

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

MEETING RESCHEDULED

**PREVIOUSLY SCHEDULED FOR:
MONDAY, 20 OCTOBER 2008 AT 10:00AM,
VIA CONFERENCE CALL**

**RESCHEDULED FOR:
MONDAY, 10 NOVEMBER 2008 AT 4:00PM,
PRIMERA CASA (PC) 521
UNIVERSITY PARK CAMPUS
MIAMI, FL**

MEMBERSHIP

BETSY ATKINS, *CHAIR*

MIRIAM LOPEZ

ALBERT MAURY

AGENDA

- | | |
|---|-------------------------|
| I. CALL TO ORDER | BETSY ATKINS |
| II. CHAIR'S REMARKS | BETSY ATKINS |
| III. APPROVAL OF MINUTES | BETSY ATKINS |
| IV. ITEMS FOR WORKGROUP ACTION AND REVIEW | |
| 1. HUMAN RESOURCE POLICY – VACATION LEAVE (<i>REVIEW & ADOPT</i>) | JAFFUS HARDRICK |
| 2. PERFORMANCE RATINGS (<i>REVIEW & ADOPT</i>) | VIVIAN SANCHEZ |
| 3. PRESIDENT'S MANAGEMENT REPORT, 2007-2008 (<i>REVIEW</i>) | MODESTO MAIDIQUE |
| 4. PRESIDENT'S MANAGEMENT REVIEW, 2007-2008 (<i>ADOPT</i>) | BETSY ATKINS |
| 5. UNIVERSITY & PRESIDENT GOALS REPORT, 2008-2009 (<i>REVIEW</i>) | MODESTO MAIDIQUE |
| 6. UNIVERSITY & PRESIDENT GOALS, 2008-2009 (<i>ADOPT</i>) | BETSY ATKINS |
| 7. PRESIDENTIAL BONUS (<i>ADOPT</i>) | BETSY ATKINS |
| V. OTHER BUSINESS (<i>IF ANY</i>) | BETSY ATKINS |
| VI. ADJOURNMENT | BETSY ATKINS |

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

20 OCTOBER 2008

SUBJECT: COMPENSATION WORKGROUP MEETING MINUTES, 3 JUNE 2008

PROPOSED WORKGROUP ACTION:

Adopt the following Resolution:

RESOLVED that the minutes of the meeting of the Florida International University Board of Trustees' Compensation Workgroup held on 3 June 2008, attached to this Resolution as Exhibit "A," are hereby approved.

EXHIBITS/SUPPORTING DOCUMENTS:

- EXHIBIT "A": 3 JUNE 2008
COMPENSATION WORKGROUP
MEETING MINUTES.

FACILITATOR/PRESENTER:

- WORKGROUP CHAIR BETSY ATKINS

**THE FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES**



**COMPENSATION WORKGROUP
MINUTES
THURSDAY, 3 JUNE 2008**

I. CALL TO ORDER

The Florida International University Board of Trustees' Compensation Workgroup meeting was called to order on Thursday, 3 June 2008 by Workgroup Chair Betsy Atkins at 1:02 p.m., via conference call.

The following attendance was recorded:

Present:

Betsy Atkins, *Chairperson*
Miriam Lopez

Trustee AJ Meyer was also in attendance.

II. APPROVAL OF MINUTES

Workgroup Chair Betsy Atkins asked if there were any additions or corrections to the minutes of the 31 January 2008, Compensation Workgroup meeting. Hearing none, the Workgroup adopted the following:

RESOLVED that the minutes of the meeting of the Florida International University Board of Trustees' Compensation Workgroup held on 31 January 2008, attached to this Resolution as Exhibit "A," are hereby approved.

III. CHAIRMAN'S REMARKS

Workgroup Chair Atkins welcomed Trustees and staff to the meeting and thanked them for their service and hard work.

Workgroup Chair Atkins welcomed and introduced newly appointed Vice President for Human Resources, Dr. Jaffus Hardrick who joined the University in April, noting that the position was vacant for nearly two years.

IV. ITEMS FOR WORKGROUP REVIEW

- o **University Equity Reports**

Exhibit "A"

The Florida International University
Board of Trustees
Compensation Workgroup Meeting Minutes
3 June 2008
Page 2

DRAFT

Vice President for Human Resources Jaffus Hardrick presented the University Equity Reports for Workgroup review, noting that the Annual Equity Act Report required progress updates in three areas: enrollment, gender equity in athletics, and employment.

After discussion, the Workgroup recommended Board adoption of the following Resolution:

WHEREAS, Florida Statutes require the University to develop a Gender Equity Plan pursuant to the "Florida Educational Equity Act"; and

WHEREAS, the Chancellor of the State University System shall annually assess the progress of each state university's plan; and

WHEREAS, the annual Florida Equity Reports encompassing enrollment, gender equity in athletics, and employment are attached hereto as Exhibit "B" and are ready for Board approval;

THEREFORE BE IT RESOLVED that the Florida International University Board of Trustees approves the Reports hereby attached;

AND BE IT FURTHER RESOLVED, that the President shall submit the Reports to the Chancellor of the State University System and shall take any further actions necessary to give effect to this resolution.

V. OTHER BUSINESS

No other business was raised.

VI. ADJOURNMENT

With no other business, the meeting of the Florida International University Board of Trustees' Compensation Workgroup was adjourned on Thursday, 3 June 2008, at 1:18 p.m.

<i>Trustee Requests</i>	<i>Follow-up</i>	<i>Completion Date</i>
1. <i>Workgroup Chair Atkins requested that the University's administration identify high-impact personnel and analyze the possibilities of compensating their hard work and efforts with incentives such as compensation bonus awards.</i>	<i>CFO & Sr. VP for Administration Vivian Sanchez</i>	

Attachments: Exhibits "A" & "B"

**THE FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES
COMPENSATION WORKGROUP
20 OCTOBER 2008**

SUBJECT: HUMAN RESOURCE POLICY - VACATION LEAVE

PROPOSED WORKGROUP ACTION:

RECOMMEND BOARD ADOPTION OF THE FOLLOWING RESOLUTION:

WHEREAS, the Board of Trustees (“BOT”) is the public employer of all employees of the University and has the power and duty to adopt personnel policies for all University employees;

WHEREAS, the BOT adopted personnel policies for all University employees, including a Vacation Leave Policy;

WHEREAS, the Vacation Leave Policy for University non-bargaining employees should be amended to clarify eligibility for accrual of vacation leave, namely to specify that nine-month non-bargaining faculty members do not accrue vacation leave;

NOW, THEREFORE, BE IT RESOLVED, that the BOT approves the University Vacation Leave Policy attached hereto as Exhibit “B”;

BE IT FURTHER RESOLVED that the University Vacation Leave Policy attached hereto as Exhibit “B” shall be effective immediately; and

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

BACKGROUND INFORMATION:

AUTHORITY:

PURSUANT TO THE FLORIDA BOARD OF GOVERNORS, UNIVERSITY BOARDS OF TRUSTEES POWERS AND DUTIES:

THE BOARD IS THE EMPLOYER OF ALL UNIVERSITY EMPLOYEES.

EXPLANATION FOR PROPOSED WORKGROUP ACTION:

The Human Resources division is proposing Board adoption of an amendment to the Vacation Leave Policy in order to clarify eligibility of non-bargaining employees, namely to specify that nine-month non-bargaining faculty members do not accrue vacation leave.

EXHIBITS/SUPPORTING DOCUMENTS:

- EXHIBIT “B”: DIVISION OF HUMAN RESOURCES – UNIVERSITY VACATION LEAVE POLICY

FACILITATOR/PRESENTER:

- JAFFUS HARDRICK



FLORIDA INTERNATIONAL UNIVERSITY

OFFICIAL UNIVERSITY POLICY

University Staff (non-bargaining unit faculty and employees)

<p>SUBJECT (R*)</p> <p>VACATION LEAVE</p>	<p>EFFECTIVE DATE (R)</p> <p>TBD</p>	<p>POLICY NUMBER</p> <p>TBD</p>
<p>RESPONSIBLE UNIVERSITY DIVISION/DEPARTMENT (R)</p> <p>Division of Human Resources Florida International University</p>	<p>RESPONSIBLE UNIVERSITY OFFICER (R)</p> <p>Jaffus Hardrick Vice President for Human Resources</p>	

POLICY STATEMENT (R)

Employees shall accrue vacation leave in accordance with the table included in this policy.

Vacation leave earned during any pay period shall be credited to the employee on the last day of that pay period. During leaves of absence with pay, an employee shall continue to earn vacation leave credits.

An employee may carry over vacation leave from year to year up to the maximum amount reflected in the table. An employee cannot be paid for or accrue vacation leave in excess of the maximum vacation accrual rate.

Vacation leave must be approved by the supervisor prior to the employee taking the time off from work. The University's operational needs shall be the basis for approving leave.

Vacation leave should be used to schedule sufficient time off for relaxation to promote good physical and mental health; however, earned vacation leave may be used for any other purpose.

Regular part-time employees shall earn vacation leave in proportion to the hours paid during the pay period.

Once vacation leave has started, illness or injury that occurs during this time may not be transferred to sick leave unless the employee is hospitalized. Medical certification must be provided to support the leave transfer.

After one (1) year of continuous employment, an employee who separates from the University shall be paid for all unused vacation leave not to exceed the maximum accrual amount.

For Law Enforcement Personnel:

Vacations and regular days off shall be scheduled based on business necessity, seniority and employee preference, in this priority order. In implementing this provision, nothing shall preclude the University from making reasonable accommodations for extraordinary leave requests or ensuring the fair distribution of leave during holidays.

Exhibit “B”

Non-Exempt Personnel

Length of Service with University	Hours Accrued Per Pay Period	Maximum Accrual and Payout Hours
Less than 5 years	5 hours	
More than 5 years but less than 10 years	6 hours	
More than 10 years	7 hours	
		250

Exempt Personnel

Length of Service with University	Hours Accrued Per Pay Period	Maximum Accrual and Payout Hours
N/A	7	352

Nine-month Faculty Members

Length of Service with University	Hours Accrued Per Pay Period	Maximum Accrual and Payout Hours
N/A	0 (none)	N/A

REASON FOR POLICY (O*)

To administer a uniform procedure of accruing and utilizing vacation leave.

CONTACTS (R)

Administrative Office’s Address	Telephone Number	Fax Number
Joann Cuesta-Gomez Director, Employee and Labor Relations Division of Human Resources Florida International University 11200 S.W. Eighth Street, PC 236 Miami, Florida 33199	(305) 348-2079	(305) 348-2872

DEFINITION (R)

“Seniority” is continuous service in a job classification. This definition applies to Law Enforcement Personnel, is only for the purpose of this policy, and does not apply to layoffs.

***R = Required *O = Optional**

**THE FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES
COMPENSATION WORKGROUP
20 OCTOBER 2008**

SUBJECT: PERFORMANCE RATINGS

PROPOSED WORKGROUP ACTION:

RECOMMEND BOARD ADOPTION OF THE FOLLOWING RESOLUTION:

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

WHEREAS, as part of the annual evaluation process, the BOT Compensation Workgroup shall approve and adopt a system of performance ratings to categorize and define the University President's management performance; and

WHEREAS, the BOT requested that the University research and analyze best practices for defining the Executive Performance Ratings; and

WHEREAS, based on the University's research and analysis, the BOT Compensation Workgroup recommends board adoption of the Executive Performance Ratings attached hereto as Exhibit "C";

THEREFORE, BE IT RESOLVED, that the BOT Compensation Workgroup adopts the Executive Performance Ratings attached hereto as Exhibit "C," for the following 5 years, unless the Chair of the Compensation Workgroup would like to approve new ratings before then.

BACKGROUND INFORMATION:

AUTHORITY:

The Board of Governors' regulation 4.002 provides, in pertinent part: (3)
An evaluation of each president shall be done annually by the Board and the Chancellor. This evaluation shall be based on program goals that have been set jointly by the Board, the Chancellor and the president.

EXHIBITS/SUPPORTING DOCUMENTS:

- EXHIBIT “C”: EXECUTIVE PERFORMANCE RATINGS – PROPOSED
- EXISTING EXECUTIVE PERFORMANCE RATINGS

FACILITATOR/PRESENTER:

- VIVIAN SANCHEZ

Executive Performance Ratings
Proposed 10.20.08

Performance Rating
Superior
Very Good
Satisfactory
Less than Satisfactory
Unsatisfactory

PERFORMANCE RATINGS

Determined relative to approved performance goals

Superior - ***Exceeds*** performance expectations on a consistent and uniform basis in areas of responsibility. In addition, makes a unique or significant contribution well beyond performance expectations through remarkable achievement and pacesetting performance. Achievements and abilities are recognized and supported by leadership, faculty, staff and students.

Very Good - ***Achieves*** performance expectations and at times exceeds them.

Satisfactory - ***Fulfills*** performance expectations. Level of performance is effectively and consistently maintained. Consistently ensures that the organization is following its mission, vision and strategic plan.

Less than Satisfactory - ***Fails to consistently fulfill*** performance expectations possibly because of some mitigating circumstances that may or may not have been within the leader's control. Improvement(s) may be required in order to fully achieve expectations on a continuous basis.

Unsatisfactory - ***Fails to fulfill many*** of the performance expectations. Regularly fails to meet or exceed required outcomes. Immediate improvements are required by the next performance evaluation.

Executive Performance Ratings

Performance Rating
Superior
Good
Commendable
Fair
Unsatisfactory

PERFORMANCE RATINGS

Determined relative to approved performance goals

Superior Performance - **Surpasses** most expectations.

- Leads the way and succeeds in major, novel challenges and initiatives.
- Constantly anticipates and/or responds effectively to changing situations and University needs.
- Demonstrates a constant commitment to the continuous excellence of academic programs and research.

Good Performance - **Exceeds** several performance expectations.

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

Commendable Performance - **Achieves** expectations.

- Proactively improves the University's visibility locally as well as nationally.
- Performance is of high quality in significant areas of responsibility.

Fair Performance - **Achieves** some expectations.

- Work performance does not meet all expectations.
- Performance needs to be improved and specific goals achieved that demonstrate a clear commitment to excellence.

Unsatisfactory Performance - **Fails** to meet expectations.

- Work performance fails to adequately meet any of the expectations.
- Does not demonstrate the ability to work effectively in an academic and research environment.

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

20 OCTOBER 2008

SUBJECT: PRESIDENT'S MANAGEMENT REPORT, 2007-2008

PROPOSED WORKGROUP ACTION:

None. Discussion item.

EXHIBITS/SUPPORTING DOCUMENTS:

- BOARD OF TRUSTEES
COMPENSATION WORKGROUP
MEMORANDUM
- UNIVERSITY & PRESIDENT GOALS
FISCAL YEAR 2007-2008 REPORT

FACILITATOR/PRESENTER:

- MODESTO MAIDIQUE



TO: Board of Trustees Compensation Workgroup

FROM: Dr. Modesto A. Maidique, President

DATE: October 10, 2008

RE: Goal Results Fiscal Year 2007-2008

The FY07-08 objectives were aligned with the strategic mission of the institution and are in accordance with the Millennium Plan currently in effect. Corresponding goals were established to measure how successful FIU is in reaching the vision of being a Top Urban Public Research University. Longer term targets with interim milestones were established for many goals to ensure continuity and focus.

During FY07-08, the university made great strides in advancing its strategic vision. An in-depth report, which was distributed and presented at the September Board of Trustees Meeting, delineated FIU's accomplishments. (*This report is attached for your reference.*) Highlights relative to previously approved goals that best demonstrate the university's progress include:

- Graduation of Doctoral Students reached 122 significantly exceeding our goal of 106. This resulted in a five year compounded annual growth of 15% surpassing the State University System's growth rate of 7.5% by two times.
- Increased fiscal self-sufficiency by raising \$51.9 million from donor and corresponding state matching funds surpassing the university's historical high and exceeding the target by 73%.
- Strengthened academic excellence and national program recognition as is evidenced by the Academic Analytics report ranking the six doctoral programs of Social Welfare, Spanish, Economics, Curriculum and Instruction, Biological Sciences and Psychology above the national mean. In addition, the International Business undergraduate program ranked top fifteen in the country while the Executive MBA program was ranked by the Financial Times of London as 81st in 2007 in the world and as the highest ranked such program in Florida.
- Advanced the College of Medicine Initiative through conferral of LCME preliminary accreditation, conclusion of affiliation agreements with four

community providers, and allocation of \$10 million from Miami-Dade County for a new ambulatory teaching hospital.

- Qualified for differential tuition with three other top Florida research institutions by leading the legislative effort to adopt a new bill that provides FIU funds that will improve the academic quality of undergraduate education.
- Drove the SUS' largest improvement in classroom utilization from 42% to 66% in three years, far surpassing the state average of 62%.
- Filled critical leadership positions including VP of Human Resources, University Treasurer, Dean of College Art & Sciences, Dean of Public Health, and Vice Provost of FIU On-line.

Although the university made significant improvements towards fulfilling its strategic vision, we did not succeed in increasing the student retention rate. The university realized an 81.3% first year retention rate relative to 86% the prior year. Student retention remains an area of focus where specific initiatives have been funded and are being executed. A goal of increasing retention by 3 percentage points is being recommended to the BOT for FY08-09, demonstrating our intent to make significant immediate strides.

Finally, the Vice President of Advancement position was not filled during FY07-08. However, I am pleased to announce the appointment of Mr. Robert Conrad to this position who will assume his duties beginning November 3, 2008. Despite not having a permanent leader in Advancement, the university worked collaboratively to raise a record \$51.9 million during FY07-08.

I look forward to the Compensation Workgroup meeting where we can discuss in greater detail all of our accomplishments, future goals and critical initiatives that, despite the challenges ahead, demonstrate our commitment to becoming a top urban public research university.



BOARD OF TRUSTEES

University & President Goals Fiscal Year 2007-2008

EXECUTIVE SUMMARY

We are focusing our efforts at achieving four overarching objectives:

1. student academic performance,
2. academic and research excellence,
3. local development and
4. financial stability

One goal specifically within each overarching objective will be the main focus of the President's efforts. During FY07-08, the four are as follows:

1. **Student Academic Performance: Number of Doctoral degrees**

Goal: Increase the number of doctoral degrees to reach 106 in FY07-08. The target goal is to reach 200 by year 2015, the university's 50th anniversary.

Results: Achieved. Doctoral degrees awarded during FY07-08 totaled 122, surpassing the goal of 106 by 15%.

2. **Academic and Research Excellence: Strengthen National Research Ranking**

Goal: Increase the number of applications in strategic areas for funding and grow total research expenditures to \$100 million in the next three years.

Results: Achieved. Proposals submitted during FY07-08 in environmental, international and health and life sciences increased 14.7%. Expenditures as reported on the National Science Foundation (NSF) Summary exceeded \$100 million through comprehensive reporting of research expenditures. However, actual expenditures did not increase from last year.

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

Goal: Obtain Liaison Committee on Medical Education (LCME) preliminary accreditation for College of Medicine and second year planning funds of \$9.7 million.

Results: Achieved. The LCME conferred preliminary accreditation at its February 2008 meeting.

Results: Partially Achieved. Year 2 planning funds of \$6.3 million were allocated to the College of Medicine by the Legislature based on the original business plan request. The additional \$3.4 million approved by the Board of Governors in their July 2007 meeting and requested as part of the 07-08 Legislative Budget Request was not appropriated by the Legislature due to the overall state budget crisis. However, FIU plans to offset this shortfall through philanthropic donations and monies received from Jackson Health Systems.

4. Financial Stability: Increase Fiscal Self-Sufficiency

Goal: Achieve advancement funding goal of \$30 million, an increase of 15% from our historically highest level.

Results: Achieved. The University raised \$51.9 million in private funding through new cash gifts, pledges and state matches.

University & President Goals Fiscal Year 2007-2008

The following report provides a complete list of all goals falling within each of the objectives for FY07-08.

1. STUDENT ACADEMIC PERFORMANCE

➤ Increase Degree Production

- **Increase the number of doctoral degrees to reach 106 in FY07-08. The target goal is to reach 200 by year 2015, the university's 50th anniversary.**

Results: Achieved. Doctoral degrees awarded during FY07-08 totaled 122, surpassing the goal of 106.

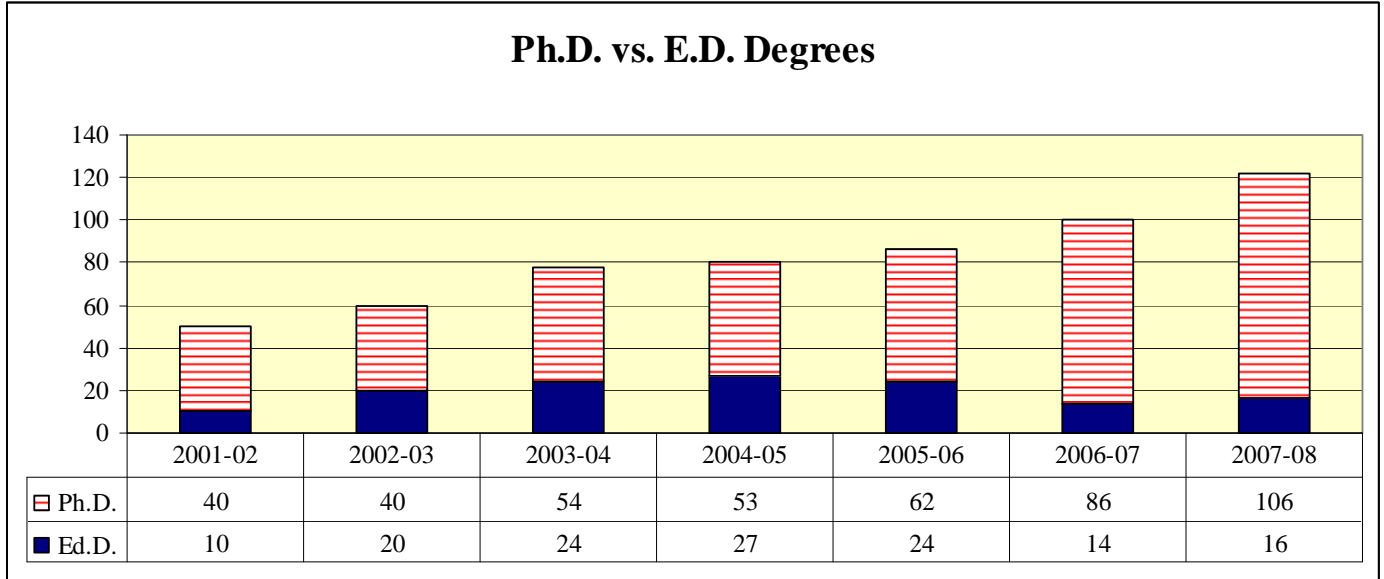
Although FIU surpassed the FY07-08 goal of 106, due to the drastic budget cuts facing the University, the long term target goal of 200 has been adjusted.

The number of doctoral degrees awarded by the University has increased steadily since Academic Year 01-02. Table 1 summarizes the number of doctoral degrees awarded by term from Academic Year 01-02 to Academic Year 07-08. Over the last five year period (AY 02-03 to AY 07-08) the number of doctoral degrees awarded has doubled.

Table 1				
FIU Doctorates Awarded				
Academic Year	Summer	Fall	Spring	Total
2001-02	17	15	18	50
2002-03	18	19	23	60
2003-04	20	26	32	78
2004-05	21	28	31	80
2005-06	27	31	28	86
2006-07	30	32	38	100
2007-08	33	51	38	122

The numbers of doctoral degrees awarded by Academic Year (both Ed.D.'s and Ph.D.'s) are shown in Figure 1. While the number of Ed.D. degrees awarded by the University grew steadily after AY 01-02, peaking in AY 05-06 at 35, the number of Ed.D. degrees awarded in AY 07-08 declined to 16. In contrast, the number of Ph.D. degrees awarded has increased significantly from 40 in AY 01-02 to 106 in AY 07-08.

Figure 1



- **Increase retention rate from 86% to 88% for FTIC (First Time in College) students into their second year.**

Results: Not Achieved. The university realized an 81.3% first year retention rate of those students who entered the university as full-time students (FTIC) in Fall 2005. This result was below the desired objective of 88%. However, we exceeded the average for comparable SUS research urban universities of 80.5%. It is important to note that FIU has historically exceeded the first year retention rate. From 1999 to 2005, the SUS comparable has averaged 81.1% versus FIU's 86.1%

The result also remained above the national first year retention rates. According to the National Center for Education Statistics, Postsecondary Education Data System (IPEDS) data for Fall 2005, 76.6% of all first year college freshmen who entered a four year institution returned for their second year; 75.4% first year college freshmen who entered a four year institution in the State of Florida returned for their second year.

It is important to note that the university realized a 17.7% increase in FTIC enrollment in Fall 2005 which, in turn, led to 327 more students actually enrolling in year two over those who started in Fall 2004 and returned for their second year (see chart below).

Full-time/FTICs	2004	2005	# Chg	% Chg
First Year	3,381	3,978	597	17.7%
Second Year	2,906	3,233	327	11.3%
Retention Rate	86.0%	81.3%		

- **Review all Ph.D. programs in a five-year period to improve academic quality and financial efficiency.**

Results: Achieved. In the late Fall 07, the Research and University Graduate School (RUGS) implemented a schedule of reviewing three Ph.D. programs each semester. RUGS has used graduate school staff and other University resources to assist departments to conduct program reviews to mitigate the burden of specific tasks, given limitations on faculty time, staff, and financial resources. The entire process for each program review should take three to four months.

The University Graduate School has been working with each department to ascertain the financial efficiency of each doctoral program. Input costs in terms of faculty time, graduate student stipends, and related resources such as office and research space will be determined, along with the teaching and external research resources obtained due to the presence of doctoral students.

It is important to note that many significant improvements do not require additional resources, but may be implemented by faculty-initiated changes in current operating procedures. The first cohort of doctoral programs to participate in the self-study process included Chemistry, History, and Public Administration. The second cohort, to be initiated in August 2008, of doctoral programs to participate in program self-studies includes Biology, Nursing, and Psychology.

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

Results: Achieved. The university maintained national prominence in granting baccalaureate degrees to minority students. According to the most recent graduation statistics for 2006, *Hispanic Outlook* reported FIU ranked 1st in the nation for awarding baccalaureate degrees to Hispanic students and *Diverse: Issues in Higher Education* reported FIU ranked 1st in the nation for awarding baccalaureate degrees to minority students.

➤ **Improve Student Retention and Affinity**

- **Enhance residential life by expanding student housing facilities through continuation of a housing demand analysis. Phase II of the housing goal will focus on Biscayne Bay Campus (BBC), which entails completing a Building Program Statement for BBC by the end of Fall 2007.**

Results: Partially achieved.

Building Program Statement (University Park):

The “Parkview” Building Program Statement (3rd draft) was completed in February of 2008 and includes 820 beds, 2000 space parking garage with mixed use space (retail) serving undergraduate, graduate, and interim housing for new faculty. (Main Street Concept)

The Building Program Statement is currently being revised due to new data resulting from a market study. The final programming is in process, design work will begin in September 2008 and first phase construction will be completed by Fall 2011.

Building Program Statement (Biscayne Bay Campus):

A Biscayne Bay Housing Committee was charged with the task of producing a five-year outlook for the expansion of student housing at the Biscayne Bay Campus. A third party engineering firm performed a study of the existing Bay Vista housing facility.

The report indicates that the existing facility will require an estimated \$14 million in capital investments in order to address deficiencies and augment amenities. The report recommended the University devise an alternative solution to meet student demand for on-campus housing and make no further investments in the existing building given the age of the building, inadequate design and the overall poor quality of construction.

FIU is solely addressing life safety issues and developing a new housing solution for the Biscayne Bay Campus with a target opening date of Fall 2012.

- **Complete the first phase of the Student Support Complex by opening the FIU Athletics Stadium by first home game.**

Results: Achieved. The stadium is on track to host the first home game scheduled for September 20, 2008.

- **Increase alumni participation by 20% through paid membership in the FIU Alumni Association from 9,726 to 11,700 total alumni.**

Note: This number equals 11% participation, which is the average percent participation of the top four Florida State Universities of dues paying members to total alumni.

Results: Achieved. Alumni participation increased by 34% through paid membership in the FIU Alumni Association from 9,726 to 13,067 total alumni.

The 2007 Council of Alumni Association Executives (CAAE) survey ranked the FIU Alumni Association number one for membership growth over the prior fiscal year. The CAAE survey results are based on data gathered from seventy-six alumni association members representing major universities across the United States. FIU is in good company with associations representing universities such as Michigan, Texas, Ohio State, UCLA and Stanford.

- **Increase athletic department season ticket sales by 40%.**

Results: Achieved. Season ticket sales for all sports increased by 77%. The number of season tickets sold in FY07-08 increased to 1476 from 833 sold in FY06-07.

2. ACADEMIC & RESEARCH EXCELLENCE

➤ Strengthen National Research Ranking

- **Increase the number of applications in strategic areas for funding and grow total research expenditures to \$100 million in the next three years.**

Results: Achieved. Proposals submitted during FY07-08 in environmental, international, and health and life sciences increased 14.7%. The centers of excellence applications were the main contributors to the increase. Within the strategic areas, environmental drove the results with an almost 200% increase in applications.

Actual research expenditures did not increase from last year. We are continuing to implement the University's plan to provide the new leadership, human resources, and research infrastructure to meet the three-year goal for increasing sponsored research expenditures.

It is important to note that research expenditures as reported on the National Science Foundation (NSF) Summary increased exceeding \$100 million. This increase was due to properly reporting research expenditures. Historically, FIU did not provide a university-wide, comprehensive tally of research expenditures. Surpassing this threshold allowed FIU to qualify with other top Florida research institutions for Differential Tuition.

- **Create two partnerships designed to increase sponsored research applications and grants.**

Results: Achieved. We have embarked on developing partnerships designated to increase sponsored research. Initially, we have focused on partnering in the areas of health and engineering. Below is a brief description of the three initial partnerships:

1. Spectrum/Miami Behavioral and Borinquen Health Center: We have begun collaboration with Spectrum and Borinquen Clinic in order to facilitate the work of our research teams in areas pertaining to health, and specifically substance abuse and HIV/AIDS. Currently, we have a large Center grant from the National Center on Health and Health Disparities (NCMHD) (De La Rosa, PI) which includes collaboration with Spectrum/Miami Behavioral.

There also two National Institutes of Health (NIH) grant proposals currently under review, which include collaborations with Spectrum/Miami Behavioral. We are entering into an agreement with Borinquen Health Center to “house” a clinic for several of our HIV researchers. We will be working in the next few months to increase our links with both of these health agencies.

2. Industry/University Cooperative Research Center (I/UCRC): The School of Computing and Information Sciences recently received a National Science Foundation (NSF) grant for an I/UCRC. The I/UCRC program develops long-term partnerships among industry, academe, and government. The centers are catalyzed by a small investment from the NSF, and are primarily supported by industry center members, with NSF taking a supporting role in their development and evolution. Each center is established to conduct research that is of interest to both the industry and the center. An I/UCRC not only contributes to the Nation's research infrastructure base and enhances the intellectual capacity of the engineering and science workforce through the integration of research and education, but also encourages and fosters international cooperation and collaborative projects. We plan to focus efforts and resources in this Center in order to develop long-term partnership from participating industrial partners. For instance, we have received commitments from the Florida Institute for Human and Machine Cognition, Condo.com, Data Transfer Solutions, Healthcare.com, and The Miami Herald, among others.

Though the university has various other examples, it is critical to highlight the generous donation that led to collaboration with León Medical Centers and the establishment of The Benjamín León, Jr. Family Center for Geriatric Research and Education. The Family Center will focus on health issues that affect the culturally diverse elderly population in South Florida. As the United States population continues to grow older as a whole, the research conducted in this center will gain increased relevance beyond South Florida. This relationship will allow for growth in geriatric research beyond the College of Medicine to

disciplines such as Public Health, Social Work, Psychology, and Biomedical Engineering.

➤ **Achieve National Ranking Recognition and Improve Academic Infrastructure**

- **Maintain national ranking recognition through 5 programs.**

Results: Achieved. The faculty scholarly productivity in six doctoral programs ranked above the national mean in the latest Academic Analytics report. The faculty in the Social Welfare Ph.D. program ranked fourth in the country in measures of scholarly productivity such as papers and books published, external funding obtained, and national awards received. The other programs ranking above the national average were Spanish, Economics, Curriculum and Instruction, Biological Sciences and Psychology. Also the undergraduate program in International Business ranked among the top fifteen in the country and the Executive MBA program was ranked by the Financial Times of London as 81st in 2007 in the world and the highest ranked such program in Florida.

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

Results: Achieved. FIU continues to make progress in achieving national recognition stemming from the extraordinary work and accomplishments of its faculty and staff. Details of each student and faculty are provided in Addendum A.

- **Complete student occupancy of Graduate School of Business by Spring 2008.**

Results: Achieved. User occupancy occurred in November of 2007. Classes were held beginning in January of 2008 followed by the ribbon cutting ceremony on February 9, 2008.

- **Complete occupancy of the Frost Art Museum by Spring 2008.**

Results: Achieved. The Temporary Certificate of Occupancy was issued on January 31, 2008 with user occupancy following in February of 2008. The grand opening is scheduled for November of 2008 to coincide with Art Basel.

➤ **Improve Athletics Academic Performance**

- **Achieve overall student-athlete GPA of 2.8, the same level as the general student population.**

Results: Achieved. The student-athletes overall GPA for the 2007-2008 academic year was 2.92.

➤ **Improve Faculty Hiring and Retention**

As an outcome of the Compensation Workgroup Meeting held November 1, 2007, two additional goals were added regarding faculty hiring and retention.

- **Fill at least 50% of all vacant faculty positions within one year, reaching a fill rate of 80% in 5 years**

Results: Achieved. We filled 60% of all vacant faculty positions.

- **Reduce attrition rate for non-tenured, tenure-earning faculty from 19% to 18% this year, reaching 12% in 5 years**

Results: Achieved. The initial calculation of the attrition rate done last year looked at just one cohort over five years. That cohort had the reported 19% attrition rate. However, this year we determined it would be better to look at as many years of data as available and to weigh the attrition rates based on the cohort size. When the attrition data for non-tenured, tenure-earning faculty hired in 2001-2006 was recalculated in this more robust approach, the rate dropped from 18.9% to 14.9%. When the attrition data for non-tenured, tenure-earning faculty hired in 2001-2007 were similarly calculated, the attrition rate further decreased to 14.4%. The 12% target in 5 years remains in place and the data presented this year show that we are improving toward that target. The university has been very aggressive in making counter offers to faculty considering joining the talent exodus from Florida resulting from the severe underfunding of higher education in the state.

3. LOCAL DEVELOPMENT

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

- **Obtain Liaison Committee on Medical Education (LCME) preliminary accreditation for College of Medicine.**

Results: Achieved. The LCME conferred preliminary accreditation at its February 2008 meeting.

- **Obtain additional recurring funds of \$9.7 million for year 2 of Planning Phase.**

Results: Partially Achieved. Year 2 planning funds of \$6.3 million were allocated to the College of Medicine by the legislature based on the original business plan request. The additional \$3.4 million approved by the Board of Governors in their July 2007 meeting and requested as part of the 07-08 Legislative Budget Request was not appropriated by the Legislature due to the overall budget crisis. However, FIU will make up for this shortfall through philanthropic donations and monies received from health care provider partnerships.

- **Conclude at least two partnership agreements with local community health care providers (public and private).**

Results: Achieved. Affiliation agreements were concluded with the following four community providers:

1. Mt Sinai Medical Center
2. Mercy Hospital
3. Miami Children's Hospital with funded endowed Chair
4. Leon Medical Center with funded endowed Center and Chair

- **Obtain approval of and implement the Faculty Practice Plan.**

Results: Partially Achieved. The Bylaws and Articles of Incorporation of the FIU College of Medicine Health Care Network Faculty Group Practice were approved by the Board of Trustees at the November 2007 Board Meeting. The state statute on medical license which was revised to include FIU medical faculty was approved by the Legislature in April 2008 and signed by the Governor on May 2008. An initial board meeting of the FIU College of Medicine Health Care Network took place during FY07-08. A business plan is in development for presentation to the Board of Trustees in FY08-09.

➤ **Expand community presence**

- **Develop and launch a comprehensive, qualitative research study among several constituencies to measure current perceptions, specifically through quarterly surveys and attitude studies.**

Results: Partially Achieved. With augmented funding secured from the FIU Foundation in September of 2007, the University launched and completed a comprehensive constituent research study to measure perception. A recognized national leader in brand marketing for colleges and universities was selected to conduct the research project. A full report of research criteria, findings and recommendations will be presented in September 2008.

- **Develop and launch a clarified FIU brand. Leverage existing communications in expanding awareness about FIU, specifically:**
 - a. **Use the results of an internal brand survey to develop a brand message for approval and acceptance.**
 - b. **Develop creative tools necessary to support, educate and reinforce correct and consistent use of the FIU brand. The tools will include a style guide, brand manual, templates and policies regarding usage.**
 - c. **Develop a plan for the supporting creative internal and external rollout of the FIU brand.**

Results: Partially Achieved. As described above, the survey results are pending. However, in the meantime, FIU expanded the Best in Class campaign featuring profiles in excellence among our faculty, students, student athletes, alumni and donors. Full page advertisements in the Miami Herald, video interviews on YouTube and integration of these themes into our admissions publications and annual fund campaigns have contributed to an increased awareness of and perception of quality for FIU.

FIU has branded buses traveling between the University Park and Biscayne Bay Campuses with full color warps featuring images of Health Sciences, faculty, students and athletics.

A major environmental graphics campaign featuring the College of Medicine and the new class of 2009 was created and implemented with location on the corner of SW 8th Street and 107th Avenue.

A new logo has been developed and launched for both the institution and athletics. A comprehensive style guide containing all artwork and protocol necessary to ensure consistent and correct use of the logos will be activated on-line September 1, 2008.

A complete inventory of primary and secondary logos for Colleges, Schools, Center, Institutes, Museums and administrative units has been developed and is currently in use.

4. FINANCIAL STABILITY

➤ Increase Fiscal Self-Sufficiency

- **Achieve advancement funding goal of \$30 million, an increase of 15% from our historically highest level.**

Results: Achieved. The University raised \$51.9 million in private funding through new cash gifts, pledges and state matches. Amongst the many gifts received, it is important to highlight three critical contributions:

- The Leon family presented a \$20 million gift, including state match, to establish the Benjamin Leon, Jr. and Family Center for Geriatric Research and Education, as well as the Leon Medical Centers Eminent Scholars Chair in Geriatrics in the College of Medicine.
- North Dade Medical Foundation presented a \$10 million gift, including state match, to provide scholarships for the College of Medicine.
- The Board of Carnival Corporation approved a gift of \$1.6 million, including state match, to construct the Carnival Student Center and provide student scholarships and support.

Additionally, we have been able to collect \$23.1 million in cash this fiscal year which is an increase of 38% over the prior fiscal year (FY06-07, \$16.7 million was received).

- **Maintain auxiliary revenue in excess of \$100 million.**

Results: Achieved. Auxiliary revenue for FY07-08 was \$111.5 million. Housing, the South Beach Food and Wine Festival and College of Business Programs demonstrated strong revenue increases.

- **With Congressional support, obtain federal funding of at least \$7 million in congressional funding and Office of Government Relations-assisted federal grants, including support for hurricane research.**

Results: Achieved. FIU obtained \$9.6 million total. The major sources are:

- \$4.5 million for Federal Relations assisted grant projects.
- \$2.4 million from the Army for the Western Hemisphere Exchange
- \$2.0 million from USAF for Bio/Nano

- **Increase Average Indirect Cost from contracts and grants by 10%, from 20.8% to 22.9% of total awards by FY07-08 and renegotiate the federal rate from the current 40% to 45%.**

Results: Partially Achieved. FIU was successful in obtaining a federal indirect cost rate that gradually increases over the next three years (42% in July 2008, 44% in July 2009, and 45% in July 2010). In addition, we were able to establish December 2010 as the next date for generation of a cost proposal, which will be based on fiscal year 2010 activity. With the increases in research space for externally funded programs, and the gradual increases allowed in negotiations, we expect the rate to continue to grow.

The average indirect cost for all awards during 2006-2007 was 19%, not 20% as previously reported. However, the average indirect cost for all awards during FY07-08 was 18%, thus the goal was not met. It is important to understand that the appropriate average level of overhead return should be at one-half of our negotiated rate. Thus, if our negotiated rate were 40%, then an appropriate level would be greater than or equal to 20%.

➤ **Increase Revenue**

- **Increase the classroom utilization rate to at least the State University System average of 54% for FY07-08.**

Results: Achieved. Most universities showed significant increases in their space utilization numbers from Spring 2005, when the average utilization rate was the above noted 54%, to Spring 2007 when the average utilization rate increased to 62%. This was accomplished primarily through the same means FIU used to increase its utilization rate: reviewing the total classroom space inventory and updating it to remove spaces that were no longer general assignable classrooms from that inventory.

FIU met the goal even though the State University System average increased. FIU achieved a 66% utilization rate for Spring 2008. This exceeds the latest data (Spring 2008) for the system average of 62%. The changed in the academic schedule (M/W/F and T/Th) also contributed to the enhanced utilization rate.

- **Modify differential tuition statute to allow university to strengthen academic quality, unless statute is rendered moot by court ruling.**

Results: Achieved. In June of 2008, Governor Crist signed a bill which allows Universities that exceeded \$100M in research expenditures, as defined by the National Science Foundation, to charge differential tuition. Currently, only five of the eleven State University System institutions are eligible. This bill allows FIU to raise tuition by a maximum of 15 percent a year until such time as the FIU tuition is 30% greater than baseline Legislature/BOG approved undergraduate residential tuition. The tuition differential fee will be implemented for FTIC, transfers and readmits beginning Fall 08.

- **Complete a plan with Budget Stabilization Task Force including Centers and Institutes and Best Practices of operational efficiencies.**

Results: Achieved.

Budget Reduction Plan

To bridge an estimated \$43.8 million gap by 2011, \$32.1 million this year alone, we developed a multi-year, multifaceted plan that will allow FIU to transition into a stronger, more focused institution.

This Plan was developed by the university administration along with the Budget Stabilization Task Force and with recommendations from all levels of the organization, including faculty, deans, students and employees.

FIU's three year plan takes into consideration budget cut expectations, basic maintenance, mandatory compliance issues, and market and contractual annual increases that are not funded by the state. We also considered the minimum critical investments we need in strategic areas such as graduate education, undergraduate advising, safety and security, and faculty and staff retention. After taking all of these elements into consideration, the total funding gap at the end of the three years was \$43.8 million.

The funding gap is mitigated by tuition increases, new revenue generating initiatives, one-time reserve dollars, and efficiencies employed in academic and non-academic university operations. Within departmental plans, gaining operational efficiencies accounts for over 55% of the savings. The majority of these savings was identified and modeled from existing best practice assessments. We continue to work persistently with other academic institutions and vendors to understand additional areas where savings can be gained.

Further details regarding the Three Year Plan process and savings can be found in Addendum B.

Centers & Institutes:

Given the parameters set by FIU's Centers & Institutes policy, all Centers & Institutes were evaluated under the following criteria:

- Alignment to University's mission, priorities, and strategic themes
- Faculty scholarly productivity
- Faculty contract and grant activity
- Support of graduate students
- Return on investment
- Interdisciplinary activities
- Critical mass

Based on this evaluation, the University developed a plan under which different centers and institutes will either be closed, given an

opportunity to develop alternative funding sources, or merged. This Plan is expected to generate approximately \$1.1 million savings in E&G funds over the next three years.

GENERAL MANAGEMENT

➤ Fill Leadership positions

- **Fill Vice President for Advancement, Vice President for Human Resources, University Treasurer, Dean of the College of Arts and Sciences, Dean appointment of the College of Engineering and Computing (Interim), Dean of Hospitality Management, Dean of the Stempel School of Public Health, Vice Provost of FIU Online.**

Result: Partially Achieved. FIU did an excellent job of filling critical vacant positions with highly qualified individuals. The most significant disappointment was the delay in permanently filling the Vice President for Advancement.

Vice President for Advancement – In-process.

Interim Vice President Sandra Gonzalez-Levy hired Phoenix Philanthropy Group as a consultant to provide strategic and operational support to Advancement while a thoughtful and deliberate search for the permanent Vice President was undertaken.

The Search and Screen Committee, supported by an executive search firm, hosted four candidates at FIU for preliminary interviews. Of the four candidates, three were selected for final round interviews. These interviews will be completed in September.

Vice President for Human Resources – Filled. Dr. Jaffus Hardrick joined FIU in April 2008 from Baylor University where he spent the last twelve years working across key areas including human resources, academic affairs, student life, enrollment management, and multicultural affairs. He most recently served as Assistant Vice president for Human Resources and Assistant Vice Provost managing the university's human resources functions for more than 3,000 faculty and staff. Dr. Hardrick holds a B.A. in Sociology from the University of Southwestern Louisiana, a M.Ed. in Education in Counseling from Prairie View A&M University and an Ed.D. in Education Administration from Baylor University.

University Treasurer – Filled.

John Miller replaced Alex Zyne as University Treasurer. His financial experience includes corporate and municipal finance, employee benefits, and insurance as well as investment portfolio management. For over 15 years, Mr. Miller served as Vice President and Treasurer for two prominent non-profit health care organizations, Baylor Health Care System and MedStar Health. Earning his undergraduate degree in business at the University of Virginia, Mr. Miller also has notable

business experience in a variety of positions in banking, pharmaceuticals and insurance fields.

Dean of the College of Arts and Sciences – Filled. Dr. Kenneth Furton, chemistry professor and forensics expert, was appointed dean of FIU's College of Arts and Sciences after serving as associate dean at the college for the past six years. Dr. Furton, who joined the FIU faculty in 1988, has directed the research of more than 100 undergraduate and graduate students, is the author or co-author of more than 100 peer-reviewed publications, has received more than \$3.5 million in external research support and was founding director of FIU's International Forensic Research Institute. With a B.S. in Forensic Science from the University of Central Florida and a Ph.D. in Analytical Chemistry from Wayne State University, Dr. Furton has also completed post-doctoral studies at the University of Wales, Swansea, U.K. where he was a Lecturer and Senior Research Associate.

Interim Dean appointment of the College of Engineering and Computing – Filled Temporarily with Interim Dean. Dr. Amir Mirmiran, Professor and Chair, Department of Civil and Environmental Engineering, received his M.S. and Ph.D. degrees in Civil Engineering from the University of Maryland. Prior to his appointment at FIU, he held academic appointments at the University of Central Florida, the University of Cincinnati, and North Carolina State University. Dr. Mirmiran holds two patents on innovative composite construction systems and his research is currently sponsored by the National Science Foundation, the National Cooperative Highway Research Program of the Transportation Research Board of the National Academies, and the Florida Department of Transportation.

Dean of Hospitality Management – Deferred. Dean Joe West was scheduled to resign as dean effective August 1, 2008. However, the Search Committee named to fill his position was unable to successfully identify and recruit a suitable candidate. As a result, Dean West graciously agreed to remain as Dean for FY08-09 while FIU attempts to find a capable replacement.

Dean of the Stempel School of Public Health – Filled. Dr. Fernando Trevino, a leader in public health education for more than 30 years, succeeds interim dean Michele Ciccazzo. Most recently serving as Chancellor of Southern Illinois University, Dr. Trevino was Professor and Founding Dean of the School of Public Health at the University of North Texas Health Science Center at Fort Worth from 1999 to 2007. During that time, he also served as Director of the Texas Institute for Hispanic Health in the School of Public Health and as Director of the school's Institute for Public Health Research.

Dr. Trevino holds a Ph.D. in preventive medicine and community health from the University of Texas Medical Branch, a Master's in

Public Health in Health Services Administration from the University of Texas School of Public Health and a Bachelor's degree in Psychology from the University of Houston.

Vice Provost of FIU Online – Filled. Executive Dean Joyce Elam of the College of Business was appointed permanently as Vice Provost of FIU Online in 2006.

➤ **Strengthen Compliance**

- **Maintain and strengthen the institutional compliance program to provide education and training regarding the ethical obligations of university employees under the State of Florida Code of Ethics for Public Officers and Employees.**

Results: Achieved. The University Compliance Office and the Office of the General Counsel held numerous sessions with key constituents throughout the University regarding the ethical obligations of University employees under the State of Florida Code of Ethics for Public Officers and Employees. In addition, the University Compliance Office and the Office of Sponsored Research Administration held several presentations on the University's obligations under the federal export laws and regulations.

Similarly, compliance education was offered throughout FY07-08 during orientation to new employees and to those employees who are transitioning from temporary to regular full- or part-time employment. Working in close collaboration with Organizational Development and Learning, compliance education was expanded during the 2008 Spring Term to include more specific education under the Code of Ethics for Public Officers and Employees, information security and privacy, and student education records confidentiality. The numbers of sessions offered during orientation totaled 59 for 552 participants.

- **Implement a “compliance helpline” that will allow the university community to report, on an anonymous basis, instances of known or suspected non-compliance with applicable law or university policy.**

Results: Partially Achieved. The Ethics and Compliance helpline to be offered through EthicsPoint is ready for launch. The helpline provides a mechanism for members of the University Community to report, on an anonymous basis, instances of known or suspected misconduct in the workplace or classroom setting due to mismanagement of funds, fraud, abuse or other violations of law or University policy. A communications campaign has been prepared including a dedicated web page, “Frequently Asked Questions” and a newsletter describing this service. The launch of this new service is pending final approval.

- **Ensure the university's compliance with all applicable NCAA bylaws, rules and regulations in all intercollegiate athletics programs by:**

- a. **Hiring three new athletics compliance positions, to strengthen all aspects of the athletics compliance program.**

Results: Achieved. The Athletics Compliance office is fully staffed with four individuals. The current delineation of duties for the athletics compliance staff positions the University to continue to make great strides toward ensuring institutional control.

- b. **Developing all policies, procedures, timelines, and assignments of responsibilities for all components of the athletics compliance program, such as recruiting, eligibility, and financial aid.**

Results: Achieved. A manual has been drafted which contains all policies and procedures needed for all of the University's athletics compliance systems and processes.

In addition, working with the Registrar's Office, Financial Aid and Student Athlete Academic Center (SACC), two documents were created, which set forth the purpose of the compliance system (i.e., what it is intended to accomplish), the relevant NCAA regulations, the persons with primary responsibility, the persons with back-up responsibility and the timeline for each process.

- c. **Conducting extensive training to all relevant university staff and athletes on all aspects of NCAA regulations.**

Results: Ongoing. There have been numerous training sessions for various University units and staff on all athletics compliance systems and the application of NCAA legislation. Units receiving training have been Council of Associate & Assistant Deans, SAAC, Coaches, Registrar, Financial Aid and Athletics Compliance Staff. Training will continue on an ongoing basis.

➤ **Achieve the employment equity program goals and demonstrate progress on the accountability measures**

Result: Partially Achieved. The employment equity program goals were presented and approved at the Board of Trustees' meeting in June 2008. For reference, an Executive Summary of the Florida Educational Equity Act Report is provided in Addendum C.

The Board of Governors is required to report annually on specific measures of accountability. The seven accountability measures stem from the strategic goals identified by the Board. The Board of Governors Accountability Report is based on data submitted by each of the eleven Florida state universities. The accountability measures overlap with goals referenced in the Florida Educational Equity Act Report and within this report. The seven accountability measures are:

- 1) Graduation rates;
- 2) Degrees awarded;
- 3) Degree production in targeted areas;
- 4) Degrees awarded to minorities;
- 5) Licensure and certification exam pass rates;
- 6) Academic learning compacts; and
- 7) Building world-class academic research programs

ADDENDUM A

Student and Faculty National Recognition

Students:

- **Diana Beltran**, Sole undergraduate student to present at the 12th Annual National Graduate Education and Graduate Student Research Conference, Houston.
- **Marlon Bright**, Received one of 19 internships to study the Summer of 2008 at the Barcelona Supercomputing Center through Partnerships for International Research and Education (PIRE).
- **Jerzy Brodzikowski, Adel El-Sayed, Carlos Ojeda**, presented papers at the 5th International Conference on Education, Honolulu, Hawaii.
- **Lourdes Cortizo**, Received one of 60 Phi Kappa Phi scholarships awarded nationally. Will be attending University of Maryland School of Law.
- **Alexander Cumana**, History Major, Nominee for Truman Scholar, 2008; Internship in Washington, D.C. with Director of Federal Relations Susan Moya and United States House of Representatives Congresswoman Debbie Wasserman-Schultz.
- **Alex Diaz-Ferguson, Jerry Gomez, Amanda Lachs, Diana Medina, Rocio Perez, Katrina Rodriguez, Crystal Sepulveda**, presented papers at the 2007 National Collegiate Honors Council Conference (NCHC).
- **Adam Johnson**, Jack D. Gordon, National Security Scholarship recipient in Beijing, China Summer, 2008
- **David Rodriguez**, International Relations Major, Rangel Master's Fellowship 2008
- **Rocio Perez**, Receipt of \$54,000 scholarship from Duke Law School. Also selected for but declined Pickering and Rangel Scholarship interviews.

Faculty:

- **CRUSADA** (Center for Research on U.S. Latinos HIV/AIDS and Drug Abuse) received \$6.5M grant from the National Center on Minority Health and Health Disparities
- **Jacob Gewirtz**, Professor – Psychology, was elected as a Fellow of the Association for Behavioral Analysis International, for outstanding contributions to the field of Behavioral Analysis.
- **Dr. Stephen P. Leatherman**, Chair Professor and Director - International Hurricane Research Center & Laboratory for Coastal Research testified June 26, 2008 before the U.S. House Committee on Science and Technology in support of H.R. 2407, NATIONAL

HURRICANE RESEARCH INITIATIVE ACT, a bill to establish the National Hurricane Research Initiative, to improve hurricane preparedness.

- **David Lee**, Professor – Biology, received the 2007 Best of Biology and Life Sciences Award from the Association of American Publishers for his new book, *Nature's Palette: the Science of Plant Color*, published by the University of Chicago Press.
- **Robert Lickliter**, Professor – Psychology, was elected a Fellow of the American Psychological Association, Division 6 (Behavioral Neuroscience and Comparative Psychology).
- **Bruce McCord**, Associate Professor – Chemistry, received the Paul Kirk Award from the AAFS (American Association of Forensic Science), a top scientific award in the field of forensic Science.
- **Robert Moses**, Eminent Scholar – Center for Urban Education and Innovation. One of six national panelists to testify at the U.S. Senate Judiciary committee hearing, Wednesday, September 5, 2007, convened to examine the 50th anniversary of the Civil Right's Act of 1957 and its continuing importance.
- **Madhaven Nair**, Professor – College of Medicine, received the NIH Merit Award
- **Hugh Willoughby**, Distinguished Research Professor – Earth Sciences became a Fellow of the American Association for the Advancement of Science.
- **Stanislaw Wnuk**, Associate Professor – Chemistry, received an educational award from the President of the Polish Republic.
- **Jiandi Zhang**, Professor – Physics. Revealed an inherent Mott Metal-to-Insulator Transition in the October 2007 issue of SCIENCE.

ADDENDUM B

Three Year Budget Reduction Plan

The Academic Affairs Budget Reduction Plan of \$26.5 million is the result of an exhaustive process that looked at how each academic unit was serving our community, educating students and how it aligned with the university's research mission. To achieve the required savings, the units looked into ways to generate incremental revenue, shift to other funding sources, lower operational costs, make changes to the curriculum, and close degree programs. A program evaluation matrix was developed to support the Deans in their evaluation of their degree programs; this matrix included a contribution margin analysis by degree program. As a result of this evaluation, twenty-five degree programs, as approved by the Board of Trustees at the June 12, 2008 meeting, will be closed over the next three years.

The non-academic area of the university developed a plan to reduce \$9.2 million over the next three years. Four main strategies were employed to reduce this portion of our budget: lower operational costs, create new business models, shift to other funding sources, and consolidate and restructure operations. Our operational team developed initiatives to save energy and other infrastructure costs by, for example, installing motion sensors, implementing a 4-day/10-hour work week for part of this summer, reducing the size of our fleet of vehicles, and moving from liquid propane to natural gas. The University will be changing the way some bills are paid to generate revenue and will be shifting or aligning expenses to the appropriate funding sources, such as implementing a Construction Services Reimbursement to pay for all construction related personnel. In addition, we will reduce or eliminate some less-essential operations and develop business models for self-sufficient service operations, such as vehicle services, photography and media services.

ADDENDUM C

Executive Summary of the Florida Educational Equity Act Report

PART I. Executive Summary and/or Description of Plan Development.

PURPOSE: Ensure equity for women and minorities in student participation, athletics and employment at the University in accordance with Florida Statutes. The Annual Equity Act Report requires progress updates in three areas: Enrollment, Gender Equity in Athletics, and Employment.

PART II. POLICIES AND PROCEDURES

There were no new EEO related policies implemented.

PART III. ACADEMIC PROGRAM REVIEW

Florida Statute 1000.05: Prohibits discrimination on the basis of race, ethnicity, national origin, gender, disability, or marital status against a student or an employee in the state system of public K-20.

UNDERGRADUATE PARTICIPATION

GOAL - Enrollment

FIU will initially seek to move within the 80% margin of the IPEDS benchmark for Asian/Pacific Islander enrollment by increasing A/PI enrollment by 1.8%.

RESULTS

Asian/Pacific Islanders at 4.1% fall below 80% of the SUS 5.6%. Hence, this continues to be a target for intervention.

GROUP	FALL 2006% OF TOTAL FTIC*	FALL 2007% OF TOTAL FTIC* GOAL	FALL 2007% OF TOTAL FTIC* ACTUAL	Point Difference
Asian/Pacific Islander	4.7%	6.5%	4.1%	1.8%

*FTIC = First-Time-In-College

GOAL – Retention

No improvement goals are set to target specific ethnic groups; however, FIU's newly-initiated tracking and communication program (GradXpress) is expected to increase retention and graduation rates for all ethnicities over the next five years.

RESULTS

Even though no targeted interventions are required, an extensive data analysis will be conducted on the 139 Black students who did not re-enroll for fall 2007 in order to determine reasons for this 31% attrition from the institution.

GROUP	FALL 2006* (2005 Entrants)	FALL 2007* (2006 Entrants)	Percent Change
Asian/Pacific Islander	96.6%	84.3%	-12.3%
Black	78.0%	68.8%	-9.2%
Hispanic	88.1%	84.0%	-4.1%
Native American	100.0%	100.0%	NC
White	71.4%	72.4%	1.0%

*Undergraduate First Year Retention Rates

GOAL - Graduation

Asian/Pacific Islander rates will increase from 48.4% to 49.8% to bring it to the 80% margin.

RESULTS

IPEDS' most recently published report on national graduation rates shows a 54.1% six-year graduation rate for public Title IV institutions as compared to FIU's 48.8%, placing FIU within *90% of the benchmark*. FIU fell short of reaching the Asian/Pacific Islander goal of 49.8% by .8%

However, all ethnic groups fall within the 80% margin of IPEDS. The Black student rate is 42.3% compared to a 45.3% benchmark, Hispanic is 49.8% compared to a 56% benchmark, and Asian/Pacific Islander is 49% compared to a national rate of 61.3%.

GROUP	Fulltime FTIC Students* Fall 2000 (Entrants)	Fulltime FTIC Students* Fall 2001 (Entrants) GOAL	Fulltime FTIC Students* Fall 2001 (Entrants) ACTUAL	Percent Change
Asian/Pacific Islander	48.4%	49.8%	49.0%	-.8%

*Undergraduate Six-Year Graduation Rates

GRADUATE PARTICIPATION

GOAL - Enrollment

We expect that the minority components of our graduating masters and doctoral candidates should reflect the available pool of minority holders of baccalaureate degrees.

This seems to be the case for African American students. None-the-less, we would like to increase these numbers by 2% per year to help correct for historical underrepresentation. Hispanic students represent 9.2% fewer students at the master's degree level and 32.8% fewer students at the doctoral level than would be expected. We intend to increase these numbers by more intensive recruiting. Our expectations would be to raise both of these numbers by 3.0% per year for the next several years.

RESULTS

FIU's total graduate enrollment increased from 5902 in the fall of 2006 to 6407 in the fall of 2007 where we have considered both full and part time students. This represents an increase of 8.5%. However, the percentage of African American students relative to the total number of enrolled graduate students decreased by .2%. The percentage of Hispanic students relative to the total graduate enrollment fell from 42.1% to 41.2%.

African American enrollment increased by 52 students from fall 2006 to fall 2007 this represents an increase over last year's numbers of 6.5%. For the same time interval the number of Hispanic students entering FIU's graduate programs increased by 155 students, an increase of 6.2%.

GROUP	FALL 2006	FALL 2007	Percent Change
Black	13.5%	13.3%	-.2%
Hispanic	42.1%	41.2%	-.9%

GOAL - Completion

Increase the **completion** rates for underrepresented groups, Black and Hispanic students.

RESULTS

The goal was achieved. Additionally, the rate for Other Minorities and Females increased as well.

GROUP	% of Total Graduates for 05-06 AY*	% of Total Graduates for 06-07 AY*	Percent Change
Black	10.5%	13.6%	3.1%
Hispanic	41.1%	41.4%	.3%
Other Minority	4.1%	4.5%	.4%
Female	56.2%	60.5%	4.3%

*AY = Academic Year

PART IV. GENDER EQUITY IN ATHLETICS

Florida Statute 1006.71: Ensure gender equity in intercollegiate athletics.

GOAL – Participation Rate vs. Enrollment Rate

Decrease the gap between the female athlete participation rate and female student enrollment rate.

RESULTS

In order for the program to be compliant, the gap between the percentage of female athletes and enrolled female students should not exceed 5%. The gap widened by 3.6% over last year to -17.6%. Despite enduring efforts to expand participation opportunities for females by establishing new women's sports programs (such as softball in 1998 and swimming/diving in 2003 and fully funding scholarships as examples), the department continues to have lower participation rates of females as compared to males.

Women Athletes	2005-06 AY*	2006-07 AY*	2007-08 AY*
% of Enrollment*	56.78%	56.90%	56.5%
% of Participation	42.25%	42.90%	38.9%
Gap Variance	-14.53%	-14.00%	-17.6%

*Source: Student Data Course File (OPIE)

Direct causes of the numbers disparity was the timeframe for hiring 4 new women's sport head coaches for the 2007-2008 academic year. The recruitment and hiring processes did not allow sufficient time for recruiting of scholarship and walk-on student-athletes. The coaching staff is cognizant of the participation numbers goals and will assuredly increase the female participants for the 2008-2009 year. In addition the department self imposed scholarship penalties for the 2007-2008 year in response to our internal investigation of NCAA eligibility and financial aid violations which significantly effected the ability for women's soccer and swimming and volleyball and golf to achieve their participation goals. Next year although we will still experience scholarship penalties it will be to a lesser degree. Though challenging, the department will continue to strive to increase our female walk-on numbers for the 2008-2009 year.

PART V. EMPLOYMENT

Florida Statute 1012.95 (3) (b): Provides the university boards of trustees shall annually evaluate the performance of the university presidents in achieving the annual equity goals and objectives. A summary of the results of such evaluations shall be included as part of the annual equity progress report submitted by the university boards of trustees to the Legislature and the State Board of Education.

GOAL

Fill Leadership Positions for Vice President for Advancement, Vice President for Human Resources, Treasurer, Dean of the College of Arts & Sciences, Interim Dean of the College of Engineering & Computing, Dean of Hospitality Management, and Dean of the Stempel School of Public Health.

RESULTS

Filled: Vice President for Human Resources, Treasurer, Dean of the College of Arts & Sciences, Interim Dean of the College of Engineering & Computing, and Vice Provost of FIU Online.

Unfilled: Vice President for Advancement and Dean of the Stempel School of Public Health*.

Justification for Unfilled Positions: Vice President for Advancement – new search committee has been convened Dean of the Stempel School of Public Health – letter of offer has been sent to candidate

***Note:** The Dean of the Stempel School of Public Health was filled subsequent to presentation of the Florida Educational Equity Act Report.

GOAL

Achieve the employment equity program goals and the accountability goals of hiring 8 female and minority faculty within specific academic disciplines: Computer Science, Modern Languages, Journalism, Mathematics, History, Economics, and International Relations

Table B: 2007-2008 Equity Accountability Plan Goals

Job Group #	Discipline	Rank	Race	Gender	Goal
25	Computer Science	01, 02		Female	1
28	Modern Languages	03, 04		Female	2
28	Journalism	02, 03		Female	1
31	Mathematics	02, 03		Female	1
34	History	02, 03		Female	1
34	Economics	02, 03	Asian		1
34	International Relations	02, 03	Asian	Female	1
Total			2	6	8

Source: 06-07 Equity Accountability Plan

RESULTS

According to Table C, 5 of the 8 goals were achieved; 4 Females and 2 Asians (1 female, 1 male) were hired or promoted.

There were no hires in Modern Languages and Journalism, the two areas where the goals were not met.

Table C: 2007-2008 Equity Accountability Plan Outcomes

Job Group #	Discipline	Rank	Race	Gender	Results
25	Computer Science	02		Female	1
28	Modern Languages	03, 04		Female	0
28	Journalism	02, 03		Female	0
31	Mathematics	03		Female	1
34	History	03		Female	1
34	Economics	03	Asian	Male	1
34	International Relations	03	Asian	Female	1
Total			2		5

Source: 2007-08 FIU Affirmative Action Plan

Additionally, according to Table D, a total of 88 females and 82 minorities were hired or promoted, into positions covered by the Equity Accountability Plan, far exceeding the projected goal of 8.

Table D: 2007-2008 Overall Hires/Promotions of Females and Minorities in EAP Positions

All Groups	New Hires		Promotions	
	Female	Minorities	Females	Minorities
Total	83	73	5	9

The University continues to be successful in its overall strategy to enhance diversity within the upper-level administrative and faculty ranks of the University. Additional effort and attention will be devoted to making an impact on the targeted under represented groups in identified disciplines. Recruitment Strategies will include:

Advertising with professional associations and organizations, utilizing Executive Search/Recruitment firms, enhancing total compensation packages offered by the University, developing career-pathing programs, and establishing Community-based partnerships and internships.

PART VI. AREAS OF IMPROVEMENT/ACHIEVEMENT

Goals were achieved in five of the ten projected areas. Work will continue in the areas where we were not successful.

PART VII. PROTECTED-CLASS REPRESENTATION IN THE TENURE PROCES

Overall, all protected groups did quite well in the tenure process.

PART VIII. PROMOTION AND TENURE COMMITTEE COMPOSITION

Females and minorities are represented on all promotion and tenure committees.

PART IX. OTHER REQUIREMENTS

The Budgetary Incentive Plan, the President’s Evaluation, and the evaluation of top administration demonstrate the University’s continuing commitment to equity.

DESCRIPTION OF PLAN DEVELOPMENT

The process of preparing the report involved a number of offices and the utilization of various data sources. See following table:

PART	REPORTING AREA	RESPONSIBLE AREA
PART I	Executive Summary	Equal Opportunity Programs
PART II	Policies And Procedures In Support of Equity	Equal Opportunity Programs
PART III	Academic Program Reviews	Institutional Planning and Effectiveness, Student Affairs, Enrollment Support, University Graduate School
PART IV	Gender Equity In Athletics	General Counsel (Resolution), Intercollegiate Athletics
PART V	Employment Representation	Institutional Planning and Effectiveness, Provost
PART VI	Areas Of Improvement And Achievement	Provost
PART VII	Protected-Class Representation In The Tenure Process, 2006-2007	Academic Budget Office
PART VIII	Promotion And Tenure Committee Composition, AY 2006-2007	Academic Budget Office
PART IX	Other Requirements	Equal Opportunity Programs

Data Sources: Florida BOG files, Student Data Course File, Affirmative Action Plan, Prior Year's Equity Report, Tenure and Promotion Reports, Athletic Reports, Various Integrated Postsecondary Education Data system (IPEDS) reports.

**THE FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES
COMPENSATION WORKGROUP
20 OCTOBER 2008**

SUBJECT: PRESIDENT'S MANAGEMENT REVIEW, 2007-2008

PROPOSED WORKGROUP ACTION:

RECOMMEND BOARD ADOPTION OF THE FOLLOWING RESOLUTION:

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

WHEREAS, the BOT conducted the performance evaluation of President Modesto A. Maidique for the 2007-2008 fiscal year; and

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

THEREFORE, BE IT RESOLVED, that the BOT grants a "_____" Performance rating to President Modesto A. Maidique in his leadership of Florida International University during fiscal year 2007-2008;

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

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:

AUTHORITY:

The Board of Governors' regulation 4.002 provides in pertinent part: (3) An evaluation of each president shall be done annually by the Board and the Chancellor. This evaluation shall be based on program goals that have been set jointly by the Board, the Chancellor and the president.

EXPLANATION FOR PROPOSED BOARD ACTION

The annual evaluation of the President 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, CFO and Senior Vice President for Administration, to submit the evaluation to the BOG for review.

EXHIBITS/SUPPORTING DOCUMENTS:

- EXECUTIVE PERFORMANCE RATINGS

FACILITATOR/PRESENTER:

- COMPENSATION WORKGROUP CHAIR
BETSY ATKINS

Executive Performance Ratings
Proposed 10.20.08

Performance Rating
Superior
Very Good
Satisfactory
Less than Satisfactory
Unsatisfactory

PERFORMANCE RATINGS

Determined relative to approved performance goals

Superior - ***Exceeds*** performance expectations on a consistent and uniform basis in areas of responsibility. In addition, makes a unique or significant contribution well beyond performance expectations through remarkable achievement and pacesetting performance. Achievements and abilities are recognized and supported by leadership, faculty, staff and students.

Very Good - ***Achieves*** performance expectations and at times exceeds them.

Satisfactory - ***Fulfills*** performance expectations. Level of performance is effectively and consistently maintained. Consistently ensures that the organization is following its mission, vision and strategic plan.

Less than Satisfactory - ***Fails to consistently fulfill*** performance expectations possibly because of some mitigating circumstances that may or may not have been within the leader's control. Improvement(s) may be required in order to fully achieve expectations on a continuous basis.

Unsatisfactory - ***Fails to fulfill many*** of the performance expectations. Regularly fails to meet or exceed required outcomes. Immediate improvements are required by the next performance evaluation.

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

20 OCTOBER 2008

SUBJECT: UNIVERSITY & PRESIDENT GOALS REPORT, 2008-2009

PROPOSED WORKGROUP ACTION:

None. Discussion item.

EXHIBITS/SUPPORTING DOCUMENTS:

- UNIVERSITY & PRESIDENT GOALS REPORT, 2008-2009

FACILITATOR/PRESENTER:

- MODESTO MAIDIQUE



BOARD OF TRUSTEES
University & President Goals
Fiscal Year 2008-2009

EXECUTIVE SUMMARY

The President is focusing the efforts of the University at achieving four overarching objectives:

1. Academic performance: improve student retention
2. Academic excellence: strengthen academic reputation
3. Advance the College of Medicine
4. Financial stability: strengthen fiscal self-sufficiency

During FY08-09, four measurable goals have been established to gauge progress towards achieving our objectives.

1. Academic Performance: Improve Student Retention

Increase the freshman-sophomore retention rate by 3 percentage points and sophomore-junior retention rate by 2 percentage points targeting the national average of graduation rates in five years by 2013.

2. Academic Excellence: Strengthen Academic Reputation

Increase the doctoral degree production to reach 130 towards a five year target of 150 by 2013.

3. Advance the College of Medicine

Complete the development of the College of Medicine by concluding operating agreements with local health care providers, developing the Faculty Practice Plan, expanding donor funding, establishing a plan for an on-campus ambulatory care facility, and expanding partnerships with complementary colleges.

4. Financial Stability: Strengthen Fiscal Self-Sufficiency

Increase endowment funds, non-academic auxiliary revenue and research awards by a minimum of 5% and implement five revenue generating partnerships.

These goals will be supported by a series of university initiatives. Specific initiatives will be critical in ensuring the goal is reached. Though many of the initiatives support more than one goal, we have categorized each within a specific goal.

BOARD OF TRUSTEES
University & President Goals
Fiscal Year 2008-2009

The President is focusing the efforts of the University at achieving four overarching objectives:

1. Academic performance: improve student retention
2. Academic excellence: strengthen academic reputation
3. Advance the College of Medicine
4. Financial stability: strengthen fiscal self-sufficiency

During FY08-09, four measurable goals have been established to gauge progress towards achieving our objectives. In addition to detailing the goals, the following report provides a list of critical initiatives relating to each of the objectives. Clearly, a number of additional efforts that directly tie to these goals are underway. Though many of the critical initiatives delineated support more than one goal, for simplicity we have categorized each within a specific goal. The Administration understands that in a world of limited resources, FIU will only reach its goals if efforts are clearly aligned.

1. ACADEMIC PERFORMANCE: IMPROVE STUDENT RETENTION

GOAL: Increase the freshman-sophomore retention rate by 3 percentage points and sophomore-junior retention rate by 2 percentage points targeting the national average of graduation rates in five years by 2013.

Critical Initiatives

- Improve student services infrastructure through
 - roll-out of a new degree audit system
 - stronger advising support
 - improved on-line payment solutions
 - streamlined financial aid and registration
 - development of Student Support Complex for the delivery of efficient, integrated student services
- Improve faculty retention.
- Increase faculty hiring to meet core curriculum course requirements.

2. ACADEMIC EXCELLENCE: STRENGTHEN ACADEMIC REPUTATION

GOAL: Increase the doctoral degree production to reach 130 towards a five year target of 150 by 2013.

Critical Initiatives

- Develop strategic faculty research clusters and connect them to Ph.D. programs.
- Increase the number of applications in strategic areas to increase funding.
- Review all Ph.D. programs in a five year period (2012-13) to improve academic quality and financial efficiency.
- Reallocate space and improve quality of research infrastructure to gain greater return.

3. ADVANCE THE COLLEGE OF MEDICINE

GOAL: Complete the development of the College of Medicine by

- concluding operating agreements with local health care providers as building on current affiliation agreements,
- developing a financially viable business case and, if appropriate, begin implementation of the Faculty Practice Plan,
- expanding donor funding to augment base funding for operating needs and merit or need-based student scholarships,
- establishing a plan for an on-campus ambulatory care facility, and
- expanding partnerships with complementary colleges.

4. FINANCIAL STABILITY: STRENGTHEN FISCAL SELF-SUFFICIENCY

GOAL: Increase endowment funds^a, non-academic auxiliary revenue and research awards by a minimum of 5% and implement five revenue generating partnerships.

Critical Initiatives

- Expand existing and new retail and business operations.
- Strengthen advancement support infrastructure by appointing Vice President of Advancement.
- Enhance the university's image by highlighting quality through implementation of creative messaging and promotion.
- Increase alumni participation through paid membership in the FIU Alumni Association.
- Create partnerships designed to increase sponsored research awards.

a. Increase endowment fundraising resulting in growth of existing corpus amount, net of investment returns and reserves.

ADDITIONAL PRESIDENT-SPECIFIC GOALS

Management

- **Lead the SACS compliance certification review and further development of the Quality Enhancement Plan (QEP).**
- **Obtain additional recurring funds of \$7 million for first year of operations of the College of Medicine and pursue restoration of \$3.9 million that was not appropriated the prior year.**
- **Develop and execute the first FIU Global perspectives summit focusing on current world geopolitics to provide a diverse and important opportunity for students, faculty, and the community.**
- **Assist members of the university community to increase visibility in national academic organizations through the exposure and/or election to President and other senior administrative leadership in four associations.**
- **Strengthen the institution's compliance infrastructure.**
- **Increase the diversity of the University environment through demonstrated progress of targeted improvements set forth in the Florida Educational Equity Act Report, approved June 2008 by the BOT.**

Personal

- **Teach four Professional Development Seminars on Leadership during the Fall 2008 semester in the College of Business.**
- **Develop and lead a four-day Executive training program, *Leading Decisions*.**
- **Complete a teaching note on a new leadership model which will inform FIU's Executive Training Program.**

**THE FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES
COMPENSATION WORKGROUP
20 OCTOBER 2008**

SUBJECT: UNIVERSITY AND PRESIDENT GOALS, 2008-2009

PROPOSED WORKGROUP ACTION:

RECOMMEND BOARD ADOPTION OF THE FOLLOWING RESOLUTION:

BE IT RESOLVED, that the Florida International University Board of Trustees (“the BOT”) approves the University and President Goals for the 2008-2009 fiscal year as presented by President Maidique and attached hereto as Exhibit “D;”

EXHIBITS/SUPPORTING DOCUMENTS:

- REFER TO EXHIBIT “D”: UNIVERSITY AND PRESIDENT GOALS REPORT , 2008-2009

FACILITATOR/PRESENTER:

- COMPENSATION WORKGROUP CHAIR
BETSY ATKINS



BOARD OF TRUSTEES
University & President Goals
Fiscal Year 2008-2009

EXECUTIVE SUMMARY

The President is focusing the efforts of the University at achieving four overarching objectives:

1. Academic performance: improve student retention
2. Academic excellence: strengthen academic reputation
3. Advance the College of Medicine
4. Financial stability: strengthen fiscal self-sufficiency

During FY08-09, four measurable goals have been established to gauge progress towards achieving our objectives.

1. Academic Performance: Improve Student Retention

Increase the freshman-sophomore retention rate by 3 percentage points and sophomore-junior retention rate by 2 percentage points targeting the national average of graduation rates in five years by 2013.

2. Academic Excellence: Strengthen Academic Reputation

Increase the doctoral degree production to reach 130 towards a five year target of 150 by 2013.

3. Advance the College of Medicine

Complete the development of the College of Medicine by concluding operating agreements with local health care providers, developing the Faculty Practice Plan, expanding donor funding, establishing a plan for an on-campus ambulatory care facility, and expanding partnerships with complementary colleges.

4. Financial Stability: Strengthen Fiscal Self-Sufficiency

Increase endowment funds, non-academic auxiliary revenue and research awards by a minimum of 5% and implement five revenue generating partnerships.

These goals will be supported by a series of university initiatives. Specific initiatives will be critical in ensuring the goal is reached. Though many of the initiatives support more than one goal, we have categorized each within a specific goal.



**BOARD OF TRUSTEES
University & President Goals
Fiscal Year 2008-2009**

The President is focusing the efforts of the University at achieving four overarching objectives:

1. Academic performance: improve student retention
2. Academic excellence: strengthen academic reputation
3. Advance the College of Medicine
4. Financial stability: strengthen fiscal self-sufficiency

During FY08-09, four measurable goals have been established to gauge progress towards achieving our objectives. In addition to detailing the goals, the following report provides a list of critical initiatives relating to each of the objectives. Clearly, a number of additional efforts that directly tie to these goals are underway. Though many of the critical initiatives delineated support more than one goal, for simplicity we have categorized each within a specific goal. The Administration understands that in a world of limited resources, FIU will only reach its goals if efforts are clearly aligned.

1. ACADEMIC PERFORMANCE: IMPROVE STUDENT RETENTION

GOAL: Increase the freshman-sophomore retention rate by 3 percentage points and sophomore-junior retention rate by 2 percentage points targeting the national average of graduation rates in five years by 2013.

Critical Initiatives

- Improve student services infrastructure through
 - roll-out of a new degree audit system
 - stronger advising support
 - improved on-line payment solutions
 - streamlined financial aid and registration
 - development of Student Support Complex for the delivery of efficient, integrated student services
- Improve faculty retention.
- Increase faculty hiring to meet core curriculum course requirements.

2. ACADEMIC EXCELLENCE: STRENGTHEN ACADEMIC REPUTATION

GOAL: Increase the doctoral degree production to reach 130 towards a five year target of 150 by 2013.

Critical Initiatives

- Develop strategic faculty research clusters and connect them to Ph.D. programs.
- Increase the number of applications in strategic areas to increase funding.
- Review all Ph.D. programs in a five year period (2012-13) to improve academic quality and financial efficiency.
- Reallocate space and improve quality of research infrastructure to gain greater return.

3. ADVANCE THE COLLEGE OF MEDICINE

GOAL: Complete the development of the College of Medicine by

- a) concluding operating agreements with local health care providers as building on current affiliation agreements,
- b) developing a financially viable business case and, if appropriate, begin implementation of the Faculty Practice Plan,
- c) expanding donor funding to augment base funding for operating needs and merit or need-based student scholarships,
- d) establishing a plan for an on-campus ambulatory care facility, and
- e) expanding partnerships with complementary colleges.

4. FINANCIAL STABILITY: STRENGTHEN FISCAL SELF-SUFFICIENCY

GOAL: Increase endowment funds^a, non-academic auxiliary revenue and research awards by a minimum of 5% and implement five revenue generating partnerships.

Critical Initiatives

- Expand existing and new retail and business operations.
- Strengthen advancement support infrastructure by appointing Vice President of Advancement.
- Enhance the university's image by highlighting quality through implementation of creative messaging and promotion.
- Increase alumni participation through paid membership in the FIU Alumni Association.
- Create partnerships designed to increase sponsored research awards.

a. Increase endowment fundraising resulting in growth of existing corpus amount, net of investment returns and reserves.

ADDITIONAL PRESIDENT-SPECIFIC GOALS

Management

- **Lead the SACS compliance certification review and further development of the Quality Enhancement Plan (QEP).**
- **Obtain additional recurring funds of \$7 million for first year of operations of the College of Medicine and pursue restoration of \$3.9 million that was not appropriated the prior year.**
- **Develop and execute the first FIU Global perspectives summit focusing on current world geopolitics to provide a diverse and important opportunity for students, faculty, and the community.**
- **Assist members of the university community to increase visibility in national academic organizations through the exposure and/or election to President and other senior administrative leadership in four associations.**
- **Strengthen the institution's compliance infrastructure.**
- **Increase the diversity of the University environment through demonstrated progress of targeted improvements set forth in the Florida Educational Equity Act Report, approved June 2008 by the BOT.**

Personal

- **Teach four Professional Development Seminars on Leadership during the Fall 2008 semester in the College of Business.**
- **Develop and lead a four-day Executive training program, *Leading Decisions*.**
- **Complete a teaching note on a new leadership model which will inform FIU's Executive Training Program.**

THE FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES
COMPENSATION WORKGROUP
20 OCTOBER 2008

SUBJECT: PROPOSED BONUS FOR PRESIDENT MODESTO A. MAIDIQUE

PROPOSED WORKGROUP ACTION:

RECOMMEND BOARD ADOPTION OF THE FOLLOWING RESOLUTION:

WHEREAS, fiscal year 2007 - 2008 was one of exceptional accomplishments in diverse and critical areas for FIU as a result of President Maidique's strong leadership, and

WHEREAS, the overarching goals of Student Academic Performance, Academic Excellence, Local Development and Financial Stability, were significantly improved and, in most cases, targets were surpassed, and

WHEREAS, the Board of Trustees granted President Maidique a “_____” Performance rating based on these accomplishments, some of which included:

- Graduation of Doctoral Students reached 122 significantly exceeding our goal of 106. This resulted in a five year compounded annual growth of 15% surpassing the State University System's growth rate of 7.5% by two times.
- Increased fiscal self-sufficiency by raising \$51.9 million from donor and corresponding state matching funds surpassing the university's historical high and exceeding the target by 73%.
- Strengthened academic excellence and national program recognition as is evidenced by the Academic Analytics report ranking the six doctoral programs of Social Welfare, Spanish, Economics, Curriculum and Instruction, Biological Sciences and Psychology above the national mean. In addition, the International Business undergraduate program ranked top fifteen in the country while the Executive MBA program was ranked by the Financial Times of London as 81st in 2007 in the world and as the highest ranked such program in Florida.
- Advanced the College of Medicine Initiative through conferral of LCME preliminary accreditation, conclusion of affiliation agreements with four community providers, and allocation of \$10 million from Miami-Dade County for a new ambulatory teaching hospital.
- Qualified for differential tuition with three other top Florida research institutions by leading the legislative effort to adopt a new bill that provides FIU funds that will improve the academic quality of undergraduate education.
- Drove the SUS' largest improvement in classroom utilization from 42% to 66% in three years, far surpassing the state average of 62%.

- Filled critical leadership positions including VP of Human Resources, University Treasurer, Dean of College Art & Sciences, Dean of Public Health, and Vice Provost of FIU On-line.

WHEREAS, to accomplish these goals, President Maidique pursued a strong vision, planned its implementation through a capable senior management team, and leveraged strong internal and external relationships, and

WHEREAS, Section 4.2 of the President's contract provides that the President shall be eligible for a bonus of "\$50,000 or such greater amount as the Board or Board Committee may determine in its discretion"; and

WHEREAS, the President's contract further provides that the bonus shall be determined no later than September 30 and shall be paid within 10 days of its determination; and

WHEREAS, the Board wants to recognize the accomplishments of President Maidique during the fiscal year 2007 - 2008; therefore

BE IT RESOLVED that the Board approves a bonus of \$_____for President Maidique, effective September 30, 2008, in recognition of his leadership.

BACKGROUND INFORMATION:

A: AUTHORITY:

PURSUANT TO THE FLORIDA BOARD OF GOVERNORS, UNIVERSITY BOARDS OF TRUSTEES POWERS AND DUTIES:

THE BOARD IS THE EMPLOYER OF ALL UNIVERSITY EMPLOYEES.

FACILITATOR/PRESENTER:

▪ COMPENSATION WORKGROUP
CHAIR BETSY ATKINS