



Board of  
Trustees

FLORIDA INTERNATIONAL UNIVERSITY

## COMPENSATION WORKGROUP

THURSDAY, 9 JULY 2009

2:00 PM

VIA CONFERENCE CALL

*LISTEN-ONLY# 800-743-4304*

### MEMBERSHIP

BETSY ATKINS, *CHAIR*

CESAR ALVAREZ

S. LAWRENCE KAHN

ALBERT MAURY

### AGENDA

- |  |                  |
|--|------------------|
| 1. CALL TO ORDER AND CHAIR'S REMARKS                           | BETSY ATKINS     |
| 2. APPROVAL OF MINUTES   | BETSY ATKINS     |
| 3. ITEMS FOR WORKGROUP ACTION AND REVIEW                       |                  |
| CW1 PRESIDENT'S MANAGEMENT REPORT, 2008-2009 ( <i>REVIEW</i> ) | MODESTO MAIDIQUE |
| CW2 PRESIDENT'S MANAGEMENT REVIEW, 2008-2009 ( <i>ADOPT</i> )  | BETSY ATKINS     |
| CW3 PRESIDENTIAL BONUS ( <i>ADOPT</i> )                        | BETSY ATKINS     |
| 4. NEW BUSINESS ( <i>IF ANY</i> )                              | BETSY ATKINS     |
| 5. CLOSING REMARKS AND ADJOURNMENT                             | BETSY ATKINS     |

#### Conference Call information:

- Please call (800) 743-4304, promptly at 2:00 pm on Thursday, 9 July 2009.
- 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

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**THE FLORIDA INTERNATIONAL UNIVERSITY  
BOARD OF TRUSTEES  
Compensation Workgroup  
9 July 2009**

**SUBJECT: COMPENSATION WORKGROUP MEETING MINUTES, 9 JUNE 2009**

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**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 9 June 2009, attached to this Resolution as Exhibit "CW-Minutes" are hereby approved.

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**EXHIBITS/SUPPORTING DOCUMENTS:**

- EXHIBIT "CW-MINUTES": 9 June 2009 Compensation Workgroup meeting minutes.

**FACILITATOR/PRESENTER:**

- Workgroup Chair Betsy Atkins

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**COMPENSATION WORKGROUP  
MINUTES  
TUESDAY, 9 JUNE 2009**

**1. CALL TO ORDER AND CHAIR’S REMARKS**

The Florida International University Board of Trustees’ Compensation Workgroup meeting was called to order on Tuesday, 9 June 2009, via conference call by Workgroup Chair Betsy Atkins at 9:01 a.m.

The following attendance was recorded:

***Present:***

Betsy Atkins, *Chairperson*  
Albert Maury

***Excused***

Miriam López

FIU Board of Trustees Chairman David Parker was in attendance. Trustees Thomas Breslin, Albert Dotson and Anthony Rionda were also in attendance.

Workgroup Chair Atkins welcomed everyone in attendance to the Compensation Workgroup meeting. She also welcomed Foundation Board of Directors, Inc. Treasurer Noel Guillama-Alvarez to the meeting.

**2. APPROVAL OF MINUTES**

Workgroup Chair Atkins asked if there were any additions or corrections to the minutes of the 10 November 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 10 November 2008, attached to this Resolution as Exhibit “CW-Minutes,” are hereby approved.

**3. ACTION ITEMS**

Compensation Workgroup Chair Atkins requested to revise the order of the action items, stating that Board of Trustees Chairman Parker would present the University President-Designate Employment Agreement first. There were no objections.

**CW1. University President-Designate Employment Agreement**

Board Chairman Parker announced that based on the authority vested to him by the Board, the final negotiations have concluded and the employment agreement by which Dr. Mark B. Rosenberg would serve as the President of the University for the next five years was finalized. Board Chairman Parker presented the University President-Designate Employment Agreement for Workgroup review, noting that the contract terms leveraged the insights from top experts in the field and were tailored to market standards to FIU's employment policies, culture and financial limitations. He provided a summary of the substantive changes to the Board-approved term sheet and provided a review of the key elements comprising the President-Designate employment agreement.

Based on the inquiry by Trustee Albert Maury, Board Chairman Parker noted that it was deemed necessary to make a grammatical edit to the employment agreement.

On behalf of the Board, Chairman Parker, thanked the FIU Foundation Board of Directors, Inc. for its continuous support of the University. He noted that without its help, many of the initiatives that the University undertakes would not be possible.

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

WHEREAS, each board of trustees shall provide for the establishment of the personnel program for all the employees of the university, including the president, which may include but is not limited to: compensation and other conditions of employment; and

WHEREAS, the Florida International University Board of Trustees' Presidential Search Committee approved the term sheet of the employment agreement for president of Florida International University on April 13, 2009; and

WHEREAS, the Florida International University Board of Trustees ("the BOT") selected Dr. Mark B. Rosenberg as the fifth President of Florida International University on April 25, 2009 and the selection was ratified by the Florida Board of Governors on May 7, 2009; and

WHEREAS, the BOT wishes to employ the President-Designate for a five year-term based on the term sheet, attached hereto as Exhibit "C"; and

WHEREAS, the BOT engaged the services of top experts in the field of Salary and Benefits for University Executives and the BOT has extensively studied the reports prepared by these top experts;

THEREFORE, BE IT RESOLVED, that the BOT approves the Employment Agreement for President-Designate Mark B. Rosenberg based on the attached term sheet and incorporated by reference herein and authorizes the Chairman of the Board to execute the Agreement on behalf of the BOT.

**CW4 – New Business: Proposed Extension to the Employment agreement for President Modesto A. Maidique**

Board Chairman Parker presented the Proposed Extension to the Employment Agreement for President Modesto A. Maidique for Workgroup review. He noted that he was involved in joint discussions with President Modesto Maidique as well as with President-Designate Mark Rosenberg, adding that after much deliberation, all parties were in agreement that the transition should be approached and handled in a way where the least amount of disruption was caused to the University and the students. Therefore, he noted, it was deemed that the most appropriate date for the presidential transition would be Monday, August 3, 2009. Board Chairman Parker noted that all terms and conditions of the Employment Agreement for University President Dr. Maidique shall remain in effect with the exception of Section 13.0, which specifies the sabbatical commencement date as July 1, 2009. Board Chairman Parker added that due to an unyielding dedication and commitment to the University and the students, President Maidique has been unable to adequately coordinate the sabbatical under the current terms. Board Chairman Parker stated that the proposed extension to the employment agreement would offer President Maidique additional flexibility in the timing of the sabbatical.

Based on the Workgroup’s recommendation, Board Chairman Parker, stated that he would engage in discussions with President Modesto Maidique regarding the practicality of timing the sabbatical, or a portion thereof, within the first year of his retirement as University President.

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

WHEREAS, the Florida International University Board of Trustees (“the BOT”) is the public employer of all employees of the University; and

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

WHEREAS, the current term of the University President’s employment agreement, as amended, ends on June 30, 2009; and

WHEREAS, University President Modesto A. Maidique feels that to successfully conclude his tenure as President and to ensure a seamless presidential transition, an extension to his current agreement is necessitated;

THEREFORE BE IT RESOLVED that the Employment Agreement, as amended, between the BOT and University President Modesto A. Maidique, attached hereto as Exhibit “D” is hereby approved.

**CW1. Performance Excellence Process Policy**

Vice President for Human Resources Jaffus Hardrick presented the Performance Excellence Process Policy for Workgroup review, noting that the proposed policy would promote annual planning and assessment on a common anniversary date.

Provost and Executive VP Douglas Wartzok noted that further review of the academic components to accommodate non-bargaining unit faculty members would be required. VP Hardrick noted that the review would not result in subsequent changes to the Performance Excellence Process Policy, but would however, require revisions to the Performance Assessment and Planning Document.

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

WHEREAS, the Florida International University Board of Trustees (“the 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; and

WHEREAS, the University recognizes that (1) a productive and collaborative work environment is critical in advancing the University’s mission, and (2) effective communication between employees and supervisors is necessary, and (3) timely, regular, and meaningful feedback helps to ensure a mutual understanding of performance expectations and fosters performance development; and

WHEREAS, the Performance Excellence Process (“the PEP”) promotes annual planning and assessment on a common anniversary; and

WHEREAS, the PEP Policy should be adopted to provide a process that is aligned with the University’s objectives;

NOW, THEREFORE, BE IT RESOLVED, that the BOT approves the PEP Policy attached hereto as Exhibit “A”;

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

**CW2. UNIVERSITY EQUITY REPORTS**

VP Hardrick presented the University Equity Reports for Workgroup review, noting that the reports were based the University’s goals for 2008-2009. He added that the Annual Equity Act Report required progress updates and assessments of gender/racial equities 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.

#### **4. NEW BUSINESS**

No other new business was raised.

#### **5. CONCLUDING REMARKS AND ADJOURNMENT**

With no other business, the meeting of the Florida International University Board of Trustees' Compensation Workgroup was adjourned on Tuesday, 9 June 2009, at 9:42 a.m.

*Attachments: Exhibits "A," "B," "C," & "D".*

*Trustee requests:*

*There were no Trustee requests.*

*MB  
6.29.09*

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**THE FLORIDA INTERNATIONAL UNIVERSITY**  
**BOARD OF TRUSTEES**  
**Compensation Workgroup**  
9 July 2009

**SUBJECT: PRESIDENT'S MANAGEMENT REPORT, 2008-2009**

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**PROPOSED WORKGROUP ACTION:**

None. Discussion item.

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**EXHIBITS/SUPPORTING DOCUMENTS:**

- President Modesto A. Maidique Goal Results FY 2008-2009 Memorandum
- University & President Goals Outcomes FY 2008-2009

**FACILITATOR/PRESENTER:**

- Modesto A. Maidique, *FIU President*

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**TO: Board of Trustees Compensation Workgroup**

**FROM: Dr. Modesto A. Maidique, President**

**DATE: July 2, 2009**

**RE: Goal Results Fiscal Year 2008-2009**

During FY08-09, the University made significant progress on all four goals pertaining to the areas of academic performance, academic excellence, advancing the College of Medicine and financial stability. The attached report provides detailed information specific to these goals and the critical initiatives relating to each of the four overarching objectives.

Highlights relative to previously approved goals and related critical initiatives that best demonstrate the university's progress include:

- Improved academic performance by continuing to attract the best and brightest students welcoming a freshman class with an average GPA of 3.69, average combined SAT of 1160 and average combined ACT of 25.
- Strengthened academic excellence and reputation by awarding 127 doctoral degrees, an increase from 122 in the prior fiscal year.
- Advanced the College of Medicine by obtaining \$11 million in recurring funds from the State Legislature and through strong fundraising resulting in donations of \$38 million, including \$20 million from the Herbert and Nicole Wertheim Foundation.
- Strengthened fiscal self-sufficiency by raising \$75.2 million from donor and corresponding state matching funds surpassing the university's historical high and exceeding the target by 109%.

The following additional accomplishments related to the four overarching objectives but not specifically listed as critical initiatives are worthy of mention:

- In January, the Association of American Law Schools, the primary academically focused organization in legal education, followed in the footsteps of the ABA by accrediting our law school.
- In the most recent administration of the Florida bar exam, the FIU College of Law had the highest pass rate of any Florida school, surpassing several more established schools.
- The College of Business continues to lead in receiving national and international recognition for its programs. In this year's BusinessWeek rankings, FIU's Landon Undergraduate College of Business came in at #15 for public two-year programs in the nation, #55 among all public schools ahead of benchmark schools such as Temple University and Georgia State University. The college was one of 15 schools named to the Princeton Review's "Student Opinion Honors for Business Schools" in the operations category.
- The Chapman's Graduate School's Executive MBA program was ranked among the top 85 in the world by the Financial Times. FIU's Executive MBA program was ranked 82<sup>nd</sup> on the global list, placing it in the top 35 in the United States.
- Our School of International and Public Affairs officially opened and we broke ground for its new building. This new school which includes undergraduate and graduate programs in political science, international relations, public administration, geography, sociology, anthropology and criminal justice, marks a new phase in FIU's history. Through education and research, FIU will lead the nation in understanding our new globalized society and the role our country will play in that future.

This year of extraordinary accomplishments was not void of disappointments. While the University made strides to improve the student services infrastructure, we did not receive the requested PECO appropriation of \$30.9 million for the total project of the development of the Student Support Complex. However, we did receive \$2.5 million for design in the FY08-09 appropriation and the firm Gould-Evans has been contracted.

The University continues to sustain substantial cuts to the E&G budget. For fiscal year 2009-2010, our recurring E&G budget will be reduced by 15%. This represents a significant shortfall in state support resulting in FIU having to take cuts exceeding those expected last year when the three-year budget reduction was developed.

I look forward to the Compensation Workgroup meeting where we can discuss in greater detail our accomplishments that despite the challenges we endured during the past year, demonstrate our commitment to becoming a top urban public research university.



## BOARD OF TRUSTEES

### University & President Goals Fiscal Year 2008-2009

#### EXECUTIVE SUMMARY

The President focused 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 were 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.

**Results:** N/A. Retention data for this goal **will not** be available until mid-Fall 2009.

#### 2. Academic Excellence: Strengthen Academic Reputation

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

**Results: Partially Achieved.** We continue to increase the number of doctoral degrees as we work towards the target of 150 by 2013, awarding 127 doctoral degrees in FY08-09.

#### 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.

**Results: Achieved.**

#### **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.

**Results: Achieved.**

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



## University & President Goals Fiscal Year 2008-2009

The following report provides a complete list of all critical initiatives falling within each of the objectives for FY08-09.

### 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.**

**Results: N/A.** Retention data for this goal **will not** be available until mid-Fall 2009.

#### 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

#### **Results: Partially Achieved.**

- The implementation of the new degree audit system, **GradXpress**, which will provide students a web-based, easily navigable and graphically rich system to monitor their progression to graduation, has been delayed to the Fall of 2009.
- In order to improve the student:advisor ratio, the University hired nine academic advisors.
- We have continued to improve on-line payment solutions through a combination of enhancing student's access to make on-line payments and implementation of a communication strategy, allowing us to reach an almost 80% rate of students who pay on-line.
- Considerable gains were made to enhance the awarding and disbursing of financial aid to students through re-engineering various processes and implementing a pro-active communication program. Consequently, the Office of Financial Aid is now able to disburse approximately 94% of packaged aid to eligible students at the beginning of each semester.

Similar gains were realized in the Office of the University Registrar where a major accomplishment was reached in the Spring of 2009 achieving a historic first by processing all degrees within three weeks following commencement.

- Although FIU did not receive the requested PECO appropriation for the total project (\$30.9M) to develop the Student Support Complex, we did receive \$2.5M for design in the FY08-09 appropriation and have contracted design firm Gould-Evans.

- Improve faculty retention.

**Results: Achieved.** In a year of budget reductions, the University provided a 2% across-the-board increase and a 1.5% merit increase to recognize outstanding faculty. In addition, the University retained eighteen faculty through counter offers and retention packages totaling \$300K.

- Increase faculty hiring to meet core curriculum course requirements.

**Results: Achieved.** Twenty-one faculty were hired in FY08-09 to improve the student/faculty ratios in core areas such as the sciences, math and English. Four faculty accepted offers to begin in the 2009 academic year and, as of June 2009, thirteen additional new positions are in the recruitment process.

- Continue implementation of full two year undergraduate program and create two new stand-alone degree programs on the Biscayne Bay Campus.

**Results: Achieved.** Funding was provided for four faculty hires to strengthen the undergraduate program on the Biscayne Bay Campus. Two new faculty were hired to strengthen the core curriculum in English/Math. Two additional faculty were hired to create standalone degree programs, BBA Management and BBA Marketing on the Biscayne Bay Campus.

## 2. ACADEMIC EXCELLENCE: STRENGTHEN ACADEMIC REPUTATION

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

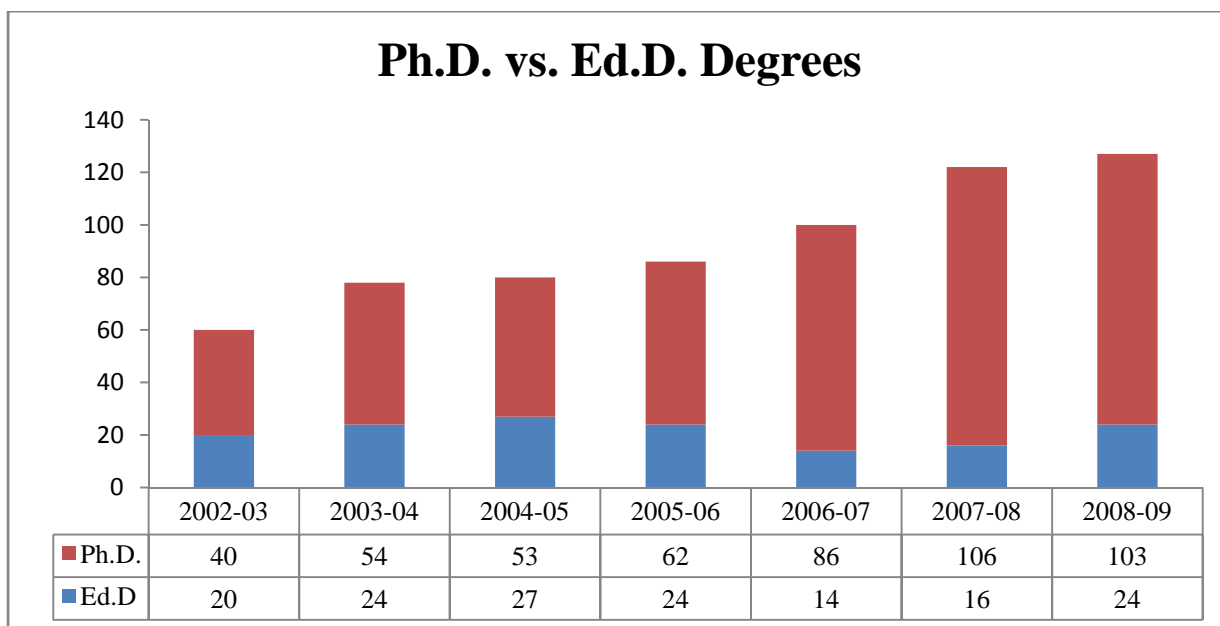
**Results: Partially achieved.** We continue to increase the number of doctoral degrees as we work towards the target of 150 by 2013, awarding 127 doctoral degrees in FY08-09.

Table 1 summarizes the number of doctoral degrees awarded by term from Academic Year 02-03 to Academic Year 08-09 demonstrating the steady increase.

<b>Table 1 FIU Doctorates Awarded</b>				
<b>Academic Year</b>	<b>Summer</b>	<b>Fall</b>	<b>Spring</b>	<b>Total</b>
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
2008-09	43	35	49	127

The numbers of doctoral degrees awarded by Academic Year (both Ed.D.'s and Ph.D.'s) are shown in Figure 1.

**Figure 1**



## Critical Initiatives

- Develop strategic faculty research clusters and connect them to Ph.D. programs.

**Results: Achieved.** Research clusters have been identified throughout the University and have been used as a means to engage in strategic research hiring. We are currently close to finalizing the hiring of a group of researchers that have been identified as serving a cluster of interdisciplinary research in health associated with Attention Deficit and Hyperactivity Disorders among youth. This group of researchers will have appointments in Pediatrics (Medicine) and Psychology enhancing current research groups across the University in Public Health, Social Work, Nursing Psychology and Medicine.

- Increase the number of applications in strategic areas to increase funding.

**Results: Achieved.** Overall, the number of applications increased 29% to 642 with the total requested funding increasing by 24.5% to \$257 million. In the strategic area of health sciences, awards increased over \$4 million to \$10.2 million, representing a 44% increase in the proportion of health science awards to all awards. Additionally in other strategic areas, the mix of International-related awards and International Environment awards increased 6% and 9.4% respectively to all awards.

- Review all Ph.D. programs in a five year period (2012-13) to improve academic quality and financial efficiency.

**Results: Achieved.** Progress is being made towards this initiative. The doctoral program review process is nearing completion for the first cohort of programs which includes Public Administration, Biology, Psychology, History, Nursing and Chemistry. The next programs targeted for review beginning in June 2009 include Physics, Social Welfare, Electrical Engineering, Civil Engineering, Computer Science, and Education (Ph.D. and all Ed.D. programs).

- Reallocate space and improve quality of research infrastructure to gain greater return.

**Results: Achieved.** In order to improve the quality of the research infrastructure to gain greater return, we began the reallocation of research space. This on-going process has resulted in the completion of re-allocated research space for the College of Nursing and Health Sciences with near completion for the Stempel College of Public Health and Social Work and the College of Arts and Sciences. Research space for reallocation has been identified in the Engineering Campus and we are beginning the process of re-allocating research space at the Biscayne Bay Campus.

### 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,

**Results: Achieved.** The College is proud to count on strong community partnerships as is evidenced by the five signed agreements for clinical affiliations with:

- ✓ Jackson Public Health Trust
- ✓ Leon Medical Centers
- ✓ Mercy Hospital
- ✓ Miami Children's Hospital
- ✓ Mount Sinai Medical Center

- developing a financially viable business case and, if appropriate, begin implementation of the Faculty Practice Plan,

**Results: Achieved.** A three year business plan was approved by the Health Care Network Board of Directors. In addition, self-insurance program funding was approved allowing for implementation of the Faculty Practice to commence July 1, 2009.

- expanding donor funding to augment base funding for operating needs and merit or need-based student scholarships,

**Results: Achieved.** Strong fundraising resulted in gifts of:

- ✓ \$20 million from the Herbert and Nicole Wertheim Foundation providing student scholarships and endowed funds
- ✓ \$5 million from the Green Foundation with a \$3 million match from the Batchelor Foundation for a total of \$8 million creating operating funding for the Green NeighborhoodHELP
- ✓ \$10 million from Miami-Dade County
- ✓ \$11 million in recurring funds from the State Legislature, a 100% budget increase

- establishing a plan for an on-campus ambulatory care facility

**Results: Achieved.** The College of Medicine has worked closely with its clinical partners to formulate a plan for an on-campus facility. The proposed 18,000 sq ft facility will offer services in ambulatory care and sports management. The College is working in coordination with the Office of the General Counsel and Facilities Management to transfer the \$10 million from the county to begin construction.

- expanding partnerships with complementary colleges.

**Results: Achieved.** An urban university coalition for the NeighborhoodHELP program will be comprised of an interdisciplinary team whose members are from the:

- ✓ College of Nursing and Health Sciences
- ✓ College of Medicine
- ✓ Robert E. Stempel College of Public Health and Social Work
- ✓ College of Law
- ✓ College of Education
- ✓ School of Hospitality and Tourism Management

#### 4. FINANCIAL STABILITY: STRENGTHEN FISCAL SELF-SUFFICIENCY

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

**Results: Achieved.** From June 30, 2008 to April 30, 2009, the corpus of the endowments increased from \$110 million to \$114 million representing an endowment growth of 3.8%. Non-academic auxiliary revenue increased by 9.1%. As of April 30, 2009, research awards have increased by 21% compared to the same period last year.

##### Critical Initiatives

- Expand existing and new retail and business operations.

**Results: Achieved.** In our quest to diversify FIU's revenue base, we have increased retail operations. During FY08-09 we will have completed strategies that will not only increase revenue but also expand services to students and staff. We expanded food concessions in the Biscayne Bay Campus food court and designed an additional 30,000 sq ft of retail space within the new parking garage V which will service the Academic Health Sciences Complex.

- Strengthen advancement support infrastructure by appointing Vice President of Advancement.

**Results: Achieved.** The Vice President of Advancement, Robert Conrad was appointed assuming his duties November 3, 2008.

- Enhance the university's image by highlighting quality through implementation of creative messaging and promotion.

**Results: Achieved.** A number of creative messaging and promotional initiatives were implemented, some highlights which include:

- ✓ Design of new logo
- ✓ Continued Best in Class series
- ✓ FIU magazine Quarterly issues
- ✓ News @FIU website launch

- Increase alumni participation through paid membership in the FIU Alumni Association.

**Results: Achieved.** The overall member count in the FIU Alumni Association, including alumni, family and friends of the University increased by 30% from 15,268 to 19,806, surpassing the goal of 19,000.

- Create partnerships designed to increase sponsored research awards.

**Results: Achieved.** The following five partnerships designed to increase sponsored research awards were created:

- ✓ **FIU-FAU NSF Industry/University Cooperative Research Center for Advanced Knowledge Enablement.** The Industry/University Cooperative Research Center (PI: Naphtali Rishe) develops long-term partnerships among industry, academe, and government. The center received a small investment from the National Science Foundation (NSF), and is primarily supported by industry center members, with NSF taking a supporting role in their development and evolution.
- ✓ **Borinquen Health Center:** This year we finalized an arrangement to place an FIU HIV Research Clinic at Borinquen Health Center. Currently, the clinic will serve the research programs of Drs. Marianna Baum and Fatma Huffman from the Robert Stempel College of Public Health and Social Work, and Dr. Madhavan Nair, from the College of Medicine. Through this collaboration, FIU researchers provide essential HIV treatment/prevention services to Borinquen through the ongoing research and clinical trials.
- ✓ **Spectrum/Miami Behavioral:** The Center for Research on U.S. Latino HIV/AIDS and Drug Abuse (CRUSADA) has a collaborative association with Spectrum/Miami Behavioral through which the Community Health Component of CRUSADA is operated at Spectrum/Miami Behavioral. The Office of Research is currently in discussions with Spectrum/Miami Behavioral to create a Translational Research Center, which would focus on implementing results from research into health practices.
- ✓ **Four Leaf Japan Co., LTD:** This is a collaborative relationship whereby Four Leaf Japan entered into a gift agreement for the naming of the Four Leaf Research Laboratory at FIU. In addition to the gift for the naming of the laboratory, Four Leaf will provide funding for ongoing research on the impact of nutritional supplements on eyesight.
- ✓ **Disaster Risk Reduction in the Americas:** FIU received a large grant from USAID (PI: Richard Olson, SIPA) focusing on research related to disaster preparedness and mitigation. This project has engendered collaboration with a group of Universities throughout Latin America and Spain (CIMNE – Politecnico de Cataluña, Universidad Nacional de Colombia Manizales, Universidad Central de Venezuela, and Universidad de Chile). In addition to the ongoing collaboration, the Research Office is working with Dr. Olson to expand this collaboration into broader areas affecting research and education.



## ADDITIONAL PRESIDENT-SPECIFIC GOALS

### Management

- Lead the efforts for reaffirmation of accreditation by the Southern Association of Colleges and Schools (SACS) including internal submission from all units of the Certification of Compliance Reports and the design of the pilot courses for the Quality Enhancement Plan (QEP).

**Results: Achieved.** Efforts were led on the submission of all principals and the SACS team will be working diligently throughout the summer for our September submission. Currently, six courses are being developed that will be piloted for the QEP as part of the curriculum in 2009-10. Each academic unit is working on the plan for upper division courses within the majors.

- 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.

**Results: Achieved.** \$11 million in recurring funds was received from the State Legislature for the College of Medicine.

- Develop and execute the first FIU Global perspectives summit focusing on current world geopolitics to provide diverse and important opportunities for students, faculty, and the community for employment, grants and partnerships.

**Results: Achieved.** The first FIU Global summit was held February 24, 2009 with over 2,000 faculty, students, staff, alumni and community members.

- 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.

**Results: Achieved.**

- ✓ Dean University Graduate School, Senior Vice President Research Dr. George Walker serves on the Executive Committee of the Association of Public and Land-grant Universities (APLU, formerly NASULGC) Council on Research Policy & Graduate Education (CRPGE); serves on the Ruhr University Research School, Advisory Board, Bochum, Germany.
- ✓ General Counsel Cristina Mendoza serves on the Board of Directors for the National Association of College and University Attorneys (NACUA) which is the premier organization in the field of higher education law and a primary source of information on legal developments facing colleges and universities.

- ✓ The Director of Financial Aid, Francisco Valines was elected Vice Chair of the Post Secondary Electronics Standards Council (PESC). He was appointed to PESC as the representative from the National Association of Student Financial Aid Administrators (NASFAA). NASFAA is the professional aid organization representing over 20,000 aid officers in approximately 3,000 higher education institutions.
- Strengthen the institution's compliance infrastructure.

**Results: Achieved.**

- ✓ Key positions have been filled within the Office of Internal Audit and the Division of Intercollegiate Athletics, NCAA Compliance, in order to strengthen the University's compliance infrastructure.
- ✓ New faculty members were introduced, during their 2008 Fall Term orientation activities, to various key topics in areas of high compliance risk.
- ✓ Beginning with the 2009 Spring Term, the Office of Sponsored Research Administration has provided a comprehensive series of training support workshops for Principal Investigators, Center Directors, and research administrators.
- ✓ The University's identity theft prevention program was presented to, and approved by, the Florida International University Board of Trustees on March 31, 2009.
- ✓ The University adopted a comprehensive pre-employment screening requirements policy.
- ✓ At the request of the Finance and Audit Committee, the University Compliance Office identified and provided preliminary analysis regarding areas of high level legal risk to the institution.
- ✓ A work group has developed the policies and procedures for the implementation of the Health Insurance Portability and Accountability Act, and accompanying regulations, which will apply to all health care components designated by the University.
- Increase the diversity of the University environment, both in ideas and in enrollment and employment equity as reflected in the Florida Educational Equity Act Report.

**Results: Achieved.**

- ✓ The employment equity program goals were presented and approved at the Board of Trustees' meeting in June 2009 and submitted to the Board of Governors.
- ✓ The role of the Director of Equal Opportunity Programs was expanded to include diversity. The specific focus of strategic initiatives, goals and objectives will be to increase diversity within the University and community.
- ✓ The Geopolitical Summit hosted in February brought some of the country's leading minds in international issues to FIU.
- ✓ Student Affairs was responsible for several diversity activities which included:
  - Publishing the *Diversity Exchange* magazine, disseminated nationwide;
  - Hosting 19 alternative break sites, both domestic and international;
  - Sponsoring the 18<sup>th</sup> annual Reverend Dr. Martin Luther King Jr. Commemorative Breakfast;
  - Hosting the 2<sup>nd</sup> annual Women Who Lead conference;
  - Collaborating with other FIU professionals to provide diversity training sessions for employees of the Third District Court of Appeals, 11<sup>th</sup> Judicial Circuit and the 17<sup>th</sup> Judicial Circuit
- Appointment of Vice Provost that will develop a strategic vision for Biscayne Bay Campus.

**Results: Partially Achieved.** Steven Moll, Associate Professor of Hospitality Management and Chair of the Faculty of Hospitality Management, has been appointed Interim Vice Provost for Biscayne Bay Campus (BBC). Professor Moll has been a faculty member at BBC for two decades. The decision was made that it was better to have a knowledgeable and experienced FIU person in the Vice Provost position during the SACS reaffirmation of accreditation process than to recruit a new Vice Provost at this time. We will begin a national search in the Fall.

## Personal

- **Teach four Professional Development Seminars on Leadership during the Fall 2008 semester in the College of Business.**

**Results: Achieved.** Four International MBA classes were taught in October and November of 2008.

- **Develop and lead a four-day Executive training program, *Leading Decisions*.**

**Results: Achieved.** A four-day Executive training program, *Leading Decisions*, was held February 10 – 13, 2009 and hosted by the Center for Leadership.

- **Complete a teaching note on a new leadership model which will inform FIU's Executive Training Program.**

**Results: Achieved.** A teaching note entitled "The Elephant in the Decision-Making Room" was completed and printed for official publication.

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

9 July 2009

**SUBJECT: PRESIDENT’S MANAGEMENT REVIEW, 2008-2009**

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**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 2008-2009 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 2008-2009;

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

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

**BACKGROUND INFORMATION:**

**AUTHORITY:**

**The Board of Governor’s Regulation 1.001 (5)** provides in pertinent Part: (f) Each board of trustees shall conduct an annual evaluation of the president. The chair of the board of trustees shall request input from the Chair of the Board of Governors, who may involve the Chancellor, during the annual evaluation process pertaining to responsiveness to the Board of Governors’ strategic goals and priorities, and compliance with systemwide regulations.

**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, Jaffus Hardrick, Vice President for Human Resources, to submit the evaluation to the BOG for review.

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**EXHIBITS/SUPPORTING DOCUMENTS:**

- Executive Performance Ratings

**FACILITATOR/PRESENTER:**

- Betsy Atkins, *Compensation Workgroup Chair*

## Executive Performance Ratings

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.

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**THE FLORIDA INTERNATIONAL UNIVERSITY**  
**BOARD OF TRUSTEES**  
**Compensation Workgroup**  
9 July 2009

**SUBJECT: PROPOSED BONUS FOR UNIVERSITY PRESIDENT MODESTO A. MAIDIQUE**

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**PROPOSED WORKGROUP ACTION:**

Recommend Board Adoption of the Following Resolution:

WHEREAS, fiscal year 2008 - 2009 was one of exceptional accomplishments in diverse and critical areas for FIU as a result of President Maidique's strong leadership, and

WHEREAS, a significant majority of the four goals and associated critical initiatives pertaining to academic performance, academic excellence, advancing the College of Medicine and financial stability, were achieved, and

WHEREAS, the Board of Trustees granted President Maidique a "\_\_\_\_\_"  
Performance rating based on these accomplishments, some of which included:

- Improved academic performance by continuing to attract the best and brightest students welcoming a freshman class with an average GPA of 3.69, average combined SAT of 1160 and average combined ACT of 25.
- Graduation of Doctoral Students reached 127 demonstrating a continued growth working towards the target of 150 by 2013.
- Strengthened academic excellence as is evidenced by the College of Business selection as top 15 schools by *The Princeton Review's* "Student Opinion Honors for Business Schools"; 2009 *BusinessWeek's* ranking of the Landon Undergraduate School of Business at #15 for public 2-year programs in the nation; the Executive MBA program was ranked 82<sup>nd</sup> on the global list by Financial Times, placing it in the top 35 in the United States; accreditation of the College of Law by the Association of American Law Schools.
- Strengthened academic reputation by increasing overall research applications 29% to 642 with total requested funding increasing by 24.5% to \$257 million and by increasing research awards in the strategic area of Health Sciences over \$4 million to \$10.2 million, about 250%.
- Advanced the College of Medicine by obtaining \$11 million in recurring funds from the State Legislature and through strong fundraising resulting in \$56 million from donor and corresponding state matching funds, surpassing \$95 million since the inception of the College of Medicine.

- Strengthened fiscal self-sufficiency by raising \$75.2 million from donor and corresponding state matching funds surpassing the university’s historical high and exceeding the target by 109%.
- Strengthened the institution’s compliance infrastructure by filling key positions within the Office of Internal Audit and the Division of Intercollegiate Athletics, NCAA Compliance.

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 2008 - 2009; therefore

BE IT RESOLVED that the Board approves a bonus of \$\_\_\_\_\_ for President Maidique, effective September 30, 2009, in recognition of his leadership.

#### **BACKGROUND INFORMATION:**

##### **A: AUTHORITY:**

**BOG Regulation 1.001 University Board of Trustees Powers and Duties**, provides in subsection (5) (a):

Each board of trustees shall provide for the establishment of the personnel program for all the employees of the university, including the president, which may include but is not limited to: compensation and other conditions of employment, recruitment and selection, nonreappointment, 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. To the extent allowed by law, university employees shall continue to be able to participate in the state group insurance programs and the state retirement systems.

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**EXHIBITS/SUPPORTING DOCUMENTS:**

- Executive Performance Ratings

**FACILITATOR/PRESENTER:**

- Betsy Atkins, *Compensation Workgroup Chair*

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