

**THE FLORIDA INTERNATIONAL UNIVERSITY  
BOARD OF TRUSTEES  
ACADEMIC POLICY COMMITTEE**

THURSDAY, 13 NOVEMBER 2008

11:30AM

*VIA CONFERENCE CALL*

**MEMBERSHIP**

PATRICIA FROST, *CHAIR*

ALBERT DOTSON, *VICE CHAIR*

CESAR ALVAREZ

THOMAS BRESLIN

AJ MEYER

CLAUDIA PUIG

ROSA SUGRAÑES

*GERALD GRANT, FOUNDATION BOARD OF DIRECTORS*

**AGENDA**

- |  |                       |
|--|-----------------------|
| <b>I. CALL TO ORDER</b>                                    | <b>PATRICIA FROST</b> |
| <b>II. APPROVAL OF MINUTES</b>                             | <b>PATRICIA FROST</b> |
| <b>III. CHAIR'S REMARKS</b>                                | <b>PATRICIA FROST</b> |
| <b>IV. ITEMS FOR COMMITTEE REVIEW</b>                      |                       |
| <b>A. ACTION ITEMS</b>                                     |                       |
| <b>1. NOMINATION OF MARVIN O'QUINN FOR HONORARY DEGREE</b> | <b>RONALD BERKMAN</b> |
| <b>2. TENURE AS A CONDITION OF EMPLOYMENT</b>              | <b>RONALD BERKMAN</b> |
| <b>B. REPORTS</b> ( <i>FOR INFORMATION ONLY</i> )          |                       |
| <b>3. ACADEMIC AFFAIRS</b>                                 |                       |
| a. COLLEGE OF MEDICINE REPORT                              | <b>RONALD BERKMAN</b> |
| b. ENROLLMENT SERVICES REPORT                              | <b>RONALD BERKMAN</b> |
| c. UNDERGRADUATE REPORT                                    | <b>RONALD BERKMAN</b> |

d. GRADUATE REPORT

RONALD BERKMAN

4. STUDENT AFFAIRS

▪ STUDENT AFFAIRS REPORT

RONALD BERKMAN

V. OTHER BUSINESS (*IF ANY*)

PATRICIA FROST

VI. ADJOURNMENT

PATRICIA FROST

**Conference Call information:**

- Please call (888) 209-3908, promptly at 11:30 am on Thursday, 13 November 2008.
- If you are disconnected, please redial the conference call number.
- If you have any problems with the above, contact the BOT office at 305.348.6495

NEXT ACADEMIC POLICY COMMITTEE MEETING  
IS SCHEDULED FOR  
MONDAY, 30 MARCH, 2009

**THE FLORIDA INTERNATIONAL UNIVERSITY  
BOARD OF TRUSTEES  
ACADEMIC POLICY COMMITTEE**

**13 NOVEMBER 2008**

**SUBJECT: ACADEMIC POLICY COMMITTEE MEETING MINUTES, 11 SEPTEMBER 2008**

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**PROPOSED COMMITTEE ACTION:**

Adopt the following Resolution:

RESOLVED that the minutes of the meeting of the Florida International University Board of Trustees' Academic Policy Committee held on 11 September 2008, attached to this Resolution as Exhibit "A," are hereby approved.

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**EXHIBITS/SUPPORTING DOCUMENTS:**

- EXHIBIT "A": 11 SEPTEMBER 2008  
ACADEMIC POLICY COMMITTEE MEETING  
MINUTES.

**FACILITATOR/PRESENTER:**

- COMMITTEE CHAIR PATRICIA FROST

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**ACADEMIC POLICY COMMITTEE  
MINUTES  
11 SEPTEMBER 2008**

**I. Call to Order**

The Florida International University Board of Trustees Academic Policy Committee meeting was called to order by Committee Chair Patricia Frost at 11:32 a.m. on Thursday, 11 September 2008 via conference call.

The following attendance was recorded:

***Present***

Patricia Frost, Chair  
Albert Dotson, Vice Chair  
Thomas Breslin  
AJ Meyer  
Claudia Puig  
Rosa Sugrañes  
Gerald Grant, Foundation Board of Directors

**II. Approval of Minutes**

Committee Chair Patricia Frost asked if there were any additions or corrections to the minutes of the 12 June 2008, Academic Policy Committee meeting. Hearing none, the Committee adopted the following:

RESOLVED that the minutes of the meeting of the Florida International University Board of Trustees' Academic Policy Committee held on 12 June 2008, attached to this Resolution as Exhibit "A," are hereby approved.

**III. Chair's Remarks**

Committee Chair Frost welcomed all Trustees, University faculty, and staff. She thanked all Trustees for making themselves available for the meeting.

**IV. Items for Committee Review**

**A. Action Items**

**1. Rules and Regulations Streamlining and Clean-up**

General Counsel presented the Rules and Regulations Streamlining and Clean-up Item, indicating that there were some rules and regulations that needed to be revised to reflect current Board of Governors' regulations.

Exhibit “A”

FIU Board of Trustees’  
Academic Policy Committee  
Minutes  
11 September 2008  
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Proposed changes were made to some of the Regulations. After discussion, the Committee recommended the following amended Resolution for Board approval:

WHEREAS, the Florida International University Board of Trustees (“the BOT”) is authorized to establish regulations within the limits provided by law; and

WHEREAS, in an effort to update the rules/regulations of the University pursuant to current law, policies and procedures and to consolidate the directives in one area as required by the Board of Governors; and

WHEREAS, the Office of the General Counsel has reviewed all existing FIU rules in order to determine whether they should be transferred to University regulations as is; revised pursuant to the BOG’s Regulation Development Process and made into regulations; or repealed; and

WHEREAS, those rules that did not need updating have been assigned a regulation number and are being transferred to regulations, as permitted under the Regulation Development Process as is; and

WHEREAS, those rules that needed to be revised have been revised and are being presented to the Board in redlined version for approval as regulations; and

WHEREAS, those regulations being proposed for repeal are being repealed because they have been superseded by collective bargaining agreements and/or policies adopted by this Board; and

WHEREAS, as a result of this review, a new regulation was needed which provides that the University’s regulations replace any and all University rules existing in the Florida Administrative Code, thereby essentially repealing the existing University rules in total.

THEREFORE, BE IT RESOLVED THAT, the BOT adopts the following University regulations, which are attached hereto as Exhibit “B”:

- FIU-102 Regulations
- FIU-103 Non-Discrimination Policy and Discrimination Complaint Procedures
- FIU-104 Sexual Harassment
- FIU-108 Access to Student Education Records
- FIU-110 Demonstrations
- FIU-114 Commercial Solicitation and Advertising
- FIU-402 Admission to the University
- FIU-406 Foreign Student Admissions
- FIU-408 Foreign Exchange Visitor Insurance Requirements
- FIU-410 Application Fee and Admissions Deposit

## Exhibit “A”

FIU Board of Trustees'  
Academic Policy Committee  
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FIU-1305 Students in Military Service  
FIU-1502 Direct Support Organizations  
FIU-2201 Purchasing  
FIU-2202 Prompt Payment  
FIU-2503 Registration of Non-Student Organizations  
FIU-2520 Disruptive Student Conduct

AND BE IT FURTHER RESOLVED THAT, the BOT repeals the following University regulations, which are attached hereto as Exhibit “B”:

FIU-1700 Bargaining Unit Faculty and Bargaining Unit Employees Vacancies, Selection, Appointments, Promotions, Internal Promotions, Reassignments, Transfers, and Demotions.  
FIU-1701 Bargaining Unit Employee Disciplinary Actions  
FIU-1702 Non-reappointment and Resignation of Non-Tenured, Bargaining Unit Faculty  
FIU-1703 Termination for Cause and Other Disciplinary Actions for Bargaining Unit Faculty, and Bargaining Unit Employees  
FIU-1710 Disciplinary Actions for Non-Bargaining Unit Employees and Certified Law Enforcement Personnel  
FIU-1711 Separation from Employment for Non-Bargaining Unit Employees

AND BE IT FURTHER RESOLVED THAT, as the following regulations are “select regulations” under the Regulation Development Procedure (as they include information on student tuition, fees, admissions and/or articulation) the BOT delegates authority to the University President to forward the following regulations to the Board of Governors for approval and to approve any subsequent amendments that are based on comments to the select regulations received from the Board of Governors and as a result of the regulation development process:

FIU-402 Admission to the University  
FIU-406 Foreign Student Admissions  
FIU-408 Foreign Exchange Visitor Insurance Requirements  
FIU-410 Application Fee and Admissions Deposit

AND BE IT FURTHER RESOLVED THAT, the President report to the BOT at its next regularly scheduled meeting on any substantive changes requested or made to the regulations as a result of comments made by the Board of Governors.

General Counsel will bring the Demonstrations Regulation to the next BOT meeting with additional changes as recommended by the Trustees.

## **2. Tenure as a Condition for Employment Nomination**

## Exhibit "A"

FIU Board of Trustees'  
Academic Policy Committee  
Minutes  
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Executive VP and Provost Ronald Berkman presented the Tenure as a Condition of Employment Nominee for Committee review noting that the nominee, Anahid Kulwicki, held tenure at his previous institution.

After discussion, the Committee recommended the following Resolution for Board approval:

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

WHEREAS, the University President is recommending the granting of Tenure as a Condition of Employment for the nominee listed in Exhibit "B";

THEREFORE BE IT RESOLVED, that the Florida International University Board of Trustees ("the BOT") approves the granting of Tenure as a Condition of Employment to the individual listed in Exhibit "B" based on the recommendations of the University President.

### **B. Reports (For Discussion- No Action Required)**

#### **3. Review of SUS Compacts**

Provost Berkman presented a review of SUS compacts. In an attempt to secure stable and predictable funding from the Florida Legislature, the Board of Governors has developed University Compacts. President Maidique led a committee of SUS presidents that developed the basic University Compact idea. Universities pledge to meet certain benchmarks regarding enrollment, retention, and graduation by degree level. They also identify short term, next fiscal year, and longer term, three-year, goals that align with the university and SUS strategic mission. The University commitment is contingent upon appropriate funding from the Legislature. The BOG has decided to delay implementation of University Compacts until the 2009-2010 fiscal year.

#### **4. Update on Termination of Academic Programs**

Provost Berkman discussed the impact of the termination of academic programs approved by the Board of Trustees at the June 12, 2008 meeting. Students received letters concerning the terminations within two weeks of the June Board meeting. They were given the opportunity to work with advisors and receive priority registration so that all coursework can be completed by Spring 2011.

As of August 30<sup>th</sup>, 29 faculty and staff positions were impacted by academic program terminations. Out of 21 faculty members and 8 administrative/staff members, 19 received layoffs. Others were given alternative employment options.

Committee Chair Frost commended all of the committee members and university administrators for their noble efforts during this arduous process.



## Exhibit “A”

FIU Board of Trustees'  
Academic Policy Committee  
Minutes  
11 September 2008  
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### **5. Southern Association of Colleges and Schools (SACs) Reaffirmation Update**

The SACS reaffirmation update was reported by Provost Berkman. FIU is accredited by the Southern Association of Colleges and Schools (SACS). In 2010 FIU will undergo its reaffirmation of accreditation. The reaffirmation consists of two major components: Certification of Compliance with approximately 90 Principles and the development of a Quality Enhancement Plan (QEP). On the first component, FIU has had a good reading based on the site visit team response to our off-shore programs in Jamaica and China. The report on these visits has provided a wake-up call regarding what SACS expects in terms of student learning outcomes, program, outcomes, and faculty credentialing. We are engaged in addressing these issues university-wide for the 2010 site visit. FIU has selected Global Initiatives as its QEP and is now engaged in curricular development to implement such a plan.

### **C. Reports (For Information Only)**

#### **6. Academic Affairs**

##### **A. Enrollment Services Report**

Corinne Webb reported that there was a 15% decline (394 students) in the number of freshmen accepted to the university for fall of 2008. This moved the average SAT score for incoming students to 1162 from 1144 in fall of 2007.

##### **B. Undergraduate Report**

95% of freshmen admitted in the summer semester are now participating in First Year Interest Groups (FIGs) or learning communities. The university's goal is to have all incoming freshmen engaged in FIGs.

##### **C. Graduate Report**

George Walker reported that the number of graduate Ph.D.s have increased from 80 to 122.

#### **7. Student Affairs**

- Student Affairs Report  
The student affairs report was accepted as written.
- Applications for College of Medicine (COM)  
Over 2,000 applications have been received for the COM.

#### **V. Other Business**

No other business was raised.

#### **VI. Adjournment**

With no other business, Committee Chair Frost adjourned the meeting at 12:37 p.m.

*CT*  
10/29/08

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**THE FLORIDA INTERNATIONAL UNIVERSITY  
BOARD OF TRUSTEES  
ACADEMIC POLICY COMMITTEE**

13 NOVEMBER 2008

**SUBJECT: NOMINATION OF MARVIN O'QUINN FOR HONORARY DEGREE**

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**PROPOSED COMMITTEE ACTION:**

Recommend Board adoption of the following Resolution:

RESOLVED that the Florida International University Board of Trustees endorses Marvin O'Quinn as recipient of a doctoral degree *honoris causa* from Florida International University and whose professional profile is attached to the Resolution as Exhibit "B".

**BACKGROUND INFORMATION:**

The honorary degree recipient was recommended by the Faculty Senate and approved by the President and Provost to receive an honorary degree at Commencement.

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**EXHIBITS/SUPPORTING DOCUMENTS:**

- EXHIBIT "B": PROFESSIONAL PROFILE FOR MARVIN O'QUINN

**FACILITATOR/PRESENTER:**

- RONALD BERKMAN

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Exhibit “B”

## **Marvin O’Quinn**

**SUBJECT:** Honorary Degree Recipient

Recommend Board approval of the following candidate to receive a doctoral degree, *honoris causa* from Florida International University.

Approved by FIU Faculty Senate on October 14, 2008.

Proposed Conferral Date: Fall 2008 Commencement

### **BACKGROUND INFORMATION**

Marvin O’Quinn, president of the Public Health Trust (PHT) and Chief Executive Officer of Jackson Health System, is a veteran health administrator known for his dedication to improving community health care.

O’Quinn has been in his current position since July 2003, overseeing the regional referral, tertiary care Jackson Memorial Hospital and a countywide network of healthcare services. That network includes 12 neighborhood primary care centers, two mobile primary care centers, nine school-based health clinics, two long-term care nursing facilities, a series of community mental health centers, six clinics in the county’s correctional facilities, an outpatient diagnostic center, a children’s hospital, and two community hospitals.

In the first two years of his stewardship of the Jackson system, O’Quinn strengthened compliance and transformed logistics, streamlined costs, improved patient safety, improved governance, and ensured strategic management. He also embarked upon a major capital expansion to better serve all of Miami-Dade County, particularly rapidly-growing areas.

Under O’Quinn’s leadership, Jackson’s efforts to reach residents in all corners of Miami-Dade have included the 2006 acquisition of Jackson North Medical Center, previously known as Parkway Regional Medical Center, allowing the Jackson Health System to better meet the needs of residents living in the northern part of the county. In August 2008, Jackson South Community Hospital held a groundbreaking for an expansion and renovation project to double its size, allowing it to better meet the expanding healthcare needs of South Miami-Dade residents.

O’Quinn started out as a hospital orderly about 25 years ago and later held executive positions in Oregon, California and Washington before moving to the East coast.

O’Quinn earned his master’s degree in health administration and his bachelor’s degree in biology from the University of Washington in Seattle. He is a diplomat in the American College of Healthcare Executives.

Among the recognition he has received, O’Quinn is the recipient of the Orange Bowl Foundation “El Espiritu de la Comunidad” award, the Community Health of South Dade “Health Hero Award,” the March of Dimes “Humanitarian of the Year” award, the South Florida Business Journal “Miami Ultimate CEO Award” and the Connie & Priscilla Mack Cancer Advocacy Award (September 2007).

O’Quinn is married and has three children.

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**THE FLORIDA INTERNATIONAL UNIVERSITY  
BOARD OF TRUSTEES  
ACADEMIC POLICY COMMITTEE**

13 NOVEMBER 2008

**SUBJECT: TENURE AS CONDITION OF EMPLOYMENT NOMINATION**

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**PROPOSED COMMITTEE ACTION:**

Recommend Board adoption of the following Resolution:

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

WHEREAS, the University President is recommending the granting of Tenure as a Condition of Employment for the nominees listed in Exhibit "C";

THEREFORE BE IT RESOLVED, that the Florida International University Board of Trustees ("the BOT") approves the granting of Tenure as a Condition of Employment to the individuals listed in Exhibit "C" based on the recommendations of the University President.

**BACKGROUND INFORMATION:**

STATUTORY AUTHORITY:

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

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

**BACKGROUND INFORMATION:**

Each Tenure as a Condition of Employment nominee has been evaluated by her or his FIU departmental faculty, Dean, and the Provost and recommended by the President.

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**EXHIBITS/SUPPORTING DOCUMENTS:**

- EXHIBIT “C”: TENURE AS A CONDITION OF EMPLOYMENT NOMINEES

**FACILITATOR/PRESENTER:**

- RONALD BERKMAN



**Barry P. Rosen, Ph.D.**

**Professor, Department of Cellular Biology and Pharmacology  
Associate Dean for Research (Basic Sciences)  
FIU College of Medicine**

Barry P. Rosen joins the FIU College of Medicine from Wayne State University School of Medicine, where he is Distinguished Professor of Biochemistry and Molecular Biology and Chair of the Department.

Dr. Rosen received his B.S. from Trinity College, Hartford, CT and his M.S. and Ph.D. from the University of Connecticut. After an NIH postdoctoral fellow at Cornell University, he joined the faculty at the University of Maryland School of Medicine, where he rose to Professor. In 1987 he took the Chair at Wayne State, and under his stewardship the Department of Biochemistry and Molecular Biology took the lead in structural biology at Wayne State University.

Professor Rosen is an internationally recognized expert in the field of heavy metal transport and detoxification, specializing in the molecular mechanisms of arsenic detoxification. He has published more than 300 papers, reviews and books and is the holder of three grants from the National Institute of Health. He is recipient of numerous awards, including Basil O'Connor Award from the March of Dimes, Maryland Distinguished Young Scientist Award, Josiah Macy, Jr. Faculty Scholar Award, Gershenson Distinguished Faculty Fellow Award (WSU), Outstanding Graduate Mentor Award (WSU), Lawrence Weiner Award (WSU). He has been on many national and international panels at NIH, NSF, and American Heart Association, and on multiple editorial boards.

Dr. Rosen was recently selected to be a Distinguished University Professor, the highest honor awarded to a Wayne State University faculty member. He is the current President of the Wayne State University Academy of Scholars and President of the American Association of Medical and Graduate Departments of Biochemistry. He is funded by the NIH and has an NIH MERIT Award.

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**Rita Mukhopadhyay, Ph.D.**

**Associate Professor, Department of Molecular Microbiology and Infectious  
Diseases  
FIU College of Medicine**

Rita Mukhopadhyay will join the FIU College of Medicine from the Department of Biochemistry and Molecular Biology at the Wayne State University School of Medicine.

A native of India, Dr. Mukhopadhyay is an eminent molecular parasitologist who has been working on leishmaniasis since graduate school. She was the first to identify a drug transporter and drug activator in *Leishmania*. This disorder is of increasing importance to the U.S. because the parasite is endemic in Iraq and infects military personnel.

Dr. Mukhopadhyay received her M.S. from the University of Calcutta, India and Ph.D. from the Jawaharlal Nehru University, New Delhi, India. As a graduate student she received the Gold Medal for best paper in molecular parasitology in India, and also the Young Scientist Gold Medal from the Indian Society for Parasitology for the best research paper at the XI<sup>th</sup> National Congress of the Society at Udaipur, India. In 1995 she came to the U.S. to take a position as a post doctoral fellow at Wayne State University, Detroit, followed by a faculty appointment in the School of Medicine. She is funded by the National Institute of Allergy and Infectious Diseases.

Among her awards are the Kenneth Warren Prize for the best oral presentation at the VIIth Annual Molecular Parasitology Meeting, Marine Biological Laboratories, Woods Hole, Massachusetts and a best poster award at the Third World Congress on Leishmaniasis, Palermo, Italy. One of her papers was selected by the Faculty of 1000 Biology, which is composed of the world's leading scientists that recommends the most significant new findings to the scientific community. To be recognized by this body of experts is a great honor that demonstrates international recognition. Dr. Mukhopadhyay sits on the study section of NIEHS (National Institute of Environmental Health Sciences). She has 32 peer-reviewed publications and nine book chapters and review articles, and is funded by NIH. She has spoken at prestigious forums around the world.

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**Alexander Agoulnik, PhD**  
**Professor, Department of Molecular and Human Genetics**  
**FIU College of Medicine**

Alexander I. Agoulnik, PhD. is a tenured Associate Professor in the Department of Obstetrics and Gynecology, Baylor College of Medicine in Houston, Texas, USA. He received his Ph.D. from the Russian Academy of Science at the Institute of Cytology and Genetics, Novosibirsk, Russia in 1987 and took postdoctoral training at the Max Planck Institute for Biology, Tübingen, Germany. He joined the faculties of University of Tennessee, Memphis in 1992 and Baylor College of Medicine in 1995. In 2005 he was promoted to the position of tenured Associate Professor.

Dr. Agoulnik's main research interests include male and female reproductive tract development, germ cell biology, tumorigenesis, and role played by peptide and steroid hormones in these processes. He has published more than 80 research papers and book chapters. His sentinel node work has focused on discovery of mouse genes having human counterparts. He exploited transgenic technology to discover the gene GREAT, which causes cryptorchidism in humans and is related to insulin-like 3 receptor. He discovered relaxin receptor (LGR7), pivotal for promotion of prostate cancer and intracellular signaling. With Dr. Colin Bishop, Dr. Agoulnik discovered an autosomal gene requisite for male differentiation. He has trained numerous post-doctoral and medical fellows, residents and students. Presenting work at numerous scientific conferences such as Gordon Conferences has brought him international reputation. Dr. Agoulnik has served as grant reviewer for NIH. Research in his laboratory is supported by grants from NICHD, NCI and other research foundations.

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**THE FLORIDA INTERNATIONAL UNIVERSITY  
BOARD OF TRUSTEES  
ACADEMIC POLICY COMMITTEE**

13 NOVEMBER 2008

**SUBJECT: ACADEMIC AFFAIRS REPORT**

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**PROPOSED COMMITTEE ACTION:**

None. Discussion Item.

- a. COLLEGE OF MEDICINE REPORT
- b. ENROLLMENT SERVICES REPORT
- c. UNDERGRADUATE EDUCATION REPORT
- d. GRADUATE EDUCATION REPORT

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**EXHIBITS/SUPPORTING DOCUMENTS:**

- ACADEMIC AFFAIRS REPORT:  
COLLEGE OF MEDICINE;  
ENROLLMENT SERVICES;  
UNDERGRADUATE EDUCATION; AND  
GRADUATE EDUCATION.

**FACILITATOR/PRESENTER:**

- RONALD BERKMAN

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## **Florida International University**

### **University Health Services**

**And**

### **College of Medicine**

#### **College of Medicine physicians on campus at University Health Services**

- To increase access to health care for Students, Faculty and Staff
- To promote healthy life styles
- To support the college and university while increasing morale
- To provide students access to subspecialty care on site and refer to affiliated Faculty within the community committed to FIU.

#### **Space Assessment and Capacity**

- 12 exam rooms, 3 procedure/exam rooms and 10 consult rooms
- UHS had 17,904 patients visits last year and could accommodate more, especially after hours and weekends

#### **Benefits for UHS and the Faculty and Staff Population**

- Access to the expertise and the many resources of the medical school.
- Students, Faculty and Staff would have access to variety of specialists.
- COM would provide assistance and expertise in terms of medical, legal, and practice management.
- Students, Faculty and Staff organizations on campus would be consulted as to how to best align the services offered already by UHS and those new services.

#### **Operational Interface**

- An Operating committee will be formed composed of members for UHS, SGA and COM to guide the development of the program.
- College of Medicine physicians would operate within UHS space during the afternoons and early evenings and on possibly on weekends.
- Primary and specialty care would be offered by operating during the off hours of UHS, without disrupting current students services.
- Reimburse the University Health Service for new variable costs and for the space.

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**Academic Policy Committee  
Enrollment Services Update  
November 2008**

**I. University Enrollment**

As of October 16<sup>th</sup>, 39,109 enrolled students had generated 10,194 FTEs for the Fall 2008 term. This total headcount enrollment represents 38,413 students who were enrolled at the end of the official payment period and an additional 696 students who enrolled in dynamically dated courses after the end of the official add/drop period. Last fall, a total of 38,614 students enrolled in regular and dynamically dated courses throughout the term. While the enrollment is indeed higher this term, enrollments in dynamically dated courses did not result in additional instructional costs as these courses were scheduled early in the semester and had capacity to enroll additional students.

**II. New FTIC and Transfer Enrollment**

This fall, 2,113 new First Time in College (FTIC) students and 3,264 new transfer students enrolled in fall 2008. The entering FTIC students had a high school GPA mean of 3.69 and a SAT mean of 1161 representing a 17 point increase over last year's entering FTIC students who had a SAT mean of 1144. On the national and state level, the SAT mean remained constant at 1017 and 993, respectively in 2007 and 2008.

	Fall 2007	Fall 2008
First Time in College	2,348	2,113
Transfers	<u>2,384</u>	<u>3,264</u>
Total New Students	4,732	5,377

**III. Undergraduate Admissions: New Recruitment Materials**

The Office of Undergraduate Admissions developed a new publications campaign to tell the university's story to prospective students and parents through the use of vibrant photographs, poignant messages and emotional responses from students and faculty. The new program consists of a new brochure, viewbook, postcard and a new website, [www.iamready.fiu.edu](http://www.iamready.fiu.edu). The story begins with the following message blended into a photographic essay of engaged students. (Brochure and Viewbook will be distributed at the meeting).

Florida International University

This is not what you expected, and it is everything you can imagine.  
This is a world-changing research university, driven by discovery.  
Academic power fueled by real-world experience.  
Unlimited opportunity in exactly your size.  
This is your all-access pass to the global community.  
And this is Miami. Are you ready?

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**Florida International University**  
**Board of Trustees**  
Academic Policy Committee  
Undergraduate Education  
November 2008

**INTRODUCTION**

When FIU opened its doors in September 1972, it offered classes to transfer students who enrolled in upper division courses to complete their bachelor's degrees. As the only SUS institution in South Florida, FIU has been the University of Choice for community college transfers and other students wishing to complete their baccalaureate degrees. Each year, approximately 46% of FIU's incoming undergraduates are transfer students.

**WHAT THE RESEARCH SAYS ABOUT TRANSFER STUDENTS**

Studies show that up to 60% of students complete baccalaureate degrees in an institution other than the one in which they first enrolled. Transfer students face more challenges than native students, frequently exhibiting lower retention and graduation rates. Taken together, these findings are challenging us all to change the way we think about the culture of transfer. FIU and many other institutions of higher education, are making efforts to redirect random transfer behavior into a "more structured set of options" (Adelman, 2004, 2008), including facilitating transferability, comparability, and applicability of courses. Transfer-related research is being promoted by associations and foundations, and by regional accrediting agencies. Policies that support transferability include (1) having common general education requirements and course numbering; (2) developing statewide and one-to-one articulation agreements; (3) creating dual admission programs; (4) establishing advising programs targeting transfer students; and (5) publishing transfer policies that are clear and transparent.

**FIU'S TRANSFER STUDENT ACADEMIC SUPPORT**

Transfer Student Academic Support is an arm of the Academic Advising Center, which is steward of the University Core Curriculum (UCC). A critical component of that stewardship includes overseeing the transfer equivalency process for courses that are listed in the UCC. Such centralization has helped to both ensure the integrity of the UCC as well as the fair and consistent application of transfer equivalency policies.

The FIU (UCC) transfer equivalency policies and procedures are rooted in a tripartite model that considers: (1) the integrity of the curriculum, including consideration of categorical and subject-specific learning outcomes; (2) the requirements mandated by the State of Florida; and (3) the needs of the transfer student—that is, supporting progress toward degree without requiring unnecessary repetition of coursework. Moreover, all decisions regarding the awarding of credit are made exclusively by qualified subject matter experts—faculty and professional staff. This highly successful partnership has allowed us to stand firmly by our mission, which is *Transfer Student Academic Support is*

*in place to assist transfer students in achieving a seamless and successful academic transition to FIU while supporting their continued progress towards graduation.*

In 2007, a strategic initiative funded by Academic Affairs made it possible to create a line for a director of transfer student academic support; an advising coordinator, a program assistant, and an OPS student assistant from the Academic Advising Center were brought together to assemble the transfer student academic support team. With the assistance of advisors in academic units across campus and the Academic Advising Center, *Transfer Student Academic Support* now serves as a central point of contact regarding UCC equivalencies, including but not limited to, transfer courses, accelerated credits, military credits, credits earned via National Student Exchange and/or Education Abroad, General Education, Core Curriculum, and State requirements (e.g., CLAST, FLENT/FLEX, and Summer Enrollment).

### **RECENT ACCOMPLISHMENTS**

- ✓ Streamlined equivalency processes—Turnaround time is now in line with national standards: approximately 2 weeks for domestic courses and 3 weeks for international courses. In 2005 this process took from 6-12 weeks. From January through June, we processed 957 equivalency requests, including over 468 out-of-state and 219 foreign.
- ✓ Continued strong collaboration with the SASS office to ensure building of equivalency rules.
- ✓ Developed strong collaboration with Orientation to ensure positive, seamless transition for transfer students.
- ✓ Updated all accelerated credit equivalencies.
- ✓ Divided equivalency responsibilities by “specialty” (domestic/international). (Cross-training is in progress.)
- ✓ Offered inter and intra-departmental transfer equivalency training and development; recently trained/retrained advisors in five advising centers across campus, including participating in a faculty/advisor workshop offered by the College of Arts and Sciences.
- ✓ Transfer Student Orientation—beginning summer term 2008, began offering a new 1-hr presentation focusing on successfully transitioning to FIU. Equivalency data showed an immediate peak in transfer equivalency requests following each orientation. This means students are listening to our primary message: *equivalency matters are best settled during the first term to meet progress toward degree.*
- ✓ Working on BOG state-wide common prerequisite project.
- ✓ Proactive collaboration with top feeder community colleges
- ✓ Developed and placed new ad in Orientation Panther Preview and developed new brochure for transfer student academic services.
- ✓ New website is nearing completion and will go live soon. The website includes a transfer manual, national equivalency rules, and information on transfer scholarships.

**THE FLORIDA INTERNATIONAL UNIVERSITY BOARD OF TRUSTEES  
ACADEMIC POLICY COMMITTEE**

**RESEARCH AND UNIVERSITY GRADUATE SCHOOL  
NOVEMBER 14, 2008**

**GRADUATE REPORT**

**I. Introduction**

The Research and University Graduate School (RUGS) office has a five-year strategic plan to re-align our graduate programs to be appropriate for a leading research university. In order to achieve excellence in research University-wide, FIU must:

- Focus graduate enrollment efforts on recruiting high-quality doctoral students.
- Provide adequate financial support to doctoral students. This will allow FIU to compete for and retain highly qualified doctoral students and reduce attrition. It will also allow our doctoral students to focus their energy on scholarship and move efficiently through to degree completion.
- Assure excellent academic support and mentoring for developing scholars. This will be achieved, in part, through in-depth doctoral program reviews that pay particular attention to mentorship and retention efforts by faculty. It will also be achieved through provision of academic support to graduate students, e.g., Center for Excellence in Writing, improvements in customer service by UGS staff and RUGS initiatives to promote development of intellectual community between and across programs.

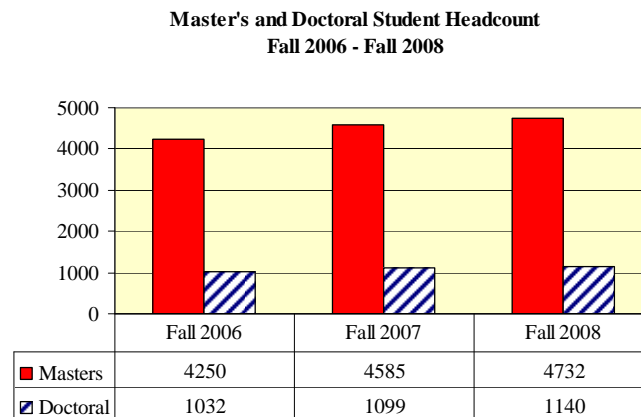
**II. Graduate Enrollment**

During the past several years, FIU has experienced a decrease in enrollment at the Grad II level while exceeding enrollment targets at the Grad I level. The RUGS has a goal to increase Grad II enrollment between 5% and 7%, while keeping Grad I growth below 5%. To date we have achieved only modest success related to our doctoral enrollment goals, however the growth at the masters' level has slowed.

New Graduate Admissions: In Fall 2008, FIU experienced a 16% increase in graduate applications and a 13.4% increase in graduate admissions compared to Fall 2007. The increase in new graduate enrollment was 6.6% overall. The largest increases in enrollment were in the College of Law (17.6%), the College of Nursing and Health Sciences (11%), the Stempel School of Public Health (11%), the College of Business Administration (10%) and the College of Education (9%). Thus, our growth in graduate enrollment appears to be greatest in the professional schools and not in the areas of science, technology, engineering and math (i.e., the STEM disciplines).

Total Headcount of Masters and Doctoral Students: The headcount of masters students increased 7.9% from 2006 to 2007 and 3.2% from 2007 to 2008 (Figure 1). The pattern with doctoral students was similar. In year-to-year comparison, the total number of doctoral students increased by 6.5% in 2007 and by of 3.7% in 2008.

Figure 1

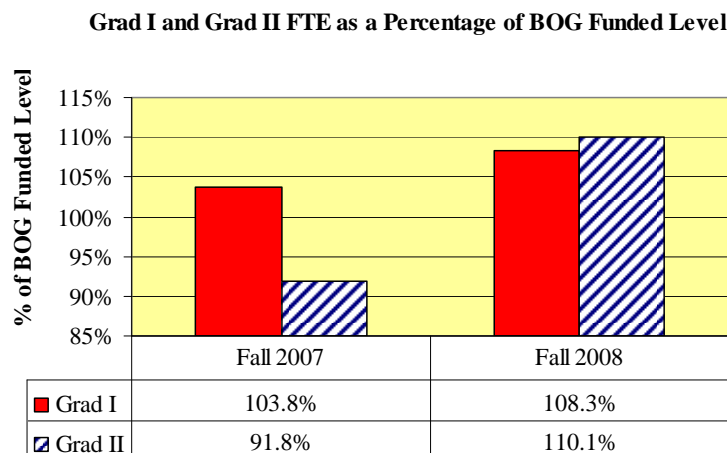


Graduate FTE: In Fall of 2007, FIU was just within the upper limits of the 5% BOG funding corridor for Grad I students and below the 5% funding corridor for Grad II students. This was the justification for our recruitment goals to increase Grad II 5-7% and hold Grad I growth below 5%. As of 10/12/08, our fall semester Grad I FTE growth was 4.6% (1,228 in 2007 vs. 1,285 in 2008) and our fall Grad II FTE growth was 2.5% (201 in 2007 vs. 206 in 2008).

Even though our Grad II growth has been modest, FIU is currently above the upper limits of the 5% funding corridor for both Grad I and Grad II (Figure 2). This is due to a significant decrease in the BOG funded level for Grad II in Fall 2008 — from 204 to 196.

The programs with the largest absolute increases in Grad II growth were Physical Therapy (10.28 to 18.59), Biology (13.09 to 15.16), Chemistry (10.28 to 12.09) and Psychology (13.19 to 14.94). The dramatic increase in Physical Therapy is due to the program conversion from a Masters-level program to a DPT (Doctor of Physical Therapy). The programs with the largest increases in Grad I growth are those same programs that saw the greatest increases in new graduate admissions, namely the College of Nursing and Health Sciences 8%, Stempel School of Public Health 10%, College of Business Administration 11% and the College of Education 8%.

Figure 2





Doctoral Recruitment Initiative: In July 2008, RUGS announced its 2008-2009 initiative to assist doctoral programs to recruit highly qualified Ph.D. students. This initiative will provide up to \$5,000 in matching recruitment money for each academic unit with a doctoral program. An Associate Dean and the University Graduate School (UGS) recruiter are offering more than a half dozen presentations to key individuals in each of the Ph.D. programs. The presentations aim to raise awareness of the range of resources that RUGS will provide to assist units with their recruitment efforts, e.g., increased stipends for Presidential Fellowship Recipients, enhanced McKnight Fellowships, stipends that are more competitive and annualized contracts for TAs, funds for recruitment-related travel, as well as administrative support.

### **III. Doctoral Degree Production**

Summer Final Count: The Summer 2008 degree production was 43 (37 Ph.D./6 Ed.D.) compared to 33 (30 Ph.D./3 Ed.D.) for Summer 2007.

### **IV. Enhancement of Graduate Student Financial Support**

Annualization: FIU realized an 11% increase in Grad II enrollment (headcount) during Summer 2008 (871) compared to Summer 2007 (784).

Teaching Assistantship Enhancement: We are currently in the first phase of a multi-year initiative to raise doctoral student stipends and to increase the number of doctoral students who can be supported on teaching assistantships. For the 2008-2009 academic year, RUGS transferred funds to the units to support 12-month stipend increases for 391 doctoral students. Twelve-month stipend increases for these students will cost approximately \$1.38 million.

Information on External Fellowships: UGS partnered with the American Association for the Advancement of Science (AAAS) to offer an informational session on their Science & Technology Policy Fellowships on 9/16 and will partner with CIARA for an informational session on Graduate Fellowships for Global CyberBridges on 10/29. Funding information for outside Fellowships is also being compiled for inclusion on the UGS website for the Spring 2009 semester.

Improving Processes for Graduate Assistant (GA) Contracts and Tuition Waivers: There are a number of benefits associated with improving processes for the issuance of GA contracts and application of tuition fee waivers. These include better management of this valuable limited resource; better compliance with GA-related policies and procedures; reduced ambiguity and stress for students regarding their financial support; and ability to assure qualifications of teaching assistants (TA), who are listed as the instructor of record. TA credentialing is a critical component of the SACS-related reaffirmation of reaccreditation effort currently underway. In collaboration with the Office of Planning and Institutional Effectiveness (OPIE), the UGS has established a defined TA credentialing process for the 2008-2009 AY. All units will need to complete a "Certification of Credentials and Qualifications for Graduate Teaching Assistants" form for TAs who will be instructors of record for undergraduate courses. The credentialing form collects biographical and degree information for doctoral students who are the instructors of record and must be verified by the College/School.

### **V. Academic Support and Mentoring of Developing Scholars**

Update of Ph.D. Program Evaluation Process: The doctoral program reviews conducted thus far have followed a standard format. A series of four meetings were held with unit faculty and graduate students affiliated with each doctoral program. These meetings included an introductory

meeting that provided an overview of the doctoral program review process; a meeting with program faculty to discuss structures, processes, and experiences through which graduate education is implemented in the unit; a meeting with each unit's graduate students to assess their perceptions of the transparency of structures, processes and experiences that are used to promote graduate education in their program; and finally, a joint meeting of faculty and students to facilitate the exchange of perspectives regarding potential improvements to doctoral education within the program. These meetings are supplemented by numerous smaller group meetings involving departmental faculty and/or doctoral students. Each meeting is conducted as a free-ranging discussion among faculty and/or doctoral students that is designed to engage them in a thoughtful exchange about their goals, experiences and motivations related to participation in doctoral education. Each session was facilitated by George Walker, assisted by Jonathan Tubman or Victoria Castellanos and included a series of open-ended questions to stimulate dialogue among participants. Group meetings of participants from the Departments of History, Chemistry, and Public Administration concluded in June 2008. Two draft reports were received in September 2008, and one is near completion. Each report will contain lists of suggested changes to improve participants' engagement in doctoral education for each of the units, which will be reviewed with one or more consultants brought in by RUGS. The second cohort of reviews commenced in September 2008 for the Departments of Biology, Psychology and Nursing. The introductory meetings were implemented with these units in May and June 2008. The remainder of the meetings in the standardized series will be largely completed by the end of October 2008. There will also be an important component discussing each department's financial productivity associated with their doctoral programs.

Center for Excellence in Writing: In conjunction with the Center for Excellence in Writing (CEW), the UGS has programmed multiple workshops related to the enhancement of graduate-level writing, career development and facilitation of Graduate School processes for the 2008-2009 AY. During August 2008, a preliminary workshop was held on proposal writing and the filing of required M and D (masters and doctoral) forms. Due to the overwhelming number of participants (approximately 50 students), several other graduate-level workshops were held at varying times in September including: Creating and Sustaining a Thesis; Filing of M and D Forms; and Writing Thesis and Dissertation Proposals. The CEW and UGS also offered a CV Writing workshop in October, which complemented the efforts of the Career Services Office's Graduate/Professional Fair taking place during the same week. Workshops scheduled throughout November and December will cover Responsible Conduct of Research Essentials, Plagiarism and Thesis/Dissertation Formatting. Thus far, workshop attendance has typically ranged between 15 and 30 students. A complete calendar of UGS-sponsored workshops can be found at <http://calendar.fiu.edu/cgi-bin/webevent.cgi?cmd=open&cal=cal14&>.

Since August 2008, the CEW has employed two half-time writing tutors to work exclusively with graduate students to improve thesis and dissertation writing. Due to a high volume of requests for tutoring services from graduate students, one or more additional graduate writing tutors will be hired during the Fall 2008 semester.

Enhancement of Research Colloquium /Seminar Series: In July 2008, RUGS announced that it would provide matching funds during AY 2008-2009 to PhD-granting units to enhance their research colloquium/seminar series. The intended purpose of this support is to:

- build intellectual community within academic programs and/or across the University;
- enhance opportunities for the scholarly development and training of graduate (particularly doctoral) students; and
- facilitate the development of research and educational partnerships within the University.

In order to receive this funding, programs have to explain how they will meet certain criteria. One of the key criteria is that they must provide opportunities specifically orchestrated for graduate students (and in particular, doctoral students) to interact with outside speakers, e.g., escorting the speaker, special question and answer session, round-table discussion, etc. Seminar organizers must also obtain written evaluations of the program from graduate students.

To date, twelve proposals for seminar enhancement have been funded, with an average award of \$3,000. All but one of these proposals (Computer Science) has been submitted by the College of Arts and Sciences (CAS). Dean Furton has been a valued partner in this initiative. He required all of the Ph.D. programs in CAS to submit proposals, and the college provided funding to meet the required matching commitment.

Improved Communication of UGS Policies: RUGS is taking a multi-pronged approach to help Graduate Program Directors (GPDs) and students maintain compliance with graduate policies. UGS will build a web portal for GPDs and graduate faculty to access easily all the necessary forms, policy manuals and UGS announcements from one source. A survey will be conducted after implementation to assess the quality and effectiveness of the portal. In addition, a small group of UGS staff (i.e., the Associate Dean, Associate Director and Coordinators responsible for petitions and graduate contracts) is meeting with small groups of GPDs and graduate support staff during Fall 2008 in order to communicate UGS priorities, explain the philosophy behind important policies and procedures and obtain feedback from units as to how UGS can better meet their needs and the needs of their students. Meetings are already scheduled with the College of Business Administration and the College of Engineering and Computing.

UGS Staff Development Related to Customer Service: We have developed a Customer Service Satisfaction Survey that will be administered annually in order to collect data on how UGS can improve the service it is providing to deans, GPDs, graduate faculty and staff. In addition, during the 2008-2009 academic year UGS will organize customer service and professional development workshops for all of our staff through the Office of Organizational Development and Learning. Staff will submit a report to the UGS Director of Academic Support Services after their training sessions outlining what they learned and how they plan to implement it in their everyday operations. Supervisors will be required to attend one professional training workshop related to their current responsibilities. All staff are required to submit annual goals for improving the service provided in their area of responsibility.

PantherSoft Upgrade and Training: PantherSoft functionality and user competency is critical for the support of graduate students. In order to facilitate the PantherSoft Upgrade from 8.0 to 9.0 for the daily users of PantherSoft at the graduate level (i.e., staff who enter admissions decisions, GA contracts, etc.), the UGS coordinated three, separate workshops (9/30, 10/1 and 10/14). Each workshop covered the upgraded graduate admissions application, a visual walk-through of PantherSoft in 9.0, the new security roles and the new PantherSoft Access Request Form, entering of GA contracts and how to use the User Productivity Kits (desktop tools for navigating PantherSoft 9.0). Attendance for these training workshops averaged 30 participants.

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**THE FLORIDA INTERNATIONAL UNIVERSITY  
BOARD OF TRUSTEES  
ACADEMIC POLICY COMMITTEE**

13 NOVEMBER 2008

**SUBJECT: STUDENT AFFAIRS REPORT**

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**PROPOSED COMMITTEE ACTION:**

None. Discussion Item.

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**EXHIBITS/SUPPORTING DOCUMENTS:**

- DIVISION OF STUDENT AFFAIRS SUMMARY REPORT.

**FACILITATOR/PRESENTER:**

- RONALD BERKMAN

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**Florida International University**  
**Board of Trustees**  
**Academic Policy Committee**  
**Division of Student Affairs- Summary Report**  
**November 2008**

**INTRODUCTION**

The fall semester began with much enthusiasm and school spirit. Students are excited about the football team and have rallied around the team with expectations that this will be the best season yet for the Golden Panthers.

Academically, the freshman class is bright and appears to be serious about their academics. The staff in the Division of Student Affairs continues to evaluate their programs and services to make sure that they are in alignment with the learning outcomes they expect students to achieve during this academic year.

**SPECIAL PROGRAMS AND STUDENT ACCOMPLISHMENTS**

- ✓ **Career Services:** Over 1,500 students and alumni sought job opportunities from over 160 employers at the recently concluded Career Fairs on the University Park Campus and Biscayne Bay Campus. The three-day Mega Career Week program, which featured the hosting of three career fairs, was categorized into technical, non-technical, part-time jobs and internships. The Technical Fair was held on Tuesday September 23, while the Non-Technical Fair was held the following day at the Graham Center Ballrooms on the University Park Campus. The Part-Time Jobs and Internship Fair was held on Thursday October 2 in the Wolfe University Center's Panther Square on the Biscayne Bay Campus.
  - Thirty-eight of the 160 employers provided part-time jobs and internship opportunities to students. Despite the downturn in the economy, some students are hopeful that the contacts made at these career fairs will be invaluable to them securing a job in the future. Employers were extremely satisfied with the services provided by the staff and were impressed with the quality of students attending Florida International University.
- ✓ **Center for Leadership and Service:** The Center has partnered with Hands on Miami and WPBT to host "Community Cinema", which features independent films that document social issues and invite dialogue about civic action.
  - Each film showing features a panel discussion, with local experts on the topic and resources on how to take action in the community. The program is open to FIU students and the local community. Some of the topics in the fall series include the national debt, women in the military, and civil disobedience.
  - "Community Cinema" is part of the Emmy Award-winning PBS series *Independent Lens*. Each month, the film screenings bring together thousands of community members to engage in dialogue on timely social issues in over 35 cities nationwide.
- ✓ **Diverse Issues in Higher Education:** In a recent issue of this publication, FIU was ranked first in the nation in conferring Hispanic baccalaureate degrees (3471) for 2006-

2007, and ranked twenty-first in the nation for African American baccalaureate degrees (687).

- ✓ **Multicultural Programs and Services:** The Office of Multicultural Programs and Services (MPAS) recently received \$3,000 for LGBT (Lesbian, Gay, Bisexual, and Transgender) programming at the Biscayne Bay Campus. This project was supported by a grant from the LGBT Community Project's Fund at Dade Community Foundation, Greater Miami's permanent endowment made possible by generous donors since 1967. The Foundation provides nonprofit organizations funding support and technical assistance for programs, which benefit the community. For its many donors, the Foundation provides an effective vehicle for charitable giving and grant-making expertise about quality programs across a broad spectrum of community issues and needs.
  - The primary objective of this grant is to support programming and outreach efforts focused on bringing awareness and education on LGBT issues and concerns to the FIU community. Subsequently, MPAS will be working with the Stonewall 2B organization at the Biscayne Bay Campus to provide funding assistance for LGBT-related programs and events. Some of the programs that this grant will support include Coming out Day of Celebration, Diversity Week-Pride Day and National Day of Silence.
- ✓ **Women's Center & Career Services:** These two Centers have forged a new partnership with Enterprise. In early October, Enterprise contributed \$5,000 in sponsorship for the **Women Who Lead** conference, which will take place on March 6 at Biscayne Bay Campus and March 27 at University Park Campus.
  - This generous gift will support enhancements to the 2009 conference which will include keynote speakers Michelle Bernstein, executive chef of Michy's and Lindsay Hyde, president and founder of Strong Women, Strong Girls, a luncheon with women leaders in the Miami-Dade and Broward communities, and a networking reception with community partners.
- ✓ **Biscayne Bay Campus Observance of September 11:** Faculty, staff and students gathered on September 11, 2008 at the Biscayne Bay Campus to focus on peace. The new Peace Pole, a gift from the Student Government Association, was dedicated during a ceremony highlighting proclamations of peace expressed by students and ministers of various faiths.
  - Overlooking the newly titled "Peace Pond", those attending the dedication were given miniature, wooden peace poles in honor of the ceremony.
- ✓ **McNair Program:** In October, the fifth cohort of McNair Fellows presented their research projects. Thirty McNair Fellows conducted oral presentations of their summer research, as well as posters of their work. Fifteen Students completed research at FIU with FIU faculty and fifteen students had the opportunity to conduct research elsewhere in the US and in other countries around the world. One McNair Fellow, Denise Aranda represented FIU in Beijing, China at the "FIU Future House", two students went to Mexico. Students also conducted research in Spain and Switzerland. Projects were completed at Princeton and the Mayo Clinic. One McNair Fellow placed first in research at the University of California, Berkeley and the remaining students went to several top tier universities throughout the USA.