



Board of  
Trustees

FLORIDA INTERNATIONAL UNIVERSITY

## ACADEMIC POLICY COMMITTEE

THURSDAY, 11 JUNE 2009

11:30AM

FLORIDA INTERNATIONAL UNIVERSITY

UNIVERSITY PARK CAMPUS

GRAHAM CENTER BALLROOMS

MIAMI, FLORIDA

### MEMBERSHIP

PATRICIA FROST, *CHAIR*

ALBERT DOTSON, *VICE CHAIR*

CESAR ALVAREZ

THOMAS BRESLIN

CLAUDIA PUIG

ANTHONY RIONDA

*GERALD GRANT, FOUNDATION BOARD OF DIRECTORS*

## AGENDA

- |   |                 |
|---|-----------------|
| 1. CALL TO ORDER AND CHAIR'S REMARKS                            | PATRICIA FROST  |
| 2. APPROVAL OF MINUTES  | PATRICIA FROST  |
| 3. ACTION ITEMS   |                 |
| AP1. TENURE NOMINATIONS   | DOUGLAS WARTZOK |
| AP2. TENURE AS A CONDITION OF EMPLOYMENT<br>NOMINATIONS         | DOUGLAS WARTZOK |
| AP3. BA IN MATHEMATICS WITH A MAJOR IN MATHEMATICS<br>EDUCATION | DOUGLAS WARTZOK |
| AP4. REQUEST TO TERMINATE ACADEMIC PROGRAMS                     | DOUGLAS WARTZOK |
| AP5. GOLDEN PANTHER ENTERPRISES CORPORATION                     | DOUGLAS WARTZOK |

**4. INFORMATION/ DISCUSSION ITEMS** (*NO ACTION REQUIRED*)

**4.1. ACADEMIC AFFAIRS REPORTS**

**DOUGLAS WARTZOK**

- ENROLLMENT SERVICES REPORT
- UNDERGRADUATE REPORT
- GRADUATE REPORT

**4.2 STUDENT AFFAIRS**

**DOUGLAS WARTZOK**

- STUDENT AFFAIRS REPORT

**4.3 UNIVERSITY TECHNOLOGY SERVICES REPORT**

**DOUGLAS WARTZOK**

**5. NEW BUSINESS** (*IF ANY*)

**PATRICIA FROST**

**6. CLOSING REMARKS AND ADJOURNMENT**

**PATRICIA FROST**

NEXT ACADEMIC POLICY COMMITTEE MEETING  
IS SCHEDULED FOR  
10 SEPTEMBER 2009

**THE FLORIDA INTERNATIONAL UNIVERSITY  
BOARD OF TRUSTEES  
Academic Policy Committee**

11 June 2009

**SUBJECT: ACADEMIC POLICY COMMITTEE MEETING MINUTES, 30 MARCH 2009**

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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 30 March 2009, attached to this Resolution as Exhibit "AP - Minutes," are hereby approved.

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**EXHIBITS/SUPPORTING DOCUMENTS:**

- Exhibit "AP - Minutes": 30 March 2009 Academic Policy Committee meeting minutes

**FACILITATOR/PRESENTER:**

- Committee Chair Patricia Frost

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**ACADEMIC POLICY COMMITTEE  
MINUTES  
30 MARCH 2009**

**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 11:48 a.m. on Monday, 30 March 2009, at University Park Campus, Graham Center Ballrooms, Miami, Florida.

The following attendance was recorded:

***Present***

Patricia Frost, *Chair*  
Albert Dotson, *Vice Chair*  
Cesar Alvarez  
Thomas Breslin  
AJ Meyer  
Gerald Grant, *Foundation Board of Directors*

***Excused***

Claudia Puig

**II. Approval of Minutes**

Committee Chair Patricia Frost asked if there were any additions or corrections to the minutes of the 13 November 2008, Academic Policy Committee meeting. Chair Frost requested that Trustee Rosa Sugrañes be removed from the list of present Trustees, as she did not participate in the conference call. With this one amendment, 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 13 November 2008, attached to this Resolution as Exhibit "AP-Minutes," 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. She noted that this would be the last Committee meeting for student Trustee Arthur "AJ" Meyer and thanked him for his dedication and service to the Board.

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#### **IV. Items for Committee Review**

##### **A. Action Items**

###### **1. Tenure as a Condition for Employment Nominations**

Executive VP and Provost Ronald Berkman presented the nominations for Tenure as a Condition of Employment. He noted that the candidates selected to be awarded Tenure as a Condition of Employment were new hires, and were to receive tenure based on a tenured position held at another institution and the caliber of their work.

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 three (3) nominees listed in Exhibit "F";

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 three individuals listed in Exhibit "F" based on the recommendations of the University President.

###### **2. College of Medicine Faculty Practice Plan – Amendments to Bylaws**

Executive Vice President and Provost Berkman introduced the amendments to bylaws for the College of Medicine Faculty Practice Plan. Dr. J. Patrick O'Leary, Executive Associate Dean of Clinical Affairs in the College of Medicine presented the amendments to the Bylaws, noting the substantive changes to the document.

Trustee Thomas Breslin requested the word "high" in Article XI of the bylaws be added to reflect that the FIUHN is dedicated to providing "high quality clinical services to the South Florida Community." The Committee approved the amendment. General Counsel noted that a footnote must be included in the Bylaws stating this change was subject to approval by the FIUHN Board of Directors.

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

WHEREAS, pursuant to BOG Regulation 9.017 and Chapter 617 of the Florida Statutes, Florida International University College of Medicine Faculty Group Practice, Inc. must adopt Articles of Incorporation and Bylaws; and

WHEREAS, pursuant to Article 7 of the Articles of Incorporation and Article XII of the HCN Bylaws, the Florida International University Board of Trustees ("the BOT") must

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approve any amendments to the HCN Articles of Incorporation and the HCN Bylaws upon the recommendation of the President before their becoming effective; and

WHEREAS, the President reviewed and approved the amendments on February 17, 2009; and

WHEREAS, the HCN Board of Directors has approved the amendments, which are attached hereto as Exhibit "G";

THEREFORE BE IT RESOLVED, that the BOT hereby approves the attached Amended HCN Articles of Incorporation and Bylaws and authorizes management of the HCN to take all actions necessary and appropriate pertaining to these Amended Articles of Incorporation and Bylaws.

### **3. SACS Quality Enhancement Plan for FIU**

Executive Vice President and Provost Ronald Berkman presented the SACS Quality Enhancement Plan for FIU for Committee review, noting that the proposed structure for the global learning curriculum would ensure that every FIU graduate has the educational opportunity to achieve the knowledge, skills, and attitudes of global citizenship in a sustainable world.

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

WHEREAS, each board of trustees has the authority to adopt regulations and policies as appropriate in matters pertaining to Academic Programs;

THEREFORE BE IT RESOLVED, that the Florida International Board of Trustees endorses the FIU Quality Enhancement Plan, attached hereto as Exhibit "H."

### **4. University Mission Statement**

Executive Vice President and Provost Berkman presented the University Mission Statement for Committee review.

Trustee Thomas Breslin requested that the word "public" be added to the mission statement, as the University is a public institution in the State of Florida. After further discussion, the Committee amended the Resolution to incorporate "public" into the University Mission Statement.

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

WHEREAS, each board of trustees shall be responsible for the administration of its university in a manner that is dedicated to, and consistent with the university's mission, which shall be consistent with the mission and purposes of the State University System as defined by the Board of Governors;

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THEREFORE BE IT RESOLVED that the Florida International University Board of Trustees reaffirms the University's mission set forth below:

Florida International University is an urban, public, multi-campus research university serving South Florida, the state, the nation, and the international community. Our mission is to impart knowledge through excellent teaching, promote public service, discover new knowledge, solve problems through research, and foster creativity.

#### **5. Limited Access Designation for Theatre**

Provost Ronald Berkman presented the Limited Access Designation for Theatre request for Committee review, noting that the request, if approved, would limit the amount of auditioning students admitted to the program, resulting in smaller class sizes and an increase in quality of instruction for enrolled theatre students.

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

WHEREAS, the nature of the study of theatre requires a small class environment, an audition for placement, and a great deal of one-on-one work by the faculty for proper development of the student; and

WHEREAS, the Florida Board of Governors Regulation BOG 8.013 allows a limited access designation for performing arts programs requiring an audition;

THEREFORE, BE IT RESOLVED that the Florida International University Board of Trustees ("the BOT") hereby approves the request, attached hereto as Exhibit "T", for the Limited Access status and designation for:

Theatre: Bachelor of Arts and Bachelor of Fine Arts

FURTHER RESOLVED, that the BOT authorizes the University President to take all actions necessary to implement this Resolution in accordance with the Florida Board of Governors regulations.

#### **6. Program Terminations**

Executive Vice President and Provost Berkman presented the termination of the Accelerated Combined Degree Programs, Seven-Year Programs for BS/DO, BS/DPM and BS/DMD for Committee review. He stated that while these three accelerated tracks were considered part of the University curriculum, the programs are inactive, with no faculty or student participation.

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



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RESOLVED that the Florida International University Board of Trustees ("the BOT") hereby approves the request for the termination of the following academic degree programs. This request, attached hereto as Exhibit "J", shall be effective at the end of the spring 2009 term as the following programs are currently inactive:

Accelerated Combined Degree Programs, Seven-Year Programs for BS/DO,  
BS/DPM and BS/DMD

FURTHER RESOLVED, that the BOT authorizes the University President to take all actions necessary to implement this Resolution in accordance with the Florida Board of Governors regulations.

## **7. Honorary Degree Nominations**

Executive Vice President and Provost Berkman presented the Honorary Degree Nominations for Committee review, noting that the nominees were recommended by the President to receive honorary degrees at Commencement. Trustee Thomas Breslin noted that the approval of Steven Green is pending Faculty Senate approval, which was scheduled for Tuesday, 31 March 2009.

The Committee agreed to defer the approval for an Honorary Degree for Steven Green until an email communication would be forwarded to the members of the Faculty Senate to gather their feedback regarding the nominee, the results of which would be discussed when the Committee's meeting resumed the following day.

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

RESOLVED that the Florida International University Board of Trustees endorses the Honorable William M. Hoeveler and Mr. Dean Colson as recipients of a doctoral degree *honoris causa* from Florida International University and whose nomination letters are attached to this Resolution as Exhibit "K."

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

### **8. Academic Affairs**

Committee Chair Frost requested that the Enrollment Services Report, the Undergraduate Report, and the Graduate Report provided in the agendas be accepted as written. There were no objections.

## **4. Student Affairs**

- Student Affairs Report

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Committee Chair Frost requested that the Student Affairs Report provided in the agendas be accepted as written. There were no objections.

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

No other business was raised.

#### **VI. Meeting Adjourned**

Committee Chair Patricia Frost adjourned the meeting until 9:00 am on Tuesday, 31 March 2009, to allow for the gathering of the Faculty Senate's feedback regarding the Honorary Degree for Steven Green.

#### **VII. Honorary Degree Nomination**

On Tuesday, 31 March 2009 at 9:00am, Committee Chair Patricia Frost reconvened the meeting of the Academic Policy Committee. Executive Vice President and Provost Ronald Berkman presented the Honorary Degree Nomination for Steven Green to the Committee, noting that the Faculty Senate members received an email communication from Trustee Breslin and confirmed they were in approval of the nomination.

The Committee recommended the following Resolution for Board approval:

RESOLVED that the Florida International University Board of Trustees endorses Mr. Steven Green, as a recipient of a doctoral degree *honoris causa* from Florida International University and whose nomination letters are attached to this Resolution as Exhibit "K."

#### **VIII. Adjournment**

With no other business, Committee Chair Frost adjourned the meeting at 9:01 a.m. on 31 March 2009.

MG  
4/08/09

*Exhibits: "AP-Minutes," "F," "G," "H," "I," "J" & "K"*

**THE FLORIDA INTERNATIONAL UNIVERSITY**  
**BOARD OF TRUSTEES**  
**Academic Policy Committee**  
11 June 2009

**SUBJECT: TENURE NOMINATIONS**

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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 for seventeen (17) nominees listed in Exhibit “J”;

THEREFORE BE IT RESOLVED that the Florida International University Board of Trustees (“the BOT”) hereby approves the granting of Tenure to the seventeen individuals listed in Exhibit “J” based on the recommendations of the University President.

**BACKGROUND INFORMATION:**

STATUTORY 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:**

- EXHIBIT “J”: Tenure Nominees
- ATTACHMENT 1: Tenure & Promotion Process
- ATTACHMENT 2: Tenure Nominees’ Bios

**FACILITATOR/PRESENTER:**

- Douglas Wartzok

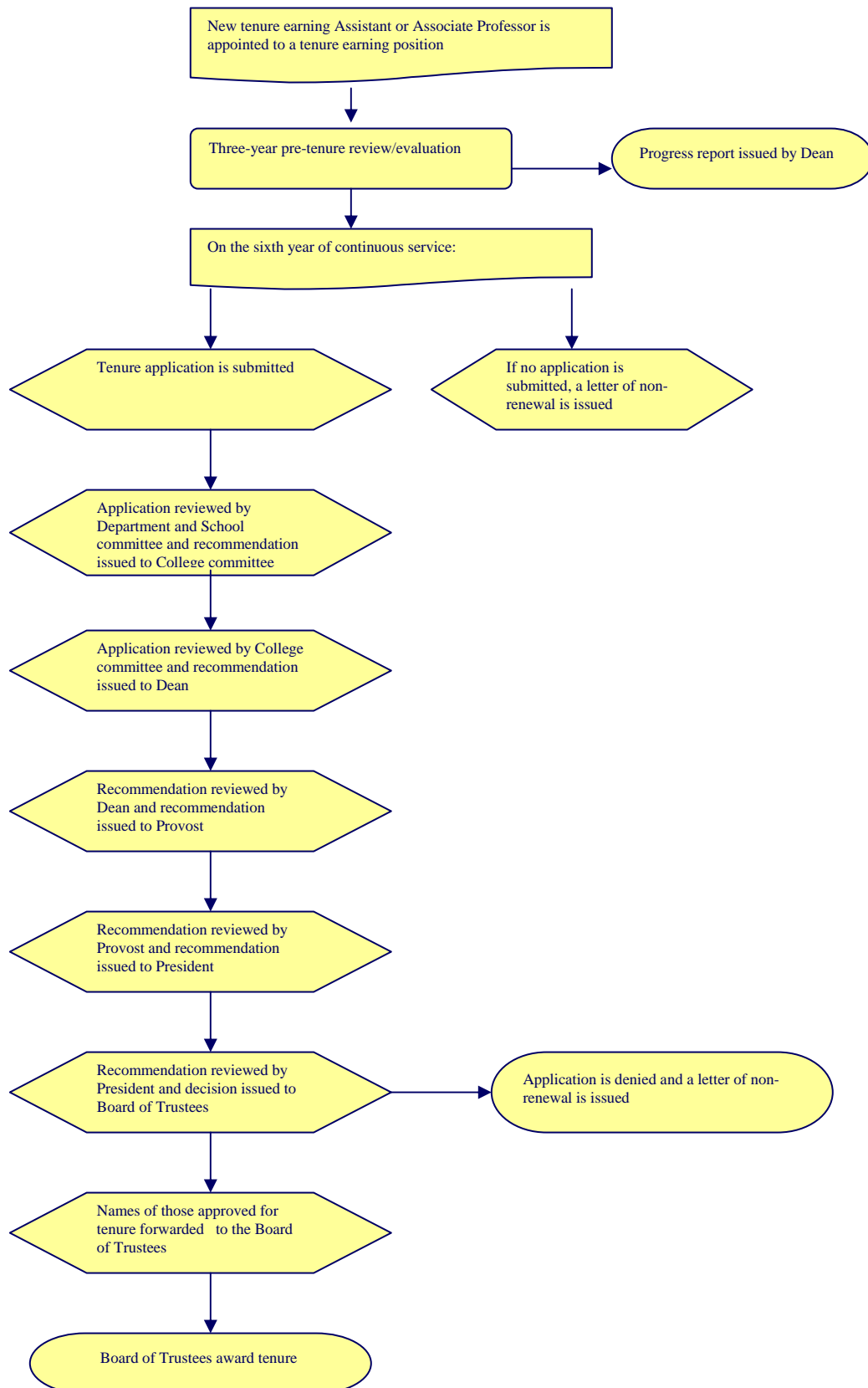
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**Florida International University  
2008 - 2009 Tenure Nominations**

NAME	ACADEMIC UNIT	DEPARTMENT	PROPOSED RANK
Jason R. Chandler	College of Architecture and the Arts	Architecture	Associate Professor
Heather R. Andrade	College of Arts and Sciences	English	Associate Professor
Wenzhi Li	College of Arts and Sciences	Physics	Associate Professor
Michael C. Sukop	College of Arts and Sciences	Earth Sciences	Associate Professor
Kaushik Dutta	College of Business Administration	Decision Science	Associate Professor
Kenneth H. Johnson	College of Business Administration	Finance	Associate Professor
Suchismita Mishra	College of Business Administration	Finance	Associate Professor
William E. Newbury	College of Business Administration	Management	Associate Professor
Peter J. Clarke	College of Engineering and Computing	Comp. & Info. Science	Associate Professor
Mohammed A. Hadi	College of Engineering and Computing	Civil & Environmental Engineering	Associate Professor
Tao Li	College of Engineering and Computing	Comp. & Info. Science	Associate Professor
Roberto R. Panepucci	College of Engineering and Computing	Electrical & Computer Engineering	Associate Professor
Raju Rangaswami	College of Engineering and Computing	Comp. & Info. Science	Associate Professor
Nikolaos M. Tsoukias	College of Engineering and Computing	Biomedical Engineering	Associate Professor
Jose M. Gabilondo	College of Law	Law	Associate Professor
Howard M. Wasserman	College of Law	Law	Associate Professor
Jessy G. Devieux	Robert Stempel College of Public Health & Social Work	Health, Promotion and Disease Prevention	Associate Professor

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## Tenure and Promotion Process



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**Jason R. Chandler**

College of Architecture and the Arts, School of Architecture

*Assistant to Associate Professor*

Jason R. Chandler, A.I.A. received his Master of Architecture from Harvard University and his Bachelor of Architecture from Cornell University. He has taught at Florida International University (FIU) since 1998 first as an Adjunct Lecturer, then as a Visiting Assistant Professor and currently as an Assistant Professor. He has taught at the University of Miami as an Adjunct Lecturer and as an instructor at Harvard University's Graduate School of Design for its Career Discovery Program. Since the beginning of his teaching at FIU, Professor Chandler has taught design studio and building technologies classes at both the undergraduate and graduate levels. In addition to his teaching, he has participated in funded research totaling \$642,778. Professor Chandler's research has been supported by grants and fellowships from The National Institute for Architectural Education, The International Hurricane Center, The National Renewable Energy Laboratory, The United States Department of Education and The Metropolitan Center at FIU. He also served as the architecture faculty advisor for FIU's award-winning 2005 Solar Decathlon Home.

Professor Chandler is a licensed architect in the State of Florida and a member of the American Institute of Architects (A.I.A.). He has been responsible for the design of over \$30,000,000 worth of building construction including, most notably, Plaza 57, a 175,000 square foot mixed-used building in South Miami. In addition to built work, he has entered several international design competitions. He received Second Prize in the 81<sup>st</sup> Paris Prize Architectural Design Competition, Honorable Mention in the 2001 the Scattered Housing Competition, First Prize in the 2004 Miami Beach Design Life Competition and Honorable Mention in the 2008 Miami Waterworks Competition. His entry for the 2005 Parachute Pavilion Competition has won both Miami and Florida A.I.A. awards. Professor Chandler's design work has been published by the Princeton Architectural Press, Trama, The Miami Herald and has been noted in the New York Times and the MIT Press. His work has been included in over 20 local, national and international exhibitions. His writing has been published in both national and regional ASCA proceedings. He is currently working with Shahin Vassigh and Kenneth Mackay on a book entitled "Building Systems Integration for Enhanced Environmental Performance" to be published by J. Ross Publishing in 2009. Professor Chandler is the Chair of the City of South Miami's Green Task Force and he has served since 2006 as a member of the city's Environmental Review and Preservation Board.

**Heather R. Andrade**

College of Arts and Sciences, Department of English

*Assistant to Associate Professor*

Heather Russell (formerly Andrade) received her B.A. in English (Honors) from Rutgers, The State University of New Jersey. She went on to pursue her Ph.D. in the Department of Literatures in English at Rutgers, concentrating in African American and Caribbean literatures. Upon completion of all requirements for the doctorate in 1997, she was hired by Barry University (1997-2003) during which time she founded and directed the Africana Studies program. Desiring to teach/work at a research-intensive institution, Russell applied to and was hired by the English Department at Florida International University in 2003.

During the past six years she has written: *Legba's Crossing: Narratology in the African Atlantic*, available Nov. 1<sup>st</sup> 2009 from The University of Georgia Press, a book which one scholar argues, "puts her among the best of her generation of scholars," and another attests will find readers "renewed by her activist scholarship and...formal analyses." She has also published several scholarly articles in prestigious journals, including the feature review essay on world-renowned poet/activist/publisher Haki Madhubuti in what is arguably the foremost journal devoted to its subject: *American Literature*, along with several seminal chapters in books. She has presented at more than fourteen national and international conferences during the past five years. As a result of her increasingly familiar academic profile, she has served as a peer-reviewer for *African American Review*, the leading journal devoted to the study of African American and Diaspora literatures and for *Twentieth-Century Literature*. Russell has actively participated for five years in the Miami International Book Fair, and is often sought out to speak at local and national venues.

In her scholarly work, both publishing and public presentations, she has maintained a high level of academic integrity, professionalism and quality in keeping with the highest standards and practices of the university she serves and represents. One of the most rewarding aspects of her scholarly/community work, however, has been achieved through her collaboration over the past three years with the Florida Humanities Council (FHC). Since 2005, Russell has taught eleven FHC workshops in almost every county in Florida. Each workshop involved approximately 80-100 teachers, many of whom teach diverse student populations that desperately need curricular programming reflecting their cultural heritage. She has also taught three weeklong summer sessions on the Harlem Renaissance for FHC. And in July of 2008 (also scheduled this June 2009) Russell led two, consecutive, weeklong summer seminars on the famous Floridian author Zora Neale Hurston made possible by a successful grant (for which she served as scholar-consultant) from the NEH's "Landmarks in American History" initiative. Dr. Heather Russell's time, then, over the past five years, has been spent in developing an excellent research agenda, continuing to build a solid public intellectual reputation, and contributing through scholarship and teaching at the local, national, and international levels.

**Wenzhi Li,**  
College of Arts and Sciences, Department of Physics

*Assistant to Associate Professor*

Dr. Wenzhi Li received his Ph.D. degree in Physics from the Chinese Academy of Sciences in 1997. In 1998, he was awarded the KC Wong Research Fellowship by the Royal Society of London to conduct research in the Department of Chemistry at Sussex University in England. From 1999 to 2003, he was a senior research scientist in the Department of Physics at Boston College. In the Fall of 2003, Dr. Li joined the FIU Department of Physics faculty as an Assistant Professor.

Dr. Li's research is focused on the physical properties and applications of advanced nanomaterials. His current research projects include the synthesis mechanism and electrical properties of carbon nanotube junctions, carbon nanotube–ceramics composites, semiconducting metal oxide nanostructures, and thermoelectric nanomaterials. He has attracted over \$1.5M research funding from external funding agencies in the last five years, including \$800,000 awarded to him as a single PI. He has received a prestigious CAREER Award, a continuing grant from the NSF in support of research in nanoscience and nanotechnology. A major goal of his CAREER project is to substantially enhance research and education in the area of nanometer-scale electronic materials.

Dr. Li has published 67 papers in peer reviewed journals and holds 3 patents that resulted from his research. His publications have accumulated over 2490 citations, with an average of 42 citations per article according to the ISI Web of Knowledge. He was awarded the “ISI Citation Classic Award” and the “Chemical Physics Letters Most Cited Paper 2003-2007 Award” for two of his papers.

**Michael C. Sukop**

College of Arts and Sciences, Department of Earth Sciences

*Assistant to Associate Professor*

Professor Michael Sukop is a leader in the development and application of a new generation of computational models for fluids. He has pioneered the application of these models to environmental and engineering problems. He published the book “Lattice Boltzmann Modeling: An Introduction for Geoscientists and Engineers” in 2006. It went into a second printing in 2007, is owned by most major University libraries worldwide, and is available as an e-book and for the Kindle reader.

Dr. Sukop received his Bachelor of Science degree in Geosciences from Penn State in 1982. After several years practicing as a hydrogeologist, he earned his Master of Science in Soil Science at Washington State University in 1989. Following eight years of professional practice and earning professional licenses in geology and hydrogeology, Dr. Sukop took his Ph.D. in Soil Physics from the University of Kentucky in 2001. He worked with the world’s preeminent soil physicist as a post-doctoral associate for two years prior to joining Florida International University.

In 2004, he was awarded a prestigious National Science Foundation grant and has received substantial funding from the United States Geological Survey and other agencies. He has published on a wide variety of topics in a broad spectrum of top journals in disciplines ranging from pure physics to geology.

**Kaushik Dutta**

College of Business Administration, Department of Decision Sciences and Information Systems

*Assistant to Associate Professor*

Dr. Kaushik Dutta has several years of professional and research experience in the field of enterprise IT infrastructure. His primary research interest is combining Operations Research principles with Information Systems knowledge to more efficiently manage IT infrastructures.

Dr. Dutta started his research career in middle-tier caching. He worked with a team of researchers and engineers to develop caching mechanisms in application servers. His research in caching has been published in INFORMS Management Science, INFORMS Journal of Computing, ACM Transactions on Database Systems, European Journal of Operations Research, VLDB Journal and IEEE Transactions in Mobile Computing, and IEEE Transactions on Systems, Man, and Cybernetics. More recently, Dr. Dutta has worked on resource sharing schemes for efficiently managing IT infrastructures. He has made significant contributions in database storage management, grid computing scheduling, application server load balancing and sharing business controls. In this area, he has published articles in European Journal of Operations Research, INFORMS Journal of Group Decision and Negotiation and ACM Transactions on Storage. Dr. Dutta also has several publications in various IEEE and ACM conference proceedings. He has total 14 journal and 20 conference proceeding publications. His publications have been cited 72 times by other researchers. Currently, Dr. Dutta is working on IT infrastructures for RFID systems. He has served as an ad-hoc reviewer for various INFORMS, IEEE, ACM journals and conferences. Dr. Dutta serves as an Area Editor (Database and Data Management) for the Elsevier Journal of Systems and Software. Dr. Dutta has received several college wide awards for his research and services.

At FIU, Dr. Dutta teaches both managerial and technology courses in various graduate and undergraduate programs in College of Business. Primarily, he teaches "Organizational Information Systems" in the Downtown MBA program; and "Web Management" in the weekend professional MS-MIS program and the undergraduate program. Dr. Dutta has almost a decade of experience in software product development in India, Europe and the U.S. Prior to joining FIU, Dr. Dutta served as the Director of Engineering for Chutney Technologies, funded by KPCB Venture Capital, a company that developed solutions to improve the scalability and performance of enterprise web applications. Earlier in his career, Dr. Dutta worked as a senior software engineer for Intarka Inc, an NEA-funded company, and Wipro Ltd. Dr. Dutta has a PhD in Business Administration from Georgia Institute of Technology, MS in Computer Science from Indian Statistical Institute and BS in Electrical Engineering from Jadavpur University, India.

**Kenneth H. Johnson**

College of Business Administration, Department of Finance and Real Estate

*Assistant to Associate Professor*

Ken H. Johnson, Ph.D. has worked in the real estate field for over twenty-five years. He was in daily practice for approximately twelve years before returning to graduate school at the University of Alabama in the Fall of 1995. During his years of practice, he specialized in the sale and management of lender and corporately owned properties. His return to graduate school was motivated by his desire to learn how to scientifically analyze, and subsequently report, his findings and experiences in the real estate industry. Dr. Johnson received his Ph.D. from the University of Alabama in 2001 with earlier degrees from Auburn University Montgomery (1993 – MBA) and Auburn University (1981 – BS). Prior to his arrival at Florida International University, Dr. Johnson taught at both Florida Atlantic University and Auburn University Montgomery. Presently, he is an Assistant Professor in the Department of Finance and Real Estate in the College of Business.

Dr. Johnson's research encompasses both residential and commercial real estate. Some of his recent publication outlets include, but are not limited to, Journal of Real Estate Finance and Economics, Journal of Housing Economics, Journal of Real Estate Research, Appraisal Journal, Journal of Real Estate Practice and Education, Journal of Real Estate Portfolio Management, Journal of Housing Research, and Real Estate Law Journal. He specializes in the areas of brokerage, financing, property duration, and property valuation.

Dr. Johnson has been awarded the Red Pen Award for outstanding service and contribution to both the Journal of Real Estate Portfolio Management and the Journal of Housing Research. Additionally, he provides service to the real estate industry by currently serving as a member on both the Florida Association of Realtors and the National Association of Realtors Research Committees.

**Suchismita Mishra**

College of Business Administration, Department of Finance and Real Estate

*Assistant to Associate Professor*

Dr. Suchismita (Suchi) Mishra received her Ph.D. (Finance) and her MA (Economics) from University of Nebraska-Lincoln and MA (Applied and Analytical Economics), BA (Honors in Economics and distinction in Statistics) from Utkal Univeristy (India). Dr. Suchi Mishra also worked for University of Nebraska at Omaha as an assistant professor before joining FIU in August 2003 as an assistant professor in the Department of Finance.

Dr. Suchi Mishra's broad research focus is on market microstructure aspects of asset pricing and governance issues. Dr. Suchi Mishra has published papers in both Finance and Accounting Journals, including Journal of Financial Research, Financial Review, Journal of Financial Markets, Auditing: A Journal of Practice and Theory, Accounting Horizons, Applied Economics, Applied Financial Economic, International Journal of Finance, International Journal of Banking and Finance, Journal of Economics and Finance, Frontiers in Finance and Economics. Dr. Suchi Mishra has served as a referee for several premier journals in the field such as Journal of Financial Research, Financial Review and Financial Management. Dr. Suchi Mishra is currently teaching corporate finance at the master's level.

**William Newburry**

College of Business Administration, Department of Management and International Business

*Assistant to Associate Professor*

William Newburry is Assistant Professor at Florida International University in the Department of Management and International Business. Before joining FIU, Dr. Newburry was employed at Rutgers Business School in the Department of Management and Global Business. He received his Ph.D. in 2000 from New York University's Stern School of Business, with co-majors in the fields of international business and management. Prior to pursuing an academic career, Bill worked six years in the F-15 Contracts and Pricing Department at McDonnell Douglas Corporation in St. Louis, where he coordinated cost estimation, negotiation and document preparation of U.S. and Saudi Arabian government contracts for F-15 aircraft production and associated engineering changes. During this time, he also proposed and administered F-15 parts contracts with Kawasaki Heavy Industries of Japan.

Professor Newburry's current research interests focus on how multinational corporations manage and relate to both subsidiaries and employees. He has published 17 papers (including one conditional acceptance) in top-tier, peer-reviewed journals and 5 in scholarly books. Eight of these publications are in FIU College of Business “premier” journals, with 5 also included in the UT Dallas list of journals used to evaluate top business schools. He was recently listed as one of the 31 most prolific authors in the Journal of International Business Studies, the top journal in the international business field, out of 740 authors who published in the journal during the period 1996 to 2006. Additionally, he was among the top 34 most prolific authors out of 2495 authors who published in six top international business journals combined for this same period.

Professor Newburry is currently in the final year of a 3-year elected position in the Global Strategy Interest Group of the Strategic Management Society, which progressed from Associate Program Chair (2006-2007) to Program Chair (2007-2008) to Interest Group Chair (current position, ending November 2009). He is also an active member of the Academy of International Business, the Academy of Management, and the Reputation Institute.



**Peter J. Clarke**

College of Engineering and Computing, School of Computing and Information Sciences

*Assistant to Associate Professor*

Dr. Peter J. Clarke is an Assistant Professor in the School of Computing and Information Sciences (SCIS) in the College of Engineering and Computing at Florida International University (FIU). He joined FIU in August 2003 after graduating with a Ph.D. in Computer Science from Clemson University. He was awarded a Fulbright-LASPAU scholarship in 1994 to SUNY Binghamton where he received his Masters in Computer Science.

Dr. Clarke's research interests are in the areas of software verification and validation, model-based testing, model-driven software development and security. Dr. Clarke currently has 39 publications including, 9 peer reviewed journals papers, 29 peer reviewed conference and workshop papers and an article in a widely circulated computing magazine. He is currently the PI on an NSF CCLI Phase 1 grant, NSF DUE-0736833, valued at \$112K; a Co-PI on the Graduate Assistance in Areas of National Need (GAANN), US Education Department grant, P200A070543, valued at \$383K; and a Senior Investigator on an NSF Research Experience for Undergraduate (REU) grant, NSF IIS-0552555, valued at \$300K. Dr. Clarke is also a member of the team that has submitted a U.S. Provisional Patent titled "Communication Virtual Machine (CVM)".

Dr. Clarke is currently the major advisor or co-major advisor for nine (9) Ph.D. students, four of whom are expected to graduate before summer 2009. He has served on five (5) Ph.D. dissertation committees, and is currently serving on four (4) dissertation committees. Dr. Clarke is the faculty coordinator of the first software testing research group at FIU. The group contains seven active members five of whom are Ph.D. students, and two are undergraduate students. He is also a member in the CVM research group under the direction Dr. Yi Deng, Dean of SCIS. The group consists of four faculty members and four graduate students. Dr. Clarke has served on three NSF review panels and many conference program committees. He is also a member of: Association for Computing Machinery (ACM) including the special interest groups - SIGSOFT, SIGCSE, and SIGAPP; IEEE Computer Society; and a founding member of Association for Software Testing.

In the School of Computing and Information Sciences Dr. Clarke is the current Software Engineering course coordinator, serves on the Undergraduate Committee, and is the faculty advisor of the UPE Honor Society. Dr. Clarke also serves on the library committee for the College of Engineering and Computing and is a representative on the University Library Committee.

**Mohammed A. Hadi**

College of Engineering and Computing, Department of Civil and Environmental Engineering

*Assistant to Associate Professor*

Dr. Hadi has more than 25 years experience in transportation engineering with emphasis on Intelligent Transportation Systems (ITS), traffic simulation modeling, traffic control systems, traffic operations, and transportation planning. His experience includes about 15 years in academic and research institutions and 10 years in the private sector. He received his Ph.D. in transportation engineering from the University of Florida (UF) in Gainesville, FL in 1990. Between 1990 and 1995, he worked as a post doctoral researcher and research faculty at the UF Civil Engineering Department, where he was responsible for several research and software development projects of national importance and was responsible for developing several versions of TRANSYT-7F, one of the most widely used signal timing optimization programs in the world. After leaving UF in 1995, he worked for ten years in one of the largest transportation consultant companies in the nation as a senior ITS specialist/senior transportation engineer to provide consultant services to public and private agencies from around the United States and Puerto Rico.

In 2005, Dr. Hadi joined the Florida International University (FIU) Civil and Environmental Engineering Department in Miami, FL. During the three and a half year period since joining FIU, Dr. Hadi has built strong education and externally funded research programs in ITS and transportation system operation and simulation modeling. Overall, Dr. Hadi's external funding as a principal investigator (PI) since joining FIU in August 2005 has totaled approximately \$1,100,000. He has published and presented a total of 46 papers and presentations. In addition, Dr. Hadi has established a state-of-the-art ITS laboratory at FIU for sharing video and data with traffic management centers in Florida. This laboratory is one only a few similar facilities in North America of its kind. He serves as a member on a number of professional committees including four that are considered among the most important transportation engineering research committees. Dr. Hadi has led a number of international efforts and subgroups for the Transportation Research Board and ITS America in the areas of ITS, traffic simulation, highway capacity, and traffic flow theory.

**Tao Li**

College of Engineering and Computing, School of Computing and Information Sciences

*Assistant to Associate Professor*

Dr. Tao Li received his Ph.D. in Computer Science from University of Rochester in 2004. His research interests are in data mining, machine learning, information retrieval and bioinformatics. He has been pursuing a vigorous and competitive research agenda. He has published over 80 technical papers in refereed journals, conferences, and workshops; has served regularly in the organization committees and the program committees of many international conferences and workshops (including SIGIR, SIGKDD, ICDM, SIAM Data Mining); and has been a reviewer for many leading academic journals in his fields.

He holds one patent in music information retrieval and has edited 4 conference/workshop proceedings. He is a recipient of the NSF CAREER Award (2006-2011), IBM Faculty Research Awards (2005 & 2007), IBM Shared University Research (SUR) Award, and Xerox University Affairs Committee (UAC) award (2005). He also received the Excellence in Research Award from SCIS at FIU in 2005.

**Roberto R. Panepucci**

College of Engineering and Computing, Department of Electrical & Computer Engineering

*Assistant to Associate Professor*

Professor Roberto Panepucci joined FIU in the Fall'03 to add to the expertise in nanotechnology at FIU. He received his Ph.D. in Electrical Engineering from the University of Illinois at Urbana-Champaign after receiving his M.Sc. and B.Sc. in applied physics at the University of Sao Paulo, Brazil. After earning his Ph.D. he spent two and a half years at the University of Campinas, Brazil and then took a Senior Researcher position at Cornell University. He joined a start-up company, Galayor Networks where he headed the MEMS R&D US division. At Galayor he led the development of 2D optical switch prototype and a production-ready silicon photonics variable optical attenuator (VOA), later transferred to Colibrys SA. He re-joined Cornell University as Sr. Researcher in Nanophotonics where he co-authored 5 papers with over 300 citations, including an article in all-optical switching published in Nature, and was an inventor in 2 awarded patents with 2 more pending.

Professor Panepucci contributed greatly to setup what is now the Motorola Nanofabrication Facility, inside the College's Advanced Materials Research Institute (AMERI). His industry and academic career has focused on semiconductor micro- and nano-devices for electrical and optical applications. At Cornell he was instrumental in the development of three highly cited novel structures, the silicon nanotaper coupler, the all-optical silicon switch, and the slot-waveguide.

At FIU he has continued pursuing nanoscale photonic devices in silicon, with 7 journal publications and 9 conference proceedings. He has developed novel research directions based in fiber-optic devices (novel method for fiber-sensor incorporation in materials) and polymer photonics, with the Waveguide Microgripper and the Flexible Optical Probe having been submitted as invention disclosures at FIU. This work has led to collaborations with other researchers in the college and with colleagues in Chemistry.

His research, while at FIU, has been published at top-quality journals (Applied Physics Letters (IF~4.1), IEEE Photonic Technology Letters (IF~2.2) and Optics Express (IF~3.7)) and recognized through invited presentations at conferences and journal citations. His work has been submitted as Invention Disclosures at FIU. While at Cornell he received an NSF award as co-PI which was sub-awarded to FIU. Since arriving at FIU he was awarded funding from the AFOSR since 2005, Florida Department of Health, New-Span Optotechnologies (sub-k MDA/DARPA), and sub-k from DOJ (under McCord). Currently he is one of the three technical thrust leaders in the \$20M Consortium for Integrated Nano-manufacturing Development (CIND) proposal to the State of Florida's competition for Centers of Excellence (CoE). He has mentored four senior design teams. He was co-PI for an NSF-CCLI proposal and is a co-PI on a NSF IEECI submission.

**Raju Rangaswami**

College of Engineering and Computing, School of Computing and Information Sciences

*Assistant to Associate Professor*

Raju Rangaswami received a B.Tech. degree in Computer Science from the Indian Institute of Technology, Kharagpur, India. He obtained M.S. and Ph.D. degrees in Computer Science from the University of California at Santa Barbara where he was the recipient of the Dean's Fellowship and the Dissertation Fellowship. Professor Rangaswami is currently an Assistant Professor of Computer Science at the Florida International University. His research interests include storage systems, virtualization, security, and real-time systems.

Professor Rangaswami is a recipient of the prestigious NSF CAREER (CNS-0747038, \$400,000, 2008-2013) and the Department of Energy Early CAREER Principal Investigator (DE-FG01-05ER05-25, \$300,000, 2006-2009) awards. He is also the PI of a highly selective, competitive research grant from NSF (IIS-0534530, \$372,000, 2006-2009). He is currently serving as a senior investigator of two other research grants from NSF.

Professor Rangaswami's research work has been published in 28 articles, that include leading journals such as the ACM Transactions on Storage, IEEE Transactions on Computers, and the IEEE Transactions on Multimedia, as well as in peer-reviewed conference proceedings such as the IEEE Conference on Data Engineering (acceptance rate: 14%), IEEE Conference on High-Performance Computer Architecture (acceptance rate: 19%), the IEEE Conference on Autonomic Computing (acceptance rate: 24%), and the USENIX Conference on File and Storage Technologies (acceptance rate: 27%). He has served as an NSF Panelist (2005, 2006, 2007) and has served in the organizing committees of the ACM Conference on Multimedia and IEEE Real-time Systems Symposium, and in program committees of several conferences including IEEE Real-time Systems Symposium, IEEE Real-time Embedded Technology and Applications Symposium, and the IEEE International Conference on Multimedia and Expo, among others.

**Nikolaos Tsoukias**

College of Engineering and Computing, Department of Biomedical Engineering

*Assistant to Associate Professor*

Dr. Nikolaos M. Tsoukias received his B.S. in Chemical Engineering from the National Technical University of Athens, Greece in 1994. He received a doctorate in Engineering from the University of California, Irvine in 1999. Upon completion of a three-year research fellowship at the Johns Hopkins University School of Medicine, he joined Florida International University as an Assistant Professor in 2003. His research interests are in the areas of mathematical modeling, systems physiology and biotransport.

Dr. Tsoukias is a regular member of the Biomedical Engineering Society, the American Heart Association, the Microcirculatory Society and the American Physiological Society. He has authored more than twenty peer reviewed publications in archived journals which have been cited more than 400 times in the biomedical literature. He was the 2006 recipient of the *Arthur C. Guyton award for excellence in integrative physiology*. This international award is given annually by the American Physiology Society to an individual demonstrating outstanding promise in integrative physiology.

His research has been supported by a *National Scientist Development Grant* from the American Heart Association. Recently he received a \$1.4M Support of Competitive Research (SCORE) Research Advancement Award from the *National Institutes of Health* to continue his investigations of microcirculatory function in hypertension. A \$1.5M pending *National Institutes of Health* grant on integrative computational physiology of the vasculature is expected to be awarded in July of 2009.

**Jose M. Gabilondo**  
College of Law

*Associate Professor (for tenure only)*

Born in Santiago de Cuba, José Gabilondo graduated from Harvard College cum laude and received his law degree from the University of California at Berkeley. After serving as a visiting professor in the Spanish public university system, he moved to Washington, D.C. to pursue a career in financial market regulation. After starting at the World Bank, Professor Gabilondo worked at the U.S. Securities and Exchange Commission on market structure inspections of trading exchanges and risk management reviews of investment banks. He then served in two positions at the U.S. Department of the Treasury: in the Office of the Comptroller of the Currency (the federal regulator of national banks), he supervised national bank trading and derivatives activity; in the Office of the Assistant General Counsel for Banking and Finance, he drafted financial market legislation for the executive branch and advised on the federal government's public debt issuance, credit transactions, and fiscal management.

His main research area is debt market regulation and his secondary interest is gender in the law. At the College of Law, his highly-regarded and innovative research has been published in the University of Iowa's Journal for Corporation Law, the Wake Forest Law Review, Seton Hall Law Review, the Boston College Third World Law Journal, and the Maryland Journal of Business and Technology. A national presence, Professor Gabilondo has been a featured speaker at annual meetings of the American Society for International Law, the American Association of Law Schools (the learned society for law schools), the Latin American Law and Economics Association, the Georgetown University Conference on Socio-Economics, Law and Society, LatCrit, and the Latin American Studies Association. He has also presented by invitation at the law schools of the Universities of Chicago, Buffalo, Maryland, DePaul, Emory, Georgetown, Kent (UK), and Wake Forest, and American University.

Deeply committed to students, he is a popular teacher of financial law courses and has been voted (by students) Teacher of the Year, recipient of the Pioneer Award, and member of the Hooding Committee (twice). His community service includes teaching in court-ordered diversity training for judges, lawyers, and other judicial staff in the Florida courts. An engaged public intellectual, he appears regularly on both English and Spanish-language media, mostly to address banking and finance. Since January 2009, he has served as the College of Law's Associate Dean for Academic Affairs.

**Howard M. Wasserman**  
College of Law

*Associate Professor (for tenure only)*

Howard Merrill Wasserman graduated from Northwestern University in 1990 with a bachelor's degree in journalism. Professor Wasserman then attended Northwestern University School of Law, graduating magna cum laude in 1997. He was an editor of the Northwestern University Law Review and was selected to Order of the Coif. Following law school, Professor Wasserman worked as a litigation associate at Holleb & Coff, a medium-sized law firm in Chicago. He then served as law clerk to the Honorable James T. Giles, then-Chief Judge of the United States District Court for the Eastern District of Pennsylvania and to the Honorable Jane R. Roth of the United States Court of Appeals for the Third Circuit. His first teaching position was as Visiting Assistant Professor at Florida State University College of Law from 2001-03. He joined the faculty of FIU's College of Law in August 2003 as an assistant professor and was promoted to associate professor in 2006, following a unanimous vote of the College of Law faculty. He spent the 2007-08 academic year as a visiting faculty member at Saint Louis University School of Law.

Professor Wasserman teaches Civil Procedure, Evidence, Federal Courts, and Civil Rights. In his time at FIU, he has published fourteen articles in student-edited and peer-reviewed journals, including Northwestern Law Review, Emory Law Journal, Maryland Law Review, and Washington Law Review. He also writes extensively in alternative legal and general-interest outlets, such as law-and-public-policy blogs. Professor Wasserman's scholarship focuses in two broad areas: freedom of speech and procedure, with a particular focus on procedural and jurisdictional rules in public-law and civil rights litigation. Professor Wasserman has presented his work at the Southeastern Association of Law Schools and the Central States Law Schools Association, as well as at invited workshops and symposia at Marquette University School of Law, William Mitchell College of Law, Northern Kentucky University Chase College of Law, Rutgers-Camden School of Law, and the National Baseball Hall of Fame. Professor Wasserman is a frequent media commentator on legal issues in regional and national news outlets, particularly on legal questions and issues arising in the context of sports. He also has testified before congressional committees examining issues of continuity of government.



**Jessy G. Devieux**

Robert Stempel College of Public Health and Social Work, Department of Health, Promotion and Disease Prevention

*Associate Professor (for tenure only)*

Jessy G. Dévieux, Ph.D., is Associate Professor of Public Health in the Department of Health, Promotion and Disease Prevention and serves as Co-Director of the Florida International University AIDS Prevention Program (APP). Her clinical and research interests focus on racial and ethnic minorities – with particular emphasis on HIV prevention interventions, and eliminating other health disparities affecting underserved populations. She has been PI and/or Co-PI on several NIH-funded randomized HIV prevention studies designed to reduce risk behaviors among vulnerable populations of adolescents, severely mentally ill adults, and HIV+ adults, typically marginalized populations who experience disparities in health services information, access, and treatment.

Dr. Dévieux has extensive experience in adapting and translating interventions designed for one population to other culturally distinct groups, in Miami and South Florida, Haiti and the Caribbean basin, and South Africa. In particular, her experience extends to addressing the recurring problems that emerge in the transference of research instruments from one cultural group to another, as well as the transference of knowledge from research to practice. Fundamental to this approach is the establishment of collaborative and participatory relationships with the communities in which the work is conducted both locally and internationally. Dr. Dévieux's publications spotlight her expertise in cultural adaptation of HIV prevention interventions.

In addition to her service on departmental, school, and university committees, Dr. Dévieux serves as a volunteer member on Committees and Boards of several local and national non-profit and professional organizations. She is a reviewer for several peer-review journals and NIH review panels. She is frequently called upon as an invited speaker by funding agencies such as NIDA and NIAAA to present her research, serve on special panels and offer her expertise in HIV prevention science to chart strategic directions for future research agenda on the intersection of substance abuse and HIV. Her recognized expertise is evident in her appointment for a 5 year term (2003-2008) to the National Institutes of Health Behavioral and Social Science Approaches to Preventing HIV/AIDS Study Section (BSPH).

Dr. Dévieux, a Haitian American licensed clinical psychologist, obtained her doctoral degree from Vanderbilt University in 1978. Prior to joining FIU in 2002, Dr. Dévieux held faculty positions at Meharry Medical College in Nashville (1978-1987; 1992-1994) and at the University of Miami School of Medicine (1995-2002). Between 1987 and 1991 she worked in a non-academic position in Haiti as a Technical Expert for a project funded by the US Agency for International Development (USAID).

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**THE FLORIDA INTERNATIONAL UNIVERSITY**  
**BOARD OF TRUSTEES**  
**Academic Policy Committee**  
11 June 2009

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

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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 four (4) nominees listed in Exhibit “K”;

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 four individuals listed in Exhibit “K” based on the recommendations of the University President.

**BACKGROUND INFORMATION:**

STATUTORY 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.

**BACKGROUND INFORMATION:**

The Tenure as a Condition of Employment nominees had tenure at their previous institutions.

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**EXHIBITS/SUPPORTING DOCUMENTS:**

- EXHIBIT “K”: Tenure as a Condition of Employment Nominees
- ATTACHMENT 3: Tenure as a Condition of Employment Nominees’ Bios

**FACILITATOR/PRESENTER:**

- Douglas Wartzok

**Florida International University**  
**2008 - 2009 Tenure as a Condition of Employment (TACOE) Nominations**

<b>NAME</b>	<b>ACADEMIC UNIT</b>	<b>DEPARTMENT</b>	<b>PROPOSED RANK</b>
Michael Gillespie	College of Arts and Sciences	English	Professor
Paula Gillespie	College of Arts and Sciences	English	Associate Professor
Fernando M. Trevino	Robert Stempel College of Public Health and Social Work	Public Health	Professor
Michael Whiteman	College of Law	Law	Professor

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**Michael Patrick Gillespie**  
Department of English, College of Arts & Sciences

*Professor*

Michael Patrick Gillespie received his PhD in English from the University of Wisconsin in 1980 and began teaching at Marquette University later that year. Over his time at Marquette, Gillespie was promoted to Associate and then to Professor of English. In 2000 he became the inaugural recipient of the Louise Edna Goeden Chair of English. He held that chair during the remainder of his time at Marquette.

Gillespie has published, as author or editor, eighteen books and over fifty critical essays. His areas of interest reflect a diverse and exhaustive approach to his field. He has written at length on the works of the Irish writers James Joyce, Samuel Beckett, Brendan Behan, Seamus Heaney, and Oscar Wilde and on the canon of the Irish American author William Kennedy. He has also written theoretical studies on the application of Chaos/Complexity Theory to literary criticism and on the current state of film studies in Ireland. His work on a study of James Joyce and Theology, an oral history project relating to early Joyce critics, and a critical anthology of Joyce criticism from the 1950s and 1960s is currently under review for the James Joyce Series by the University Press of Florida.

Gillespie has received fellowships or grants from the National Endowment for the Humanities, the American Philosophical Society, the American Council of Learned Societies, the Humanities Research Center, the William Andrews Clarke Library, and Marquette University. He has given lectures at the Yeats Summer School, the James Joyce Summer School-Dublin, the James Joyce Summer School-Trieste, Creighton University, the National University of Ireland-Galway, the University of Missouri-St. Louis, St. Thomas University, New York University, Boston College, Ohio Dominican University, Bucknell University, and Molloy College. In October of this year he will give the Schick Lecture at Indiana State University.

Gillespie has taught courses at the graduate and undergraduate level from basic composition to a seminar on *Finnegans Wake*. Most recently he has been offering courses on film appreciation, Irish Film, various studies of modern Irish writers. His teaching emphasizes a dialectic approach, engaging the students with a series of questions intended to allow them to understand how they approach and appreciate literature.

Gillespie has held a number of administrative positions within Marquette University. He has directed Graduate Studies in English on two separate occasions. He has chaired the University Committee on Promotion and Tenure, and he acted as chair of the Library Board. Gillespie has also chaired and served upon a number of college committees. Additionally, he was a member of several search committees to fill various deans' posts.

After twenty-nine years of teaching at Marquette University, Gillespie comes to FIU committed to his teaching and his research and excited by the prospect of working with so many dedicated faculty members and committed students.

**Paula Gillespie**  
Department of English, College of Arts & Sciences

*Associate Professor*

Paula Gillespie completed her undergraduate and graduate work at the University of Wisconsin-Madison. For twenty-nine years she taught at Marquette University, first as an adjunct, then as a visiting assistant/associate professor, then a tenured associate professor. She became Director of the Writing Center in 1987 and has engaged in and led writing across the curriculum projects of various kinds since 1985. In 1993 she completed her PhD and since that time has been active in publishing and involvements in conferences.

She has published as an author or editor two books on writing center research and pedagogy and one on James Joyce's *Ulysses*. She has published seventeen book chapters or articles. Two book chapters are months beyond page proof stage and a third article is under review. Her ongoing research is on the long- and short-term effects of tutoring on tutor alumni.

She prides herself in having run a first-class writing center with well-trained tutors that offered outstanding writing assistance to all Marquette writers. One-to-one consultations are the heartbeat of a writing center, and to do good work, tutors must be grounded in respect for the writer and for the writer's stage of development, respect for native languages and for home dialects. This kind of welcome, of familial-like mentoring is especially valuable for Latin@ students, as the research of Alberta Gloria and her colleagues clearly establishes, setting up the writer for mini-successes. Gillespie has won numerous grants for the writing center and was director when a Marquette donor established an endowment for the center.

Paula Gillespie has held leadership roles, most notably when she became secretary, vice-president, and then president of the International Writing Centers Association. During her tenure as president she established, designed with a colleague at the University of Wisconsin-Madison, and co-led the first Writing Center Summer Institute. She has co-chaired the institute three times. It is now entering its seventh highly successful year. Her textbook, *The Longman Guide to Peer Tutoring*, 2<sup>nd</sup> ed., co-authored with Neal Lerner of MIT, is geared for faculty members learning to teach a peer tutoring course. Her co-edited book *Writing Center Research* is intended as an invitation to engage in institutional research. The Peer Tutor Alumni Research Project Website, until now housed at Marquette, is also an invitation to research for other writing center professionals.

She has consulted at a range of institutions, most recently at Molloy College on Long Island. In June she will meet with faculty and peer tutors at Bielefeld University in Germany. She will then give a talk in Coventry, England at the European Association of Teachers of Academic Writing on the Graduate Writing Consultant program she initiated at Marquette and expects to bring to FIU. She has been a frequent plenary speaker at conferences. She looks forward very much to joining the English faculty at FIU and to helping to make the Center for Writing Excellence a world-class center.



**Fernando M. Treviño**

Robert Stempel College of Public Health and Social Work, Department of Public Health

*Professor*

Dr. Fernando M. Treviño is Dean of the Robert Stempel College of Public Health and Social Work at FIU. He holds a Ph.D. degree in Preventive Medicine and Community Health from the University of Texas Medical Branch, a M.P.H. degree in Health Services Administration from the University of Texas School of Public Health and a B.S. degree in Psychology from the University of Houston. Prior to joining FIU he served as Chancellor of Southern Illinois University Carbondale. Dr. Treviño was the Founding Dean of the School of Public Health at the University of North Texas Health Science Center at Fort Worth. Dr. Treviño also served as President of the World Federation of Public Health Associations based in Geneva, Switzerland from 1995 to 1997.

Dr. Treviño was the Executive Director of the American Public Health Association in Washington, D.C. from 1993 to 1996 and also served as the Executive Editor of the American Journal of Public Health. Dr. Treviño was one of the founders of the national Medicine and Public Health Initiative and served as Co-chair of the Initiative from 1994 to 1996. He also served as the Co-chair of the National Congress on Medicine and Public Health held in March, 1996.

From 1991 to 1993, Dr. Treviño served as Dean of the School of Health Professions and Professor of Health Administration at Southwest Texas State University. Dr. Treviño also served as Director of the Center for Cross-Cultural Research and Associate Professor of Preventive Medicine and Community Health at the University of Texas Medical Branch at Galveston from 1986 to 1991; as a Senior Scientist at the American Medical Association from 1984 to 1986; and as a Social Science Analyst at the National Center for Health Statistics from 1980 to 1984. At the National Center for Health Statistics, Dr. Treviño served as the principal consultant to the design, implementation, and analysis of the \$28 million Hispanic Health and Nutrition Examination Survey which interviewed and examined 12,000 Hispanic Americans.

Dr. Treviño has published and lectured extensively on national statistical data policy and Mexican American and minority health issues. He is the recipient of the Surgeon General's Certificate of Appreciation and he received a letter of citation in 1995 from President William Clinton for his health care reform efforts. Dr. Treviño is one of only 100 persons in the world elected as an honorary Fellow of the Royal Society of Health in the United Kingdom.

**Michael Whiteman**  
College of Law

*Professor*

Michael received his B.A. in 1990 from Concordia University in Montreal, Canada, his Juris Doctorate in 1994 from the University of Louisville, and his Master's of Science in Library and Information Science in 1995 from Simmons College. He is a member of the Massachusetts Bar. Michael Whiteman has worked in law libraries since 1993. He has worked at the Boston College School of Law, the University of Louisville School of Law, and his most recent position prior to arriving at FIU was as Professor of Law and Associate Dean for Law Library Services and Information Technology at the Northern Kentucky University Chase College of Law.

Michael's research interests include the impact of technology on the practice of law. His publications include the 2005 Law Library Journal Article of the Year titled Appellate Court Briefs on the Web: Electronic Dynamos or Legal Quagmire? His most recent publications include a chapter (Law Library Management in the Twenty-First Century) in the book How to Manage a Law School Library: Leading Librarians on Updating Resources, Managing Budgets, and Meeting Expectations (Thomson/Aspatore 2008) and the article Law-Library-Palooza: Academics Connect With Their Colleagues in the High Rise World to Improve Legal Research Skills which was also published in 2008.

**THE FLORIDA INTERNATIONAL UNIVERSITY**  
**BOARD OF TRUSTEES**  
**Academic Policy Committee**

11 June 2009

**SUBJECT: BA IN MATHEMATICS WITH A MAJOR IN MATHEMATICS EDUCATION**

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**PROPOSED COMMITTEE ACTION:**

Recommend Board adoption of the following Resolution:

RESOLVED that the Florida International University Board of Trustees (“the BOT”) hereby approves the Bachelor of Arts in Mathematics with a Major in Mathematics Education , attached to this Resolution as Exhibit “L”;

FURTHER RESOLVED, that the BOT authorizes the University President to file the proposal with the Division of Colleges and Universities and take all actions necessary to implement the program.

**BACKGROUND INFORMATION:**

STATUTORY AUTHORITY:

**BOG Regulation 1.001 University Board of Trustees Powers and Duties,** provides in relevant part in subsection (4) (a) (1):

(4) Academic Programs and Student Affairs.

(a) Each board of trustees shall adopt university regulations or policies, as appropriate, in areas including, but not limited to:

1. authorization and discontinuance of degree programs;

**EXPLANATION OF PROPOSED BOARD ACTION:**

The national need for K-12 mathematics and science teachers is well documented. The dire need noted in the State of Florida is fueled predominately by voluntary terminations (including retirement). Florida’s reduced class size amendment, and growth, with the need for qualified teachers increasing each year. Current programs at many universities in Miami and around the State do not meet the demand.

The proposed Bachelor of Arts in Mathematics with a major in Mathematics Education is designed to provide majors with a strong, broad background in Mathematics while providing the necessary coursework for teacher certification on Mathematics, Grades 6-12. The program design, based on national dissemination models for teacher preparation to reform science and mathematics student instruction and teacher preparation, builds on upon the Department of Physics’ collaboration with the College of Education and complements and enhances existing

and planned education majors programs in other departments in the College of Arts and Sciences. This program will provide top-quality mathematics teachers, many of whom are expected to remain in the South Florida region. Graduates will have state certification upon graduation and the program will also be certified by NCATE. The College of Education will continue to organize the internships for seniors in this program. These internships consist of placing students in Miami-Dade County public schools and provide students with a strong connection to regional high schools upon graduation. The total number of credit hours is projected to be 120 as compared to the current Bachelor of Science in Mathematics Education which requires 131 credit hours. As part of the curriculum, students will be required to take at upper division 27 credits in Mathematics and 28 credits in Education. The typical student will be able to complete the Bachelor of Arts in Mathematics with a Major in Mathematics Education in four years.

The Mathematics Department does not anticipate the need for any new faculty for the proposed program. The proposed BA has only 3 new Math courses which can be taught by the current tenured and tenure-track faculty or instructors. New resources to support the Math BA will be minor.

The full-time undergraduate students will grow from 25 in the first year to 60 in the fifth year and part-time students from 4 in the first year to 10 in the fifth year. We expect to graduate 10 students in the second year increasing to 20 graduates per year by year 7. Given the strong success of comparable programs at University of Texas and elsewhere (see <http://www.uteach.utexas.edu/>), this increase seems very plausible.

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**EXHIBITS/SUPPORTING DOCUMENTS:**

- EXHIBIT “L”: New Bachelor of Arts in Mathematics with Major in Mathematics Education

**FACILITATOR/PRESENTER:**

- Douglas Wartzok

## **New Bachelor of Arts in Mathematics with Major in Mathematics Education College of Arts and Sciences**

### **Executive Summary**

The Bachelor of Arts in Mathematics with Major in Mathematics Education is designed to provide majors with a strong, broad background in Mathematics while providing the necessary coursework for teacher certification on Mathematics, Grades 6-12. Based on national dissemination models for teacher preparation, the proposed program builds upon the Department of Physics' collaboration with the College of Education to reform science and mathematics student instruction and teacher preparation. This program will provide top-quality mathematics teachers, many of whom are expected to remain in the South Florida region. It also addresses the local and national need for additional qualified mathematics teachers while providing Florida International University's students with a strong connection to regional high schools and their students.

The proposed program is not listed in the FIU New Academic Programs 5-Year Plan because it recently became part of a University reorganization that relocates secondary teacher preparation in the College of Arts and Sciences content area departments, providing students with strong content plus strong pedagogical skills. It relies upon a multi-college collaboration that will lead, in turn, to enhanced multidisciplinary research. This prototype provides a framework from which other programs will be built.

The new Bachelor of Arts program will help FIU in its institutional mission in the following ways:

#### Promote economic development in South Florida

The importance of improving Mathematics Education in Florida, and nationwide, is well known. The proposed program will help in several ways:

1. by improving recruitment into Math Education at FIU. To this end, the program was modeled on the highly successful UTeach program developed at University of Texas (<http://www.uteach.utexas.edu/>), now being replicated at a number of universities, including the University of Florida and Florida State University
2. by reducing attrition among new high school teachers. The superior mathematical content and streamlined educational preparation should leave graduates better prepared for their work in the schools
3. by strengthening the mathematics content and the training in problem solving and critical thinking in future teachers and, in turn, graduating high school students with stronger mathematical skills.

Improve instruction in our lower division courses. As part of the curriculum, majors will be used as learning assistants in lower division classes, such as College Algebra. Thus, majors will obtain early experience working with students, and lower division mathematics students will receive additional personal instruction to help them learn the material better. With FIU students passing the introductory mathematics courses faster, student retention and time to graduation will improve.

Strengthen the teaching of Mathematics at middle and secondary schools in South Florida.

To improve on the job prospects of FIU graduates. The proposed degree offers graduates more flexibility. Should the graduates decide to leave the education profession, they would be in a better position to pursue careers associated with the BS in Mathematics than the graduates in the current degree in Mathematics Education.

To increase collaboration between Mathematics and the College of Education. Currently, many grant opportunities are available to improve the teaching of mathematics. This degree program will bring faculty in both disciplines closer together, thus creating an opportunity for collaborative efforts to apply for external funding, in alignment with FIU's status as Research University/High Research Activity.

The total number of credit hours is projected to be 120. Contrastingly, the current Bachelor of Science in Mathematics Education requires 131 credit hours. As part of the curriculum, students will be required to take at upper division 27 credits in Mathematics and 28 credits in Education.

### Costs for Proposed Program - First and Fifth Years

First Year				
General Revenue		Contracts		
Current	New	□ Grants		
Position (FTE)				
Faculty	0.25	0.00	0.00	0.25
A&P	0.00	0.00	0.00	0.00
USPS	0.15	0.00	0.00	0.15
Total	0.40	0.00	0.00	0.40
Salary Rate				
Faculty	\$20,873	\$0	\$0	\$20,873
A&P	\$0	\$0	\$0	\$0
USPS	\$4,183	\$0	\$0	\$4,183
Total	\$25,056	\$0	\$0	\$25,056
I&R				
Salaries & Benefits	\$31,320	\$0	\$0	\$31,320
OPS Graduate Assistants	\$0	\$0	\$0	\$0
Other Personnel Services	\$0	\$0	\$10,000	\$10,000
Expenses	\$0	\$0	\$0	\$0
Graduate Assistant Waivers	\$0	\$0	\$0	\$0
Operating Capital Outlay	\$0	\$0	\$0	\$0
Electronic Data Processing	\$0	\$0	\$0	\$0
Library Resources	\$0	\$0	\$0	\$0
Special Categories	\$0	\$0	\$0	\$0
Total I □ R	\$31,320	\$0	\$10,000	\$41,320

Fifth Year				
General Revenue		Contracts		
Current	New	□ Grants		
0.25	0.00	0.00	0.25	0.25
0.00	0.00	0.00	0.00	0.00
0.15	0.00	0.00	0.15	0.15
0.40	0.00	0.00	0.40	0.40
\$20,873	\$0	\$0	\$20,873	\$20,873
\$0	\$0	\$0	\$0	\$0
\$4,183	\$0	\$0	\$4,183	\$4,183
\$25,056	\$0	\$0	\$25,056	\$25,056
\$31,320	\$0	\$0	\$31,320	31,320
\$0	\$0	\$0	\$0	0
\$0	\$0	\$20,000	\$20,000	20,000
\$0	\$0	\$0	\$0	0
\$0	\$0	\$0	\$0	0
\$0	\$0	\$0	\$0	0
\$0	\$0	\$0	\$0	0
\$31,320	\$0	\$20,000	\$51,320	\$51,320

NUMBER OF ANTICIPATED GRADUATES

	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7
	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
NUMBER OF GRADUATES	10	12	14	16	18	20



**IMPLEMENTATION ANALYSIS**

	Total Estimated Cost	Projected Students			FTE
		Full-Time Headcount	Part-Time Headcount	Total Headcount	
First Year of Implementation	\$ 41,320.00	25	4	29	20.25
Second Year of Implementation	\$ 47,320.00	35	6	41	32.00
Third Year of Implementation	\$ 51,320.00	49	8	57	39.75
Fourth Year of Implementation	\$ 51,320.00	55	8	63	45.00
Fifth Year of Implementation	\$ 51,320.00	60	10	70	48.75

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**THE FLORIDA INTERNATIONAL UNIVERSITY**  
**BOARD OF TRUSTEES**  
**Academic Policy Committee**  
11 June 2009

**SUBJECT: REQUEST TO TERMINATE ACADEMIC PROGRAMS**

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**PROPOSED COMMITTEE ACTION:**

Recommend Board adoption of the following Resolution:

WHEREAS, the Florida International University Board of Trustees (“the BOT”) has a Program Termination Policy, which specifies the standards required for University program termination and is attached hereto as Exhibit "M";

RESOLVED, that the BOT hereby approves the request for the termination of the following academic degree programs:

French Education - Bachelor of Science  
Mathematical Sciences - Bachelor of Science  
Occupational Therapy - Bachelor of Science  
Spanish Education - Bachelor of Science  
English Education – Master of Arts in Teaching  
French Education – Master of Arts in Teaching  
Mathematics Education - Master of Arts in Teaching  
Physical Therapy – Master of Science  
Science Education - Master of Arts in Teaching  
Social Studies Education - Master of Arts in Teaching  
Spanish Education - Master of Arts in Teaching

RESOLVED, that the Committee defers to the BOT the request for the termination of the following academic degree programs so that the BOT has the opportunity to listen to the public comments and review the additional information requested at the BOT Budget Workshop:

Recreation and Sports Management – Bachelor of Science  
Recreation and Sports Management – Master of Science  
Athletic Training Education - Master of Science  
Religious Studies – Bachelor of Arts

BE IT FURTHER RESOLVED that the BOT gives the President the authority to alter any of the decisions taken by the BOT pursuant to this Resolution, subject to ratification at a subsequent BOT meeting, to close any program pending receipt of external funding sufficient to meet program costs; and.

BE IT FURTHER RESOLVED, that the BOT authorizes the University President to take all actions necessary to implement this Resolution in accordance with the Florida Board of Governors regulations.

## **BACKGROUND INFORMATION:**

### **AUTHORITY:**

**Florida Board of Governors Regulation 1.001, University Board of Trustees Powers and Duties** provides, in pertinent part:

(4) Academic Programs and Student Affairs.

(a) Each board of trustees shall adopt university regulations or policies, as appropriate, in areas including, but not limited to:

1. authorization and discontinuance of degree programs;

...

**Florida Board of Governors Regulation 8.012, Academic Program Termination** states in part:

(3) Each University Board of Trustees has the responsibility and authority to approve termination of degree programs at the bachelor's, master's, advanced master's, and specialist level in accordance with BOG Regulation 8.012 (1) and subsection (2).

Upon termination of a degree program, the university will notify the Board of Governors, Office of Academic and Student Affairs within four weeks of the University Board of Trustees decision.

**Florida Board of Governors 8.012 subsections (1) and (2) provide:**

(1) To ensure the efficient use of state resources and maintain the quality and relevancy of academic programs offered within the State University System, programs may be terminated. Reasons for terminating programs may include but are not limited to the following:

(a) Enrollments are no longer sufficient to justify the cost of instruction, facilities, and equipment; or the program duplicates other offerings at the university.

(b) The program is no longer aligned with the mission or strategic goals of the university, or is no longer aligned with strategic goals of the Board of Governors.

(c) The program no longer meets the needs of the citizens of Florida in providing a viable educational or occupational objective.

(2) Each University Board of Trustees must adopt policies and procedures for degree program termination, with copies provided to the Board of Governors, Office of Academic and Student Affairs. The policies will include at a minimum:

(a) A formal process for determining degree programs that are candidates for termination that includes review by the appropriate curriculum, financial, and administrative councils of the university; and

(b) A plan to accommodate any students or faculty who are currently active in a program that is scheduled to be terminated; and

(c) A process for evaluation and mitigation of any potential negative impact the proposed termination may have on the current representation of females and ethnic minorities within the faculty and students.

**The Florida International University Board of Trustees, Policy on Program Termination, approved and effective 16 November 2007,** states in pertinent part:

In order to promote and maintain high quality academic programs, the University may over time develop new academic degree programs or discontinue existing programs.

Program discontinuance is the formal termination of a degree program, department or division of instruction, school or college, or other program unit for educational reasons, strategic realignment, resource allocation, budget constraints, or combination of education strategies and financial reasons. A recommendation to discontinue a program, or department, or other academic unit may be made by a department, its chair, the dean, the campus program review committee, the vice president for academic affairs, the provost, the president or the Board of Trustees.

A recommendation for program discontinuance will be reviewed by the provost with advice from the dean and faculty senate and submitted to the President and Board of Trustees.

**EXHIBITS/SUPPORTING DOCUMENTS:**

- EXHIBIT “M”: Program Termination Policy
- ATTACHMENT 4: Program Termination Form: French Education - Bachelor of Science
- ATTACHMENT 5: Program Termination Form: Mathematical Sciences - Bachelor of Science
- ATTACHMENT 6: Program Termination Form: Occupational Therapy - Bachelor of Science
- ATTACHMENT 7: Program Termination Form: Spanish Education - Bachelor of Science
- ATTACHMENT 8: Program Termination Form: English Education – Master of Arts in Teaching
- ATTACHMENT 9: Program Termination Form: French Education – Master of Arts in Teaching
- ATTACHMENT 10: Program Termination Form: Mathematics Education - Master of Arts in Teaching
- ATTACHMENT 11: Program Termination Form: Physical Therapy – Master of Science
- ATTACHMENT 12: Program Termination Form: Science Education - Master of Arts in Teaching
- ATTACHMENT 13: Program Termination Form: Social Studies Education - Master of Arts in Teaching
- ATTACHMENT 14: Program Termination Form: Spanish Education - Master of Arts in Teaching
- ATTACHMENT 15: Program Termination Form: Recreation and Sports Management – Bachelor of Science
- ATTACHMENT 16: Program Termination Form: Recreation and Sports Management – Master of Science
- ATTACHMENT 17: Program Termination Form: Athletic Training Education - Master of Science
- ATTACHMENT 18: Program Termination Form: Religious Studies – Bachelor of Arts

**FACILITATOR/PRESENTER:**

- Douglas Wartzok

**Florida International University  
Board of Trustees  
Program Termination Policy**

**PURPOSE**

To specify the standards required for university program termination.

**AUTHORITY/SOURCE**

Executive Vice President and Provost

**POLICY**

In order to promote and maintain high quality academic programs, the University may over time develop new academic degree programs or discontinue existing programs.

Program discontinuance is the formal termination of a degree program, department or division of instruction, school or college, or other program unit for educational reasons, strategic realignment, resource allocation, budget constraints, or combination of education strategies and financial reasons.

**PROCEDURE**

A recommendation to discontinue a program, or department, or other academic unit may be made by a department, its chair, the dean, the campus program review committee, the vice president for academic affairs, the provost, the president or the Board of Trustees.

A recommendation for program discontinuance will be reviewed by the provost with advice from the dean and faculty senate and submitted to the President and Board of Trustees. In considering programs for possible termination, the following items will be evaluated:

1. Relationship of the program to the University Mission.
2. Relationship of the program to University Strategic Objectives
3. (Student FTE)/(Faculty FTE)
4. (Program Expenses)/ (State appropriations plus tuition)
5. Number of graduates
6. Time to degree
7. Percent completing with 4 years, 6 years, and 8 years (the latter only for graduate programs)
8. Faculty scholarly and/or creative productivity
9. Record of Faculty external funding, where appropriate
10. Impact on students in the program
11. Impact on educational opportunities for underrepresented minorities
12. External community financial support
13. Accreditation status for accredited programs

The trend lines in indicators 3-9 will be of particular importance.

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## PROGRAM TERMINATION FORM

### Florida Board of Governors

**UNIVERSITY:**

Florida International University

**PROGRAM NAME:**

B.S. French Education

**DEGREE LEVEL:** B.S.

(List type: e.g., Ph.D.)

**\*CIP CODE:** 13.1306

(\*Classification of Instructional Programs)

**ANTICIPATED TERMINATION DATE:**

June 12, 2009

The request should be approved by the University Board of Trustees (UBOT) prior to submission to the Florida Board of Governors for approval (doctoral and professional programs) or notification (bachelor's and master's programs). Attach additional pages as necessary to provide a complete response. The issues outlined below should be examined by the UBOT in recommending termination.

**Provide a narrative rationale for the request to terminate the program.**

The B.S. in French Education has graduated 1 student in the past 3 academic years (2005-06, 2007-08, 2007-08) and as of spring 2008 had 0 student headcount. There are only 2 faculty members that teach in this program and they must also service the graduate program in M.S. in Foreign Language Education, therefore, we do not have faculty capacity to continue this program. Given the impact of the mandatory budget cuts the University and College are experiencing, the College can no longer continue to afford to fund the program based on the instructional costs, research output, and relevance to the strategic goals and mission of the College and the University.

**Indicate on which campus(es) the program is being offered and the extent to which the proposed termination has had or will have an impact on enrollment, enrollment planning, and/or the reallocation of resources.**

The program is offered at the University Park Campus. There are currently no students enrolled in the program in spring 2009; however, all active students in the program will be notified of the closure and informed of the teach out through May 2012. There will be no other impact on enrollment, enrollment planning, or the reallocation of resources.

**Provide an explanation of the manner in which the University intends to accommodate any students or faculty who are currently active in the program scheduled to be terminated. State what steps have been taken to inform students and faculty of the intent to terminate the program?**

There are currently no students enrolled in the program in spring 2009; however, all active students in the program will be notified of the closure and informed of the teach out through May 2012. We will honor the catalog year in which they were admitted and will teach them out through May 2012.

Faculty will not be affected by this closure.

**Provide data (and cite source) on the gender and racial distribution of students and faculty. For faculty also list the rank and tenure status of all affected individuals.**

There are currently no students in the program enrolled spring 2009.

No faculty are affected.

**Identify any potential negative impact of the proposed action on the current representation of females, minorities, faculty, and students.**

There will be no negative impact to representation of females or minorities among faculty or students.

APPROVALS:

☒ Approve    ☐ Disapprove    Adriana M. Echeverri 5-29-08  
Requestor/Initiator    Date

☒ Approve    ☐ Disapprove    [Signature] 6/11/09  
Campus EO Officer    Date

☒ Approve    ☐ Disapprove    [Signature] 05/27/09  
College Dean    Date

☒ Approve    ☐ Disapprove    Thomas A. Breslin 6/2/09  
Chair of the Faculty Senate    Date

☒ Approve    ☐ Disapprove    [Signature] 6/2/08  
Vice President for Academic Affairs    Date

☒ Approve    ☐ Disapprove    [Signature] 6/2/08  
Executive Vice President and Provost    Date

☒ Approve    ☐ Disapprove    [Signature] 6/2/09  
President    Date

☐ Approve    ☐ Disapprove    \_\_\_\_\_  
Chair, FIU Board of Trustees    Date

REVISED 05/29/2009

## PROGRAM TERMINATION FORM Florida Board of Governors

**UNIVERSITY:**

Florida International University

**PROGRAM NAME:**

Bachelor of Science in Mathematical Sciences

**DEGREE LEVEL:** BS - Undergraduate      **CIP CODE:** 270301

**ANTICIPATED TERMINATION DATE:**

June 12, 2009

The request should be approved by the University Board of Trustees (UBOT) prior to submission to the Florida Board of Governors for approval (doctoral and professional programs) or notification (bachelor's and master's programs). Attach additional pages as necessary to provide a complete response. The issues outlined below should be examined by the UBOT in recommending termination.

**Provide a narrative rationale for the request to terminate the program.**

The BS in Mathematical Sciences is one of the lowest graduating majors in the College of Arts & Sciences. Current enrollment trends indicate that the number of graduates is not likely to increase much in future years. The continuation of this degree program can no longer be justified given the strategic priorities of the college. The closure of this degree program will not result in any savings due to the fact that all courses required for this degree will continue to be offered for other degree programs. In other words, there are no dedicated courses for this degree.

**Indicate on which campus(es) the program is being offered and the extent to which the proposed termination has had or will have an impact on enrollment, enrollment planning, and/or the reallocation of resources.**

The Mathematical Sciences BS is offered only at the University Park Campus. The closure should have a negligible impact on overall undergraduate student enrollment.

**Provide an explanation of the manner in which the University intends to accommodate any students or faculty who are currently active in the program scheduled to be terminated. State what steps have been taken to inform students and faculty of the intent to terminate the program?**

Currently 24 students are enrolled as majors in the program and the curriculum will continue to be offered through May 2011 to allow completion of the program. No formal steps have been taken as yet to inform Mathematical Sciences majors about the closure of the program.

Dean Furton has discussed the decision to close the program as part of his three-year budget plan at the CAS Council of Chairs Meeting on April 7, 2009, and at the CAS Faculty Assembly on April 16, 2009. No faculty are affected by the program closure as they will be teaching in other programs.

**Identify any potential negative impact of the proposed action on the current representation of females, minorities, faculty, and students.**

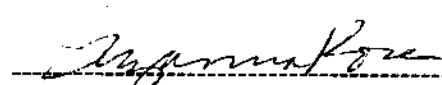
The data below demonstrate that the closure of the Mathematical Sciences BS program should not have any negative impact on the current representation of the above mentioned categories.

**Provide data (and cite source) on the gender and racial distribution of students and faculty. For faculty also list the rank and tenure status of all affected individuals.**

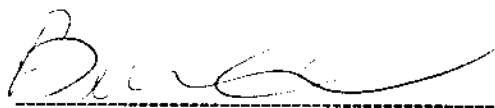
<b>Mathematical Sciences BS Student Demographics</b>					
	2008	2007	2006	2005	2004
<b>Male</b>	8	9	12	18	10
<b>Female</b>	4	7	8	11	9
<b>White</b>	0	5	5	1	1
<b>African American</b>	0	0	3	3	3
<b>Hispanic</b>	9	9	6	17	12
<b>Asian</b>	1	0	3	3	1
<b>Native American</b>	0	0	0	1	1
<b>Other</b>	2	2	3	4	1
<b>Total</b>	24	32	40	58	38

APPROVALS:


☒ Approve    ☐ Disapprove

 6/1/09  
Requestor/Initiator Date

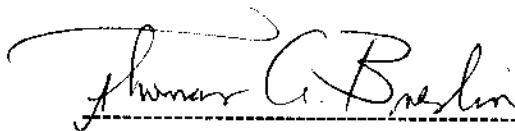
☒ Approve    ☐ Disapprove

 6/1/09  
Campus EO Officer Date

☒ Approve    ☐ Disapprove

 6/1/09  
College Dean Date


☒ Approve    ☐ Disapprove

 6/2/09  
Chair of the Faculty Senate Date


☐ Approve    ☐ Disapprove

\_\_\_\_\_  
Vice President for Academic Affairs Date

☒ Approve    ☐ Disapprove

 6/2/09  
Executive Vice President and Provost Date

☒ Approve    ☐ Disapprove

 6/2/09  
President Date

☐ Approve    ☐ Disapprove

\_\_\_\_\_  
Chair, FIU Board of Trustees Date

REVISED 05/29/2009



**PROGRAM TERMINATION FORM**  
Florida Board of Governors

**UNIVERSITY:** Florida International University

**PROGRAM NAME:** Bachelor of Science in Occupational Therapy

**DEGREE LEVEL:** BS  
(List type e.g., Ph.D.)

**\*CIP CODE:** 51.2306  
(\*Classification of Instructional Programs)

**ANTICIPATED TERMINATION DATE:** June 12, 2009

*This is the form to be used for university requests to terminate doctoral or specialist degree programs. The request should be approved by the University Board of Trustees (UBOT) prior to submission to the Florida Board of Governors for approval. Please fill out this form completely for each program to be terminated in order for your request to be processed as quickly as possible. Attach additional pages as necessary to provide a complete response. In the case of baccalaureate or master=s degree programs, the UBOT may approve termination in accordance with Section 1001.74 (7) FS, with notification sent to the Board of Governors office. The issues outlined below should be examined by the UBOT in approving termination.*

1. *Provide a narrative rationale for the request to terminate the program.*

In 1999 the American Occupational Therapy Association (AOTA), passed a resolution mandating post baccalaureate entry level education for occupational therapy. As of January 2007, successful completion of a post baccalaureate, Master of Science in Occupational Therapy (MS in OT) degree is required to qualify an individual to take the National Board for Certification in Occupational Therapy (NBCOT) certification examination.

In 1988, the Occupational Therapy Department at FIU attained approval from the Board of Regents to begin the MS in OT degree. Since 1988, the Occupational Therapy Department ran both, the BS in OT and the MS in OT degrees. The MS in OT degree at that time was only for applicants with a bachelor degree in a discipline other than occupational therapy.

The last class for the BS in OT was admitted in August 2003, and graduated in December 2005. Therefore, since the OT Department at FIU has not admitted students to the BS in OT program since August 2003, the department requests termination of the BS in OT program.

2. *Indicate on which campus(es) the program is being offered and the extent to which the proposed termination has had or will have an impact on enrollment, enrollment planning, and/or the reallocation of resources.*

The Bachelor of Science in Occupational Therapy degree was housed at the University Park Campus. The closure of the BS in OT degree did not have an impact on enrollment or on enrollment planning.

Enrollment was maintained in the OT Department. The MS in OT program enrollment grew from 24 in fall 2005 to 71 in fall 2008.

As a result, there was no need for re-allocation of resources or enrollment planning.

3. *Provide an explanation of the manner in which the University intends to accommodate any students or faculty who are currently active in the program scheduled to be terminated. State what steps have been taken to inform students and faculty of the intent to terminate the program?*

All faculty in the Occupational Therapy Department continued teaching in the MS in OT degree.

The last BS in OT class graduated in December 2005. There were two students who were unable to graduate with their cohort due to academic deficiencies. In summer '06, one student graduated with a BS in OT. The other student was placed in the BSHS Pre-OT Track, and completed it. She is currently completing the professional MS in OT and is expected to graduate in Summer '09.

In 2003, the OT Department started to disseminate the closure of the BS in OT Degree. Prospective students were notified in the following ways: during our monthly advising sessions, on the website, and in the University catalog. Letters were sent to community college counselors, and flyers and posters were displayed in different locations in the University (the OT department, the library, and in the first floor of the HLS I building).

The last class to be admitted to the BS in OT was notified of the closure in the following ways: during our monthly advising sessions, upon applying, when they were accepted, and during the mandatory OT orientation session. During the latter, students were given a written document indicating that their class was the last class to be admitted to the BS in OT program, and they were asked to sign the document, verifying their knowledge of this information.

All of the OT faculty members were aware of the AOTA national mandate to move the profession to the graduate level. All faculty members remained in the OT Department and continued to teach in the MS in OT Track.

4. *Provide data (and cite source) on the gender and racial distribution of students and faculty. For faculty also list the rank and tenure status of all affected individuals.*

There are no students enrolled in the BS OT program. All faculty were retained in the OT department.

The faculty members in the OT Department were not affected in any way.

*5. Identify any potential negative impact of the proposed action on the current representation of females, minorities, faculty, and students.*

No potential negative impact of the action to close the BS in OT degree occurred on the current representation of females or minorities among faculty or students with the closure of the BS in OT.

**PROGRAM TERMINATION FORM**

Approval or Disapproval

(If disapproving, attach no more than one page rationale.)

<input checked="" type="checkbox"/> Approve	<input type="checkbox"/> Disapprove	<u>Amelia d. Abdel-Moty</u>	<u>4/20/09</u>
		Requestor/Initiator	Date
<input checked="" type="checkbox"/> Approve	<input type="checkbox"/> Disapprove	<u>[Signature]</u>	<u>6/11/09</u>
		Campus EO Officer	Date
<input checked="" type="checkbox"/> Approve	<input type="checkbox"/> Disapprove	<u>[Signature]</u>	<u>4/27/09</u>
		College Dean	Date
<input checked="" type="checkbox"/> Approve	<input type="checkbox"/> Disapprove	<u>Thomas C. Besler</u>	<u>4/28/09</u>
		Chair of the Faculty Senate	Date
<input type="checkbox"/> Approve	<input type="checkbox"/> Disapprove	<u>[Signature]</u>	<u>        </u>
		Vice President for Academic Affairs	Date
<input checked="" type="checkbox"/> Approve	<input type="checkbox"/> Disapprove	<u>[Signature]</u>	<u>28v09</u>
		Executive Vice President and Provost	Date
<input checked="" type="checkbox"/> Approve	<input type="checkbox"/> Disapprove	<u>[Signature]</u>	<u>6/2/09</u>
		President	Date
<input type="checkbox"/> Approve	<input type="checkbox"/> Disapprove	<u>        </u>	<u>        </u>
		Chair, FIU Board of Trustees	Date

## PROGRAM TERMINATION FORM

### Florida Board of Governors

**UNIVERSITY:**

Florida International University

**PROGRAM NAME:**

B.S. Spanish Education

**DEGREE LEVEL:** B.S.  
(List type: e.g., Ph.D.)

**\*CIP CODE:** 13.1306  
(\*Classification of Instructional Programs)

**ANTICIPATED TERMINATION DATE:**

June 12, 2009

The request should be approved by the University Board of Trustees (UBOT) prior to submission to the Florida Board of Governors for approval (doctoral and professional programs) or notification (bachelor's and master's programs). Attach additional pages as necessary to provide a complete response. The issues outlined below should be examined by the UBOT in recommending termination.

**Provide a narrative rationale for the request to terminate the program.**

The B.S. in Spanish Education has graduated an average of 2 students in the past 3 academic years (2005-06, 2007-08, 2007-08) and had an average of 4 student headcount (2005-06, 2007-08, 2007-08). There are only 2 faculty members that must service Spanish education program and these faculty must also service students in the MS in Foreign Language Education; therefore, we do not have faculty capacity to continue this program. Given the impact of the mandatory budget cuts the University and College are experiencing, the College can no longer continue to afford to fund the program based on the instructional costs, research output, and relevance to the strategic goals and mission of the College and the University.

**Indicate on which campus (es) the program is being offered and the extent to which the proposed termination has had or will have an impact on enrollment, enrollment planning, and/or the reallocation of resources.**

The program is offered at the University Park Campus. There are currently no students enrolled in the program in spring 2009; however, all active students in the program will be notified of the closure and informed of the teach out through May 2012. There will be no other impact on enrollment, enrollment planning, or the reallocation of resources.

**Provide an explanation of the manner in which the University intends to accommodate any students or faculty who are currently active in the program scheduled to be terminated. State what steps have been taken to inform students and faculty of the intent to terminate the program?**

There are currently no students enrolled in the program in spring 2009; however, all active students in the program will be notified of the closure and informed of the teach out through May 2012. We will honor the catalog year in which they were admitted and will teach them out through May 2012.

Faculty will not be affected by this closure.

**Provide data (and cite source) on the gender and racial distribution of students and faculty. For faculty also list the rank and tenure status of all affected individuals.**

In Spring 2009, there are no students enrolled in the program (OPIE Reports Website, 2009).

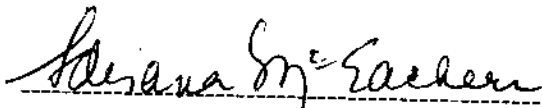
No faculty are affected.

**Identify any potential negative impact of the proposed action on the current representation of females, minorities, faculty, and students.**


There will be no negative impact to representation of females or minorities among faculty or students.

APPROVALS:

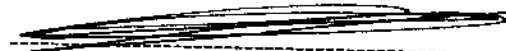
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Requestor/Initiator Date

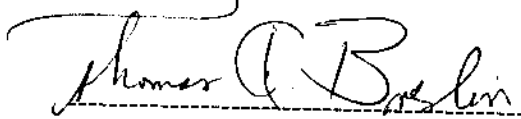
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Campus EO Officer Date

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 05/29/09  
College Dean Date


☒ Approve    ☐ Disapprove

 6/2/09  
Chair of the Faculty Senate Date


☐ Approve    ☐ Disapprove

\_\_\_\_\_  
Vice President for Academic Affairs Date

☒ Approve    ☐ Disapprove

 6/2/09  
Executive Vice President and Provost Date

☒ Approve    ☐ Disapprove

 6/2/09  
President Date

☐ Approve    ☐ Disapprove

\_\_\_\_\_  
Chair, FIU Board of Trustees Date

REVISED 05/29/2009



## PROGRAM TERMINATION FORM

### Florida Board of Governors

**UNIVERSITY:**

Florida International University

**PROGRAM NAME:**

MAT English Education

**DEGREE LEVEL:** MAT  
(List type: e.g., Ph.D.)

**\*CIP CODE:** 13.1305  
(\*Classification of Instructional Programs)

**ANTICIPATED TERMINATION DATE:**

June 12, 2009

The request should be approved by the University Board of Trustees (UBOT) prior to submission to the Florida Board of Governors for approval (doctoral and professional programs) or notification (bachelor's and master's programs). Attach additional pages as necessary to provide a complete response. The issues outlined below should be examined by the UBOT in recommending termination.

**Provide a narrative rationale for the request to terminate the program.**

The MAT in English Education had an average of 13 students enrolled over the past three years (2005-2006, 2006-2007, 2007-2008) and average of 2 graduates over the same 3 year period. Given the impact of the mandatory budget cuts the University and College are experiencing, the College can no longer continue to afford to fund the program based on the instructional cost, research output, and relevance to the strategic goals and mission of the College.

**Indicate on which campus(es) the program is being offered and the extent to which the proposed termination has had or will have an impact on enrollment, enrollment planning, and/or the reallocation of resources.**

The MAT in English Education is offered at the University Park Campus. We do not anticipate any impact on enrollment and enrollment planning. However, the College will be able to maximize resources for other programs.

**Provide an explanation of the manner in which the University intends to accommodate any students or faculty who are currently active in the program scheduled to be terminated. State what steps have been taken to inform students and faculty of the intent to terminate the program?**

College of Education and College of Arts and Sciences faculty are collaborating on the development of an undergraduate English education track under the BA in English degree.

Students who are currently enrolled in this graduate program will be able to complete degree requirements before final program phase-out in May, 2012. For students who are in the program, we will honor the commitments of the catalog year in which they were admitted as long as they complete all degree requirements by May, 2012. Transcripts will be endorsed under the degree of the catalog year in which they were admitted.

Any remaining post-baccalaureate students interested in pursuing teacher certification in English Education can enroll in the State-approved Professional Training Option and complete courses toward certification in their discipline. Once certification is complete, students wanting to continue their studies can pursue the M.S. in Curriculum and Instruction.

Students will be notified via letters, e-mail, web-page announcements, and group information sessions advising them of the program closure and the length of time (until May, 2012) they have to complete the program.

English education faculty will continue to teach English pedagogy courses in this undergraduate program.

**Provide data (and cite source) on the gender and racial distribution of students and faculty. For faculty also list the rank and tenure status of all affected individuals.**

In Spring 2009, 6 students were enrolled in the program. Of these 2 reported being Hispanic, 2 Black, 1 Asian, and 1 Asian; all 6 students are females.

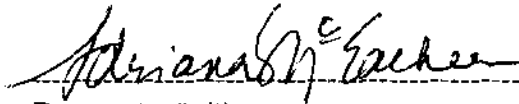
No faculty are affected by the program closure as they are teaching in other programs.

**Identify any potential negative impact of the proposed action on the current representation of females, minorities, faculty, and students.**

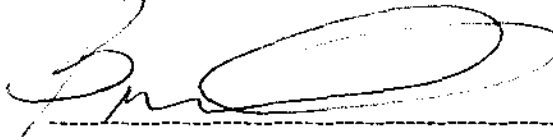
An effort will be made to mitigate any negative impact through increased recruitment and mentoring at the undergraduate program level.

APPROVALS:

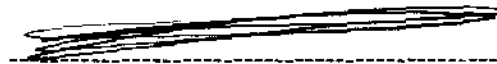
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Requestor/Initiator Date

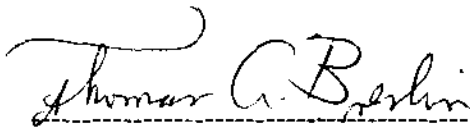
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Campus EO Officer Date

☒ Approve ☐ Disapprove

 05/27/09  
College Dean Date

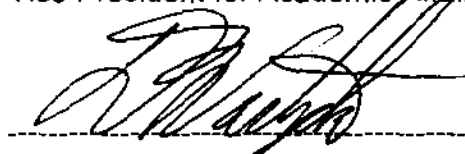
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Chair of the Faculty Senate Date

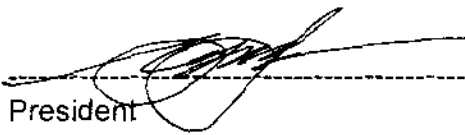
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Vice President for Academic Affairs Date

☒ Approve ☐ Disapprove

 6/2/09  
Executive Vice President and Provost Date

☒ Approve ☐ Disapprove

 6/2/09  
President Date

☐ Approve ☐ Disapprove

\_\_\_\_\_  
Chair, FIU Board of Trustees Date

REVISED 05/29/2009

## PROGRAM TERMINATION FORM Florida Board of Governors

**UNIVERSITY:**

Florida International University

**PROGRAM NAME:**

MAT French Education

**DEGREE LEVEL:** MAT  
(List type: e.g., Ph.D.)

**\*CIP CODE:** 13.1306  
(\*Classification of Instructional Programs)

**ANTICIPATED TERMINATION DATE:**

June 12, 2009

The request should be approved by the University Board of Trustees (UBOT) prior to submission to the Florida Board of Governors for approval (doctoral and professional programs) or notification (bachelor's and master's programs). Attach additional pages as necessary to provide a complete response. The issues outlined below should be examined by the UBOT in recommending termination.

**Provide a narrative rationale for the request to terminate the program.**

The MAT in French Education has graduated only 1 student in the past 3 academic years (2005-06, 2007-08, 2007-08) and has an average of 3 student headcount (2005-06, 2007-08, 2007-08). There are only 2 faculty members that must service the graduate program in MS in Foreign Language Education, therefore, we do not have faculty capacity to continue this program. Given the impact of the mandatory budget cuts the University and College are experiencing, the College can no longer continue to afford to fund the program based on the instructional costs, research output, and relevance to the strategic goals and mission of the College and the University.

**Indicate on which campus(es) the program is being offered and the extent to which the proposed termination has had or will have an impact on enrollment, enrollment planning, and/or the reallocation of resources.**

The program was offered at the University Park Campus. We do not anticipate any impact on enrollment and enrollment planning. However, the College will be able to maximize resources for other programs.

**Provide an explanation of the manner in which the University intends to accommodate any students or faculty who are currently active in the program scheduled to be terminated. State what steps have been taken to inform students and faculty of the intent to terminate the program?**

Students who are currently active in this graduate program, but not enrolled spring 2009, will be able to complete degree requirements before final program phase-out in May, 2012. For students who are in the program, we will honor the commitments of the catalog year in which they were admitted as long as they complete all degree requirements by May, 2012. Transcripts will be endorsed under the degree of the catalog year in which they were admitted.

Any remaining post-baccalaureate students interested in pursuing teacher certification in French Education can enroll in the State-approved Professional Training Option and complete courses toward certification in their discipline. Once certification is complete, students wanting to continue their studies can pursue the M.S. in Curriculum and Instruction with the Modern Language specialization.

Students will be notified via letters, e-mail, web-page announcements, and group information sessions advising them of the program closure and the length of time (until May, 2012) they have to complete the program.

Faculty will not be affected by this closure.

**Provide data (and cite source) on the gender and racial distribution of students and faculty. For faculty also list the rank and tenure status of all affected individuals.**

There are 2 enrolled students in Spring 2009; of these 1 is male and 1 is female. None of these students reported their ethnicity.

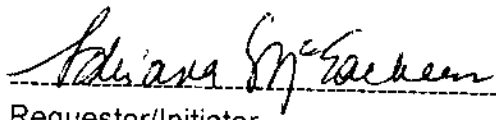
No faculty are affected.

**Identify any potential negative impact of the proposed action on the current representation of females, minorities, faculty, and students.**


There will be no negative impact to representation of females or minorities among faculty or students.

APPROVALS:

☒ Approve    ☐ Disapprove

    5-29-09  
Requestor/Initiator    Date

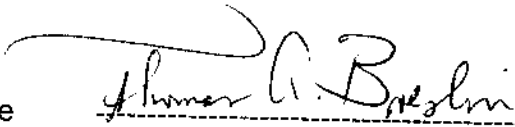
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    6/1/09  
Campus EO Officer    Date

☒ Approve    ☐ Disapprove

    05/28/09  
College Dean    Date


☒ Approve    ☐ Disapprove

    6/2/09  
Chair of the Faculty Senate    Date


☐ Approve    ☐ Disapprove

\_\_\_\_\_  
Vice President for Academic Affairs    Date

☒ Approve    ☐ Disapprove

    6/2/09  
Executive Vice President and Provost    Date

☒ Approve    ☐ Disapprove

    6/2/09  
President    Date

☐ Approve    ☐ Disapprove

\_\_\_\_\_  
Chair, FIU Board of Trustees    Date

REVISED 05/29/2009



## PROGRAM TERMINATION FORM Florida Board of Governors

**UNIVERSITY:**

Florida International University

**PROGRAM NAME:**

MAT Mathematics Teacher Education

**DEGREE LEVEL:** MAT  
(List type: e.g., Ph.D.)

**\*CIP CODE:** 13.1311  
(\*Classification of Instructional Programs)

**ANTICIPATED TERMINATION DATE:**

June 12, 2009

The request should be approved by the University Board of Trustees (UBOT) prior to submission to the Florida Board of Governors for approval (doctoral and professional programs) or notification (bachelor's and master's programs). Attach additional pages as necessary to provide a complete response. The issues outlined below should be examined by the UBOT in recommending termination.

**Provide a narrative rationale for the request to terminate the program.**

The MAT in Math Education had an average of 10 students enrolled over the past three years (2005-2006, 2006-2007, 2007-2008) and average of 1 graduate over the same 3 year period. Given the impact of the mandatory budget cuts the University and College are experiencing, the College can no longer continue to afford to fund the program based on the instructional cost, research output, and relevance to the strategic goals and mission of the College.

**Indicate on which campus(es) the program is being offered and the extent to which the proposed termination has had or will have an impact on enrollment, enrollment planning, and/or the reallocation of resources.**

The MAT in Mathematics Education program is offered at the University Park Campus. We do not anticipate any impact on enrollment and enrollment planning. However, the College will be able to maximize resources for other programs.

**Provide an explanation of the manner in which the University intends to accommodate any students or faculty who are currently active in the program scheduled to be terminated. State what steps have been taken to inform students and faculty of the intent to terminate the program?**

College of Education and College of Arts and Sciences faculty are collaborating on the development of an undergraduate Mathematics Education major under the Bachelor's in Arts in Mathematics degree.

Students who are in the MAT in Mathematics Education program will be able to complete degree requirements before final program phase-out in May, 2012. For students who are in the program, we will honor the commitments of the catalog year in which they were admitted as long as they complete all degree requirements by May, 2012. Transcripts will be endorsed under the degree of the catalog year in which they were admitted.

Any remaining post-baccalaureate students interested in pursuing teacher certification in Mathematics Education can enroll in the State-approved Professional Training Option and complete courses toward certification in their discipline. Once certification is complete, students wanting to continue their studies can pursue the M.S. in Curriculum and Instruction.

Students will be notified via letters, e-mail, web-page announcements, and group information sessions advising them of the program closure and the length of time (until May, 2012) they have to complete the program.

Math education faculty will continue to teach math pedagogy courses in this undergraduate program.

**Provide data (and cite source) on the gender and racial distribution of students and faculty. For faculty also list the rank and tenure status of all affected individuals.**


In Spring 2009, 4 students were enrolled in the program. Of these, 2 reported being Hispanic, 1 non-Hispanic White, and 1 did not report their ethnicity. Three are female and one male.


No faculty are affected by the program closure as they are teaching in other programs.

**Identify any potential negative impact of the proposed action on the current representation of females, minorities, faculty, and students.**

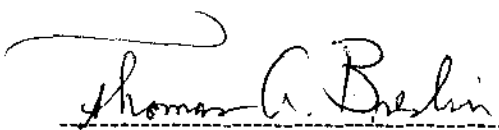
Efforts will be made to mitigate any negative impact through increased recruitment and mentoring at the undergraduate program level.

APPROVALS:

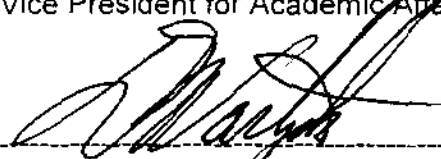
☒ Approve ☐ Disapprove  5-29-09  
Requestor/Initiator Date


☒ Approve ☐ Disapprove  6/11/09  
Campus EO Officer Date

☒ Approve ☐ Disapprove  05/27/09  
College Dean Date

☒ Approve ☐ Disapprove  6/2/09  
Chair of the Faculty Senate Date

☐ Approve ☐ Disapprove \_\_\_\_\_  
Vice President for Academic Affairs Date

☒ Approve ☐ Disapprove  6/2/09  
Executive Vice President and Provost Date

☒ Approve ☐ Disapprove  6/2/09  
President Date

☐ Approve ☐ Disapprove \_\_\_\_\_  
Chair, FIU Board of Trustees Date

REVISED 05/29/2009

**PROGRAM TERMINATION FORM**  
Board of Governors, State University System of Florida

**UNIVERSITY:** Florida International University (FIU)  
**PROGRAM NAME:** Master of Science in Physical Therapy  
**DEGREE LEVEL:** Masters (MS) **\*CIP CODE:** CIP 51.2308  
(List type, e.g., Ph.D.) (\*Classification of Instructional Programs)

**ANTICIPATED TERMINATION DATE:** June 12, 2009

This is the form to be used for university requests to terminate doctoral degree programs and is recommended for use when terminating other programs. The request should be approved by the University Board of Trustees (UBOT) prior to submission to the Board of Governors, State University System of Florida for approval. Please fill out this form completely for each program to be terminated in order for your request to be processed as quickly as possible. Attach additional pages as necessary to provide a complete response. In the case of baccalaureate or master's degree programs, the UBOT may approve termination in accordance with BOG Regulation 8.012 (3), with notification sent to the Board of Governors, Office of Academic and Student Affairs. The issues outlined below should be examined by the UBOT in approving termination.

**1. Provide a narrative rationale for the request to terminate the program.**

It is the MS in PT degree that is requested to be terminated as the program has transitioned to a DPT degree exclusively.

The Florida Board of Governors in March 2007, approved the request to transition FIU's graduate program in physical therapy from a seven-semester, 81-credit Master of Science in Physical Therapy (MS-PT) degree to a nine-semester, 113-credit Doctor of Physical Therapy (DPT) degree.

The transition of the Master of Science in Physical Therapy to the Doctor of Physical Therapy degree will improve the competence and quality of FIU's PT graduates, improving their opportunities upon graduation and benefiting the communities in which they are employed. With a DPT degree, our graduates can practice without a medical referral, which is consistent with changes in the Physical Therapy Practice Act in Florida and thirty-six other states.

In addition, transition to the DPT better aligns the degree designation of the PT program with programmatic requirements. FIU's current MS-PT degree requires 81 credits of graduate work, which far exceeds the 36-credit master's degrees required in other fields.

Finally, this change is in accord with standards of the physical therapy profession. The Commission on Accreditation of Physical Therapy Education (CAPTE) has suggested that the appropriate entry-level degree for the physical therapy profession is the professional doctorate in physical therapy. CAPTE has indicated that programs accredited under the 1998 Evaluative Criteria need only to notify CAPTE for a degree-change status from the MS to the DPT and follow the appropriate university procedures and obtain governance approvals.

The Department of Physical Therapy notified CAPTE of the degree-change approval from the Florida Board of Governors in March 2007.

The transition of the Master of Science in Physical Therapy to the Doctor of Physical Therapy degree has been approved at FIU by departmental, collegiate, and campus constituencies; by the university administration; and by state-level authorities. These include the Department of Physical Therapy faculty, the chair of the department, the dean of the college, the dean of the University Graduate School, the executive vice president and provost, the president, the FIU Board of Trustees, and the Florida Board of Governors.

The American Physical Therapy Association has issued the following vision statement with regard to the DPT: "By 2020, physical therapy will be provided by physical therapists who are doctors of physical therapy, recognized by consumers and other health care professionals as practitioners of choice to whom consumers have directed access for the diagnosis of, interventions for, and prevention of impairments, functional limitations, and disabilities related to movement, function, and health."

FIU admitted the first cohort of students to the DPT program in August 2007 with an anticipated graduation in August 2010. Thirty-three students then enrolled in the master's program, had requested and were granted permission to matriculate into the DPT program, and it is anticipated those students should graduate in August 2009.

The MS in PT degree must be terminated as it has now been replaced by the DPT degree

- 3. Indicate on which campus(es) the program is being offered and the extent to which the proposed termination has had or will have an impact on enrollment, enrollment planning, and/or the reallocation of resources.**

The MS in PT was housed at the University Park Campus and the DPT degree will be offered only on the FIU's main University Park Campus.

The closure of the MS in PT program does not have an impact on enrollment or enrollment planning. The last class of MS in PT students admitted in Fall 2006 were given an option to graduate with a MS in PT in Fall 2008 or continue on in the approved DPT program with an anticipated graduation of Summer 2009. Thirty three students continued on into the DPT program, and 11 students graduated with a MS in PT degree in Fall 2008. This is the last class of MS in PT students admitted. The students admitted

in Fall 2007 were admitted into the DPT program. No students are currently matriculating in the MS in PT program. All 11 MS in PT students graduated in Fall 2008. The program in Physical Therapy admits approximately 50-54 students annually. With the transition to the DPT program, the number of applicants has increased. See table below.

Data from Department of Physical Therapy database.

<b>Class</b>	<b>MSPT 2005-2007</b>	<b>MSPT/DPT 2006- 2009</b>	<b>DPT 1<sup>st</sup> cohort started 2007- 2010</b>	<b>DPT 2008- 2011</b>	<b>DPT 2009- 2011</b>
# Applicants	85	143	154	227	267
UG60 Applicants	3.2	2.92	3.33	3.37	3.4
# Admitted	74	50	63	67	65
# Matriculated	48	49	54	52	target 54 ongoing
UG60 Matriculated	3.25	3.37	3.38	3.65	3.7

Two principal funding sources financially support the DPT program: Education and General (E&G) funding from the state of Florida, representing state-appropriated funding and auxiliary funding, which is collected locally and is generated by charging students a professional value-added tuition related to the extra costs associated with developing and delivering limited-access professional programs. For FY 2009, E&G funding for the physical therapy programs is \$739,000, and the auxiliary funding is approximately \$883,000.

The majority of the auxiliary funding is earmarked to support three new doctorally-prepared faculty positions and one additional secretarial support-staff position. The professional value-added tuition will provide a stable base of funding to support the expanded curriculum and educational experiences, and personnel integral to the DPT program. Currently, auxiliary funds support one faculty member, and the department is searching for two faculty members who will be funded by the auxiliary professional tuition.

No resources will go to institutions or organizations for contractual or support services for the program. The operational, management, and physical resources for the DPT will be the current infrastructure in the College of Nursing and Health Services, which includes the office of the associate dean for administration, the budget director and support staff, as well as the departmental faculty and staff. Because the auxiliary funding is tuition driven and the demand to enter the program is far greater than the program capacity, there is minimal risk of resource shortfall.

- 4. Provide an explanation of the manner in which the University intends to accommodate any students or faculty who are currently active in the program scheduled to be terminated. State what steps have been taken to inform students and faculty of the intent to terminate the program?**

The MS in PT degree was transitioned to the DPT program as of Fall 2007 with the first cohort of students admitted to the DPT program. The MS in PT degree has been replaced by the DPT degree as the education requirement for becoming a physical therapist. All faculty teaching in the MS in PT program continue their employment in the Department of Physical Therapy in the DPT program. The last class of MS in PT students admitted in Fall 2006 were given an option to graduate with a MS in PT in Fall 2008 or continue on in the approved DPT program with an anticipated graduation of Summer 2009. Thirty three students continued on into the DPT program, and 11 students graduated with a MS in PT degree in Fall 2008. Since Fall 2007, students have been admitted to the DPT degree. Students were notified of the degree change on the Department of Physical Therapy website, in the catalog as well as numerous student advisement sessions held by the BSHS Pre PT Advisor and the Department of Physical Therapy. Notice of the termination was and is on the Department of Physical Therapy website and in the university catalog.

All faculty teaching in the MS in PT program continue their employment in the Department of Physical Therapy in the DPT program. One tenured faculty member who is Masters prepared continues teaching in the DPT program, but only as a secondary instructor of record in any of the DPT courses. One other Masters prepared faculty, will teach as a secondary instructor of record until she finishes her DPT by Summer 2010. The program assistant for the MS in PT continues her employment in the DPT program.

- 5. Provide data (and cite source) on the gender and racial distribution of students and faculty. For faculty also list the rank and tenure status of all affected individuals.**

There are no students in the MS in PT program. The last class of MS in PT graduated in Fall 2008.

The faculty members and staff in the Department of Physical Therapy remain employed and gender and racial distribution are not affected.



- 6. Identify any potential negative impact of the proposed action on the current representation of females, minorities, faculty, and students.**

No potential impact of the action to transition the MS in PT to the DPT occurred regarding the representation of females, or minority students or on the current faculty due to the transition from the MS in PT to the DPT.

**PROGRAM TERMINATION FORM**

Approval or Disapproval

(If disapproving, attach no more than one page rationale.)

☐ Approve ☐ Disapprove

Requestor/Initiator

Date

☒ Approve ☐ Disapprove

Campus EO Officer

Date

☒ Approve ☐ Disapprove

College Dean

Date

☒ Approve ☐ Disapprove

Chair of the Faculty Senate

Date

☐ Approve ☐ Disapprove

Vice President for Academic Affairs

Date

☒ Approve ☐ Disapprove

Executive Vice President and Provost

Date

☒ Approve ☐ Disapprove

President

Date

☐ Approve ☐ Disapprove

Chair, FIU Board of Trustees

Date

## PROGRAM TERMINATION FORM

### Florida Board of Governors

**UNIVERSITY:**

Florida International University

**PROGRAM NAME:**

MAT Science Education – Biology, Chemistry, Physics

**DEGREE LEVEL:** MAT  
(List type: e.g., Ph.D.)

**\*CIP CODE:** 13.1316  
(\*Classification of Instructional Programs)

**ANTICIPATED TERMINATION DATE:**

June 12, 2009

The request should be approved by the University Board of Trustees (UBOT) prior to submission to the Florida Board of Governors for approval (doctoral and professional programs) or notification (bachelor's and master's programs). Attach additional pages as necessary to provide a complete response. The issues outlined below should be examined by the UBOT in recommending termination.

**Provide a narrative rationale for the request to terminate the program.**

The MAT in Science Education had an average of 6 students enrolled over the past three years (2005-2006, 2006-2007, 2007-2008) and average of 1 graduate over the same 3 year period. Given the impact of the mandatory budget cuts the University and College are experiencing, the College can no longer continue to afford to fund the program based on the instructional cost, research output, and relevance to the strategic goals and mission of the College.

**Indicate on which campus(es) the program is being offered and the extent to which the proposed termination has had or will have an impact on enrollment, enrollment planning, and/or the reallocation of resources.**

The MAT in Science Education is offered at the University Park Campus. We do not anticipate any impact on enrollment and enrollment planning. However, the College will be able to maximize resources for other programs.

**Provide an explanation of the manner in which the University intends to accommodate any students or faculty who are currently active in the program scheduled to be terminated. State what steps have been taken to inform students and faculty of the intent to terminate the program?**

College of Education and College of Arts and Sciences faculty are collaborating on the development of an undergraduate Science Teacher education track in the undergraduate science degree programs (Biology, Chemistry, Physics). Science education faculty will continue to teach science pedagogy courses in Science education tracks of these programs.

Students who are currently in this graduate program will be able to complete degree requirements before final program phase-out. For students who are in the program, we will honor the commitments of the catalog year in which they were admitted as long as they complete all degree requirements by May, 2012. Transcripts will be endorsed under the degree of the catalog year in which they were admitted.

Any remaining, post-baccalaureate students interested in pursuing teacher certification in Science Education can enroll in the State-approved Professional Training Option and complete courses toward certification in their discipline. If students want to continue their studies, they can pursue the M.S. in Curriculum and Instruction.

Students will be notified via letters, e-mail, web-page announcements, and group information sessions advising them of the program closure and the length of time (until May, 2012) they have to complete the program.

**Provide data (and cite source) on the gender and racial distribution of students and faculty. For faculty also list the rank and tenure status of all affected individuals.**

No faculty are affected by the program closure as they will be teaching in other programs.

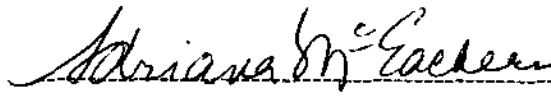
In Spring 2009, 2 students were enrolled in the program. All two students are Hispanic and 1 is a female and the other a male.

**Identify any potential negative impact of the proposed action on the current representation of females, minorities, faculty, and students.**

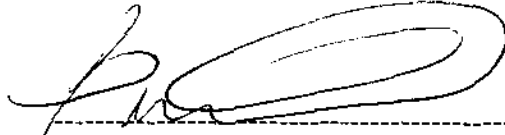
Efforts will be made to mitigate any negative impact through increased recruitment and mentoring at the undergraduate program level.

APPROVALS:

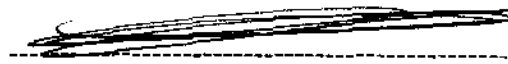
☒ Approve    ☐ Disapprove

 5-29-09  
Requestor/Initiator Date

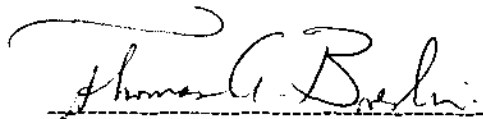
☒ Approve    ☐ Disapprove

 6/1/09  
Campus EO Officer Date

☒ Approve    ☐ Disapprove

 05/25/09  
College Dean Date

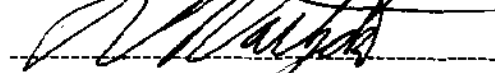
☒ Approve    ☐ Disapprove

 6/2/09  
Chair of the Faculty Senate Date


☐ Approve    ☐ Disapprove

\_\_\_\_\_  
Vice President for Academic Affairs Date

☒ Approve    ☐ Disapprove

 6/2/09  
Executive Vice President and Provost Date

☒ Approve    ☐ Disapprove

 6/2/09  
President Date

☐ Approve    ☐ Disapprove

\_\_\_\_\_  
Chair, FIU Board of Trustees Date

REVISED 05/29/2009

## PROGRAM TERMINATION FORM

### Florida Board of Governors

**UNIVERSITY:**

Florida International University

**PROGRAM NAME:**

MAT Social Studies Education

**DEGREE LEVEL:** MAT  
(List type: e.g., Ph.D.)

**\*CIP CODE:** 13.1317  
(\*Classification of Instructional Programs)

**ANTICIPATED TERMINATION DATE:**

June 12, 2009

The request should be approved by the University Board of Trustees (UBOT) prior to submission to the Florida Board of Governors for approval (doctoral and professional programs) or notification (bachelor's and master's programs). Attach additional pages as necessary to provide a complete response. The issues outlined below should be examined by the UBOT in recommending termination.

**Provide a narrative rationale for the request to terminate the program.**

The MAT in Social Studies Education had an average of 8 students enrolled over the past three years (2005-2006, 2006-2007, 2007-2008) and average of 1 graduate over the same 3 year period. Given the impact of the mandatory budget cuts the University and College are experiencing, the College can no longer continue to afford to fund the program based on the instructional cost, research output, and relevance to the strategic goals and mission of the College.

**Indicate on which campus(es) the program is being offered and the extent to which the proposed termination has had or will have an impact on enrollment, enrollment planning, and/or the reallocation of resources.**

The MAT in Social Studies Education is offered at the University Park Campus. We do not anticipate any impact on enrollment and enrollment planning. However, the College will be able to maximize resources for other programs.

**Provide an explanation of the manner in which the University intends to accommodate any students or faculty who are currently active in the program scheduled to be terminated. State what steps have been taken to inform students and faculty of the intent to terminate the program?**

College of Education and the College of Arts and Sciences faculty are collaborating on the development of an undergraduate Social Studies education track within undergraduate social science programs.

Students who are currently in the MAT in Social Studies Education program will be able to complete degree requirements before final program phase-out in May, 2012. For students who are in the program, we will honor the commitments of the catalog year in which they were admitted as long as they complete all degree requirements by May, 2012. Transcripts will be endorsed under the degree of the catalog year in which they were admitted.

Any remaining post-baccalaureate students interested in pursuing teacher certification in Social Studies Education can enroll in the State-approved Professional Training Option and complete courses toward certification in their discipline. Once certification is complete, students wanting to continue their studies can pursue the M.S. in Curriculum and Instruction.

Students will be notified via letters, e-mail, web-page announcements, and group information sessions advising them of the program closure and the length of time (until May, 2012) they have to complete the program.

Social Studies education faculty will continue to teach pedagogy courses in this undergraduate track.



**Provide data (and cite source) on the gender and racial distribution of students and faculty. For faculty also list the rank and tenure status of all affected individuals.**

No Faculty are affected as they will be teaching in other programs.

In Spring 2009, 5 students were enrolled in the program. Of these, 4 reported being Hispanic and 1 Black; 3 are females and 2 are males.

**Identify any potential negative impact of the proposed action on the current representation of females, minorities, faculty, and students.**


Efforts will be made to mitigate any negative impact through increased recruitment and mentoring at the undergraduate program level.

APPROVALS:

☒ Approve    ☐ Disapprove

Requestor/Initiator Mariana S. Weaver Date 5-29-03

☒ Approve    ☐ Disapprove

 6/11/09  
Campus EO Officer Date

☒ Approve    ☐ Disapprove

College Dean \_\_\_\_\_ Date 05/25/07


X Approve       Disapprove

Thomas C. Breslin 6/2/09  
Chair of the Faculty Senate Date

\_\_\_ Approve \_\_\_ Disapprove

Vice President for Academic Affairs \_\_\_\_\_ Date \_\_\_\_\_

X Approve         Disapprove

 6/2/09  
Executive Vice President and Provost Date

X Approve         Disapprove

President \_\_\_\_\_ Date 6/2/09

\_\_\_ Approve \_\_\_ Disapprove

Chair, FIU Board of Trustees

REVISÉD 05/29/2009

## PROGRAM TERMINATION FORM

### Florida Board of Governors

**UNIVERSITY:**

Florida International University

**PROGRAM NAME:**

MAT Spanish Education

**DEGREE LEVEL:** MAT  
(List type: e.g., Ph.D.)

**\*CIP CODE:** 13.1306  
(\*Classification of Instructional Programs)

**ANTICIPATED TERMINATION DATE:**

June 12, 2009

The request should be approved by the University Board of Trustees (UBOT) prior to submission to the Florida Board of Governors for approval (doctoral and professional programs) or notification (bachelor's and master's programs). Attach additional pages as necessary to provide a complete response. The issues outlined below should be examined by the UBOT in recommending termination.

**Provide a narrative rationale for the request to terminate the program.**

The MAT in Spanish Education has graduated an average of 0 students in the past 3 academic years (2005-06, 2007-08, 2007-08) and currently has no enrolled students. There are only 2 faculty members that must service the graduate program in MS in Foreign Language Education; therefore, we do not have faculty capacity to continue this program. Given the impact of the mandatory budget cuts the University and College are experiencing, the College can no longer continue to afford to fund the program based on the instructional costs, research output, and relevance to the strategic goals and mission of the College and the University.

**Indicate on which campus(es) the program is being offered and the extent to which the proposed termination has had or will have an impact on enrollment, enrollment planning, and/or the reallocation of resources.**

The program is offered at the University Park Campus. We do not anticipate any impact on enrollment and enrollment planning. However, the College will be able to maximize resources for other programs.

**Provide an explanation of the manner in which the University intends to accommodate any students or faculty who are currently active in the program scheduled to be terminated. State what steps have been taken to inform students and faculty of the intent to terminate the program?**

Faculty will not be affected by this closure. Students who are currently in this graduate program, but not enrolled spring 2009, will be able to complete degree requirements before final program phase-out in May, 2012. For students in the program, we will honor the commitments of the catalog year in which they were admitted as long as they complete all degree requirements by May, 2012. Transcripts will be endorsed under the degree of the catalog year in which they were admitted.

Any remaining post-baccalaureate students interested in pursuing teacher certification in English Education can enroll in the State-approved Professional Training Option and complete courses toward certification in their discipline. Once certification is complete, students wanting to continue their studies can pursue the M.S. in Curriculum and Instruction with the Modern Language specialization.

Students will be notified via letters, e-mail, web-page announcements, and group information sessions advising them of the program closure and the length of time (until May, 2012) they have to complete the program.

**Provide data (and cite source) on the gender and racial distribution of students and faculty. For faculty also list the rank and tenure status of all affected individuals.**

In Spring 2009, there are no students enrolled in the program.

No faculty are affected.

**Identify any potential negative impact of the proposed action on the current representation of females, minorities, faculty, and students.**

There will be no negative impact to representation of females or minorities among faculty or students.

APPROVALS:

☒ Approve    ☐ Disapprove    Marian McEachern 5-29-09  
Requestor/Initiator    Date

☒ Approve    ☐ Disapprove    [Signature] 6/1/09  
Campus EO Officer    Date

☒ Approve    ☐ Disapprove    [Signature] 05/29/09  
College Dean    Date

☒ Approve    ☐ Disapprove    Thomas C. Breslin 6/2/09  
Chair of the Faculty Senate    Date

☐ Approve    ☐ Disapprove    \_\_\_\_\_  
Vice President for Academic Affairs    Date

☒ Approve    ☐ Disapprove    [Signature] 6/2/09  
Executive Vice President and Provost    Date

☒ Approve    ☐ Disapprove    [Signature] 6/2/09  
President    Date

☐ Approve    ☐ Disapprove    \_\_\_\_\_  
Chair, FIU Board of Trustees    Date

REVISED 05/29/2009

## PROGRAM TERMINATION FORM

### Florida Board of Governors

**UNIVERSITY:**

Florida International University

**PROGRAM NAME:**

B.S. Recreation and Sport Management

**DEGREE LEVEL:** B.S.  
(List type: e.g., Ph.D.)

**\*CIP CODE:** 31.0301  
(\*Classification of Instructional Programs)

**ANTICIPATED TERMINATION DATE:**

June 12, 2009

The request should be approved by the University Board of Trustees (UBOT) prior to submission to the Florida Board of Governors for approval (doctoral and professional programs) or notification (bachelor's and master's programs). Attach additional pages as necessary to provide a complete response. The issues outlined below should be examined by the UBOT in recommending termination.

**Provide a narrative rationale for the request to terminate the program.**

The B.S. in Recreation and Sport Management has graduated an average of 9 students in the past 3 academic years (2005-06, 2007-08, 2007-08) and has an average headcount of 30 students in past 3 years (2005-06, 2007-08, 2007-08). The Recreation and Sport Management program is a non-education, non-school based program and is not relevant to the mission of the College of Education which is to prepare teachers and school-based professionals. Given the impact of the mandatory budget cuts the University and College are experiencing, the College can no longer continue to afford to fund the program based on the instructional costs, research output, and relevance to the strategic goals and mission of the College and the University.

**Indicate on which campus(es) the program is being offered and the extent to which the proposed termination has had or will have an impact on enrollment, enrollment planning, and/or the reallocation of resources.**

The program is offered at the University Park Campus. The program closure will impact students currently admitted and intended majors. Both groups of students will be informed of the program closure and advised they have 3 years to complete the program. No students will be admitted into the program after Fall, 2009. This will allow intended majors to meet admission requirements and complete the application process. Many of the intended majors have completed between 20-30 credits of upper division program requirements.

**FINANCIAL ANALYSIS:**

In 2008-09 students majoring in this program generated \$623,601 in tuition in courses taken throughout the university (\$392,281 undergraduate; \$231,321 graduate).

Overall 28% of the tuition goes to cover university wide indirect costs (\$174,608) and 23% for academic affairs indirect costs (\$143,428). In the College of Education the indirect costs in the Office of the Dean amount to \$49.76 per credit hour or \$92,458 leaving \$213,016 for direct instructional costs from tuition received.

The last time enrollment growth was funded, each lower division FTE (40 credits) received \$5,730, each upper division FTE (40 credits) received \$7,167, and each GRAD I FTE (32 credits) received \$15,050. It is believed that the all of the proposed program closures will have less than a 5% change in enrollment by level and thus will have no effect on General Revenue allocated to FIU. General Revenue funding to a university is not specifically reduced unless the university falls below 95% of the funded enrollment for two consecutive years.

**Provide an explanation of the manner in which the University intends to accommodate any students or faculty who are currently active in the program scheduled to be terminated. State what steps have been taken to inform students and faculty of the intent to terminate the program?**



The College will continue to offer courses until May, 2012 for students currently admitted to complete their program of studies. For students who are in the program, we will honor the commitments of the catalog year in which they were admitted as long as they complete all degree requirements by May, 2012.

Students will receive a letter and email advising them of the program closure and the length of time (until May, 2012) they have to complete the program. There will be notices posted on the College of Education website and in the catalog. Students in this program will have the option to move to the Sports and Fitness Track in Physical Education (K-12).

The Dean has informed the faculty of the proposed termination of the program. The Dean's office will work to provide a timeline for program phase out. Faculty will be given notice according to University policy and Collective Bargaining Agreement guidelines.

**Provide data (and cite source) on the gender and racial distribution of students and faculty. For faculty also list the rank and tenure status of all affected individuals.**

In Spring, 2009, the program had 62 enrolled students. Of these, 6 reported being Hispanic, 2 Black, 1 non-Hispanic White, 1 Asian, 52 did not report ethnicity; 26 females and 36 males.

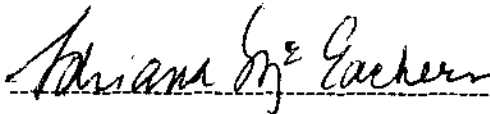
In the faculty, we have 2 females and 1 male; of these 1 is Asian and 2 are White non-Hispanic. Dr. Robert Wolff is a full tenured professor, Dr. Alexis McKenney is a tenured associate professor, and Dr. Jina Bang is a tenure earning assistant professor.

**Identify any potential negative impact of the proposed action on the current representation of females, minorities, faculty, and students.**

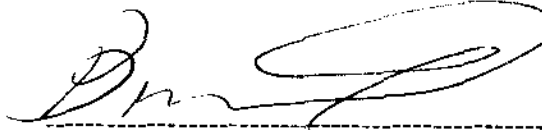
There will be no negative impact to representation of females or minorities among students. The faculty will be terminated based on the University Collective Bargaining Agreement.

APPROVALS:


☒ Approve    ☐ Disapprove

 5-29-09  
Requestor/Initiator Date

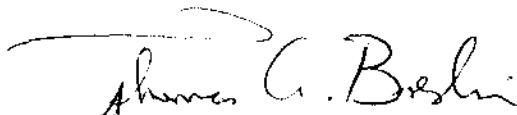
☒ Approve    ☐ Disapprove

 6/1/09  
Campus EO Officer Date

☒ Approve    ☐ Disapprove

 05/29/09  
College Dean Date


☐ Approve    ☒ Disapprove

 6/2/09  
Chair of the Faculty Senate Date


☐ Approve    ☐ Disapprove

\_\_\_\_\_  
Vice President for Academic Affairs Date

☒ Approve    ☐ Disapprove

 6/2/09  
Executive Vice President and Provost Date

☒ Approve    ☐ Disapprove

 6/2/09  
President Date

☐ Approve    ☐ Disapprove

\_\_\_\_\_  
Chair, FIU Board of Trustees Date

REVISED 05/29/2009

## PROGRAM TERMINATION FORM Florida Board of Governors

**UNIVERSITY:**

Florida International University

**PROGRAM NAME:**

M.S. Recreation and Sport Management

**DEGREE LEVEL:** M.S.  
(List type: e.g., Ph.D.)

**\*CIP CODE:** 31.0301  
(\*Classification of Instructional Programs)

**ANTICIPATED TERMINATION DATE:**

June 12, 2009

The request should be approved by the University Board of Trustees (UBOT) prior to submission to the Florida Board of Governors for approval (doctoral and professional programs) or notification (bachelor's and master's programs). Attach additional pages as necessary to provide a complete response. The issues outlined below should be examined by the UBOT in recommending termination.

**Provide a narrative rationale for the request to terminate the program.**

The M.S. in Recreation and Sport Management has graduated an average of 3 students in the past 3 academic years (2005-06, 2007-08, 2007-08) and has an average headcount of 13 students in past 3 years (2005-06, 2007-08, 2007-08). The M.S. in Recreation and Sport Management program is a non-education, non-school based program and is not relevant to the mission of the College of Education which is to prepare teachers and school-based professionals. Given the impact of the mandatory budget cuts the University and College are experiencing, the College can no longer continue to afford to fund the program based on the instructional costs, research output, and relevance to the strategic goals and mission of the College and the University.

**Indicate on which campus(es) the program is being offered and the extent to which the proposed termination has had or will have an impact on enrollment, enrollment planning, and/or the reallocation of resources.**

The program is offered at the University Park Campus. The impact of the closure will impact a small number of students who will be informed of the program closure and advised they have 3 years to complete the program. No students will be admitted into the program after Fall 2009. The College will be able to maximize resources for other programs.

**FINANCIAL ANALYSIS:**

In 2008-09 students majoring in this program generated \$623,601 in tuition in courses taken throughout the university (\$392,281 undergraduate; \$231,321 graduate).

Overall 28% of the tuition goes to cover university wide indirect costs (\$174,608) and 23% for academic affairs indirect costs (\$143,428). In the College of Education the indirect costs in the Office of the Dean amount to \$49.76 per credit hour or \$92,458 leaving \$213,016 for direct instructional costs from tuition received.

The last time enrollment growth was funded, each lower division FTE (40 credits) received \$5,730, each upper division FTE (40 credits) received \$7,167, and each GRAD I FTE (32 credits) received \$15,050. It is believed that the all of the proposed program closures will have less than a 5% change in enrollment by level and thus will have no effect on General Revenue allocated to FIU. General Revenue funding to a university is not specifically reduced unless the university falls below 95% of the funded enrollment for two consecutive years.

**Provide an explanation of the manner in which the University intends to accommodate any students or faculty who are currently active in the program scheduled to be terminated. State what steps have been taken to inform students and faculty of the intent to terminate the program?**

The College will continue to offer courses until May, 2012 for students currently enrolled to complete their program of studies. For students who are in the program, we will honor the commitments of the catalog year in which they were admitted as long as they complete all degree requirements by May, 2012.

Students will receive a letter and email advising them of the program closure and the length of time (until May, 2012) they have to complete the program. There will be notices posted on the College of Education website and in the catalog. Students in this program will have the option to move to the Sports and Fitness Track in the MS in Physical Education (K-12).

The Dean has informed the faculty of the proposed termination of the program. The Dean's office will work to provide a timeline for program phase out. Faculty will be given notice according to University Policy and Collective Bargaining Agreement guidelines.

**Provide data (and cite source) on the gender and racial distribution of students and faculty. For faculty also list the rank and tenure status of all affected individuals.**

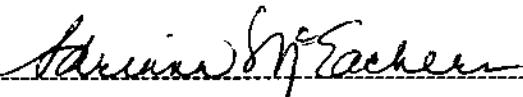
In Spring 2009, the program had 19 enrolled students. Of these 5 reported being Hispanic, 2 Blacks, 2 non-Hispanic White, and 10 did not report their ethnicity; 6 males and 13 females (Panthersoft Data, 2009).


In the faculty, we have 2 females and 1 male; of these 1 is Asian and 2 are White non-Hispanic. Dr. Robert Wolff is a full tenured professor, Dr. Alexis McKenney is a tenured associate professor, and Dr. Hyegin Bang is a tenure earning assistant professor.

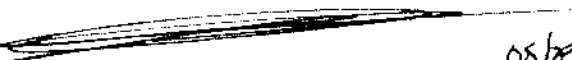
**Identify any potential negative impact of the proposed action on the current representation of females, minorities, faculty, and students.**

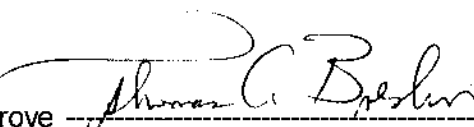
There will be no negative impact to the current representation of females or minorities among students. Faculty will be terminated according to the University Collective Bargaining Agreement.

APPROVALS:


☒ Approve ☐ Disapprove  5/29/09  
Requestor/Initiator Date

☒ Approve ☐ Disapprove  6/11/09  
Campus EO Officer Date

☒ Approve ☐ Disapprove  05/22/09  
College Dean Date

☐ Approve ☒ Disapprove  6/2/09  
Chair of the Faculty Senate Date

☐ Approve ☐ Disapprove \_\_\_\_\_  
Vice President for Academic Affairs Date

☒ Approve ☐ Disapprove  6/2/09  
Executive Vice President and Provost Date

☒ Approve ☐ Disapprove  6/2/09  
President Date

☐ Approve ☐ Disapprove \_\_\_\_\_  
Chair, FIU Board of Trustees Date

REVISED 05/29/2009

## PROGRAM TERMINATION FORM Florida Board of Governors

**UNIVERSITY:**

Florida International University

**PROGRAM NAME:**

Entry Level Athletic Training Education Program (ELATEP)

**DEGREE LEVEL:** M.S. **\*CIP CODE:** 510913

(List type: e.g., Ph.D.) (\*Classification of Instructional Programs)

**ANTICIPATED TERMINATION DATE:**

June 12, 2009

The request should be approved by the University Board of Trustees (UBOT) prior to submission to the Florida Board of Governors for approval (doctoral and professional programs) or notification (bachelor's and master's programs). Attach additional pages as necessary to provide a complete response. The issues outlined below should be examined by the UBOT in recommending termination.

**Provide a narrative rationale for the request to terminate the program.**

The Master of Science (MS) in Athletic Training, Entry-Level Athletic Training Education Program (EL- ATEP), is a low-enrollment, low-yield, high-cost, limited access graduate program with a small applicant pool. This program is not in the Board of Governors list of targeted programs.

The program was accredited last year by the Commission on Accreditation of Athletic Training Education. Prior to receiving full accreditation, the program matriculated only 7 students in 2005, 3 students in 2006, 7 students in 2007, and - after being accredited - 15 students in 2008. Although these figures depict an increasing trend, projected program targets for student admissions were 15 students in 2007 and 25 students in 2008. Thus, program enrollment targets were missed by 53% and 40%, respectively. The number of graduates from the M.S.EL- ATEP program includes: 4 in Spring 2008, 0 in Fall 2008, and 3 anticipated graduates in Spring 2009, for an overall total of 7 graduates. With so few graduates, the impact to the community of the M.S. EL-ATEP program closure will be minimal.

Students enter the M.S. EL-ATEP program either as baccalaureate graduates or as senior students from the combined Bachelor's-Master's AT program. Of the 15 senior students admitted to the combined Bachelor's-Master's program in Fall 2008, 8 students (53%) had an overall GPA below 3.0.

The applicant pool for this program in 2008 consisted of 20 students, of which a cohort of 15 students was admitted. Of the 15 students, 5 had upper division-60 credit GPAs below 3.0. In the current pool being considered for Fall 2009, there are 37 viable applicants as of April 10, 2009: 25 are baccalaureate graduates and 12 are FIU seniors in the combined BS/MS AT program. Of the 25 baccalaureate graduate applicants, 5 (20%) have UG 60 GPAs less than 3.0, 12 (48%) have UG 60 GPAs equal to or greater than 3.0, and 8 (32%) have no GPAs reported. Of the 12 applicants from the combined BS/MS AT program, 7 (58%) have a current cumulative GPA less than 3.0. Therefore, of the targeted 25 student admissions (with completed Bachelor's degrees) for Fall 2009, only 12 applicants with a Bachelor's degree meet minimum UGS standards for admission. Of the 12 applicants from the combined BS/MS AT program, only 5 (42%) applicants have a current GPA of 3.0 or above at this time.

Program expenditures for 2008-2009 total \$220,000, whereas the tuition and tuition-plus fees only generated a sum of \$133,000. The majority of program expenditures are for faculty and staff salaries. Currently, there is one PhD full-time faculty member (Clinical Assistant Professor) who also serves as program director, one faculty member (Clinical Assistant Professor) who is a PhD candidate, and one part-time secretary.

Although this is the only Master's level Athletic Training program in the state of Florida, a Master's degree is not required for state licensure as an Athletic Trainer or for employment. The impact to the community of program closure will be offset by the availability of the BS Athletic Training programs at the University of Miami, Barry University, Nova Southeastern University, Palm Beach Atlantic University, University of Florida, Florida State University, University of Central Florida, and University of North Florida.



At present, as part of their required clinical training, the students in the program provide athletic training services to FIU's Athletics Department, the UHZ Sports Medicine Institute of Doctors Hospital at Baptist Health South Florida, Belen Jesuit Preparatory School, Memorial Hospital West, and Pinecrest Physical Therapy. Although these organizations benefit from the students' clinical work, at present there is no external funding or gifts for faculty or scholarship support from these organizations to help sustain the program. Upon hearing of the proposed program closure, UHZ offered a PhD athletic trainer employed by them to teach for free two courses per year in the AT program.

Currently, no training grants, research grants, sponsorships, or philanthropic gifts have been generated by this program.

**Indicate on which campus(es) the program is being offered and the extent to which the proposed termination has had or will have an impact on enrollment, enrollment planning, and/or the reallocation of resources.**

The M.S.EL- ATEP program is housed on the University Park campus.

The M.S.EL-ATEP program will continue to offer courses until the current and newly admitted students have the opportunity to complete the degree by the end of Spring 2012. The faculty members and secretary will be phased out over three years according to UFF guidelines and program needs in order to provide teaching, support and advising for the continuing students until completion.

#### **FINANCIAL ANALYSIS:**

In 2008-09 students majoring in this program generated \$267,179 in tuition in courses taken throughout the university.

Overall 28% of the tuition goes to cover university wide indirect costs (\$74,810) and 23% for academic affairs indirect costs (\$61,451). In the College of Nursing and Health Sciences the indirect costs in the Office of the Dean amount to \$45.12 per credit hour or \$17,144 leaving \$113,773 for direct instructional costs from tuition received.

The last time enrollment growth was funded, each lower division FTE (40 credits) received \$5,730, each upper division FTE (40 credits) received \$7,167, and each GRAD I FTE (32 credits) received \$15,050. It is believed that the all of the proposed program closures will have less than a 5% change in enrollment by level and thus will have no effect on General Revenue allocated to FIU. General Revenue funding to a university is not specifically reduced unless the university falls below 95% of the funded enrollment for two consecutive years.

**Provide an explanation of the manner in which the University intends to accommodate any students or faculty who are currently active in the program scheduled to be terminated. State what steps have been taken to inform students and faculty of the intent to terminate the program?**

Upon approval of this proposal, a moratorium on admissions to the EL-ATEP program will be instituted in Fall 2009. All students admitted to the ATEP graduate program will be sent certified letters notifying them of the termination of the program and of their opportunity to complete their degrees. The deadline for completion will be end of Spring semester 2012 for the graduate program. Since the ATEP is a lock step program, this timeline will ensure that students matriculating in Fall 2009 can complete the degree by the end of Spring semester 2012. Students will have holds on their registration to ensure they meet with advisors to facilitate program completion in a timely manner.

The Dean and the Associate Dean for Academic Affairs informed the Program Director of the proposed termination of the program. The Dean has met two times with the CNHS Faculty Assembly and three times with all Department Chairs and Directors to inform them about the proposed program closure. The Associate Dean for Administration will work with staff and faculty to provide a timeline for program phase out. Staff and faculty will be given notice according to University policy and UFF guidelines.

**Provide data (and cite source) on the gender and racial distribution of students and faculty. For faculty also list the rank and tenure status of all affected individuals.**

**EL-ATEP Students (2008-2009)\***

N=25

<b>Ethnicity</b>	<b>Total</b>	<b>%</b>
Hispanic	16	64%
White Non-Hispanic	4	16%
Black Non-Hispanic	4	16%
Asian/Pacific	1	4%
Native American	0	0%
Other	0	0%

<b>Gender</b>	<b>Total</b>	<b>%</b>
Male	13	52%
Female	12	48%

**\* Student data were obtained from EL-ATEP program records, with student numbers verified from Panthersoft.**

**EL-ATEP Faculty**

**Regular**

<u>Name</u>	<u>Rank</u>	<u>Tenure Status</u>	<u>Gender</u>	<u>Ethnicity</u>
Jennifer Restrepo	Clin Assistant Prof	Non Tenure earning	Female	White
Michele Odai	Clin Assistant Prof	Non Tenure earning	Female	White

**Identify any potential negative impact of the proposed action on the current**

**representation of females, minorities, faculty, and students.**

There is no negative impact of the proposed action on the current representation of females or minorities among faculty and students.

APPROVALS:

☒ Approve    ☐ Disapprove

Requestor/Initiator: Helene Ch for Divinia Grossman Date: 5/29/09

☒ Approve    ☐ Disapprove

Campus EO Officer \_\_\_\_\_ Date 6/11/09

☒ Approve    ☐ Disapprove

Nancy Cornely / for Divina grossman  
College Dean Date 5/29/09


Approve ☒ Disapprove

Chair of the Faculty Senate Date 6/2/9

\_\_\_ Approve \_\_\_ Disapprove

Vice President for Academic Affairs Date

X Approve         Disapprove

 6/21/09  
Executive Vice President and Provost Date

☒ Approve ☐ Disapprove

President \_\_\_\_\_ Date 6/2/09

\_\_\_\_\_ Approve \_\_\_\_\_ Disapprove

Chair, FIU Board of Trustees Date

REVISÉD 05/29/2009

## PROGRAM TERMINATION FORM

### Florida Board of Governors

**UNIVERSITY:**

Florida International University

**PROGRAM NAME:**

Bachelor of Arts in Religious Studies

**DEGREE LEVEL:** BA Undergraduate

(List type: e.g., Ph.D.)

**\*CIP CODE:** 380201

(\*Classification of Instructional Programs)

**ANTICIPATED TERMINATION DATE:**

June 12, 2009

The request should be approved by the University Board of Trustees (UBOT) prior to submission to the Florida Board of Governors for approval (doctoral and professional programs) or notification (bachelor's and master's programs). Attach additional pages as necessary to provide a complete response. The issues outlined below should be examined by the UBOT in recommending termination.

**Provide a narrative rationale for the request to terminate the program.**

The BA in Religious Studies is one of the lowest graduating majors in the college of Arts & Sciences and enrollment trends reveal no likelihood that the number of Religious Studies graduates will significantly increase in future years. In the current budgetary climate with the college required to cut its budget by \$6.2 million over the next three years, the continuation of this program and department- which requires a budget for six tenured faculty positions, five untenured faculty positions, one full-time instructor a full-time senior secretary position and a 12 month salary and administrative increment for the Chair- can no longer be justified given the strategic priorities of the college.

**Indicate on which campus(es) the program is being offered and the extent to which the proposed termination has had or will have an impact on enrollment, enrollment planning, and/or the reallocation of resources.**

The full Religious Studies BA is offered only at the University Park Campus, although an untenured faculty member is assigned to Biscayne Bay. The closure should have a negligible impact on overall undergraduate student enrollment. Following the closure of the BA degree, Religion majors will be added to the curriculum of several current BA degrees such as History, Anthropology/Sociology, and International Relations. These new majors should increase enrollments for the home departments. The elimination of the chair's 12-month salary and increment, several faculty positions and the secretarial position will produce E & G salary savings for the college and enable CAS to reach our three-year budget reduction target.

**FINANCIAL ANALYSIS:**

In 2008-09 students majoring in this program generated \$553,685 in tuition in courses taken throughout the university.

Overall 28% of the tuition goes to cover university wide indirect costs (\$155,031) and 23% for academic affairs indirect costs (\$127,347). In the College of Arts & Sciences the indirect costs in the Office of the Dean amount to \$13.34 per credit hour or \$18,068 leaving \$253,237 for direct instructional costs from tuition received.

The last time enrollment growth was funded, each lower division FTE (40 credits) received \$5,730, each upper division FTE (40 credits) received \$7,167, and each GRAD I FTE (32 credits) received \$15,050. It is believed that the all of the proposed program closures will have less than a 5% change in enrollment by level and thus will have no effect on General Revenue allocated to FIU. General Revenue funding to a university is not specifically reduced unless the university falls below 95% of the funded enrollment for two consecutive years.

**Provide an explanation of the manner in which the University intends to accommodate any students or faculty who are currently active in the program scheduled to be terminated. State what steps have been taken to inform students and faculty of the intent to terminate the program?**

The Religious Studies curriculum will still be offered until all the current degree candidates have completed the degree requirements. Currently 87 students are enrolled as majors in the program and the curriculum will continue to be offered through May 2011. No formal steps have been taken as yet to inform Religious Studies majors about the closure of the program.

Dean Furton has discussed the decision to close the program as part of his three-year budget plan at the CAS Council of Chairs Meeting on April 7, 2009, at a meeting with the Religious Studies faculty on April 13, 2009 and at the CAS Faculty Assembly on April 16, 2009. Dean Furton also met with Student Government Senator Chris Cabral (CAS representative) on April 15<sup>th</sup> and discussed the intent to terminate the Religious Studies degrees and the proposed options that will be available to students. The Dean's office will work to provide a timeline for program phase out. Faculty will be given notice according to University policy and Collective Bargaining Agreement Guidelines.

**Identify any potential negative impact of the proposed action on the current representation of females, minorities, faculty, and students.**

The data below demonstrate that the closure of the Religious Studies BA program should not have any negative impact on the current representation of the above mentioned categories.

**Provide data (and cite source) on the gender and racial distribution of students and faculty. For faculty also list the rank and tenure status of all affected individuals.**

**Religious Studies Faculty:**

<b>Name</b>	<b>Rank/Title</b>	<b>Tenure Status</b>
Christine Gudorf	Professor and Chair	Tenured
Steven Heine	Professor	Tenured
Nathan Katz	Professor	Tenured
Erik Larson	Associate Professor	Tenured
Lesley A. Northup	Associate Professor	Tenured
Oren Baruch Stier	Associate Professor	Tenured
Ana Maria Bidegain	Associate Professor	Tenure Earning
Whitney Bauman	Assistant Professor	Tenure Earning
Aisha Musa	Assistant Professor	Tenure Earning
Albert Wuaku	Assistant Professor	Tenure Earning
Zion Zohar	Assistant Professor	Tenure Earning
Daniel Alvarez	Instructor	Non-Tenure Earning

**Faculty Data**

Male	8
Female	4
White	11
African American	1
Hispanic	2
Asian	0
Native American	0
Other	0

**Student Demographic Data**

	<b>2008</b>	<b>2007</b>	<b>2006</b>	<b>2005</b>	<b>2004</b>
<b>Male</b>	29	25	28	25	21
<b>Female</b>	35	23	36	32	21
<b>White</b>	18	16	14	16	12
<b>African American</b>	7	3	4	6	5
<b>Hispanic</b>	36	28	44	34	24
<b>Asian</b>	2	1	1	1	1
<b>Native American</b>	1	0	0	0	0
<b>Other</b>	18	16	14	16	12




APPROVALS:

X Approve         Disapprove

Requestor/Initiator WGL C-Re Date 6/1/09

~~\_\_\_~~ Approve    \_\_\_ Disapprove

 6/1/09  
Campus EO Officer Date

  X   Approve           Disapprove

College Dean \_\_\_\_\_ Date 6/1/09


       Approve   X   Disapprove

*Thomas G. Berlin* *6/2/09*  
Chair of the Faculty Senate Date

\_\_\_ Approve \_\_\_ Disapprove

Vice President for Academic Affairs Date

X Approve         Disapprove

 6/2/09  
Executive Vice President and Provost Date

X Approve           Disapprove

President \_\_\_\_\_ Date 6/2/09

\_\_\_ Approve    \_\_\_ Disapprove

Chair, FIU Board of Trustees

REVISÉD 05/29/2009

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**THE FLORIDA INTERNATIONAL UNIVERSITY**  
**BOARD OF TRUSTEES**  
**Academic Policy Committee**  
11 June 2009

**SUBJECT: APPROVAL OF GOLDEN PANTHER ENTERPRISES CORPORATION ARTICLES OF INCORPORATION AND BYLAWS; GRANT OF AUTHORITY TO GOLDEN PANTHER ENTERPRISES CORPORATION TO CREATE A WHOLLY FOREIGN OWNED SUBSIDIARY**

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**PROPOSED COMMITTEE ACTION:**

Recommend Board adoption of the following Resolution:

WHEREAS, the Florida International University Board of Trustees (“the BOT”) desires to create a direct-support organization named Golden Panther Enterprises Corporation which will, in turn, create a wholly foreign owned subsidiary to engage in management/business consulting services as well as hiring Chinese faculty to serve the University programs in the People’s Republic of China; and

WHEREAS, the BOT desires to undertake all steps necessary to create the above entities which are outlined below;

THEREFORE, BE IT RESOLVED, that the Articles of Incorporation, attached hereto as Exhibit “N” and the Bylaws, attached hereto as Exhibit “O” are hereby approved. The Articles of Incorporation and Bylaws are incorporated by reference herein; and

BE IT FURTHER RESOLVED, that the BOT authorizes Golden Panther Enterprises Corporation to take all actions necessary pertaining to these Articles of Incorporation and Bylaws; and

BE IT FURTHER RESOLVED, that the BOT authorizes Golden Panther Enterprises Corporation to take all actions necessary pertaining to creating a wholly foreign owned subsidiary, named Golden Panther Services, and to take all necessary actions to obtain approvals from the government of the People’s Republic of China to be able to operate the subsidiary in China on the terms provided in this resolution and bylaws.

**BACKGROUND INFORMATION:**

**LEGAL AUTHORITY:**

**Section FIU-1502(1)**, relating to direct-support organizations (DSO) of the University states in relevant part:

(1) “The President of the University may recommend to the Board of Trustees that an organization meeting the requirements of Florida law pertaining to Direct Support Organizations (“DSO”) be designated a Florida International University

DSO. Upon approval by the Board of Trustees and the Board of Governors, a DSO shall be considered to be certified and authorized to use the property, facilities and personal services of the University.”

**Florida Statutes 1004.28(1)(a)** relating to DSOs states that:

“University direct-support organization’ means an organization which is:

1. A Florida corporation not for profit incorporated under the provisions of chapter 617 and approved by the Department of State.
2. Organized and operated exclusively to receive, hold, invest, and administer property and to make expenditures to or for the benefit of a state university in Florida....”

**Florida Statutes 617.0302(12)** delineates some of the powers of a not for profit corporation:

“Purchase, take, receive, subscribe for, or otherwise own, hold, vest use, ...shares and other interests in, or obligations of, other domestic or foreign corporations, whether for profit or not for profit,... or of any other government, state, territory, governmental district, municipality, or of any instrument thereof.”

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**EXHIBITS/SUPPORTING DOCUMENTS:**

- EXHIBIT “N”: Articles of Incorporation for Golden Panther Enterprises Corporation, Inc.
- EXHIBIT “O”: Bylaws of Golden Panther Enterprises Corporation, Inc.

**FACILITATOR/PRESENTER:**

- Douglas Wartzok

**ARTICLES OF INCORPORATION  
OF  
THE GOLDEN PANTHER ENTERPRISES CORPORATION**

The undersigned hereby forms a not-for-profit corporation under Chapter 617 of the Florida Statutes, and for these purposes adopts the following Articles of Incorporation.

**ARTICLE I  
NAME**

The name of this corporation shall be THE GOLDEN PANTHER ENTERPRISES CORPORATION. For convenience, the corporation shall be referred to as the "Corporation."

**ARTICLE II  
PRINCIPAL PLACE OF BUSINESS AND MAILING ADDRESS**

The address of the Corporation's principal office and registered office is Florida International University, University Park, 11200 S.W. 8th Street, Miami, Florida 33199.

**ARTICLE III  
PURPOSES**

The purposes for which the Corporation is organized are:

(a) To be organized and operated solely as a direct-support organization for the Florida International University (the "University"), as defined in Section 1004.28 of the Florida Statutes, as may be amended or supplemented and support the activities and educational purposes of the University by assisting in the formation and administration of the University's international studies programs;

(b) To exist and operate solely for scientific, educational, religious and charitable purposes within the meaning of Section 501(c)(3) of the Internal Revenue Code of 1986, as amended, and the Treasury Regulations promulgated thereunder, (the "Code") and no part of the income or assets of this Corporation shall be distributed to, nor inure to the benefit of, any individual;

(c) To operate without regard to race, age, religion, sex or national origin;

(d) To receive, hold, invest and administer property and to make expenditures to or for the exclusive benefit of the University, a member of the state university system of the State of Florida;

(e) The Corporation shall not engage, nor shall any of its funds, property, or income be used, in carrying on propaganda or otherwise attempting to influence legislation, nor shall the Corporation participate in or intervene in (including the publishing or distributing of statements) any political campaign on behalf of (or in opposition to), any candidate for public office, nor shall the Corporation engage in subversive activities.

(f) The Corporation shall not be operated for the primary purpose of carrying on an unrelated trade or business as defined in Section 513 of the Code.

(g) No compensation shall be paid to any officer, director, trustee, creator or organizer of the Corporation or substantial contributor to it except as a reasonable allowance for services actually rendered to or for the Corporation.

(h) The Corporation is organized to serve public interests. Accordingly, it shall not be operated for the benefit of private interests.

(i) To operate, participate in or manage any other programs or activities that are not prohibited by law and that do not conflict with the provisions of Section 501(c)(3) of the Code; and

(j) In order to further the purposes described above, to exercise all the powers enumerated in Section 617, Florida Statutes, as it now exists or is subsequently amended or superseded, and to do and perform such acts and to have such powers as shall be desirable and necessary in furtherance of any of the powers herein above enumerated which are not in derogation of the laws of the State of Florida.

#### **ARTICLE IV POWERS**

(a) The Corporation shall have and exercise all powers of a not-for-profit corporation as the same now exist or may hereinafter exist under the laws of the State of Florida.

(b) No part of the assets, income or profits of the Corporation shall be distributable to, or inure to the benefit of, its members, directors or officers or any

private individual, except that the Corporation shall be authorized and empowered to pay reasonable compensation to its employees for services rendered and to make payments and distributions in the furtherance of the purposes set forth herein. Notwithstanding any other provision hereof, the Corporation shall not conduct or carry on any activities not permitted to be conducted or carried on by an organization exempt from federal income taxation under Section 501(c)(3) of the Code or by an organization, contributions to which are deductible under Section 170(c)(2) of the Code.

(c) Upon certification as a direct support organization by the University's Board of Trustees (the "Board of Trustees"), the Corporation shall be authorized to use the property, facilities and personal services of the University, to receive, hold, invest or administer assets or property and to make expenditures for the benefit of the University in accordance with Florida law. The Corporation further shall be authorized to issue revenue bonds, certificates of participation or other forms of indebtedness upon approval of the University's Board of Trustees and in accordance with the applicable laws of the State of Florida, and to enter into agreements to finance, design and construct, lease, lease-purchase, purchase, or operate facilities necessary and desirable to serve the needs and purposes of the University.

## **ARTICLE V MEMBERS**

The members of the Corporation shall consist of the members of the Corporation's board of directors.

## **ARTICLE VI DIRECTORS AND THE MANNER OF ELECTION OF DIRECTORS**

All corporate powers of the Corporation shall be exercised by or under the authority of the Corporation's Board of Directors. The Board of Directors shall carry out the purposes of the Corporation in compliance with these Articles of Incorporation and the Corporation's Bylaws. The method of appointment or election of directors shall be as stated in the Bylaws of this Corporation.

## **ARTICLE VII BYLAWS**

The Bylaws of the Corporation shall be initially approved by a two-thirds (2/3) vote of the Board of Directors and thereafter may be amended by a two-thirds (2/3) vote of the Directors at the annual meeting of the Directors or at a duly called meeting of the

Directors in accordance with the Bylaws. The Bylaws and amendments thereto shall be submitted for approval to the University Board of Trustees prior to becoming effective.

#### **ARTICLE VIII AMENDMENT**

These Articles of Incorporation may be amended by the affirmative vote of two-thirds (2/3) of the voting Directors present in the manner provided by law, subject to any approval which may be required by the University Board of Trustees.

#### **ARTICLE IX INDEMNIFICATION**

Every Director, Officer and employee of the Corporation shall be indemnified by the Corporation against and reimbursed for all reasonable expenses and liabilities, including attorneys' fees, reasonably incurred or imposed upon them in connection with any proceeding to which they may be a party, or in which they may become involved, by reason of their being or having been a Director, Officer or employee of this Corporation, or any settlement thereof, whether or not they are Directors, Officers or employees at the time such are incurred, except in such cases where the Director, Officer or employee is adjudged guilty of willful malfeasance or misfeasance in the performance of duties; provided that, in the event of a settlement, the indemnification herein shall apply only when the Board of Directors approves such settlement and reimbursement as being in the best interests of the Corporation. With prior approval of the Board of Directors, costs, charges and expenses (including attorneys' fees) incurred by a Director, Officer or employee may be paid by the Corporation in advance of the final disposition of such action, suit or proceeding upon receipt of an undertaking by or on behalf of such Director, Officer or employee to repay all amounts so advanced in the event it shall ultimately be determined that such Director, Officer or employee is not entitled to be indemnified by the Corporation as authorized in this Article or under state law, and upon satisfaction of such other conditions as are required by current or future legislation. The decision by the Corporation to indemnify a Director, Officer or employee or to make advance to a Director, Officer or employee shall be final and shall not be subject to judicial review. The foregoing right of indemnification shall be in addition to and not exclusive of all other rights to which such Directors, Officers or employees shall be entitled. Notwithstanding the foregoing, the Board of directors shall have the power to consolidate the representation of individual Directors, Officers and employees so that the Corporation shall not incur unreasonable attorneys' fees and other costs. Prompt written notice, by registered mail, of all claims for which



indemnification is or may be sought shall be given to the Corporation and no settlement of any such claim shall be entered into without reasonable prior written notice, by registered mail, having been given to the Foundation.

## **ARTICLE X TERMS OF EXISTENCE**

Subject to the provisions of Article XI of these Articles of Incorporation, the Corporation shall have perpetual existence.

## **ARTICLE XI DISSOLUTION**

In the event of dissolution of the Corporation, the winding up of its affairs, or other liquidation of its assets, the Corporation's property shall not be conveyed to any organization created or operated for profit or to any individual, and all assets remaining after the payment of the Corporation's debts shall be conveyed or distributed at the direction of the Board of Directors of the Corporation to the University Board of Trustees, or if such organization has ceased to exist, to the University, or if such organization has creased to exist, to such other organization or organizations that are exempt from federal income tax under Section 501(c)(3) of the Code as directed by the Board of Governors of the State of Florida.

## **ARTICLE XII INCORPORATOR**

The name and the street address of the incorporator for these Articles of Incorporation is Florida International University, Office of the General Counsel, 11200 SW 8th Street, Miami, Florida 33199.

## **ARTICLE XIII REGISTERED OFFICE AND REGISTERED AGENT**

The Corporation hereby designates its Registered Office to be located at Florida International University, Office of the General Counsel, 11200 SW 8th Street, Miami, Florida 33199, or such other place as it may from time to time designate, and the General Counsel of the University as its Registered Agent. In accordance with the Bylaws, the General Counsel shall serve as the Registered Agent of the Corporation, to accept service of process within this State, and to serve in such capacity until a successor is selected and duly designated.

IN WITNESS WHEREOF, I have set my hand and seal this \_\_\_\_ day of \_\_\_\_\_, 2009.

Name: \_\_\_\_\_

Title: \_\_\_\_\_

**CERTIFICATE OF ACCEPTANCE AS REGISTERED AGENT**

Having been named as the Registered Agent in the Articles of Incorporation of the Golden Panther Enterprises Corporation, being familiar with the obligations of that position, I hereby accept and agree to act in this capacity.

Dated: \_\_\_\_\_, 2009

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Name: Cristina Mendoza

Title: General Counsel

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**BYLAWS OF  
GOLDEN PANTHER ENTERPRISES CORPORATION**

**ARTICLE I  
MEMBERSHIP**

The Board of Directors (the "Board") of the Golden Panther Enterprises Corporation (the "Corporation") shall constitute the members of the Corporation.

**ARTICLE II  
BOARD OF DIRECTORS**

Section 1. Governance. The business affairs of the Corporation shall be managed by and under the direction of the Board and by various Officers and Committees thereof as powers may be delegated to such Officers and Committees by these Bylaws or by Resolution of the Board. Members of the Board shall be the sole voting members of the Corporation and shall be called "Directors."

Section 2. Membership. The Board shall consist of no less than five (5) and no more than nine (9) voting members.

The following persons shall be directors of the Corporation:

- A. The President of Florida International University (the "University")  
or the President's designee
- B. The Treasurer of the University
- C. Dean of School of Hospitality and Tourism Management
- D. Dean of College of Arts and Sciences
- E. Dean of College of Business Administration
- F. Vice Provost of Academic Planning and Accountability

All Directors in Subsections A through F above shall be known as "Appointed Directors."

Section 3. Vacancies of Appointed Directors. In the case of a vacancy of an Appointed Director, the person who is acting in the role of the appointed director shall fill the vacancy until the permanent appointment is made at which time the person appointed to hold the position shall be named as the new Appointed Director for that position.

Section 4. Resignation or Removal. A Director may resign at any time by giving written notice to the Chairperson or to the Secretary of the Board. Any such resignation shall take effect at the time specified therein or, if no time is specified therein, upon its acceptance by the Board.

Section 5. Term of Office. The President of FIU or his/her designee and the other Appointed Directors shall serve as Directors for such time as each respective individual continues to serve as in their positions.

Section 6. Powers and Duties of the Board of Directors. The property, affairs, activities, and concerns of the Corporation shall be vested in the Board. All corporate functions shall be exercised by the Board, and by various Officers and Committees thereof as powers may be delegated to such Officers and Committees by these Bylaws or by action of the Board.

### **ARTICLE III MEETINGS**

Section 1. Meetings. Regular meetings of the Board shall be held from time to time at least two (2) times a year, at such times as may be specified by the Chairperson. One such meeting shall be held in either April, May or June of each year and such meeting shall be the Annual Meeting of the Board when new Directors and Officers shall be elected and take office, subject to other provisions of these Bylaws. Written notice of each meeting shall be faxed or emailed by the Secretary, to each Director at the last recorded University address, fax number or email address of each Director not less

than seven (7) calendar days prior to the meeting. The notice and agenda containing the general subject matters to be considered at the meeting shall also be posted on an appropriate FIU website and faxed to a newspaper of general circulation not less than seven (7) days before the meeting, in compliance with the requirements of the Sunshine Law. The Secretary must provide written notice, by fax or email, to all Directors of any changes to the meeting schedule at least seven (7) calendar days prior to the date of the originally scheduled meeting day or of the new meeting date, whichever date occurs earlier. Special Meetings may be called by the Chairperson, the President of the University in his capacity as University President, or by any two (2) Directors with at least seven (7) calendar days written notice provided to all of the Directors by fax or email. The agenda for Special Meetings shall be limited to matters listed in the written notice of the Special Meeting.

Section 2. Quorum. A quorum of the Directors shall be a majority of the voting Directors at the time of the vote. A quorum must be present to transact any business of the Corporation at a meeting.

Section 3. Voting. Each Director shall have one vote. When a quorum is present at the meeting, all questions shall be decided by majority vote of the voting Directors present, except as otherwise provided in these Bylaws, by law or by the Articles of Incorporation.

Section 4. Proxies. Proxies, general or special, shall not be accepted for any purpose in Board or Committee meetings.

Section 5. Telephone Meetings. Board and Committee meetings may be conducted by telephone conference or similar communications facilities if the Chairperson of the Board or the Chairperson of the Committee determines it is appropriate and is in full compliance with all requirements of the Sunshine Law. The notice of any meeting conducted by means of telephone or similar communication

facilities will state where and how members of the public may gain access to the meeting.

Section 6. Emergency Meetings. An emergency meeting of the Board may be called by the Chairperson or the Vice Chairperson in the Chairperson's absence, upon no less than forty-eight (48) hours notice whenever, in the opinion of the Chairperson or Vice Chairperson, an issue requires immediate Board action. Whenever such emergency meeting is called, the Chairperson will notify the Secretary. The Secretary will immediately serve either verbal or written notice upon each member of the Board, and shall provide notice to the public, by any procedure that is fair under the circumstances, stating the date, hour and place of the meeting and the purpose for which the meeting has been called. No other business will be transacted at the meeting unless additional emergency matters are agreed to by a majority of those Board members in attendance. The minutes of each emergency meeting will show the manner and method by which notice of such emergency meeting was given to each member of the Board and to the public.

#### **ARTICLE IV OFFICERS OF THE CORPORATION**

Section 1. Number. The Officers of this Corporation shall be a Chairperson, a Vice Chairperson, a Secretary, and a Treasurer. They also shall serve as Officers of the Board of Directors.

Section 2. Method of Election of Officers. Officers shall be elected at the Annual Meeting of the Board from the floor. No Officer may hold more than one Corporation office concurrently. Officers shall serve for a term of three (3) years and shall be eligible to succeed himself/herself for no more than two (2) additional terms.

Section 3. Vacancies. In case any vacancy occurs in an elected office, an election shall be held at the first Regular or Special Meeting of the Board after such vacancy



occurs and nominations may be received directly from the floor to fill such vacant positions. Notice of such vacancy and scheduled election must be given in the prior written notice for the regular or Special Meeting at which such election shall take place.

Section 4. Compensation. Neither the Officers nor the Directors shall receive compensation for being Officers or members of the Board other than their usual salaries as employees of FIU for those members who also are employed by FIU.

Section 5. Resignation and Removal. An Officer of the Corporation may resign at any time by giving written notice to the Chairperson or the Secretary of the Board. Any such resignation shall take effect at the time specified therein or, if no time is specified therein, upon its acceptance by the Board. Any Officer may be removed from office by a two thirds (2/3) vote of all of the Directors in office, effective as of the date of such vote.

## **ARTICLE V DUTIES OF OFFICERS**

Section 1. Chairperson of the Board. The Chairperson of the Board shall be a Director. He/She shall preside at all meetings of the Board. He/She shall communicate to the Board such matters and make such suggestions as may in his/her opinion tend to promote the business and affairs of the Corporation. The Chairperson shall act as the Chief Executive Officer of the Corporation and shall do and perform such other duties as may be assigned to him/her by the Board. He/she shall set the agenda for all meetings. The Chairperson is authorized to execute in the name of the Corporation, with the Secretary attesting, all certificates, contracts, deeds, notes and other documents or legal instruments authorized or issued by the Board. Among the Chairperson's powers and duties, without limitation, are the power to appoint the members and Chairpersons of all Standing Committees established by the Board, except when members or Chairpersons are designated by these Bylaws; to name Special Committees and appoint their members and Chairpersons; from time to time, to represent the

Corporation at official functions of the University and elsewhere as he/she may determine proper; and to present a report of the activities of the Corporation and the conduct of his/her office at each Annual Meeting. The Chairperson shall report to the Board and the President of the University on all matters pertaining to the Corporation.

Section 2. Vice Chairperson. The Vice Chairperson shall be responsible for assisting the Chairperson in any way so designated by the Chairperson and shall serve as temporary Chairperson in the Chairperson's absence. He/she shall perform such other duties as may from time to time be assigned to him/her by the Chairperson, the Board or the Executive Committee.

Section 3. Secretary. The Secretary shall keep full and accurate minutes of all meetings of the Board, all meetings of the Executive Committee and all Committee meetings in a book provided for that purpose and shall transmit all notices required by the Bylaws of the Corporation. The Secretary shall have custody of the corporate seal of this Corporation. The Secretary may attest to documents with the Chairperson in the name of this Corporation and, when required, shall affix thereto the seal of the Corporation. The Secretary shall have charge of all official records of this Corporation, which shall be at all reasonable times open for the inspection of any Director, and the Secretary shall in general perform all duties incident to the management of the office of Secretary for the Board. The Secretary shall present an annual operations report at the Annual Meeting and shall perform such other duties as may be assigned to him/her by the Chairperson, the Board or the Executive Committee.

Section 4. Treasurer. Except as may be otherwise specified by resolution of the Board, the Treasurer and his or her designee(s) shall receive and keep the funds of the Corporation and pay out the same in accordance with applicable University policies and procedures with respect to expense reimbursements. The Treasurer shall ensure that consistent and reliable financial practices are followed, and that any Corporation

investments are made and managed in accordance with the terms of the investment policy of the FIU Foundation, Inc, pursuant to any such strategic allocation ranges as may be established by this Board. The duties of the Treasurer shall include, but not be limited to, the following:

(a) The deposit of all monies, checks, and other credits to the account of this Corporation in such bank or banks or other depositories as the Board may designate; to review all receipts and vouchers for payment made to and all vouchers and checks made by this Corporation; to regularly maintain a full and accurate account of all monies received and paid out on accounts administered by this Corporation; and to render to the Board an account and statement of all the Treasurer's transactions at each meeting of the Board and at such other times as the Board may determine;

(b) To prepare with the Chairperson an annual budget for the coming year to be approved by the Board at the last meeting held before the end of the fiscal year. Said budget shall be submitted to the President of FIU for approval and recommendation to the FIU Board of Trustees each year no later than sixty (60) days following the beginning of the Corporation's fiscal year;

(c) To prepare a quarterly expenditure plan to be reviewed and approved quarterly by the President of FIU or his or her designee who shall be a Vice President or other senior officer of FIU reporting directly to the President. The plan shall separately delineate planned actions which result in a commitment of FIU resources or which represent significant commitment of the resources of the Corporation;

(d) To cause an annual audit to be made by an independent certified public accountant of the Corporation's books and records as soon as possible after the close of the fiscal year of the Corporation and to have the results reported to the Chairperson of the Corporation immediately and to the full Board at its next meeting

thereafter. The annual audit report shall be submitted by the President of FIU to the Board of Trustees for review no later than the end of the fourth month following the close of the Corporation's fiscal year. The annual audit report also shall be submitted to the Auditor General and to the Florida Board of Governors no later than nine (9) months after the close of the Corporation's fiscal year. The audit shall be conducted in accordance with rules promulgated by the Board of Trustees of FIU and with policies adopted by the Auditor General; and

(e) The Treasurer shall at all reasonable times make available his or her books and accounts to any Director of this Corporation and shall in general perform all duties incident to the management of the office of Treasurer for the Board.

Section 5. Checks. Checks or drafts on the funds of this Corporation shall be signed by any two of the Officers or Directors authorized to do so by the Board.

## **ARTICLE VI COMMITTEES OF THE BOARD OF DIRECTORS**

Section 1. Designation and Appointment of Committees. Committees of the Board shall either be Standing Committees, as designated by these Bylaws, or Special Committees, as established by the Chairperson. The Chairperson shall appoint the members of all Committees and designate their chairpersons, except as otherwise specified by these Bylaws. All members of the Committees shall have equal voting rights. The actions of any Committee shall be subject to review and approval by the Board at its next ensuing meeting, except when the power to act is specifically granted to a Committee by these Bylaws or by action of the Board. Each Committee shall keep approved minutes and submit them to the Secretary for record-keeping.

Section 2. The Board shall have the following Committees:

(i) Finance and Audit Committee. The Finance and Audit Committee shall consist of up to five (5) members appointed by the Chairperson subject to the

approval of the Board, of which three (3) members also must be Directors. The Committee shall advise the Board and the Chairperson on all financial matters related to this Corporation, including annual budgeting, equity holding, fund management, securities liquidation, license agreements, insurance needs, audits and financial statements, taxes, and other issues relating to the financial stability of the Corporation. The Finance and Audit Committee may also be called upon for advice in the consideration of major expenditures and capital outlays. The Finance and Audit Committee shall be responsible for the preparation and periodic review of the Corporation's annual budget in compliance with the provisions set forth in Article IV, and it shall review the yearly audit done by the outside auditors. It shall monitor the work of the Corporation's Treasurer and shall review and report to the Board on the Corporation's financial statements. It shall ensure that all financial reports are filed in a timely manner.

The Finance and Audit Committee shall develop and review financial policies and procedures and make detailed reports to the Board of Directors.

The Finance and Audit Committee shall cause an audit of the books and records of this Corporation to be made at least once each fiscal year in accordance with Article V, Section 4(d) of these Bylaws, together with a management letter, including the response from management, conducted by a firm of independent Certified Public Accountants selected by the Board, whose engagement letter shall provide that it render an opinion on the financial statements in accordance with generally accepted accounting principles and to have the results of the audit reported to the Board of Directors.

Section 3. Other Standing Committees. At the first meeting of the Board, or as soon thereafter as is practical, the Chairperson shall, subject to the approval of the

Board, appoint such other Standing Committees as he/she may deem necessary and advisable to assist in the conduct of the Corporation's affairs.

Section 4. Special Committees. The Chairperson may, from time to time, establish Special Committees to assist the Board in carrying out the purposes of the Corporation. The Chairperson shall report the establishment of all Special Committees and members thereof to the Board at the next ensuing regular meeting of the Board.

Section 5. Committee Quorum. A majority of any Committee of the Corporation shall constitute a quorum, except as otherwise noted in these Bylaws, and a majority vote of the voting members of the Committee present, after a quorum has been declared, shall be required to enact business of the Committee. All other terms and conditions set forth in these Bylaws pertaining to Board meetings shall also apply to Committee meetings.

## **ARTICLE VII INDEMNIFICATION**

This Corporation shall, to the extent legally permissible, indemnify and defend each of its directors, officers, employees, or other agents against all liabilities and expense, including, where applicable, amounts paid in satisfaction of judgments in compromise of actions, suits, claims or other proceedings, as fines or penalties, or as counsel fees, actual and reasonable paid or incurred in connection with the defense or disposition of any action, suit or other proceeding, whether civil or criminal, in which such person may be involved by reason of employment by the Corporation or by Board service, except with respect to any matter as to which such person shall have been adjudicated in any proceeding not to have acted in good faith, or not to have acted in the reasonable belief that such action was in the best interest of the Corporation; provided that any payment by the way of settlement, compromise, or consent decree shall be indemnified there under only to the extent that it shall be determined by the

Board to have been made in the best interest of the Corporation; and further provided that no settlement hereunder shall be entered into without the prior consultation and approval of a duly authorized representative of the Board. Any person believing him/herself to be entitled to indemnification or defense under this article, in order to qualify for indemnification or defense hereunder shall notify the Chairperson immediately upon the occurrence giving rise to said entitlement.

## **ARTICLE VIII SEAL**

The seal of this Corporation shall bear the words "Golden Panther Enterprises Corporation".

## **ARTICLE IX AMENDMENTS TO BYLAWS**

Section 1. Amendment to Bylaws. The Bylaws of this Corporation may be altered, amended, rescinded or repealed by a two-thirds (2/3) vote of the Board at any Regular or Special Meeting of the Board. All amendments must be approved by the Board of Trustees of FIU, upon recommendation by the President of FIU prior to their effective date.

Section 2. Amendments to the Articles of Incorporation. The Articles of Incorporation of the Corporation may be altered or amended at any regular or Special Meeting of the Board by resolution approved by the affirmative vote of a majority of the voting Directors present, subject to approval by the Secretary of State of Florida as required by law and subject to any approval which may be required by the Board of Trustees of FIU. Written notice of any proposed amendment of the Articles of

Incorporation shall be mailed to each Director not less than fifteen (15) days prior to any meeting at which such proposed amendment is to be considered.

Section 3. Requirements of Florida Law. All amendments to the Bylaws and Articles of Incorporation of the Corporation shall comply with Florida law and appropriate state rules and policies.

## **ARTICLE X MISCELLANEOUS**

Section 1. Use of University Resources and Name. Any use by the Corporation of FIU resources or FIU's name shall be approved by the President of FIU.

Section 2. Employees. No employee of this Corporation shall be considered to be an employee of the State of Florida solely by virtue of his/her employment by the Corporation. Any employee of the State of Florida who is assigned to work on Corporation matters shall not be considered an employee of the Corporation. Nothing stated herein shall prevent any Enterprises of the Corporation from having its own employees.

Section 3. Checks and Depositories. Except as may otherwise be specified in these Bylaws, the Board shall provide, by Resolution, which Officers or Directors are authorized to draw checks on the accounts of the Corporation and may impose any reasonable terms, conditions or limitation on such authority. Checks or drafts of the Corporation shall be signed by any two (2) of the Officers or Directors, authorized to do so by the Board or by these Bylaws. Funds of the Corporation shall be deposited to the credit of the Corporation only in institutions approved by the Board by resolution and only in financial institutions insured by the Federal Deposit Insurance Corporation or the Federal Savings and Loan Insurance Corporation.

Section 4. Fiscal Year. The fiscal year of the Corporation shall be consistent with the fiscal year of the University.



## **ARTICLE XI NONDISCRIMINATION**

The Corporation is committed to non-discrimination with respect to race, color, religion, age, disability, gender, marital status, national origin, sexual orientation or veteran status.

## **ARTICLE XII CONFLICT OF INTEREST**

Directors stand in a fiduciary relationship to the University and the Corporation. Therefore, Directors shall act in good faith, with due regard to the interests of the University and the Corporation, and shall comply with the fiduciary principles and law set forth in the Code of Ethics for Public Officers and Employees, Chapter 112, Part III, Florida Statutes. Directors shall comport themselves in accord with the statutory Code of Ethics and the Conflict of Interest Policy attached to these Bylaws as Appendix "A." Each Director shall annually complete and sign a disclosure form as required by said policy. All actual or potential conflicts of interest involving directors of the Corporation shall be disclosed and addressed in accordance with the Corporation's Conflict of Interest Policy. The Corporation shall maintain the highest ethical standards in all of its operations in order to protect and preserve the Corporation's good name and business interests, and accordingly, it is the policy of the Corporation to adhere to the requirements of the Florida Whistle-blower's Act, Sections 112.3187 – 112.31895, Florida Statutes.

## **ARTICLE XIII PUBLIC RECORDS**

Public access to the Corporation's records shall be governed by Section 1004.28, Florida Statutes. It is the policy of the Corporation to maintain and/or dispose of all

records made or received in connection with Corporation business in accordance with a document retention schedule as the Board may adopt from time to time.

#### **ARTICLE XIV POWERS OF THE PRESIDENT OF THE UNIVERSITY**

The President of the University shall have the following powers and duties: (1) Monitor and control the use of university resources by the Corporation; (2) Control the use of the university name by the Corporation; (3) Monitor compliance of the Corporation with state and federal laws; (4) Recommend to the Board of Trustees of FIU an annual budget; (5) Review and approve expenditure plans at least quarterly; (6) Approve salary supplements and other compensation or benefits paid to university faculty and staff from the Corporation assets; and salaries, benefits, and other compensation paid to employees of the Corporation, consistent with the policies of the FIU Board of Trustees; and (7) Approve contribution of funds or supplements to support intercollegiate athletics.

#### **ARTICLE XV PARLIAMENTARY PROCEDURE**

Where not addressed by these Bylaws, the Articles of Incorporation, or Florida law, all matters of procedure shall be governed by Roberts Rules of Order (latest edition).

**Golden Panther Enterprises Corporation**  
**CONFLICT-OF-INTEREST POLICY**

**1. Scope.** The following statement of policy applies to each member of the Golden Panther Enterprises Corporation ("Corporation") Board of Directors and all subsequent Committees.

**2. Fiduciary Responsibilities.** Section 8 of Article II of the Constitution of the State of Florida states: "A public office is a public trust." Board and Committee members of the Corporation serve the public trust and have a clear obligation to fulfill their responsibilities in a manner consistent with this fact. All decisions of the Corporation Board and Committees are to be made solely on the basis of a desire to advance the best interests of the institution and the public good.

Corporation Board and Committee members are generally involved in the affairs of other institutions and organizations. Effective boards and committees will include individuals who have relationships and affiliations that may raise questions about perceived conflicts of interest. Although many such potential conflicts are and will be deemed inconsequential, each Corporation Board member has the responsibility to comply with the Code of Ethics for Public Officers and Employees which is contained in Chapter 112, Part III (Sections 112.311 – 112.326) of the Florida Statutes.

**3. The Code of Ethics for Public Officers and Employees.** The Code of Ethics provides definitions and sets forth the various contexts in which conflicts arise. As defined in the Code,

A "conflict of interest" arises in a situation in which regard for a private interest tends to lead to disregard of a public duty or interest.

Particular attention is required when public officers are in situations involving:

- solicitation and acceptance of gifts;
- favors or compensation;
- contracts and transactions with the Corporation;
- unauthorized compensation;
- misuse of public position or confidential information;
- conflicting employment or consulting contractual relationships; and

- employment of relatives.

Thus, each Corporation Board and Committee member has a continuing obligation to:

- (a) be familiar with the Florida Statutes regarding ethics and conflicts of interest and the terms of this Policy;
- (b) disclose to the Corporation Board and/or Committee Chair any possible personal, familial, or business relationships that might reasonably give rise to a conflict involving the Corporation; and
- (c) acknowledge by his or her execution of the attached "Conflict of Interest Disclosure Form" that he or she is in compliance with the letter and spirit of this Policy and applicable laws.

**4. Disclosure.** All Corporation Board and Committee members shall list on the attached Conflict of Interest Disclosure Form, at least once a year, those relationships

- (a) that they or members of their family maintain with organizations that do business with the Corporation, or
- (b) that could be construed to affect their independent, unbiased judgment in light of their decision-making authority and responsibility.

If a Corporation Board or Committee member is uncertain as to whether to list a particular relationship, the Corporation Board and/or Committee Chair and the General Counsel of the University should be consulted. Information shared or gathered as a result of such consultations (including information provided on the attached form) shall not be released except

- in accordance with applicable public records laws, or
- when the institution's best interests would be served by disclosure, or
- as required by court order.

Any such required disclosure will be made only after informing the affected Corporation Board or Committee member.

## **5. Definitions:**

The following definitions apply to this policy:

Business Relationship – A business relationship is one in which a Corporation Board or Committee or a Corporation Board or Committee's spouse or child serves as an officer, director, or proprietor of, or has a material interest in, an organization that does business with the Corporation or Florida International University.

Material Interest - a direct or indirect ownership of more than five (5) percent of the total assets or capital stock of any business entity constitutes a material interest.

Attached is The Corporation Conflict of Interest Disclosure Form which each Corporation Board and Committee member must file with the Corporation Secretary on or before July 1<sup>st</sup> of each year, unless a change necessitating an amendment occurs prior to July 1<sup>st</sup> of the following year.

**GOLDEN PANTHER ENTERPRISES CORPORATION  
CONFLICT OF INTEREST DISCLOSURE FORM**

This Conflict of Interest Disclosure Form is intended to protect the Corporation Board and Committees, and the Corporation, by affording the Corporation ample opportunity to forestall any potential conflicts and assure that all Board decisions are above reproach.

To allow the Corporation Board and Committees, and the Corporation to monitor and promptly address any potential conflicts, please (i) identify below any relationships, financial or personal, that may constitute conflicts or potential conflicts of interest, or (ii) confirm that no such conflicts or potential conflicts are known to exist:

\_\_\_\_\_ The following represent interests or relationships that are or may be in conflict with my position as Board or Committee member of the Corporation:

1. Personal, familial or business relationships that might reasonably give rise to a conflict involving the Corporation or University.

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2. Outside employment or service (any outside employment or provision of outside services by you or any member of your family that may be in conflict with your position as a Board or Committee member of the Corporation.

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3. Outside interests, financial and other (any interests or position which you or any member of your family hold in any outside concern from which the Corporation or University obtains goods or services, or which provides services competing with the Corporation or University):

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4. Any other potential issues or conflicts:

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OR

\_\_\_\_\_ As of today's date, I have no financial, professional, or personal relationships that reasonably hold the potential for a conflict of interest involving my service as a Corporation Board or Committee member.

I am familiar with the Corporation's Conflict of Interest Policy pursuant to which this Disclosure Form is filed. I have disclosed all potential conflicts of interests of which I am aware, and I agree to promptly file a further Disclosure Form if any additional matters subject to disclosure arise before my next annual Disclosure Form is due.

Signature \_\_\_\_\_

Date \_\_\_\_\_

Print Name \_\_\_\_\_

Please FAX or mail this form to Golden Panther Enterprises Corporation Secretary, at Florida International University, Office of the General Counsel, 11200 SW 8 Street, Miami, FL 33199 or to 305-348-2103.

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**THE FLORIDA INTERNATIONAL UNIVERSITY**  
**BOARD OF TRUSTEES**  
**Academic Policy Committee**  
11 June 2009

**SUBJECT: ACADEMIC AFFAIRS REPORTS**

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**PROPOSED COMMITTEE ACTION**

None. Information/Discussion Items.

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**EXHIBITS/SUPPORTING DOCUMENTS:**

▪ **REPORTS:**

- Enrollment Services
- Undergraduate Education
- Graduate Education

**FACILITATOR/PRESENTER:**

▪ Douglas Wartzok

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# Academic Policy and Student Affairs Report

## Enrollment Services Update

### May 2009

#### I. University Enrollment

As of the end of Spring 2009, 36,929 students were enrolled in courses which generated 9,677 FTEs. Last spring, 37,398 enrolled students generated 9,660 FTEs. Compared to last year, headcount enrollment decreased by 469 students (1.25%) and FTEs remained relatively constant. For 2008/09, the university has satisfied its 24,408 budgeted FTE target by generating a total of 24,559 FTEs as illustrated in the chart below.

Total 2008/09			
FTE	Budget Target	Actual	% Target
Lower	8319	8032	97%
Upper	11861	12173	103%
Grad I&II	<u>4228</u>	<u>4354</u>	<u>103%</u>
Total	24408	24559	101%

#### II. New FTIC and Transfer Enrollment

The university must continue to manage its new undergraduate enrollment within budgetary resources and enrollment caps imposed by the Board of Governors. For the upcoming 2009/10 enrollment cycle, the university plans to hold FTIC and transfer enrollment constant at 8,800 students consisting of 3,400 FTICs and 5,360 transfers. This projected enrollment represents a (13%) reduction in total enrollment, a (24%) reduction in FTICs and (5%) reduction in transfers since 2006/07. Despite this decline in enrollment, demand for FIU continues to increase as FTIC and transfer applications for the upcoming year are up by 16% compared to this time last year.

4-Year Enrollment Trend Of New FTIC and Transfer Students						
	Actual			Projection	4-Year Chg	
	<u>2006/07</u>	<u>2007/08</u>	<u>2008/09</u>	<u>2009/10</u>	<u>#</u>	<u>%</u>
FTICs	4,534	3,847	3,437	3,440	-1,094	-24%
XFERS	<u>5,613</u>	<u>5,060</u>	<u>5,363</u>	<u>5,360</u>	<u>-253</u>	<u>-5%</u>
TOTAL	10,147	8,907	8,800	8,800	-1,347	-13%

#### III. Financial Aid: Major Changes Based on Federal and/or State Actions

Federal Title IV Aid: Beginning next year, the maximum Pell grant award will increase \$618 (13%) to \$5,350 up from \$4,732 for full-time undergraduates with the highest financial need. The federal government determines need by evaluating all income sources declared by the students and/or parents on the Free Application of Federal Student Aid (FAFSA); next year, a student will be deemed eligible for federal need-based grant aid if his/her expected family contribution (EFC) ranges between \$0.00 and \$4,617. In order to qualify for the highest \$5,350 award, a student must have an EFC = \$0.00 and be enrolled full-time in the fall and spring terms. Otherwise, he/she will receive a pro-rated award based on EFC range and full-time or part-time status.

In Fall 2008, 17,962 undergraduates submitted a FAFSA representing 59% of the 30,428 enrolled undergraduates. Of this total, 9,235 (51%) qualified for grant aid based on their EFC ranging between \$0.00 and \$4,041 (last year's contribution range). Over the course of the academic year, over \$32,400,000 in need-based Pell grants were awarded to 30% of our undergraduates.

**Bright Futures Scholarship Program:** The 2009 Florida Legislature passed Conforming Bill-SB 1696 which, if enacted into law, will change the Bright Futures Scholarship Program as follows:

- Allocates a flat award of \$126 per credit for Florida Academic Scholars and \$95 per credit for Florida Medallion/Gold Seal Vocational; removes college-related expense awards for Florida Academic Scholars.
- Requires institutions to refund to the state any Bright Futures award amount received for courses which were dropped or withdrawn after the drop and add period. Bright Future Scholarship recipients will be required to reimburse the university for any funds returned to the state due to courses they dropped after the end of the add/drop period.
- Requires completion of 24 credits per academic year for full-time students to qualify for renewal in subsequent years (currently, full-time students are required to complete a minimum of 12 credits per academic year). Credit hours will be pro-rated for part-time award recipients.

**Institutional Aid:** The tuition differential bill specifies that, effective Fall 2009, 30% of the tuition differential must be directed to undergraduate need-based financial aid. These revenues, combined with the 30% set-aside from the base tuition increase in Fall 2008, will provide an additional \$2,000,000 for award and distribution to full-time Pell eligible undergraduates with the highest economic need (EFC=\$0).

## Student Financial Aid

As of June 2, 2009, the Office of Financial Aid has awarded and disbursed **\$225,226,696** in financial aid to undergraduate and graduate students during 2008/09. The financial aid portfolio consists of federal, state, institutional and private funds that are awarded to students through grant, scholarship, loan and student employment programs. As illustrated in the chart below, the major source of funding is through the Federal Title IV Program (73.1%) and majority of aid is awarded to students through the federal loan program (60.3%).

**Financial Aid Disbursements-June 2, 2009**

Source	Amount	%TT	Type	Amount	%TT
Federal	\$164,678,098	73.10%	Grants	\$51,748,372	23.00%
State	\$30,058,720	13.30%	Scholarships	\$36,370,791	16.10%
Institutional	\$18,882,510	8.40%	Loans	\$135,810,707	60.30%
Private/Other	<u>\$11,607,369</u>	<u>5.20%</u>	Employment	<u>\$1,296,827</u>	<u>0.60%</u>
Total	\$225,226,697	100.00%	Total	\$225,226,697	100.00%

**Federal Aid:** The Federal Title IV aid program provides aid to eligible students in the form of grants, loans and college work study. In order to qualify for federal aid, students must file a Free Application for Federal Student Aid (FAFSA), demonstrate need and satisfy various program requirements. The federal government determines need based on a student's Expected Family Contribution (EFC) which is derived from all sources of income and household size represented in the FAFSA. Undergraduate students with an EFC ranging between \$0.00 and \$4,041 are eligible for need-based grants, college work study and subsidized/ unsubsidized loans; students with a higher EFC are typically eligible for unsubsidized loans. Graduate students are eligible for loans, both subsidized and unsubsidized, based on need.

In Fall 2008, 17,962 undergraduates submitted a FAFSA representing 59% of the 30,428 class of undergraduates. Of this total FAFSA filers, 9,235 (51%) were deemed eligible for the Pell grant program as they had an EFC ranging between \$0.00 and \$4,041; 4,537 (49%) of these Pell eligible students were deemed highly needy as they had an EFC of \$0.00.

This year, a full-time undergraduate student with an EFC of \$0.00 received a full Pell grant valued at \$4,732. Pell grants are pro-rated based on EFC and credit load. Over the course of the academic year, 30% of our undergraduate students qualified for a need based Pell award totaling approximately \$32,400,000. Beginning next year, the maximum Pell grant award will increase \$618 (13%) to \$5,350 for full-time undergraduates with the highest financial need.

**State Aid:** The State of Florida provides the second highest source of funds through the non-need based Bright Futures Scholarship Program and the need-based Florida Student Assistance Program. This year, 9,153 undergraduates received a Bright Futures Scholarship for a total of \$22,034,846. To qualify for a Bright Futures Scholarship, a Florida resident must meet the following requirements:

Florida Academic Scholars Program: covers full tuition/fees plus stipend

- High School cumulative GPA of 3.5
- Standardized test score: 1270 SAT (critical reading and math) or 28 ACT.
- 75 hours of community service

Florida Medallion Program: covers 75% tuition/fees

- High School cumulative GPA of 3.0
- Standardized test score: 970 SAT (critical reading and math) or 20 ACT

Before Bright Future recipients can enjoy the benefits of this state scholarship, they must satisfy the criteria for admissions to FIU. Many Florida Medallion recipients are now not qualifying for admissions to the university. The minimum 970 SAT score required for this scholarship is below both the state (994) and national (1017) SAT mean and thus not competitive for admission to the university.

The State of Florida has enacted into law a number of significant changes for the Bright Futures Program. Effective Fall 2009, the state will allocate a flat award of \$126 per credit for the Florida Academic Scholars Program and \$95 per credit for the Florida Medallion Scholars Program. These funds may not be applied to pay any portion of a differential tuition. The state has also changed the requirements for aid renewal. Full-time Bright Future Scholarship recipients will need to complete 24 credits per academic year to maintain their scholarship; currently, full-time aid recipients are required to complete only 12 credits per academic year. Additionally, the state will require the university to refund any Bright Future scholarship funds associated with credits for courses students drop after the add/drop period. In turn, these students will be required to reimburse the university; they will be precluded from registering for courses in subsequent semesters until full payment is rendered. These changes---the flat award amount, enhanced criteria for renewal, and refund for dropped courses---represent significant and profound changes for the Bright Future Scholarship Program.

The university also received a \$6,836,347 allocation in need-based grant aid for needy undergraduate students under the Florida Student Assistance Program. To qualify for this program, an undergraduate student must be a resident of the State of Florida and qualify for Federal Title IV grant aid (Pell grant). This state allocation provided approximately 4,500 Pell eligible undergraduates with supplemental grant aid.

While 9,135 undergraduates received \$22,034,846 in non-need Bright Future Scholarship funds, only 4,500 highly needy undergraduates received \$6,836,347 in supplemental need-based grant aid through the State of Florida. The current demand for additional need-based grant funds far exceeds the state's allocation of funds. Approximately 5,000 need-based undergraduates met the program requirements; however, they did not receive a supplemental need-based grant due to limited state funds.

**Institutional Aid:** This year, approximately \$12.0M in institutional aid was awarded to need and non-need students through the Office of Financial Aid and another \$6.0M was awarded to students through the colleges/schools. A major source of institutional funding comes from collection of mandatory fees associated with tuition, set-asides on base tuition increases and general revenue funds; approximately \$6.8M was awarded to need based students with these resources.

Beginning next year, an additional 30% of the tuition differential will be reserved for need-based undergraduate students. These revenues, combined with the 30% set-aside from the base tuition increase in Fall 2008, will provide \$2,000,000 for distribution to full-time Pell eligible undergraduates with the highest economic need (EFC=\$0). These highly needy students will receive an additional grant of \$1,268---\$618 increase in Pell funds and \$650 increase in institutional aid. These additional funds represent a 27% increase in grant aid to cover anticipated increased costs in tuition (\$400 for 30 credits), fees, books and miscellaneous expenses.

**Florida International University**  
**Board of Trustees**  
Academic Policy Committee  
Undergraduate Education  
June, 2009

This report to the Board of Trustees on Undergraduate Education features its plan for addressing FIU's Strategic Imperative dealing with improving undergraduate student retention and graduation rates by improving FIU's student : advisor ratios, moving those ratios from being poor relative to nationally recognized standards (866 : 1) to meeting those standards (282 : 1). The plan which follows begins with an important articulation of a new paradigm for FIU Undergraduate Education which informs not only the advising plan but also Undergraduate Education's future programs and activities.

**PLAN FOR CRITICAL INVESTMENTS IN UNDERGRADUATE ADVISING AT FIU,  
2009-2012**

**Office of the Dean, Undergraduate Education**

**Introduction**

At Florida International University, the paradigm for baccalaureate degrees has been a 2 + 2 model. This 2 +2 paradigm has held sway for a variety of reasons, not the least of which being FIU's origins as an upper division college with lower division being added later in its development. Notwithstanding that general education may best be integrated across the student's four-year experience and that the student's work in the major often may require more than two years, the 2 +2 paradigm has prevailed. At FIU, Undergraduate Education (or Undergraduate Studies) has been synonymous with "lower division." In the 2 + 2 paradigm, Undergraduate Education (or a two year college such as Miami Dade College) passes the student, like a baton, to the academic departments, from lower division and the university core curriculum to upper division and the major. However, it seems that frequently the baton pass is not a smooth one in students' experience and that all too often the baton is dropped. Student retention and graduation rates suffer as a result.

A new paradigm for Undergraduate Education is needed at FIU, one in which the primary concern is students experiencing a coherent baccalaureate degree program rather than a disconnected 2 + 2 program. The historical roots for an integrated baccalaureate curriculum are deep, and in recent years, the explicit press for it has been renewed among leaders in higher education. Called "integrative learning" by the American Association of Colleges and Universities and the Carnegie Foundation for the Advancement of Teaching, this integrative learning paradigm calls on us as a community of educators (faculty, staff, administrators, and

trustees) to help undergraduate students to integrate their learning across courses, over time, and between campus and community.

Undergraduate Education at FIU intends to become a leader, along with others, in helping to assure that the student's baccalaureate degree experience (the full 120 credit experience— university core curriculum, major, electives, all together) achieves the highest standards of integrative learning.

- UE, along with others, should help undergraduate students see the connection and purpose of their work in the university core curriculum.
- UE, along with others, should help undergraduate students see the connection between their major and the university core curriculum, how they go together to create a coherent baccalaureate degree program.
- UE, along with others, should help undergraduate students see the connection between their work at the university and their lives outside the university.
- UE, along with others, should help undergraduate students see the connection between their current work at the university and their futures as global citizens and lifelong learners.
- Connection, integration, across the full baccalaureate degree program, within and outside the university, over a lifetime—this should be the mantra in Undergraduate Education.

Academic advisors are educators who play an important role in helping students experience integrative learning. The outcomes of these advisors' work are not only to help students achieve important learning and developmental goals but also to help FIU achieve significant institutional goals (viz., retention and graduation).

One of FIU's five Strategic Imperatives calls for critical investments in hiring Undergraduate Education academic advisors in order to improve the student : advisor ratio and, concomitantly, to increase retention and graduation rates. The three year plan for making this critical investment follows.

### **Plan**

The plan is to hire 31 advisors over a three year period which will achieve in three years the desired student : advisor ratio (as recommended by the National Academic Advising Association and ACT) among enrolled undergraduates who have not been admitted to a major:

- 08/09, 866 : 1
- 09/10, 541 : 1



- 10/11, 382 : 1
- 11/12, 282 : 1

The new advisors will fall into two categories: (a) central advisors, and (b) bridge advisors.

**Central advisors** will be located in the current Undergraduate Education advising units (Academic Advising Center, Transfer and Transition Services, BBC Undergraduate Education, and Student Athlete Academic Center). Central advisors will report to the Director of the unit to which they are assigned. They will address the needs of enrolled undergraduates generally but will especially focus on serving the academic advising needs of enrolled first year students (0-30 semester credits) and enrolled students who have not declared an interest in a specific major. In Table 1, “Count of Active Undergraduate Students,” these students are represented in the AC (Advising Center) row for LD Enrolled (7954 enrolled students). (Incidentally, in Table 1, “Not Enrolled” denotes students who were enrolled Spring, 2008, and/or Fall, 2008, but who were not enrolled Spring, 2009, at the time of the report, for whatever reason.)

**Bridge advisors** will be located in participating schools and colleges. Although they will report to the Director of the Academic Advising Center, the Director of Transfer and Transition Services, or the Assistant Dean of BBC Undergraduate Education, they will act as colleagues to the professional advisors and faculty advisors in the school or college. Each school and college is unique, and the specific responsibilities of the bridge advisors will vary for each one. Core responsibilities (regardless of school or college) will include: (a) advising enrolled undergraduates who have expressed intent for a particular major but who have not yet been admitted (see Table 1, enrolled students in the yellow identified with a school or college); (b) providing a personal, collegial link between central advising and advising in the school or college (which will include conveying vital communications back and forth); (c) providing and facilitating onsite professional development for professional advisors and faculty advisors as it relates to academic advising; (d) participating in the affairs of the school or college as appropriate; and (e) participating in the affairs of the central advising unit to which they are assigned.

The primary cost to participating schools or colleges of bridge advisors is providing a space for confidential advising and access to appropriate equipment and supplies (e.g., telephone, computer, office furniture set-up, etc.). In return for this investment, schools or colleges will receive the following:

- Better retention and graduation rates.
- Better student satisfaction.
- Students better prepared for work in their majors.

- Greater stability of enrollment with the reduction in students switching majors.
- Increased professional and faculty development related to academic advising.
- Fewer student complaints and appeals at graduation certification.

The planned hires are as follows:

- Benchmark, 08/09: total 15 advisors ( all central)
- Year One, 09/10: **hire 9 new advisors (6 central, 3 bridge)** for a total of 24 advisors (21 central, 3 bridge); have in place by 7/1/09, if not earlier (funding is available 08-09).
- Year Two, 10/11: **hire 10 new advisors (5 central, 5 bridge)** for a total of 34 advisors (26 central, 8 bridge); have in place by 7/1/10.
- Year Three, 11/12: **hire 12 new advisors (6 central, 6 bridge)** for a total of 46 advisors (32 central, 14 bridge); have in place by 7/1/11.

Participation by schools and colleges in the bridge advisor program is voluntary. Criteria for selecting the order in which schools and colleges will be served include, but are not limited to, the following: (a) number of students who identify with that school or college but are not yet admitted to it; (b) ratio of those students to the school's or college's professional and faculty advising staff; (c) availability of appropriate space, equipment, and supplies for the bridge advisor; and (d) level of interest in the program. Eventually every interested school and college with baccalaureate programs should have a bridge advisor, and some with greatest need will have two.

In addition to providing direct service to undergraduate students, the mission of central advising units (the Academic Advising Center, Transfer and Transition Services, and BBC Undergraduate Education) is being expanded to include facilitating campus-wide professional development opportunities in academic advising for professional and faculty advisors. Bridge advisors will contribute to this objective through onsite professional development in the schools and colleges. Also, natural collaborations with the Academy for the Art of Teaching will be developed related to this objective.

Just as in instructional applications, technological tools have the potential in the advising endeavor to leverage the impact of these hires significantly. In addition to automated degree audits (an initiative which is currently underway and will not be duplicated in this program), technological tools can facilitate communication of vital advising information to students in their accustomed electronic environments (such as MySpace, Facebook, YouTube, and other social networking sites). The hires are expected to include at least one instructional technologist who will develop low-cost, high-impact technological applications to FIU undergraduate advising.

Count of Active Undergraduate Students

Level	College	Enrolled				Enrolled Total	Not Enrolled				Not Enrolled Total	Grand Total
		10_Freshman	20_Sophomore	30_Junior	40_Senior		10_Freshman	20_Sophomore	30_Junior	40_Senior		
LD	AA	13	25	43	19	100		7	5	9	21	121
LD	AC	3111	2788	1592	463	7954	795	674	365	90	1924	9878
LD	AS	30	340	569	313	1252	14	91	163	87	355	1607
LD	BU	20	337	1217	195	1769	44	113	464	106	727	2496
LD	ED	4	67	116	56	243	5	10	21	18	54	297
LD	EG	12	83	159	79	333	3	27	33	11	74	407
LD	HO	2	49	81	38	170	2	10	15	11	38	208
LD	JM	31	126	301	135	593	11	43	89	53	196	789
LD	NH	6	56	168	26	256	9	35	135	21	200	456
LD	SW-PH	2	89	143	84	318	1	18	32	19	70	388
<b>LD Total</b>		3231	3960	4389	1408	12988	884	1028	1322	425	3659	16647
UD	AA	2	4	174	361	541	1	8	47	77	133	674
UD	AR									1	1	1
UD	AS	16	114	1993	2582	4705	36	83	687	623	1429	6134
UD	BU	5	11	1108	2208	3332	2	6	164	441	613	3945
UD	ED	5	19	480	624	1128	8	22	175	134	339	1467
UD	EG	5	39	749	1052	1845	15	33	262	218	528	2373
UD	HO	1	22	468	405	896	7	13	82	80	182	1078
UD	HU									1	1	1
UD	JM	1	4	157	385	547	1	1	32	50	84	631
UD	NH	9	2	214	713	938	4	4	87	97	192	1130
UD	SW-PH	3	42	571	627	1243	5	17	175	157	354	1597
<b>UD Total</b>		47	257	5914	8957	15175	79	187	1711	1879	3856	19031
<b>Grand Total</b>		3278	4217	10303	10365	28163	963	1215	3033	2304	7515	35678

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**FLORIDA INTERNATIONAL UNIVERSITY BOARD OF TRUSTEES**  
**ACADEMIC POLICY AND STUDENT AFFAIRS COMMITTEE**

**RESEARCH & UNIVERSITY GRADUATE SCHOOL**  
**JUNE 2009**

**GRADUATE EDUCATION REPORT**

**I. Introduction**

Research and the University Graduate School (RUGS) continues its efforts to increase or improve significantly the quality, quantity, retention, and timely completion of students enrolled in doctoral programs. This report includes the most recent updates on the strategic initiatives began in 2007-2008 in order to increase competitiveness in recruitment and retention, as well as other efforts to reach the goal of awarding 150 doctoral degrees per year by 2015.

Ongoing and new RUGS initiatives to increase GRAD II enrollment include:

1. Annualizing and augmenting doctoral graduate student stipends across the University;
2. Providing infrastructure support to units to recruit and retain doctoral students;
3. Providing funds for enhancement of doctoral student recruitment;
4. Increasing applicant consideration for Presidential Fellows and Presidential Enhancements from once to twice per year; and
5. Providing financial enhancement for McKnight Fellowships.

Ongoing and new RUGS initiatives to assist programs and students in making timely progress toward their degrees include:

1. Enforcing continuous enrollment requirements;
2. Doubling the amount of fellowship support through Doctoral Evidence Acquisition Fellowships and Dissertation Year Fellowships;
3. Improving monitoring and mentoring of students who have neared or exceeded the time to degree guidelines;
4. Increasing numbers of workshops regarding dissertation processes;
5. Increasing services from the Center for Excellence in Writing; and
6. Improving responsiveness and customer service in UGS Student Support Services.

RUGS also plays a leadership role in creating a supportive graduate culture and graduate research training infrastructure to improve the graduate school experience of doctoral students. These efforts take the form of student-centered Doctoral Program Reviews, enhancement funds for departmental seminar series and the activities of the Graduate Advisory Board.

**II. Graduate Enrollment**

[Table 1](#) compares GRAD I and GRAD II FTE enrollment in each college/school during the Spring 2008 and Spring 2009 semesters. Both Grad I and Grad II FTE was increased by ~5.5%. With regard to GRAD I enrollment, large decreases in Education as well as Engineering and Computing were offset by a large increases in Nursing and Health Sciences, Public Health and Social Work, Journalism and Mass Communication and a very large increase in Business Administration (59 FTE).

GRAD II enrollment decreased in Arts & Sciences, Engineering and Computing, and Business Administration, but there were Grad II increases in both Education (COE) and Nursing and Health

Sciences (CNHS). Since Grad II FTE in the COE and CNHS represent mostly EdD and DPT students, the increase in Grad II FTE does not reflect an increase in PhD student enrollment over Spring 2008.

**Table 1: GRAD I and GRAD II FTE enrollment by College/School**

<b>COLLEGE</b>		<b>GRAD I FTEs</b>	<b>% Change</b>	<b>GRAD II FTEs</b>	<b>% Change</b>
<b>Architecture and The Arts</b>	Spring 2008	63.28	-7.31%		
	Spring 2009	58.66		0.09	
<b>Arts and Sciences</b>	Spring 2008	206.72	-2.84%	91.06	-5.42%
	Spring 2009	200.84		86.13	
<b>Business Administration</b>	Spring 2008	317.22	18.58%	10.78	-38.26%
	Spring 2009	376.16		6.66	
<b>Education</b>	Spring 2008	174.38	-5.52%	36.22	12.94%
	Spring 2009	164.75		40.91	
<b>Engineering and Computing</b>	Spring 2008	136.56	-12.75%	49.56	-8.26%
	Spring 2009	119.16		45.47	
<b>Nursing and Health Sciences</b>	Spring 2008	145.13	10.14%	12.44	156.53%
	Spring 2009	159.84		31.91	
<b>Public Health and Social Work</b>	Spring 2008	128.28	11.35%	11.63	0.54%
	Spring 2009	142.84		11.69	
<b>Hospitality Management</b>	Spring 2008	37.81	11.65%		
	Spring 2009	42.22		0.28	
<b>Journalism and Mass Communication</b>	Spring 2008	15.59	71.34%	0.09	
	Spring 2009	26.72			
<b>University Graduate School</b> (Coursework taken in FIU/UM Program)	Spring 2008	0.28			
	Spring 2009	0.56		0.66	
<b>Total</b>	<b>Spring 2008</b>	<b>1225.25</b>	<b>5.43%</b>	<b>211.78</b>	<b>5.67%</b>
	<b>Spring 2009</b>	<b>1291.75</b>		<b>223.78</b>	

#### 2008-2009 RUGS Enhancement of Graduate Recruitment Initiative:

UGS received a total of 15 proposals from an array of departments that host doctoral programs such as Biological Sciences, Chemistry and Biochemistry, Education, Engineering, Global and Sociocultural Studies, Politics and International Relations, Psychology and Public Administration. The departments utilized match funding in a variety of ways, including faculty trips (national and international), publication of promotional materials, prospective student on-campus visits, and recruitment visits. UGS funded a total of \$42,950 in doctoral recruitment efforts for 2008-2009 academic year.

The following are some examples of how these funds were used and how they have enhanced doctoral student recruitment. The Department of Politics and International Relations sent faculty to a diverse group of countries including Brazil, Peru, Colombia, Denmark, Spain, and Poland in efforts to recruit students for the Political Science PhD program. During the faculty's travel in Colombia, they were able to establish potential sister relationships with Universidad del Norte. They also made use of their funds to

send a current graduate student to academic conferences to promote their program. The program had a positive increase in admission from four admitted PhD students in 2008-2009, to potentially eight PhD students for 2009-2010. The Department of Biomedical Engineering used their funds to travel to India to present on “The 21<sup>st</sup> century needs: Multi-disciplinary research and training of Biomedical Engineering and Nanotechnology and Biomedical Engineering” at the Indian Institute of Technology at New Delhi. At the end of each presentation, the faculty representative discussed admissions requirements and opportunities of the BME program at FIU. The Department of Psychology had a recruitment day, which consisted of bringing eleven highly qualified prospective doctoral students on-campus for an interview program presentation, and tour of FIU and the Miami area. All programs who received RUGS matching funds for doctoral recruitment are required to submit a report summarizing the outcomes of their recruitment efforts, but those data are not available at the time of this BOT report.

#### Capitalizing on current economic crisis in graduate recruitment:

Our ability to recruit high quality doctoral students will be determined by the extent to which our faculty have reputations as outstanding scholars and our programs are nationally known for excellence in particular areas. Once it has been established that an institution can provide exceptional academic training in specific areas, it is largely a matter of “getting the word out.” The best way to do this nationally and internationally is to establish linkages with faculty and programs at other research institutions that might have students who would be interested in further study in these specific academic or specialty areas. We will continue to encourage our faculty to give scholarly presentations and to invite other scholars and prospective students to visit FIU. We will also continue our efforts to identify and promote areas or “clusters” of research excellence at FIU that are attractive to doctoral students. Programs, such as Nursing, are using personal contacts to recruit potential doctoral students to FIU. For example, they are recruiting individuals without a PhD who have already distinguished themselves as international leaders in the discipline. They are also identifying promising scholars in FIU undergraduate and master’s programs and nurturing their interest in doctoral study. When barriers are identified, such as a fear of taking the GRE, the Director of Graduate Programs is working to find ways to overcome those barriers.

At the master’s level, some students are interested in traditional master’s degrees, e.g., Economics, Physics, Political Science, Spanish, and Biology and may embark on a master’s degree as a step toward earning a doctoral degree. Although recruitment of high quality doctoral students remains our top priority, as FIU succeeds in becoming known for academic excellence in certain areas, undergraduates at FIU and individuals from the local community will be attracted to these master’s programs, e.g., programs in the College of Arts and Sciences.

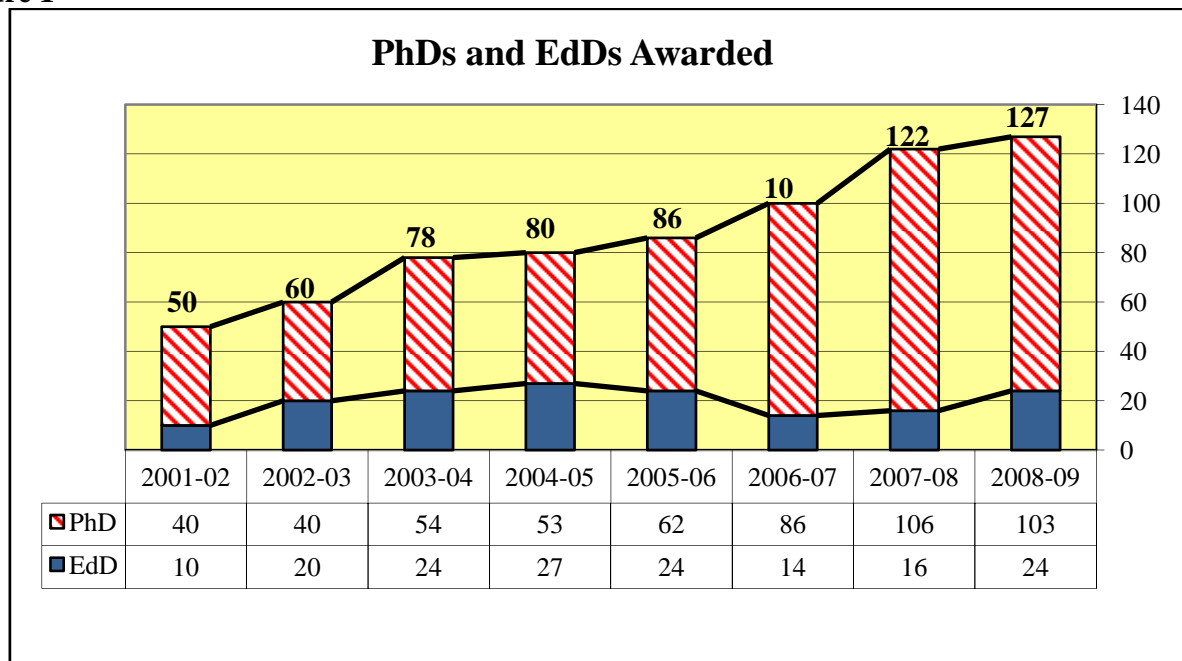
Students interested in a professional master’s tend to be attracted by a program’s local reputation, as well as price and convenience, e.g., Masters in Business, Journalism, Hospitality, and programs that result in licensure or certification, such as Nursing, Occupational Therapy, Education, and Social Work. As can be seen from the 10-71% increases in Grad I FTE for Spring 2009 compared Spring 2008 in Nursing & Health Sciences, Public Health & Social Work, Journalism and Mass Communication, Hospitality and Business Administration, FIU is attracting an increased number of students to these programs. However, some of our graduate programs do have unused capacity and are using innovative methods to recruit more and better students. For example, the College of Business is using Facebook (<http://news.fiu.edu/?p=3324>) and the Customer Relationship Management software (<http://www.dmnews.com/Schools-get-social-with-CRM/article/135929/>) to develop relationships and communicate with prospective students. Business has also achieved some success by using so called “agents” in foreign countries that are compensated for identifying potential students and assisting them with the application process. In response to the current economic downturn, both Business and Nursing are using financial aid to assist outstanding prospective students who have identified financial need as a

barrier to enrollment in master's programs. In addition, FIU has recently entered into a partnership with Higher Ed Holdings to offer fully on-line degrees in a few select programs. Recruitment for these masters programs, e.g., Business and Nursing, will occur via special agreements between FIU and Florida businesses, and organizations that desire their employees to earn graduate degrees.

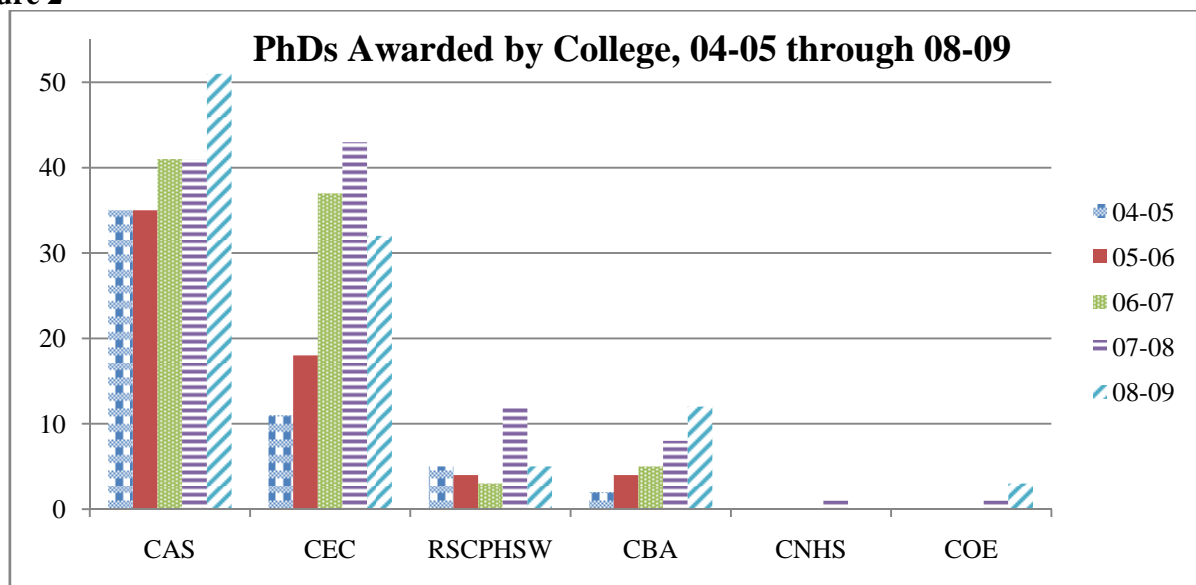
### III. Doctoral Degree Production

The total number of doctoral degrees awarded by the University has continued to increase, as seen in [Figure 1](#). Over the span covered by the last three academic years (AY 06-07 to AY 08-09) the number of doctoral degrees awarded increased from 100 to 127, a total increase of 27%. After a rapid increase in PhD production in the 3 years previous to 08-09, there was a slight decline in PhD production in 08-09, which was offset by a concomitant increase in the number of EdD degrees conferred.

**Figure 1**



**Figure 2**





[Figure 2](#) shows the PhDs awarded by college over the past five years. The College of Arts and Sciences (CAS) continues to represent the core of PhD production at FIU, with Biology, Chemistry, and Psychology granting ten, nine, and eight PhDs, respectively. The program in the College of Engineering and Computing (CEC) that conferred the largest number of PhDs in 08-09 was Civil Engineering, with eight. Over the past five years, the College of Business Administration (CBA) has consistently increased its PhD production to the current level of twelve across all the different majors.

#### IV. Financial Support of Doctoral Students

##### Stipend Increases and Annualization of Doctoral Students:

Stipend increases for doctoral students went into effect for the first time in Fall 2008. The increases in the levels for the 2008-2009 academic year are provided in [Table 2](#) and total \$1,197,224. The annualization of PhD stipends began in Summer 2008 and was directed toward students who held 9-month teaching assistantships in PhD programs. The additional cost of stipends provided for Summer 2009 was \$829,689.

It is interesting to note that doctoral students and programs in the Humanities/Social Sciences received the greatest financial benefit from these initiatives, ~ 50% of total new expenditures. This is because they represent a large cohort of students and because they were least likely to be previously employed as TAs in the summer.

**Table 2:** Summary of Funding for Strategic Initiatives 2008-09

	Ph.D. Stipends	Amount Paid out for Stipend Increases	Amount Paid Out for Annualization
Health	16	\$ 51,937	\$ 36,000
Sciences	105	\$ 339,819	*
Engineering	91	\$ 318,170	\$ 235,498
Humanities/Social Sciences	151	\$ 405,409	\$ 527,760
Education	8	\$ 19,881	\$ 30,431
Business	23	\$ 62,008	*
<b>Total</b>	<b>394</b>	<b>\$ 1,197,224</b>	<b>\$ 829,689</b>
		<b>Grand Total=</b>	<b>\$ 2,026,913</b>

\* Stipends already annualized.

##### Fellowships and Enhancements:

The amount of financial support provided in the form of fellowships and enhancements (to Research Assistantships or McKnight Fellowships) increased a modest 11% between 06-07 and 07-08, but experienced a 89% increase from 07-08 to 08-09 ([Table 3](#)). This increase was largely due to an increase in the fellowship support provided to continuing students, i.e., Dissertation Year Fellowships (28% increase) and Doctoral Evidence Acquisition Fellowships (DEA). The DEA Fellowship provides 1-3 semesters of support for students whose means of financial support preclude them from being able to collect the evidence/data needed for their dissertation. The other new type of financial support provided in 08-09 was the \$10,000 stipend enhancement provided to McKnight Fellows in order that FIU might be more competitive in attracting these top minority scholars.

**Table 3: UGS Fellowship and Enhancement Funding**

		Presidential Fellowships	Presidential Enhancements	McKnight Enhancements	Dissertation Year Fellowships	Doctoral Evidence Acquisition Fellowships
New Awards	2008-09	4	2	7	41	27
	2007-08	4	1	-	32	-
	2006-07	6	2	-	22	-
Continuing Awards	2008-09	6	2	-	11	-
	2007-08	6	11	-	9	-
	2006-07	7	9	-	10	-
Total Semesters of Support Provided	2008-09	30	12	21	92	46
	2007-08	30	36	-	80	-
	2006-07	39	33	-	60	-
Total Funding	2008-09	\$250,020	\$48,003	\$70,014	\$816,732	\$381,800
	2007-08	\$200,010	\$97,000	-	\$533,360	-
	2006-07	\$260,013	\$89,000	-	\$400,020	-

## V. Academic Support and Mentoring for Developing Scholars

### Doctoral Program Reviews:

The doctoral program review process is nearing completion for the first cohort of programs. RUGS has received and reviewed a draft document from all six programs and has hosted the external consultant for three of the programs. Pending for completion of the review process is an examination of the financial and academic efficiencies of each of the programs and RUGS final evaluation of each program. The next six programs targeted for review beginning Summer 2009 are Physics, Social Welfare, Electrical Engineering, Civil Engineering, Computer Science, and Education (PhD and all EdD programs).

### Center for Excellence in Writing:

Formed via a partnership among the University Graduate School, Academic Affairs, and the Undergraduate Writing Program in the Department of English, the [Center for Excellence in Writing](#) (CEW) promotes writing excellence through group workshops and direct one-on-one mentoring. During the 2008-2009 academic year (AY), the CEW's inaugural year, graduate student usage was impressive at both campuses. At UP and BBC, combined for Fall 2008/Spring 2009, graduate students accounted for 20.1% of the total number of students registered with the CEW and 21% of the overall number of graduate students completed appointments with CEW tutors. Graduate students also made up 33.3% of the overall attendance at CEW workshops throughout the AY. Graduate-level workshops held for Fall 2008/Spring 2009 at the CEW included Writing a Winning Personal Statement, Writing Thesis and Dissertation Proposals, Writing the Lit Review, Avoiding Plagiarism, Research and Writing in the 21<sup>st</sup> Century and CV Writing.

### Graduate Advisory Board (GAB):

The GAB was convened for the first time in January 2009 and it consists of graduate student representatives from various student leadership positions and graduate programs. The group has recently articulated its role in the Research and University Graduate School as the following:

*The purpose of the Graduate Advisory Board (GAB) is to serve as the voice for the graduate student community. The GAB will serve to facilitate the success of FIU's graduate students by providing feedback to the University Graduate School, Graduate Student Association, Student Government Association and other campus entities invested in graduate education on topics including:*

- *effective communication of policies and procedures and other timely information to students;*
- *involvement opportunities at the graduate level;*
- *accessibility to campus resources;*
- *academic success and student retention; and*
- *creation of a robust living, learning community.*

### Enhancement of Research Colloquium /Seminar Series:

Four colleges have responded to the initiative, and sixteen proposals have been funded for a total of \$47,600. Since the final reports have not yet been received from all of the programs, a full analysis of this initiative is not yet available. However, based on the reports that have been received, this initiative is making progress toward achieving its goals. For example, student evaluations from Political Science indicate that the speakers were “extremely informative,” “willing to exchange ideas at length,” and “available for one-on-one meetings.” A student attending seminars in Marine Sciences indicated that the most productive part of the seminar series was “getting the opportunity to interact with top scientists in our field. I felt that meetings with Dr. Valentine and Dr. Mumbly were particularly beneficial to development of my research and career.”

There is also evidence that this initiative is making a contribution toward the development of research and educational partnerships within the University. For example, there was attendance of International Relations and History faculty at some of the Political Science seminars, several Political Science faculty attended seminars hosted by Public Administration, and faculty from the College of Medicine and from health science departments attended the colloquium hosted by the graduate program in Nursing.

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**THE FLORIDA INTERNATIONAL UNIVERSITY**  
**BOARD OF TRUSTEES**  
**Academic Policy Committee**  
11 June 2009

**SUBJECT: STUDENT AFFAIRS REPORT**

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**PROPOSED COMMITTEE ACTION**

None. Information/Discussion Item.

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**EXHIBITS/SUPPORTING DOCUMENTS:**      ■      Division of Student Affairs Summary Report

**FACILITATOR/PRESENTER:**                      ■      Douglas Wartzok

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**Florida International University  
Board of Trustees  
Academic Policy Committee  
Division of Student Affairs – Summary Report  
May 2009**

## **INTRODUCTION**

Spring commencement marked the end of an academic journey for almost 4,000 undergraduate and graduate students. In response to a slowing economy, many students and recent graduates are accessing career services for career advising and to seek help in obtaining employment. The Career Services Office continues to facilitate opportunities for students and alumni to connect with potential employers and/or institutions of higher learning to achieve their professional goals.

## **CAREER SERVICES**

- **Florida Career Centers 21st Annual Statewide Job Fair.** On May 14, 2009, the FCC convened at the University of Central Florida. Each year the Florida Career Centers collaborate to organize the Statewide Job Fair. For this event, students and others affiliated with the member institutions are invited to a central location where they can obtain career information from participating recruiters. Over 95 companies will have representatives in attendance to participate in the job fair. The FCC expects over 1500 students and alumni from the 11 state institutions in Florida. In partnership with SGA, Career Services sent two staff members to accompany 92 students to attend the fair. The Statewide Job Fair provides employers with the unique opportunity to recruit graduates and alumni from Florida's ten public universities at one event.
- **Delta Epsilon Iota (DEI)** has become a bridge between outstanding students and Career Services. The mission of DEI has been to educate members on career development issues, encourage students to excel academically, and to promote the principles of Dedication, Enthusiasm, and Initiative in all aspects of campus life. Today it is one of the leading academic development organizations serving higher education. The chapter experienced an active semester with presentations on resumes and internships, Kaplan Graduate School Admissions and the development of Personal Statements. The Chapter also hosted INROADS – David Davis (INROADS Recruiter) on the “Benefits of Networking”.
- **South Florida Student Intern Briefing.** FIU served as the regional host for the student internship send-off. The send-off was preceded by a “regional” information session for South Florida students and alumni. The special “Family and Friends” send-off and briefing for State student interns was superb and well attended. Special guest speaker, Special Agent Marcos Fernandez from the Miami office was excellent. He provided an excellent briefing for the student interns going to U.S. embassies abroad. Also present were former student interns who spoke about their positive experience as student interns.

This was an excellent opportunity for the old and new interns to network and deepen their interest in State and in the Foreign Service.

## LEADERSHIP AND SERVICE

- **Relay for Life.** The 2009 FIU Relay for Life took place March 6<sup>th</sup> & 7<sup>th</sup>. This year's event was the biggest in the five-year history of the program, raising over \$80,000 for the American Cancer Society. Seventy-two teams of students, faculty, staff, alumni, and community members walked through the night to remember those lost to the disease and to celebrate those who have survived. The annual event is organized by a committee of 30 students. The experience gives students the opportunity to develop and practice their leadership skills while promoting work for the common good. The Dade Unit of the American Cancer Society recognized FIU as the #1 College Relay in the Southeast Region this year!
- **Alternative Break.** Not all students take a relaxing vacation during Spring Break. This March, over 150 FIU students chose to provide service to 15 different communities during Spring Break. Through the Alternative Breaks program, students learn about social issues and how they can directly address them during a week of service. Students begin working in the summer to research their sites, train their teams, and fundraise to meet the costs of the weeklong service program. This year students served domestic communities in New York, Philadelphia, Phoenix, Chicago, Dallas, and Los Angeles. Groups of students also traveled internationally to work with community needs in Costa Rica, Dominican Republic, Nicaragua, and Thailand. FIU recently received national recognition from Break Away, the leading national organization dedicated to developing lifelong active citizenship through quality alternative break programs.

## MCNAIR AND GRANTS

- **McNair Program.** Twenty-five McNair fellows and four student alternates were inducted into the Sixth McNair cohort. The students hailed from 14 departments within the STEM disciplines (Science, Technology, Engineering & Mathematics). Cohort demographics include 6 students with double majors, nearly 80% who are first generation college students, 89% represent minority groups and 100% are eligible for financial aid. Their median GPA is 3.62, with several who will graduate with highest honors.
- The program has successfully matched students with summer scientific research at universities such as Stanford, MIT, Princeton and Notre Dame. This summer for the first time in the program's history, two of FIU's top mathematics students will study in Moscow, Russia to complete Mathematical Research. This was made possible by collaboration with the American Mathematical Society. Of the five students selected for this national honor, two of the five are FIU McNair fellows.



- **Wal-Mart Grant.** The Wal-Mart Minority Student Success Initiative for first generation students awarded FIU a \$100,000 three-year grant to focus on improving math deficiencies.

## **STUDENT GOVERNMENT ELECTIONS**

- Student government elections were held in April for Student Government Councils on both University Park and Biscayne Bay Campuses. The newly elected SGC Presidents are *Anthony Rionda*, University Park and *Sholom Neistein*, Biscayne Bay Campus.

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**THE FLORIDA INTERNATIONAL UNIVERSITY**  
**BOARD OF TRUSTEES**  
**Academic Policy Committee**  
11 June 2009

**SUBJECT: UNIVERSITY TECHNOLOGY SERVICES REPORT**

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**PROPOSED COMMITTEE ACTION**

None. Discussion Item.

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**EXHIBITS/SUPPORTING DOCUMENTS:**      ■      University Technology Services Report

**FACILITATOR/PRESENTER:**                      ■      Douglas Wartzok

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# University Technology Services Report

6/11/2009 (prepared on 5/26/2009)

**Enhance FIU Emergency Preparedness.** We are building a disaster recovery site for information technology services at the Northwest Regional Data Center (NWRDC) in Tallahassee. The first phase will focus on three key technology services: PantherSoft, email service, and Web services. By June 30, a hot-swappable backup site for PantherSoft, email and Web services will be operational at NWRDC. Our PantherSoft data, email and Web pages will be automatically duplicated in NWRDC. In the event of a disaster such as a hurricane or fire, our PantherSoft, email and Web services will automatically be provided from NWRDC and these services will be available to the FIU community without interruption.

**Cost Reduction Efforts.** As an effort to save energy and reduce computer hardware cost, the Division of IT is implementing server virtualization and thin-clients. Server virtualization is the technology to use one physical server to host multiple servers. To the end users, the virtual servers function and feel like physical servers. Because the number of physical servers is reduced, there is less consumption of electricity, less use of space, and lower cost of operating servers. So far, we have virtualized 50 of our 200 enterprise servers and we are hosting virtual servers for several FIU units and colleges. In contrast, thin client is a technology to extend an existing computer's life-span by using all or most applications on a server instead of a local workstation. Cost saving is achieved as a result of a decreased need to purchase new computers or by purchasing low-cost computers. Since almost all applications are operated on the server, low-cost and less-powerful computers can be used without the loss of computer processing speed. Thin client technology can be also used as a security measure for high-risk areas. At present, we are working with Enrollment Services and the AIDS Research Center to deploy thin clients.

**Completing Twenty (20) New Technology Enhanced Classrooms (eClassrooms).** By June 30, we will complete twenty (20) new technology-enhanced classrooms. These technology-enhanced classrooms offer electronic control panels that control lecture display projection, Internet connection, and audio-video equipment to enhance students' learning. With the completion of these classrooms, FIU will have approximately 50% of our general-purpose classrooms converted to technology-enhanced classrooms. This is still below the advancements of our SUS sister universities, however.

**ERP Projects.** We are upgrading Panthersoft Financials, implementing PeopleSoft Contracts and Grants, and modifying the academic structure in PantherSoft Campus Solutions.

Specifically, we are upgrading the PantherSoft Financial System from Version 8.4 to Version 9. Five existing business modules (Accounts Payable, General Ledger, Purchasing, Travel and Expenses, and Asset Management) are being upgraded with the new PeopleSoft Financial System 9. For the implementation of PeopleSoft Grants and Contracts Version 9, five modules of the PeopleSoft Grants and Contract suite (Grants, Contracts, Project Costing, Billing, and Accounts Receivable) are being implemented.

The new PeopleSoft Grants and Contracts system will allow the University to manage grants and contracts more effectively. At present, all customization and interface programs have been completed. The technical team has begun the testing and validation of the new programs. The functional team will begin the final user test during the week of June 8. Additionally, the technical team has conducted four cycles of simulation, moving the data from the old version of PantherSoft Financials to the new version of PantherSoft Financials 9. The go-live date for both PantherSoft Financials 9 and Grants and Contracts 9 is set to July 13.

Parallel to the work on upgrading PantherSoft Financials 9 and implementing PantherSoft Grants & Contracts 9, the technical and functional teams have been redesigning the academic structure within the PantherSoft Campus Solution 9. One goal of the project is to assure that the academic structure in the PantherSoft reflects the current status of FIU program names and offerings and to streamline enrollment processes. The design work has been completed. Functional areas are reviewing the proposed changes. Next, the technical team will begin the development phase and implement the changes. The project is scheduled to be completed during the last week of October 2009.

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