

**THE FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES
ADMINISTRATION & ATHLETICS COMMITTEE**

THURSDAY, 28 SEPTEMBER 2006

2:00 P.M.

FLORIDA INTERNATIONAL UNIVERSITY
GRAHAM CENTER BALLROOMS
UNIVERSITY PARK CAMPUS
MIAMI, FL

MEMBERSHIP

ALBERT DOTSON, CHAIR

PATRICIA FROST, VICE CHAIR

BETSY ATKINS

ALFONSO LEON

CLAUDIA PUIG

LARRY KAHN,

FIU FOUNDATION BOARD OF DIRECTORS CHAIRMAN

AGENDA

- | | |
|--|-----------------------------------|
| I. CALL TO ORDER | ALBERT DOTSON |
| II. APPROVAL OF MINUTES | ALBERT DOTSON |
| III. CHAIR'S REMARKS | ALBERT DOTSON |
| IV. ITEMS FOR COMMITTEE ACTION AND REVIEW | |
| 1. UNIVERSITY STUDENT SUPPORT COMPLEX AND EXPANSION OF FOOTBALL STADIUM (<i>ADOPT</i>) | MARCOS PEREZ
ALEX ZYNE |
| 2. ATHLETICS UPDATE (<i>REVIEW</i>) | MARCOS PEREZ |
| 3. HUMAN RESOURCES UPDATE (<i>REVIEW</i>) | VIVIAN SANCHEZ |
| 4. PRESIDENT'S MANAGEMENT REPORT, 2005-2006 (<i>REVIEW</i>) | MODESTO MAIDIQUE |
| 5. UNIVERSITY GOALS, 2006-2007 (<i>REVIEW & ADOPT</i>) | MODESTO MAIDIQUE |
| 6. CONSULTANT'S MANAGEMENT REVIEW REPORT AND COMMITTEE DECISION (<i>REVIEW</i>) | ALBERT DOTSON |

7. PRESIDENT'S MANAGEMENT REVIEW, 2005-2006 (*ADOPT*)

ALBERT DOTSON

V. OTHER BUSINESS (*IF ANY*)

ALBERT DOTSON

VI. ADJOURNMENT

ALBERT DOTSON

**NEXT ADMINISTRATION & ATHLETICS COMMITTEE MEETING
IS SCHEDULED FOR DECEMBER 5, 2006**

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

28 SEPTEMBER 2006

**SUBJECT: ADMINISTRATION AND ATHLETICS COMMITTEE MEETING MINUTES, 13
JUNE 2006**

PROPOSED COMMITTEE ACTION:

Adopt the following Resolution:

RESOLVED that the minutes of the meeting of the Florida International University Board of Trustees' Administration and Athletics Committee held on 13 June 2006, attached to this Resolution as Exhibit "A," are hereby approved.

EXHIBITS/SUPPORTING DOCUMENTS:

- EXHIBIT "A": 13 JUNE 2006
ADMINISTRATION AND ATHLETICS
COMMITTEE MEETING MINUTES.

FACILITATOR/PRESENTER:

- COMMITTEE CHAIR ALBERT DOTSON

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DRAFT

**THE FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES**



**ADMINISTRATION AND ATHLETICS COMMITTEE
MINUTES
TUESDAY, 13 JUNE 2006**

I. Call to Order

The Florida International University Board of Trustees' Administration and Athletics Committee meeting was called to order by Chairman Albert Dotson on Tuesday, 13 June 2006, at 9:06 am, at University Park, MARC International Pavilion, Miami, Florida.

The following Committee attendance was recorded:

Present:

Albert Dotson, *Chairperson*
Patricia Frost
Claudia Puig
Alfonso Leon

Excused:

Betsy Atkins

Trustees Miriam Lopez and Herbert Wertheim were also in attendance.

II. Approval of Minutes

Committee Chair Albert Dotson asked if there were any additions or corrections to the minutes of the 21 March 2006, Administration and Athletics Committee meeting. Hearing none, the Committee adopted the following:

RESOLVED that the minutes of the meeting of the Florida International University Board of Trustees' Administration and Athletics Committee held on 21 March 2006, attached to this Resolution as Exhibit "A," are hereby approved.

The Florida International University
Board of Trustees
Administration and Athletics Committee Minutes
13 June 2006
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III. Chairman's Remarks

Committee Chair Dotson welcomed everyone in attendance to the Administration and Athletics Committee meeting. He noted that the University was awarded a \$50,000 grant to implement a program for Emergency Communication and Alert Equipment to ensure all students, faculty, and staff are immediately updated in case of an emergency.

IV. Items for Committee Review

A. Action Items

1. University Equity Reports

Assistant Vice President for Human Resources Maria Alam presented the 2006 Equity Accountability Program (EAP), 2006 Florida Educational Equity Act (FEEA), and the 2006 Gender Equity in Athletics as part of the Annual University Equity Report for Committee review.

Without further discussion, the Committee recommended the Board adopt the following Resolution:

RESOLVED that the Board of Trustees adopt the following plans as part of the Annual University Equity Report: the Annual Equity Plan, the Florida Educational Equity Act Plan, and the Gender Equity in Athletics Plan (collectively, "the Plans") attached hereto as Exhibit "B"; and

BE IT FURTHER RESOLVED that upon approval of the Plans, the University President shall submit the reports to the Chancellor of the State University System of Florida; and

BE IT FURTHER RESOLVED that the University Administration is authorized to take any further actions necessary to give effect to this Resolution.

2. University President's Management Review Consultant A.T. Kearney

Committee Chair Dotson noted that the hiring of a consultant as part of the performance review process for the University President for the 2005-2006 fiscal year was approved by the Board at the 21 March 2006 meeting. He recommended the University President's performance review consultant be A.T. Kearney.

Without further discussion, the Committee recommended the Board adopt the following Resolution:

RESOLVED that the Board of Trustees ("BOT") hereby approves a consultant to conduct the 2005-2006 evaluation of the University president; and

FURTHER RESOLVED that A.T. Kearney shall be the consultant used to assist in the president's evaluation for 2005-2006 fiscal year; and

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FURTHER RESOLVED that at a cost of \$10,000, A.T. Kearney be engaged to conduct interviews with each BOT member on the President's performance for the 2005-2006 fiscal year using the eight item survey approved by the BOT at its 21 March 2006 meeting; and

FURTHER RESOLVED that A.T. Kearney prepare a report of the aggregate findings and present it to the BOT Administration and Compensation Committee Chair.

3. University President's Employment Agreement

Committee Chair Dotson introduced the University President's Employment Agreement for Committee review.

Trustee Claudia Puig commended President Maidique, noting that the University's School of Law and recently approved School of Medicine were a tribute to his exceptional leadership qualities and commitment to the University's mission.

Trustee Patricia Frost also commended President Maidique for his visionary leadership and his outstanding achievements spearheading the University's growth for the past twenty years.

President Maidique thanked the Board and added that he was humbled by the generous comments.

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

WHEREAS, the Board of Trustees (the "Board") is the public employer of all employees of the University; and

WHEREAS, The Board is charged with entering into all agreements on behalf of the University; and

WHEREAS, the term of the President's employment agreement ends on June 30, 2006 and the Board wishes to employ the President for another three year-term; and

WHEREAS, the Board engaged the services of top experts in the field of University Presidents' Employment Agreements and Compensation and has extensively studied the reports prepared by these top experts;

BE IT RESOLVED THAT the Board approves the Employment Agreement for President Modesto A. Maidique attached hereto as Exhibit "C" and incorporated by reference herein and authorizes the Chairman of the Board to execute the Agreement on behalf of the Board; and

BE IT FURTHER RESOLVED THAT the Board instructs the Associate Corporate Secretary to the Board to include in the Minutes of this Meeting the two reports prepared by the experts engaged by the Board to advise it on this matter.

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Committee Chair Dotson presented a separate resolution for Committee review, granting University President Maidique a one-time bonus of \$80,000 in recognition of his unyielding dedication and commitment to the University.

Without further discussion, the Committee recommended the Board adopt the following Resolution:

WHEREAS, the fiscal year about to end has been one of extraordinary accomplishments for President Maidique and FIU, some of which are:

- For the third year in a row, he has successfully led the efforts of the State University Presidents in convincing the legislature to fund salary increases for faculty and staff.
- He continued to lead his executive team when Provost Rosenberg was tapped to be the Chancellor of the State University System during the critical medical school approval processes and the conclusion of labor negotiations with the United Faculty of Florida.
- As a result of the countless hours he has spent building relationships and sharing the FIU story with our state legislators, FIU received the largest increase in ongoing funding in its history. And, most importantly,
- Because of his leadership and unrelenting labor, FIU can today boast that it has a College of Medicine, the single most important event in this institution's history; and

WHEREAS, the Board wants to recognize the extraordinary accomplishments of President Maidique during fiscal year 2005 — 2006; therefore

BE IT RESOLVED that the Board approves a bonus of \$80,000 for President Maidique, effective July 1, 2006, in recognition of his outstanding leadership. Said sum of \$80,000 shall not become part of President Maidique's base compensation.

B. Reports

Human Resources and Labor Report

University CFO and Vice President of Human Resources Vivian Sanchez updated the Committee on the progress of the University's payroll transition from the State, noting that ADP had been contracted to implement the transition.

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Athletics Update

Vice President of Administration Marcos Perez commended student athlete Megan Balkenbush, swimming and diving, on her academic and athletic success. He congratulated the University's Women's Tennis team on achieving the highest GPA of all University sports teams and for their second straight Sun Belt Conference title. He also recognized University football linebackers Antwan Barnes and Keyonis Bouie for their placement on the Lombardi Award Watch List.

FIU Athletics Association

VP Perez reported on the establishment of the University's Athletic Association Board, which is comprised of 27 South Florida community leaders and chaired by Jorge de Cespedes. He added that the FIU Athletic Association held its first Board Meeting on 15 May 2006 and committed to raising funds for the University's Athletic Program.

Athletics Facilities Update

VP Perez updated the Committee on the University's Football Stadium Retrofitting schedule, which projected a stadium opening date of Fall Semester of 2008.

Emergency Management Update

VP Perez reported on the University's 2006 Hurricane Preparedness Plan, including the hiring of a full time Emergency Management Coordinator, the establishment of an Essential Emergency Employee ID system to facilitate security controls, training, and effective communication systems.

VI. Other Business

University General Counsel Cristina Mendoza provided an update on the Special Magistrate's recommendation on the Collective Bargaining Agreement between the University's Board of Trustees and the American Federation of State, County and Municipal Employees (AFSCME).

Trustee Puig commended the University's pioneering Trustees for their passion and dedication to the University and added that she was proud to be a part of the Board of Trustees.

Chairman Dotson thanked everyone present for their participation in the meeting.

VII. Adjournment

With no other business, the meeting of the Florida International University Board of Trustees' Administration and Athletics Committee was adjourned on Tuesday, 13 June 2006, at 10:00 am.

Trustee Requests

1. Trustee Puig will follow up with Vice President of Administration Marcos Perez with information regarding Specialty Contractors for emergency response to assist in determining if this is a viable option for the University.

Exhibit "A"

DRAFT

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Attachments: Exhibits "A", "B" and "C"

*MEB/mb
6.16.06*

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

28 SEPTEMBER 2006

SUBJECT: FIU STUDENT SUPPORT COMPLEX AND EXPANSION OF FOOTBALL STADIUM

PROPOSED COMMITTEE ACTION:

Recommend Board adoption of the following Resolution:

WHEREAS, in order to support the mission of Florida International University (“University”) and the needs of the University’s students, the University desires to develop a student support complex and an expanded football stadium on the University campus (the “Project”);

WHEREAS, the Project will be developed in two Phases. Phase I of the Project will include the construction and installation of an expansion to the existing football stadium and related infrastructure (the “Football Stadium”), and Phase II of the Project will include the construction and installation of a student support complex and related infrastructure;

WHEREAS, in order to undertake the financing of the construction and installation of the expansion to the existing Football Stadium, the University desires to establish the FIU Athletics Finance Corporation, a Florida not-for-profit corporation (the "Corporation"), and designate the Corporation as a direct support organization of the University; and

WHEREAS, it is anticipated that in order to finance the cost of constructing the expansion to the existing Football Stadium, the Corporation will issue one or more series of Capital Improvement Revenue Bonds in an aggregate par amount not to exceed \$35,000,000 pursuant to a trust indenture with a corporate trustee to be secured by revenues generated by the Football Stadium, fund raising activities related to the Football Stadium, and a portion of the athletic fees collected by the University; and

WHEREAS, based on the presentation from staff regarding the estimated costs of the Football Stadium and the projected expenses and revenues related thereto, the University finds and determines that the construction and financing of the Football Stadium is a purpose consistent with the mission of the University; and

WHEREAS, the Corporation will enter into a management and use agreement with the University pursuant to which the University, through its Athletic Department, will agree to be responsible for the day to day operations of the Football Stadium, and pursuant to which the University will grant a limited pledge of a portion of the athletic fees in an amount which does not exceed 5 percent of the annual collection of such fees.

NOW, THEREFORE, BE IT RESOLVED by the Board of Trustees of Florida International University (the "Board of Trustees") as follows:

1. The Board of Trustees hereby (i) approves the development of the Project; (ii) authorizes the construction and installation of the Football Stadium, which will constitute Phase I of the Project; (iii) authorizes the establishment of the Corporation; (iv) authorizes the Corporation to issue one or more series of its Capital Improvement Revenue Bonds in order to finance the costs of construction and installation of the Football Stadium; and (v) authorizes the limited pledge of the University's athletic fees.
2. The Board of Trustees hereby authorizes University staff to assist in the preparation of a an offering document that will be used by the underwriting firm or firms to be retained by the Corporation to purchase and sell the Capital Improvement Revenue Bonds (the "Preliminary Official Statement") The President, or his designee, is hereby authorized to deem such document final and deliver a "deemed final" certificate with respect to the Preliminary Official Statement in accordance with the provisions of SEC Rule 15(c)2-12.
3. Upon the sale of the Capital Improvement Bonds to the underwriting firm or firms, the Preliminary Official Statement will need to be finalized and the Board of Trustees hereby authorizes the use and distribution of a Final Official Statement relating to the Capital Improvement Revenue Bonds by one or more underwriting firms to be selected by the Corporation related to the sale of the Capital Improvement Revenue Bonds. The form, terms and provisions of the Final Official Statement shall be substantially as set forth in the Preliminary Official Statement. The President, or his designee, is hereby authorized and directed to execute and deliver the Final Official Statement in the name and on behalf of the University, and thereupon to cause such Final Official Statement to be delivered to the underwriters with such changes, amendments, modifications, omissions and additions as may be approved by the President, or his designee. The Final Official Statement, including any such changes, amendments, modifications, omissions and additions as approved by the President, or his designee, and the information contained therein are hereby authorized to be used in connection with the sale of the Capital

Improvement Revenue Bonds to the public. Execution by the President, or his designee, of the Final Official Statement shall be deemed to be conclusive evidence of approval of such changes.

4. The Board of Trustees hereby authorizes and directs the President, or his designee, to do all acts and things required of them by this Resolution or desirable or consistent with the requirements and limitations of this Resolution, the Indenture, the Debt Management Guidelines of the State of Florida Board of Governors and any related agreements, such as any management and use agreement and any required fund raising agreement that may be required to effectuate the approvals contained in this Resolution. The President or his designee will keep the Board informed as to the progress of the Football Stadium, and the Project.

The Board of Trustees hereby authorizes University staff to request the approval of the issuance of the Capital Improvement Revenue Bonds by the Florida Board of Governors at the January, 2007 or at the first possible Florida Board of Governors meeting thereafter.

BACKGROUND INFORMATION:

In order to support the needs of Florida International University, the University desires to develop a student support complex and an expanded football stadium on the University campus (the "Project").

In Phase I of the Project, the University plans to build approximately 17,000 new stadium seats, including up to 1,400 club seats, 14 luxury suites and a wrap-around concourse. Three thousand seats will remain in the current stadium bringing a total of up to a 20,000 seat stadium to be completed by the fall semester of 2008. Concession stands, ranging from free standing food service kiosks and a full cooking facility are programmed. In addition, sound and lighting requirements are fully programmed to adhere to industry standards for televising football games. A state-of-the art scoreboard, press boxes and a clubroom for pre-game hosting parties and events are also planned.

Phase II of the Project is in the conceptual planning stage and is anticipated to include a student support complex consisting of a welcome center for newly entering students, admissions, registration and records, cashiers office, financial aid, an advising and learning center, and 16,000 gross square feet of football field house and coaches' office space. It is expected that this building will wrap around the exterior of the north side of the Football Stadium. The building will consist of approximately 100,000 gross square feet and is planned to be completed by fiscal year 2009/10. It is envisioned that more than 100,000 students will visit this building every year to be welcomed into the FIU family including a one-stop-shop

for student administration to provide students with the most efficient and complete services while at FIU.

STATUTORY AUTHORITY:

This resolution is being adopted pursuant to the provisions of Section 1004.28, Fla. Stat., regarding the establishment of the FIU Athletics Finance Corporation and Section 1010.62, Fla. Stat., regarding the issuance of revenue bonds to finance the construction and installation of the Football Stadium.

EXHIBITS/SUPPORTING DOCUMENTS:

- **NONE**

FACILITATOR/PRESENTER:

- **MARCOS PEREZ**
- **ALEXANDER ZYNE**

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

28 SEPTEMBER 2006

SUBJECT: ATHLETICS UPDATE

PROPOSED COMMITTEE ACTION:

None. Discussion Item.

EXHIBITS/SUPPORTING DOCUMENTS:

- ATHLETICS UPDATE
- ATHLETIC ASSOCIATION UPDATE

FACILITATOR/PRESENTER:

- MARCOS PEREZ

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ATHLETICS UPDATE

FIU ATHLETICS HALL OF FAME

The inaugural FIU Athletics Hall of Fame induction weekend is scheduled for November 17-18, 2006 commencing with a dinner and reception on Friday evening in the Graham Center. There will be an induction ceremony the following day prior to the FIU-Louisiana Lafayette homecoming game. This will be followed by a special ceremony at the homecoming football game on the following day. The induction class members are:

Pat Bradley (Women's Golf, 31 LPGA Titles),
Mike Lowell (Baseball, 3 time Major League Baseball All-Star),
Andrea Nagy (Women's Basketball, FIU's only Kodak All-American),
Judith Blucker (Coach/Administrator, established women's athletics at FIU),
Dwight Stewart (Men's Basketball, FIU's only 2,000 point scorer).

NCAA DIVISION 1-A STATUS

The university has received written confirmation from the NCAA Division I Management Council (Membership Subcommittee) that FIU has successfully completed its two years of transition and is now eligible to participate in a bowl this season.

PROGRAM UPDATE

Volleyball

The Golden Panthers continue a path of consistent and remarkable improvement, posting a 7-2 record after the first three weekends, including a tournament championship at the Northern Arizona-Fiesta Bowl Invitational. FIU defeated in-state rivals Central Florida and Stetson with their only losses coming to California (nationally ranked No. 10) and Brigham Young (No. 17). The Golden Panthers are now the highest ranked team in the latest Rich Kern National Volleyball Poll at No. 57 from 196 at the beginning of the season. The Golden Panthers under first-year head coach, Danielja Tomic, finished 15-13 last season after winning only two matches the entire season in 2004. Freshman Yarimar Rosa (Puerto Rico), set a school record for kills in a match (35 vs. Xavier), was named the Sun Belt Conference Player of the Week and ranks fourth nationally in kills per match. Rosa was a member of the Puerto Rican junior national team. Junior setter Keila Oliveria, former National Junior College Player of the Year from Miami Dade College, ranks 25th in set assists.

Football

The Golden Panthers played one of the greatest games in its history in a one-point (21-20) loss to Big East and 2005 bowl participant South Florida in Tampa. FIU lost a tough 7-6 contest in the season opener vs. Middle Tennessee. However, there were a number of significant highlights: Senior Antwan Barnes (Miami, Norland HS) leads the nation in sacks with four; senior tight end Samuel Smith (Miami, Gulliver Prep) and senior wide receiver Chandler Williams (Miami, Miami HS) are ranked 5th nationally in receptions per game. As a team, the Golden Panthers are No. 18 nationally in total defense.

Men's Soccer

The only sport in Conference USA, the men's soccer program has continued its tradition of playing a national caliber schedule. The Golden Panthers have won two straight, a 2-1 win over Mercer and a 2-0 shutout against rival FAU. FIU has started the season with a 2-2-2 record with the losses coming to South Florida (ranked No. 9) and California (ranked No. 11).

Women's Soccer

The women's soccer program shocked previously unbeaten South Florida, 3-0 in Tampa. Two days prior, USF opened its Big East season with a 1-0 win over Marquette (ranked No. 23). FIU is now 1-4 on the season.

Men's and Women's Cross Country

Both men's and women's cross country finished second at the Nova Shark Invitational with several top runners held out of the race due to training schedules. Junior DJ Kellar (Gainesville) won the men's race. The women's team led by junior Diedra Witherspoon (Citrus Springs, FL) and sophomore Stephanie Ammerman (Wesley Chapel, FL), is slated to be among the top teams in the Sun Belt Conference. The men's team will be greatly improved with the addition of freshman Josphat Koskei (Narobi, Kenya) and sophomore Alvin Charles (Orlando, FL).

ATHLETIC ASSOCIATION UPDATE

Athletic Association Board:

The FIU Athletic Association Board met on August 24th to review the elements of the new booster club. As part of the fundraising program, the board approved all components of the club and committed to present 15 prospects each that will provide financial support through the booster club to the Association. The continued support of the board members was extended through the purchasing of over 80 season tickets at the meeting. A brief update on FIU Athletics was presented as well as the role Athletics plays in creating awareness and financial support for the university. FIU Alumnus Raja Bell, (St. Croix, US Virgin Islands) who plays for the Phoenix Suns, participated in the board meeting sharing his enthusiasm for the university and its athletics programs.

Marketing – UM vs. FIU Football:

The University of Miami and Florida International University's Athletics Departments held a joint press conference on July 27th to promote the upcoming football game. Coaches Larry Coker and Don Strock shared their excitement for the October 14th game.

The event was attended by major local media. This meeting added value to the FIU brand by:

- Providing additional media exposure – all South Florida media outlets attended
- Positioning FIU to obtain additional donor support
- Established a platform to launch ticket sales
- Presenting a united front for both FIU & UM to the South Florida community

Merchandising:

The University Bookstore launched its sale of ADIDAS merchandising on August 28th for the beginning of the Fall semester. Champs Sports, Lids, and Goods are now carrying FIU apparel.

Media Coverage:

The athletic program reached a new milestone when the Miami Herald opted to assign a fulltime reporter to FIU athletics, including traveling to every away football game. Increased media exposure was a primary objective of adding a football program and transitioning to Division 1-A. The decision by the Herald, coupled with every game being televised or available on webcast, is evidence that this objective is well on its way to being realized.

Upcoming Events - Fall, 2006:

- The university will host a series of Pep Rallies during the football season:

Bowling Green Football Game	September 14 th
Arkansas State Game	September 28 th
University of Miami Game	October 12 th
- UM and FIU's Athletics Directors will be gaining support of the Miami game at:

County Commissioners' meeting	on September 26 th
City of Coral Gables Commission meeting	on October 10 th
- There will be a Pre-Game Celebration in conjunction with Alumni Association at the Orange Bowl for the Miami game on October 14th.

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

28 SEPTEMBER 2006

SUBJECT: HUMAN RESOURCES UPDATE

PROPOSED COMMITTEE ACTION:

None. Discussion item.

EXHIBITS/SUPPORTING DOCUMENTS: ■ HUMAN RESOURCES UPDATE

FACILITATOR/PRESENTER: ■ VIVIAN SANCHEZ

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Division of Human Resources Update

EXPANSION OF EMPLOYEE BENEFITS

The University's Division of Human Resources is working on a multi-phase plan that increases access to benefits for eligible temporary employees. This benefits plan represents the latest initiative from Human Resources, which has been recognized by the College and University Professional Association for Human Resources for progressive workplace innovations. The plan includes the OPS Conversion Project and the Benefits Expansion Strategy as follows:

➤ **OPS Conversion Project**

Temporary employees play a vital role in the organization and make up the largest percentage of the University's workforce. Many of them have been with the University for a long period of time, work a significant number of hours, and technically perform functions of a permanent nature. The University is finalizing a program to provide eligible employees the opportunity to convert from temporary to established, benefits-earning positions. The conversion process is scheduled over a three year period as approved by the BOT in the FY05-06 budget. There are \$150,000 to implement the first phase of this conversion.

➤ **Benefits Expansion Strategy:**

The University is seeking competitive proposals from interested insurance companies to provide affordable health care benefits to contract workers and temporary employees. This Comprehensive Preventive Alternative Medical Plan will be made available directly by the insurance providers to the approximate 2,100 temporary employees of the University and their eligible dependents and will also be extended to FIU contracted vendor employees and eligible dependents who may want to participate. FIU is leveraging its size and relationships to negotiate more favorable terms that could be obtained by individuals and smaller vendors. Considering that workers will not be at FIU for an extended period of time, we are negotiating that they maintain coverage regardless of employment status.

PAYROLL SYSTEM CONVERSION PROJECT

As presented in prior BOT meetings, FIU needs to assume payroll processing responsibilities from the state by January of 2007. We have selected to work with ADP to assume these responsibilities. This solution provides web-based automated payroll

processing, Employee Data Management, and Compensation Administration. In addition, we will receive a new system to track faculty time and allocate to appropriate funding source.

The project timeline is being met and no unforeseen costs have been incurred. The status of the project is as follows:

- Business Analysis Phase is complete.
- Configuration of system to FIU requirements is currently in process by ADP.
- System Integration Testing to ensure the data is transferred adequately is ongoing through the end of September.
- User Acceptance Testing to test University requirements will take place from September through the end of October.
- Employee training is scheduled to commence at the beginning of October and will continue throughout 2007. FIU will begin training employees on the Employee Self Service module to update personal information, change direct deposit and manage tax information. The Human Resources department will begin to receive training on systems management.

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

28 SEPTEMBER 2006

SUBJECT: UNIVERSITY PRESIDENT'S MANAGEMENT REPORT, 2005-2006

PROPOSED COMMITTEE ACTION:

None. Discussion item.

EXHIBITS/SUPPORTING DOCUMENTS:

- PRESIDENT MODESTO A. MAIDIQUE
- MANAGEMENT REPORT, 2005-2006

FACILITATOR/PRESENTER:

- MODESTO MAIDIQUE

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FLORIDA INTERNATIONAL UNIVERSITY BOARD OF TRUSTEES

Modesto A. Maidique Annual Report Performance Goals Outcomes Fiscal Year 2005-2006

EXECUTIVE SUMMARY

The President's 2005/2006 objectives are aligned with the strategic mission of the institution and are in accordance with the Millennium plan currently in effect. A target date of 2008 was established to ensure that these are longer term objectives where solely the numbers to be achieved change but not the metric itself. These objectives should measure how successful FIU is in reaching the vision of being a Top Urban Public Research University.

We were focusing our efforts at achieving four overarching goals:

- growth,
- academic excellence,
- local development and
- financial stability

As presented at the Board of Trustees meeting in September 2005, multiple objectives fall within each of these four goals. One objective specifically within each overarching goal will be the main focus of the President's efforts. The results of those four is as follows.

Growth: Increase Degree Production:

- **Enhance six-year full-time FTIC graduation rates above the State University System peer group's average of 40% to 48%**

Results: Achieved. The university developed a new tracking system, entitled to enhance the four-year and six-year graduation rates above the State University System peer group's average for the full-time, FTIC students who entered in Fall

2003 and Fall 2001, respectively. The university planned to graduate 20% of the Fall 2003 cohort in four years and 48% of the Fall 2001 cohort in six years by the end of Spring 2007.

With the aid of this new classification system, the university will likely exceed its target realizing a 33.6% four-year graduation rate for the Fall 2003 cohort and a 52.8% six-year graduation rate for the Fall 2001 cohort by the end of Spring 2007. The university has made quarterly progress reports to the Academic Policy & Student Affairs Committee of the Board of Trustees on pursuing this objective.

Academic Excellence: Strengthen National Research Ranking:

➤ **# of Doctoral degrees increase from 80 to 88**

Results: Met 98% of objective. Doctoral degrees (PhDs and EdDs) increased from 80 to 86. Though the target was missed by two degrees, the university's success in expanding intensive research activity is evident. During FY05-06, the number of PhDs increased 15% from 53 to 61. The increase was mostly recorded in strategic fields such as Life and Physical Sciences. PhDs now represent 71% of total doctoral degrees granted, up 66%. The remaining doctoral degrees were EdD, which declined by two graduates.

Local Development: Increase access to health care for our community by advancing the College of Medicine Initiative

➤ **Secure BOG approval and obtain funding for Planning Phase.**

Results: Achieved. Florida Board of Governors (BOG) voted to create a College of Medicine at Florida International University on March 23, 2006, a decision that will bring South Floridians new educational, research and employment opportunities, in addition to better access to healthcare. The FIU College of Medicine proposal was approved by a vote of 15 to 1. This marks only the third time in the last 25 years a medical school has been authorized in the United States.

Request for funding was deferred to the legislative session in 2007 as agreed upon with the Florida BOG. The university continued to focus efforts in expanding health-related disciplines in its various colleges and to emphasize biomedical research as a major component of its mission. As such, funding for a Life Sciences initiative totaling \$3 million (one half recurring and the other half non-recurring) was achieved from the 2006 Legislative session.

Financial Stability: Increase Fiscal Self-Sufficiency

➤ Achieve Advancement funding of \$35 million and complete capital campaign planning phase

Results: Achieved. Donor funding set new records as pledges totaled \$39.1 million with a corresponding state match of \$33.9 million. This accumulated amount of \$73 million is more than double the original objective of \$35 million.

Through the assistance of national capital campaign experts, Marts & Lundy, FIU completed a capital campaign assessment, campaign plan and recommendations on how to make the campaign successful. This was presented to key internal stakeholders, FIU Foundation Board of Directors' Committees and FIU Board of Trustees volunteers.

CONCLUSION

All major objectives were achieved within our four key areas: growth, academic excellence, local development and financial stability, including our objective of strengthening FIU's research enterprise and ranking through increased PhDs*. Despite the significant increase in PhD's, the overall doctoral degree objective was slightly below target because of our shortfall in the secondary objective of at least maintaining the number of EdD degrees.

** Specific achievements in the area of academic recognition of our programs are listed on pages 9 – 10.*



FLORIDA INTERNATIONAL UNIVERSITY BOARD OF TRUSTEES

Annual Report Performance Goals Outcomes Fiscal Year 2005-2006

The President's 2005/2006 objectives are aligned with the strategic mission of the institution and are in accordance with the Millennium plan currently in effect. A target date of 2008 was established to ensure that these are longer term objectives where solely the numbers to be achieved change but not the metric itself. These objectives should measure how successful FIU is in reaching the vision of being a Top Urban Public Research University.

We were focusing our efforts at achieving four overarching goals:

- growth,
- academic excellence,
- local development and
- financial stability

GROWTH

1. Increase Degree Production:

- **Enhance six-year full-time FTIC graduation rates above the State University System peer group's average of 40% to 48%**

Results: Achieved. The university developed a new tracking system to enhance the four-year and six-year graduation rates above the State University System peer group's average for the full-time, FTIC students who entered in Fall 2003 and Fall 2001, respectively. The university planned to graduate 20% of the Fall 2003 cohort in four years and 48% of the Fall 2001 cohort in six years by the end of Spring 2007.

With the aid of this new classification system, the university will likely exceed its target realizing a 33.6% four-year graduation rate for the Fall 2003 cohort and a 52.8% six-year graduation rate for the Fall 2001 cohort by the end of Spring 2007. The university has made quarterly progress reports to the Academic Policy & Student Affairs Committee of the Board of Trustees on pursuing this objective.

➤ **Increase athletes graduation rate from 47% to 50%**

Results: Not Met per Federal Graduation definition. The result was 44% but adjusting for athletes in programs voluntarily terminated by FIU would make the result 54%, a significant improvement.

Athletics graduation rate is tied to the cohort for the freshman class of 1998-99. Out of 33 student-athletes in the cohort, six did not graduate because FIU no longer has their athletic programs (men's golf and men's tennis). Since the Federal Graduation rate requires that every student-athlete that transfers out of the university be included in the calculation, FIU was negatively impacted by strategic need to eliminate programs. The result was a 44% graduation rate. If we adjust for these six students, our athlete graduation rate would be 54% and would have exceeded the target. This positive result would have been achieved even though students that left to other institutions or pursued professional careers are included in the calculation.

➤ **Maintain national ranking in top five for granting baccalaureate degrees to minority students**

Results: Achieved. The university maintained its national prominence in granting baccalaureate degrees to minority students. According to the most recent graduation statistics for 2004/05, *Black Issues in Higher Education* ranked FIU 3rd in the nation for awarding baccalaureate degrees to minority students and *Hispanic Outlook* ranked FIU 1st in the nation for awarding baccalaureate degrees to Hispanic students.

➤ **Enhance State Leadership:**

- **Enhance statewide competitive position by enrolling at least 12.5% of total State University System FTE enrollment in Fall 2005**

Results: Achieved. The university earned 12.8% of the total SUS FTE during 2005/06. Specifically, FIU earned 23,358 FTEs of the overall 181,938 FTEs system-wide. This was an increase from 12.4% of the total experienced the prior year. FIU was able to gain ground as it outpaced the system with a 7.1% increase versus 3.4% for the system.

ANNUAL FTE GROWTH				
	2004-05	2005-06	# FTE Variance	% FTE Variance
FIU	21,809	23,358	1,549	7.1%
SUS	175,909	181,938	6,029	3.4%
FIU % of Total	12.4%	12.8%		

The university also enrolled 13.0% (37,425) of the SUS total student headcount (287,373) in Fall 2005. These 37,425 students also represented a favorable 6.7% increase over the 35,061 students enrolled in Fall 2004. *(Note: these are FTE's generated in Education & General and excludes all FTE's found in Auxiliary Enterprises)*

- **Meet state funded enrollment target of 23,142 FTE**

Results: Achieved. Overall, the enrollment target was exceeded by 216 FTEs, or 1.0%. As of the Summer, Fall and preliminary Spring terms, the university generated 23,358 FTEs exceeding its 23,142 FTE funded enrollment target. FTEs generated in the lower division, upper division, graduate I, law and graduate II came within, or exceeded, the State funding corridor.

➤ **Improve Student Retention and Affinity:**

- **Enhance residential life by increasing on-campus residents from 10% to 13% of total FTE students**

Results: Achieved. With the addition of 825 beds in Lakeview Housing, which will open in Fall 06, the number of beds will total 3,049. Since actual enrollment reached 23,310, FIU will be able to offer housing to 13.1% of its students, exceeding the target. Even with projected enrollment growth for FY06-07, we are able to house 12.8% of the FTE student body. As enrollment continues to grow we are exploring new expansion options to meet increased demand.

- **Increase opportunity for student engagements by expanding student centers by 2,000 square feet**

Results: Achieved. Expanding areas for student interaction has been a priority for the Administration, as is evidenced by the total expansion completed. FIU added 8,000 square feet of space directed at student centers. The completion of the Graham Center atrium has expanded the student center by 6,000 square feet while the renovation and reconfiguration of the Graham Center's third floor expanded student meeting space by an additional 2,000 square feet.

- **Increase alumni participation from 8% to 9% of total alumni**

Results: Met 96% of objective. Alumni participation increased to 8.6% of the total alumni base. FIU currently has 8,910 Donors and/or Alumni Members (without duplication) out of an alumni base of 103,641. The growth rate is driven by increased membership of 75%.

2. ACADEMIC EXCELLENCE

➤ Strengthen National Research Ranking:

- **# of Doctoral degrees increase from 80 to 88**

Results: Met 98% of objective. Doctoral degrees (PhDs and EdDs) increased from 80 to 86. Though the target was missed by two degrees, the university's success in expanding intensive research activity is evident. During FY05-06, the number of PhDs increased 15% from 53 to 61. The increase was mostly recorded in strategic fields such as Life and Physical Sciences. PhDs now represent 71% of total doctoral degrees granted, up 66%. The remaining doctoral degrees were EdD, which declined by two graduates.

- **Increase total research expenditures to reach \$76 million**

Results: Achieved. \$76 million of research expenditures have been reported in our preliminary financial results.

This represents a growth rate of 11.2% from prior year Research Expenditures.

- **Enhance research organizational structure by full implementation of fiscal compliance policies**

Results: Partially Implemented. The Office of Sponsored Research Administration (OSRA) fiscal policies are complete. OSRA has reviewed and updated, as necessary, its policies and procedures relating to proposal preparation, award processing and post-award administration. Among the policies reviewed and updated are the policies dealing with fiscal compliance of sponsored project administration. All policies are posted on the OSRA website and formal training of principal investigators and grant administrators completed.

➤ **Achieve National Ranking Recognition:**

- **Obtain and maintain national ranking recognition through 5 programs**

Results: Achieved. We are proud to have achieved this objective. FIU's programs are being recognized by national experts and peers. Many publications undertaking the rankings are critical sources of information utilized by prospective students in determining the university they will attend as well as faculty and staff in selecting opportunities.

Hospitality: The graduate program in Hospitality Management was ranked #5 nationally in a survey of the Graduate Program Directors of all schools of Hospitality Management.

Business: Our School of Business continued to receive accolades for the advances achieved. The undergraduate program in International Business ranked #7 in US News and World Report while the graduate program in International Business ranked in the top 20 by the same periodical. National recognition also came from *BusinessWeek* which ranked the Chapman Graduate School of Business in the top 25 among public business schools. Overall, *Hispanic Business* and *Hispanic Trends* placed the College of Business Administration among the top 10 business schools for Hispanics.

The School of Business also drove the way for us to be selected in a new category. *Fortune Small Business*, which cited our business school as among the "Ten Cool Colleges for Entrepreneurs"

Journalism: The School of Journalism and Mass Communications received three recognitions of its excellence and pivotal role in diversity. The Marquette ranking program placed the School of Journalism and Mass Communications Graduate Public Relations program among the top 10 in the US. The same program placed the school's Undergraduate Public Relations program among the top 25 in the US. Finally, the School of Journalism and Mass Communications is Number 1 in the U.S. in awarding bachelor's degrees in Communications to Hispanics.

Economics: The Department of Economics was recently ranked nationally in the top 30% (37th out of 118) in the area of Trade and Development on the basis of faculty publications.

Psychology: The doctoral program in Life Span Developmental Science was given the “2006 American Psychological Association Suinn Minority Achievement” Award for Demonstrated Excellence in the Recruitment and Retention of Ethnic Minority Students.”

Education: In the College of Education, the Masters in Reading Education is recognized by the International Reading Association and by NCATE as a nationally recognized exemplary program facilitated by an academic structure informed by current research and based on professional standards promulgated by the State of Florida and the International Reading Association.

- **Achieve 10 students and faculty members receiving national recognition**

Results: Achieved.

Students: FIU’s students gained recognition beyond the established objective in key areas through both team efforts and individual drive. Three team achievements are noteworthy.

- For the 14th consecutive year, FIU’s Model United Nations team brought home an award. This year it obtained the first place “Outstanding Delegation” award. This prestigious conference is attended by 250 universities from across the world with over 3,250 students participating.
- In Construction Management, a three student team won the National Grand Champions Award in the 6th Annual Associated Builders and Contractors (ABC) Student Chapters Construction Management Competition. Other participating schools with top tier construction programs included University of Florida, Georgia Tech and Texas A&M.
- Journalism students placed first in the US/Canada division and second worldwide in the International Advertising Association (InterAd) integrated marketing communications campaign.

Our students gained recognition from distinguished institutions in diverse disciplines from Architecture to Biomedical Engineering. The categories won are listed below and the student names are included in Addendum A:

- Boston Society of Architects Honor Award (international design awards program)
- Public Policy and International Affairs Fellow at the Heinz School of Public Policy, Carnegie Mellon University.
- HENAAC Award for National Hispanic Undergraduate Leadership in 2005. This prestigious award honors the contributions of outstanding Hispanic American students and professionals in science, engineering, technology and math.
- Truman Scholarship Finalist
- Dissertation moved into the tenth most downloaded paper from the journal *Decision Support Systems*.
- Doctoral Dissertation Competition 2005 judged marketing dissertation to be the best submitted in the world
- Roy W. Howard National Reporting Competition winner for Journalism
- Chips Quinn scholar recipient in Journalism sponsored by the Freedom Forum

Faculty: We are proud at the achievements of our faculty and the breadth of academic expertise demonstrated by the following award recipients. More details are provided in Addendum B.

- Museum of Modern Art in New York City. Photographs acquired from FIU faculty member to place in the Permanent Collection
- 2005-06 Fulbright Scholar grant recipient
- The First University of Texas Africanist Award for Research Excellence winner

- Residential Fellowship at the Institute for Advanced Studies at Princeton University
- National Science Foundation CAREER Awards winners to three professors in Mechanical and Materials Engineering and Information Sciences
- Fellow of the American Institute of Architects Inductee
- Fellow of American Society of Civil Engineers elected
- Fellow of American Society of Mechanical Engineers elected
- Arthur C. Guyton Award for Excellence in Integrative Physiology for 2006 from the American Physiology Society
- Academy of Management's "Distinguished Service Award" 2005 recipient
- Researchers at Michigan State University identified Ingersoll-Rand Professor of International Business as one of the 89 most prolific researchers in international business between 1996 and 2005
- *Journal of Financial Literature* (2005) ranked professor 348th out of 11,475 authors in the sixteen core academic finance journals for the period of 1953-2002
- President of the American Academy of Advertising
- The current Eminent Scholar in Urban Education will be cited in the September 2006 issue of US NEWS and WORLD REPORT as one of twenty-five of America's Best Leaders
- **Advance academic infrastructure by constructing Law School, Marine Biology, Frost Art Museum and Graduate School of Business buildings**

Results: Achieved. Construction projects continued to establish the infrastructure necessary to support FIU's strategic direction. The Law School's construction is in final phase with occupancy planned in August, 2006. Marine Biology construction is in final

phase and temporary certificate of occupancy received on July 2006 for the Fall semester. Researchers are expected to move in Fall 06.

Under construction, FIU has two landmark projects that are substantially completed and plan occupancy in 2007. Specifically, the Frost Art Museum expects to move in April, 2007 while the Graduate School of Business will begin holding classes in Fall 07.

➤ **Improve Athletics Academic Performance:**

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

Results: Achieved. Strives in Athletics to strengthen our students academic record is evident through the positive result of this metric. FIU achieved a rating of 932, increasing 10 points from prior year. The APR measures retention, eligibility and graduation.

➤ **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**

Results: Achieved. Academic Learning Compacts (ALC) were developed for each baccalaureate degree program. A compact is an agreement that lists the communication skills, content/discipline knowledge, and the critical thinking skills in an academic major that students are expected to possess upon completion of the prescribed course of study. The ALCs may be accessed at <http://www.fiu.edu/~opie/academiclearningcompacts.htm>

3. LOCAL DEVELOPMENT

➤ **Increase access to health care for our community by advancing the College of Medicine Initiative**

- **Secure BOG approval and obtain funding for Planning Phase.**

Results: Achieved. Florida Board of Governors (BOG) voted to create a College of Medicine at Florida International University on March 23, 2006, a decision that will bring South Floridians new educational, research and employment opportunities, in addition to better access to healthcare. The FIU College of Medicine proposal was approved by a vote of 15 to 1. This marks only the third time in the last 25 years a medical school has been authorized in the United States.

Request for funding was deferred to the legislative session in 2007 as agreed upon with the Florida BOG. The university continued to focus efforts in expanding health-related disciplines in its various colleges and to emphasize biomedical research as a major component of its mission. As such, funding for a Life Sciences initiative totaling \$3 million (one half recurring and the other half non-recurring) was achieved from the 2006 Legislative session.

➤ **Expand community presence**

- **Receive BOT endorsement for an off-site expansion strategy**

Results: Partially Achieved. The university administration made the determination to focus its efforts on existing local sites, specifically the Biscayne Bay Campus (BBC) and the Downtown location. Regarding BBC's expansion, a task force was assembled, options created and in-depth analysis of alternatives underway. The new plan considers the range of services including additional courses, housing and support systems.

We did not determine it was appropriate to complete any expansion plans until the College of Medicine decision was granted by the Board of Governors. All of our growth strategies need to be assessed within the new context of physical space needs of our College of Medicine.

With respect to the Downtown location, FIU opened its doors with solely one Masters in Business Administration program and 13 students. One year later, this effort has increased to five programs reaching an enrollment of 108 students. Projections are to increase students in Fall 06 by an additional 50%.

- **Complete cooperative agreements with two municipalities to enhance urban economic development**

Results: Achieved.

City of Sweetwater. The FIU Metropolitan Center in downtown Miami is engaged in a fruitful partnership with the city of Sweetwater to develop new economic initiatives. The city of Sweetwater, our neighbor next-door, is a predominantly Hispanic community, where nearly one-quarter of the population lives below the poverty line and per-capita income is only \$11,000. Among the first steps FIU is taking for Sweetwater is creating a comprehensive plan that will revamp citywide zoning to create new opportunities for business and industry. At the same time, FIU researchers are also working with Sweetwater officials to conduct a series of charettes to address transportation issues within the city. In addition, the Metropolitan Center also has drafted a proposal to complete an economic development plan for the city that will highlight the advantage of creating a “college town” in Sweetwater.

Miami-Dade County - Public Schools Partnerships.

Two programs exemplify FIU’s increasing collaboration with Miami Dade County through its public school system.

In the first example, the Center for Urban Education & Innovation and the College of Education have created an interdisciplinary research and evaluation team at the request of Dr. Irving Hamer, Deputy Superintendent of MDCPS. The team is designing and implementing a research project involving 39 “Improvement Zone” schools, identified by Superintendent Rudy Crew for a boost in resources to raise student achievement. The two- year project is assessing the impact of changes in operation and curriculum at the schools.

In the second noteworthy initiative, FIU's Center for Urban Education and Innovation has recently started a new collaboration with Miami Dade Public School through one of the most prominent education leaders of our times, legendary civil rights activist and MacArthur Genius Fellowship winner Robert Moses. As founder of the nationally acclaimed initiative known as the Algebra Project, his program aims to transform mathematics education in poor, urban schools across the country. This program was launched with an initial class of 20 freshmen who are struggling with mathematics. In addition, this summer, Mr. Moses also established Summer Mathematics Institute at the Biscayne Bay Campus which brings in area high school students for intensive college preparatory math instruction.

- **Leverage university and private sector assets through five strategic partnerships to increase local competitiveness and job growth**

Results Achieved.

International Business Machines (IBM). Working with IBM, the university has taken the leading role for the creation of the Latin American Grid (LA Grid) alliance, whose members include IBM, FIU, University of Puerto Rico, University of Miami, Barcelona Supercomputing Center, Spain, Tech of Monterey, Mexico. As part of the initiative, we have also created the IBM Center for Autonomic and Grid Computing at FIU, established the IBM Executive Mentorship program, and expanded internship programs at IBM.

Hewlett Packard. Through a technology partnership with Hewlett Packard, the College of Business Administration will be able to implement an email and collaboration system hosting services for several thousand alumni, 6,000 students and more than 350 faculty and staff. The equipment grant reinforces the college's existing IT infrastructure and brings important enhancements to its communication capabilities. These include fiber optic storage space, the introduction of mobile and wireless technology for real-time learning, a globally connected learning environment, and the development and implementation of Pocket PC platforms that allow for a "Pocket Professor" for students and professors so they can benefit from "anytime, anywhere" educational materials.

Office Depot. In early 2006 FIU entered into a mutually beneficial partnership with Office Depot. As a South Florida business leader, Office Depot is interested in aligning itself with local educational institutions that are training the next generation of business professionals. Through this partnership, teams of students in international business will work with Office Depot executives to provide real-world experience while advancing the company's objectives. FIU and Office Depot are also establishing a new summer fellowship program for students to participate in ongoing marketing and product research for Office Depot initiatives.

Miami Children's Hospital. The ongoing partnership between FIU and Miami Children's Hospital was significantly enhanced in FY05-06 when we collaborated to bring in a private grant to support research efforts. Through this collaboration, Miami Children's Hospital houses The Laboratory for Human-Computer and Brain-Computer Interface Research within the hospital's Neuroscience Center. The research conducted at the laboratory helps scientists better understand and diagnose brain disorders such as epilepsy, autism and brain tumors to develop more effective treatments.

In addition, the School of Nursing has partnered with Miami Children's Hospital and Mercy Hospital to offer a different type of leadership practicum experience. Senior students will be able to select this option or decide to stay with the traditional preceptor experience for their final semester.

Fairchild Tropical Botanical Garden. A new cooperative agreement was signed between FIU and the Fairchild Tropical Botanic Garden. The agreement strengthens and extends collaboration between FIU and Fairchild researchers in the field of tropical botany and landscape architecture.

➤ **Obtain New Program approval and accreditation in Local Need Areas:**

- **Receive BOG approval for PhD in Environmental Studies and PhD in Material Sciences & Engineering**

Results: Not feasible until BOG moratorium on PhDs is lifted. The BOG maintains their moratorium on new PhD programs. The only

new doctoral programs they have approved are the new MD programs at FIU and UCF.

- **Obtain BOT approval for MS in Construction Engineering and BS in Meteorology**

Results: Partially Achieved. The BOT did approve three new degrees in strategic areas: 1) BS in Environmental Engineering, 2) a MS in Human Resources Management, and 3) a PhD track in Materials Science Engineering within our approved PhD in Mechanical Engineering. The two degrees established as targets required a thorough feasibility study. As such, the feasibility study for the MS in Construction Engineering has been completed and the BS in Meteorology is in process. A meteorology option was proposed within the BS in Geosciences. This initiative received approval by the Faculty Senate. However, as additional faculty lines are required, feasibility of this initiative is still under evaluation.

4. FINANCIAL STABILITY

➤ **Increase Fiscal Self-Sufficiency**

- **Achieve Advancement funding of \$35 million (nearly flat with last year's record breaking performance) and complete capital campaign planning phase**

Results: Achieved. Donor funding set new records as pledges totaled \$39.1 million with a corresponding state match of \$33.9 million. This accumulated amount of \$73 million is more than 100% the original objective of \$35 million.

Through the assistance of national capital campaign experts, Marts & Lundy, FIU completed a capital campaign assessment, campaign plan and recommendations on how to make the campaign successful. This was presented to key internal stakeholders, FIU Foundation Board of Directors Committees and FIU Board of Trustees volunteers.

- **Grow Auxiliary revenue to \$82 million, 16.5% growth**

Results: Achieved. Auxiliary revenue reached \$90.4 million or \$8.4 million over objective. The principal drivers were increases in on-line courses, new food services contract and all time high housing occupancy. Auxiliary businesses are self-supporting activities that exist to furnish goods or services primarily to students, faculty, or staff. Examples are: resident halls, parking, food services, student health centers and continuing education. By the end of FY06-07, FIU expects to generate over \$100 million in auxiliary revenue.

- **Attain congressional line item funding of \$9.5 million**

Results: Met 84% of objective. FIU obtained \$7.9 million composed of individual FIU earmarks and a share of multi-university SUS proposal earmarks. It is important to highlight that this favorable result came during a year of heightened pressures to reduce the Federal budget, fund the war in Iraq, and help the victims of Hurricane Katrina. The amount of funds available for

national earmarks was considerably reduced over prior years. The details of the \$7.9 million awards we did receive are as follows:

- \$1.25 million -- Western Hemisphere Energy Exchange; requested \$5 million
- \$1 million -- Center for Energy Technology of the Americas; requested \$3 million
- \$1.5 million -- Bio/Nano, requested \$5 million
- \$750,000 -- Transportation of Special Populations, requested \$3 million
- \$2.1 million -- SUS Hurricane Mitigation Alliance proposal, requested \$7.5 million
- ~\$500,000 -- FIU share of SUS Turbines proposal led by UCF
- ~\$500,000 -- FIU share of SUS Countermeasures for Chemical and Biological Defense proposal led by USF
- ~\$300,000 -- FIU share of SUS Team Performance proposal led by UCF

Additionally, FIU received \$39 million (over 3 years) not counted in authorization language in energy bill for a new Western Hemisphere Energy Coordination program in the Department of Energy.

- **Increase Average Indirect Cost from contracts and grants by 10%, from 13.4% to 14.8% of total awards**

FIU's research programs continue to grow at a rapid rate. FIU has one of the most diverse portfolios of sponsoring agencies in the country. The average indirect costs earned from contracts and grants for fiscal year 2006 was 15.7% of total costs.

➤ **Increase Revenue**

- **Change mix: 2.5% growth in non-resident student FTEs**

Result: Achieved (*based on preliminary projections*). FIU successfully reversed the trend of decreasing non-resident students. This was driven by growth in graduate students and our pricing strategy that did not increase out of state tuition.

- **Increase student tuition revenue by \$7.2 million or 8.1% (*based on BOT approved 5% tuition increase for Resident Students*)**

Result: Partially met. Tuition revenue increase of \$7.2 million would propel FIU to total tuition revenue of \$95.7 million. We exceeded the result by achieving total tuition revenue of \$96.0 million. FIU did not, however, need to increase by \$7.2 million to reach the target but, rather, exceeded expectations with a \$1.9 million increase.

The reason FIU did not require such a significant growth in revenue to meet its target was that during the prior year, FY04-05, the legislature approved a high tuition rate increase. Therefore, the base revenue going into FY05-06 was already higher than expected.

If we analyze the two years span of FY04-05 and FY05-06, tuition revenue increased by an accumulated \$11.4 million or 6.5% compounded annual growth.

GENERAL MANAGEMENT

➤ Fill Leadership positions

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

Result: Partially Completed. Two of the four positions have been filled while the pending two are in process of implementation.

Chief of Police was filled by Bill King in August, 2005. Prior to coming to FIU, Bill served as the Chief of Police at Wayne State University in Detroit, Michigan. Chief King served twenty five years with the Michigan State Police where he held a variety of positions and assignments throughout the state.

Throughout 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. Chief King is in the process of finishing a M.A. degree in Public Administration and is a graduate of the F.B.I. National Academy and the Center for Creative Leadership.

AVP for Research was filled by Joseph Barabino in December 2005. Mr. Barabino has over 26 years of progressively responsible experience in research administration and accounting. During his career, he has demonstrated success in providing oversight for the management of grant applications with significant annual increases in volume, ensuring on-time financial reporting and systems implementation to optimize administrative processes. Mr. Barabino has expertise as an indirect cost negotiator and as a manager of property and space and effort reporting in medical schools, four-year universities and hospital environments.

Prior to joining FIU, Mr. Barabino held a variety of positions at Boston University such as Director of Research Administration for their Medical Campus managing a sponsored projects portfolio of over \$300 million. Mr. Barabino's previous experience also includes positions at the University of Pennsylvania, St. Luke's

Episcopal Hospital, Texas Children's Hospital, Texas Heart Institute and Baylor College of Medicine.

Dean of the College of Arts and Sciences is currently in recruitment with the search firm of Korn/Ferry International. The Search & Screen Committee is anticipating an appointment no later than March 31, 2007.

Executive Director of Libraries is currently in recruitment with Greenwood Search Firm. The University's Search & Screen Committee has reviewed 37 applicants, representing a screened pool numbering over 100, yielding 12 individuals being selected for interviews. On-campus interviews of 3-4 candidates are expected during the month of August. We anticipate having a new Director by the end of the fall semester.

Additional Goal

It is critical to highlight that though not included as an objective, FIU has appointed a distinguished new **Vice President for Research & Dean of the University Graduate School**. Dr. George Walker is one of the nation's leading research administrators, active in the leadership of many national organizations related to graduate education and research management. Dr. Walker most recently served as Vice President for Research & Dean of the University Graduate School at Indiana University and as Senior Scholar and Director of the Carnegie Initiative on the Doctorate at The Carnegie Foundation for the Advancement of Teaching. Dr. Walker holds his Ph.D. in Physics from Case Institute of Technology (currently Case Western Reserve University) and he is also an accomplished scientist.

➤ **Complete terms and condition of employment with UFF, AFSCME and SEIU**

Results: The terms and conditions of employment for all three unions completed.

- The **UFF** Agreement was ratified on February 27, 2006.
- The **SEIU** Agreement was ratified on May, 2006.
- The **AFSCME** Agreement will be presented and a final decision will be made on August 21, 2006.

➤ **Strengthen Compliance**

- **Implement an Institutional Compliance Program that will have functioning compliance-related education, training and initiatives throughout the University**

Response: Partially Achieved.

- The Florida International University Institutional Compliance Program has been developed. Ten steps were proposed and presented to the Board of Trustees Finance and Audit Committee. Two of the steps (training program and a University-wide risk assessment) are in progress and will be completed during 2006-2007.
 - Developed and launched the online University Policies and Procedures Library that will serve as the central repository for all University Policies and Procedures, as well as a tool to educate the University community regarding the University's standards and expectations. Training on how to use the website will occur in 2006-2007.
 - During FY 2005-2006, there were a number of compliance related initiatives. These initiatives are aimed at strengthening the infrastructure to support regulatory compliance at the University and involve issues such as employment transfer or separation, conflict of interest, export control, response action plan for IT security breaches and State contract requirement.
 - In addition, there were university-wide compliance education and training opportunities related to students, administrative employees, faculty, certification, research and information technology.
- **Execute a communications program that increases knowledge regarding laws, rules and regulations addressing student record confidentiality and University security requirements**

Response: Achieved. Four key areas detail how this objective was accomplished.

A presentation and symposium covering IT security awareness and student record confidentiality entitled *IT Security Challenges and Opportunities* was developed and presented to all departments

handling sensitive student information including Counseling and Psychological Services Center, Victim Advocacy Center, BBC and UP Computer Labs, Registration, Admissions, Enrollment, Financial Aid, Graduate Admissions, UP Student Affairs and FIU Information Technology Administrators.

University faculty, staff and students have the opportunity to learn more about IT security by participating in self-training available through the FIU IT Security Office's website at security.fiu.edu.

To highlight the criticality of this issue, a *personal statement* by President Maidique to the University community is prominently featured in the FIU IT Security Office's website at security.fiu.edu. He expresses the importance to the fulfillment of the University's mission to maintain a secure networking and computing environment.

Thirdly, *Family Education Rights and Privacy Act Disclosure* statement was amended and is posted on the Registrar's website.

Finally, the *Social Security Task Force* developed recommendations so that the University is in full compliance with the legal requirements on use of Social Security numbers.

➤ **Ensure Succession Planning**

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

Result: Partially Achieved. Each Vice President undertook a capabilities assessment and needs analysis for each of their Directors and above positions. Academic Affairs is scheduled for completion August 15, 2006.

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**

Result: Achieved. The chapter is entitled "Against All Odds: Florida International University, A Top Urban Public Research University" (with Mayra Beers and Paul Gallagher). It is one of three chapters with specially selected guest authors who are presidents of major research universities and are featured in *The Fragmented University* edited by Joseph Burke, Senior Fellow of The Rockefeller Institute. The book will be published by Anker Publishing in the Fall/Winter of 2006 and will be a feature of their promotional booklet for the Fall season.

- **Revise “The Leadership Dance” article and prepare for submission to publish**

Result: In-process. President is currently reworking the draft to incorporate his most recent research.

- **Participate in Wharton School’s “The Leadership Journey”**

Result: Achieved May 21-26, 2006

ADDENDUM A
FIU Students Recognitions

- Gabriel Fuentes won the Boston Society of Architects (international design awards program) Honor Award for his thesis *Architecture as Contextual (Re)Interpretation: A Mixed-Use Cultural Center in Old Havana, Cuba*
- Paul Orta, International Relations, has been selected as a Public Policy and International Affairs Fellow at the Heinz School of Public Policy, Carnegie Mellon University
- Melissa E. Jahangiri, Biomedical Engineering student, received the prestigious HENAAC Award for National Hispanic Undergraduate Leadership in 2005. The prize honors the contributions of outstanding Hispanic American students and professionals in science, engineering, technology and math
- Aurelio Rivera, Public Administration, was a finalist for a Truman Scholarship
- Former student Solomon Antony turned his dissertation into the tenth most downloaded paper from the journal *Decision Support Systems*. The paper was written in collaboration with Professor Dinesh Batra, Decision Sciences and Information Systems, and another colleague
- The dissertation proposal by marketing PhD student, Shazad Mustapha Mohammed, was judged the best from those submitted by students from all over the world at the 2005 Doctoral Dissertation Competition
- Julie Chazyn, Journalism, won the Roy W. Howard National Reporting Competition and admittance to the Imperial Palace. Seventy-three years ago Roy W. Howard entered the Imperial Palace to be the first American journalist to interview Emperor Hirohito. Admittance to the Imperial Palace is an honor afforded to few foreigners or even Japanese.
- Joel Marino, Journalism, was named a Chips Quinn scholar sponsored by the Freedom Forum

ADDENDUM B
FIU Faculty Recognitions

- Photographs of Yucatecan village life by Associate Professors Eduardo and Mirta del Valle, Art and Art History, have been acquired as part of the Permanent Collection of the Museum of Modern Art in New York City
- Associate Professor Michael McClain, Environmental Studies, was a 2005-06 Fulbright Scholar grant recipient
- Associate Professor Akin Ogundiran, History, won the first University of Texas Africanist Award for Research Excellence. The national honor is accorded "for research excellence for scholars and professors...based on cumulative achievements and the solid evidence to pursue future research."
- Professor Felice Lifshitz, History, has been awarded a residential fellowship at the Institute for Advanced Studies at Princeton
- Assistant Professors Wenzhi Li, Physics, Arvind Agarwal, Mechanical and Materials Engineering, and Tao Li, Computer and Information Sciences, each received prestigious National Science Foundation CAREER Awards
- Associate Professor Marilys Nepomechie, Architecture, was inducted Fellow of the American Institute of Architects
- Assistant Professor Jason Chandler, Architecture, won the international design competition for the Miami Beach Lifeguard Station
- Professor Amir Mirmiran, Civil and Environmental Engineering, was elected Fellow of American Society of Civil Engineers
- Professor Yong X. Tao, Mechanical and Materials Engineering, was elected Fellow of American Society of Mechanical Engineers
- Assistant Professor Nicolaos Tsoukias, Biomedical Engineering, won the Arthur C. Guyton Award for Excellence in Integrative Physiology for 2006 from the American Physiology Society
- Professor Mary Ann Von Glinow, Management and International Business and director, Center for International Business Education and Research (CIBER), was

selected as the 2005 recipient of the Academy of Management's "Distinguished Service Award"

- Researchers at Michigan State University identified Ingersoll-Rand Professor of International Business Sumit K. Kundu as one of the 89 most prolific researchers in international business between 1996 and 2005
- Professor Arun Prakash, Finance, was ranked by the *Journal of Financial Literature* (2005) 348th out of 11,475 authors in the sixteen core academic finance journals for the period of 1953-2002
- Professor Patricia Rose, Journalism and Mass Communication, is the President of the American Academy of Advertising
- Dr. Bob Moses, the current Eminent Scholar in Urban Education, was among the first 12 Fletcher Fellows announced by the Fletcher Foundation in April 2005. He has given dozens of keynote addresses including the keynote speech at Harvard University's Graduate School of Education 30th Anniversary Conference. Finally, he will be cited in the September 2006 issue of US NEWS and WORLD REPORT as one of twenty-five of America's Best Leaders

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

28 SEPTEMBER 2006

SUBJECT: UNIVERSITY GOALS AND PRESIDENT'S OBJECTIVES FOR 2006-2007

PROPOSED COMMITTEE ACTION:

Recommend Board adoption of the following Resolution:

BE IT RESOLVED, that the Florida International University Board of Trustees approves the University Goals for the 2006-2007 fiscal year as presented by President Maidique; and

BE IT FURTHER RESOLVED, that the Board approves the President's Objectives as presented by President Maidique. These approved objectives will be one component of the President's Performance Review by the Board for 2006-2007.

EXHIBITS/SUPPORTING DOCUMENTS:

- NONE

FACILITATOR/PRESENTER:

- MODESTO MAIDIQUE

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

28 SEPTEMBER 2006

**SUBJECT: CONSULTANT'S MANAGEMENT REVIEW REPORT AND COMMITTEE
DISCUSSION**

PROPOSED COMMITTEE ACTION:

None. Discussion item.

EXHIBITS/SUPPORTING DOCUMENTS:

▪ NONE

FACILITATOR/PRESENTER:

▪ COMMITTEE CHAIR ALBERT DOTSON

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

SEPTEMBER 28, 2006

SUBJECT: PRESIDENT’S MANAGEMENT REVIEW, 2005-2006

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 2005-2006 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 “_____” Performance rating to President Modesto A. Maidique in his leadership of Florida International University during fiscal year 2005-2006, including the achievement of the employment equity program goals as established by F.S. 1012.95 and the accountability goals established pursuant to F.S. 1008.46;

BE IT FURTHER RESOLVED, that the Board authorizes the Senior Vice President for Administration to submit the evaluation of the President to the Florida Board of Governors;

BE IT FURTHER RESOLVED, that the Senior Vice President for Administration is authorized to take 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] 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 at this Board meeting. Since the Board must file its evaluation with the Florida Board of Governors, the Board authorizes, Vivian A.Sanchez, Senior Vice President for Administration, to submit the evaluation to the BOG for review.

EXHIBITS/SUPPORTING DOCUMENTS:

- MANAGEMENT REPORT, 2005-2006
- PERFORMANCE RATINGS

FACILITATOR/PRESENTER:

- COMMITTEE CHAIR 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.

The performance ratings as adopted by the FIU Administration and Compensation Committee and the Board of Trustees, September 2003.