

**THE FLORIDA INTERNATIONAL UNIVERSITY**  
**BOARD OF TRUSTEES**  
**ADMINISTRATION AND COMPENSATION COMMITTEE**

TUESDAY, 6 SEPTEMBER 2005

1:30 P.M.

FLORIDA INTERNATIONAL UNIVERSITY

GL 220

UNIVERSITY PARK CAMPUS

MIAMI, FL

**MEMBERSHIP**

ALBERT DOTSON, *CHAIR*

PATRICIA FROST, *VICE-CHAIR*

BETSY ATKINS

CLAUDIA PUIG

CARLOS MIGOYA, *CHAIR, FIU FOUNDATION*

**AGENDA**

- |   |                         |
|---|-------------------------|
| <b>I. CALL TO ORDER</b>   | <b>ALBERT DOTSON</b>    |
| <b>II. APPROVAL OF MINUTES</b>  | <b>ALBERT DOTSON</b>    |
| <b>III. CHAIR'S REMARKS</b>   | <b>ALBERT DOTSON</b>    |
| <b>IV. ITEMS FOR COMMITTEE ACTION AND REVIEW</b>                                    |                         |
| <b>1. OPERATING PROCEDURES – AMENDMENT TO COMMITTEE CHARTER</b> ( <i>ADOPT</i> )    | <b>ALBERT DOTSON</b>    |
| <b>2. ATHLETICS UPDATE</b> ( <i>REVIEW</i> )  | <b>MARCOS PEREZ</b>     |
| <b>3. HUMAN RESOURCES REPORT</b> ( <i>REVIEW</i> )                                  | <b>VIVIAN SANCHEZ</b>   |
| <b>4. PRESIDENT'S MANAGEMENT REPORT, 2004-2005</b> ( <i>REVIEW</i> )                | <b>MODESTO MAIDIQUE</b> |
| <b>5. UNIVERSITY GOALS 2005-2006</b> ( <i>REVIEW &amp; ADOPT</i> )                  | <b>MODESTO MAIDIQUE</b> |
| <b>6. CONSULTANT'S EVALUATION REPORT AND COMMITTEE DISCUSSION</b> ( <i>REVIEW</i> ) | <b>ALBERT DOTSON</b>    |
| <b>7. PRESIDENT'S MANAGEMENT REVIEW, 2004-2005</b> ( <i>ADOPT</i> )                 | <b>ALBERT DOTSON</b>    |
| <b>V. OTHER BUSINESS</b> ( <i>IF ANY</i> )  | <b>ALBERT DOTSON</b>    |
| <b>VI. ADJOURNMENT</b>  | <b>ALBERT DOTSON</b>    |

NEXT ADMINISTRATION AND ATHLETICS COMMITTEE MEETING  
IS SCHEDULED FOR 27 OCTOBER 2005

**THE FLORIDA INTERNATIONAL UNIVERSITY  
BOARD OF TRUSTEES  
ADMINISTRATION AND COMPENSATION COMMITTEE**

**6 SEPTEMBER 2005**

**SUBJECT: ADMINISTRATION AND COMPENSATION COMMITTEE MEETING MINUTES,  
17 MAY 2005**

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**PROPOSED COMMITTEE ACTION:**

Adopt the following Resolution:

RESOLVED that the minutes of the meeting of the Florida International University Board of Trustees' Administration and Compensation Committee held on 17 May 2005, attached to this Resolution as Exhibit "A," are hereby approved.

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**EXHIBITS/SUPPORTING DOCUMENTS:**

- EXHIBIT "A": 17 MAY 2005 BOT ADMINISTRATION AND COMPENSATION COMMITTEE MEETING MINUTES.

**FACILITATOR/PRESENTER:**

- ALBERT DOTSON

DRAFT

**THE FLORIDA INTERNATIONAL UNIVERSITY  
BOARD OF TRUSTEES**



**ADMINISTRATION AND ATHLETICS COMMITTEE  
MINUTES  
MONDAY, 6 SEPTEMBER 2005  
GL 220  
MIAMI, FL 33199**

**I. CALL TO ORDER**

The Florida International University Board of Trustees' Administration and Compensation Committee meeting was called to order on Monday, 6 September 2005 by Chairman Albert Dotson at 1:40 pm , in the Green Library Conference Room 220, Miami, Florida.

The following attendance was recorded:

***Present:***

Albert Dotson, *Chairperson*  
Patricia Frost, *Vice Chair*  
Claudia Puig  
Alex Prado

***Excused:***

Betsy Atkins

A silent roll was taken by Casandra Roache.

**II. APPROVAL OF MINUTES**

Committee Chair Albert Dotson asked if there were any additions or corrections to the minutes of the 17 May 2005 , Administration and Compensation Committee meeting. Hearing none, the Committee adopted the following:

RESOLVED that the minutes of the 17 May 2005 meeting of the Administration and Compensation Committee held on, attached to this Resolution as Exhibit "A," are hereby approved.

### **III. CHAIRMAN'S REMARKS**

Chairman Dotson welcomed all present to the first session of the newly restructured Board of Trustees Committee. He noted the changes reflect the continued evolution of FIU as the Committee assumes expanded responsibilities for athletics. Committee Chair Dotson welcomed Trustee Alex Prado as a new member of the Committee and thanked all Trustees for their commitment to the work of the Committee.

Chairman Dotson welcomed President Maidique to the meeting and noted that the University's newly-hired Chief of Police, Bill King, was in attendance. He added that Chief King brings strong university experience from Wayne State University where he served as Chief of Police and overall law enforcement knowledge through his more than 25 years with the Michigan State Police.

Chairman Dotson also noted that the impact of Hurricane Katrina was felt on campus during the beginning of classes, a very busy time for students, faculty and staff. He thanked the entire FIU team for their efforts in ensuring classes began as planned.

### **IV. ITEMS FOR COMMITTEE ACTION AND REVIEW**

#### ***Operating Procedures***

Chairman Dotson requested consideration of the amendment to the Board's Operating Procedures reflecting the change in the Committee's responsibilities and addressing the name change.

Without further discussion, the Committee recommended Board adoption of the following Resolution:

WHEREAS the Operating Procedures of the Florida International University Board of Trustees (the "Board"), Article IV, "Amendment of Operating Procedures," provides that the Operating Procedures may be altered, amended or repealed by a two thirds vote of all members of the Board;

WHEREAS the charge to the Board's Administration and Compensation Committee has been amended to reflect additional duties;

THEREFORE BE IT RESOLVED that the Board hereby adopts the amendments to the Operating Procedures of the Florida International University Board of Trustees, Article III, "Committees," and attached to this Resolution as Exhibit "B."

#### ***Athletics Update***

University Athletic Director Rick Mello introduced coaches in the Athletics department. Mello also reported on the progress of the Athletics teams. AD Mello presented an overview of the University Athletics program. He noted that the University had signed with sports giant Adidas as sponsor for FIU athletic teams.

### ***Human Resources Report***

University CFO and Vice President of Human Resources Vivian Sanchez reported that labor negotiations with FIU faculty (UFF) was progressing. She added that AFSCME declared impasse and all parties awaited the appointment of a Special Master to begin the next steps in the process. She reported that collective bargaining with the Nurses' union continued in good faith.. CFO Sanchez reported that the Human Resources component of PeopleSoft would transition by December 2006.

### ***President's Management Review, 2004-2005***

President Maidique presented an overview of the Management Review Report for 2004-2005 noting the full version was included in the agenda packet.

### ***University Goals 2005-2006***

President Maidique presented an overview of the University's Goals for 2005-2006.

After discussion, the Committee recommended the Board adopt the following Resolution:

BE IT RESOLVED, that the Florida International University Board of Trustees adopts the President's Objectives including the University Goals for the 2005-2006 fiscal year as set forth by President Maidique, and attached to this Resolution as Exhibit "B."

President Maidique reported on the stellar performance of FIU alumni in State licenture exam passage rates for nurses. He noted FIU was first in the State with 97% passage rate. Chairman Dotson recommended a Resolution be adopted by the Board commending Director of Nursing Divina Grossman and her team for their exemplary work in training these students. The Committee adopted the Resolution to be presented for full Board approval at the Board's 19 September meeting.

### ***Consultant's Evaluation Report and Committee Discussion***

Chairman Dotson asked members of the Administration who wished to leave to do so. The Chairman reported on the findings of the A.T. Kearney consultant hired by the Board to conduct a survey of Trustees for use as part of the annual President's review and the Committee discussed the President's performance with him.

Chairman Dotson requested that the Committee amend the Resolution, as attached hereto, The amendment was adopted.

After discussion, the Committee recommended the Board adopt the following Resolution:

WHEREAS, the Florida International University Board of Trustees ("the Board") has been statutorily charged with annually evaluating the University President; and

WHEREAS, the Board conducted the performance evaluation of President Modesto A. Maidique for the 2004-2005 fiscal year; and

WHEREAS, the Board must submit the evaluation to the Florida Board of Governors for review;

THEREFORE, BE IT RESOLVED, that the Board grants a “Superior” performance rating to President Modesto A. Maidique in his leadership of Florida International University during fiscal year 2004-2005, including the achievement of the employment equity program goals as established by F.S. 1012.95;

BE IT FURTHER RESOLVED, that the Board authorizes Vivian Sanchez, Vice President for Human Resources, to submit the evaluation of the president to the Florida Board of Governors;

BE IT FURTHER RESOLVED, that the Vice President for Human Resources takes all actions necessary to give effect to this Resolution.

#### **VI. OTHER BUSINESS**

Chairman Dotson thanked all Trustees for taking part in the President’s evaluation, noting that each Trustee had provided valuable feedback. He added that the Committee’s fiduciary responsibility had been fulfilled to the letter of the law.

#### **ADJOURNMENT**

With no other business, the meeting of the Florida International University Board of Trustees’ Administration and Compensation Committee was adjourned on Monday, 8 September 2005, at 3:40 p.m.

*Attachments: Exhibits “A” and “B”.*

*Trustee requests:*

*There were no Trustee requests.*

**THE FLORIDA INTERNATIONAL UNIVERSITY  
BOARD OF TRUSTEES  
ADMINISTRATION AND COMPENSATION COMMITTEE**

**6 SEPTEMBER 2005**

**SUBJECT: OPERATING PROCEDURES-AMENDMENT TO COMMITTEE CHARTER**

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**PROPOSED COMMITTEE ACTION:**

Recommend Board adoption of the following Resolution:

WHEREAS the Operating Procedures of the Florida International University Board of Trustees (the "Board"), Article IV, "Amendment of Operating Procedures," provides that the Operating Procedures may be altered, amended or repealed by a two thirds vote of all members of the Board;

WHEREAS the charge to the Board's Administration and Compensation Committee has been amended to reflect additional duties;

THEREFORE BE IT RESOLVED that the Board hereby adopts the amendments to the Operating Procedures of the Florida International University Board of Trustees, Article III, "Committees," and attached to this Resolution as Exhibit "B."

**BACKGROUND INFORMATION:**

**LEGAL AUTHORITY:**

The Florida International University Board of Trustees Operating Procedures, Article IV, states,

The Operating procedures may be altered, amended or repealed by a two thirds vote of all members of the Board at any regular meeting, when notice of the proposed amendment or repeal is provided in the meeting notice.

**BACKGROUND INFORMATION:**

The Administration and Compensation Committee will take on added responsibilities of assisting the University in the advancement of the Athletics Program. The change will be reflected in the renaming of the Committee as the

“Administration and Athletics Committee,” and in the expansion of its charge in the Operating Procedures.

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**EXHIBITS/SUPPORTING DOCUMENTS:**

- EXHIBIT “B” – AMENDMENTS TO OPERATING PROCEDURES OF THE FLORIDA INTERNATIONAL UNIVERSITY BOARD OF TRUSTEES, ARTICLE III, “COMMITTEES.”

**FACILITATOR/PRESENTER:**

- ALBERT DOTSON



## EXHIBIT “B”

# OPERATING PROCEDURES OF THE FLORIDA INTERNATIONAL UNIVERSITY BOARD OF TRUSTEES

*Amended and Adopted 22 November 2004*

## ARTICLE III COMMITTEES

The Board may establish such committees as it deems necessary for the orderly conduct of its business.

There shall be a minimum of two (2) standing committees of the Board, a Finance and Audit Committee and an Academic Policy and Student Affairs Committee. All Committees shall have no fewer than three members. A quorum for all Committees shall consist of a majority of the Committee.

The duty of each Committee shall be to consider and make recommendations to the Board on matters before it. Unless specifically delegated by the Board to a Committee, authority to act in all matters is reserved exclusively to the Board.

The Chair, in consultation with the President, shall appoint a Chair to head each Committee and a Vice Chair to substitute for the Chair of the Committee in his or her absence.

The President shall be an ex officio member of every Committee.

All Committee meetings shall be noticed by posting the notice and agenda on the University's website at <http://www.fiu.edu/trustees> and faxing said notice and agenda to a newspaper of general circulation.

**The Finance and Audit Committee** shall be responsible for oversight of all policies relating to the financial affairs of the University in accordance with the Board's Finance and Audit Committee Charter, attached as Appendix “A”.

**The Academic Policy and Student Affairs Committee** shall be responsible for oversight of all policies relating to academic and student affairs of the University. It shall review and consider policies relating to new and existing degree programs, instruction, research, and all matters relating to student affairs. It shall review and consider policies relating to the recruitment and retention of faculty members, including tenure, academic freedom and academic responsibility, codes of conduct and appropriate penalties for violations of University rules pertaining to academic dishonesty, and student admissions, and make recommendations to the Board on these and other matters referred to it by the Board.

**The Administration and ~~Administration~~ Athletics Committee** shall consider and recommend to the Board the fixing of the compensation and other conditions of employment of the President, conduct periodic evaluations of the President for consideration and adoption by the Board, constitute a presidential search committee of the Board to make recommendations to the Board upon the occurrence of a vacancy in the presidency, make recommendations to the Board for the establishment of the University's personnel program, and other matters of University administration as assigned by the Board. **The Committee shall assist the University in raising awareness**

Proposed Amendments are highlighted.

**among Board members and in the community about the Athletic Program, and shall assist the President and other staff in the advancement of the Athletics Program.**

**The Governmental Relations Committee** shall be responsible for assisting the President and the Provost and appropriate governmental relations staff in developing and implementing a plan to advance the University's interests at the federal, state and local levels of government.

**THE FLORIDA INTERNATIONAL UNIVERSITY  
BOARD OF TRUSTEES  
ADMINISTRATION AND COMPENSATION COMMITTEE**

**6 SEPTEMBER 2005**

**SUBJECT: ATHLETICS UPDATE**

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**PROPOSED COMMITTEE ACTION:**

None. Discussion item.

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**EXHIBITS/SUPPORTING DOCUMENTS:**

- ATHLETICS HIGHLIGHTS, JULY 2005

**FACILITATOR/PRESENTER:**

- MARCOS PEREZ



## **ATHLETICS HIGHLIGHTS – JULY 2005**

### Program Accomplishments

Adidas has signed on to be FIU Athletics official company direct apparel and shoe provider for the next four years. This is the first time in the history of FIU that a company has taken on the department as a direct (not having to go through sporting good dealers). Adidas will also partner with FIU in merchandising of official FIU apparel.

#### *Track and Field*

Senior Kevon Pierre (Trinidad) won a silver medal at the World Track and Field Championships in Helsinki, Finland as part of Trinidad's 4x100 meter relay team.

#### *Football*

Senior Nick Turnbull (Ft. Lauderdale) and Victor Cernius (Tampa) were named to the pre-season Sun Belt Conference All-Conference team.

2005 graduate Rashod Smith (Miami) was named to the Sun Belt Conference All-30 year team. Smith rushed for 2,195 yards in three years at FIU including a 1,133 yards campaign in 2004.

The football program has finalized games with Penn State (at Penn State, 2007) and Maryland (at Maryland 2006 and at FIU 2007). The financial guarantee for the Penn State game is \$475,000.

#### *Cross Country*

FIU Alumni Luis Prestes (Miami) and Gabriel Rodriguez (Miami) were selected to the Sun Belt Conference All-30 year team for cross country.

### Media

Director of Athletics Rick Mello, who also serves as chair of the Sun Belt Conference Vision 2010 Academics Success Committee, was interviewed by the Chronicle of Higher Education on the new NCAA Academic Performance Rate standard.

Mello and Head Football Coach Don Strock were interviewed by Sports Illustrated. The story looks at three schools – Baylor, San Jose State and Florida International on how each institution plans to move up the ladder in Division 1-A football.

### Media (Cont.)

FIU football will have three road games on television as part of the ESPN Regional and Comcast Sports South regional packages – Arkansas State (9/24), Troy (10/20) and Louisiana Lafayette (11/12). The Troy game will be FIU's first-ever national television game on ESPNU.

### Financial

The department ended the 2005-06 fiscal year with a positive cash balance of \$2.1 million.

### New Employees

Shirelle Jackson – Assistant Athletic Director Academic Support (Former Assistant Director of Student Athletics Services at Bowling Green State University. Prior to that served as Athletic Academic Counselor at Eastern Connecticut State University)

Meghan Almon – Assistant Softball Coach (Hofstra)

Carlos Loiaza – Football Equipment Manager (NFL Europe)

Ifoema Dieke – Assistant Women's Soccer (FIU Alumna)

Bill Wuczynski – Assistant Men's Basketball Coach (Loyola-Chicago)

Susan Chase – Senior Staff Administrative Assistant (Royal Caribbean)

John Eckart – Assistant Director, Facilities (Arkansas-Little Rock)

John Stevens – Assistant Swimming Coach (Arizona State)

**THE FLORIDA INTERNATIONAL UNIVERSITY  
BOARD OF TRUSTEES  
ADMINISTRATION AND COMPENSATION COMMITTEE**

**6 SEPTEMBER 2005**

**SUBJECT: HUMAN RESOURCES REPORT**

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**PROPOSED COMMITTEE ACTION:**

None. Discussion item.

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**EXHIBITS/SUPPORTING DOCUMENTS:**

- POLICE CHIEF, BILL KING, BIO.

**FACILITATOR/PRESENTER:**

- VIVIAN SANCHEZ



## **BILL L. KING**

Director/Chief of University Police  
Florida International University

Bill L. King is currently the Director/Chief of the University Police at Florida International University (F.I.U.). He was appointed to the position in August, 2005.

Prior to coming to F.I.U., he served as the Chief of Police at Wayne State University in Detroit, Michigan. He held that position from June, 2002 until August, 2005.

Additionally, he served as the Deputy Chief of Police for the Ypsilanti Police Department in Ypsilanti, Michigan. During the three years as Deputy Chief, he was heavily involved with community policing and presented several programs on diversity and involving youth in the community.

Chief King served twenty five years with the Michigan State Police from 1974 to 1999. He held a variety of positions and assignments throughout the state, starting as a Trooper and retiring as an Inspector. He was instrumental in developing many training programs, post procedures and trooper development instruments. He was influential in organizing crime task forces and mutual aid agreements.

Over his career, Chief King has participated in many professional associations and organizations including International Association of Campus Law Enforcement Administrators, International Association of Chiefs of Police, National Organization of Black Law Enforcement Executives and F.B.I. National Academy Associates. He has served on many community groups and boards including Community Mental Health, Zoning Board of Appeals and the Rotary Club International.

He attended Wayne State University and Western Michigan University attaining a B.A. degree and in the process of finishing a M.A. degree in Public Administration. He is a graduate of the F.B.I. National Academy and the Center for Creative Leadership. He has two sons, Stephan, 27 and Anthony 22.

**THE FLORIDA INTERNATIONAL UNIVERSITY  
BOARD OF TRUSTEES  
ADMINISTRATION AND COMPENSATION COMMITTEE**

**6 SEPTEMBER 2005**

**SUBJECT: PRESIDENT'S MANAGEMENT REPORT, 2004-2005**

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**PROPOSED COMMITTEE ACTION:**

None. Discussion item.

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**EXHIBITS/SUPPORTING DOCUMENTS:**

- PRESIDENT MODESTO A. MAIDIQUE  
- MANAGEMENT REPORT, 2004-2005

**FACILITATOR/PRESENTER:**

- MODESTO MAIDIQUE





## THE FLORIDA INTERNATIONAL BOARD OF TRUSTEES

### **President Modesto A. Maidique Annual Report Performance Goals Outcomes, Fiscal Year 2004-2005**

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#### I. SUMMARY OF MAJOR ACCOMPLISHMENTS AND DISAPPOINTMENTS

#### II. SUMMARY OF 2004-2005 GOALS

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7. Auxiliaries
8. Human Resources
9. Executive Appointments
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11. Infrastructure
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## THE FLORIDA INTERNATIONAL BOARD OF TRUSTEES

### President Modesto A. Maidique Annual Report Performance Goals Outcomes, Fiscal Year 2004-2005

June 2005

**Note: Section 1001.74, Florida Statutes (2004), Powers and Duties of university boards of trustees,** provides in relevant part:

(22) Each board of trustees shall conduct an annual evaluation of the president in accordance with rules of the [Florida Board of Governors]<sup>1</sup> and submit such evaluations to the [Florida Board of Governors] for review. The evaluation must address the achievement of the performance goals established by the accountability process implemented pursuant to s. 1008.46 and the performance of the president in achieving the annual and long-term goals and objectives established in the institution's employment equity accountability program implemented pursuant to s. 1012.95.

#### **SUMMARY OF MAJOR ACCOMPLISHMENTS AND DISAPPOINTMENTS:**

##### **Major Accomplishments:**

1. Expanded access: FIU continued experiencing solid growth in FY04-05. This is most clearly evidenced in our enrollment increase, infrastructure expansion and fund raising achievements. The University's **student headcount enrollment** for Fall 2004 **surpassed 35,000 for the first time in history** reaching 35,061. This translated into a 3.6% increase in FTE students from 21,033 to 21,797.

We reached this goal despite complications associated with a very active hurricane season. FIU closed and opened three times, served as a shelter twice for Monroe County, and still managed to enroll the highest class without significantly distorting classroom schedules.

2. Strengthened our infrastructure. We expanded the **university's educational and research infrastructure** as is evidenced in the completion of laboratories, classrooms and offices in the Health and Life Sciences Phase II. In addition, construction of the new Law School Building has started. With the state appropriation of \$26.8 million in **PECO funds** FIU will be able to complete the Molecular Biology and Social Sciences Building and to reduce the backlog in infrastructure projects. This noticeably exceeds our original target of \$14 million.
  3. Strengthened our financial resources. Finally, our **fundraising** experienced the highest level in University history, exceeding last year's results of \$34.8 million by reaching \$37 million. This
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was achieved through a combination of \$20.4 million in new cash gifts and cash pledges from donors and \$16.6 million in matching State funds from previous commitments.

4. We advanced our medical initiative taking two critical steps: formal Board of Governor proposals and implementation of our joint USF-FIU Medical Initiative. We sought approval for **FIU's School of Medicine** through presentations in Board of Governor's meetings held in November 2004 and January 2005. This was reinforced in our Legislative Budget Request presented in June 2005 that seeks funding in FY06-07 for the Medical School Planning phase.

With additional funding of \$ 1.0 million from the legislature, we successfully implemented the **USF-FIU Medical School Initiative** with an inaugural class of eight eligible students. These students will complete their undergraduate studies at FIU and, based on performance, will transfer to USF Medical School where they will receive their medical degrees.

5. Overall, FIU's sponsored research activities continue growing as evidenced by the increase in total awards from \$62.0 million to \$74.0 million in FY04-05.
6. Aligned with the Board of Trustees (BOT) philosophy of creating a modern organization, new **Human Resource Policies and Procedures** were completed. These revised policies were adopted in March 2005 by the BOT for the Police Benevolent Association (PBA) and will be presented for approval at the June 2005 meeting with the goal of extending their applicability to all out-of-unit employees.
7. We successfully led the State University President Association in obtaining State support for **salary increases** in FY05-06, resulting in funding for an across the board increases of 3.6% for all employees in the new fiscal year. Additionally, FY04-05, we added over \$1.7 million of incremental salary expenses into its base budget as part of our internal 4% increase. These funds would have been used to fund faculty, improved research infrastructure and maintain classroom.
8. We strengthened our management team by completing critical **Executive appointments**, recruiting a Vice President for Enrollment Management and the University Controller while meeting the need of a new Vice President for Student Affairs by reassigning Dr. Rosa Jones, Vice President of Undergraduate Studies.
9. On the personal development front, I completed an article that proposes a new model of leadership summarized in the metaphor of a "dance," with leaders and organizations described as dance partners, managing change. Based on case studies, including IBM, HP, and DEC, and numerous interviews with world leaders in industry and government, the article identifies key competencies of leaders.

**Major Disappointments:**

1. Though we experienced positive student headcount and **FTE growth** we did not quite meet Board of Governor targets, primarily the result of continued low enrollment of international and Graduate 1 students. New strategies are being designed to address these issues in FY05-06.
2. Enrollment was not **fully funded** by the Legislature in FY04-05 and the same situation will persist next fiscal year. Though a new methodology was presented by the Board of Governors for FY05-06 that is more favorable for FIU, the Legislature only funded 55% of the requested money. This shortfall does not provide sufficient funding to even cover the direct costs of teaching and research, let alone other cost escalations such as utilities, maintenance and technology. FIU's dependence on student tuition and fees continues to increase. This was a major setback for all of Florida's universities.
3. As previously mentioned, the **HCET** settlement required significant resources and showed that our research infrastructure was not yet adequate for a Research I institution. The final settlement, however, was reduced to 22% of the initial amount sought by the federal government. Additionally, and most importantly, the university was spared from being designated a high risk grantee.
4. A **collective bargaining agreement** has only been completed with the PBA and impasse has been declared with United Faculty of Florida (UFF) and American Federation of State, County and Municipal Employees (AFSCME). It was our intention that at least one of these contracts that reached impasse be completed during FY04-05. The University has invested significant amount of time and energy in the negotiations.
5. The difficulties experienced in FIU's **PeopleSoft conversion** strained University human and financial resources. This transition impacted our financial aid disbursement to students, grant accounting by Principle Investigators of their grants, liquidity from delayed billing and financial reporting. As of today, all major systems glitches have been resolved and cash reconciliations by funds completed.
6. Though we successfully gained formal **NCAA acceptance** of FIU football program into I-A ranks, the University was placed on probation for violations of rules regionally allowable. The responsible coach was immediately terminated.

**SUMMARY OF 2004-2005 GOALS:**

I am pleased to report that we have either met or exceeded most of the goals approved by the Board of Trustees for the 2004-2005 fiscal year.

**1. Academic Affairs**

**a. Enrollment**

- **Goal: Review and upgrade Graduate Enrollment Management System**

*Outcome:* First year implementation of the distributed Graduate Admissions process in PantherSoft posed a challenge, but during this year, we have transformed it into an opportunity. The most important accomplishments are that we now offer a Quality of Service standard equal to or exceeding the “industry standard”.

- **Goal: Exceed state-funded enrollment target of 21,503 FTEs**

*Outcome:*

<b>Enrollment (FTEs)</b>	<b>2003-2004</b>	<b>2004-2005</b>
<b>Projected</b>	21,424	22,490
<b>Actual</b>	21,033	<b>21,797</b>

We exceeded the state funded target of 21,503 FTEs by 1.4% and the FY03-04 FTE enrollment of 21,033 by 764 FTEs, or 3.6%. In FY04-05, the university’s enrollment reached an all-time high of 21,797 FTEs. Additionally, the university’s 35,061 student headcount enrollment for Fall 2004 surpassed 35,000 for the first time in history. The university fell short of satisfying its projected enrollment target of 22,490 by 693 FTEs, or 3.2%. However, its state funded enrollment target was achieved as planned.

The university satisfied its overall state enrollment target of 21,503 FTEs, however, it fell short of reaching the Grad Level I target of 3,364 FTEs by 20.0%. The outreach and processing changes described above promise to yield positive returns in satisfying the Grad Level I enrollment goals for FY05-06.

FTEs	2004-2005			
	State Funded	Actual	Change	
Lower Level	7,273	7,819	546	7.5%
Upper Level	10,460	10,795	335	3.2%
Grad I	3,364	2,692	-672	-20.0%
Grad II	406	491	85	20.9%
<b>Total</b>	<b>21,503</b>	<b>21,797</b>	<b>294</b>	<b>1.4%</b>

b. **Health & Medical Education Initiative (HMEI):**

- **Goal: Seek Board of Governors' approval for School of Medicine**

*Outcome:* A formal proposal for a School of Medicine was submitted to the Board of Governors (BOG) in June 2004 and presentations were made at the November 2004 and January 2005 BOG meetings. Efforts continue including a Legislative Budget Request submitted in June 2005 for funding in FY06-07 of the Medical School Planning process.

- **Goal: Hire 6 health related faculty**

*Outcome:* Seven new faculty have been hired in the School of Public Health.

- **Goal: Receive an additional \$2.0 million from the legislature for our FIU/USF honors program**

*Outcome:* The 2005 Legislature appropriated \$1 million, recurring, for FIU to “expand residency training” in the FIU/USF honors program. We successfully implemented the USF/FIU Medical School Initiative via the FIU Honors College, with an inaugural class of eight students with an average 3.7 unweighted GPA and 1300+ SAT scores.

- **Goal: Successfully implement USF/FIU medical school initiative**

*Outcome:* Refer to prior goal.

c. **New Programs:**

- **Goal: Receive BOT approval for 9 new academic programs in priority areas focusing on health, environment, and economic development including education:**

**Bachelor's**

- Meteorology/Atmospheric Sciences
- General Business

**Masters**

- Human Resource Management
- Higher Education Administration
- TESOL (*Teaching English to Speakers of Other Languages*)
- Asian Studies

**Ph.D**

- Environmental Studies
- Materials Science & Engineering
- Educational Psychology

**Outcome:** With a tight budget, new degrees were focused on addressing strategic priorities, including accreditation issues. The BOT approved the following degrees:

- Masters in Higher Education Administration
- Masters in Curriculum and Instruction
- Masters in Asian Studies

The following programs are scheduled for consideration by the BOT in June 2005:

- Bachelors in Landscape Architecture
- Masters of Interior Design
- Master in International Real Estate
- Doctorate in Material Science and Engineering

d. **Accreditation:**

- **Goal: Attain re-accreditation or re-certification for four established programs:**
  - Computer Science
  - Public Administration
  - Biomedical Engineering

***Outcome:*** Three pending

- Physical Therapy

***Outcome:*** Received full accreditation



## 2. Sponsored Research

- **Goal: Develop 5-year plan for Sponsored Research**

**Outcome:** The 5-year plan was deferred to FY05-06 to address immediate compliance issues, sponsored research administrative restructuring and HCET audit resolution. The 5-year plan was not meant to address compliance issues, but rather, identify domains of research emphasis, strategies for addressing those domains and quantify return on investment to the university and community.

- **Goal: Increase sponsored research awards by 4% to \$80 million (previously sponsored research “funding”)**

**Outcome:** Surpassed \$65.0 million target, reaching \$74.0 million.

Sponsored Research	2002-2003	2003-2004	2004-2005
Projected	\$70.0 million*	\$85.0 million*	\$65.0 million**
Actual	\$58.0 million	\$62.0 million/ \$46.0 million	\$74.0 million***/ \$56.0 million ***

\* Old methodology includes all sponsored activity – research plus non-research.

\*\* Projection based on +4% of 2003-2004 actual.

\*\*\* Estimates; Year closes 06/30/05, includes new HCET contract of ~\$6.5 million.

- **Goal: Resolve HCET audit and implement a plan to deal with any associated disallowances**

**Outcome:** Though the HCET issue has an adverse impact on the organization, we effectively resolved outstanding audit issues. The final settlement of \$11.5 million was reduced to 22% of the initial amount sought by the federal government. Repayment of the disallowance and associated penalties has been structured through a 5-year bank note. Most importantly, the university was spared from being designated a high risk grantee and **a new contract for \$6.5 million to continue work for Department of Energy has**

**been obtained.** Institutional policy and procedures were restructured and have been implemented, including extensive training of principle investigators and administrative staff, a new compliance system and strengthened financial management.

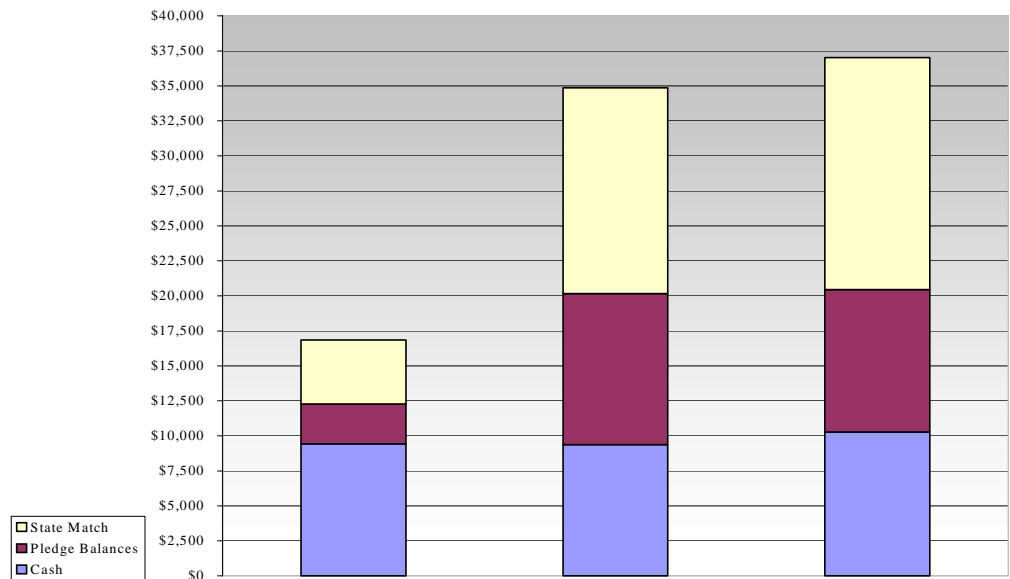
### 3. Advancement

- **Goal: Raise \$28.0 million of advancement funding (without gifts-in-kind)**

Advancement	2002-2003	2003-2004	2004-2005
<b>Projected</b>	\$11.0 million	\$13.2 million	\$28.0 million
<b>Actual</b>	\$16.8 million	\$34.8 million	\$37.0 million

**Outcome:** Exceeded target. Once again FIU experienced another record fund-raising year. Based on year end forecasts, we will raise \$37.0 million through a combination of new cash gifts and cash pledge from donor commitments and matching funds in excess of \$16.5 million from the State for previous commitments. This exceeded our \$28 million goal by 14%.

University Advancement Philanthropic Giving  
 3 Year Comparison by Gift Type



	FY03	FY04	FY05
State Match	\$ 4,562	\$14,702	\$16,575
Pledge Balances	\$ 2,853	\$10,785	\$10,177
Cash	\$ 9,428	\$ 9,369	\$10,267
<b>Total</b>	<b>\$16,843</b>	<b>\$34,856</b>	<b>\$37,019</b>

We were once again able to secure a new gift commitment of \$10 million or more. If we add to our total gifts in kind and contingent commitments to the Medical School, the total private support for the year would exceed \$50 million.

The FIU Annual Fund experienced a particularly strong year. During the past year we increased the number of donors to FIU by 82%, and new donors to the University increased by 40% over the previous year. As a result of our renewed Annual Fund efforts, unrestricted giving increased by 48%.

Paid membership in the FIU Alumni Association surpassed 5,000 for the first time ever, in part by offering membership opportunities to the current student body. Memberships increased by 56% during the year, and membership revenue increased by 43% to \$176 thousand.

#### 4. **Marketing**

Through strategic placement of reputation-defining communications, enhance the University's image and strengthen the perception of excellence and build affinity among alumni, donors, community leaders and potential students.

- **Goal: Conduct identity-clarification planning session with University leadership**

*Outcome:* Completed. On August 11, 2004 a full day session was conducted. A second level session was held with the newly formed Marketing Task Force on January 21, 2005. Both sessions were led by University Advancement and facilitated by outside marketing counsel, Larry Lauer.

- **Goal: Produce an integrated marketing plan**

*Outcome:* Completed. On December 7, 2004 Strategic Marketing Recommendations were presented to the FIU Foundation Board of Directors Marketing Committee. The committee approved three of the four recommendations and requested that these recommendations be submitted to the full board prior to implementation. On January 26, 2005, the recommendations were presented to and approved by the full Board.

- **Goal: Implement initial phase of marketing plan with \$0.5 million Foundation allocation**

*Outcome:* We completed the successful consolidation of the advertising from unit-based to institution-focused. Working with each unit, resources were reallocated to turn four half-page ads into a two page full color spread with a University message. In addition, a web based inquiry interface was created ensuring data capture for use in recruitment and enrollment. A full-page ad focused on graduate student recruitment was also created and included a video interview of the students featured. (Please refer to sample advertisements attached.)

Several firms have been interviewed for the branding and image development. Review will be completed and a final firm assigned by beginning of June 2005. Not until the firm is in place a clear image established will the \$0.5 million be spent.

- **Goal: Develop identity guidelines and policies to ensure consistency of message and brand**

***Outcome:*** Partially Completed. First draft of advertising policy is under review. Style guide and identify system development will begin once a firm for branding has been assigned.

## 5. Finance

Strengthen financial management and reporting.

- **Goal: Redesign budgetary process for FY 04-05 cycle to better-align strategic priorities**

*Outcome:* Completed. Management created a strategic framework that clearly conveys the University's vision, strategic imperatives and priorities. This framework served as the basis for distributing new incremental funds and reallocating base budgets. Funds were distributed only to critical strategic imperatives and decisions made to discontinue efforts that were not as strategically essential. Clear measurable objectives were also established that will permit management to track progress and measure the impact of incremental funds.

The new budget process upheld a decentralized approach where each department throughout the university forecasted year end FY04-05 and proposed FY05-06 funding. Monthly budgeting was introduced that allows all managers to more effectively monitor performance and control their budgets. Significant training sessions were held for over 100 budget managers and need to continue throughout the new year to ensure that the financial capabilities of these critical managers strengthen.

- **Goal: Implement financial reporting modules (PantherSoft) to permit university-wide financial performance analyses**

*Outcome:* The General Ledger module of PantherSoft was implemented and effectively communicates with the Student and Student Financials modules. The Budget module was not implemented but we leveraged the forecasting capabilities in General Ledger to support the new budget process. We feel confident that the year end financial statements will accurately reflect the university's performance. Monthly closings were instituted and formal performance analysis has begun.

## 6. Compliance

- **Goal: Design and implement a university-wide compliance program**

*Outcome:* A university-wide compliance program has been designed and is in the process of implementation at FIU. Regulatory risk areas have been identified and prioritized, policy and procedures have been established, and compliance initiatives have taken place during the year in areas such as research administration, information technology, and privacy and security.

- **Goal: Develop and execute compliance training directed at principal investigators and unit managers**

*Outcome:* Completed education and training sessions and programs on federal laws, rules and regulations and FIU's policies and procedure have been offered throughout the year. These trainings will continue throughout FY05-06. Beginning with the presentation to unit managers and department heads on OMB Circulars A-21 and A-110 offered through the Office of Sponsored Research Administration early in the fall, the office has also offered a number of well-attended compliance training sessions during the fall and spring terms on financial compliance issues such as expenditure monitoring and account management, cost transfers, time and effort reporting, cost sharing, invoicing sponsors and grant-close out procedures.



7. **Auxiliaries:**

- **Goal: Increase auxiliary revenues by 5 % over 2003-2004 actual to approximately \$75.3 million**

<b>Auxiliaries</b>	<b>2002-2003</b>	<b>2003-2004</b>	<b>2004-2005</b>
<b>Projected</b>	\$59.0 million	\$70.1 million	\$75.3 million
<b>Actual</b>	\$61.7 million	\$73.8 million	\$81.1 million

*Note: Results for FY03-04 have been adjusted to make the revenue comparable with FY04-05 Projected and Actuals that include overhead allocation revenue. This change also impacts the target growth from 5% to 2%.*

**Outcome:** Exceeded target. Auxiliary projections increased by 9.9% from FY03-04 Actuals, exceeding the 5% target. Even if the \$81.1 million revenue is reduced by investment earning that are simply pass-throughs to other funds, the resulting \$78.2 million revised revenue exceeds the target by \$3 million. *(If the Auxiliary numbers are reclassified to eliminate all revenue double counting with Student Affairs fees, both the historical and projected numbers decline by \$6.0 million. Since all numbers are adjusted, the target is still met.)*

## 8. Human Resources:

- **Goal: Meet or exceed the Accountability Performance Goals as presented in the Florida Educational Equity Act Report, Annual Update for current fiscal year**

### *Outcome:*

Employees: Goals need to be met on two levels – 1.) areas where under-representation of targeted group was identified, and 2.) overall employee recruitment results. Because of a one year lag in the reporting process, the University presents FY03-04 results for employee hiring and promotions. During this timeframe, FIU exceeded its goals as follows:

	<u>Target</u>	<u>Actual</u>
<u>Target</u>		
Females	12	29
African Americans	6	5
Hispanics	6	11
Other minorities	5	15

These recruitments though were not all hired in specific targeted areas that have historically been under-represented.

Students: FIU successfully increased enrollment of African American students at the undergraduate level by 12.9% from Fall FY 03 to Fall FY04. Retention rates for African Americans undergraduates remained constant at approximately 17.7%. FIU succeeded in closing the gap of female student athletes from 39.6% to 41%.

- **Goal: Complete the revision of all Human Resource Policies and Procedures**

*Outcome:* We met our goal and completed revisions to all 71 policies. These revised policies were adopted in March 2005 by the Board of Trustees for the Police Benevolent Association and are to be presented for approval in June 2005 to extend their applicability to all out-of-unit employees. Information sessions are being scheduled throughout both campuses to ensure clear and consistent communication.

- **Goal: Initiate business re-design process through PeopleSoft**

*Outcome:* In preparation for the HR/Payroll PeopleSoft implementation, the Division of Human Resources completed the business re-design of various processes. We continue to explore additional workflow improvements so we are prepared for the transition and ensure the most effective processes are incorporated.

The systems transition portion of this goal has been postponed as the University deployed additional resources to the Student and Financial modules of PeopleSoft in lieu of beginning HR implementation in January 2005 as scheduled. It is anticipated that PeopleSoft HR will now begin transition phase in January 2006. The modules to be incorporated include Benefits Administration, Time and Labor, Records Management, and Training Administration.

- **Goal: Identify and implement compensation rules and procedures**

*Outcome:* Policies and procedures implemented thus far include Spot Awards, Project Based Pay, Merit Increases, and a Variable Compensation Plan that places strong value on employee's contributions, ability to impact performance, and departmental objectives. A professional evaluation and development process has been created and implementation started that will align performance, merit compensation and professional development.

- **Goal: Implement university-wide, web-based performance development process**

*Outcome:* The first phase of this process was completed in January 2005 which consisted of designing the process, adopting software and training personnel. The process includes employee self-evaluation, criterion-based goals, professional development, and overall performance ratings. Pilot teams started implementation but university-wide execution was postponed until other critical rollouts were completed.

- **Goal: Complete collective bargaining process**

*Outcome:* Progress is being made towards completing this goal. Thus far, Police Benevolent Association (PBA) has ratified their Collective Bargaining Agreement (CBA). United Faculty of Florida (UFF) have recently reached impasse and a Special Masters Hearing is preliminarily scheduled for first week of July. American Federation of State, County and Municipal Employees

(AFSCME) and the Service Employees' International Union (SEIU) continue to negotiate their Collective Bargaining Agreement.

- **Goal: Achieve Equity Plan Goals as set forth in the Education Equity Plan**

***Outcome:*** Same as first goal, within Human Resources goals.

## 9. Executive Appointments

- **Goal: Recruit Vice-President for Student Affairs**

*Outcome:* Completed through additional responsibilities assumed by Dr. Rosa Jones.

- **Goal: Recruit Associate Vice-President for Enrollment**

*Outcome:* Completed through the hiring of Vice President of Enrollment Corrine Webb. Based on the candidate's credentials, a Vice President title was offered.

- **Goal: Recruit University Controller**

*Outcome:* Completed through the hiring of James Bond, who prior to being promoted had been recently recruited to serve as AVP of Financial Operations. Mr. Bond was hired after a lengthy and exhaustive search process.

- **Goal: Recruit Director of Budget**

*Outcome:* Completed. To better address the growing financial demands of the institution, the department has been divided into two units: financial planning to address shorter term budgetary issues and strategic development to address long term financial projects. Two hires were made at the Associate Vice President level, Alex Duque for Financial Planning and Liane Martinez for Strategic Development.

## 10. Student Affairs

- **Goal: Induct 24 additional students into the McNair program to pursue research projects with faculty**

*Outcome:* Completed. Twenty-four students were inducted into the McNair Post-Baccalaureate Program in December 2004

- **Goal: Implement Student Leadership Study Certification Program**

*Outcome:* Completed. The program was successfully implemented Fall semester 2004 with twelve students enrolled.

## **11. Infrastructure (PeopleSoft)**

Implement Phase 2 of PeopleSoft which includes the deployment of the following:

- **Goal: Deploy Human Resources and Payroll components**

*Outcome:* The implementation of the PeopleSoft Human Resources and Payroll modules were intentionally delayed for the following reasons:

- Delay its implementation to focus resources on solving the transition difficulties experience with the Student, Student Financial and Financial modules.
- An analysis is underway of the strategic direction that the institution wished to follow for the transition. Consideration is being given to options related to whether outsourcing the systems transition and specific Human Resources functions are best for the University.

The University was granted an extension by the State Controller regarding the implementation of the previously mentioned modules until January 2007.

- **Goal: Deploy Student Administration Student Course Pre-requisites and Co-requisites and Student Grading**

*Outcome:*

- Student Administration course pre-requisite and co-requisites has been in production and is completed for the College of Business, the School of Journalism & Mass Communication and the Department of Chemistry. There is considerable effort being spent by Academic Affairs on policies associated with this implementation.
- Online grading in PeopleSoft is completely operational and executed successfully.

- **Goal: Deploy additional Financials modules**

*Outcome:*

- Travel & Expense is in production and is being used by the Controller's Office. However, the self service component of the module which allows end-user entry for travel and expense has not been activated.
- Budget and Cash were not implemented at this time pending further analysis of the software functionality.

- ***Goal Note:***

The post production support of Phase 1 of the Financial and Student Administration modules of PeopleSoft has been ongoing and absorbed a significant level of university resources.

## 12. Construction:

Successfully manage in excess of \$200 million in construction projects including the following:

- **Goal: Complete 6 facilities**
  - Panther Garage and Red Garage  

*Outcome:* Completed and operational.
  - Student Recreation Center  

*Outcome:* Construction will be completed pending installation of water meter, and final Dade Water & Sewage Inspection and Fire Marshall Inspection. Opening is set for July 2005.
  - Graham Center Expansion and Remodeling  

*Outcome:* Completed and new auxiliary businesses opened. Food court plans on schedule to begin build out based on the Invitation to Negotiate award of July 1, 2005.. The new food venues will open in October 2005. The second and third floor renovations and fire safety improvements will be completed by August 2005.
  - Health & Life Sciences Phase II  

*Outcome:* Completed and laboratories, classrooms and offices operational.
  - Engineering Center Infill project  

*Outcome:* Completed and inaugurated by Governor Bush in May 2005.
  - Central Chiller Plant chiller and cooling tower replacements  

*Outcome:* Completed and second phase due for completion in July 2006 on schedule.
  - Marine Science Facility (90% complete)  

*Outcome:* On schedule for faculty and staff to begin teaching and research in November 2005.



- **Goal: Begin construction of 7 facilities**

- Wolfe University Center Expansion

***Outcome:*** In process. Broke ground, initial demolition has occurred and construction is set to begin in August 2005. Infrastructure issues led to a redesign and cost reconsideration that resulted in a change to construction start date.

- Frost Art Museum

***Outcome:*** Construction in process.

- Law School building

***Outcome:*** Construction in process.

- Chapman Graduate School of Business

***Outcome:*** Broke ground but space redesign caused final construction quote from developer to remain outstanding. Construction expected to begin in August 2005. New completion date set for Spring 2007.

- New Chiller Plant substation

**Outcome:** Construction began on schedule April 2005.

- Lakeview Housing complex

**Outcome:** Construction began on schedule March 2005 and scheduled for completion of the 825 bed facility by Fall 2006.

- Greek House #3

**Outcome:** Groundbreaking for the Sigma Phi Epsilon Fraternity house was held in February 2005. Architecture work is underway and the fraternity's alumni house corporation is completing loan financing arrangements to begin construction.

- **Goal: Planning and Design phases for the following**
  - Complete planning and begin design of Track and Field Replacement  
*Outcome:* Planning completed pending funding to begin design.
  - Complete planning and begin design of Molecular Biology Building  
*Outcome:* Site study completed and beginning design.
  - Complete planning and begin design of Social Science building  
*Outcome:* In planning stage.
  - Complete planning of Capital Improvement Trust Fund (CITF) project(s)  
*Outcome:* Approved and completed but revalidating construction estimates necessary due to increases in material costs.
  - Complete process of Comprehensive Campus Master Plan 5-year update and negotiate development agreements with Miami-Dade County and the City of North Miami  
*Outcome:* Completed.
  - Initiate process of Educational Plant Survey 5-year update  
*Outcome:* Started the process in February 2005 on schedule to be completed by the 2006 Legislative session.

### 13. Athletics

- **Goal: Attain 55% graduation rate for athletes**

*Outcome:* Graduation rate for 6 year cohort has increased from 39% in 03/04 to 47% in FY04-05 which is equivalent to the FIU student population graduation rate for this year.

- **Goal: Formal NCAA acceptance of FIU football program into I-A ranks**

*Outcome:* Accepted into 1-A and begin schedule for football in Fall 2005.

- **Goal: Complete plans for football stadium expansion to 30,000 seats**

*Outcome:* Completed plans and are analyzing strategic decision of most appropriate timing for the expansion while searching for lead gift from donors.

#### 14. Legislative

- **Goal: State - Achieve funding of BOGs request for salary increases (\$3.9 M), enrollment growth (\$12.8M), and PECO (\$14 M)**

*Outcome:*

Salaries: Exceeded target of \$3.9 million. Obtained \$5.8 million

The BOG requested funding for a 2.5 percent salary increase. The universities were included in the State of Florida Administered Funds pay package which provides a 3.6 percent across the board faculty and staff salary increase effective August 1, 2005, and which would amount to approximately \$5.8 million dollars for FIU positions.

Enrollment Growth: Did not meet target of \$12.8 million. Obtained \$7 million from General Revenue and Lottery however all student tuition would contribute approximately \$7.6 million, if enrollment targets are met.

Planned enrollment growth was funded using the new, more equitable funding formula to distribute funds to the different State Universities resulted in \$7.0 million from General Revenue and Lottery funds. This funding is to be complemented by an approved five percent tuition increase and flexibility for differential tuition. Higher enrollment plus tuition increases would yield an additional \$8.0 million if the University meets its 2005-06 enrollment growth targets. The combined result would be approximately \$15.0 million incremental funds for FIU.

PECO: Exceeded target of \$14.0 million. Obtained \$26.8 million

The Legislature appropriated \$26.8 million in PECO funds to FIU to complete the Molecular Biology and Social Sciences Buildings and to reduce the backlog in infrastructure projects.

- **Goal: Federal - Achieve \$6.0 million in funding for priority federal projects and legislative interests, including continued support for hurricane mitigation research**

*Outcome:* Congress approved new allocations of \$16.5 million in Congressionally-directed federal FY 05 funding for FIU, including \$3.25 million for the Florida Mitigation Alliance which FIU leads. The University anticipates receiving an additional \$2 million through its participation in State University System (SUS) system projects which Congress funded.

## 15. Personal Development:

- **Goal: Participate in Wharton School's "The Leadership Journey."**

*Outcome:* I decided to focus my energy addressing the university operating issues such as collective bargaining and HCET resolution, while continuing to advance external support for the Medical School and salary funding.

- **Goal: Complete article on leadership.**

*Outcome:* Completed. This article proposes a new model of leadership summarized in the metaphor of a "dance," with leaders and organizations described as dance partners, managing change. While the leader (e.g., chief executive) influences the direction of an organization and responds to feedback, the partner (e.g., organization) also performs its key role in the dance choreography (e.g., cultural and business environment). This dynamic shifting of the lead role between leader and organization is what the best modern leaders implicitly practice. Based on case studies, including IBM, HP, and DEC, and numerous interviews with world leaders in industry and government, the article identifies key competencies of leaders (e.g., character, stamina, "emotional quotient", and vision), partners (e.g., adaptability and membership), and of the dance (e.g., growth and change). This metaphor, when fully articulated, results in a dynamic, interactive model of leadership that recognizes the complementary roles of the leader and partner in the organizational dance.

In addition, I have been asked by a Fellow at the Rockefeller Institute to write a chapter for a forthcoming book on universities. I am one of three Rockefeller Institute Presidents to be asked to contribute to this book. I am working with Senior Vice President Emeritus Paul Gallagher on this project.

**THE FLORIDA INTERNATIONAL UNIVERSITY  
BOARD OF TRUSTEES  
ADMINISTRATION AND COMPENSATION COMMITTEE**

**6 SEPTEMBER 2005**

**SUBJECT: PRESIDENT'S OBJECTIVES AND UNIVERSITY GOALS, 2005-2006**

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**PROPOSED COMMITTEE ACTION:**

Recommend Board adoption of the following Resolution:

BE IT RESOLVED, that the Florida International University Board of Trustees adopts the President's Objectives including the University Goals for the 2005-2006 fiscal year as set forth by President Maidique, and attached to this Resolution as Exhibit "B";

BE IT FURTHER RESOLVED, that the Vice President for Human Resources takes all actions necessary to give effect to this Resolution.

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**EXHIBITS/SUPPORTING DOCUMENTS:**

- EXHIBIT "B": PRESIDENT'S OBJECTIVES AND UNIVERSITY GOALS 2005-2006

**FACILITATOR/PRESENTER:**

- MODESTO MAIDIQUE

**The Florida International University**  
**ADMINISTRATION & ATHLETICS**  
**COMMITTEE**



**PRESIDENT'S OBJECTIVES FY05-06**  
**September 6, 2005**

# President's Objectives FY05-06

Vision

TOP URBAN PUBLIC RESEARCH UNIVERSITY

Objectives that  
define success  
by 2008

1. Growth

2. Academic Excellence

3. Local Development

4. Financial Stability

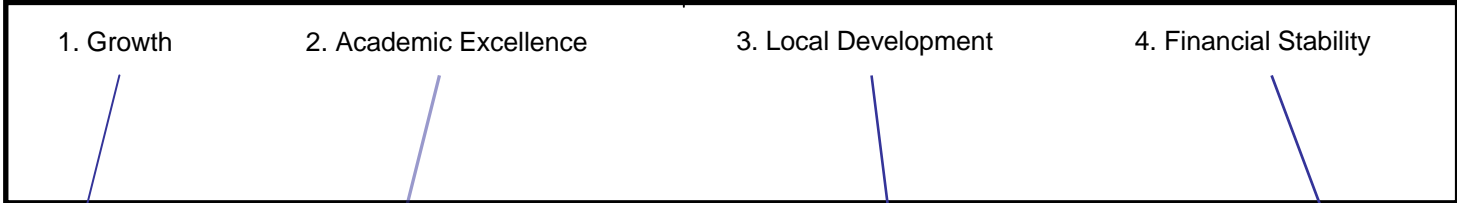


# President's Objectives FY05-06 – Core Four

Vision

TOP URBAN PUBLIC RESEARCH UNIVERSITY

Objectives that define success by 2008



Increase Degree Production

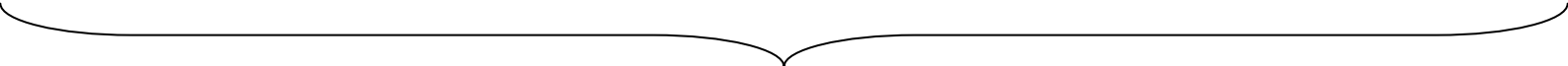


Strengthen National Research Ranking



Increase access to health care for our community by advancing the School of Medicine Initiative

Increase Fiscal Self-sufficiency



**Core Four**

# President's Objectives FY05-06

Vision

TOP URBAN PUBLIC RESEARCH UNIVERSITY

OBJECTIVES

## 1. GROWTH

### ➤ Increase Degree Production:

- Enhance six-year full-time FTIC graduation rates above the SUS peer group's average of 40% to 48%
- Increase athletes graduation rate from 47% to 50%
- Maintain national ranking in top five for granting baccalaureate degrees to minority students

### ➤ Enhance State Leadership:

- Enhance statewide competitive position by enrolling at least 12.5% of total SUS FTE enrollment in Fall 2005
- Meet state funded enrollment target of 23,142 FTE

### ➤ Improve Student Retention and Affinity:

- Enhance residential life by increasing on-campus residents from 10% to 13% of total FTE students
- Increase opportunity for student engagements by expanding student centers by 2,000 square feet
- Increase alumni participation from 8% to 9% of total alumni

# President's Objectives FY05-06

Vision

TOP URBAN PUBLIC RESEARCH UNIVERSITY

OBJECTIVES

## 2. ACADEMIC EXCELLENCE

### ➤ Strengthen National Research Ranking:

- # of Doctoral degrees increase from 80 to 88
- Increase total research expenditures to reach \$76 million
- Enhance research organizational structure by full implementation of fiscal compliance policies

### ➤ Achieve National Ranking Recognition:

- Obtain and maintain national ranking recognition through 5 programs
- Achieve 10 students and faculty members receiving national recognition

### ➤ Improve Athletics Academic Performance:

- Increase NCAA Academic Performance Rating (APR) above the official standards of 925 from 920 to 930

### ➤ Create Measurement Strategy:

- 100% academic baccalaureate programs will have an approved measurement **strategy** for assuring that graduates meet the learning goals in content, communication and critical thinking

# President's Objectives FY05-06

Vision

TOP URBAN PUBLIC RESEARCH UNIVERSITY

OBJECTIVES

### 3. LOCAL DEVELOPMENT

- **Increase access to health care for our community by advancing the School of Medicine Initiative**
  - Secure BOG approval and obtain funding for Planning Phase
- **Expand community presence**
  - Receive BOT endorsement for an off-site expansion strategy
  - Complete cooperative agreements with two municipalities to enhance urban economic development
  - Leverage university and private sector assets through five strategic partnerships to increase local competitiveness and job growth
- **Obtain New Program approval and accreditation in Local Need Areas:**
  - Receive BOG approval for PhD in Environmental Studies and Material Sciences & Engineering
  - Obtain BOT approval for MS in Construction Engineering and BS in Meteorology

# President's Objectives FY05-06

Vision

TOP URBAN PUBLIC RESEARCH UNIVERSITY

OBJECTIVES

## 4. FINANCIAL STABILITY

### ➤ Increase Fiscal Self-Sufficiency

- Achieve Advancement funding of \$35 million and complete capital campaign planning phase
- Grow Auxiliary revenue to \$82 million, 16.5% growth
- Attain congressional line item funding of \$9.5 million
- Increase Average Indirect Cost from contracts and grants by 10%, from 13.4% to 14.8% of total awards

### ➤ Increase Revenue

- Change mix: 2.5% growth in non-resident student FTEs
- Increase student tuition revenue by \$7.2 million or 8.1%

# President's Objectives FY05-06

Vision

TOP URBAN PUBLIC RESEARCH UNIVERSITY

OBJECTIVES

1. Growth

2. Academic Excellence

3. Local Development

4. Financial Stability

## GENERAL MANAGEMENT

### ➤ Fill Leadership positions

- Fill Dean of College of Arts & Sciences, Executive Director of Libraries, Chief of Police and AVP for Research

### ➤ Complete terms and conditions of employment with UFF, AFSCME and SEIU

### ➤ Strengthen Compliance

- Implement an Institutional Compliance Program that will have functioning compliance-related education, training and initiatives throughout the University
- Execute a communications program that increases knowledge regarding laws, rules and regulations addressing student record confidentiality and University security requirements

### ➤ Ensure Succession Planning

- All Vice Presidents will have completed a succession plan for key leadership positions at the Director level and above

# President's Objectives FY05-06

Vision

TOP URBAN PUBLIC RESEARCH UNIVERSITY

OBJECTIVES

1. Growth

2. Academic Excellence

3. Local Development

4. Financial Stability

## PERSONAL DEVELOPMENT

- Complete chapter on university management, "The Florida International University: A Tradition of Inclusivity," that will be included in an edited book that addresses institutional accountability issues
- Participate in Wharton School's "The Leadership Journey"

**THE FLORIDA INTERNATIONAL UNIVERSITY  
BOARD OF TRUSTEES  
ADMINISTRATION AND COMPENSATION COMMITTEE**

**6 SEPTEMBER 2005**

**SUBJECT: CONSULTANT'S EVALUATION REPORT AND COMMITTEE DISCUSSION**

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**PROPOSED COMMITTEE ACTION:**

None. Discussion item.

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**EXHIBITS/SUPPORTING DOCUMENTS:**

▪ NONE

**FACILITATOR/PRESENTER:**

▪ ALBERT DOTSON



**THE FLORIDA INTERNATIONAL UNIVERSITY  
BOARD OF TRUSTEES  
ADMINISTRATION AND COMPENSATION COMMITTEE**

**6 SEPTEMBER 2005**

**SUBJECT: PRESIDENT'S MANAGEMENT REVIEW, 2004-2005**

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**PROPOSED COMMITTEE ACTION:**

Recommend Board adoption of the following Resolution:

WHEREAS, the Florida International University Board of Trustees ("the Board") has been statutorily charged with annually evaluating the University President; and

WHEREAS, the Board conducted the performance evaluation of President Modesto A. Maidique for the 2004-2005 fiscal year; and

WHEREAS, the Board must submit the evaluation to the Florida Board of Governors for review;

THEREFORE, BE IT RESOLVED, that the Florida International University Board of Trustees affirms the *(Fill in Rating Here--Superior, Outstanding, or Commendable)* performance of President Modesto A. Maidique in his leadership of Florida International University during fiscal year 2004-2005;

BE IT FURTHER RESOLVED, that the Board authorizes Vivian Sanchez, Vice President for Human Resources, to submit the evaluation of the president to the Florida Board of Governors;

BE IT FURTHER RESOLVED, that the Vice President for Human Resources takes all actions necessary to give effect to this Resolution.

**BACKGROUND INFORMATION:**

**STATUTORY AUTHORITY:**

**Section 1001.74, Florida Statutes (2005), Powers and Duties of university boards of trustees, provides in relevant part:**

(22) Each board of trustees shall conduct an annual evaluation of the president in accordance with rules of the [Florida Board of Governors]<sup>1</sup> and submit such evaluations to the [Florida Board of Governors] for review. The evaluation must address the achievement of the performance goals established by the accountability process implemented pursuant to s. 1008.46 and the performance of the president in achieving the annual and long-term goals and objectives established in the institution's employment equity accountability program implemented pursuant to s. 1012.95.

**EXPLANATION FOR PROPOSED BOARD ACTION**

The annual evaluation of the president required by statute has been completed. The Board must file its evaluation to the Florida Board of Governors (BOG). The Board has previously authorized, John McGowan, former Vice President for Human Resources to coordinate the evaluation process. The Board now authorizes, Vivian Sanchez, current Vice President for Human Resources, to submit the evaluation to the BOG for review.

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**EXHIBITS/SUPPORTING DOCUMENTS:**

- EXECUTIVE PERFORMANCE RATINGS

**FACILITATOR/PRESENTER:**

- ALBERT DOTSON
-

## Executive Performance Ratings

Performance Rating
Superior
Outstanding
Commendable

### PERFORMANCE RATINGS

**Superior Performance** - Constantly surpasses established expectations.

- Continually addresses new challenges and initiatives.
- Constantly anticipates and/or responds quickly to changing situations and University needs.
- Demonstrates a constant commitment to the continuous growth of programs and research.
- Successfully promotes the University's mission.

**Outstanding Performance** - Often exceeds established expectations.

- Actively supports changing situations and challenges.
- Regularly develops approaches and implements new programs.
- Produces outstanding work quality and productivity beyond required standards.

**Commendable Performance** - Fully achieves established expectations.

- Proactively improves the University's visibility locally as well as nationally.

## EXECUTIVE COMPENSATION

Performance Rating	Increase Percentage
Superior	5.0 – 10%
Outstanding	2.3 – 4.9%
Commendable	1.0 – 2.2%

### PERFORMANCE RATINGS

**Superior Performance** - Constantly surpasses established expectations.

- Continually addresses new challenges and initiatives.
- Constantly anticipates and/or responds quickly to changing situations and University needs.
- Demonstrates a constant commitment to the continuous growth of programs and research.
- Successfully promotes the University's mission.

**Outstanding Performance** - Often exceeds established expectations.

- Actively supports changing situations and challenges.
- Regularly develops approaches and implements new programs.
- Produces outstanding work quality and productivity beyond required standards.

**Commendable Performance** - Fully achieves established expectations.

- Proactively improves the University's visibility locally as well as nationally.

The CUPA Administrative Compensation Survey indicates that the median salary increase for 2002-03 is 4% for executive positions.

The Watson Wyatt 2002-03 Salary Increase Survey projected an average increase for executives in service related organizations in the southeast region of 4.2%.