</b>	<b>\$68.8</b>	<b>\$75.3</b>
<b>Expenditures</b> <i>(Salaries and Benefits, OPS, Expense, OCO, Risk Management Insurance, and Debt Service)</i>				
Total Operating Expenses	<b>\$50.5</b>	<b>\$59.5</b>	<b>\$64.3</b>	<b>\$67.7</b>
Operating Income	\$4.5	\$2.3	\$4.5	\$7.7
Net Transfers	\$0.070	(\$0.072)	\$5.42	\$7.15
<b>Net Income</b>	<b>\$4.43</b>	<b>\$2.36</b>	<b>(\$0.89)</b>	<b>\$0.53</b>
<b>Fund Balance Information</b>				
Reserve Items	\$24.8	\$22.2	\$20.8	\$14.1
Operating Cash	\$23.3	\$28.3	\$28.8	\$36.0
<b>Total Cash and Investments</b>	<b>\$48.1</b>	<b>\$50.4</b>	<b>\$49.6</b>	<b>\$50.1</b>

**The Florida International University**  
**Sponsored Research Development Trust Fund**

**Total Trust Fund**

*(in millions)*

	Actual 2001-02	Actual 2002-03	Projected 2003-04	Requested 2004-05
Total Revenues	\$ 68.08	\$ 68.94	\$ 73.36	\$ 77.03
Total Expenditures	\$ 66.57	\$ 72.03	\$ 74.16	\$ 77.03
Operating Income	\$ 1.52	(\$ 3.09)	(\$ 0.8)	\$ 0
Net Income	\$ 1.51	(\$ 3.17)	(\$ 0.8)	\$ 0

**Fund Balance Information**

Reserve	\$ 0	\$ 0	\$ 0	\$ 0
Operating Cash	\$ 5.95	\$ 2.78	\$ 1.94	\$ 1.94
Total Cash and Investments	\$ 5.95	\$ 2.78	\$ 1.94	\$ 1.94



**The Florida International University****Sponsored Research****Indirect Costs (Overhead)***(in millions)*

	Actual	Actual	Projected	Requested
	<u>2001-02</u>	<u>2002-03</u>	<u>2003-04</u>	<u>2004-05</u>
<b><u>Revenues:</u></b> <i>(Federal Grants, State/Local/County Grants, Private, Total Revenues)</i>				
<b>Total Revenues</b>	<b>\$5.47</b>	<b>\$6.70</b>	<b>\$8.14</b>	<b>\$10.3</b>
<b><u>Expenditures:</u></b> <i>(Salaries and Benefits, OPS, Expense, OCO, Florida Demo Project-Direct Costs, Risk Management Insurance, and Debt Service)</i>				
<b>Total Operating Expenses</b>	<b>\$5.96</b>	<b>\$3.42</b>	<b>\$3.21</b>	<b>\$4.44</b>
<b>Net Transfers</b>	<b>\$0</b>	<b>\$4.82</b>	<b>\$8.61</b>	<b>\$5.84</b>
<b>Total Expenditures</b>	<b>\$5.96</b>	<b>\$8.24</b>	<b>\$11.8</b>	<b>\$10.3</b>
<b>Net Excess/(Deficit)</b>	<b>-\$0.497</b>	<b>-\$1.56</b>	<b>-\$3.68</b>	<b>\$0</b>
<b><u>Fund Balance Information</u></b>				
Reserve Items	\$0	\$0	\$0	\$0
Operating Cash	\$0.14	-\$1.42	-\$5.10	-\$5.10
<b>Total Cash and Investments</b>	<b>\$0.14</b>	<b>-\$1.42</b>	<b>-\$5.10</b>	<b>-\$5.10</b>

**The Florida International University**

**Local Fund Agencies**

**Total Local Agencies \***

(in millions)

	Actual	Actual	Projected	Requested Budget
	<u>2001-02</u>	<u>2002-03</u>	<u>2003-04</u>	<u>2004-05</u>
<b>Total Revenues</b>	<b>\$98.9</b>	<b>\$117.7</b>	<b>\$144.3</b>	<b>\$166.7</b>
<b><u>Expenditures:</u></b> <i>(Salaries and Benefits, OPS, Expense, OCO, and Debt Service)</i>				
<b>Total Operating Expenses</b>	<b>\$90.2</b>	<b>\$103.6</b>	<b>\$131.6</b>	<b>\$150.6</b>
Transfers - Net	\$9.41	\$11.1	\$11.8	\$14.6
<b>Net Income</b>	<b>(\$0.7)</b>	<b>\$3.03</b>	<b>\$0.89</b>	<b>\$1.50</b>
<b><u>Fund Balance Information</u></b>				
Reserve Items	\$1.80	\$3.12	\$1.67	\$1.50
Operating Cash / Fund Balance	\$75.3	\$77.0	\$79.3	\$81.0
<b>Total Cash and Investments</b>	<b>\$77.1</b>	<b>\$80.1</b>	<b>\$81.0</b>	<b>\$82.5</b>

*\*LOCAL FUNDS INCLUDE: Intercollegiate Athletics, Student Government Association, Concession, Financial Aid Scholarships, and Financial Aid Loans*



# The Florida International University Foundation, Inc.

## Recommended 2004-05 Budget (In Thousands of Dollars)

2000-01	2001-02	2002-03	2003-04	2003-04	2004-05
June 30,2001 <u>Actuals</u>	June 30, 2002 <u>Actuals</u>	June 30, 2003 <u>Actuals</u>	March 31, 2004 <u>Actuals</u>	Approved Budget	Recommended Budget

### RECEIPTS:

Contributions: (University-Wide Scholarships, Endowments, Building Funds, College, Schools, Centers, Athletics, Alumni Membership, Annual Fund)

#### Total Contributions

\$ 16,801	\$ 11,114	\$ 9,212	\$ 8,452	\$ 7,863	\$ 13,447
-----------	-----------	----------	----------	----------	-----------

#### Other Revenues

MARC Rental Income

\$ 0	\$ 242	\$ 1583	\$ 1183	\$ 1575	\$ 1575
------	--------	---------	---------	---------	---------

Estimated Investment Income

\$ (2052)	\$ (722)	\$ 2276	\$ 9240	\$ 4735	\$ 6000
-----------	----------	---------	---------	---------	---------

#### Total Receipts

\$ 14,749	\$ 10,634	\$ 13,071	\$ 18,875	\$ 14,173	\$ 21,022
-----------	-----------	-----------	-----------	-----------	-----------

### EXPENDITURES:

#### Operational (Annual Fund and Administrative Expenses)

#### Total Operational Cost

\$ 823	\$ 720	\$ 521	\$ 437	\$ 706	\$ 1,265
--------	--------	--------	--------	--------	----------

University Programs (University Wide Scholarships, Building Funds, College, Schools, Centers, MARC Building, Athletics, Alumni Programs, General Reserve)

#### Total University Program Costs

\$ 14,697	\$ 14,027	\$ 7,509	\$ 4,601	\$ 7,513	\$ 7,776
-----------	-----------	----------	----------	----------	----------

#### Total Expenditures

\$ 15,520	\$ 14,747	\$ 8,030	\$ 5,038	\$ 8,219	\$ 9,041
-----------	-----------	----------	----------	----------	----------

#### Excess of Receipts/Expenditures

(\$ 771)	\$ (4,113)	\$ 5,041	\$ 13,837	\$ 5,954	\$ 11,981
----------	------------	----------	-----------	----------	-----------



# FLORIDA BOARD OF EDUCATION-DIVISION OF COLLEGES AND UNIVERSITIES

## Capital Improvement Plan (CIP-2) and Legislative Budget Request

Period: 2004-2005 through 2008-09

(in millions)

Florida International University Board of Trustees

8/1/2003

<i>Priority Number</i>	<i>Project</i>	<i>2004-05</i>	<i>2005-06</i>	<i>2006-07</i>	<i>2007-08</i>	<i>2008-09</i>	<i>Total</i>
1	FACILITIES INFRASTRUCTURE /CAPITAL RENEWAL, UW (PCE)	\$5.00	\$5.00	\$5.00	\$5.00	\$5.00	\$25.0
2	MOLECULAR BIOLOGY, UP (PC)(CE)	\$15.7	\$2.60				\$18.3
3	SOCIAL SCIENCE (INTERNATIONAL STUDIES), UP (PC)(PC)(CE)	\$8.75	\$8.19	\$1.00			\$17.9
4	PUBLIC SAFETY BUILDING, UP (PCE)	\$2.17					\$2.17
5	CLASSROOM/OFFICE , CEAS - UP (PC)( C )(E)		\$12.1	\$18.2	\$1.00		\$31.3
6	INTERDISCIPLINARY COMPOUND, BBC (P)(PC)(CE)		\$1.00	\$12.1	\$2.00		\$15.1
7	COMPUTER SERVICES, UP (P)(PCE)(E)			\$1.08	\$12.1	\$1.00	\$14.1
8	ARTS COMPLEX - PHASE II, UP (PC)(C)(CE)			\$1.97	\$12.9	\$3.00	\$17.9
9	CLASSROOM/OFFICE, BBC (PC)( C )(CE)			\$1.20	\$12.6	\$1.00	\$14.8
10	INTERNATIONAL HURRICANE CENTER, UP (P)(PCE)				\$0.6	\$6.74	\$7.34
11	TRAINING COMPLEX, UP (PC)(C)				\$1.00	\$5.00	\$6.00
		\$31.6	\$28.9	\$40.5	\$47.3	\$21.7	\$169.96
12	CAPITAL ASSET MANAGEMENT SUPPLEMENT, UW	\$3.00	\$3.00	\$3.00	\$3.00	\$3.00	\$15.0
	TOTAL	\$34.6	\$31.9	\$43.5	\$50.2	\$24.7	\$185.0

Florida International University



## Public Education Capital Outlay Budget

**2004/05**

*(in millions)*

	<u>Dept of Education</u>	<u>Governor</u>	<u>House</u>	<u>Senate</u>	<u>Conference Committee</u>
FACILITIES INFRASTRUCTURE/ CAPITAL RENEWAL	\$5.00	\$5.00	\$5.00	\$5.00	\$5.00
MOLECULAR BIOLOGY	\$15.7		\$15.7	\$2.00	\$9.14
SOCIAL SCIENCE (INTERNATIONAL STUDIES)	\$8.75		\$8.75	\$0	\$5.00
<b>PUBLIC SAFETY BUILDING</b>	<b>\$2.17</b>		<b>\$2.17</b>	<b>\$0</b>	<b>\$2.17</b>
<b>TOTAL</b>	<b>\$31.6</b>	<b>\$5.00</b>	<b>\$31.6</b>	<b>\$7.00</b>	<b>\$21.3</b>

**The Florida International University Foundation, Inc.**  
**Challenge Grant Matching Program**  
**Legislative Appropriation**

**Total**

**\$5,482,323**

*Including the following:*

ENGINEERING ANONYMOUS ENDOWMENT #1	\$1,025,659
DOROTHEA AND STEVEN GREEN MUSEUM/LIBRARY ENDOWMENTS	\$1,000,005
ROBERT STEMPEL ENDOWMENT	\$752,505
SEPHARDIC/ORIENTAL JEWISH STUDIES PROGRAM ENDOWMENT	\$420,000
C.V. STARR SCHOLARSHIP ENDOWMENT	\$265,162
HOSPITALITY MANAGEMENT SCHOLARSHIP ENDOWMENT #1	\$263,322
<i>Plus two dozen more</i>	\$1,755,670



# THE FLORIDA INTERNATIONAL UNIVERSITY

## *2004-2005 Budget (All Budget Entities)*

	<u>Anticipated Revenues</u>	<u>Proposed Budget</u>
<u>Education and General</u>	\$263,010,779	\$263,010,779
<u>Carry Forward</u>	\$3,000,000	\$3,000,000
<u>Auxiliary Enterprises</u>	\$75,341,362	\$67,665,900
<u>Sponsored Research</u>	\$77,026,939	\$77,026,939
<u>Student Scholarships</u>	\$73,700,000	\$72,610,109
<u>Student Loans</u>	\$70,830,000	\$70,240,000
<u>Concessions</u>	\$500,000	\$520,000
<u>Intercollegiate Athletics</u>	\$13,072,776	\$4,449,888
<u>Student Activities</u>	\$8,640,000	\$2,771,511
<u>FIU Foundation Inc.</u>	\$21,022,000	\$9,041,000
<b><u>Operating Grand Total</u></b>	<b>\$606,143,856</b>	<b>\$570,336,126</b>
<u>Public Education Capital Outlay</u>	\$21,306,151	\$21,306,151
<u>Challenge Grants</u>	\$5,482,323	\$5,482,323



*FIU*

*Miami's Public Research University*

Florida International University

**THE FLORIDA INTERNATIONAL UNIVERSITY  
BOARD OF TRUSTEES  
BOARD MEETING**

**14 June 2004**

**SUBJECT:** Finance and Audit Committee Report

---

**PROPOSED BOARD ACTION**

None.  
Discussion Item.

**BACKGROUND INFORMATION**

The Finance and Audit Committee of the Florida International University met on 24 May 2004.

The following topics were discussed:

1. Working Draft Finance and Audit Committee Charter (Attachment "D")
2. Operational Audit Report (Attachment "E")
3. Capital Campaign Report (Attachment "F")
4. PantherSoft Update ( Attachment "G")

---

**Supporting Documentation Included:**

- Attachment "C" – Finance & Audit Committee Minutes 24 May 2004
- Attachment " D" – Working Draft Finance and Audit Committee Charter
- Attachment "E" – Operational Audit Letter
- Attachment "F" – Capital Campaign Report
- Attachment "G" – PantherSoft Update

**Facilitators/Presenters:**

- Rosa Sugrañes



**THE FLORIDA INTERNATIONAL UNIVERSITY  
BOARD OF TRUSTEES'**

**FINANCE AND AUDIT COMMITTEE MEETING  
MONDAY, 24 MAY 2004**

**10:30 A.M.**

**FLORIDA INTERNATIONAL UNIVERSITY  
UNIVERSITY PARK CAMPUS  
PC 521  
MIAMI, FL**

**MINUTES**

**I. CALL TO ORDER**

The Florida International University Board of Trustees' Finance and Audit Committee meeting was called to order by Chairperson Rosa Sugrañes at 10:37 a.m., on Monday, 24 May 2004, at Florida International University, Room PC 521, Miami, FL.

The following attendance was recorded:

***Present:***

Rosa Sugrañes, *Chairperson*  
Albert Dotson  
Marcel Escoffier  
Ted Spak, *BOD Liaison*

***Excused:***

Miriam Lopez

***FIU Staff:***

Provost Mark Rosenberg  
EVP Paul Gallagher  
SVP Patricia Telles-Irvin  
VP Howard Lipman  
VP John McGowan  
Ted Guba, *Inspector General*  
Chuck Tinder, *Associate VP, Budget and Planning*  
Alex Zyne, *Assistant VP, Business and Finance*  
Cristina Mendoza, *General Counsel*  
Vivian Delgado, *Interim Controller*  
Marcos Perez, *Chief of Staff, Office of the President*

Mayra Beers  
Erica Martinez

Erica Martinez took a silent roll.

## **II. APPROVAL OF MINUTES**

Committee Chair Rosa Sugrañes asked if there were any additions or corrections to the minutes of the Finance and Audit Committee for Monday, 9 February 2004. Hearing none, the Committee adopted the following:

RESOLVED that the minutes of the meeting of the Finance and Audit Committee held on 9 February 2004, attached to this Resolution as Exhibit "A," are hereby approved.

## **III. CHAIR'S REMARKS**

Chairperson Sugrañes welcomed everyone to the meeting and introduced the items for Committee consideration.

## **IV. ITEMS FOR COMMITTEE REVIEW**

### *1. Finance and Audit Committee Charter*

EVP Gallagher presented a draft of the Finance and Audit Committee Charter to the Committee. After discussion, the Committee accepted the Charter as a working document and requested another meeting to have a fuller discussion of the proposed changes to the Charter. Committee Chair Sugrañes requested the meeting take place before the next Finance and Audit Committee meeting in August.

Trustee Sugrañes also requested that University General Counsel distribute a conflict of interest document to be completed by each Trustee.

### *2. Tuition Fees Rule*

EVP Gallagher presented the University Tuition Fees Rule. After discussion, the Committee recommended Board approval of the following Resolution:

RESOLVED that the Florida International University Board of Trustees approve the amendments to the Tuition Fees Schedule for the University ("Rule"), Rule 6C8-6.010 of the Florida Administrative Code, attached to this Resolution as Exhibit "A", and

FURTHER RESOLVED that upon approval of the Rule by the Board, the Board shall delegate authority to the University President to approve any subsequent amendments that are based on comments to the Rule received by the University in writing or at a public hearing on the Rule to be held after the Board's action to file the rule for adoption.



### *3. Athletic Fee*

EVP Gallagher presented to the Committee the proposal for a \$2.00 per student credit hour increase for implementation of Division I-A football beginning in Fall 2004, as provided under Senate Bill 2810.

After discussion, the Committee recommended Board approval of the following:

RESOLVED that pending the result of hearings held by the University Fee Committee, the Florida International University Board of Trustees approves the \$2.00 per student credit hour fee for implementation of Division I-A football beginning in Fall 2004 as provided under Senate Bill 2810.

### *4. University Purchasing Rule-Amendment*

EVP Gallagher presented the proposed amendments to the University Purchasing Rule to the Committee.

The Committee recommended Board approval of the following:

RESOLVED that the Florida International University Board of Trustees approve the amendments to Rule 6C8-7.030, Florida Administrative Code, ("Rule") setting forth the University Purchasing procedures, attached to this Resolution as Exhibit "B", and

FURTHER RESOLVED that upon approval of the Rule by the Board, the Board shall delegate authority to the University President to approve any subsequent amendments that are based on comments to the Rule received by the University in writing or at a public hearing on the Rule to be held after the Board's action, and to file the rule for adoption.

### *5. Proposed 2004-05 University Operating Budget*

EVP Gallagher presented the proposed 2004-2005 University Operating Budget to the Committee.

After discussion, the Committee recommended Board approval of the following:

RESOLVED that the Florida International University Board of Trustees approves the proposed 2004-2005 University Operating Budget attached to this Resolution as Exhibit "C",

FURTHER RESOLVED that the Board delegate to the University President the authority to amend the budget to effectuate all programs and actions approved by the Board in its approval of the 2004-2005 University Operating Budget, and

FURTHER RESOLVED that the University President shall keep the BOT informed of any changes in excess of 2% made to the total approved 2004-2005 Operating Budget during the operating year.

*6. FY 03-04 Amended Budget Update*

EVP Gallagher provided an update on the 2003-04 Amended Budget. He reported amendments made in the following categories: Education and General, Carry Forward, Intercollegiate Athletics, Financial Aid, and Foundation.

*7. Legislative Update*

EVP Gallagher presented a legislative update to the Committee. He commended FIU consultant Deborah Gallay for her diligent work in the legislature. He reported she helped bring in approximately \$50 million in funding for Florida's state universities.

*8. Foundation Report*

Chairperson Sugrañes introduced Ted Spak, Foundation Liaison to the Board of Trustees, to provide the Committee with a brief Foundation report.

*9. Capital Campaign Report*

VP Advancement Howard Lipman provided the committee with a brief report on the Capital Campaign.

The committee discussed the approved joint Resolution, specifically the funding of the capital campaign. It was recommended to the committee that a joint taskforce of the Foundation Board and the Board of Trustees be established to begin to develop a budget and mechanism for funding the capital campaign.

Chairperson Sugrañes agreed to meet with the University President to discuss this option further. She noted she would provide the Committee with an update on this item at the next Committee meeting.

*10. PeopleSoft Update*

VP McGowan provided the Committee with a PeopleSoft Update. He reported, the implementation of PeopleSoft was on plan, on-schedule, and on budget. He noted preparations were underway for the Financials module going "live" on July 1, 2004.

*11. HCET Report*

Cristina Mendoza, General Counsel, provided a synopsis of the latest developments regarding the federal audit of HCET. She noted the new Compliance Officer had already joined FIU.

*12. Operational Audit Report*

EVP Gallagher reported a financial and management audit was being conducted on campus to improve University processes.

**V. OTHER BUSINESS**

SVP Telles-Irvin presented the proposal for a 3.5% increase to the University housing rental rate to the Committee.

The Committee recommended Board approval of the following:

RESOLVED that the Florida International University Board of Trustees approve the proposed 3.5% rental rate increase as attached to this Resolution as Exhibit "D".

**VI. ADJOURNMENT**

Chairperson Sugrañes requested a motion for adjournment. The recommendation was MSC. The meeting was adjourned at 11:55 a.m.

***Trustee Requests***

- 1. Trustee Sugrañes requested a meeting be scheduled prior to the August Finance and Audit Committee meeting, pending Trustee schedules, to discuss changes to the Finance and Audit Committee Charter.*
- 2. General Counsel to distribute conflict of interest document to all Trustees.*

*05.30.04 EMM/em*



***Appendix A***  
***Foundation Report***

**FINANCE AND INVESTMENTREPORT**

**THE FLORIDA INTERNATIONAL UNIVERSITY BOARD OF DIRECTORS**  
**FINANCIAL OVERVIEW**  
**May 2004**

Through April 30<sup>th</sup>, Foundation fiscal year-to-date revenues total \$21.7 million, including investment gains estimated at \$8 million, or 11.5%, for that ten-month period. Expenses for the same period total \$6.8 million. Expenses continue to track closely to the approved budget, while we have exceeded our revenue projections. The total amount invested for this period was \$82.2 million.

We have recently approved the 2004-05 Foundation budget, which projects total revenues at \$21 million, which includes projected investment gains of \$6 million (or 7.4%), and total expenses at \$9.3 for the fiscal year. We have also approved a 4% distribution to endowment operations, 2.45% for Administrative Operations and the difference of 5% will be added to endowment principal in order to preserve the purchase power of our endowments assuming the rest of the fiscal year performance remains stable.

Finally, the Board has approved a change to its asset allocation policy in which the target allocation to equities has been decreased by 5% in order to fund a 5% increase to the target allocation of alternative investments.

As noted:

In May, both the equities and fixed income markets were very volatile. We had lost approximately \$1.4 million in the first 20 days of the month, but recouped most of those losses by the end of the month.

**THE FLORIDA INTERNATIONAL UNIVERSITY  
BOARD OF TRUSTEES**

**PROPOSED FINANCE & AUDIT COMMITTEE CHARTER  
DRAFT 24 May 2004**

**PURPOSE**

This charter sets forth the operations and responsibilities of the Audit and Finance Committee the ("Finance Committee") of Florida International University (the "University"). The Finance Committee's primary function is to assist the University's Board of Trustees (the "Finance Board") in fulfilling its oversight responsibilities by reviewing the procedures in place to assess and minimize significant risks, overseeing the quality and integrity of financial reporting practices (including the underlying system of internal controls, policies and procedures, regulatory compliance programs, and ethical code of conduct), and overseeing the overall audit process.

The Finance Committee's role is one of oversight, not preparation or operation. Its members rely on the representations of Senior Management, General Counsel, the Inspector General and the Auditor General, other committees of the Board and other professional consultants. The Finance Committee promotes open communication among and between Senior Management, the Inspector General, the Auditor General, and the Board.

**COMPOSITION AND MEMBER QUALIFICATIONS**

- The Finance Committee consists of at least four members, all of whom are voting Trustees of the University.
- Members shall possess general accounting, business and financial knowledge, including the ability to read and understand fundamental financial statements. At least one member shall have accounting or financial expertise, as defined by the Board.
- Members shall be independent and objective in the discharge of their responsibilities. They are to be free of any financial, family, or other material personal relationship, including relationships with members of University management, University auditors and other professional consultants.
- A simple majority of the Finance Committee membership will constitute a quorum.
- It is the responsibility of the Finance Committee Chair to approve each meeting's agenda and to update the Board on the significant matters discussed by the Finance Committee.

## **GENERAL ACTIVITIES AND RESPONSIBILITIES**

The Finance Committee shall:

- Meet four times each year.
- Provide the Board with regular updates of Finance Committee activities and make recommendations to the Board for matters within the Finance Committee's area of responsibility.
- Review the Finance Committee's charter periodically and recommend any proposed revisions for the Board's approval.
- Meet separately with:
  - the Inspector General without the presence of management;
  - Senior Management, without the presence of the Inspector General

to discuss any matters the Finance Committee or these individuals believe should be discussed privately. This should be performed at least two times annually, at the conclusion of a regularly scheduled Finance Committee meeting.

- Ensure that the Inspector General's Office understands that they are ultimately responsible to the Finance Committee and the Board and they should communicate directly with the Finance Committee Chair when deemed prudent and necessary.
- Have the authority to conduct investigations into any matters within the Finance Committee's scope of responsibilities set forth below upon obtaining Executive Committee concurrence. During such investigations, the Finance Committee shall have unrestricted access to the University's independent auditors and anyone employed by the University, and to all relevant information. The Finance Committee may retain, at the University's expense, independent counsel, accountants and other professional consultants to assist with such investigations. The results of any such investigations must be reported to the Board by the Finance Committee Chair.

## **SPECIFIC RESPONSIBILITIES: INTERNAL CONTROLS AND RISK ASSESSMENT**

The Finance Committee shall consider and review with Senior Management, the Inspector General and other relevant offices or committees:

- The effectiveness of the University’s process for identifying significant financial, operational, reputational, strategic and regulatory risks or exposures and management’s plans and efforts to monitor and control such risks.
- The effectiveness of the University’s internal controls, including the status and adequacy of information systems and security and other relevant matters.
- The University’s oversight and monitoring of its subsidiaries, affiliates and joint ventures.
- The University’s insurance coverage and the process used to manage any uninsured risks.

#### **SPECIFIC RESPONSIBILITIES: COMPLIANCE WITH LAWS AND REGULATIONS**

The Finance Committee shall:

- Ascertain whether the University has an effective process for determining risks and exposure from asserted and unasserted litigation and other claims of noncompliance with laws and regulations.
- Review and discuss with Senior Management, General Counsel, University Compliance Officer, the Inspector General, and other relevant offices or committees:
  - significant results of compliance audits;
  - any significant matters of litigation or contingencies that may materially affect the University’s financial statements; and
  - any legal, tax or regulatory matters that may have a material impact on University operations, financial statements, policies and programs.

#### **SPECIFIC RESPONSIBILITIES: FINANCIAL REPORTING**

The Finance Committee shall:

- Consult annually with the Inspector General’s Office regarding the integrity of the University’s financial reporting processes and related internal controls, including (but not limited to) the depth of experience and sufficiency of Finance and the Office of the Inspector General staff.
- Review and approve significant, non-mandated changes to accounting policies and practices.

## ATTACHMENT "D"

- Advise Senior Management, based upon the Finance Committee's review, whether the Finance Committee believes that the annual audited financial statements (including the footnotes) contain any material misstatements or omissions.
- Review with Senior Management at the completion of the annual financial statement audit:
  - the University's annual financial statements and related footnotes, including their degree of clarity;
  - the Auditor General's opinion regarding the financial statements;
  - any significant changes required to the state auditors audit plan;
  - any difficulties or disputes with management encountered during the audit, including an overall assessment of management cooperation;
  - the University's accounting principles, including the consistency, appropriateness and quality (not just acceptability) thereof, with particular emphasis on sensitive accounting estimates and accruals;
  - the University's overall level of compliance with governmental regulations;
  - reports concerning internal controls, including significant findings and recommendations and management's response;
  - other matters that should be communicated to the Finance Committee under generally accepted auditing standards; and
  - any other financial filings required by law or regulation.

### **SPECIFIC RESPONSIBILITIES: THE OFFICE OF THE INSPECTOR GENERAL**

The Finance Committee shall:

- Evaluate the Office of the Inspector General's role and scope of activities.
- Participate in the process of the appointment and dismissal of the Inspector General.
- Review and approve the Office of the Inspector General's annual audit plan (and any subsequent changes thereto), considering the University-wide risk assessment and the degree of coordination with the Auditor General's Office for an effective, efficient, non-redundant use of audit resources.

- Review and discuss with management and the Office of the Inspector General:
  - significant findings and recommendations, including management's response and timeframe for corrective action;
  - the degree of implementation of past audit recommendations; and
  - any difficulties encountered in the course of the audit activities such as restrictions on the scope of work or access to information.
- Assess the number and quality (i.e., professional qualifications) of the Office of the Inspector General personnel available to the Inspector General, including the annual budget allotment for the Office of the Inspector General.
- Review and approve modifications to the Office of the Inspector General.
- Review the organizational reporting lines related to the Office of the Inspector General, particularly related to confirming and assuring the continued independence of the Inspector General and its staff.

#### **SPECIFIC RESPONSIBILITIES: COMPLIANCE WITH POLICIES AND STANDARDS**

The Finance Committee shall review with the Inspector General, the University Compliance Officer, and other relevant offices or committees:

- The University's monitoring of compliance with University policies, including (but not limited to) policies regarding the conduct of research.
- The results of the University's monitoring and enforcement of compliance with University standards of ethical conduct and conflict of interest policies.

\*

\*

\*

The Finance Committee has the responsibilities and the powers set forth in this Charter. It is not the responsibility of the Finance Committee to conduct audits or other examinations and investigations, nor to provide assurance regarding compliance with laws, regulations, internal policies and codes of conduct, nor the completeness, accuracy or conformity with generally accepted accounting standards of the University's financial statements.

**Florida International University  
Office of Inspector General (OIG)  
Report to the FIU Board of Trustees  
Finance and Audit Committee**

The following addresses 1) Duties, Responsibilities, and Authority of the OIG; 2) FIU's Current Financial System—Strengths and Weaknesses; 3) How the PeopleSoft Implementation Will Affect the OIG's Duties and Responsibilities; and 4) OIG Personnel—Professional Certifications, Licenses, and Position Requirements.

**1. Duties, Responsibilities, and Authority of the OIG**

Responsibilities and duties for the OIG include performing audits, investigations and management advisory services; preparing a yearly work plan that is derived from a comprehensive risk assessment process; following-up and reporting on the status of managements' implementation of recommendations; investigating complaints received under the State's Whistle-Blower Laws; and ensuring effective coordination and cooperation with external auditors with a view toward avoiding any duplication of effort.

- Prior to the devolution, the OIG obtained its purpose, authority and responsibilities from Florida Statutes Section 20.055, "Agency Inspectors General"; and University Policy No. 8.1, "Office of Inspector General". The statute no longer applies to universities and the policy references authorities and responsibilities that are no longer applicable.
- The OIG is preparing a charter, to take the place of Statute 20.055, that is based on best practices for college and university audit departments. This charter will be presented for approval to the Board of Trustees' Finance and Audit Committee at its next meeting in August.
- The OIG also is rewriting Policy No. 8.1, which explains OIG responsibilities in more detail.

**2. FIU's Current Financial System**

The University is currently using the state financial system, Florida Accounting Information Resource System (FLAIR), formerly known as the State Automated Management Accounting Subsystem (SAMAS). In addition, a consortium of state universities supports the University's current payroll system. The consortium system feeds the payroll data to a state system that produces all state paychecks.

**Strengths**

- Allows for consistent reporting among state agencies and universities
- Generally more secure environment due to mainframe and centralized system
- No need to design, implement, and maintain the system since it is owned by the State

### **Weaknesses**

- Unable to address FIU's unique needs, such as custom reports, since the system is maintained by the state or a state consortium
- Not integrated with student administration and other department systems causing inefficiencies
- Not user-friendly
- Management reporting not provided on a timely basis
- Difficult to produce necessary management reports
- Inefficient manual and paper dependent processes
- Cash basis system rather than accrual basis

### **3. How the PeopleSoft Implementation Will Affect the OIG's Duties and Responsibilities**

For the 2003-2004 and 2004-2005 fiscal years, the OIG will spend much of its direct time reviewing the PeopleSoft implementation to ensure that there are adequate internal controls and separation of duties, as well as accurate financial reporting to meet the State's requirements. Also, the Human Resources/Payroll system and other modules that will be implemented over the next two years will require OIG participation in the pre and post implementation processes.

As a result of the implementation of PeopleSoft, the OIG will have tools to conduct audits more efficiently and effectively, since financial information will be more readily available and expanded transaction testing can be achieved using queries. At the same time, the OIG will have additional challenges reviewing new business and operating procedures, and monitoring security and control issues, as the new financial system will be a web-based system, and many controls and processes that were previously centralized will be delegated to each department/unit.

### **4. OIG Personnel - Professional Certifications, Licenses, and Position Requirements**

#### **a. Inspector General**



Ted Guba, – Certified Public Accountant (CPA), Certified Internal Auditor (CIA), Certified Fraud Examiner (CFE), and Certified Inspector General (CIG); 25+ years of service.

Position Requirements: Master's degree in an appropriate area of specialization and six years of appropriate experience; or a bachelor's degree in an appropriate area of specialization and eight years of appropriate experience. Must possess a CPA or a CIA Certificate.

b. Audit Manager

Pyong Cho, – CPA, CIG; 20+ years of service.

Position Requirements: Master's degree in an appropriate area of specialization and two years of appropriate experience, or a bachelor's degree in an appropriate area of specialization and four years of appropriate experience. CPA, CIA, or CFE certification, with at least seven years of appropriate experience preferred. Must have exceptional knowledge and skills relating to the fields of accounting and auditing, and be able to convey this information to others.

c. Assistant Audit Services/Investigations Administrator

Elsa Fletcher, – CFE; 20+ years of service.

Position Requirements: Master's degree in an appropriate area of specialization and two years of appropriate experience or a bachelor's degree in an appropriate area of specialization and four years of appropriate experience. CPA, CIA or CFE certification, with at least five years of appropriate experience preferred. Must have exceptional knowledge and skills relating to the fields of accounting and auditing, and be able to convey this information to others.

d. Assistant Audit Services/Investigations Administrator

Manuel Sanchez, – CPA; 10+ years of service

Position Requirements: Master's degree in an appropriate area of specialization and two years of appropriate experience or a bachelor's degree in an appropriate area of specialization and four years of appropriate experience. CPA, CIA or CFE certification, with at least five years of appropriate experience preferred. Must have exceptional knowledge and skills relating to the fields of accounting and auditing, and be able to convey this information to others.

e. Internal Auditor/Investigator

Berhane Habte, – MBA; 20 years of service

Position Requirements: Master's degree in an appropriate area of specialization or a bachelor's degree in an appropriate area of specialization and two years of appropriate experience. CPA, CIA, or CFE certification, with at least two years of appropriate experience preferred. Must possess good communication skills and be able to work well with people at all levels of the organization.

f. Information Systems Auditor

Luis Lopez, – Certified Information System Auditor (CISA); 20+ years of service.

Position Requirements: Master's degree in Information Systems, Accounting or Business Administration or a bachelor's degree in identified fields with two years of appropriate experience. Must possess knowledge of information technology concepts and principles, and be experienced in the use of data retrieval techniques. Candidates with recent information system audit experience within the university setting, strong oral and written communication skills and/or certificates such as CPA, CIA or CISA will be given preference.



WILLIAM O. MONROE, CPA  
AUDITOR GENERAL

# AUDITOR GENERAL

## STATE OF FLORIDA

G74 Claude Pepper Building  
111 West Madison Street  
Tallahassee, Florida 32399-1450



850/488-5534/SC 278-5534  
Fax: 488-6975/SC 278-6975

May 3, 2004

Dr. Modesto A. Maidique, President  
Florida International University  
11200 S.W. 8<sup>th</sup> Street, Tamiami Trail  
Miami, Florida 33199

Dear Dr. Maidique:

In accordance with Section 11.45, Florida Statutes, we have scheduled an audit of the Florida International University for fiscal year ended June 30, 2004. The objectives of our audit are:

- To express an opinion on the fairness of the University's financial statements in conformity with accounting principles generally accepted in the United States, for the fiscal year ended June 30, 2004.
- To determine whether the University's schedule of expenditures of Federal awards for the fiscal year ended June 30, 2004, is fairly presented in all material respects in relation to the financial statements taken as a whole.
- To gain an understanding of the University's internal control sufficient to plan the audit and to determine whether the University has established and implemented a system of internal control to: provide for the proper authorization of financial transactions; provide reasonable assurance of the reliability of the recording and reporting of the University's operations; provide reasonable assurance of the reliability of the recording and reporting of Federal transactions; promote and encourage economic and efficient operations; provide for compliance with applicable laws, administrative rules, regulations, and grantor restrictions that may have a material effect on the financial statements and schedule of expenditures of Federal awards; and to adequately safeguard the University's assets.
- To determine compliance with applicable laws, administrative rules, regulations, and grantor restrictions that may be reviewed in audit tests, and to determine whether Federal awards were administered in accordance with applicable laws, regulations, and restrictions imposed by grantors.
- To determine whether the University fairly represented the status of prior audit findings relating to its Federal awards.



We will conduct our audit in accordance with auditing standards generally accepted in the United States; *Government Auditing Standards* issued by the Comptroller General of the United States; the Single Audit Act Amendments of 1996; and the provisions of the United States Office of Management and Budget Circular A-133. These standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements and schedule of expenditures of Federal awards are free of material misstatement, whether caused by error or fraud, and whether the University complied with laws and regulations, noncompliance with which would be material to major Federal programs.

An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements and the schedule of expenditures of Federal awards and compliance with requirements governing major Federal programs. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall presentation of the financial statements and the schedule of expenditures of Federal awards. Our audit is designed to provide reasonable assurance of detecting material noncompliance or misstatements that, in our judgment, could have a material effect on the financial statements, major Federal program administration, or on the schedule of expenditures of Federal awards, taken as a whole. Consequently, our audit will not necessarily detect all noncompliance or misstatements less than this materiality level that might exist due to error, fraudulent financial reporting, or misappropriation of assets.

Additionally, our audit is not designed to provide assurance on internal control or to identify all reportable conditions or instances of noncompliance. If, for any reason, we are unable to form an opinion (for example, if applicable university records are not available), we may decline to express an opinion with respect to the financial statements, the Schedule of Expenditures of Federal Awards, or compliance with applicable major program requirements.

The financial statements; the schedule of expenditures of Federal awards; the Summary Schedule of Prior Audit Findings and a corrective action plan; establishing and maintaining effective internal control, preventing and detecting fraud, and identifying and ensuring compliance with applicable laws, rules, regulations, and other guidelines are the responsibilities of the University's management. Management is also responsible for adjusting the financial statements to correct material misstatements and for affirming in the representation letter that the effects of any uncorrected misstatements aggregated by the auditor during this audit are immaterial, both individually and in the aggregate, to the financial statements taken as a whole.

Our responsibility is to obtain an understanding of internal control sufficient to plan the audit, and to express an opinion on the financial statements and the schedule of expenditures of Federal awards and compliance with requirements applicable to major Federal programs based on our audit. Our audit is not designed to provide assurance on internal control or to identify all reportable conditions or instances of noncompliance.

At the conclusion of our audit, we will request certain written representations from you about the financial statements, the administration of Federal awards, and matters related thereto.

We will provide you with two separate audit reports:

- The Report on Audit of Financial Statements of the Board of Trustees, Florida International University; which will include our report on the University's financial statements and our report



on compliance matters that may have a material effect on the University's financial statements and on the University's internal control and

- The other reports required under the provisions of the Single Audit Act Amendments of 1996 and OMB Circular A-133 relating to the administration of Federal awards and the presentation of the schedule of expenditures of Federal awards.

This Office will furnish the required copies of the final report package to the appropriate Federal agencies.

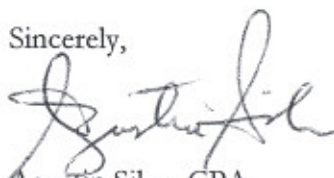
University management is responsible for designing and implementing programs and controls to prevent and detect fraud. Characteristics of fraud include (a) concealment through collusion among management, employees, or third parties; (b) withheld, misrepresented, or falsified documentation; and (c) the ability of management to override or instruct others to override what otherwise appears to be effective controls. University management is also responsible for communicating to the auditors known or suspected fraud affecting the University involving management, employees who have significant roles in internal control, or others where the fraud could have a material effect on the University's financial statements or compliance with provisions applicable to major Federal programs, and any allegations of fraud or suspected fraud received in communications from employees, former employees, analysts, regulators, or others.

University management is also responsible for preparing a Schedule of Expenditures of Federal Awards in accordance with instructions provided by the Department of Education and the Department of Financial Services; adjusting the Schedule of Expenditures of Federal Awards to correct material misstatements; and affirming to the auditor, in writing, that the effects of any uncorrected misstatements identified and communicated by the auditor are immaterial to the Schedule, both individually and in the aggregate.

Staff members will begin audit fieldwork on or about May 3, 2004, and the audit team leaders will be Ms. Marilyn Tolley, CPA and Mr. Pierre Chammas, for the financial statement and Federal audits, respectively. We respectfully request that all financial records, supporting documents and other related records necessary to complete the audits be furnished to the audit staff upon request. In some instances, certain public records may be considered confidential pursuant to State law. If access to such records is necessary to accomplish our audit objectives, we will communicate separately with you regarding such records.

We look forward to working with you and your staff.

Sincerely,



Agustin Silva, CPA  
Section Audit Supervisor  
8390 N.W. 53<sup>rd</sup> Street, Suite 203  
Miami, Florida 33166  
Phone No. (305) 470-5850  
FAX No. (305) 470-5860

## **Financing Capital Campaign Costs**

### **Background**

Paying for a major fundraising campaign presents several challenges:

- ♦ Campaigns require additional investment. In most cases, our clients spend five to 10 percent of the campaign total, in addition to the regular development, alumni relations, and marketing and communications budgets.
- ♦ Most of the money must be spent up-front preparing for a campaign with no guarantee of the amount that will be raised. In fact, the investment made in advance of the campaign will be a significant determinant of the outcome of the campaign.
- ♦ While it was once common to pull campaign expenses out of the operating budget and capitalize them over the life of the campaign, new accounting rules require that campaign costs be expensed each year. Thus, campaigns must be paid for as they go.

Eight options for financing campaign costs are summarized below, along with their advantages and disadvantages. Some institutions choose a single approach, while others use a combination of two or more of the eight approaches.

### **Campaign Financing Alternatives**

#### ***1. University’s or Foundation’s Operating Budget***

Paying for the campaign out of the university’s or foundation’s operating budget has several advantages, including:

- ♦ Permitting all campaign gifts to be used completely for campaign purposes.
- ♦ Simplifying campaign financing disclosures and gift negotiations and strengthening FIU’s case for philanthropic support.
- ♦ Helping avoid a shortfall in funds available to pay for the campaign when campaign fundraising projections miss the mark.

The chief disadvantage of this approach is that many institutions do not have an operating surplus—either in the university or the foundation—from which to draw and, therefore, would have to reallocate scarce university budgetary funds to finance the campaign.

#### ***2. Campaign Funds Raised***

A second campaign financing approach is to fund the campaign from the money raised. This approach has the following advantages:

- ♦ Would not add pressure to the university's operating budget or compete with other priorities of the institution.
- ♦ Consistent with the idea that a fundraising campaign should pay for itself.
- ♦ Ties campaign funding to campaign results in an appropriate way.

There are also disadvantages to this approach:

- ♦ Costs of campaign preparation must be paid before there is any campaign income.
- ♦ Unrestricted, current-use funds generated by the campaign would be used to fund campaign expenses.
- ♦ Capital campaigns typically raise very little in unrestricted, current-use funds; most large gifts are restricted by donors.

### ***3. Assessments on Campaign Gifts***

Another approach is to assess all campaign gifts a percentage fee to fund the campaign. The approach has the following advantages:

- ♦ Would not put added pressure on the university's operating budget or compete with other institutional priorities.
- ♦ Consistent with the idea that a fundraising campaign should pay for itself.
- ♦ Ties campaign funding to campaign results in an appropriate way.

Disadvantages to this approach are the following:

- ♦ Donors want all of their gifts to go for the purposes intended rather than have a percentage of their gifts help fund the campaign, even when the assessment is made clear in campaign materials and gift negotiations.
- ♦ Donor resistance is especially high when their gifts are large ones (e.g., a five percent assessment on a \$5,000,000 gift would equal \$250,000).
- ♦ Assessment income is realized only when outright campaign gifts and pledge payments are made; timing of these may not coincide with campaign expenses.
- ♦ Internal constituencies dislike this approach because it means not all the donors' gifts go for purposes intended.

### ***4. Short-Term Earnings***

Short-term earnings can be generated to pay campaign costs. There is usually some "float" on campaign gifts. The interest on plant and equipment funds and the interest on funds intended for endowment can be captured temporarily. These could include earnings on gifts made for buildings until they are expended, as well as earnings on gifts to endowment for a period of time (e.g., one year). This approach has the following advantages:

- ♦ Would not diminish the donor's gift (compared to assessing a fee).
- ♦ Consistent with the idea that a fundraising campaign should pay for itself.
- ♦ Ties campaign funding to campaign results in an appropriate way.

Disadvantages of this approach are as follows:

- ♦ Time available to generate earnings is relatively short.
- ♦ Low money market/short-term investment returns may affect income generated.
- ♦ Monies generated may be small in comparison to campaign costs.

### ***5. Designated Gifts for Campaign Costs***

Designated gifts can be solicited early in the campaign to pay for campaign costs. This approach has the following advantages:

- ♦ Campaign leaders and others who recognize the importance of investing in the university's fundraising programs can make gifts to fund campaign costs.
- ♦ 100 percent of other donors' gifts can go for campaign projects.
- ♦ Monies needed to fund campaign costs are generated early in the campaign.

At the same time, this approach can have the following important disadvantages:

- ♦ Campaign leaders and other donors whose gifts help fund the campaign may give less to campaign priority projects.
- ♦ Financing campaign costs is dependent on securing designated gifts in the required amounts.

### ***6. Unrestricted Current-Use Gifts***

Some institutions use unrestricted, current-use gifts generated through the annual giving program to pay campaign costs. Advantages of this approach are as follows:

- ♦ Avoids need to levy an assessment on campaign gifts or to use the university's operating budget.
- ♦ Means prospective major gift donors can be solicited for campaign priority projects instead of having to solicit some for designated gifts to help fund the campaign.

Disadvantages of this approach are as follows:

- ♦ Using unrestricted annual fund gifts to cover campaign costs may mean these monies cannot be used for other university purposes.
- ♦ Unrestricted campaign gifts are often needed to fund underfunded campaign projects or building projects when their costs escalate.



## **7. *Endowment Spending Rate***

By either increasing the spending rate on the endowment's market value or keeping the same overall spending rate, but reducing, say by a percentage point or two, the net spending rate the endowment pays out to account holders, funds can be generated to help pay campaign costs. Advantages of this approach include the following:

- ◆ Avoids the disadvantages of levying assessments on campaign gifts, using university operating funds, etc.
- ◆ Can be initiated a year or two before the campaign starts to help ensure monies are available to fund campaign start-up expenses.

At the same time, this approach has the following potential disadvantages:

- ◆ Lowers the amount of endowment spendable income that goes for purposes for which the endowments were created.
- ◆ May require getting the approval of endowment donors, if they were promised that all spendable income would go to fund the purposes for which the endowments were created.
- ◆ May not generate all the funds needed to cover campaign costs, especially in times of down stock markets.

## **8. *Borrowing***

Sometimes an organization is willing to borrow internal and/or external funds to pay for the campaign. Advantages of this approach are the following:

- ◆ Means monies are available when needed to fund campaign costs.
- ◆ Borrowed funds can be paid back over a period longer than the campaign.

Disadvantages of using this approach include:

- ◆ Depending on the interest rate charged, total campaign costs would be higher than if no funds were borrowed.
- ◆ Internal assets borrowed would not be available to generate spendable income for other university purposes.
- ◆ One or more of the other methods described above would still be required to pay back the borrowed funds.

## **Conclusion**

How to finance the costs of mounting a new, comprehensive, capital campaign is an important issue. Equally important is FIU's decision to make the required resource investment in a new campaign. Bentz Whaley Flessner recommends creating a Campaign Finance Task Force (five to six persons selected from the FIU Foundation Board and FIU senior administrators) to make a recommendation on campaign financing to the University and the Foundation Board.



**Executive Update  
PantherSoft Project  
4-16-2004**

<b>Student Administration</b>
-------------------------------

- Student Financial development 90% complete
- Student Records development 50% complete
- Add Direct Deposit via Web for FA and Refunds
- Law Application Interface ready for Go-Live week of April 12<sup>th</sup>
- Completed Rollout of Panther ID in order to access Self-Service applications for:
  - 45,105 Students
  - 3,786 FIU Employees
  - 1,403 Applicants
  - 1,460 Prospects
- Admissions training to be completed by the end of April 2004
- Financial Aid training well under way including outside FA departments
- Records training well underway
- Student Financials training started week of April 12<sup>th</sup>
- Initial testing of WebCT interface under-way
- TouchNet Testing beginning week of April 19<sup>th</sup>
- Security development for Student Records and Student Financials complete
- Now Live in PeopleSoft:
  - Admissions (Graduate and Undergraduate)
  - Request for Information for Prospects via the Web
  - View your Application Status for Applicants via the Web
  - Web Application for Grad and Undergrad complete
  - Web Access security profiles for Prospects, Applicants, and Students
  - Self Service for Admissions and Financial Aid
  - Awarding Financial Aid – Live on February 16<sup>th</sup>

<b>Financials</b>
-------------------

- Business Process documents and Procedures for Controllers Office, Purchasing Department, Property Management and Budget Office have been finalized and approved
- Online security request form has been rolled out and departments are assigning PeopleSoft roles to individual users
- Vendor data conversion is complete and information is being maintained in PeopleSoft
- Training for the core departments continues and curriculum for the end users has been completed for online requisitions, ID transfers, Receiving, and Budget Transfers
- Development for online customizations is complete and testing is in progress
- Interfaces such as Positive Pay, Electronic File Transfer, and Automated Clearing House are complete
- Legacy team continues to update conversion files for General Ledger and Asset Management as “clean up” efforts continue



- Testing continues – Cycle 1 and Cycle 2 test scripts have been executed. Integration testing has begun
- New Financial Team members for training and development have been added to the team
- Design Document for Travel and Expense are completed and approved

**Executive Update**  
**PantherSoft Project**  
**4-16-2004**

<b>Technology &amp; Infrastructure</b>
--

- Supported all development, conversion, test and train efforts for all on-going PantherSoft projects
- Planned and Coordinated Technical Tasks to Roll-out FA into Production
- Successfully migrated Financial Aid Module into production environment
- Continued building Financial Stage and Production Environments
- Coordinated HighJump (Asset Management Application) Installation
- Coordinated and Installed TouchNet (Credit Card Verification System)
- Coordinated and install R-25 PeopleSoft Interface system
- Supported and Maintained Job Scheduler System for all production jobs
- Provided Support and preventive maintenance to production environment
- Assisted Infrastructure Team test and validate High Availability System

**THE FLORIDA INTERNATIONAL UNIVERSITY  
BOARD OF TRUSTEES  
BOARD MEETING**

**14 June 2004**

**SUBJECT:** Academic Policy and Student Affairs Committee Report

---

**PROPOSED BOARD ACTION**

None.  
Discussion Item.

**BACKGROUND INFORMATION**

The Academic Policy and Student Affairs Committee of the Florida International University met on 24 May 2004.

The following topics were discussed:

1. Division of Student Affairs Report (Attachment "I")
2. Academic Learning Compacts (Attachment "J")
3. Hospitality Management Program in China (Attachment "K")
4. Capital Campaign Report (Attachment "L")
5. HCET Update

---

**Supporting Documentation Included:**

- Attachment "H" – Academic Policy and Student Affairs Committee Minutes, 24 May 2004
- Attachment "I" – Division of Student Affairs Report
- Attachment "J" – Academic Learning Compacts
- Attachment "K" – Hospitality Management Program Report
- Attachment "L" – Capital Campaign Report

**Facilitators/Presenters:**

- David Parker

DRAFT

**THE FLORIDA INTERNATIONAL UNIVERSITY  
BOARD OF TRUSTEES**



**ACADEMIC POLICY AND STUDENT AFFAIRS COMMITTEE  
MINUTES  
MONDAY, 24 MAY 2004  
FIU, UNIVERSITY PARK CAMPUS  
PC 521  
MIAMI, FL 33199**

**I. Call to Order**

The Florida International University Board of Trustees' Academic Policy and Student Affairs Committee meeting was called to order on Monday, 24 May 2004, by Chairman David Parker at 8:00 a.m., at FIU Primera Casa, Room 521, Miami, FL.

The following attendance was recorded:

***Present:***

Betsy Atkins  
David Parker, *Chairperson*  
Herbert Wertheim, *Vice Chair* (via telephone conference)  
Marcel Escoffier  
Jorge Rosario  
Joan Peven Smith,  
*Foundation Liaison*  
Jeffrey Horstmyer

***Excused:***

Rafael Calderón  
Sergio Pino

***Staff:***

Provost Mark Rosenberg  
Executive Vice-President Paul Gallagher  
Senior Vice President Patricia Telles-Irvin  
Vice President Rosa Jones  
Vice President Howard Lipman  
Vice President John McGowan  
Vice President George Dambach  
General Counsel Cristina Mendoza  
Vice Provost Institutional Planning and Effectiveness, Marie Zeglen  
Vice Provost International Studies, Douglas Kincaid  
Dean College of Health and Urban Affairs, Ronald Berkman  
Dean Honors College, Ivelaw Griffith  
Dean University Graduate School and Vice Provost Douglas Wartzok  
Dean Arts and Sciences Bruce Dunlap

Dr. Carlos Martini, Consultant  
Dr. Thomas Breslin  
Marcos Perez, President's Chief of Staff  
Mayra Beers  
Erica Martinez

Erica Martinez took a silent roll.

## **II. Approval of Minutes**

Committee Chair David Parker asked if there were any additions or corrections to the minutes of the 16 February 2004, Academic Policy and Student Affairs Committee. Hearing none, the Committee adopted the following:

RESOLVED that the minutes of the meeting of the Academic Policy and Student Affairs Committee held on 16 February 2004, attached to this Resolution as Exhibit "A," are hereby approved.

## **III. Chairman's Remarks**

Committee Chairman Parker welcomed all present to the meeting and introduced the items for Committee review.

## **IV. Items for Committee Action**

### *1. Administrative Procedures Act Amendment*

Committee Chair David Parker asked Provost Rosenberg to explain the relevant provisions of the Administrative Procedures Act.

After discussion, the Committee recommended Board approval of the following resolution:

WHEREAS, the Board of Trustees is an "agency" for purposes of the Florida Administrative Procedures Act ("APA") (Chapter 120, Florida Statutes);

WHEREAS, the APA allows anyone whose substantial interests are affected by an agency decision to request a substantial interests hearing;

WHEREAS, the APA requires an agency to respond to petitions requesting a substantial interests hearing within specified time limits, assign a presiding officer for the hearing, and act upon the recommended order of the presiding officer;

BE IT RESOLVED, that the Florida International University Board of Trustees authorizes the Secretary of the Board to respond to petitions requesting a substantial interests hearing, assign a presiding officer, and act upon the recommended order of the presiding officer, and

BE IT FURTHER RESOLVED, that the University administration is empowered to take all actions necessary to give effect to this Resolution.

*2. Alcoholic Beverages Rule Amendments*

SVP Telles-Irvin presented the proposed amendments to the Alcoholic Beverage Rule.

After discussion, the Committee recommended Board approval of the following Resolution:

RESOLVED that the Florida International University Board of Trustees adopt the amendments to Rule 6C8-11.005, Florida Administrative Code ("Rule") regarding Alcoholic Beverages, attached to this Resolution as Exhibit "B", and

FURTHER RESOLVED that upon approval of the Rule by the Board, the Board delegate the authority to the University President to approve any subsequent amendments that are based on comments to the Rule received by the University in writing or at a public hearing on the Rule to be held after the Board's action, and to file the rule for adoption.

*3. Tenure as a Condition of Employment Nominations*

Provost Rosenberg presented an outline of the proposed candidates for Tenure as a Condition of Employment.

After review and discussion of the nominees, the Committee recommended Board approval of the following Resolution:

WHEREAS each board of trustees is authorized to establish the personnel program for all employees of the University including tenure,

WHEREAS the University President is recommending the granting of Tenure as a condition of employment for Dr. Randy Anderson and Dr. Matthew P. Downs.

BE IT RESOLVED that The Florida International University Board of Trustees approve the granting of Tenure as a condition of employment for the individuals recommended by the University President and whose academic and professional profile is attached to this Resolution as Exhibit "C."

*4. Tenure and Promotion Nominations*

Provost Rosenberg highlighted some of the main accomplishments of the individuals nominated for Tenure and Promotion for the 2003-2004 academic year.

After brief discussion, the Committee recommended Board approval of the following Resolution:

WHEREAS each board of trustees is authorized to establish the personnel program for all employees of the university including tenure,

WHEREAS the University President is recommending the granting of Tenure for 5 nominees and Tenure and Promotion for 24 nominees listed respectively in Exhibits "D" and "E",

BE IT RESOLVED that the Florida International University Board of Trustees approves the granting of Tenure to the five individuals listed in Exhibit "D", and approves Tenure and Promotion to the twenty-four individuals listed in Exhibit "E" based on the recommendations of the University President.

*5. Ph. D. in Public Health*

Provost Rosenberg outlined the proposal for a new Ph. D. in Public Health. He explained the degree would provide a basis for research for public health practice and grant students the opportunity to specialize in the areas of Health Promotion or Community Nutrition.

The Committee recommended Board approval of the following Resolution:

RESOLVED that The Florida International University Board of Trustees approve the Doctor of Philosophy in Public Health proposal as a new academic program under the College of Health and Urban Affairs, attached to this Resolution as Exhibit "F",

FURTHER RESOLVED, that the University file the proposal with the Division of Colleges and Universities and submit the proposal to The Florida Board of Governors for approval.

**V. Reports (*No action required*)**

*6. Health and Medical Education Initiative Update*

Provost Rosenberg reported on the progress of the Health and Medical Education Initiative. He stated a Local Advisory Board was formed and was comprised of community leaders in the areas of health, affiliated organizations, and local professionals. He added the draft proposal was complete and was awaiting comments before its submission to the Board of Governors in June.

A synopsis of developments in the Health and Medical Education Initiative is attached as Attachment "A".

*7. PantherSoft Update*

VP McGowan provided the Committee with a PeopleSoft Update. He reported, the implementation of PeopleSoft was on plan, on-schedule, and on budget. He noted preparations were underway for the Financials module going "live" on July 1, 2004.

*8. Student Affairs Report*

SVP Patricia Telles-Irvin presented the Student Affairs Report to the Committee. Her comments are attached as Attachment "B."



*9. Capital Campaign Report*

VP Advancement Howard Lipman provided the committee with a brief report on the Capital Campaign. He reported the process for the selection of steering committee members and chairs and that it would be complete by 30 July 2004. He referred to the complete plan of implementation for the campaign as detailed in the matrix included in the meeting agenda and gave a brief overview of the proposed campaign process.

*10. HCET Update and Report*

Cristina Mendoza, General Counsel, provided a synopsis of the latest developments regarding the federal audit of HCET. She noted the new Compliance Officer had already joined the University.

*11. Hospitality Management Program in China*

Chairman Parker introduced Dr. Douglas Kincaid, Vice Provost International Studies, to present the report on the Hospitality Management Program in China.

*12. Collective Bargaining Update*

Cristina Mendoza, General Counsel, reported a labor lawyer had been added to the FIU legal team. She noted bargaining sessions had been scheduled with the appropriate units.

Chairman David Parker recognized Alan Gummerson, UFF President, from the audience. Dr. Gummerson addressed the Committee regarding his concerns about bargaining.

*13. Academic Learning Compacts*

Vice Provost of Planning and Institutional Effectiveness, Marie Zeglen reported that on 22 April 2004, the Board of Governors passed the initial step of a proposed Academic Learning Compact that would be used as a student learning measurement guide. She noted the BOG is asking universities to evaluate students on content knowledge, critical thinking, and communication skills. She reported the BOG has not provided a timetable for FIU to comply with the guidelines of the compact.

**VI. Other Business**

No other business was raised.

**VII. Adjournment**

With no other business raised, Chairman David Parker adjourned the meeting at 9:35 a.m.

***Trustee Requests***

*1. Trustees Atkins and Wertheim requested the University conduct a comparison analysis of Hospitality Management market share and enrollment and to present the results to the Committee at the next meeting.*

*2. Trustee Wertheim requested a further discussion at the next meeting of the Committee on how the international programs – and in particular Hospitality Management – help the University achieve its mission.*

*2. Trustee Parker requested a report to the Committee at the next meeting on the scope of FIU international programs.*

*EM/emm*  
05.27.04

Attachment A:  
*Health and Medical Education Initiative*

**Medical School Planning Progress Report  
5 May 2004**

1. A Local Advisory Board was formed, which includes representatives of affiliated organizations and important local professional and public figures in the area of health.
2. BOG Draft Program Proposal Completed, after soliciting comments from:
  - Faculty Senate Task Force
  - EEO
  - Dr. Robert Daugherty, Past Dean, USF Medical School
  - Dr. Michael Whitcomb, Vice President of the Association of American Medical Colleges
  - Dr Richard Cooper, Health Policy Institute, Wisconsin Medical College
  - FIU Faculty—Town Mall Meetings were held on both campuses
  - Our proposed affiliates: Mt. Sinai Hospital, Miami Children's Hospital, Mercy Hospital, Baptist Health South Florida, and Health Choice Networks
  - Miami Dade Department of Health
  - Blue Cross/Blue Shield of Florida
  - United Health Care
  - Vitas Inc.
  - Health Foundation of South Florida
  - Deans of Medicine at University of Miami, University of Florida, Florida State University and University of South Florida.
3. New affiliations and associations are being developed with:
  - Hospital Corporation of America (HCA) and its 13 hospitals in the East Florida Division, including Cedars, Kendall Regional and Plantation Hospitals
  - United Behavioral Health Division
  - Center for Haitian Studies, Inc. (Greater Miami Health Education and Training Center)
  - Vitas, Inc.
4. New reports prepared include:
  - An analysis of physician workforce issues in South Florida
  - Demographic and educational analysis of 14,000 physicians practicing in South Florida
  - An analysis of admissions in Medical Schools in Florida
5. New developmental activities:
  - Planned and laid the groundwork for Pre-Medical Honors Program with 7- and 8-year program tracks
  - Discussions with University of South Florida College of Medicine are ongoing

- Preliminary discussion with the University of Miami, School of Medicine has taken place. Program begins in August 2004
- Started the planning 3 new Medical Residency Programs in Internal Medicine, Family Medicine and Pediatrics, sponsored by FIU and affiliated hospitals
- Seeking state and private funding of residencies

6. Media Campaign:

- Communication plan has been developed by University Advancement and a planning task force appointed
- Printed monthly newsletter for 14,000 local physicians will launch in May 2004
- Monthly electronic newsletter with medical school column will start in May 2004 and reach 25,000 FIU alumni
- FIU Health Initiatives web site is being redesigned to accommodate public opinion campaign
- A newspaper and television information and rapid response plan has been developed and is ready for launching
- Meetings with physician's organizations and groups have begun: two very successful meetings were held with primary care practitioners at the Health Choice Network representing 12 health centers, and at the Center of Haitian Studies in Miami
- Planning for private sector fundraising has begun

7. Successful Legislative Campaign:

- Initial appropriation of \$9,137,609 in PECO funds was obtained for the Molecular Science Building-the first of three buildings to comprise the medical school complex of University Park
- \$600,000 was provided for the FIU Honors College/USF College of Medicine Educational Partnership and Residency Programs. FIU shall use a portion of these funds for a residency program

8. Important Statewide Background Shift

Between the mid-January 2004 meeting of the BOG Strategic Planning Medical Education Subcommittee and its mid-March meeting, studies indicating a serious, steadily growing national shortage of physicians swept away the argument that the nation had enough doctors.

The argument has shifted to how best to increase the size of Florida's physician workforce. FIU's contention has been that a single proposal (like just to increase the number of medical school admissions) is not sufficient and that a successful workforce plan should:

- Increase the number of medical schools
- Increase the number of existing medical school seats
- Increase the number of residencies
- Improve the conditions of work for physicians.

The BOG called for a cost benefit analysis of the different alternatives, but set no deadline for the study.

Attachment B:

**Office of the Senior Vice President  
Student Affairs and Human Resources  
Florida International University  
Board of Trustees–  
May 24, 2004**

**Student Government Association (SGA) Elections:**

On April 6 & 7 students at Florida International University elected **Jorge Rosario** and **Malik Wiles**, as President and Vice President for Student Government at the University Park Campus. Rosario and Wiles have been very active in the Student Government Association (SGA) and have volunteered for numerous events and organizations at FIU, including: SGA Campus Life, Student Union Board, Government Relations Committee, Dance Marathon, Panther Rage, Student Alumni Association, Student Ambassador Program, Student Football Committee and Homecoming.

Also, **Ruth-Allyson Webster**, former Vice President for our Biscayne Bay Campus (BBC), was elected as the new President for Student Government at the BBC.

During the SGA Banquet and Transition Ceremony held in mid-April, former SGA President and FIU Trustee, **Clayton Solomon** gave an impassioned speech regarding his experiences as President, and the importance of saying “thank you.”

This past weekend, I attended the annual SGA planning session. The annual event affords an opportunity for members of the SGA, and the administration to discuss student concerns and plan for the upcoming year.

**Construction Projects:**

Several Construction Projects are nearing completion. I am pleased to report that the Graham Center Extension is on schedule for substantial completion by the end of August (permitting rain delays). The Recreation Center is on schedule and is expected to be operational in September. The center will be a state-of-the-art facility that will help to enrich campus life at Florida International University. Also, we are moving forward with Greek housing on campus. The Pike House is about 60% complete. And, as of mid-April we signed agreements for three other fraternities, Sigma Phi Epsilon, Tau Kappa Epsilon, and Sigma Alpha Mu.

**University Health Services**

The University Health Services Complex is now open. The new facility has enhanced our ability to offer new services to students, faculty and staff. In addition to our health promotion programs and services, we now offer massage therapy and acupuncture, in addition to many other healthy lifestyle and holistic health programs. Also, we now offer a conveniently located FIU Pharmacy, located on the first floor of the University Health Services Complex. The Pharmacy provides the following services to FIU students, faculty, and staff: prescription and over-the-counter medications, dietary supplements, vitamins, and herbs; first aid supplies; medical equipment; dental products; health and beauty products; sunscreen; aromatherapy; relaxation products; and more. We accept most types of health insurance plans.

**The McNair Grant**

On April 7, 2004 we held the McNair Post-Baccalaureate Achievement Program in recognition of the First McNair Fellows. The program acknowledged the achievements of the 31 McNair Fellows and 24 Faculty Mentors.

The Ronald E. McNair Grant, awarded to Florida International University (through the Division of Student Affairs) is designed to help “talented, gifted, low-income, first generation college students and others from underrepresented groups to make the transition to graduate school.” The goal of the McNair program is to increase the number of Ph.D. recipients among underrepresented groups, and help students develop the skills that are critical to success at the doctoral level.

The McNair program involves the fields of Biology, Engineering, Chemistry, Physics, Math and Science.

**Office of the Senior Vice President  
Student Affairs and Human Resources  
Florida International University  
Board of Trustees–  
May 24, 2004**

**Student Government Association (SGA) Elections:**

On April 6 & 7 students at Florida International University elected **Jorge Rosario** and **Malik Wiles**, as President and Vice President for Student Government at the University Park Campus. Rosario and Wiles have been very active in the Student Government Association (SGA) and have volunteered for numerous events and organizations at FIU, including: SGA Campus Life, Student Union Board, Government Relations Committee, Dance Marathon, Panther Rage, Student Alumni Association, Student Ambassador Program, Student Football Committee and Homecoming.

Also, **Ruth-Allyson Webster**, former Vice President for our Biscayne Bay Campus (BBC), was elected as the new President for Student Government at the BBC.

During the SGA Banquet and Transition Ceremony held in mid-April, former SGA President and FIU Trustee, **Clayton Solomon** gave an impassioned speech regarding his experiences as President, and the importance of saying “thank you.”

This past weekend, I attended the annual SGA planning session. The annual event affords an opportunity for members of the SGA, and the administration to discuss student concerns and plan for the upcoming year.

**Construction Projects:**

Several Construction Projects are nearing completion. I am pleased to report that the Graham Center Extension is on schedule for substantial completion by the end of August (permitting rain delays). The Recreation Center is on schedule and is expected to be operational in September. The center will be a state-of-the-art facility that will help to enrich campus life at Florida International University. Also, we are moving forward with Greek housing on campus. The Pike House is about 60% complete. And, as of mid-April we signed agreements for three other fraternities, Sigma Phi Epsilon, Tau Kappa Epsilon, and Sigma Alpha Mu.

**University Health Services**

The University Health Services Complex is now open. The new facility has enhanced our ability to offer new services to students, faculty and staff. In addition to our health promotion programs and services, we now offer massage therapy and acupuncture, in

## ATTACHMENT “I”

addition to many other healthy lifestyle and holistic health programs. Also, we now offer a conveniently located FIU Pharmacy, located on the first floor of the University Health Services Complex. The Pharmacy provides the following services to FIU students, faculty, and staff: prescription and over-the-counter medications, dietary supplements, vitamins, and herbs; first aid supplies; medical equipment; dental products; health and beauty products; sunscreen; aromatherapy; relaxation products; and more. We accept most types of health insurance plans.

### **The McNair Grant**

On April 7, 2004 we held the McNair Post-Baccalaureate Achievement Program in recognition of the First McNair Fellows. The program acknowledged the achievements of the 31 McNair Fellows and 24 Faculty Mentors.

The Ronald E. McNair Grant, awarded to Florida International University (through the Division of Student Affairs) is designed to help “talented, gifted, low-income, first generation college students and others from underrepresented groups to make the transition to graduate school.” The goal of the McNair program is to increase the number of Ph.D. recipients among underrepresented groups, and help students develop the skills that are critical to success at the doctoral level.

The McNair program involves the fields of Biology, Engineering, Chemistry, Physics, Math and Science.



**The Florida International University  
Board of Trustees  
Academic Policy and Student Affairs Committee**

**24 May 2004**

**Academic Learning Compacts**

The Florida Board of Governors has been debating accountability measures for student learning for several months. The discussion has ranged from construction of an "FCAT" equivalent test for baccalaureate graduates to continued reliance on SACS criteria for assessment of student learning. Following a day of presentations on what Universities are currently doing to assure learning goals are being met. The Florida Board of Governors passed the following resolution at their April 22, 2004, meeting.

*"Under the student achievement measure, the Board of Governors recommends that all universities, through their Boards of Trustees, adopt Academic Learning Compacts;*

*That the Compacts constitute a clear identification, by academic program, of what students, engaging in a teaching-learning partnership with their universities, will have learned in terms of content knowledge, and communication and critical thinking skills by the time they graduate; and that these Compacts will be clearly articulated by the universities to students at the beginning of their academic careers and when they begin their degree programs; and that, on or before graduation, the universities will certify, through any process they choose, that the criteria of the Compacts have been met by individual students;*

*That the Board of Governors will work with universities to ensure implementation of meaningful Academic Learning Compacts that maximize flexibility at the university level."*

Details of the Academic Learning Compacts are yet to be decided and each Board of Trustees will have a prominent role in approving how each University will assure that learning goals are met. Summary:

- Each FIU academic program will define student learning goals for baccalaureate degree candidates in three areas: (1) content knowledge in the field of study; (2) communication skills; and (3) critical thinking skills. Many programs have already defined content knowledge goals as parts of SACS accreditation.
- The Academic Learning Compacts will be approved by local Boards of Trustees.
- The learning goals will be explained to students upon entry into FIU and into specific degree programs.
- On or before graduation, Universities will certify that individual students seeking baccalaureate degrees have met the student learning goals of the program in which the degree is granted.

- The Florida Board of Governors will have responsibility for assuring that meaningful Compacts have been implemented at each SUS institution.

### **Concerns:**

- Lead times will be needed for faculty in each program to confirm content knowledge goals, establish criteria for meeting each goal, and initiate a measurement approach that includes all graduating students. SACS criteria apply at the program, not individual student level, so new strategies will be needed in some areas for measuring student learning.
- Communication and critical thinking skills may be defined as general skills appropriate to all baccalaureate students taking the core curriculum or as skills customized and measured uniquely for each program. Time will be needed to develop an institutional measurement strategy if that direction is chosen.
- Notification of students entering FIU about the Compact and learning goals will require modification of existing communication products, web sites, and program brochures.
- The meaning of “certify” is not clear. Will students who pass all coursework but do not meet one of the three learning goal criteria be able to graduate? Currently, most students who pass all required courses and who obtain a grade of “C” or higher in major courses are granted degrees. (Requirements can be higher - The College of Education has a minimum 2.5 GPA for graduation.)
- Who will be responsible for certifying students prior to graduation?
- What criteria will the Florida Board of Governors use in determining whether or not a “meaningful” implementation of the Academic Learning Compact has been made by an institution?
- What processes will be needed to enable FIU to report on the certification of baccalaureate graduates? Will the PeopleSoft student administration system database structure need to be modified?

Provost Rosenberg has already taken the step of convening a group of Faculty Senate representatives and Provost Staff with responsibilities related to the undergraduate curriculum, assessment of student learning, and accountability reporting to define and deploy a strategy for FIU to meet and exceed the ALC requirements. Vice President Jones will convene this working team and issue a report to the Academic Policy and Student Affairs Committee of the Board of Trustees.

## **The Hospitality Management Program in Tianjin, China PowerPoint Narrative**

---

### FIU degree programs abroad: an expanding portfolio

- Problem of declining international student enrollments has been widely reported across the US
- Less noticed phenomenon, however: trend to development of US degree programs offered abroad, often in partnership with local universities
- FIU now pursuing such opportunities for business, journalism, engineering, and hospitality management degrees in Latin America, Europe and Asia

→School of Hospitality and Tourism Management, in particular, has been a pioneering force in international education at FIU

- Top-ranked program has long been a magnet for international students, and its graduates can be found in leading resorts, hotels and restaurants around the world
- Over the last several years, the school has developed degree programs in Switzerland, Monaco, Mexico, and Jamaica
- Now the school is breaking new ground, literally and figuratively, in China

→China: a rapidly expanding higher education market

- The soaring Chinese economy has been generating a complementary boom in higher education, as the demand for skilled workers, technicians and managers has been growing exponentially
- One of the most important growth poles is tourism, which has been predicted to grow at an annual clip of 20 percent over the next decade
- By 2020, China may replace France as the top tourist destination in the world

→Tianjin: the cutting edge

- It is that market that our Tianjin project seeks to address
- 

### Academic Programs

- On April 8, during President Maidique’s visit to China, we signed an agreement to offer two bachelor degree programs, Hospitality Management and Travel and Tourism Management, in Tianjin, China
  - Programs will be offered in English and will be fully compliant with university, state, and accreditation requirements
  - Master’s degrees in Hospitality Management and Tourism Studies are planned for later implementation in 2008
- 

### Partnership

- Our degree programs will be offered through a partnership with the City of Tianjin and Tianjin University of Commerce
  - Tianjin is China’s 3<sup>rd</sup> largest city, with about 10 million inhabitants, and is the primary seaport serving Beijing, which is only about 50 miles away, and the surrounding region
  - The city is also an industrial powerhouse with one of the largest and most dynamic free trade zones in China
  - The Tianjin University of Commerce (TUC) is about 25 years old, is primarily a business and engineering school, and has some 14,000 students
  - As part of a major economic development initiative, the city is investing heavily in TUC, which will more than double in size by 2010
  - Part of that investment is \$20m destined to the construction of a new campus that will exclusively house the FIU degree programs
  - In the photo, taken at the groundbreaking ceremony during the president’s visit, appear Zhang Zhigang, rector of TUC, on the left; President Maidique and his wife in the center; next to Lea Maidique is Peng Lu, director of FIU’s Tianjin office; and on the right, Wang ShuZu, vice mayor of the city of Tianjin.
- 

#### Approved design for the FIU Tianjin Campus

- On the left, auditorium
  - Adjacent to that, classroom building
  - At the back, high-rise residence hall that will accommodate 1,000 undergraduates
  - To the right, building with residential accommodations for 200 graduate students and visiting faculty
- 

#### With regard to curriculum and instruction:

- First two years of instruction, comprising the lower division requirements, will be offered by TUC
- First cohort of 200 students will begin classes at TUC this fall
- Last two years of upper division coursework will be offered by FIU
- Students will be fully admitted into FIU prior to the start of their third year, which for the first cohort will be Fall 2006
- Some of the classes will be offered by FIU faculty during short-term visits from Miami. But the large majority of courses will be offered by Chinese faculty who will be trained at FIU over the next two years
- This is one of the most innovative aspects of the program, in that it breaks the limitation of scale imposed by the difficulty of moving large numbers of faculty back and forth across great distances
- Some 20 Chinese professors with doctoral degrees in business, economics, and tourism management will come to FIU beginning Spring 2005 to enroll in our Hospitality master’s programs

## Attachment “K”

- Upon completion of the program here, they will return to China and be hired as the core faculty for our program
  - First graduating class will be in Spring 2008, just in time for the Summer Olympics in Beijing, which will bring with it a tremendous surge in tourism investments and revenues
  - First cohort of 200 will grow to 500 students in subsequent years
- 

### About the finances:

- This will be a fully self-supporting program that will not entail E&G budget commitments
  - Start-up costs:
    - As noted, the city of Tianjin is investing \$20 million in the construction of our facilities
    - For FIU’s part, we anticipate investing about \$300,000 over the next two years from auxiliary sources, primarily for administrative staff and travel costs
  - Tuition will be set at about \$4,000 annually to start in Fall 2004
  - Program revenues will be divided at 51% for TUC and 49% for FIU
    - This will generate about \$2 million annually for FIU when full enrollment of 1,000 students is achieved
    - We expect the program to be breaking even during its first year of operation in 2006-07 and to have recovered our initial investment and generate surplus revenue by 2007-08
-



Florida International University

# The Hospitality Management Program in Tianjin, China



# Florida International University

- FIU degree programs abroad
  - *an expanding portfolio*
- Hospitality Management
  - *an FIU leader in international education*
- China
  - *a booming higher education market*
- Tianjin Project
  - *the cutting edge of internationalization*

## ***Background***



# Florida International University

- BS in Hospitality Management
- BS in Travel and Tourism Management
- MS degree planned for 2008

***Academic programs***





# Florida International University

- ***FIU***
- ***City of Tianjin***
- ***Tianjin University of Commerce***



## ***Partnership***



# Florida International University



***Approved design for FIU Tianjin Campus***



# Florida International University

- Lower division curriculum: TUC
  - *Starting Fall 2004 with 200 students*
- Upper division curriculum: FIU
  - *Starting Fall 2006*
- Training of FIU Chinese faculty at FIU
  - *Up to 20, starting Spring 2005*
- First graduating class in Spring 2008
  - *200 in first class; 500 per year thereafter*

***Curriculum and instruction***



# Florida International University

- Self-supporting programs
- Start-up costs
  - *\$20m facility construction (Tianjin)*
  - *Approx. \$300k staff and travel costs (FIU)*
- Tuition and fee revenues
  - *\$4,000 per year per student*
- Revenue sharing (49% for FIU)
  - *FIU revenue \$2m annually at full enrollment*

***Financial model***



# Florida International University

***Thank you!***





**FLORIDA INTERNATIONAL UNIVERSITY**  
**University Advancement**  
**Campaign Planning FY04**

**A. Campaign Leadership**

**Description:** President and Vice President for University Advancement cultivate and solicit/recruit top campaign prospects and volunteer leaders.

**Outcome:** Prospects for top campaign gift commitments/campaign leadership roles are identified, cultivated, and, in some cases, solicited/recruited for campaign gift commitments and leadership roles.

**Audience:** FIU President and Vice President for University Advancement.

ACTION	START	DUE	TASK	STAFF	VOLUNTEER	STATUS
<b>Campaign Leadership</b>	7/1/03	12/31//03	1. Identify persons who are top individual campaign gift/leadership prospects.	HRL/ZD		<b>Completed</b>
	7/1/03	**	2. Create and begin implementing an agenda for President Maidique to cultivate top campaign gift/leadership prospects.	HRL		<b>Ongoing</b>
	7/1/03	**	3. Create and begin implementing an agenda for Vice President Lipman to cultivate top campaign gift/leadership prospects.	HRL		<b>Ongoing</b>
	4/1/04	7/30/04	4. Recruit Campaign Chair and identify prospective Campaign Steering Committee members.	HRL/MAM		

**B. Campaign Case Prospectus**

**Description:** Text document (five pages) with proposed campaign featured initiatives to be used in campaign planning study external interviews.

**Outcome:** Document that presents FIU's vision (big idea/overarching theme), strategic initiatives to make this vision a reality, and private giving priorities to fund these strategic initiatives.

**Audience:** Persons to participate in campaign planning study external interviews.

ACTION	START	DUE	TASK	STAFF	VOLUNTEER	STATUS
<b>FIU Vision and</b>			1. Prepare FIU Vision Statement	Millennium Strategic Plan		<b>Completed</b>

ACTION	START	DUE	TASK	STAFF	VOLUNTEER	STATUS
<b>Strategic Themes</b>			2. Determine Strategic Initiatives required to realize FIU Vision			<b>Completed</b>
			3. Draft combined FIU Vision and Strategic Initiatives (SI) statement and share with VPs, deans and sr. administrators.			<b>Completed</b>
<b>Private Funding Priorities</b>	10/1/03	11/15/03	4. Identify private giving priorities to fund strategic initiatives with Provost	HRL		<b>Completed</b>
	10/1/03	12/1/03	5. Identify private giving priorities to fund strategic initiatives with President	HRL		<b>Completed</b>
	12/1/03	5/1/04	6. Define plan to engage faculty and internal constituents.	HRL/JSE		<b>Underway</b>
<b>Campaign Case Prospectus</b>		2/13/04	7. First Draft of Campaign Case Prospectus	TW/JSE		<b>Completed</b>
		2/19/04	8. Review 2 <sup>nd</sup> Draft	RW/TE		<b>Underway</b>
		3/15/04	9. Final Draft Campaign Case Prospectus.	TW/JSE		<b>Underway</b>
		3/19/04	10. Review Draft with Campaign Study Task Force.	TW/JE		
		4/1/04	11. Revise Prospectus for use in campaign planning study interviews.	TW/JE		

### C. Campaign Planning Study

**Description:** External interviews conducted by Bentz Whaley Flessner to provide information for campaign planning study report.

**Outcome:** Report that evaluates FIU's readiness for a new comprehensive campaign, top prospects' reactions to proposed campaign priorities, and availability of leadership donors and volunteers to successfully launch and conduct a new campaign.

**Audience:** President and Vice Presidents; FIU Foundation Board of Directors, and FIU Board of Trustees.

ACTION	START	DUE	TASK	STAFF	VOLUNTEER	STATUS
<b>Campaign Planning Study Task Force</b>	10/1/03	12/15/03	1. Draft criteria and identify potential Task Force members.	HRL		<b>Completed</b>
	3/4/04	4/1/04	2. Recruit Task Force Members	HRL		<b>Underway</b>
	4/1/04	**	3. Meeting of Task Force to review interview list candidates and Campaign Prospectus.	HRL		<b>To be scheduled</b>
	11/30/04	**	4. Meeting of Task Force to review draft Campaign Planning Report.	HRL		
<b>External Interview Lists</b>	10/1/03	10/21/03	5. Present work plan to Campaign Planning Group.	ZD		<b>Completed</b>
	10/1/03	10/21/03	6. Review interview candidates pool and recommend short list.	Campaign Planning Group		<b>Completed</b>
	10/1/03	12/17/03	7. Develop and begin implementing plan to engage Prospective Major Donors.	Campaign Planning Group		<b>Underway</b>
	12/1/03	12/17/03	8. Review draft list with MAM	HRL		<b>Completed</b>
	12/1/03	4/1/04	9. Complete implementation of plan for engaging Prospective Major Donors.	JSE/ZD		
<b>External Interviews Appointments</b>	8/1/04	9/1/04	10. Letters prepared and mailed to ask persons.	ZD		
	9/1/04	10/1/04	11. Make phone calls to schedule appointments.	BWF		
	9/15/04	10/30/04	12. Conduct interviews.	BWF		
	10/1/04	11/15/04	13. Make sure follow-up letters mailed to interviews.	BWF		



ACTION	START	DUE	TASK	STAFF	VOLUNTEER	STATUS
Campaign Planning	11/1/04	12/1/04	14. Prepare campaign planning report and share with Task Force and then present to FIU Foundation Board of Directors, FIU senior administrators.	BWF/CPG		
	12/1/04	**	15. Based on campaign planning report and Board action, prepare a campaign plan to guide FIU in moving ahead with a new comprehensive campaign.	BWF/CPG		

#### D. Volunteer Structures

**Description:** Plan to educate key FIU volunteers about the campaign and their roles and involvement to help ensure the campaign's success.

**Outcome:** FIU volunteers who make private fund-raising an important part of their agenda and involvement with FIU.

**Audience:** FIU Board of Trustees, FIU Foundation Board of Directors, FIU Alumni Association Board of Directors, Deans' Advisory Councils, and selected other FIU volunteers.

ACTION	START	DUE	TASK	STAFF	VOLUNTEER	STATUS
Volunteer Structure	2/1/04	7/31/04	1. Together with the Executive Committee of the BOT /BOD identify ways to work with the leadership of the Board to make private fund-raising a more important part of its agenda and activity. Presentation planned for March/April 04 timeframe.	HRL		Ongoing
	4/1/04	7/31/04	2. Design and begin implementing a plan to educate the BOT/BOD about private fund-raising and begin to involve them in the process.	HRL		Ongoing

ACTION	START	DUE	TASK	STAFF	VOLUNTEER	STATUS
	2/1/04	2/28/04	3. Design and share with deans a plan to create more effective advisory councils, including council purposes, volunteer member position descriptions, enlisting and orienting members, and roles and responsibilities of deans and unit development officers in supporting such councils.	HRL/BWF		First draft to be reviewed on 2/24/04
		6/30/04	4. Design and facilitate a self-study and strategic planning process with the FIU AABOD to enable the Association to focus on increasing alumni giving participation and involving alumni in career networking, student internship placements, and permanent job placements.	GWD/TW/BWF		

### E. Development Staff Major Gift Training and Performance

**Description:** Measurable objectives for development staff to qualify, cultivate, solicit, close, and steward individuals, corporations, foundations, and other organizations to make major gift commitments to FIU.

**Outcomes:** Enhanced revenue generation via development staff being trained to qualify and solicit (together with FIU staff and volunteers) an increased number of individuals, corporations, and foundations to make major gift commitments to FIU.

**Audience:** University Advancement Office development staff.

ACTION	START	DUE	TASK	STAFF	VOLUNTEER	STATUS
Development Staff Major Gift Training and Performance	9/1/03	12/31/04	1. Set measurable objectives for development staff to qualify, cultivate, solicit, close, and steward major gifts; review and evaluate progress monthly.	JSE		Completed & Ongoing

ACTION	START	DUE	TASK	STAFF	VOLUNTEER	STATUS
	11/1/03	12/31/04	2. Design and implement a training program to enhance staff members' skills in qualifying, soliciting, and closing major gift prospects.	JSE		Ongoing
	9/1/03	12/31/04	3. Review development officers' progress, problems, and issues in making discovery calls, initial solicitation calls, preparing written reports, and closing solicitations on major gift prospects.	JSE		Ongoing

## F. Major Gift Prospecting and Prospect Management

**Description:** Define and implement prospecting and prospect management systems that support the identification, cultivation, and solicitation of campaign gifts.

**Outcomes:** Prospecting and prospect management systems that enable University Advancement staff, FIU senior administrators, and FIU volunteers to effectively and efficiently solicit campaign gift commitments.

**Audience:** University Advancement staff, FIU senior administrators, and FIU campaign volunteers.

ACTION	START	DUE	TASK	STAFF	VOLUNTEER	STATUS
<b>Prospect Asset Screening</b>	10/1/03	12/1/03	1. Review status of prospecting activities and determine actions (electronic screening, peer group screening, etc.) to generate new prospects.	TL/ZD		Underway
	12/15/03	6/30/04	2. Complete screening and rating.	TL		Underway
<b>Prospect Management</b>		3/1/04	3. Full rollout of Prospect Management.	ZD/TL		Underway
		7/1/04	4. Complete Implementation and training.	ZD/TL/JE		

ACTION	START	DUE	TASK	STAFF	VOLUNTEER	STATUS
Staff Development		Ongoing	5. Train prospect research staff in building and utilizing appropriate and useful prospect research products.	TL		Ongoing

## G. Communications and Marketing

**Description:** Integrated marketing and communications plans to increase FIU awareness, pride and, awareness and understanding of campaign priorities among FIU alumni and friends.

**Outcomes:** FIU alumni and friends who are proud of FIU, are aware of FIU's vision and strategic priorities, and understand the importance of campaign gift commitments in funding these priorities.

**Audience:** FIU alumni and friends.

ACTION	START	DUE	TASK	STAFF	VOLUNTEER	STATUS
Pre-sell Campaign Priorities	2/13/04	1/31/04	1. Draft and review communication strategy and plan to pre-sell campaign priorities.	TW/CPG		
		3/31/04	2. Determine which campaign priorities to pre-sell.	HRL/MAM/MBR		
		5/15/04	3. Present "pre-sell" plan and strategy to key internal "partners" university-wide.	TW		
		7/1/04	4. Implement plan to pre-sell Campaign priorities through print and electronic media, editorial and earned media and public forum opportunities.	TW		
FIU Integrated Marketing Plan		3/15/04	5. Complete external phase of the Branding Study	A&S/TW		Underway
		4/21/04	6. Use internal and external data to formulate marketing recommendations.	A&S/TW		Underway

ACTION	START	DUE	TASK	STAFF	VOLUNTEER	STATUS
		4/30/04	7. Outline core messages and strategies for a long-term marketing plan and campaign positioning.	A&S/TW		Underway
		6/30/04	8. Secure funding and begin implementation of integrated marketing plan.	HRL/TW/ A&S/BOD		

## H. Annual Giving

**Description:** A re-engineered annual giving program that effectively presents FIU's case for annual support to a range of constituent audiences utilizing strategies that convert FIU's affinity-building alumni and friend relations programs into fundraising success.

**Outcomes:** Increase recurring financial support and total participation in annual giving by alumni and friends through direct mail, e-mail, telemarketing, and personal solicitation.

**Audience:** FIU alumni and friends who make – or are prospects to make – annual, recurring gifts for unrestricted and restricted purposes.

ACTION	START	DUE	TASK	STAFF	VOLUNTEER	STATUS
Personnel & Planning	8/1/03	5/30/04	1. Hire Director of Annual Giving (AG)	JSE		Will arrive 5/17/04
	1/1/04	6/30/04	2. Prepare an annual giving strategic plan outlining and time-lining methods, audiences, strategies or tools, measurable goals, and resources needed.	JSE/AG		Underway
Program Enhancement	2/1/04	6/30/04	3. Add opportunities for alumni and friends to designate gifts for colleges, schools, or other units, in addition to our traditional unrestricted giving request	JSE/AG		
Infrastructure	7/1/04	12/31/04	4. Create an Integrated, Full-function Internal Calling Center	JSE/AG		

ACTION	START	DUE	TASK	STAFF	VOLUNTEER	STATUS
New Programs	1/1/04	6/30/04	5. Initiate an Annual Faculty & Staff Campaign, including establishing a steering committee and completion of campaign.	JSE/AG		
	2/1/04	6/30/04	6. Initiate an Annual Student Campaign	JSE/AG		
	7/1/04	10/30/04	7. Initiate an Annual Parents Campaign	JSE/AG		
Systems	3/1/04	6/30/04	8. Utilize Arts & Science data/market research to better craft appeals to identified audiences based on their perceptions, needs and interests.	JSE/AG		
	4/1/04	6/30/04	9. Set measurable objectives and create reporting system to monitor and track performance across methods and audiences, quantitatively and qualitatively.	JSE/AG		
	4/1/04	6/30/04	10. Integrate Annual Giving programs with Alumni Outreach, Communications, and Membership Programs	JSE/AG		

## I. Alumni Relations

**Description:** Programs to recruit FIU Alumni Association members and renew current members, to involve FIU alumni through on- and off-campus outreach activities, and to increase awareness and appreciation of the FIU Alumni Association among current students.

**Outcomes:** Increased numbers of alumni who have increased awareness, pride, involvement, and engagement with FIU.

**Audience:** FIU alumni.

ACTION	START	DUE	TASK	STAFF	VOLUNTEER	STATUS
--------	-------	-----	------	-------	-----------	--------

ACTION	START	DUE	TASK	STAFF	VOLUNTEER	STATUS
<b>Membership Recruitment</b>	10/01/03	3/04	1. Develop comprehensive plan to recruit, renew and acknowledge FIU Alumni Association members	GWD/DW/JDC		<b>Completed</b>
<b>Outreach Activities to Engage Alumni</b>	10/01/03	3/04	2. Develop comprehensive Outreach campaign plan designed to engage more alumni with FIU and develop programs based on results from Alumni needs/wants survey being conducted by Arts & Science Group	GWD/HRD		<b>Completed</b>
<b>Student Programming</b>	10/01/03	1/04	3. Develop comprehensive plan to engage students with FIU Alumni Association and provide relevant programming	GWD/SK		<b>Completed</b>
<b>Communication</b>	10/01/03	3/04	4. Develop comprehensive communication plan and incorporate findings from Branding and Alumni surveys being conducted by Arts & Science Group	GWD/TW/FIUAA Staff		<b>Completed</b>

## J. Operations and Support Services

**Description:** Plans and procedures to enhance the accuracy of University Advancement's electronic database on alumni and friends and to increase the ability of University Advancement staff to use the database to enter information and generate reports to track and evaluate progress against goals and objectives.

**Outcomes:** Accurate, timely, and complete information and reports in support of FIU's fund-raising programs, especially a new comprehensive capital campaign.

**Audience:** University Advancement and other FIU staff and volunteers who use information and reporting services from the University Advancement Office.

ACTION	START	DUE	TASK	STAFF	VOLUNTEER	STATUS
<b>Reports</b>	02/01/04	05/31/04	1. Facilitate creation of gift counting policies for the campaign, in accord with industry standards	HRL/ZD/JMC/BWF		<b>Draft to be reviewed 2/24/04</b>

ACTION	START	DUE	TASK	STAFF	VOLUNTEER	STATUS
	02/01/04	05/31/04	2. Facilitate definition of campaign terms for data tracking and reporting, including overall goals (e.g., dollars raised, deferred dollars raised, alumni participation, etc.) and fundraising objectives (e.g., scholarships, faculty enhancement, capital projects, etc.)	HRL/JSE/ JMC/BWF		
	05/31/04	06/30/04	3. Develop campaign reports that reflect progress against goals; design reports for both internal and external audiences	HRL/JSE/ JMC/BWF		
<b>Service and Support</b>	11/01/03	06/30/04	4. Enhance quality of constituent data within Raiser's Edge, including contact information (addresses, phones, emails) for alumni and other constituents. Increase completeness and accuracy of active records.	JMC		<b>Ongoing</b>
	01/02/04	06/30/04	5. Expand use of Raiser's Edge as appropriate to support new programs in development and alumni affairs.	JMC/GWD		<b>Ongoing</b>
	11/01/03	08/31/04	6. Provide tools and training to improve the efficiency of fundraising staff and the accessibility of key data; this may include campaign-specific queries, Dashboard reports, and automated work flow/procedures.	ZD/MJC/JSE		<b>Underway</b>



ACTION	START	DUE	TASK	STAFF	VOLUNTEER	STATUS
	11/01/03	01/31/04	7. Investigate timesaving automation options (such as bar coding/scanning) and implement as appropriate.	JMC/BWF		Underway

## **Campaign Planning: Glossary of Terms**

**Annual Giving:** yearly, recurring unrestricted and restricted gifts from alumni, friends, corporations, foundations, and other organizations in support of FIU and its colleges, schools, and programs.

**Campaign Case Prospectus:** short document – plain text format, five pages - containing proposed campaign featured initiatives; used in campaign planning study external interviews.

**Campaign Leadership:** Campaign Chair and Campaign Steering Committee members who play active roles in identifying, cultivating, and soliciting top campaign prospects.

**Campaign Planning Group:** University Advancement leadership team (Vice President, Associate Vice President for Development, Associate Vice President for External Relations, Associate Vice President for Alumni Relations, Director of Advancement Operations, and Director of Development Services) responsible for campaign planning.

**Campaign Planning Study:** external interviews conducted by Bentz Whaley Flessner to provide information for campaign planning study report that evaluates FIU's readiness for a new comprehensive campaign, top prospects' reactions to proposed campaign priorities, and availability of leadership donors and volunteers to successfully launch and conduct a new campaign; also known as "campaign feasibility study."

**Campaign Planning Study Task Force:** ten to fifteen persons (predominantly external to FIU) who help guide the Campaign Planning Study by reviewing names of potential external interviewees, evaluating the campaign case prospectus, and reviewing the draft campaign planning study report.

**Campaign Steering Committee:** key volunteers, led by the Campaign Chair, who make leadership campaign gift commitments, review and approve campaign policies, and cultivate and solicit leadership gift commitments from other FIU alumni and friends.

**External Interviewees:** persons interviewed by Bentz Whaley Flessner as part of the Campaign Planning Study; include major donors and prospective major donors, individuals who can influence/represent major donors and prospective major donors, other key decision-makers/community leaders, and critics.

**Integrated Marketing Communication(IMC)Plan:** A comprehensive, coordinated, institution-wide effort to communicate mission-critical values and messages in ways that target audiences notice, understand, and respond to. IMC stresses data-driven segmentation, message integration, and evaluation. Includes three critical components: brand marketing, direct marketing, and customer relationship management. The purpose of IMC is to establish the brand, or position, in the mind of a target audience.

**Prospect Management System:** organized approach to ensure the campaign prospects are solicited for campaign gifts by the right people at the right time.

**Pre-Selling Campaign Priorities:** print, electronic, and other communications that increase awareness and understanding among FIU alumni and friends about campaign priorities and featured initiatives.

**Prospect Asset Screening:** using public, electronic databases to identify and evaluate individuals in terms of their financial ability to make major campaign gift commitments.

**Prospect Rating and Screening:** systematic evaluation of potential campaign prospects' financial ability and probable inclination to make a major campaign gift to FIU.

**THE FLORIDA INTERNATIONAL UNIVERSITY  
BOARD OF TRUSTEES  
BOARD MEETING**

**14 June 2004**

**SUBJECT:** Administration and Compensation Committee Report

---

**PROPOSED BOARD ACTION**

None.  
Discussion Item.

---

**Supporting Documentation Included:**

- Attachment “M” – Administration and Compensation Committee Minutes 21 April 2004
- Attachment “ N” - Administration and Compensation Committee Minutes 5 May 2004

**Facilitators/Presenters:**

- Albert Dotson

APPROVED ON 05-05-04

**THE FLORIDA INTERNATIONAL UNIVERSITY  
BOARD OF TRUSTEES**

**ADMINISTRATION AND COMPENSATION COMMITTEE  
MINUTES  
WEDNESDAY, 21 APRIL 2004  
FIU, UNIVERSITY PARK CAMPUS  
PC 521  
MIAMI, FL 33199**

**I. Call to Order**

The Florida International University Board of Trustees' Administration and Compensation Committee meeting was called to order on Wednesday, 21 April 2004, by Chairman Albert Dotson at 10:10 a.m., at FIU Primera Casa, Room 521, Miami, FL.

The following attendance was recorded:

***Present:***

Albert Dotson, *Chairperson*  
Patricia Frost, *Vice Chair* (via telephone conference)  
Claudia Puig  
Donald Lefton, *BOD Liaison* (via telephone conference)

***Excused:***

Betsy Atkins  
Rosa Sugrañes

***Staff:***

Executive Vice President Paul Gallagher  
Senior Vice President Patricia Telles-Irvin  
Marcos Perez, President's Chief of Staff  
Vicente Tome, General Counsel's Office  
Robert Donley, Division of Student Affairs and Human Resources  
Mayra Beers, BOT Staff  
Erica Martinez, BOT Staff

Erica Martinez took a silent roll.

**II. Approval of Minutes**

Committee Chair Albert Dotson recommended the minutes of the 15 October 2003, Administration and Compensation Committee meeting be approved as submitted.

The Committee adopted the following:

RESOLVED that the Administration and Compensation Committee of the FIU Board of Trustees approve the minutes from the 15 October 2003 Administration and Compensation Committee meeting, attached to this Resolution as Exhibit "A".

FIU Board of Trustees'  
Administration and Compensation Committee  
Wednesday, 21 April 2004  
Page 2

*Approved*

### **III. Chairman's Remarks**

Committee Chairman Dotson welcomed the participants in the meeting. The Committee Chairman spoke briefly on the responsibility and role of each Committee member.

### **IV. Items for Committee Action**

#### *1. Florida Educational Equity Act*

Committee Chairman Dotson introduced SVP Telles-Irvin who briefly outlined the proposed FIU Florida Education Equity Plan. She reported the University had exceeded the goals set by the Board last year as reflected in Appendix 10, Page 59, Table C, "University Overall Achievement." SVP Telles-Irvin also outlined the proposed 2004 University equity goals as presented in the plan.

With no further discussion, a motion carried to recommend Board approval of the following:

RESOLVED that the Board of Trustees approve The Florida International University Education Equity Plan, as mandated by the Florida Educational Equity Act (**Section 1000.05, F.S., 2003**) which is attached to this Resolution as Exhibit "B" and

FURTHER RESOLVED that upon approval of the Plan, the University President shall submit the plan to the Commissioner of Education and State Board of Education.

#### *2. Review of University President's Evaluation Process 2003*

Committee Chairman Dotson asked the Committee members for comments on the previous year's evaluation process of the President and make recommendations for changes if needed. Discussion ensued regarding the evaluation process of 2003.

#### *3. University President's Evaluation Consultant*

Chairman Dotson requested feedback on a proposal to contract an outside consultant to prepare a performance report for President Maidique for 2003-2004 academic year.

Three consulting firms were contacted (Mercer, Towers Perrin, and Watson Wyatt Worldwide). SVP Telles-Irvin noted that Watson Wyatt Worldwide withdrew its proposal citing a possible conflict of interest. Two proposals were then considered.

A recommendation was made to rank the consultants in the event a decision was made later on to use a consultant. After discussion, the consultants were ranked as follows: (1) Mercer and (2) Towers Perrin. Trustee Patricia Frost abstained citing she would like more time to review the matter.

Chairman Dotson tabled further discussion of consultants until the next Committee meeting.

FIU Board of Trustees'  
Administration and Compensation Committee  
Wednesday, 21 April 2004  
Page 3

*Approved*

#### *4. University President's Performance Evaluation Process 2004*

This item was also tabled awaiting the outcome of Committee action on item #3 (*University President's Evaluation Consultant*). Chairman Dotson requested the Committee meet and finalize the performance evaluation process within 3 weeks.

#### **V. Other Business**

Committee Chairman Dotson noted that there was an additional item to be discussed regarding the termination of University Administrative and Professional (A&P) Employees. The Committee Chairman then asked SVP Telles-Irvin to briefly explain the proposed changes to the current language outlining the regulations for termination of an A&P Employee. Discussion ensued.

A motion was made to recommend Board approval of the following:

RESOLVED that the Board of Trustees approve the amendments to Rule 6C8-4.018, Florida Administrative Code, ("Rule") setting forth the procedures for termination of employment of Administrative and Professional ("A & P") employees without cause which is attached to this Resolution as Exhibit "C" and

FURTHER RESOLVED that upon approval of the Rule by the Board, the Board delegate authority to the University President to approve any subsequent amendments based on comments to the Rule received by the University in writing or at a public hearing on the Rule to be held after the Board's action, and to file the final Rule for adoption.

#### **VI. Adjournment**

With no other business, Chairman Dotson adjourned the meeting at 11:00 a.m.

#### ***Trustee Requests***

*Committee Chairman Dotson requested the BOT staff set-up a conference call within the next three weeks for the Administration and Compensation Committee to discuss tabled Items 3 and 4 on the 21 April 2004 agenda.*

*EM/emm 04.21.04*

**DRAFT**

**DRAFT**

**DRAFT**

**THE FLORIDA INTERNATIONAL UNIVERSITY  
BOARD OF TRUSTEES**

**ADMINISTRATION AND COMPENSATION COMMITTEE  
MINUTES**

**WEDNESDAY, 05 MAY 2004  
FIU, UNIVERSITY PARK CAMPUS  
PC 526  
Miami, FL 33199**

**Call to Order**

The Florida International University Board of Trustees' Administration and Compensation Committee meeting was called to order on Wednesday, 05 May 2004, by Chairman Albert Dotson at 10:05 a.m., at FIU Primera Casa, Room 526, Miami, FL.

The following attendance was recorded:

***Present:***

Albert Dotson, *Chairperson*  
Patricia Frost, *Vice Chair* (via telephone conference)  
Rosa Sugrañes (via telephone conference)  
Donald Lefton, *BOD Liaison* (via telephone conference)

***Excused:***

Betsy Atkins  
Claudia Puig

***Staff:***

Executive Vice President Paul Gallagher  
Senior Vice President Patricia Telles-Irvin  
Paul Michaud, Assistant VP Human Resources  
Cristina Mendoza, General Counsel  
Robert Donley, Division of Student Affairs and Human Resources  
Mayra Beers, BOT Staff  
Erica Martinez, BOT Staff

Erica Martinez took a silent roll.

**Approval of Minutes**

Committee Chair Albert Dotson asked if there were any additions or corrections to the minutes of the 21 April 2004, Administration and Compensation Committee. Hearing none, the Committee adopted the following:



RESOLVED that the minutes of the meeting of the Administration and Compensation Committee held on 21 April 2004, attached to this Resolution as Exhibit "A," are hereby approved.

### **Items for Committee Review**

#### *1. University Personnel Rules (Approval)*

Committee Chairman Dotson introduced SVP Telles-Irvin to speak briefly on the proposed action on the University Personnel Rules adopted by the Florida Board of Governors. After discussion, the Committee recommended Board approval of the following Resolution:

WHEREAS, at its initial meeting on January 7, 2003, the Florida Board of Governors ("BOG"), passed a Resolution adopting the rules of the former Florida Board of Education ("FBOE"), including rules regarding personnel matters;

WHEREAS, these rules were adopted by the BOG to maintain continuity during the period of transition in powers and duties from the BOG to individual boards of trustees;

WHEREAS, the BOG has recognized that personnel matters are the exclusive prerogative of the individual boards of trustees

WHEREAS, the FIU Board of Trustees has adopted and will continue to adopt University rules and policies governing personnel matters

BE IT RESOLVED, that the BOG rules adopted by the BOG on January 7, 2003, regarding personnel matters are not applicable to FIU, and

BE IT FURTHER RESOLVED, that the FIU administration take all actions necessary to give effect to this Resolution.

#### *2. Review of University President's Evaluation Process 2003*

Committee Chairman Dotson requested the Committee members comment on the previous year's evaluation process of the President and make recommendations for changes if needed. Discussion ensued regarding the 2003 evaluation process.

#### *3. University President's Evaluation Consultant (Approval)*

Chairman Dotson requested feedback on a proposal to contract an outside consultant to assist the Committee in preparing President Maidique's 2003-2004 performance evaluation report. He further explained that five consulting firms were contacted (Mercer, Towers Perrin, Watson Wyatt Worldwide, Korn/Ferry, and A.T. Kearney), with Watson Wyatt Worldwide withdrawing its proposal citing a possible conflict of interest. The remaining four proposals were then considered and after discussion, the following Resolution was considered by the Committee:

RESOLVED that the Board of Trustees approve the hiring of a consultant to assist the Administration and Compensation Committee in preparing the 2003-2004 performance evaluation report of the University president,

FURTHER RESOLVED that A.T. Kearney be the firm to assist in conducting the President's Evaluation solely for 2003-2004 academic year, and

FURTHER RESOLVED that at a cost of no more than \$5,000, A.T. Kearney shall conduct interviews on the President's performance for the 2003-2004 fiscal year with each Board member and will request feedback from each Trustee using the agreed upon eight item survey approved by the Board and attached to this resolution as Exhibit "M", and

FURTHER RESOLVED that A.T. Kearney will prepare a report of the aggregate findings and present it to the Committee Chair.

The Resolution was adopted by the Committee, with Trustee Sugrañes voting in favor and Trustee Frost voting against. Chairman Dotson cast the tie-breaking vote in favor and, therefore, the Resolution was adopted by the Committee.

#### *4. University President's Performance Evaluation Process 2004 (Approval)*

Committee Chairman Dotson presented a performance evaluation process timetable for 2004.

The Committee recommended Board approval of the following:

RESOLVED, that the Board approve the University President's Performance Evaluation Process for the 2003-2004 academic year attached to this Resolution as Exhibit "C."

#### **Other Business**

No other business came before the Committee.

#### **Adjournment**

With no other business, Chairman Dotson adjourned the meeting at 10:30 a.m.

#### ***Trustee Requests***

*There were no Trustee requests.*

**THE FLORIDA INTERNATIONAL UNIVERSITY  
BOARD OF TRUSTEES  
BOARD MEETING**

**14 June 2004**

**SUBJECT:** Governmental Relations Committee Report

---

**PROPOSED BOARD ACTION**

None.  
Discussion Item.

**BACKGROUND INFORMATION**

The Governmental Relations Committee of the Florida International University met via Conference Call on 17 May 2004.

The following topics were discussed:

1. Office of Government Relations Federal Relations Report (Attachment "P")
2. 2004 Legislative Session (Attachment "Q")
3. FIU Day at the Capitol

---

**Supporting Documentation Included:**

- Attachment "O" - Governmental Relations Committee Minutes 17 May 2004
- Attachment " P" – 2004 State Legislative Report
- Attachment "Q" – FY 2005 Federal Report

**Facilitators/Presenters:**

- Miriam Lopez

**THE FLORIDA INTERNATIONAL UNIVERSITY  
BOARD OF TRUSTEES**

**GOVERNMENTAL RELATIONS COMMITTEE  
MINUTES  
MONDAY, 17 MAY 2004  
VIA CONFERENCE CALL  
9:00 A.M.**

**I. CALL TO ORDER**

Committee Chair Miriam Lopez convened the meeting of The Florida International University Board of Trustees' Governmental Relations Committee at 9:00 a.m.

The following attendance was recorded:

***Present:***

Betsy Atkins  
Albert Dotson  
Miriam López, *Chair*  
Sergio Pino, *Vice-Chair*  
Jorge Rosario

***Excused:***

Rafael Calderon  
Marcel Escoffier  
Patricia Frost  
Adolfo Henriques  
Donald Lefton, *Foundation Liaison*  
David Parker  
Claudia Puig, *Vice Chair*  
Rosa Sugrañes  
Herbert Wertheim

***University Staff and Guests Present:***

President Maidique  
Provost Mark Rosenberg  
EVP Paul Gallagher  
SVP Patricia Telles-Irvin  
Vice Provost Steve Sauls  
Marcos Perez, Chief of Staff, Office of the President  
Deborah Gallay  
Jeffrey Horstmyer  
James Mau  
Fausto Gomez  
Martha Pelaez-Nogueras, FIU Faculty Liaison  
Nery Suarez, FIU Governmental Relations Staff  
Mayra Beers, FIU BOT Staff  
Erica Martinez, FIU BOT Staff

Erica Martinez took a silent roll.

## **II. APPROVAL OF MINUTES**

Committee Chair Miriam Lopez recommended the minutes of the 28 January 2004, Governmental Relations Committee meeting be approved as submitted.

The Committee adopted the following:

RESOLVED that the Governmental Relations Committee of the FIU Board of Trustees approve the minutes from the 28 January 2004, Governmental Relations meeting, attached to this Resolution as Exhibit "A".

## **III. CHAIRMAN'S REMARKS**

Committee Chair Lopez welcomed everyone to the Governmental Relations Committee meeting.

She thanked everyone for their hard work on legislative issues both in Tallahassee and Washington, D.C.

Trustee Lopez encouraged Trustees to attend the the Miami-Dade Delegation Thank You Reception scheduled for June 2, 2004, from 5:30-7:30 p.m. at University House, that will recognize those legislators that helped lobby FIU issues at the Capitol.

## **IV. LEGISLATIVE OVERVIEW**

### *1. 2004 State Legislative Session Report*

Chair Lopez asked Vice Provost Steve Sauls to provide the Committee with a state legislative overview.

### *2. Federal Priorities FY '05 Report*

Chair Lopez asked Vice Provost Steve Sauls to present a report on the Federal Priorities FY '05. He noted the priority issues of the University and gave a brief synopsis for Trustees.

### *3. FIU Day at the Capitol 2005*

Chair Lopez noted FIU Day at the Capitol is scheduled for March 9, 2005. She encouraged Trustees to save the date.

### *4. FIU Day in D.C.*

Steve Sauls announced FIU will schedule a trip to D.C. to lobby University issues. A date will soon be announced.

## **V. OTHER BUSINESS**

## **VI. Adjournment**

With no other business, Chairman Lopez adjourned the meeting at 9:15 a.m.

## **TRUSTEE REQUESTS:**

*There were no Trustee requests.*

*emm 05-17-04*

2004 Legislative Session Report  
17 May 2004  
FIU Office of Governmental Relations

## SESSION BILL REPORT

1. **HB 303 and SB 2388 The Community College Baccalaureate Bill** – HB 303 was withdrawn from appropriations and died pending a rule review. The Senate version, SB 2388 passed the Senate but died in messages in the House. The universities were concerned about this proposed legislation because there was no notification to public or private universities required. There was also no review for the proposals other than the SBOE. Some concern about not including BOG was raised although the greater issue was notification to other schools. Both the public universities and the lobbyists for the Independent Colleges and Universities of Florida worked to get the legislation amended for notification. The Commissioner of Education was opposed to such an amendment.
2. **HB 1193 The Cuba Bill** – This bill created stipulations that affected academic travel to Cuba. It passed the House but died in Senate messages.
3. **HB 1757The Flag Bill** – This bill requires each public educational institution and each educational institution providing postgraduate or professional programs to daily display the US flag. Each flag must be at least 2 feet by 3 feet and must be displayed in accordance with Title 4, United States Code. The universities are required to acquire enough flags to carry out the purpose of the bill. This bill requires the president of each institution to solicit donations of flags or funds to acquire flags for the period of one year before seeking the allocation of other funding sources for the purchase of flags. The bill requires the president to present the results of fund raising and donation activities for the flags to their UBOT's prior to requesting the board to approve a funding source for the flag purchase. **The bill takes effect July1, 2004**
4. **SB 1900 Centers of Excellence** – This bill cleaned up the process for awarding new Centers of Excellence. It also included an amendment for the Scripps Compact. The same amendment was added to the Senate Higher Education Financial Policy Bill, CS/CS/SB 2884. SB 1900 died in messages in the house.
5. **SB 2020 Specialty License Plates** –This bill creates a number of new plates. Its importance to universities is the section which requires the Department of Highway Safety and Motor Vehicles to discontinue a plate if the subscribers are fewer than 1,000. FIU has about 1700 currently. **SB 2020 is effective July 1, 2004**
6. **SB 2810 Athletic Fee Increase** – This bill was initiated by FIU. It permits an increase in the athletic fee above the 40% cap if a university is changing NCAA divisions. The increase must be approved by the campus based athletic fee committee and cannot exceed \$2.00 per credit hour. Additionally to the extent that the increase might bring the cumulative total of the athletic, health and A&S fees above the 40% cap or the annual increase in such fees exceeds the 5% cap ,that overage may not be included in bright futures awards. This is the only time a required hourly fee has been allowed outside of Bright Futures. **This bill takes effect upon becoming law.**
7. **CS/SB 340 The Glitch Bill** – This bill relates to the school code revision. There are several sections that were particularly important to the universities. Section 1 (Section

2004 Legislative Session Report

17 May 2004

FIU Office of Governmental Relations

17.076,F.S.) provides direct deposits. Section 3 (Section 112.215,F.S.) provides for deferred compensation. Section 8 (Section 287.064,F.S.) permits universities to participate in the consolidated equipment financing program. Section 11 (Section 440.38,F.S.)permits universities to act as self insurers for the purposes of worker's compensation. Section 79 (Section 1010.10 , F.S.) puts UMIFA in statute. Section 43 (Section 1004.26,F.S.) eliminates a superfluous section dealing with SGA oversight. **This bill will take effect upon becoming law.**

8. **HB 1781 and CS/CS/SB 2884 Higher Education Finance Policies** – HB 1781 died in House Appropriations. CS/CS/SB 2884 passed the Senate but died in House messages. These bills are nevertheless very important. The issues addressed in the Higher Education Finance Policy bills are a mixed bag to the universities. There are a number that will reappear at the initiation of the Governor, House or Senate. They are block tuition, excess hours, full cost of instruction for non degree seeking students and billing statements. Each university must begin preparing for these policies both in describing their positions and preparing to deal with the issues technically. Also included in both versions was a Targeted Degree Incentive Program which will probably be addressed again. In addition the Senate version included the Scripps Compact. All the universities should be sure they are represented adequately. The House version had sections creating a university technology fee, increasing the CITF/Building fees, removing the 5% annual increase limit required for the Athletic/Health/A&S fees. Both bills had sections addressing major gifts.
9. **HB 341 Foreign Students/Financial Aid** – This bill passed the house, was never heard in the Senate. HB 341 prevented any state funds or student fees from providing financial aid to foreign students. It excluded support attributable to assistantships and the companion waivers as well as work study. Although it did not become law the chances are great it will appear in some form next session.
10. **HB 229 and SB 1218 Social Security Number Confidentiality** – The senate bill passed the Senate but died in house judiciary committee.
11. **SB 544 and HB 487 Prompt Payment** – The Senate passed their version which exempted universities (although the universities promised to address the prompt payment of contractors and sub contractors through rule) the House substituted HB 487 and it died in returning messages. This might come up again next year since Senator Bennett has sponsored it several times.
12. **SB 124 Domestic Security** – This bill requires a security assessment for all university buildings in a format prescribed by the Chief of Domestic Security. The initial assessment is due by November 1, 2004. **The bill takes effect upon becoming law.**
13. **CS/SB 364 Accelerated High School Graduation Options** – This bill tighten ups the options for finishing high school with 18 credits. It sets higher GPS's and requires some specific courses, which will limit the number of students who will be eligible for this acceleration option. The first class affected is the ninth graders entering in 2004 This bill takes effect upon becoming law.

2004 Legislative Session Report

17 May 2004

FIU Office of Governmental Relations

14. **SB 2986 Education Personnel** – This is a very lengthy bill dealing with a variety of issues affecting teachers. The most significant section at this time for universities is Section 5 which creates Section 1004.85 Postsecondary Educator Preparation Institutes. The most important part of this section deals with alternative certification. All program participants are required to pass the professional teaching competency exam as well as satisfying all the requirements set forth in s. 1012.56(2), including demonstration of mastery of general knowledge, subject area knowledge, and professional preparation and education competence through testing or other statutorily authorized means. Each institute must submit annual performance evaluations that measure the effectiveness of the programs, including the pass rates of participants on all examinations required for teacher certification, employment rates, longitudinal retention rates, and employer satisfaction surveys. These evaluations will be used by DOE for purposes of continued approval of an educator preparation institute's alternative certification program. **This bill takes effect upon becoming law.**



## Priorities for the 2004 Legislative Session

March 2 – April 30, 2004

### **BASE FUNDING**

It is essential for state universities to be fully funded in 2004. The most important issue for universities in 2004 is ensuring that our base funding is not cut. The Board of Governors has requested \$38 million to fund cost-to-continue issues such as salary increases and phased-in space that began in late 2003 and must continue in 2004. The Governor has included some of the cost-to-continue issues in his 2004 budget request.

### ***PARITY FUNDING/Faculty Salaries***

Year after year FIU students at every level receive less funding than students at other state universities. Funding parity is not only essential to provide similar basic services for students, but also to be able to compensate faculty on a competitive basis. FIU competes nationally to attract quality faculty to our campus. This challenge is aggravated by FIU's continued low level of funding. The Governor's budget provides parity for future lower level undergraduate students by providing that increased lower level enrollment be calculated at the system standard of \$7,118 per FTE. FIU urges our legislative delegation to pursue policies and funding that will ensure FIU's students are funded equitably.

### **ENROLLMENT GROWTH**

FIU asks the Legislature to support the Board of Governors request to fund an additional 11,496 FTEs. This requires \$82 million in funding. The Governor has requested \$50 million to fund enrollment growth. While this is a start, it must be noted that \$20 million of the Governor's enrollment growth request is funded with nonrecurring dollars.

The funding of enrollment is required to maintain access to universities especially in light of continued success in raising the high school graduation rate around the state. Additionally, in order to avoid further exacerbating the parity funding issue, it is important that the Legislature fund enrollment growth in a fair manner.

2004 Legislative Session Report  
17 May 2004  
FIU Office of Governmental Relations

### ***FIXED CAPITAL OUTLAY PROJECTS***

The Board of Governors has requested \$115 million from the Public Education Capital Outlay Trust Fund for university projects. The Governor's budget funds \$107 million for universities out of PECO. In both budgets, \$5 million is allocated to FIU for building maintenance. Neither budget includes FIU's request for \$15.6 million to build a Molecular Biology building on the University Park Campus. This building would support FIU's science programs and would serve as an important step in the further development of FIU's medical education initiative. FIU's capital outlay request also included \$8.75 million for a Social Science building that would support the College of Arts and Sciences. Funding for this building is not included in either the Board of Governors request nor the Governor's recommendation.

A tremendous shortfall in revenue collections in the PECO trust fund leaves the state facing dramatically reduced funds available for capital outlay projects. FIU urges the Legislature to pledge other available nonrecurring dollars to support university capital outlay projects.

### ***MAJOR GIFTS MATCHING PROGRAM***

FIU asks the Legislature to support the Board of Governors request to fund \$60 million to alleviate the backlog of private gifts waiting to be matched. The Governor's budget request is for \$25 million to alleviate the backlog.

FIU is owed \$5 million in state matching funds. The Matching gifts program is a powerful incentive that FIU has been able to use to encourage large donations which enhance the universities' ability to attract recognized scholars, provide scholarships, and enable the improvement of our libraries.

### ***BOARD OF TRUSTEES TUITION AND FEE AUTHORITY***

The state universities welcomed the creation of strong, local Boards of Trustees. Our trustees are keenly aware of the needs and concerns of the community. For this reason, the universities request that the Legislature devolve to the local boards the authority for establishing tuition and fee policies. For example, some universities may be better suited for block fees while others may wish to charge lower tuition for night and weekend classes.

### ***STUDENT FEE ISSUES***

The universities request that the Boards of Trustees be authorized to establish a technology fee to meet the ever increasing reliance on technology and the

2004 Legislative Session Report

17 May 2004

FIU Office of Governmental Relations

expansion of distance learning. Students would pay this fee as a component of their registration fees.

The Legislature has enacted a 40% cap on fees and a 5% increase limitation on the Activity and Service, Health, and Athletic Fee. These limitations limit those universities whose fees were low when the caps were put into place. The 40% cap prohibits FIU from raising its athletic fee to pay for the costs associated with our recently announced transition from NCAA Division I-AA to I-A for our two year old football team. FIU requests that this cap be lifted for universities changing athletic competitive divisions so that we can increase our athletic fee. Any increase would be approved by a student committee.

### ***ENHANCEMENT FUNDS***

The Governor’s budget requests \$10 million in enhancement funds for universities that establish policies leading an increased number of degrees in the state’s critical needs: nursing, teaching, engineering, and information technology. FIU requests that the Legislature support the Board of Governors request of \$33 million in enhancement funds to meet the state’s critical needs. FIU’s portion of this money is \$3.5 million: \$1 million for addressing the Teacher shortage, \$1 million for addressing the Nursing shortage, and \$1.5 million for Graduate studies enhancement. These funds will be a boon for FIU and all of Miami-Dade County. FIU will use these funds to further impact the quality of teaching and enhance the learning experience for the student.

# **FIU Budget Conference Issues**

## **FINAL**

### **Operating Funds**

#### **1. Education and General Activities (Line 156):**

##### **a. Fund Enrollment Growth – AGREED to by both chambers**

Original Senate Recs	Original House Recs	Conference Agreement – system wide	Conference Agreement FIU
\$61,304,812	\$0	\$49,176,945	\$4,500,000

This will fund 1165 new FTEs at FIU

##### **b. Operating Costs for New Facilities – AGREED to by both chambers**

Original Senate Recs	Original House Recs	Conference Agreement – system wide	Conference Agreement - FIU
\$11,839,416	\$0	\$10,878,714	\$1,095,188

##### **c. Targeted Degree Programs – No funding**

##### **d. Research and Economic Development – No Funding**

#### **2. FIU/USF Medical Partnership – DONE BY BOTH CHAMBERS**

Original Senate Recs	Original House Recs	Conference Agreement	Conference agreement – FIU
\$0	\$1,000,000 nonrecurring	\$1,000,000 recurring	\$600,000 recurring

#### **3. Restore Student Financial Aid – DONE BY BOTH CHAMBERS**

Original Senate Recs	Original House Recs	Conference Agreement - system wide	Conference Agreement - FIU
\$20,229,207	(\$19,729,207)	\$19,729,207	\$1,531,744

#### **4. Major Gifts Funding – Challenge Grants – Fully funded**

FIU will receive \$5.4 million to delete the backlog of state matching gifts owed.

## **Fixed Capital Outlay Issues**

### **1. Fully Fund PECO**

Original FIU Senate Recs	Original FIU House Recs	Conference Agreement– FIU
\$7,000,000	\$31,593,759	<b>\$21,306,151</b>

#### **FIU PECO Projects Funded:**

	<b>Project</b>	<b>Conference Agreement</b>
1	Utilities/Infrastructure	\$5,000,000
2	Molecular Biology Building	\$9,137,609
3	Social Science Building (International Studies)	\$5,000,000
4	Public Safety Building	\$2,168,542
	<b>TOTAL</b>	<b>\$21,306,151</b>

### **2. Fully Fund Facility Enhancement Challenge Grants**

(Courtelis Facility Matching Grants)

Original FIU Senate Recs	Original FIU House Recs	Conference Agreement – FIU
\$417,871	\$117,871	<b>\$417,871</b>

#### **FIU Matching Gifts Request:**

Project	Original Senate Recs	Original House Recs	Conference Agreement
Art Museum	\$85,211	\$85,211	\$85,211
College of Law Building	\$32,660	\$32,660	\$32,660
Health and Life Sciences Building	\$100,000	\$0	\$100,000
College of Business – Classroom Building	\$200,000	\$0	\$200,000

***Office of Government Relations***  
***Federal Relations Report***  
BOT Government Relations Committee  
17 May 2004

**Federal Relations**

- Successfully lined up congressional champions for FIU's FY '05 federal priorities. FIU is now as well positioned as possible to receive congressional funding during this extremely tight budget year that will be further exacerbated by presidential election year politics:

Rep. Mario Diaz-Balart

HCET Base Funding - \$7 million

SUS Hurricane Mitigation - \$7.5 million

National Center for Transportation Needs of Special Populations \$1.5 million

National Windstorm Bill

Rep. Kendrick Meek

Western Hemisphere Military Environmental and Technology Information Program - \$5 million

Rep. Lincoln Diaz-Balart

Center for Energy and Technology of the Americas (CETA) - \$8 million

Everglades Restoration - \$2.225 million

Rep. Ileana Ros-Lehtinen

Bio/Nano Electronic Devices and Sensors - \$5 million

Wolfsonian - \$1 million

Nutrition Center - Report Language

Sens. Nelson/Graham

Western Hemisphere Military Environmental and Technology Information Program - \$5 million

Bio/Nano Electronic Devices and Sensors - \$5 million

SUS Hurricane Mitigation - \$7.5 million

Elder Justice Bill

CETA - National Energy Bill

Chairman Bill Young

SUS Hurricane Mitigation - \$7.5 million

HCET Base Funding - \$7 million

## Attachment “Q”

- Completed annual process of preparing and circulating Member Request (congressional support) letters and attendant forms. A total of 20 letters were written to the appropriate Republican and Democrat leaders of the relevant appropriations subcommittee for each of FIU’s nine priority issues.
- FIU Trustees, Student Government Association leaders, Honors College students, Vice Presidents, Deans, and Center Directors visited Washington, D.C., over the past two months to help advance FIU’s interests with Congress and federal agencies.
- In March, Dr. Max Rothman, Executive Director of the Center on Aging and College of Health and Urban Affairs, testified before the Senate Special Committee on Aging, as part of an effort to position FIU authorization for the Elder Justice Act bill this year and for next year’s reauthorization of the Older Americans Act and. Dr. Stephen Leatherman, Director of FIU’s International Hurricane Research Center, filed a statement with the House Science Committee expressing FIU’s views on new national windstorm authorization legislation. The Office of Federal Relations was successful in getting several FIU-sought changes made to the bill and accompanying report.

**FY '05 Federal Priorities Options List**  
**25 March 2004**

ISSUE	AMOUNT	FIU LEAD	LEGISLATIVE VEHICLE	CHAMPION
<b>HCET*</b>	<b>\$7,000,000</b>	<b>Sands</b>	<b>Energy &amp; Water</b>	<b>Mario, Meek</b>
<b>HCET</b>	<b>Extension of MOU</b>	<b>Sands</b>	<b>N/A</b>	
<b>CETA*</b>	<b>\$8,000,000</b>	<b>Sands</b>	<b>Energy &amp; Water (\$4 million) and Interior (\$4 million)</b>	<b>Lincoln</b>
<b>CETA</b>	<b>\$8,000,000 authorization pending</b>	<b>Sands</b>	<b>Energy Bill pending enactment</b>	<b>Nelson</b>
<b>Western Hemisphere Info. Exchange Program*</b>	<b>\$5,000,000</b>	<b>Sands</b>	<b>DoD</b>	<b>Nelson, Meek</b>
<b>SUS Hurricane*</b>	<b>\$7,500,000</b>	<b>Leatherman</b>	<b>CJS</b>	<b>Nelson, Young, Mario</b>
<b>Wind Bill</b>		<b>Leatherman</b>	<b>H-Science Committee; S-Commerce Committee</b>	<b>Mario, Nelson</b>
<b>FEMA/HS</b>	<b>MOU's and other issues</b>	<b>Leatherman</b>	<b>N/A</b>	
<b>Nutrition Center*</b>	<b>\$1,000,000/ Report Language</b>	<b>Wellman</b>	<b>Labor-HHS</b>	<b>Ileana</b>
<b>Older Americans Act Re-Auth.</b>		<b>Wellman, Rothman, Shen</b>	<b>In 2005, S-HELP; S-Select Committee on Aging; H-Energy and Commerce</b>	
<b>Elder Justice Act</b>		<b>Rothman</b>	<b>S-Select Committee on Aging</b>	<b>Nelson</b>
<b>Transportation Center*</b>	<b>\$1,000,000</b>	<b>Shen</b>	<b>Transportation</b>	<b>Mario</b>
<b>TEA-LU</b>	<b>SUS proposal</b>	<b>Shen</b>	<b>H-Transportation; S-E&amp;PW</b>	<b>Mario</b>
<b>Wolfsonian</b>	<b>\$1,000,000</b>	<b>Leff</b>	<b>VA-HUD-EDI</b>	<b>Ileana</b>
<b>Everglades</b>	<b>\$2,225,000</b>	<b>Jaffe</b>	<b>VA-HUD EPA</b>	<b>Lincoln (in Mario's District)</b>
<b>Homeland Security</b>	<b>Univ. Center of Excellence</b>	<b>Dambach, Multi-PI</b>	<b>Unsolicited proposal</b>	<b>With FAMU/others</b>
<b>Homeland Security</b>	<b>FIU/Miami Dade grant Collaboration</b>	<b>Alvarez, Multi-PI</b>	<b>N/A</b>	
<b>Homeland Security</b>	<b>Report Language</b>	<b>Leatherman</b>	<b>Authorization bill(s)</b>	<b>Meek, Lincoln</b>
<b>Center for Nano-Scale Devices &amp; Systems*</b>	<b>\$5,000,000</b>	<b>Prasad</b>	<b>DoD</b>	<b>Ileana, Nelson</b>
<b>Higher Education Reauthorization</b>			<b>H-Education and Workforce Committee</b>	<b>Ileana</b>

**BOT priorities\***



**SUS Proposals**

<b>Project Name</b>	<b>Amount Requested FY '05</b>	<b>FY '04 Final</b>	<b>Univ. Lead</b>	<b>FIU Lead</b>	<b>FIU FY '04</b>	<b>Appropriation Bill</b>
<b>SUS Hurricane</b>	<b>\$7.5 million</b>	<b>\$3.75 million</b>	<b>FIU</b>	<b>Leatherman</b>	<b>\$1,900,000</b>	<b>CJS</b>
<b>Electric Power Infrastructure &amp; Security R&amp;D</b>	<b>\$5 million</b>	<b>N/A</b>	<b>FSU</b>	<b>Prasad</b>	<b>N/A</b>	<b>Energy and Water</b>
<b>Florida Team Performance and Optimization, etc.</b>	<b>\$5 million</b>	<b>N/A</b>	<b>UCF</b>	<b>Michael Prietula (expects maybe several hundred thousand \$)</b>		<b>DoD</b>
<b>Center for Intermodal Safety</b>	<b>\$8 million</b>	<b>\$6 million</b>	<b>FAU</b>	<b>David Shen</b>	<b>~\$1,000,00</b>	<b>Transportation</b>
<b>Hydrogen Research Initiative</b>	<b>\$8 million</b>	<b>\$7,952,800</b>	<b>UCF</b>	<b>Harlan Sands</b>	<b>~\$250,000</b>	<b>VA-HUD</b>
<b>Countermeasures to Biological and Chemical Threats</b>	<b>\$12 million</b>	<b>\$7,350,000</b>	<b>USF</b>	<b>K. Downum, B. Bennett, Silvia Smith, Mike Collier</b>	<b>\$574,000</b>	<b>Defense</b>
<b>Preparing for an Aging Society</b>	<b>\$3.3 million</b>	<b>Not funded</b>	<b>USF</b>	<b>Rothman</b>	<b>0</b>	<b>Labor - HHS</b>
<b>Reading/Math Science</b>	<b>\$3 million</b>	<b>\$1.5 million</b>	<b>FSU</b>	<b>?</b>	<b>?</b>	<b>Labor-HHS</b>
<b>Center for Civic Engagement and Social Responsibility</b>	<b>\$3.5 million</b>	<b>N/A</b>	<b>FGCU</b>	<b>?</b>		<b>CJS</b>
<b>Business and Technology Development of the Americas</b>	<b>\$6.2 million</b>	<b>N/A</b>	<b>UWF</b>	<b>?</b>		<b>CJS</b>
<b>Expanding Sustainable Agricultural Enterprise, etc</b>	<b>\$5.0</b>	<b>N/A</b>	<b>FGCU</b>	<b>?</b>		<b>CJS</b>

**Champions**

**M Diaz-Balart**

HCET Base Funding - E&W  
Everglades (in his District, Lincoln has lead) - VA-HUD  
SUS Hurricane -CJS  
Transportation earmark -Transportation  
TEA-LU (support for SUS proposal)  
Wind Bill - H.R. 3980

**Kendrick**

HCET Base Funding (Mario has the Republican lead) -Energy and Water  
Nano/Bio (Democrat backup to Ileana who has the lead) - DoD  
Military to Military (House lead/backup to Nelson) -DoD

**L Diaz-Balart**

CETA - Energy & Water and Interior  
Everglades - VA-HUD

**Ross-Lehtinen**

Bio/Nano - DOD  
Wolfsonian - VA-HUD EDI  
Nutrition Center Report Language - Labor HHS  
Higher Education Act Reauthorization

**Nelson/Graham**

Military to Military -DoD  
SUS Hurricane Mitigation -CJS  
Bio/Nano-DoD  
Elder Justice Bill  
CETA - Energy Bill

**Young**

SUS Hurricane  
HCET Base Funding

## **Florida International University Government Relations Priorities**

### **Federal Priority Issues for FY '05**

#### **I. Florida Hurricane Alliance (Continuation)**

Continuing the second year of a proposed five-year effort, the Florida Hurricane Alliance, led by Florida International University, with seven additional Florida public research universities, seeks \$7.5 million in support of hurricane research. The funding will allow Alliance researchers to build upon prior findings, to develop credible data on the effectiveness of various methods and techniques for hurricane damage reduction, and to transfer the knowledge gained to policy-makers, practitioners in many fields and the community at large through programs of education and outreach.

The Florida Hurricane Alliance will have the single focused goal of reducing the cost of hurricanes to federal, state and local government, as well as to businesses and households. The work and solutions developed by the Alliance will benefit not only Florida, but also every hurricane-vulnerable community in the country and abroad. The Alliance will focus on three areas: basic and applied research, infrastructure development, and education and outreach.

Florida is the most hurricane-vulnerable state in the country. Research offers the promise of reducing potential damages, best achieved through increased multidisciplinary research and testing, vulnerability assessments, and education and outreach to build a solid foundation for policy-making, and building practices.

#### **II. Hemispheric Center for Environmental Technology (Continuation)**

HCET is seeking \$7 million to continue providing the Department of Energy's Office of Environmental Management invaluable assistance in meeting the goals and objectives of the largest, most complex environmental restoration program in the world. Over the past eight years of this program, HCET has amassed significant capabilities and assets that directly support the goals of the DOE EM Program. These assets, which include radiological and chemical analytical laboratories, design and fabrication tooling and equipment, as well as unique EM issue-oriented research facilities, would be cost prohibitive to duplicate at any other institution.

FIU now provides applied research, technology development and demonstration, and advanced engineering support to DOE-EM in the execution of its responsibilities to the nation as it cleans up the legacy of the nuclear weapons program. With EM's recent commitment to accelerate the program completion by 35 years, HCET's support to this program becomes significantly more critical to the EM Program's success. FIU has a demonstrated track record of providing exceptional value to the mission of the EM Program by solving real-world problems with state-of-the-art innovative technologies and methodologies.

### **III. Bio/Nano Electronic Devices and Sensors (New)**

Advancements in bio/nano devices and sensors have the potential to significantly advance our nation’s electronic, health care, warfare, and environmental pollution technology base. Florida International University’s (FIU’s) defense endeavors in the area of bio/nano technology are well positioned to help meet these challenges. FIU is seeking \$5 million to develop innovative bio/nano electronics and sensors, with special emphasis on bio/nano electronic devices, bio/nano sensors, and novel multi-functional bio/nano materials, process and characterization.

Development of these technologies and devices will not only revolutionize the field of bio/nano-technology but will also change the landscape of high technology in Florida, particularly South Florida, making it among the most highly advanced in the nation. It will spur tremendous economic growth by creating new businesses and attracting major electronics and bio-technology companies to Florida in addition to expanding the technology base of existing companies.

### **IV. National Policy and Resource Center on Nutrition and Aging (Continuation)**

FIU’s National Policy and Resource Center on Nutrition and Aging is seeking \$1 million to continue to provide technical training, policy analysis, best practices and outcomes research to Older Americans Act Nutrition Programs (a.k.a. meals-on-wheels) and to nursing homes at the local, state, regional and national levels. The Center’s goals are to help older adults remain independent and at home; to demonstrate the effectiveness of congregate and home-delivered meals in reducing hospital admissions and readmission, and delaying nursing home placement; to reduce malnutrition and dehydration in nursing homes; and to reduce Medicare and Medicaid costs through better nutrition. The Center currently works closely with the US Administration on Aging (AoA) under a Cooperative Agreement and wants to expand its role with that agency.

### **V. Western Hemisphere Military Environmental and Energy Technology Information Program (Continuation)**

FIU is seeking \$5 million to augment and accelerate the existing agreement between Florida International University’s Hemispheric Center for Environmental Technology (HCET) and the Department of the Army, Installations and Environment, to develop and implement Information Exchange Agreements. These agreements cover the areas of environmental sustainability, renewable energy utilization, and installations management between the U.S. military and military organizations of countries throughout the Western Hemisphere. In 2003, FIU received \$5 million to begin the program. The new funds will enable the program to include more of the countries of interest to US military needs and to develop agreements and information exchange projects for many of the countries not currently included.

## **VI. National Center for Transportation Needs of Special Populations (TRANSPO) (Continuation)**

Continuing the second year of a proposed five-year effort, the National Center for Transportation Needs of Special Populations (TRANSPO), an FIU-led center partnered with the University of Miami and FAMU, seeks \$1.5 million to support research on transportation needs of special populations. Special need populations include seniors, the physically impaired, school-age children, young drivers, immigrants, foreign visitors, and the economically disadvantaged.

These sectors of our population have special transportation needs due to their physical, physiological, language, social-economical, and cultural barriers. Recognizing the need for such a center, Congress appropriated \$400,000 in FY '04 to establish the National Center for Transportation Needs of Special Populations (TRANSPO). The center will conduct research on a wide range of topics, including emergency preparedness, transit accessibility, highway safety and design, economic development, emerging technologies, environmental justice, and urban planning, with a focus on the transportation needs of special populations. With a disproportionately high percentage of special populations, the State of Florida is a natural test bed for such research.

## **VII. Western Hemisphere Energy Cooperation (New)**

It is important that the US Government support activities to foster the development of additional energy supplies, especially oil, in countries outside of the Persian Gulf, as well as the more efficient use of energy throughout the world. The more this occurs, the less leverage the Middle East will have in world energy markets.

The Department of Energy should aggressively promote the development and transfer of technologies to Western Hemisphere nations, take steps to increase cooperation on energy issues among the nations of our Hemisphere, and make this a significant, long-term departmental priority. To that end, Congress should provide \$8 million to fund the Western Hemisphere Energy Cooperation program authorized by Sec. 965 of the Energy Policy Act of 2003, H. Rept. 108-375. This new program promotes cooperation on energy issues with Western Hemisphere countries and directs the Secretary of Energy to fund program activities, to the extent practicable, with universities such as FIU.

The Florida International University  
Governmental Relations  
17 May 2004

**2004 Legislative Session Report**

The 2004 Session came to a close on Friday, 30 April 2004, at 11:41 p.m. After all was said and done, it was clear that Florida International University was one of Miami-Dade County's biggest winners. FIU's advocates in the Miami-Dade Delegation worked hard to bring home the funding for those programs most critical to the University.

Prior to the 2004 Session, the FIU Board of Trustees adopted eight priorities critical to the University. This is how we fared on the following issues:

1. Base Funding – For the first time in several years, FIU's base budget was not cut.
2. Parity Funding/Faculty Salaries – While equity funding was deferred, FIU's faculty and staff are included in the increases provided in the state pay package. This is an important win because universities are no longer state agencies; therefore, their employees are not automatically included in the state employee pay package.
3. Enrollment Growth – This priority was funded by the Legislature, providing \$4.5 million for 1,165 new FTE's at the university.
4. Fixed Capital Outlay- FIU's biggest win! Originally, the Governor recommended \$5 million in PECO funding for FIU. After our hard work, the Legislature funded the partial construction of three new buildings at FIU, and provided maintenance funds. The funded projects for FIU are as follows: the Molecular Biology building, the Social Sciences Building, and a Public Safety Building.
5. Major Gifts Matching Program – The Legislature funded the backlog in the Matching Gifts program, providing \$5.4 million in matches for FIU.
6. UBOT Tuition and Fee Authority – While tuition authority is still caught in the Bright Futures/pre-paid constraints, the Governmental Relations office was able to lay the groundwork for decoupling in the future.
7. Student Fee Issues – Another crucial win for FIU: SB 2810 regarding Student Fees passed the Legislature. This will allow the University to raise the necessary funds to move to 1-A football.
8. Enhancement Funds – FIU received much needed support for a program that will lay the foundation for a medical school. The Legislature funded a medical partnership between the FIU Honors College and the University of South Florida's medical school. Qualified and exemplary FIU Honors College students will be afforded the opportunity to be admitted early into USF's medical school. Also, the Legislature included language directing FIU to begin planning a medical residency program. These programs are essential to the future of FIU's medical school.

As is evident from the above summary, and the attached documents, FIU had an exemplary 2004 Session. This year we have laid the groundwork for the future of FIU's undergraduate, graduate, and professional students. In addition, FIU will be able to reward its faculty and staff with a well earned bonus.

FIU's interests were well represented in Tallahassee this year. FIU Day at the Capitol was a resounding success and with the help and involvement of our Trustees and University administrators, the Office of Governmental Relations continues to improve the relationships we have built with members of the Delegation, their staff, and staff all around the Capital. It was a difficult year, but through hard work, FIU was able to achieve more support than what has been received in many years.

## **Medical School Planning Progress Report**

### **5 May 2004**

1. A Local Advisory Board was formed, which includes representatives of affiliated organizations and important local professional and public figures in the area of health.
2. BOG Draft Program Proposal Completed, after soliciting comments from:
  - Faculty Senate Task Force
  - EEO
  - Dr. Robert Daugherty, Past Dean, USF Medical School
  - Dr. Michael Whitcomb, Vice President of the Association of American Medical Colleges
  - Dr Richard Cooper, Health Policy Institute, Wisconsin Medical College
  - FIU Faculty—Town Mall Meetings were held on both campuses
  - Our proposed affiliates: Mt. Sinai Hospital, Miami Children's Hospital, Mercy Hospital, Baptist Health South Florida, and Health Choice Networks
  - Miami Dade Department of Health
  - Blue Cross/Blue Shield of Florida
  - United Health Care
  - Vitas Inc.
  - Health Foundation of South Florida
  - Deans of Medicine at University of Miami, University of Florida, Florida State University and University of South Florida.
3. New affiliations and associations are being developed with:
  - Hospital Corporation of America (HCA) and its 13 hospitals in the East Florida Division, including Cedars, Kendall Regional and Plantation Hospitals
  - United Behavioral Health Division
  - Center for Haitian Studies, Inc. (Greater Miami Health Education and Training Center)
  - Vitas, Inc.
4. New reports prepared include:
  - An analysis of physician workforce issues in South Florida
  - Demographic and educational analysis of 14,000 physicians practicing in South Florida
  - An analysis of admissions in Medical Schools in Florida
5. New developmental activities:
  - Planned and laid the groundwork for Pre-Medical Honors Program with 7- and 8-year program tracks
  - Discussions with University of South Florida College of Medicine are ongoing
  - Preliminary discussion with the University of Miami, School of Medicine has taken place. Program begins in August 2004
  - Started the planning 3 new Medical Residency Programs in Internal Medicine, Family Medicine and Pediatrics, sponsored by FIU and affiliated hospitals
  - Seeking state and private funding of residencies



#### 6. Media Campaign:

- Communication plan has been developed by University Advancement and a planning task force appointed
- Printed monthly newsletter for 14,000 local physicians will launch in May 2004
- Monthly electronic newsletter with medical school column will start in May 2004 and reach 25,000 FIU alumni
- FIU Health Initiatives web site is being redesigned to accommodate public opinion campaign
- A newspaper and television information and rapid response plan has been developed and is ready for launching
- Meetings with physician's organizations and groups have begun: two very successful meetings were held with primary care practitioners at the Health Choice Network representing 12 health centers, and at the Center of Haitian Studies in Miami
- Planning for private sector fundraising has begun

#### 7. Successful Legislative Campaign:

- Initial appropriation of \$9,137,609 in PECO funds was obtained for the Molecular Science Building-the first of three buildings to comprise the medical school complex of University Park
- \$600,000 was provided for the FIU Honors College/USF College of Medicine Educational Partnership and Residency Programs. FIU shall use a portion of these funds for a residency program

#### 8. Important Statewide Background Shift

Between the mid-January 2004 meeting of the BOG Strategic Planning Medical Education Subcommittee and its mid-March meeting, studies indicating a serious, steadily growing national shortage of physicians swept away the argument that the nation had enough doctors.

The argument has shifted to how best to increase the size of Florida's physician workforce. FIU's contention has been that a single proposal (like just to increase the number of medical school admissions) is not sufficient and that a successful workforce plan should:

- Increase the number of medical schools
- Increase the number of existing medical school seats
- Increase the number of residencies
- Improve the conditions of work for physicians.

The BOG called for a cost benefit analysis of the different alternatives, but set no deadline for the study.