

FIU | **Board of
Trustees**
FLORIDA INTERNATIONAL UNIVERSITY
ACADEMIC POLICY COMMITTEE

MONDAY, 30 MARCH 2009
11:30AM
FLORIDA INTERNATIONAL UNIVERSITY
GRAHAM CENTER BALLROOMS
UNIVERSITY PARK CAMPUS
MIAMI, FL

MEMBERSHIP

PATRICIA FROST, *CHAIR*
ALBERT DOTSON, *VICE CHAIR*
CESAR ALVAREZ
THOMAS BRESLIN
AJ MEYER
CLAUDIA PUIG
GERALD GRANT, FOUNDATION BOARD OF DIRECTORS

AGENDA

- | | |
|---|-----------------------|
| I. CALL TO ORDER | PATRICIA FROST |
| II. APPROVAL OF MINUTES | PATRICIA FROST |
| III. CHAIR'S REMARKS | PATRICIA FROST |
| IV. ITEMS FOR COMMITTEE REVIEW | |
| A. ACTION ITEMS | |
| 1. TENURE AS A CONDITION OF EMPLOYMENT | RONALD BERKMAN |
| 2. COLLEGE OF MEDICINE FACULTY PRACTICE PLAN –
AMENDMENTS TO BYLAWS | RONALD BERKMAN |
| 3. SACS QUALITY ENHANCEMENT PLAN FOR FIU | RONALD BERKMAN |
| 4. UNIVERSITY MISSION STATEMENT | RONALD BERKMAN |
| 5. LIMITED ACCESS DESIGNATION FOR THEATRE | RONALD BERKMAN |
| 6. PROGRAM TERMINATIONS
ACCELERATED COMBINED DEGREE PROGRAMS,
SEVEN-YEAR PROGRAMS FOR BS/DO, BS/DPM AND
BS/DMD | RONALD BERKMAN |

A. ACTION ITEMS (*CONTINUED....*)

7. HONORARY DEGREE CANDIDATES

RONALD BERKMAN

B. REPORTS (*FOR INFORMATION ONLY*)

8. ACADEMIC AFFAIRS

A. ENROLLMENT SERVICES REPORT

RONALD BERKMAN

B. UNDERGRADUATE REPORT

RONALD BERKMAN

C. GRADUATE REPORT

RONALD BERKMAN

9. STUDENT AFFAIRS

▪ STUDENT AFFAIRS REPORT

RONALD BERKMAN

V. OTHER BUSINESS (*IF ANY*)

PATRICIA FROST

VI. ADJOURNMENT

PATRICIA FROST

**NEXT ACADEMIC POLICY COMMITTEE MEETING
IS SCHEDULED FOR
THURSDAY, 11 JUNE 2009**

THE FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES
Academic Policy Committee

30 MARCH 2009

SUBJECT: ACADEMIC POLICY COMMITTEE MEETING MINUTES, 13 NOVEMBER 2008

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 13 November 2008, attached to this Resolution as Exhibit "AP - Minutes," are hereby approved.

EXHIBITS/SUPPORTING DOCUMENTS:

- Exhibit "AP - Minutes": 13 November 2008 Academic Policy Committee meeting minutes

FACILITATOR/PRESENTER:

- Committee Chair Patricia Frost

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**ACADEMIC POLICY COMMITTEE
MINUTES
13 NOVEMBER 2008**

I. Call to Order

The Florida International University Board of Trustees Academic Policy Committee meeting was called to order by Committee Chair Patricia Frost at 11:33 a.m. on Thursday, 13 November 2008 via conference call.

The following attendance was recorded:

Present

Patricia Frost, *Chair*
Cesar Alvarez
Thomas Breslin
AJ Meyer
Claudia Puig
Rosa Sugrañes
Gerald Grant, *Foundation Board of Directors*

Excused

Albert Dotson, *Vice Chair*

II. Approval of Minutes

Committee Chair Patricia Frost asked if there were any additions or corrections to the minutes of the 11 September 2008, Academic Policy Committee meeting. Chair Frost requested that the "Rules and Regulations Streamlining and Clean-up Item" title be changed to "Rules and Regulations Item." 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 11 September 2008, attached to this Resolution as Exhibit "A," are hereby approved.

III. Chair's Remarks

Committee Chair Frost welcomed all Trustees, University faculty, and staff. She thanked all Trustees for making themselves available for the meeting. She recognized new Committee member, Trustee Cesar Alvarez, welcomed him to the meeting, and thanked him for his service to the Board.

IV. Items for Committee Review

A. Action Items

1. Nomination of Marvin O'Quinn for Honorary Degree

Executive VP and Provost Ronald Berkman presented the nomination of Marvin O'Quinn for an Honorary Degree, noting that the honorary degree recipient was recommended by the Faculty Senate and approved by the President and Provost to receive an honorary degree at Commencement.

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

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

2. Tenure as a Condition for Employment Nomination

EVP and Provost Berkman presented three (3) Tenure as a Condition of Employment Nominees for Committee review, noting that the nominees, Barry Rosen and Alexander Aguolnik, held tenure at their previous institutions, and that the third candidate, Rita Mukhopadhyay, was a tenure-track professor at her previous institution. He added that each Tenure as a Condition of Employment nominee was evaluated by his/her FIU departmental faculty, Dean, and the Provost and was recommended by the President.

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

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

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

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

B. Reports (For Information Only)

3. Academic Affairs

A. College of Medicine Report

Dean of Undergraduate Education Rosa Jones and Dean of the College of Medicine John Rock presented the new Health Care Services Program for Committee review, noting that the partnership provided much needed medical care and services previously unavailable to University faculty members. It was also noted that the Program would also build a foundation for the Faculty Practice Plan.

Exhibit "AP - Minutes"

FIU Board of Trustees'
Academic Policy Committee
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13 November 2008
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B. Enrollment Services Report

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

C. Undergraduate Report

Provost Berkman provided updates on University hires and searches. He announced the appointment of Dr. Douglas Robertson as the new Dean of Undergraduate Education and Professor Carol Damian as the new director of the Frost Museum.

D. Graduate Report

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

4. Student Affairs

- Student Affairs Report

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. Adjournment

With no other business, Committee Chair Frost adjourned the meeting at 12:07 p.m.

CT
11/17/08

Exhibits: "A," "B," & "C"

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THE FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES
Academic Policy Committee
30 MARCH 2009

SUBJECT: TENURE AS CONDITION OF EMPLOYMENT

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 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.

BACKGROUND INFORMATION:

STATUTORY AUTHORITY:

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

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

BACKGROUND INFORMATION:

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

EXHIBITS/SUPPORTING DOCUMENTS:

- Exhibit “F” – Tenure as a Condition of Employment Nominees
- Attachment 1 – Tenure as a Condition of Employment Nominees’ Bios

FACILITATOR/PRESENTER:

- Ronald Berkman

Proposed Tenure As A Condition of Employment (TACOE) Candidates - March 2009		
NAME	RANK	DEPARTMENT
College of Education		
Douglas Robertson	Professor	Educational Leadership & Policy Studies
College of Medicine		
Derrick J. Beech	Professor	Department of Surgery
Georg Petroianu	Professor	Cellular Biology and Pharmacology

Douglas Reimondo Robertson
Professor, Education
Florida International University

Douglas Reimondo Robertson (Ph.D., Maxwell School, Syracuse University, 1978) is Dean of Undergraduate Education at Florida International University. Dean Robertson has been actively involved in numerous, significant innovations in American higher education for 32 years, including both undergraduate and graduate education, and has over 23 years experience as an academic administrator (12 years private, 11 years public). He has chaired an academic department, co-directed a liberal arts division, administered doctoral and masters programs, and served for nine years on the executive staffs of seven university Chief Academic Officers.

He has authored or co-edited seven books, with his first book (published 21 years ago) still in continuous print in its original edition. In total, he has authored or co-authored over 100 scholarly or creative publications and presentations. Currently, Dr. Robertson is the Senior Editor of the book series on college teaching published by New Forums Press. He is also the Editor of *Thriving in Academe*, the section on college teaching in the National Education Association's *Higher Education Advocate* (readership: 150,000). He is just completing a four-year term as Editor of *To Improve the Academy* (two years as Associate Editor and two years as Editor). He is currently serving, or recently served, on the Editorial Boards of *Innovative Higher Education*, *Journal on Excellence in College Teaching*, and *Kentucky Journal on Excellence in College Teaching and Learning*.

At Portland State University, he was a tenured, full professor and core graduate faculty in the Graduate College of Education, where he taught required doctoral courses in educational leadership, higher education, and adult learning, and chaired or served on 175 doctoral and masters committees. Dean Robertson taught his first college course in 1971, and has won several teaching awards along the way. He has been a tenured, full professor at four universities and has extensive experience in faculty governance.

Recently, Dean Robertson completed a 5-year appointment (2002-2007) as a Fulbright Senior Specialist Candidate, during which time he belonged to a pool of experts who were available to provide consultations for overseas universities. An active consultant since the 1970s, Dr. Robertson has provided over 150 trainings or consultations to a broad range of educational, health care, human service, governmental, and business organizations.

Dean Robertson serves on the Core Committee (Board of Directors) and chairs the Publication Committee of the primary international association for faculty development, the Professional and Organizational Development Network in Higher Education (POD). Over the course of his career, he has served in a number of leadership roles in national and regional associations. He has been involved in six regional accreditations in three different accreditation associations (WASC, NWASC, and SACS), and recently served as Compliance Coordinator of Northern Kentucky University's SACS reaffirmation process. In addition, he has been approved to serve as a SACS Evaluator.

Derrick Jerome Beech, M.D.
Professor and Founding Chair, Department of Surgery
FIU College of Medicine

Dr. Derrick Jerome Beech was born and received his early education in Atlanta, Georgia. He exhibited academic excellence and an interest in science from an early age. He was selected to receive the prestigious Gulf Mathematics and Science Scholarship to Duke University. He graduated with a Bachelor of Arts degree in Mathematics and was selected for Who's Who Among American College Students as a senior. Immediately thereafter, he matriculated at the Medical College of Virginia in Richmond and four years later graduated with his M.D. degree having been selected to Alpha Omega Alpha, the national medical honor society.

After completing general surgery training, Dr. Beech did a fellowship in Surgical Oncology at the M.D. Anderson Cancer Center in Houston. This was followed by faculty appointments at Tulane University, the University of Tennessee, and as Professor and Chairman of the Department of Surgery at Meharry Medical College in Nashville, Tennessee. In the spring of 2009, Dr. Beech will assume the position of Professor and founding Chairman of the Department of Surgery at Florida International University.

Dr. Beech has in excess of 90 peer reviewed publications, reflecting his interest in oncology, general surgery, and diversity in medical student education. He has received numerous awards for teaching excellence and has been funded from the NIH not only in research related to his scientific interests, but also to support the development of academic interests and access to graduate medical education for a diversity of students from underprivileged socio-economic areas. Dr. Beech is a competent clinician, an extraordinary researcher, a natural leader, a gentleman, and will be a substantial asset to South Florida.

Georg Petroianu, M.D., Ph.D.

Professor and Chairman, Department of Cellular Biology and Pharmacology

FIU College of Medicine

Dr. Petroianu received his Ph.D. (1985) and M.D. (1986) from the University of Heidelberg at Mannheim. He is a physician pharmacologist who has worked as a clinician in Anesthesiology and Emergency Medicine. He has board certifications in Pharmacology and Toxicology (Germany) and Clinical Pharmacology (American Board of Clinical Pharmacology). He is a Diplomat of the American Academy of Pain Management. After graduation he remained on the faculty of University of Heidelberg at Mannheim, rising through the ranks. In 2002 he became Chair of the Department of Pharmacology and Therapeutics at the United Arab Emirates University (UAEU). There, he led a large department with multiple research and educational responsibilities. Dr. Petroianu has remained active in clinical, research, and administrative pursuits, serving on numerous committees.

A longtime educator who has taught extensively using both traditional as well as problem- or case-based formats, Dr. Petroianu has received multiple teaching awards. These include Best Lecturer Awards at University of Heidelberg at Mannheim and Excellence in Teaching Awards at UAEU; at both Heidelberg and UAEU he received these awards on repeated occasions. He has mentored 17 doctoral students, and has been on multiple exam committees. Dr. Petroianu has written several Question and Answer books for trainees preparing for certification exams.

Dr. Petroianu has authored more than 126 peer-reviewed research papers, 69 chapters and other non-abstracted publications and 5 books. His most recent research has been on cholinesterase protection and reactivation in relationship to organophosphate exposure. He has received research funding in both German and the UAE. For his contribution to pharmacology, Dr. Petroianu was awarded the Issekutz Medal of the Hungarian Society of Pharmacology and Toxicology.

Dr. Petroianu has accepted the position as Professor and Founding Chairman, Department of Cellular Biology and Pharmacology, College of Medicine. His major charge is building a blended department of teachers and researchers, from several related fields (cell biology, physiology, anatomy, endocrinology, pharmacology).

THE FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES
Academic Policy Committee

30 MARCH 2009

SUBJECT: FLORIDA INTERNATIONAL UNIVERSITY COLLEGE OF MEDICINE FACULTY GROUP PRACTICE, INC. ARTICLES OF INCORPORATION AND BYLAWS AS AMENDED AND RESTATED ON THE 3RD DAY OF MARCH 2009

PROPOSED COMMITTEE ACTION:

Recommend Board adoption of the following Resolution:

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 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.

BACKGROUND INFORMATION:

LEGAL AUTHORITY:

BOG Regulation Section 9.017, states in relevant part:

2) Each Faculty Practice Plan shall include and/or provide for:

(b) Articles of Incorporation and Bylaws.

ARTICLE 7 of the HCN Articles of Incorporation Bylaws, states in relevant part:

The Articles of Incorporation of the Faculty Practice Plan shall be made, altered or rescinded by a two-thirds vote of all members of the Board at any regular or at any special meeting called for that purpose; provided, however, that no provision of the Articles of Incorporation may be adopted, amended or rescinded without the prior written approval of the President of FIU. All amendments to the Articles of Incorporation of the Faculty Practice Plan must be approved by the Board of Trustees of FIU, upon recommendation of the President of FIU prior to their effective date.

ARTICLE XII of the HCN Bylaws, states in relevant part:

The Bylaws of the FIUHN shall be made, altered or rescinded by a two-thirds vote of all members of the Board at any regular or at any special meeting called for that purpose; provided, however, that no bylaw may be adopted, amended or rescinded without the prior written approval of the President of FIU. All amendments to the Bylaws of the FIUHN must be approved by the Board of Trustees of FIU, upon recommendation of the President of FIU prior to their effective date.

EXHIBITS/SUPPORTING DOCUMENTS:

- Exhibit “G”: HCN Amended and Restated Bylaws
- Attachment 2: HCN Amended and Reinstated Articles of Incorporation

FACILITATOR/PRESENTER:

- John A. Rock, M.D.

AMENDED AND RESTATED BYLAWS

-of

The Florida International University College of Medicine
Health Care Network Faculty Group Practice, Inc.
(A Non-Profit Corporation)

**ARTICLE I
PURPOSE**

General Purpose. The Florida International University College of Medicine Health Care Network Faculty Group Practice, Inc. shall be known as The Florida International University College of Medicine Health Care Network (FIUHN) and shall exist exclusively to support the mission of Florida International University (FIU) to improve and support medical education at the Florida International University College of Medicine (FIUCOM). It is organized as a not-for-profit corporation under Chapter 617, Florida Statutes.

**ARTICLE II
FISCAL YEAR**

The fiscal year of the FIUHN shall begin on the first day of July and end on the last day of June in each year.

**ARTICLE III
MEMBERS**

The membership of the FIUHN shall consist of all clinical faculty members of the FIUCOM who are actively involved in the clinical practice of medicine and who are not adjunct faculty members. When any member ceases to be employed by FIUCOM, his/her membership in the FIUHN shall be deemed automatically terminated.

**ARTICLE IV
BOARD OF DIRECTORS**

Section 1. Powers and Duties of the Board of Directors. Except as otherwise provided in the Articles of Incorporation and these Bylaws, the direction and management of the affairs of the FIUHN and the control and disposition of its assets shall be vested in the Board of Directors ("Board") which shall be comprised of ~~up to nine~~ ten (109) directors.

The Board shall have the power to hold and to invest and reinvest any monies it receives

and to hold any property, to sell or exchange the same, and to invest and reinvest the proceeds of any sale or other conversion of any such property, for the purpose of earning income, which income less operating expenses of the FIUHN shall be used for such specific purpose in accord with the FIUHN's aims and the policies of the University and its Board of Trustees.

The FIUHN shall have the power and authority to borrow money by issuing long or short-term notes, bonds, or debentures and to pledge, mortgage, or otherwise encumber its assets within the discretion of the Board and the policies of the University and its Board of Trustees.

Section 2. Membership. The ~~nine (9)~~ members of the Board shall be:

- (a) A designee of the FIUBOT who shall also serve as a designee of the President.
- (b) The Dean and Senior Vice President of Medical Affairs of the FIUCOM.
- (c) The Executive Associate Dean of Clinical Affairs of the FIUCOM.
- (d) The Provost of FIU or his/her Designee.
- (e) The CFO of FIU or his/her Designee.
- (f) One (1) FIUCOM Non-Chairman Group Faculty Member selected by the Clinical Faculty.
- (g) One (1) FIUCOM Chairman Group Faculty Member selected by the Clinical Chairs.
- (h) At least two (2) and no more than ~~Three~~ (23) Community Members who shall not be employees of FIU and who are nominated either by the Committee on Nominations or any member of the Board and elected by a majority vote of the Board (hereinafter "Community Member"). One (1) of the Community Members must have the financial skills to be designated as the Financial Expert pursuant to the criteria of Sarbanes-Oxley and must be among the two seated Board members.

Section 3. Term of Office. The Dean and Senior Vice President of Medical Affairs of the FIUCOM, the Executive Associate Dean of Clinical Affairs of FIU, the Provost of FIU if he/she does not name a Designee, the CFO of FIU if he/she does not name a Designee shall serve as directors of the FIUHN for such time as they shall continue to serve respectively as Dean and Senior Vice President of Medical Affairs of the FIUCOM, Executive Associate Dean of Clinical Affairs of FIU, Provost of FIU and CFO of FIU. Should the Provost or the CFO choose

Designees to serve as Board members, then those Designees shall serve as Board members for as long as the Provost or the CFO shall determine. For elected members the term of office will be three (3) years. The initial terms will be staggered with the faculty representative serving one (1) year, the chairman representative serving two (2) years and the ~~two-three~~ (23) Community Members serving staggered terms. One (1) member will serve a term of two (2) years and two (2) members will serve a term of three (3) year-terms.

Section 4. Election. Any elected director whose term of office shall have expired may be elected to another term to a maximum of two (2) consecutive terms. Nothing in the Bylaws or the Articles of Incorporation shall prohibit any elected Board member from being re-elected after two (2) terms so long as such Board member does not serve on the Board for at least one (1) year between terms.

Section 5. Resignation. A director may resign at any time upon written notice to the President or Secretary/Treasurer of the FIUHN. Unless otherwise specified in the notice, the resignation shall take effect upon receipt. Resignation from the Board will automatically result in resignation from any Board office. The acceptance of a resignation shall not be necessary to make it effective.

Section 6. Vacancy. A vacancy shall exist on the Board upon the death, resignation, or removal of a director, upon the disability of a director that renders him or her permanently incapacitated or unable to serve, or when a director is no longer qualified to serve as a director. A director may be removed from the Board by the affirmative vote of a majority of the remaining directors at a properly called meeting of the Board. Whenever any vacancy occurs in the Board, it shall be filled without undue delay. A vacancy shall be filled by a majority vote of the remaining members of the Board at a special meeting, which shall be called for that purpose. The person so chosen shall hold office for the duration of the previous director's term.

ARTICLE V OFFICERS OF THE BOARD

Section 1. Number and Method of Election. The Officers of the Board shall be President, Vice President, and Secretary/Treasurer. The President shall be the Dean and Senior Vice President of Medical Affairs of the FIUCOM . The Vice President and Secretary/Treasurer will be nominated by the Committee on Nominations from the membership of the Board.

Election will require a majority vote of the Board. An elected officer shall serve a term of one (1) year. Officers are eligible for election for consecutive terms.

Section 2. Duties of Officers. The duties and powers of the officers of the FIUHN shall be as follows:

Dean and Senior Vice President of Medical Affairs of the FIUCOM. The Dean and Senior Vice President of Medical Affairs of the FIUCOM shall serve as President. The President shall preside at the meetings of the Board, and shall be an ex officio member of all committees, with no voting power. He/she shall also, at the annual meeting of the FIUHN and such other times as he/she deems proper, communicate to the FIUHN or to the Board such matters and make such suggestions as may in his/her opinion tend to promote the prosperity and welfare and increase the usefulness of the FIUHN and shall perform such other duties as are necessarily incident to the office of the President. The President shall sign all certificates, bonds, deeds, mortgages, leases, and contracts of the FIUHN as approved by the Board. The President shall perform all duties, as the Board shall designate. The President may delegate certain duties with the Board's approval.

Vice President. In case of the death or absence of the President, or of his/her inability from any cause to act, the Vice President shall perform the duties of the President.

Secretary/Treasurer. It shall be the duty of the Secretary/Treasurer to give notice of and attend all meetings of the FIUHN and all committees and keep a record of their doings; to conduct all correspondence and to carry into execution all orders, votes, and resolutions not otherwise committed; to keep a list of the members of the FIUHN; to notify the officers and members of the FIUHN of their election; to notify members of the FIUHN of their appointment on committees; to furnish the chairman of each committee with the results of the vote under which the committee is appointed, and at his/her request give notice of the meetings of the committee; and generally to devote his/her best efforts to forwarding the business and advancing the interests of the FIUHN. The Secretary/Treasurer shall have the care and custody of the money, funds, valuable paper and documents of the FIUHN. The Secretary/Treasurer shall keep accurate books of accounts of the FIUHN's transactions, which shall be the property of the FIUHN, and shall render financial reports and statements of condition of the FIUHN when so requested by the Board or President. In case of absence or disability of the Secretary/Treasurer, the Board shall appoint a Secretary/Treasurer pro tem. The Secretary/Treasurer shall be the

keeper of the corporate seal.

Section 3. Bond of Secretary/Treasurer. The Secretary/Treasurer shall give to the FIUHN such security for the faithful discharge of his/her duties as the Board may direct.

Section 4. Vacancies. All vacancies in any office shall be filled by the Board without undue delay, at any regular meeting, or at a meeting specially called for that purpose.

Section 5. Compensation of Officers. The officers shall receive such salary or compensation as the Board may determine, pursuant to the policies and regulations of the University and its Board of Trustees.

ARTICLE VI POWERS OF THE UNIVERSITY'S PRESIDENT

The President of the University shall have the following powers and duties: (1) Monitor and control the use of university resources by the FIUHN; (2) Control the use of the university name by the FIUHN; (3) Monitor compliance of the FIUHN with state and federal laws and regulations; (4) Recommend to the Board of Trustees an annual budget; (5) Approve salary supplements and other compensation or benefits paid to university faculty and staff from the FIUHN assets, consistent with Board of Trustees' policies; (6) Ensure that the FIUHN enacts a policy on ethics and conflicts of interest; and (7) Ratify all nominees to the Board and all appointments to Board Committees.

ARTICLE VII COMMITTEES

Section 1. Standing Committees. At the first meeting of the Board after its election, or as soon thereafter as practicable, the President of the FIUHN shall, subject to the Board's approval, appoint such committees as he/she may deem necessary and advisable to assist in the conduct of the FIUHN's affairs.

There shall be two (2) standing committees of the Board; the Finance and Audit Committee, and the Committee on Nominations.

Section 2. Special Committees. The President of the FIUHN may, at any time, appoint other committees to deal with specific issues, for which there is no Standing Committee. Special Committees shall be discharged by the President upon completion of the task for which they are established.

Section 3. Committee Quorum. A majority of any committee of the FIUHN shall constitute a quorum for the transaction of business, unless any such committee shall, by a majority of its entire membership, decide otherwise.

Section 4. Committee Vacancies. The authority, which originally appointed a committee, shall have the power to fill any vacancy on the committee.

Section 5. Committees of the Board

5.1 The Finance and Audit Committee. The Committee on Nominations shall annually recommend to the Board for election to the Finance and Audit Committee one (1) member who is independent of management and not a member of the Faculty Practice Plan. Two (2) additional members shall be members of the Board. Members can be appointed for two (2) successive terms and re-elected after two (2) terms so long as such Committee member does not serve on the Committee for at least one (1) year between terms. A majority of the members of the Committee will constitute a quorum for the transaction of business. An audit shall be conducted annually by outside public accountants and presented to the Finance and Audit Committee, which shall in turn present the report of audit, including the scope of the examination, to the members of the FIUHN at their next meeting with such recommendations as the Finance and Audit Committee shall deem appropriate. Thereafter, the annual audit report shall be submitted by the University President to the Board of Trustees for review no later than the end of the fourth month following the close of the organization's fiscal year. It shall address and oversee financial and administrative policy matters for the FIUHN. The Committee shall, subject to overall guidance by the Board, establish the fees for services. It shall, subject to guidance from the Board, establish a billing and collection policy. The Finance and Audit Committee shall be responsible for the periodic review and approval of the FIUHN's annual budget, which shall be prepared before the beginning of the FIUHN's fiscal year, approved by the Board and recommended by the University President to the Board of Trustees each year no later than sixty (60) days following the beginning of the FIUHN's fiscal year. The Board of Trustees must approve the FIUHN's budget before it can be enacted.

The Executive Associate Dean for Finance shall be an ex officio non-voting member of the Finance Committee. The Committee shall keep a record of its proceedings and may appoint the Secretary/Treasurer for that purpose.

5.2 Committee on Nominations. Prior to the Annual Meeting, the Board shall appoint a Committee of Nominations of five (5) members, none of whom shall be a member of the Board, whose duty it shall be to nominate candidates to fill vacancies in the ~~Board~~ PublicCommunity Board Member positions and officers of the FIUHN. The Board shall name the Chair of the Committee who shall be a Board member. The nominee representing the Clinical Chair Advisory Group shall be selected from the recommendations of the Clinical Chair Advisory Group. The nominee representing the Clinical Faculty Advisory Group shall be selected from the recommendations made by the Clinical Faculty Advisory Group. The slate of nominations will be presented at the annual meeting of the FIUHN.

Section 6. Composition of Committees. Individuals other than Directors shall be eligible to serve on committees. However, the Chairperson of the Committees shall be a Director.

ARTICLE VIII MEETINGS OF THE FIUHN

Section 1. Annual Meeting of the FIUHN. There shall be an annual meeting for receiving the annual reports of officers, directors and committees, and the transaction of other business. Notice of the meeting, signed by the Secretary/Treasurer, shall be mailed by U.S. Mail or delivered electronically, except as herein or by statute otherwise provided, to the last recorded physical or electronic address of each member at least ten (10) days and not more than fifty (50) days before the time appointed for the meeting. All notices of meetings shall set forth the place, date, time and purpose of the meeting.

Section 2. Regular Meetings. Regular meetings of the Board shall be held no less often than quarterly. Notice of the meeting, signed by the Secretary/Treasurer, shall be mailed by U.S. Mail or delivered electronically, except as herein or by statute otherwise provided, to the last recorded physical or electronic address of each member at least ten (10) days and not more than fifty (50) days before the time appointed for the meeting. The purpose of regular meetings shall be for the transaction of such business as may lawfully come before each meeting. The Secretary/Treasurer of the FIUHN shall provide the directors with a schedule of the regular meetings.

Section 3. Special Meetings. The President of FIUHN, the President of FIU or any two (2) Board members may call special meetings of the Board. No business other than that

specified in the notice of meeting shall be transacted at any special meeting of the Board.

Section 4. Telephone Meetings. The Board and Committee meetings may be conducted by telephone conference or similar communications facilities if the President or the Chairperson of the Committee determines it is appropriate and if all persons participating in such meetings are able to hear each other as if the meeting were held in person.

Section 5. Waiver. ~~Any~~ Member, Officer or Director may not waive, ~~in writing,~~ any notice required to be given by law or under these Bylaws, ~~whether before or after the time stated therein. Notwithstanding the provisions of any of the foregoing sections, a meeting of the Directors of this FIUHN may be held at any time and at any place within or without the State of Florida, and any action may be taken thereat, if notice is waived in writing by every member having the right to vote at the meeting. Attendance of any Board or Committee member at any meeting shall be deemed a waiver of notice of such meeting.~~

~~5.1—Notice of a meeting properly called for the purpose of amending either the Articles or Bylaws of the FIUHN may not be waived.~~

Section 6. Quorum. The presence in person, or telephonically, if Chairperson has permitted participation by telephone, of a majority of the Directors of the FIUHN entitled to vote shall be necessary to constitute a quorum for the transaction of business.

Section 7. Voting. If the manner of deciding any question has not otherwise been prescribed, it shall be decided by a majority of the votes cast at a meeting at which a quorum is present.

Section 8. Action by Written Consent. ~~Any~~ All actions s required or permitted to be taken by the Board must be taken at ~~any~~ a meeting of the Board or of any committee designated by the Board, ~~may be taken without a meeting if consent in writing, setting forth the action to be taken, shall be signed by all Member(s) of the Board or of such committee. The consent shall have the same force and effect as a unanimous vote of a meeting. Action by written consent shall not be taken to amend the Articles or Bylaws except at a meeting properly called for that purpose.~~

Section 9. Order of Business. Roberts Rules or Order will be followed at all the meetings of the FIUHN and the Board.

The Chair without debate shall decide any question as to priority of business.

This order of business may be altered or suspended at any meeting by a majority vote of the members present.

Section 10. Agenda and Minutes. A written agenda of the matters to be considered at a Board or committee meeting shall be delivered to members thereof prior to such meeting.

Written minutes of the proceedings of the Board and committees shall be maintained and all actions taken at Board and committee meetings shall be properly recorded in the minutes.

ARTICLE IX ADMINISTRATION POLICIES

Section 1. Officer of Corporation. The Executive Associate Dean of Clinical Affairs shall be the President of the FIUHN for as long as he/she serves in that position. As President, he/she shall oversee all day-to-day affairs of the FIUHN and shall serve as Chairman of the Executive Committee of the FIUHN.

Section 2. Affairs and Operations. Notwithstanding any other provision of these Bylaws to the contrary, the affairs and operations of the FIUHN shall be conducted in strict compliance with the policy and regulations of the Florida Board of Governors and the University concerning the faculty practice plan for the FIUCOM, approved at the January 24, 2008, meeting, as it may hereafter be amended.

Section 3. Financial Audits and Reports. All financial records of the FIUHN shall be available to the appropriate personnel of the University from time to time as determined by the Dean of the FIUCOM. The Board shall engage an independent certified public accountant (CPA) to perform an annual audit of the organization's financial statements, with the objective being to render an opinion on the financial statements. The cost of the audit shall be borne by the FIUHN as an operating expense. Copies of each annual audited financial report shall be promptly provided to the President of the University and the Dean of the FIUCOM for their review.

Section 4. Distribution of Net Receipts. The accumulation, expenditure and distribution of all funds of FIUHN shall be exclusively for the improvement and support of medical education at FIUCOM and shall be made only after approval by the Dean of FIUCOM or his/her designee. The distribution of Net Receipts shall be made pursuant to the terms of the Operation Agreement between FIU and FIUCOM.

ARTICLE X SEAL

The seal of the FIUHN shall be as more particularly shown in the following impression.

ARTICLE XI COMMITMENT TO COMPLIANCE

The FIUHN is a tax-exempt organization dedicated to providing quality clinical services to the South Florida community. The FIUHN is committed to meeting the highest ethical standards in all of its operations and clinical services. It is committed to compliance with the laws, rules and regulations that govern its operations and committed to establishing a compliance program that will provide the FIUHN employees with tools to understand and comply with such laws.

ARTICLE XII AMENDMENTS

The Bylaws of the FIUHN shall be made, altered or rescinded by a two-thirds vote of all members of the Board at any regular or at any special meeting called for that purpose; provided, however, that no bylaw may be adopted, amended or rescinded without the prior written approval of the President of FIU. All amendments to the Bylaws of the FIUHN must be approved by the Board of Trustees of FIU, upon recommendation of the President of FIU prior to their effective date.

ARTICLE XIII INDEMNIFICATION

The indemnification of any director, officer or employee of the FIUHN shall be as provided by law.

ARTICLE XIV
. SUNSHINE LAWS

The Board shall provide public access to the Faculty Practice Plan board records in accordance with the applicable provisions of the Public Records Law, Chapter 119, Florida Statutes. The Faculty Practice Plan shall conduct its Board meetings in accordance with the applicable provisions of the Open Meetings Law, Chapter 286, Florida Statutes.

ARTICLE XIV
DISSOLUTION

In the event that the FIUHN shall dissolve or otherwise terminate its corporate existence, subject to the provisions of Chapter 617, Florida Statutes, the FIUHN shall distribute all its existing assets as provided in the Article of Incorporation.

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AMENDED AND RESTATED ARTICLES OF INCORPORATION

**THE FLORIDA INTERNATIONAL UNIVERSITY COLLEGE OF MEDICINE
HEALTH CARE NETWORK FACULTY GROUP PRACTICE, INC.**

A Florida Not-For-Profit Corporation

The undersigned subscribers do hereby associate ourselves together to form a not-for-profit corporation pursuant to the laws of the State of Florida, and for these purposes do hereby adopt the following Amended and Restated Articles of Incorporation.

ARTICLE 1. NAME

The name of this corporation shall be THE FLORIDA INTERNATIONAL UNIVERSITY COLLEGE OF MEDICINE HEALTH CARE NETWORK FACULTY GROUP PRACTICE, INC. For convenience, the corporation shall be referred to as the "Faculty Practice Plan." The Faculty Practice Plan may register the name "Florida International University College of Medicine Health Care Network Faculty Group Practice," "Panther Care," or other similar terms as a fictitious name.

ARTICLE 2. PURPOSES

The Faculty Practice Plan is organized and shall be operated exclusively for scientific, educational and charitable purposes within the intent and meaning of Section 501(c)(3) of the Internal Revenue Code of the United States. Further, the Faculty Practice Plan shall exist exclusively to support the mission of Florida International University (hereinafter referred to as "FIU") to improve and support medical education at the Florida International University College of Medicine (hereinafter referred to as "FIUCOM").

ARTICLE 3. POWERS

The Faculty Practice Plan shall have all of the powers now provided or which may hereafter be provided for not-for-profit corporations by the laws of the State of Florida, and is empowered to do all acts and things as from time to time may be necessary or expedient in order to accomplish its general purposes all in accordance with and subject to the Bylaws of the Faculty Practice Plan and the limitations of applicable State of Florida and federal laws and regulations including the authority granted to the Board of Trustees of FIU. In particular, the Faculty Practice Plan shall not engage in any activities prohibited by a corporation exempt from Federal income tax under section 501(C)(3) of the Internal Revenue Code, as revised from time to time. The Faculty Practice Plan shall not be empowered to do any act or thing which would cause it to lose its status as a not-for-profit corporation under the laws of the United States or of the State of Florida. No substantial part of the Faculty Practice Plan's funding or activities shall be for the carrying on of propaganda or

otherwise attempting to influence legislation, and the Faculty Practice Plan shall not participate in, or intervene in (including the publishing or distributing of statements), any political campaign on behalf of any candidate for public office.

ARTICLE 4. MEMBERS

The Members of the Faculty Practice Plan all shall be full time clinical faculty of the FIUCOM who are actively involved in the clinical practice of medicine and who are not adjunct faculty members.

ARTICLE 5. BOARD OF DIRECTORS

Section 1. All corporate powers of the Faculty Practice Plan shall be exercised by, or under the authority of, the Board of Directors in accordance with these Articles of Incorporation and the Bylaws of the Faculty Practice Plan. Only Directors shall have a vote in meetings of the Faculty Practice Plan's members or of the Directors.

Section 2. The Board of Directors shall be elected, hold office and direct the activities of the Faculty Practice Plan in accordance with the Bylaws. The ~~nine (9)~~ Directors of the Board shall be:

- (a) A designee of the FIU Board of Trustees who shall also serve as a designee of the President.
- (b) The Dean and Senior Vice President of Medical Affairs of the FIUCOM.
- (c) The Executive Associate Dean of Clinical Affairs of the FIUCOM.
- (d) The Provost of FIU or his/her Designee.
- (e) The CFO of FIU or his/her Designee.
- (f) One (1) FIUCOM Non-Chairman Group Faculty Member selected by the Clinical Faculty.
- (g) One (1) FIUCOM Chairman Group Faculty Member selected by the Clinical Chairs.
- (h) ~~Two~~ At least two and no more than three (23) Community Members who shall not be employees of FIU and who are nominated either by the Committee on Nominations or any member of the Board and elected by a majority vote of the Board (hereinafter "Community Member"). One (1) of the Community Members must have the financial skills to be designated as the Financial Expert pursuant to the criteria of Sarbanes-Oxley.

Section 3. The qualifications, election procedures, terms of service, powers and duties of the Directors and Officers of the Faculty Practice Plan shall be specified in the Bylaws.

ARTICLE 6. BYLAWS

The Bylaws of the Faculty Practice Plan shall be adopted by the Board of Directors, and may be altered, amended or rescinded by the Board of Directors in the manner provided for in the Bylaws.

ARTICLE 7. AMENDMENTS TO ARTICLES OF INCORPORATION

The Articles of Incorporation of the Faculty Practice Plan shall be made, altered or rescinded by a two-thirds vote of all members of the Board at any regular or at any special meeting called for that purpose; provided, however, that no provision of the Articles of Incorporation may be adopted, amended or rescinded without the prior written approval of the President of FIU. All amendments to the Articles of Incorporation of the Faculty Practice Plan must be approved by the Board of Trustees of FIU, upon recommendation of the President of FIU prior to their effective date.

ARTICLE 8. EARNINGS

No part of the net earnings of the Faculty Practice Plan, if any, shall inure to the benefit of, or be distributed to, its members, Directors, Officers, or other private persons, except that the Faculty Practice Plan is authorized and empowered, upon approval by the Board of Directors, to pay reasonable compensation to any person or organization for services rendered, to reimburse Officers and other Directors of the Faculty Practice Plan for expenses incurred by them in the performance of their duties, and to pay salary supplements and expense allowances to officers and employees of the University. All such payments shall be governed by provisions of the Bylaws.

ARTICLE 9. DISSOLUTION

In the event of dissolution of the Faculty Practice Plan or termination of its affairs, the Directors shall, after paying or making provision for payment of all of the liabilities of the Faculty Practice Plan, distribute all of the remaining assets of the Faculty Practice Plan to FIU to be used exclusively for the general purposes for which the Faculty Practice Plan was organized, subject to the conditions, restrictions, and limitations to which such assets were subject when they were assets of the Faculty Practice Plan. No individual shall be entitled to share in the distribution of any of the assets of the Faculty Practice Plan upon dissolution or termination.

ARTICLE 10. INDEMNIFICATION

Every Director, Officer and employee of the Faculty Practice Plan shall be indemnified by the Faculty Practice Plan 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 Faculty Practice Plan, 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 Faculty Practice Plan. 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 Faculty Practice Plan 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 Faculty Practice Plan 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 Faculty Practice Plan to indemnify a Director, Officer or employee or to make advances 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 Faculty Practice Plan 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 Faculty Practice Plan and no settlement of any such claim shall be entered into without reasonable prior written notice, by registered mail, having been given to the Faculty Practice Plan.

ARTICLE 11. REGISTERED OFFICE AND REGISTERED AGENT

The Faculty Practice Plan hereby designates its Registered Office to be located at Florida International University, Office of the General Counsel, University Park, PC 511, Miami, Florida, 33199, or such other place as it may from time to time designate. In accordance with the Bylaws, the University President hereby recommends and the Chairperson hereby appoints Cristina Mendoza, Vice President and General Counsel, Florida International University, as Registered Agent of the Faculty Practice Plan, to accept service process within this State, to serve in such capacity until a successor is selected and duly designated.

ARTICLE 12. EQUAL OPPORTUNITY/ACCESS

In its operations and activities, the Faculty Practice Plan shall be governed by the principles of equal opportunity and access to all persons regardless of race, color, religion, sex, age, national origin, handicap or disability.

ARTICLE 13. USE OF UNIVERSITY RESOURCES

The President of the University shall have full authority to monitor and control the use of University resources by the Faculty Practice Plan. The President of the University also retains full authority to monitor and control the Faculty Practice Plan's use of the University's name in connection with its activities.

ARTICLE 14. TAX RETURN

The Faculty Practice Plan shall submit to the President of FIU and the Board of Governors of the State of Florida its Internal Revenue Service Application for Recognition of Exemption form (Form 1023) and its Federal Internal Revenue Service Return of Organization Exempt from Income Tax form (form 990) in accordance with Section 1004.28 of the Florida Statutes, as may be amended from time to time.

ARTICLE 15. SUNSHINE LAWS

The Board shall provide public access to the Faculty Practice Plan records in accordance with the applicable provisions of the Public Records Law, Chapter 119, Florida Statutes. The Faculty Practice Plan shall conduct its Board meetings in accordance with the applicable provisions of the Open Meetings Law, Chapter 286, Florida Statutes.

IN WITNESS WHEREOF, the undersigned Directors and Officers of The Florida International University College of Medicine Health Care Network Faculty Group Practice, Inc., a Florida not-for-profit corporation, have executed these Articles of Incorporation effective this ____ day of ~~February~~, ~~2008~~2009.

John A. Rock, M.D.
Chairperson /Director
Address: 11200 SW 8th Street, HLS 693
Miami, Florida 33199

(SEAL)

STATE OF FLORIDA)

COUNTY OF DADE)

The foregoing instrument was acknowledged before me this _____ day of February [REDACTED], ~~2008~~2009, by John A. Rock, M.D., the Chairperson of The Florida International University College of Medicine Health Care Network Faculty Group Practice, Inc., a Florida not-for-profit corporation. The aforementioned individual is personally known to me and did not take an oath.

Notary Public, State of Florida

CERTIFICATION

I, Cristina Mendoza, Registered Agent of The Florida International University College of Medicine Health Care Network Faculty Group Practice, Inc., a Florida not-for-profit corporation, hereby certify that I am familiar with and accept the duties and responsibilities of the Registered Agent of the Faculty Practice Plan as stated in its Articles of Incorporation.

IN WITNESS WHEREOF, I have hereunto set my hand and have affixed the seal of the Faculty Practice Plan, this _____ day of ~~February~~ [REDACTED], ~~2008~~2009.

THE FLORIDA INTERNATIONAL UNIVERSITY
COLLEGE OF MEDICINE HEALTH CARE
NETWORK FACULTY GROUP PRACTICE, INC.
a Florida not-for-profit Corporation

By: _____

(Corporate Seal)

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THE FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES
Academic Policy Committee
30 MARCH 2009

SUBJECT: QUALITY ENHANCEMENT PLAN

PROPOSED COMMITTEE ACTION:

Recommend Board adoption of the following Resolution:

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."

BACKGROUND INFORMATION:

STATUTORY AUTHORITY:

The Florida Board of Governors Proposed Regulation BOG 1.001,(4)
University Board of Trustees Powers and Duties.

EXHIBITS/SUPPORTING DOCUMENTS:

- Exhibit "H" - Quality Enhancement Plan

FACILITATOR/PRESENTER:

- Ronald Berkman

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Global Learning Curricular Framework

The goal of Florida International University's Global Learning Quality Enhancement Plan is to ensure that every FIU graduate has the educational opportunity to achieve the knowledge, skills, and attitudes of global citizenship in a sustainable world. In order to meet this goal, we propose the following structure for the global learning curriculum:

Lower Division Foundational Global Learning Course

Students will take a minimum of one (1) lower division foundational global learning course within the core curriculum.

- Four courses will be developed under the auspices of the Office of Global Learning Initiatives. These courses will be composed of the fundamentals of global learning theory and content related to a variety of disciplines.
- These courses will be placed within existing categories of the core curriculum, and will fulfill both the core curriculum category requirement and the global learning course requirements.
- These courses will all have, as a prerequisite, one (1) course in the domain area of the category in which they are placed (e.g. "foundations of global learning in the humanities" will have one humanities core curriculum course as a prerequisite).

Common Reading: Students will participate in a common reading as part of the lower division foundational global learning course. Students who enter FIU with an Associate of Arts degree from an institution in Florida will participate in the common reading prerequisite to enrollment in the first of their global learning courses. This reading will serve as a touchstone for reflection and analysis throughout the student's progress through the global learning sequence.

Complementary Global Learning Courses: In order to highlight the importance of global learning, as courses are being considered for introduction to, or reaffirmed as part of, the core curriculum, they will be infused with global learning elements. Eventually, global learning will become a hallmark of the core curriculum.

Upper Division Global Learning Course

Students will take a minimum of one (1) upper division global learning course in their major field of study. Students who enter FIU with an Associate of Arts degree from an institution in Florida will take a minimum of (2) upper division global learning courses in their major field of study. In order to accommodate the needs of all students, as well as the needs of the variety of disciplines, academic departments will choose among the following three options to enable students to fulfill the global learning course requirement:

Option 1: Global learning as the focus of two courses within the major

Option 2: Several courses in the major in which global learning is infused, but is not the primary focus of any of the courses

Option 3: Global learning will be a major focus of two upper division courses outside the major

Option 4: Global learning as the focus of one course within the major and another outside the major

Office of Global Learning Initiatives

11200 S.W. 8th Street, University Park, GL 460 • Miami, FL 33199
Tel: 305-348-2410 • Fax: 305-348-1008 • Cell: 786-554-4758

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THE FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES
Academic Policy Committee
30 MARCH 2009

SUBJECT: UNIVERSITY MISSION STATEMENT

PROPOSED COMMITTEE ACTION:

Recommend Board adoption of the following Resolution:

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;

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, 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.

BACKGROUND INFORMATION:

STATUTORY AUTHORITY:

BOG Proposed Regulation 1.001 (3)(a) provides in pertinent part:
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 otherwise consistent with the mission and purposes of the State University System as defined by the Board of Governors.

EXHIBITS/SUPPORTING DOCUMENTS: ■ N/A

FACILITATOR/PRESENTER: ■ Ronald Berkman

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THE FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES
Academic Policy Committee
30 MARCH 2009

SUBJECT: LIMITED ACCESS DESIGNATION FOR THEATRE

PROPOSED COMMITTEE ACTION:

Recommend Board adoption of the following Resolution:

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 "I", 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.

BACKGROUND INFORMATION:

AUTHORITY:

The Florida Board of Governors Regulation, BOG 8.013 Limited Access, states in part:

(1) The Board of Governors may declare certain degree programs as limited access programs, upon request by a university board of trustees. University degree programs may be approved as limited access programs for the following reasons:

(a) The number of students who have met all the requirements for admission to the university and to the program is in excess of available resources (examples are: space, equipment or other instructional facilities; clinical facilities; adequate faculty to meet acceptable student-faculty ratios; fiscal or other resource limitations). In the case of such programs, selection for admissions shall be competitive. The selection criteria shall be determined by the program, recognizing that the standards applied to the criteria may vary from term to term depending on the number of student spaces available and the quality of the applicant pool. The selection criteria shall be

published in the university catalogue along with the standards used for admissions decisions at the time the catalogue is published.

(b) The program is of such a nature (normally in the fine or performing arts) that applicants must demonstrate through an audition or submission of a portfolio that they already have the minimum skills necessary for them to benefit from the program.

EXHIBITS/SUPPORTING DOCUMENTS:

- Exhibit “I”: BOG Limited Access Program Request Form

FACILITATOR/PRESENTER:

- Ronald Berkman

**STATE UNIVERSITIES OF FLORIDA
Limited Access Program Request
Reference: 6C-6.001 Admissions, FAC**

University: Florida International University
Degree(s) offered: BA in Theatre; BFA in Theatre
Program: Theatre
Six digit CIP code: 500501

1. Will the entire program be limited access or only a specific track?

The entire program will be limited access.

2. If only a track is limited access, please specify the name of the track

N/A

3. How many students will the program plan to accommodate?

Academic Year Total: 125

4. When do you propose to initiate limited access?

Fall 2009

5. What is the justification for limiting access?

A theatre degree program has been in place at Florida International University since the university was founded. Over the years it has evolved from a very small general BFA program to a comprehensive BA in theatre and individual BFA in theatre in either performance or design. From its inception the program has always required an audition for placement because theatre is a talent based discipline. When the program was restructured in the early 1990's, the BA in Theatre was added and the credit and entry requirements for the BFA in Theatre were enhanced.

The nature of much of the instructional material in the study of theatre is such that it requires a small class environment. The performance classes must be of a size that allows regular performance and feedback opportunities. Strong mentor relationships between faculty and student are a key component of the performance side of the program. Such mentoring cannot take place in large, traditional classroom structures. Much of the work is of a highly subjective and personal nature, requiring the faculty to adjust to individual development patterns.

The design and production side of the program also requires special considerations. Students must have adequate space and time in which to pursue their work. The number of students in the production and the design classes must be limited to the number that the faculty can reasonably support. Just as in the performance classes, the design students also require a great deal of one-on-one work for proper development. There is also the matter of safety. In certain of the technical theatre classes students are required to handle power tools and hand tools that have the potential to cause injury if their use is not

Exhibit "I"

adequately supervised. In these kinds of situations it is essential that class size is small enough to insure that all safety measures are being followed.

BA in Theatre

Presently, BA candidates are required to audition with one monologue and submit one letter of recommendation and a resume. We also recommend that they attend one of our workshops, during which we can make a more informed assessment of students' capabilities. Not all students who apply are accepted into the BA.

BFA in Theatre

Candidates for the BFA in performance are required to perform two contrasting monologues and submit three letters of recommendation and a resume. BFA candidates in design are required to present a portfolio of their work, submit one letter of recommendation, a resume, and participate in an extensive interview with members of the theatre design faculty. Not all candidates for the BFA are accepted.

Some candidates not accepted for the BFA are recommended for the BA instead. Any BA student who does well in his/her first two years of the program and is recommended to do so by the faculty, can re-apply for the BFA in either performance or design at the end of his/her sophomore year.

In addition to these potential talent restrictions the program is limited in terms of space and in terms of recommended class size per the NAST's (National Association of Schools of Theatre) guidelines. The FIU Theatre programs for both the BA and the BFA are NAST accredited. It is very important for the quality of the programs that this accreditation be maintained.

6. By what means will access be limited? Please provide a description of the program's admissions requirements and procedures, and indicate how these requirements and procedures ensure equal access for Florida community college Associate of Arts degree graduates in the competition for available space in the program.

LIMITED ACCESS PROGRAM ADMISSION:

The program is limited to a total of 125 students. Students denied admission into the program may not enroll in the specialized courses in the program, such as the performance classes or the design and design-related courses. Florida Community College students have equal access to the limited access program as any other student applying to the program.

BA in Theatre

Presently, BA candidates are required to audition with one monologue and submit one letter of recommendation and a resume. We also recommend that they attend one of our workshops, during which we can make a more informed assessment of students' capabilities. Not all students who apply are accepted into the BA.

BFA in Theatre

Candidates for the BFA in performance are required to perform two contrasting monologues and submit three letters of recommendation and a resume. BFA candidates in design are required to present a portfolio of their work, submit one letter of recommendation, a resume, and participate in an extensive interview with members of the theatre design faculty. Not all candidates for the BFA are accepted.

The performance, design and technical classes are limited in size because they are based on the studio model of instruction as well as on space restrictions. Students follow a sequential course of study to successfully graduate from the program. In-class critiques are an essential part of all of the specialized courses. In addition to the in-class work, the department produces a regular theatre season of productions which serves as the practical hands-on laboratory for what is learned in the class room.

7. Present the current race and gender profiles of the students in the program. Discuss the impact of the proposed action on the race and gender profiles. Cite sources used for discussion. What strategies, should they be necessary, will be used to promote diversity in the program.

The theatre embraces and welcomes a diverse pool of qualified applicants. The program has presented to local area high schools and has invited schools to visit our facilities to view our productions, meet faculty and students and tour our facilities. The majority of our applicants come from area high schools and Florida Community Colleges which have culturally diverse populations. Please refer to Appendix A for a breakdown of the student population.

8. Are the graduates of the program in high demand? If so, and if the program is to be limited due to lack of adequate resources, provide a justification for limiting access to the program rather than reallocating resources from programs with a low marked demand.

Not all students who graduate with a degree in theatre go on to pursue a career specifically in theatre, but those who chose to do so do very well. Many go into teaching; many remain in the area and perform on our local theatre stages, providing a major contribution to the cultural enrichment of the region. Or, as is the case with many of our performance majors, our seniors audition for graduate programs to continue their studies. Our design majors, in particular, are sought after by graduate programs if they chose to continue their education, which we recommend for our students because of the nature of the entertainment field. Many of design students begin working locally in the field even before they graduate. As a part of the design degree requirements, students do internships with professional theatre companies around the country which have led to job offers. Part of the mission of our program is to properly prepare our students to go on to graduate school, in part because many of the most valuable connections for gaining future employment come from associations made there. The entertainment industry is a vast field with a broad spectrum of opportunities for successful careers. Our degree programs are designed to ensure that our graduates have the best training possible to be well-positioned for success. In a world over-run with technological advances we need talented people in the arts more than ever to ensure that the creative spirit is not lost in the crush.

Request Initiated by: Dr. Douglas Wartzok, Vice President for Academic Affairs

EEO Officer's Signature: Bennie Osborne, EEO Office

Provost Signature: Dr. Ron Berkman, Executive Vice President and Provost

Send the completed form to: Dr. Dorothy J. Minear
Interim Vice Chancellor, Strategic Initiatives
Board of Governors
State University System of Florida
325 West Gaines Street, Suite 1614
Tallahassee, Florida 31399-1950

Limited Access Form Update 4/08

Appendix A: Ethnic Breakdown FIU Theatre Students

	Black	American Indian	Pacific Islander	Hispanic	White	Asian	Race Unknown	Female	Male	Total	
Female	13	0	0	45	6	1	0	65			
Male		0	0	24	11	0	2		37		
Total	13	0	0	69	17	1	2				102

THE FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES
Academic Policy Committee
30 MARCH 2009

SUBJECT: REQUEST TO TERMINATE ACADEMIC PROGRAMS

PROPOSED COMMITTEE ACTION:

Recommend Board adoption of the following Resolution:

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.

BACKGROUND INFORMATION:

AUTHORITY:

Proposed Florida Board of Governors Regulation 1.001 4(a)(i), gives the Board of Trustees the power to discontinue programs.

The 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.

(4) Each University Board of Trustees has the responsibility and authority to recommend termination of degree programs at the professional and doctoral level to the Board of Governors in accordance with BOG Regulation 8.012 (1) and subsection (2). In its request for termination of a program the university will provide documentation that it has followed its established policies, including those related to faculty affected by program termination,

and that there is a plan in place to accommodate any students who are currently active in the program.

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 15 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 “J”: Program Termination Form: Accelerated Combined Degree Programs, Seven-Year Programs for BS/DO, BS/DPM and BS/DMD—Bachelor of Science
- Attachment 3: Program Termination Policy

FACILITATOR/PRESENTER:

- Ronald Berkman

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PROGRAM TERMINATION FORM

Florida Board of Governors

UNIVERSITY:

Florida International University

PROGRAM NAME:

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

DEGREE LEVEL:

Bachelor of Science – Undergraduate

***CIP Code:**

52.0903

ANTICIPATED TERMINATION DATE:

April 15, 2009

RATIONALE:

Deletion of the “Accelerated Combined Degree Programs, Seven-Year Programs for BS/DO, BS/DPM and BS/DMD” from the Biological Sciences section of the undergraduate course catalog (p. 141, Undergraduate Catalog 2008-2009) is requested. The programs are obsolete because they have been inactive with no students since the early 1990’s. Reasons for the lack of student interest include the following:

- The programs have relatively high standards: they require a combined SAT score of 1250, and the completion of high school calculus, physics, chemistry, and biology with an overall GPA of 3.5 on 4-point scale.
- The admission to the medical school is conditional, so a student does not know until completion of a program whether it has been useful for obtaining entrance to the desired osteopathic, podiatric or dental program.
- The accepted students are discouraged from applying to any schools other than the three listed in the program description. Highly qualified students usually do not like to commit to only the specified university.
- The associated medical schools may not continue to acknowledge the combined degree programs due to the lack of students over such a long period. For example, our original BS/DO program was established with the Southeastern Osteopathic School, but since then it has merged with Nova Southeastern University.

CAMPUSES:

FIU’s University Park Campus, Miami, FL 33199

ACCOMMODATION FOR CURRENT STUDENTS:

There are no current students.

DISTRIBUTION OF STUDENTS AND FACULTY:

There is no impact on faculty for the program because the programs have been inactive for about 15 years.

POTENTIAL NEGATIVE IMPACT OF PROPOSED ACTION:

We do not anticipate any negative impact on the department, college or university, because these programs have been inactive for about 15 years.

Approval or Disapproval

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

☒ Approve ☐ Disapprove

Laurie Richardson 10-2-08
Requestor/Initiator Date

☒ Approve ☐ Disapprove

[Signature] 3/7/09
Campus EO Officer Date

☒ Approve ☐ Disapprove

Gisela Casines 10/20/08
College Dean Date

☒ Approve ☐ Disapprove

Thomas Breslin 12/12/08
Chair of the Faculty Senate Date

☒ Approve ☐ Disapprove

[Signature] 1/23/09
Vice President for Academic Affairs Date

☒ Approve ☐ Disapprove

[Signature] 3/10/08
Executive Vice President and Provost Date

☒ Approve ☐ Disapprove

[Signature]
President Date

☐ Approve ☐ Disapprove

Chair, FIU Board of Trustees Date

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

30 March 2009

SUBJECT: HONORARY DEGREE NOMINATIONS

PROPOSED COMMITTEE ACTION:

Recommend Board adoption of the following Resolution:

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

BACKGROUND INFORMATION:

The nomination for William M. Hoeveler was recommended by the Faculty Senate on October 14, 2008 and the nomination for Dean Colson on March 10, 2009.

All nominees were approved by the President and Provost to receive an honorary degree at Commencement.

EXHIBITS/SUPPORTING DOCUMENTS:

- Exhibit “K”:
 - Nomination Letter for William M. Hoeveler
 - Nomination Letter for Dean Colson
 - Nomination Letter for Steven Green

FACILITATOR/PRESENTER:

- Ronald Berkman

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Official Nomination Letter



5 May 2008

Chair and Members
Honorary Degree Awards Committee
Faculty Senate
Florida International University
Miami, FL 33199

RE: Honorary Degree for the Honorable William M. Hoeveler, U.S. District Judge

Dear Colleagues:

On behalf of the students, faculty, and staff of the Honors College at FIU, I have the great privilege of nominating the Honorable William M. Hoeveler, Senior U.S. District Judge for the Southern District of Florida, for FIU’s highest award—the LL.D., *honoris causa*. It would be hard to imagine a more deserving recipient. Now in his eighty-fifth year and thirtieth on the federal bench, Judge Hoeveler has been a towering—indeed, almost legendary—jurist throughout his remarkable career, and a never-flagging supporter of the humane and thoughtful evolution of South Florida.

Few persons represent more clearly the meaning of the word “honorable” than Judge Hoeveler. Universally recognized in South Florida for his fairness, careful construction of the law, and ethical standards, he has been honored by virtually every major legal organization in the area. Two prestigious awards have been named for him: The William M. Hoeveler Judicial Award, presented by the Florida Bar Committee on Professionalism, is given to a judge “who best exemplifies strength of character, service and competence as a jurist, lawyer, and public servant...[and has] communicated dedication to the ideals of justice and demonstrated diligence in inspiring others...” The Center for Ethics and Public Service at the University of Miami gives its Hoeveler Award to “honor devotion to ethics and leadership not only in the bar and bench, but also in the civic community.” Obviously, the judge was the inaugural recipient of both honors.

In addition to these eponymous awards, the judge has received any number of other recognitions, including being one of only thirteen judges in the forty-eight-year history of the National Association of Criminal Defense Lawyers to receive the rare Judicial Recognition Award. He has been designated the top jurist in the Southeast by *American Lawyer* magazine, won the Florida Association of Criminal Defense Attorneys' Judicial Distinction Award, and received the Lifetime Achievement Award of the Miami Chapter of that organization.

The *New Times* named him "Best Judge" in its 2004 "Best of Miami" edition, but the following year proclaimed that designation "a bit restrictive" and instead named him its "Best Hero" in 2005, citing "his integrity, his fortitude in the pursuit of justice, and his courage." They went on to remark that his "career should be an inspiration to everyone inside and outside the legal profession," noting that he has always conducted himself with "honor and dignity." This extraordinary jurist even earns accolades from those whose cases he has tried--as when Manuel Noriega famously told him in court, "The one shining light through this legal nightmare has been your honor," though Hoeveler had just sent him to prison. Former Broward County sheriff Nick Navarro, whom Hoeveler once threatened to hold in contempt of court, calls Hoeveler "a great statesman," adding, "I can't stop praising him."

Hoeveler's career progressed from service with the Marines in World War II to an undergraduate degree at Bucknell--where he was an outstanding athlete, earning the Jack Dempsey Sports Trophy (and where, forty-five years later, he was given the "Achievement in Chosen Profession" Award). With a lifelong calling to the law, he moved on to Harvard Law School, then took a position with Miami's Knight, Smith, and Underwood, for which he was a criminal defense attorney for twenty-seven years. He was appointed to the federal bench in 1977, where he has presided over such watershed matters as the Everglades cleanup and the Noriega trial. He remains one of Florida's least-reversed justices on appeal. In 1991, he was named Senior Judge of the circuit.

This catalog of incredible accomplishments would be enough in its own right to justify this award for Judge Hoeveler, but it is not on these grounds alone that we recommend him. Rather, we wish to recognize him for his remarkable record of public service and for the exceptional character that informs whatever he undertakes. Alongside his career as a public servant, Judge Hoeveler has carved an equally splendid reputation as an outstanding citizen. He has been a founder of Youth Industries, Inc., which provided job training to at-risk youth in Liberty City; a trustee of Transition, Inc., which helps released prisoners adjust to life outside incarceration; a board member of the YMCA (which granted him its Humanitarian of the Year Award); and a trustee of and reader for Recording for the Blind. He served for many years as Senior Warden and Vestryman of his Episcopal church, and has long worked for interreligious dialogue and understanding, winning the Silver Medallion Award for Brotherhood from the National Conference of Christians and Jews and the Lifetime Achievement Award from the Greater Miami Jewish Federation. In 2000, His Holiness Pope John Paul II bestowed on him the Pontifical Medal Benemerenti, which rewards military and civil courage.

An author and teacher as well as a jurist and humanitarian, Judge Hoeveler has written some dozen legal articles and has given innumerable lectures and speeches. A senior lecturing fellow at Duke University Law School and an adjunct professor at the University of Miami Law School,

he has also taught in the Florida Bar Legal Education Program and has given commencement addresses at Bucknell and the University of Miami.

Hoeveler was about to preside over the Elian Gonzalez case in 2000 when he was felled by a massive stroke and heart attack, from which he has fought back valiantly. He intends to "work until they carry [him] out," however, and continues to hear cases in federal court, including the recent suit over rock mining in the Everglades. He is most proud, he says, of "doing what I think is right"—something he has unfailingly done for eighty-five years. National Association of Criminal Defense Lawyers past president Albert Krieger says, "He is truly a wonderful man. I don't think there's a lawyer who has appeared before him who could not say that he personifies everything a judge should be." Another past president, Neal Sonnett, notes of Hoeveler, "His hallmarks on the bench have been his brilliance, his professionalism, his judicial courage, and his reputation for absolute fairness."

A major force in the shaping of South Florida's community and natural heritage, the Honorable William M. Hoeveler has been a role model and mentor for generations of young Florida attorneys, an enthusiastic supporter of education for all, a devoted and irreproachable public servant, and a shining pillar of integrity and honor in the courts and in civic life. In recognition of a lifetime of extraordinary achievement with honor, we nominate the Honorable William M. Hoeveler for an honorary degree and strongly urge the committee to recommend it.

Sincerely,

A handwritten signature in dark ink, appearing to read "Lesley A. Northup". The signature is stylized with a large, looped "L" and a cursive "Northup".

Lesley A. Northup
Interim Dean

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January 12, 2009

Honorary Degrees and Awards Committee
Faculty Senate
Florida International University
PC 225
University Park Campus
Miami, Florida 33199

Dear Members of the Honorary Degrees and Awards Committee:

It gives me great pleasure to nominate Dean C. Colson for an honorary degree.

Mr. Colson is a longtime South Florida civic leader who is currently serving as Special Advisor to the Governor Charlie Crist on Higher Education. In this role he advises the Governor on all aspects of higher education and its governance, with a goal toward providing increased excellence in the State University System. In his first year as the Special Assistant, Colson has done an extraordinary job of facilitating the interaction of the Governor's Office, the Legislature, and the Board of Governors. His work has already greatly benefited the Universities, students, and the citizens of the state.

Colson's work has done a great deal to smoothen the relationships between the Governor's office, the Board of Governors, and the Universities. He is committed to ensuring that the SUS offers our citizens excellent educational opportunities, and he has helped political leaders the state see that the funding available for this has reached intolerable levels. Given the fiscal realities, he has facilitated rational tuition increases, and has talked of the need to revise the Bright Futures Scholarship program. He has said that State Programs like Bright Futures (which covers almost 50% of SUS students) may need to change and the State University System may need to charge many of these students more than they have had to pay in the past. "We're still going to provide the best educational bargain anywhere in the country," Colson has said. "People who can afford it shouldn't necessarily get something for free, especially in a system that costs as much money as this system costs....It's a program that's meaningful to a lot of people in this state. But going forward we have to have some resources available to stop the bleeding that's been taking place in the university system."

Colson's straight talk and advocacy for the SUS is simply his latest venture in a career filled with notable civic service. In the field of Higher Education he served our sister institution, the University of Miami, in many capacities including as Chairperson its Board of Trustees.

Colson received his law degree from the University of Miami School of Law, graduating magna cum laude in 1977, after earning a bachelor's degree from Princeton University. He then served as a law clerk for the Honorable Peter T. Fay, United States Court of Appeals, Fifth Circuit. In 1980, Colson was a law clerk for William H. Rehnquist, then Justice of the United States Supreme Court. He is Past President of the Dade County Bar Association and he served on the Florida Bar Board of Governors from 2003-2007.

In 2000, Governor Bush appointed Mr. Colson to the State of Florida Commission on Ethics, and in 2002 Governor Bush appointed him to the Supreme Court Judicial Nominating Commission, where he served as chair from 2004 until 2005. In 2006, Colson served as chair of appointments for the Crist-Kottkamp Transition Team.

Colson has also served on the board of directors for many charitable organizations in South Florida, including the Parks Foundation of Miami-Dade, CHARLEE Homes for Children, and Our Kids of Miami-Dade Monroe Inc. He was president of the Orange Bowl Committee in 2003 and South Florida chairman of the Super Bowl XXIX Host Committee in 1995. He chaired the 1999 and 2007 committees that successfully bid on the South Florida Super Bowls.

Given his extraordinary civic service and his service to the State University System, I enthusiastically recommend Dean C. Colson to you for an Honorary Degree.

Sincerely,

A handwritten signature in dark ink, appearing to read 'Bruce W. Hauptli', followed by a long horizontal line extending to the right.

Bruce W. Hauptli
Professor of Philosophy and
Faculty Fellow in Academic Affairs



OFFICE OF THE DIRECTOR

February 23, 2009

Chairperson & Members
Honorary Degree and Awards Committee
Faculty Senate, PC 225
Florida International University
University Park Campus
Miami, FL 33199

Dear Colleagues,

It is with great pleasure that I nominate Ambassador Steven Green for an honorary degree from Florida International University. As a philanthropist, diplomat, businessman, and community advocate, Ambassador Green stands out in our community as a leader whose contributions exemplify the ideal epitomized in the School of International and Public Affairs in the College of Arts and Sciences. His approach to solving community-wide problems is multidisciplinary, with an acute awareness of the impact of poverty in Miami Dade County, the Florida Keys, and Haiti.

The Steven and Dorothea Green Library is a landmark building gracing the University Park campus. It is the geographical and spiritual center of our university, a symbol of FIU's commitment to knowledge, and an incomparable resource for the community at large.

Ambassador Green's contributions to South Florida are singular and epitomize the vision leading to the establishment of the School of International and Public Affairs. Throughout his distinguished career, Ambassador Green met the challenges posed by globalization and worked effectively to create ways to enhance standards of living in South Florida and across the Caribbean. He demonstrates how one can build community in the midst of globalization.

Steven J. Green and his wife, Dorothea established the Green Family Foundation in 1991 to support social programs, which include HIV/AIDS prevention and education, access to the arts, youth and education, homeless assistance, disaster relief, and community outreach. He is the former chairman and CEO of Samsonite Corporation, Mr. Green was named United States Ambassador to Singapore in 1998. During his term as ambassador, Mr. Green spearheaded a number of strategic programs that greatly enhanced U.S./Singapore alliances in economic development, intellectual property, immigration and national security.

SCHOOL OF INTERNATIONAL AND PUBLIC AFFAIRS
COLLEGE OF ARTS AND SCIENCES

University Park, DM 445, Miami, FL 33199 • Tel: 305-348-7266 • Fax: 305-348-6562 • <http://international.fiu.edu>

Ambassador Green also increased American corporate citizenship in Singapore by founding Friendship Works, a model program targeting U.S. business philanthropy and related volunteer action to specific areas of need in community building, education and health care.

In addition to his corporate leadership and public service, Ambassador Green has been active in national civic affairs through the Green Family Foundation. He has served as a trustee and program chair for the Children's Health Fund, the United States Olympic Committee's Champions in Life program, United Way, University of Miami and Florida International University.

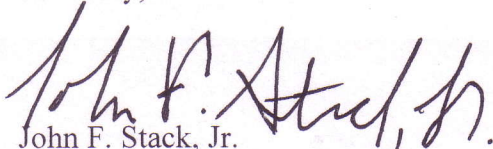
Ambassador Green also founded the Cordell Hull Award, which honors a senior officer who has shown excellence in international economic policy in the Department of State or overseas. Recipients can include ambassadors, DCMs (what is a DCM?), consuls general, economic counselors, deputy assistant secretaries and office directors.

The Green Family Foundation has generously supported a number of initiatives at the University of Miami School of Medicine. Mr. Green, through the Foundation has worked intensively to combat the spread of communicable diseases, and initiate support for the most vulnerable in South Florida and beyond. A leading proponent of the arts in Miami Dade County, Mr. and Mrs. Green together established the Steven and Dorothea Green Critics Lecture Series at Florida International University, a centerpiece of FIU's commitment to the Arts and the Frost Museum.

In 1999 Ambassador Green was honored with the American Red Cross Philos Award for his \$1 million donation to the Red Cross of Greater Miami & the Keys. The funds aided victims of single family fires and created a swimming education program that engaged over 180,000 of Miami Dade's children. Mr. Green is a former board member of the FIU Foundation, serving from May 1995 through January 1998, prior to his posting as Ambassador to Singapore. He serves as a trustee of the University of Miami and the Children's Health Fund. Ambassador Green is a member of the US Olympic Committee's Champions for Life Program, the United Way, the US Chamber of Commerce, as well as other national business and civic boards.

Ambassador Steven Green exemplifies the broadest possible embrace of global engagement in his business, civic, and philanthropic activities. While remaining rooted in Miami, he has cast his intellect, his largesse, and his humanitarian thrust world-wide. He is one of Miami's leaders with a full understanding of the need for internationalization. In all his activities and undertakings Ambassador Green manifests the sense of international engagement upon which Florida International University, and now the School of International and Public Affairs, have been founded. I respectfully request Ambassador Green be awarded an honorary degree from FIU as both reward for all he has done, and exemplar of all for which we stand.

Sincerely,



John F. Stack, Jr.

Interim Director, School of International and Public Affairs,
Professor of Politics and International Relations and Law

THE FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES
Academic Policy Committee
30 MARCH 2009

SUBJECT: ACADEMIC AFFAIRS REPORTS

PROPOSED COMMITTEE ACTION

None. Discussion Item.

AUTHORITY FOR BOARD ACTION

N/A

BACKGROUND INFORMATION

Ronald Berkman, Sr. Executive VP and Provost, will present the following academic affairs reports:
Enrollment Services Report; and
Undergraduate Education Report; and
Graduate Education Report

EXHIBITS/SUPPORTING DOCUMENTS:

- Reports:
Enrollment Services; Undergraduate Education; and Graduate Education

FACILITATOR/PRESENTER:

- Ronald Berkman

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Academic Policy and Student Affairs Report

Enrollment Services Update

February 2009

I. University Enrollment

As of February 23rd, 36,269 students enrolled in classes generating 9,580 FTEs for the Spring 2009 term. Compared to last spring term, headcount enrollment has decreased by 3%. In Spring 2008, 37,398 students---1,129 more students---had enrolled at the university. This enrollment reduction is planned and comes as a result of decreased state funding and new undergraduate enrollment controls imposed by the Board of Governors. For 2008/09, the university has a planned budget target of 24,408 FTEs; currently, it has earned 24,481 FTEs over the summer, fall and spring terms.

II. New FTIC and Transfer Enrollment

Due to enrollment controls at the undergraduate level, the university has realized a 24% reduction in new FTICs and a 4% reduction in new transfers since 2006/07. For the upcoming 2009/10 enrollment cycle, the university plans to maintain new enrollment even at 8,800. Demand for FIU continues to grow as applications are currently up by 16% over this time last year.

	Actual Headcount			Three Year Change	
	2006/07	2007/08	2008/09	#	%
FTICs	4534	3847	3437	-1097	-24%
XFERS	<u>5613</u>	<u>5060</u>	<u>5363</u>	<u>-250</u>	<u>-4%</u>
TOTAL	10147	8907	8800	-1347	-13%

III. Financial Aid

Beginning in Spring 2009, the Office of Financial Aid began awarding newly admitted graduate and undergraduate students Federal Stafford and/or PLUS loans through the U.S. Department of Education's Direct Lending Program. Eligible students borrowed directly from the federal government rather than from a bank or lender through the private market program (FFELP). Approximately, \$6.0 million in loan funds was disbursed to new students through the Direct Lending Program this term. Continuing and new students will be moved into the Direct Lending Program beginning in 2009/10 wherein they will borrow approximately \$135.0 million next year to help finance their education. The Office of Financial Aid moved to the Direct Lending Program to ensure students a viable source of student loan funds and to expedite the packaging of awards and disbursement of funds.

IV. Undergraduate Admissions

A new Director of Undergraduate Admissions, Mr. Barry Taylor, was appointed and joined the university in early January. Mr. Taylor comes to FIU with over 23 years of higher education experience in marketing, recruitment, admissions, financial aid, retention and new student orientation. Most recently, Mr. Taylor worked at Princeton University as the Associate Dean in the Office of Admissions. Prior to 2002, he worked at Cornell University, Rider University and Tufts University. Mr. Taylor has also served as a conference presenter for the College Board and the New York State Association of College Admissions Counselors and as a board member for a national association for admission and financial aid officers.

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The Florida International University
Board of Trustees
Academic Policy Committee
Undergraduate Education

March 2009

On December 1, 2008, Dr. Douglas Reimondo Robertson was appointed Dean of Undergraduate Education. Dean Robertson served most recently as Assistant Provost at Northern Kentucky University and has over 30 years of administrative and scholarly experience in academic higher education. Dean Robertson's charge includes continuing to strengthen existing programs in Undergraduate Education, as well as providing leadership in increasing and enhancing student learning across the full baccalaureate degree experience.

The programs which currently constitute Undergraduate Education at FIU include the following:

- **Academic Advising Center** (provides academic advising for all first-year students and most sophomores; goals include providing quality lower division academic advising, helping students to navigate FIU systems, identifying resources for improving academic skills and career development, and helping students to develop decision-making skills and independence).
- **Academy for the Art of Teaching** (provides professional development opportunities for all members of the FIU teaching community—full-time faculty, part-time faculty, and graduate students).
- **Center for Academic Success** (provides tutoring and workshops in mathematics and reading for FIU students, as well as variety of standardized tests).
- **Dual Enrollment** (offers accelerated, college-level courses that do not duplicate existing high school academic work; provides an opportunity for students to earn high school and college credit simultaneously).
- **First-Year Interest Groups—FIGs** (group first-semester students in small “learning communities” of 24 students who take four or five courses together).
- **Invitational Scholars Program** (founded in 1984, provides academic and financial support to students in the Greater Miami community who successfully complete FIU's pre-collegiate program).
- **National Competitive Scholarships** (provides assistance for outstanding students seeking to obtain nationally competitive scholarships).
- **National Student Exchange** (provides FIU students with an opportunity to attend one of 200 colleges and universities across the US, Canada, Puerto Rico, Guam, and the Virgin Islands, at in-state tuition).

- **Office of Education Abroad** (administers a wide spectrum of programs for students and faculty related to study abroad).
- **Office of Transfer Services** (a new unit dedicated solely to improving the transfer student experience at FIU; works collaboratively with all academic units to find effective and efficient ways to achieve a seamless credit transition).
- **ROTC** (Army and Air Force ROTC students graduate as commissioned officers).
- **Student Athlete Academic Center** (maintains NCAA compliance by assisting student athletes to develop proper study habits and learning plans and by monitoring their academic progress).
- **University Core Curriculum** (Undergraduate Education monitors state general education requirements, SACS requirements and compliance issues, maintains the Core Curriculum in the university catalog and undergraduate advising, and communicates with pertinent constituents regarding any issues related to state and regional regulations).

Recent selected highlights regarding these programs include the following:

- Academic Success Center recent accomplishments:
 - Student visits for tutoring services, 12/1/08 to 2/18/09:
 - 3,166 (University Park)
 - 1,071 (Biscayne Bay)
 - 4,237 total
 - In the past year, the Center for Academic Success collaborated with Mathematics and Statistics to bring the consolidation of subject area tutoring services under the supervision of the Center.
 - Also, the center recently initiated a group study hall for students in algebra related subjects, success in College Algebra correlating strongly with retention and graduation.
- Academic Advising Center recent accomplishments:
 - Developed a new advising tool to assist advisors who are meeting with students on Warning/Probation. It includes information to help identify what obstacles students have faced and information on resources that they can utilize to help them be more successful. Use of form began this Spring semester. Also called all students on warning/probation to encourage them to meet with an advisor prior to February 20 (which is the deadline to drop a course with a DR grade). This is utilized at both campuses.
 - Partnered with Student Government and Career Services to conduct workshops on what to do if you have a bad semester and options for selecting a new major in light of the degree programs that were recently eliminated.

- Implemented a new liaison program that assigns academic advisors as liaisons to each of the academic units across campus. This began Fall semester and has already provided a better link to each of the units and a means for communicating any updates/changes as they occur.
- Office of Education Abroad (OEA) accomplishments and initiatives:
 - Total number of students enrolled in a semester/academic year program (Fall 08-Spring 2009): 97, an increase of 32.9% in comparison to 2007-2008. We have seen a considerable increase in semester programs contrary to the overall national figures. An explanation for this could be that there are more scholarships and aid available for semester programs.
 - Four students were awarded distinguished study abroad scholarships for the Spring 2009 semester, sponsored by the U.S. Department of State and administered by the Institute for International Education (2 students were awarded the Benjamin A. Gilman International Scholarship from \$3,500 to \$5,000 and 2 others were awarded the Freeman Asia ranging from \$3,000 to \$5,000)
 - A major initiative OEA has been working on is to transition the study abroad programs from FTE generated to self-supporting which includes new policies and procedures. During this transition, we have been working closely with the various departments which include Budget and Finance, Controller's, Financial Aid, Registrar's, and Deans and Chairs.
- Undergraduate Education Technology Services recent accomplishments:
 - Tech Services part-time staff has initiated development of an on-line progress report form so that faculty who have student athletes in their classes can provide the required class progress information on their student athletes.
- Undergraduate Education Assessment and Evaluation accomplishments:
 - Development and release of first Academic Advising online survey.
 - Writing and submission of \$100,000 grant to support First Generation students, including detailed analyses of First Generation students.
 - Multi-year analysis of College Algebra performance showing that retention and graduation are significantly affected by success in College Algebra:
 - For Fall 2007 FTICs, Math was the most failed subject, and College Algebra was the single most-often dropped or failed math class (73% drop/fail).

- Historical data (Fall 2005 cohort) shows the negative impact of poor math performance: Incoming FTIC students who passed College Algebra were 20% more likely to be retained the following year than students who dropped or failed College Algebra (90% vs. 70%).
 - Longitudinal analysis of Fall 2005 cohort showed impact of College Algebra performance on time-to-degree: students who passed College Algebra made up 75% of students who had graduated or were near graduation as of Spring 2009; only 25% of students near graduation had failed College Algebra.
- The Student Athlete Academic Center has been restructured and a new director appointed. The advising staff has been increased, and programs and services have been expanded. Deans have appointed administrative-athletic liaisons for each college. Work groups have been created to address specific issues such as admission, transfer, and financial aid.

THE FLORIDA INTERNATIONAL UNIVERSITY BOARD OF TRUSTEES ACADEMIC POLICY COMMITTEE

RESEARCH AND UNIVERSITY GRADUATE SCHOOL
FEBRUARY 2009

GRADUATE REPORT

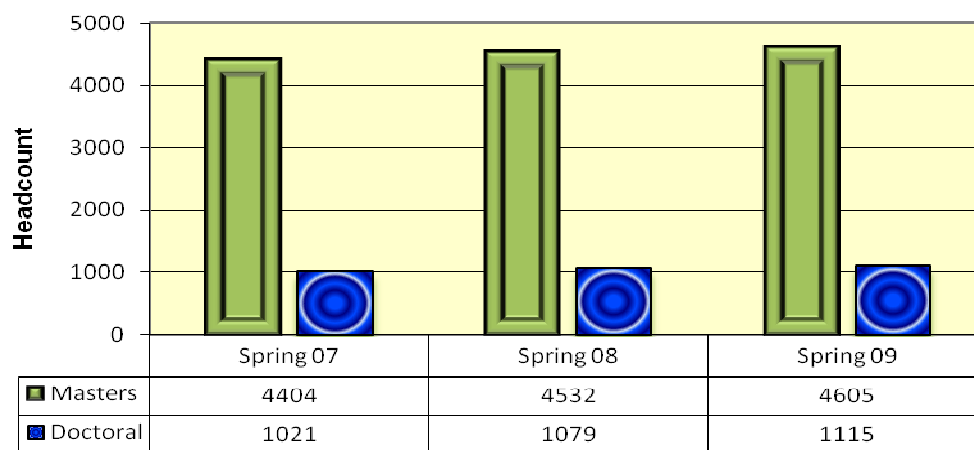
I. Introduction

One of the critical roles of the University Graduate School (UGS) is to assure excellent academic support and mentoring for developing scholars. During the 2008-2009 academic year, UGS has stepped up efforts to improve the level of service that we provide to graduate students, Graduate Program Directors and graduate program staff. At the center of these efforts are the doctoral program reviews that pay particular attention to doctoral student mentorship and retention efforts by faculty. UGS has also intensified efforts to evaluate and improve the customer services provided by UGS Support Services and Graduate Admissions. In addition to these efforts, UGS continues its initiatives to promote development of intellectual community between and across programs and to provide academic support to graduate students.

II. Graduate Enrollment

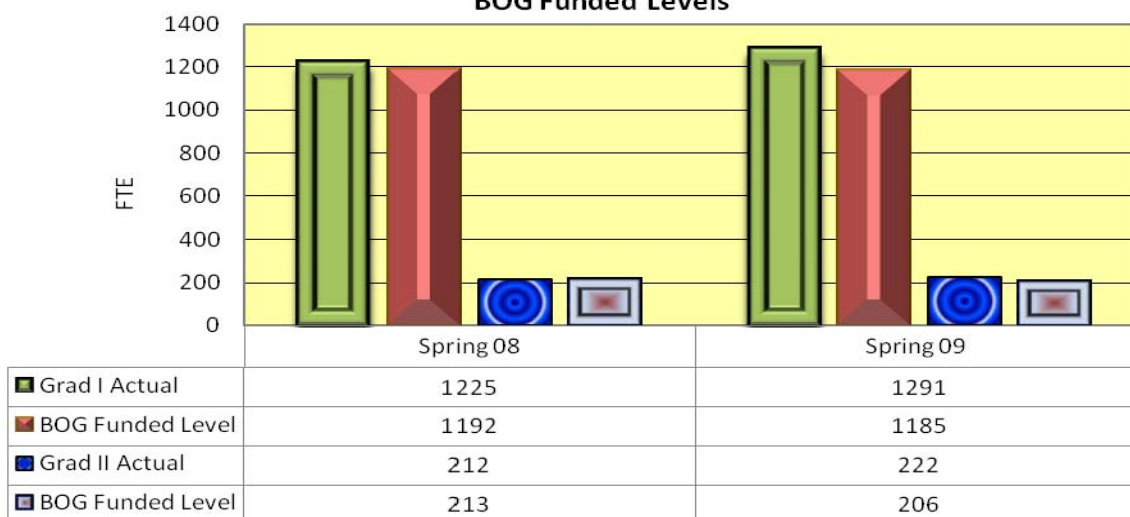
It has been a goal of the UGS to increase doctoral enrollments 5-7% annually while holding increases at the master's level to 5%. The Spring 2009 enrollment data shows an increase in both master's and doctoral enrollment and FTE compared to Spring 2008. Figure 1 shows that our master's headcount increased by 1.6 % and our doctoral headcount increased by 3.23% from Spring 2008 to Spring 2009.

Figure 1. Graduate Headcount Spring 07-09



Similarly, Grad I FTEs and Grad II FTEs have increased by 5.11 and 4.5%, respectively (see Figure 2).

**Figure 2. FTE in Comparison to
BOG Funded Levels**



The Spring 2009 GRAD I enrollments are 9% above the BOG-funded FTE and our GRAD II enrollments are 8% above the BOG-funded FTE, which are outside of the 5% corridor. The faster rate of growth in FTE than headcount may be due in part to more rigorous enforcement by UGS of enrollment requirements for graduate students conducting thesis or dissertation research. In addition, the following colleges and schools reported increases in Grad I FTE: CBA, CNHS, SJMC, CPHSW, SHTM (18.6%, 10.3%, 68.8%, 10.9% and 10.5%, respectively). The following colleges reported increases in Grad II FTE: COE (11.1%) and CNHS (167%—due to the implementation of the professional doctorate in physical therapy).

III. Doctoral Degree Production

Our Fall 2008 semester count of doctorates awarded was 35, which is 16 fewer than were awarded for the Fall 2007 semester. However, our Summer 2008 number of graduates was 43, which was 10 more than were awarded during the Summer 2007 semester. The large variation observed in the first two semesters of the current academic year (AY) makes it difficult to predict how AY 08-09 doctoral production will compare to the AY 07-08 number of 122 doctoral degrees awarded.

IV. Academic Support and Mentoring for Developing Scholars

Doctoral Program Reviews: During the Spring 2009 semester, six doctoral program reviews will be concluded. The academic units include Chemistry, History, Public Administration, Biology, Psychology, and Nursing. The external reviewers for Nursing and Chemistry have visited campus and the external reviewer for History will visit this month. Efforts at UGS will focus for the remainder of the semester on finishing the review process for these six units and preparing the required final reports. Six additional program reviews will begin in late Spring 2009.

Center for Excellence in Writing: During the Summer B 2008, the Center for Excellence in Writing (CEW—<http://w3.fiu.edu/writingcenter/>) opened in Green Library 125 on the University Park campus and on the first floor of the Library on the BBC. With the support of UGS, the CEW has hired three half-time peer tutors to provide support to FIU graduate students, in addition to the

undergraduate peer tutors. There are plans to hire an additional half-time tutor who will be embedded in the College of Engineering and Computing (CEC) to work with students who are based primarily at the Engineering Center. In addition, a national search for a Director for the Center is currently underway. The CEW also provides a wide variety of writing workshops and professional development seminars for graduate students at the Green Library site. In Spring 2009, UGS, in partnership with the CEW, began to offer a series of Responsible Conduct of Research (RCR) workshops for students who are supported via federal grant monies and interested others. To date, the CEW has provided 756 sessions of writing tutoring to 230 graduate students and 299 students have attended the workshops presented for graduate students.

UGS Customer Service Satisfaction Survey: During the Fall 2008 semester, graduate program directors, faculty and staff were asked to evaluate the UGS Support Services and Graduate Admissions areas based on their experiences between August 2007 and August 2008. Participants were asked to state their level of satisfaction with the UGS in the following areas: staff skills, general customer service, phone call return(s), accuracy of information, timeliness of processed requests, professionalism, knowledge and courtesy. The survey also requested feedback pertaining to the UGS website, quality of service, confidence in delivery of services and overall performance.

Recommendations for customer service enhancement(s) included:

- Additional customer service training targeting improved communication facilitated by the Office of Organization Development and Learning.
- Development of a time audit in order for staff to track the average turnaround time for requests/inquiries and amount of time staff spend responding to these requests/inquiries.
- Critical review of gradschool.fiu.edu site content with particular attention paid to timeliness (i.e. removal of outdated sources, policies, links, etc.) and clarity of information, as well as site navigation.
- Increased communication with academic units related to UGS policies, procedures and initiatives via targeted e-mail, hard copy flyers, Faculty Senate participation and contact with other faculty groups such as UFF, etc.
- Publication of survey results and UGS response in RUGS February 2009 newsletter
- Development of UGS-hosted graduate faculty roundtables to address the issues/challenges faced by faculty mentors and goals they would like to accomplish in collaboration with the UGS.
- Development of query-specific PantherSoft and Graduate Assistant contract information workshops for implementation in summer 2009.

Responses to Survey:		N = 35
Quantitative responses		
Student Services Staff:		Level of agreement: Strongly Agree or Agree (Combined %)
<ul style="list-style-type: none"> • Courteous 		74.3%
<ul style="list-style-type: none"> • Has the skills to resolve my concerns 		71.4%
<ul style="list-style-type: none"> • Addresses requests in a professional manner 		68.6%

Graduate Admissions Office: <ul style="list-style-type: none"> • Courteous • Knowledgeable • Provides accurate information 	75.0% 71.0% 71.9%
Overall responses	
<ul style="list-style-type: none"> • Quality of services/assistance (good/excellent) • Confidence in UGS to deliver services/assistance required (high /very high) • Experiences with the UGS over the year (much/ significantly improved) 	66.6% 64.7% 55.9%
Qualitative responses	
<ul style="list-style-type: none"> • Areas for improvement: <ul style="list-style-type: none"> ○ communication (both in student services and graduate admissions) 	
<ul style="list-style-type: none"> • Significant challenges faced by graduate faculty: <ul style="list-style-type: none"> ○ funding/budget cuts, qualified faculty/faculty overload 	
<ul style="list-style-type: none"> • Significant challenges faced by graduate students: <ul style="list-style-type: none"> ○ bureaucracy, forms processing 	
<ul style="list-style-type: none"> • Significant challenges faced by international graduate students: <ul style="list-style-type: none"> ○ housing, funding 	
<ul style="list-style-type: none"> • Training most beneficial to graduate faculty: <ul style="list-style-type: none"> ○ UGS/graduate admissions policy, PantherSoft queries, International student information, GA contracts/information 	

Formation of Cross-Functional Teams to Achieve UGS Goals: In order to better utilize the respective skill sets of its employees, the UGS has implemented a team approach for accomplishing its six major goals for 2008-2009:

- Create a robust, living-learning environment to enhance the academic life/success of graduate students.
- Improve and expand customer service.
- Improve the quality and diversity of incoming graduate students.
- Ensure compliance with SACS and University-level policies.
- Improve client understanding of, and access to, UGS policies and procedures.
- Utilize technology to increase office efficiency.

Cross-functional teams empower individual employees, maximize performance and achieve organizational goals/outcomes with input from diverse groups of employees. At UGS, six teams composed of employees from both the graduate academic support services and admissions areas will work collaboratively toward accomplishing these goals. Team leaders have been identified based on their knowledge, skills and abilities. Leaders will be responsible for engaging team members in dialogue, holding members accountable for their work and providing monthly reports that summarize the work done toward accomplishing the team's appointed goal.

Graduate Advisory Board (GAB): The Graduate Advisory Board's (GAB) held its inaugural meeting on January 13, 2009. The main function of the GAB is to act as liaison between the University's graduate student community and the UGS. The GAB will be charged with conveying graduate student needs, as well as ideas for programming and policy concerns to the UGS. While the Graduate Student Association (GSA) is the recognized advocacy group for graduate students at FIU,

the GAB is designed to elicit input from a representative cross-section of the graduate student community. The structure for the GAB includes student representation from GSA, other graduate student organizations, the Student Government Association (SGA) and diverse academic disciplines. The GAB will meet monthly throughout the fall and spring semesters to address the needs and concerns of the graduate student community at FIU.

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. As previously reported, these funds are intended to:

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

Enhancement of Graduate Recruitment Initiative: As one of its new initiatives for the 2008-2009 AY, the UGS is providing matching funds to PhD-granting and other graduate units to enhance their efforts to recruit high quality graduate students to attend the University. These funds are intended to support a wide range of recruitment activities including updating recruitment materials and departmental websites, bringing outstanding prospective students to the FIU campus, sending FIU faculty on national or international recruitment trips to professional conferences or universities. Thus far, four colleges have responded to the initiative, and 13 proposals have been funded for a total of \$48,500.

Electronic Submission of Theses and Dissertations: The UGS, in partnership with the University Libraries, has formed a cross-University task force to facilitate rapid transition to Electronic Thesis and Dissertation (ETD) submission across the University. While this option has been available to graduate students conducting thesis and dissertation research at FIU for several years, the task force will conduct a pilot study in Summer 2009 to study challenges related to the electronic processing of all theses and dissertations across colleges. Once implemented, ETD promises positive benefits to student users, including significant cost savings and faster dissemination of theses and dissertation on multiple electronic search engines.

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THE FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES
Academic Policy Committee
30 March 2009

SUBJECT: STUDENT AFFAIRS REPORT

PROPOSED COMMITTEE ACTION

None. Discussion Item.

AUTHORITY FOR BOARD ACTION

N/A

BACKGROUND INFORMATION

Ronald Berkman, Sr. Executive VP and Provost, will present the Student Affairs Summary Report.

EXHIBITS/SUPPORTING DOCUMENTS:

- Division of Student Affairs Summary Report.

FACILITATOR/PRESENTER:

- Ronald Berkman

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**Florida International University
Board of Trustees
Academic Policy Committee
Division of Student Affairs- Summary Report
March 2009**

Students have been engaged in many activities that augment their in-class learning during the semester. The state of the economy has prompted more students to seek opportunities to supplement their financial aid.

This report will highlight the beginning of the spring semester with a focus on Student Affairs signature programs, in addition to identifying some programs scheduled for the remainder of spring semester.

18th Annual MLK Commemorative Celebration

- For the past 18 years Florida International University (FIU) has celebrated the legacy of The Reverend Dr. Martin L. King, Jr. as an advocate of civil and human rights. The events were attended by a cross section of the South Florida and FIU community, ranging from public officials and schoolchildren in Miami-Dade and Broward counties and the FIU family of faculty, staff and students.
- The keynote speakers for the annual breakfast and Youth Forum and Peace Walk were, Dr. Julianne Malveaux, noted Economist and President of Bennett College for Women and Kemba Smith, Law Student and Activist for Student Rights. The community project consisted of an MLK Day of Service, led by the Center for Leadership and Service. Approximately 150 students, 35 team leaders and staff participated in a “clean up and fix up” project for the elderly in Little Havana. Other activities included: a film and discussion on The Little Rock Six, sponsored by the University Counseling Center; the MLK Dinner, sponsored by Residential Life and Housing; and the Annual Miami Dade MLK Parade. Over 1,650 persons participated in this year’s events.
- The Office of Multicultural Programs and Services, and the Division of Student Affairs coordinated these events with the assistance of 15 faculty, staff and student representatives.

Center for Leadership and Service

- The 2009 Dance Marathon (DM) took place on January 31-February 1. Over 150 students participated as dancers, morale captains, and organizing committee members for this 25- hour event. A record **\$137,000** was raised for the Miami Children’s Hospital Foundation through the Children’s Miracle Network. DM 2009 helped FIU students provide the South Florida community with 7,178 hours

of community service.

- The sixth annual Student Leadership Summit was held on Saturday, February 7, 2009 at the Biscayne Bay Campus. 290 students, faculty and staff members participated in a day of leadership learning that included a keynote session and 24 different workshops offered throughout the day. A highlight of the 2009 Summit was the inclusion of student leaders from Johnson & Wales University and Nova Southeastern University. The Student Leadership Summit is an annual collaboration of many departments within the Division of Student Affairs.

Women's Center

- The Women's Center and Office of Alumni Relations welcomed 92 women students, faculty, staff and alumnae into the Women's Center Mentoring Partnerships Program at the Fall Gala event.
- Forty women students attended the 3rd annual Sisterhood Retreat, a weekend long program designed to promote the personal and academic development among our students and to develop a spirit of sisterhood across campus. Students participated in leadership programs, team building activities and personal development workshops.
- On Friday, March 6th at the BBC and Friday, March 27th at UP, the Women's Center will host the 3rd annual Women Who Lead conference; a day-long event designed to promote the career and leadership development of our female students via interactive sessions and networking events with successful women in the Miami-Dade community. This year's keynote addresses include renowned chef Michelle Bernstein (BBC) and Lindsay Hyde, founder of the nationally recognized program "Strong Women, Strong Girls" (UP). Session topics include: Triumphs and Trials: The Evolution of a Woman Leader, Women in Business, Creating Change: Opportunities for Leadership, Women in Science, Negotiating with the Big Boys and more!

Career Services Office

- Over 1,500 students and alumni sought to secure job opportunities from 131 employers at the recently concluded Career Fairs on the University Park and Biscayne Bay campuses. The two-day event, hosted three Career Fairs: University Park Career Fair (technical/non-technical), Alumni Fair, and Biscayne Bay Career Fair. The University Park Career Fair and the Alumni Career Fair were held on Tuesday February 3, 2009, at the Graham Center Ballrooms on the University Park Campus. The Biscayne Bay Career Fair was held on Wednesday, January 28, 2009 in the Wolfe University Center's Ballrooms on the Biscayne Bay Campus.
- The Career Services Office in collaboration with Political Science Department selected four to participate in the "FIU Legislative Internship Pilot Program"

which began February 2nd and will conclude with the end of the legislative session in May. These internships provide housing and utilities as well as a \$2500 stipend. Students met with Representative Flores for a two-day “Boot camp” that covered legislators’ expectations and protocol briefings before departing for their assignment in Tallahassee.

- This year the *Job Location and Development Program* (JLD) managed by the Career Services Office facilitated 706 undergraduate and graduate students in obtaining part time or internship employment, generating \$2,356,726 in student earnings.
- The Career Services Office hosted the first United Nations representative, Sushil Raj. The Human Rights Officer spent the afternoon of February 13, 2009 with 84 students from various academic disciplines. He shared his career path, the role of the United Nations, and the job opportunities available for FIU students.

Residential Life

- FIU hosted FRAS 2009, A Florida Resident Assistant (RA) Seminar in February. The weekend conference, planned entirely by students for Resident Assistants, included 252 delegates and 40 advisors from 20 colleges and universities throughout the state. Nationally known motivational speaker, Nancy Hunter Denney was the keynote speaker and also facilitated one workshop for advisors and one for RAs.

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