



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

Wednesday August 17, 2011
10:45 am
Florida International University
Modesto A. Maidique Campus
Charles Perry/Primera Casa (PC), room 521

Committee Membership:

Cesar L. Alvarez, *Vice Chair*; Jose J. Armas; Thomas A. Breslin; Mayi de la Vega; Patrick O'Keefe;
Claudia Puig

Liaison:

Gerald C. Grant, Jr., *Foundation Board of Directors*

AGENDA

- | | |
|---|----------------------|
| 1. Call to Order and Chair's Remarks | Cesar L. Alvarez |
| 2. Approval of Minutes | Cesar L. Alvarez |
| 3. Action Items | |
| AP1. Tenure as a Condition of Employment Nominations | Douglas Wartzok |
| AP2. New Program Proposal: PhD in Basic Biomedical Sciences | Douglas Wartzok |
| 4. Information/Discussion Items (<i>No Action Required</i>) | |
| 4.1 Foundation Report | Gerald C. Grant, Jr. |
| 4.2 Academic Affairs Reports | |
| ▪ Undergraduate Education Report | Douglas L. Robertson |
| ▪ Graduate Education Report | Lakshmi N. Reddi |
| ▪ Research Report | Andres G. Gil |

4. Information/Discussion Items *(Continued...)*

- Enrollment Services Report
- Special Report: Student STEM Research

Douglas Wartzok

**Carlos Granados
Debrupa Lahiri
Jairo Pava**

4.3 Student Affairs Report

Rosa L. Jones

4.4 Division of Information Technology Report

Robert Grillo

5. New Business *(If Any)*

Cesar L. Alvarez

6. Closing Remarks and Adjournment

Cesar L. Alvarez

*Next Academic Policy and Student Affairs Committee Meeting
is scheduled for Tuesday, November 8, 2011.*

THE FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES
Academic Policy and Student Affairs Committee
August 17, 2011

Subject: Approval of Minutes of Meeting held on June 7, 2011

Proposed Committee Action:

Approval of Minutes of the Academic Policy and Student Affairs Committee meeting held on Tuesday, June 7, 2011 at the Modesto A. Maidique Campus, MARC International Pavilion.

Background Information:

Committee members will review and approve the Minutes of the Academic Policy and Student Affairs Committee Meeting held on Tuesday, June 7, 2011 at the Modesto A. Maidique Campus, MARC International Pavilion.

Supporting Documentation: Academic Policy and Student Affairs Committee meeting minutes: June 7, 2011

Facilitator/Presenter: Committee Vice Chair Cesar L. Alvarez

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**FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES
ACADEMIC POLICY AND STUDENT AFFAIRS COMMITTEE
MINUTES
June 7, 2011**

1. Call to Order and Chair's Remarks

The Florida International University Board of Trustees' Academic Policy and Student Affairs Committee meeting was called to order by Committee Chair S. Lawrence Kahn, III at 11:31 a.m. on Tuesday, June 7, 2011, at the Modesto A. Maidique Campus, MARC International Pavilion.

The following attendance was recorded:

Present

S. Lawrence Kahn, III, *Chair (by phone)*

Cesar L. Alvarez, *Vice Chair*

Jose J. Armas

Thomas A. Breslin

Mayi de la Vega

Patrick O'Keefe

Claudia Puig

Gerald C. Grant, Jr., *FIU Foundation, Inc. Board of Directors*

President Mark B. Rosenberg was also in attendance.

Committee Chair Kahn welcomed all Trustees, University faculty, and staff. He also welcomed Trustees Jose J. Armas and Mayi de la Vega and thanked them for agreeing to serve as members of the Committee. He then welcomed newly appointed student Trustee Patrick O'Keefe, who was recently elected President of the Student Government Association at the Modesto A. Maidique Campus. Chair Kahn welcomed Committee liaison and FIU Foundation, Inc. Board of Directors member Gerald C. Grant, Jr. to the meeting, noting that he was recently inducted into the 2011 Miami Dade College Hall of Fame for his "outstanding contributions in the field of finance."

Committee Chair Kahn announced that Dr. Ora Strickland was recently appointed Dean of the College of Nursing and Health Sciences, and that Dr. Lakshmi N. Reddi was appointed Dean of the University Graduate School. He noted that as the respective appointments were effective July 1, 2011, Deans Strickland and Reddi would be introduced to the Committee at the next regularly scheduled meeting.

Committee Chair Kahn also announced that after conducting a thorough national search, Provost and Executive Vice President Douglas Wartzok appointed Dr. Lesley A. Northup as Dean of the Honors College. He noted that Dr. Northup, who had served as Associate Dean and Interim Dean of the College, was instrumental in furthering the College's efforts in creative and research activity, creating intellectually demanding interdisciplinary courses, increasing community engagement, and aiding in the development of future leaders.

Committee Chair Kahn noted that on May 2-3, 2011 the University conducted its Spring commencement ceremonies, where approximately 3,300 graduates in six ceremonies were formally conferred the degrees for which they qualified. Due to the continuous growth of the student population and increasing interest in attending the ceremonies, Chair Kahn noted that the administration would add a Summer commencement, which will consist of three ceremonies to be held on August 13, 2011.

Committee Chair Kahn announced that Provost Wartzok had just returned from a 2-week trip to China where he visited with administrators from the Tianjin Foreign Studies University and the Tianjin University of Commerce, where FIU's Chaplin School of Hospitality and Tourism Management operates the Marriott Tianjin China Program. He further commented that the Provost also visited Qingdao University and gave opening remarks at the Qingdao Wine and Food Festival, which relied on the expertise of and support from FIU's hospitality faculty, staff and students. Chair Kahn noted that Provost Wartzok also paid an official visit to the U.S. Embassy in Beijing. He invited the Provost to share further comments about this trip.

Provost Wartzok explained that because of FIU's successful hospitality management program in Tianjin, the University enjoys a good reputation in China. He stated that the discussions with officials revealed opportunities for FIU programs at Chinese academic institutions but those potential off-shore offerings would be considered carefully.

As he was participating telephonically, Committee Chair Kahn requested that Committee Vice Chair Cesar L. Alvarez serve as Chair for the remainder of the meeting.

2. Approval of Minutes

Committee Vice Chair Alvarez asked if there were any additions or corrections to the minutes of the March 15, 2011, Academic Policy and Student Affairs Committee meeting. A motion was made and passed to approve the Minutes of the Academic Policy and Student Affairs Committee meeting held on March 15, 2011.

3. Action Items

AP1. Tenure as a Condition of Employment Nominations

Provost Wartzok presented the Tenure as a Condition of Employment Nominations for Committee review, noting that the five nominees were new hires whose prior positions made them eligible for tenure at FIU, and were selected to receive tenure based on the caliber of their work.

A motion was made and passed that the FIU Board of Trustees Academic Policy and Student Affairs Committee recommend for Board of Trustees' approval the Tenure as a Condition of Employment Nominations, as specified in the Board materials.

AP2. Tenure Nominations

Provost Wartzok presented the Tenure Nominations for Committee review, noting that the University President recommended nine faculty members as qualified for tenure.

Committee Vice Chair Alvarez requested that Provost Wartzok delineate the Tenure process. Provost Wartzok noted that the granting of Tenure involves a deliberate process and that tenure is generally considered after six years of tenure-track faculty service. He noted that the granting of tenure is a continuing employment agreement with the University but does not represent the guarantee of lifetime employment. He added that a careful and detailed review occurs at the third year for all tenure-track faculty to evaluate the progress being made toward a positive tenure evaluation. He further noted that at any time during the six-year period a letter of non-renewal may be issued upon determination of insufficient progress towards the tenure goal.

A motion was made and passed that the Academic Policy and Student Affairs Committee recommend for Board of Trustees approval the Tenure Nominations, as specified in the Board materials.

AP3. B.A. in Communication Arts New Program Proposal

Provost Wartzok presented the B.A. in Communication Arts New Program Proposal for Committee review, noting that the proposed program meets community needs and fulfills unique institutional responsibilities by serving a diverse population, and the multitude of artistic and cultural organizations in South Florida. He added that the proposed Bachelor of Arts in Communication Arts is a flexible, multidisciplinary program that prepares students to work in a variety of jobs, including positions in public or private organizations, non-profit organizations, and professions that require extensive public contact, communication skills, and a working knowledge of design and the arts.

A motion was made and passed that the FIU Board of Trustees Academic Policy and Student Affairs Committee recommend for Board of Trustees' approval the B.A. in Communication Arts New Program Proposal.

AP4. Educational Plant Survey

Provost Wartzok presented the Educational Plant Survey for Committee review, noting that at a minimum of every five years institutions within the Florida State University System are required to report on the use of existing facilities and project future facility needs five years out. He added that the projections are based on an examination of data on existing facilities and a projection of future needs based on anticipated growth. He further noted that the purpose of the Survey is to aid in the formulation of five-year plans to house the

educational programs and student population, faculty, staff, and auxiliary and ancillary services. He stated that the Survey's space needs assessment indicates that the University is utilizing current space efficiently and effectively and that need for additional space is evident and validates the University's Capital Improvement Program 5-Year Legislative Project Request.

Trustee Claudia Puig stated that the Survey articulates the University's need for additional space which is critical to the University's advancement and a key component in providing educational excellence to each student. Trustee Thomas A. Breslin noted that the lack of physical space is evidenced in University resources such as the library where available study space is limited and does not adequately meet the current student demand.

President Mark B. Rosenberg noted that institutions within the State University System are competing for limited and declining State revenues. He added that as the University continues on its current growth trajectory, the limited amount of Public Education Capital Outlay (PECO) funds create a shortfall of actual space versus needed space. He added that it is critical that the State support PECO projects as they represent the physical tools needed to fulfill the University's unique mission while also building an innovation and knowledge economy for the future.

A motion was made and passed that the FIU Board of Trustees Academic Policy and Student Affairs Committee recommend for Board of Trustees approval the Educational Plant Survey.

AP5. Approval of the Amendments to the Articles of Incorporation and Bylaws of the Florida International University College of Medicine Health Care Network Faculty Group Practice, Inc.

Provost Wartzok presented the Amendments to the Articles of Incorporation and Bylaws of the FIU College of Medicine Healthcare Network Faculty Group Practice, Inc., for Committee review. He noted that the Health Care Network (HCN) Board of Directors approved amendments to the Articles of Incorporation and Bylaws of the HCN on April 20, 2011. He added that key revisions consisted of defining the purpose, board membership and powers and duties of the board.

Founding Dean of the College of Medicine and Senior Vice President of Medical Affairs John A. Rock commented that incorporating the proposed amendments would continue to support the mission of the FIU Academic Health Center by utilizing the resources of the College of Public Health and Social Work, the College of Nursing and Health Sciences, and the Herbert Wertheim College of Medicine to maximize the level of service and quality offered to patients.

A motion was made and passed that the FIU Board of Trustees Academic Policy and Student Affairs Committee recommend for Board of Trustees' approval the Amendments of the Articles of Incorporation and Bylaws of the Florida International University College of Medicine Health Care Network Faculty Group Practice, Inc.

AP6. 2011 University Work Plan

Provost Wartzok presented the 2011 University Work Plan for Committee review, noting that the Florida Board of Governors requires that all State University System institutions prepare and submit a work plan and updates on an annual basis. He noted that the Work Plan would be presented by President Rosenberg at the upcoming Board of Governors meeting and would outline the University's top priorities, strategic directions, and specific actions and financial plans for achieving those priorities, as well as performance expectations and outcomes on institutional and System-wide goals.

A motion was made and passed that the FIU Board of Trustees Academic Policy and Student Affairs Committee recommend for Board of Trustees approval the 2011 University Work Plan.

4. Information/Discussion Items (No Action Required)

4.1 Foundation Report

FIU Foundation Director Gerald C. Grant, Jr. reported on the activities of the Foundation Board since the last meeting of the Academic Policy and Student Affairs Committee. He noted that the Foundation Board welcomed new Officers for the 2011-2012 fiscal year, which included newly elected Chair Justo L. Pozo, and Secretary Kathryn G. Dinkin; and added that T. Gene Prescott would continue to serve as Vice Chair, and Richard Brilliant would continue to serve as Treasurer. He remarked that to-date the return on investments was presently at 18.3%, or \$21.3 million, and that \$28.7 million have been raised in new cash gifts and pledges. He also noted that the Foundation Board approved a four (4) percent distribution that will be based on market value to fund endowments.

Reports

Committee Vice Chair Alvarez requested that the Undergraduate Education, Graduate Education, Research, Enrollment Services, Student Affairs and Division of Information Technology Reports provided in the agendas be accepted as written. There were no objections.

Committee Vice Chair Alvarez noted that the Special Report on Fulbright Scholars that was to be presented at the Academic Policy and Student Affairs Committee, was deferred to the Full Board meeting for the benefit of all the Trustees.

5. New Business

No new business was raised.

6. Closing Remarks and Adjournment

With no other business, Committee Vice Chair Alvarez adjourned the meeting at 12:40 pm.

MG
7.05.11

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THE FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES
Academic Policy and Student Affairs Committee
August 17, 2011

Subject: Tenure as a Condition of Employment Nominations

Proposed Committee Action:

Recommend to the Florida International University Board of Trustees the approval of four (4) candidates for Tenure as a Condition of Employment (TACOE).

Background Information:

Pursuant to the Florida Board of Governors Regulation 1.001(5)(a), each board of trustees shall provide for the establishment of the personnel program for all the employees of the university, including but not limited to tenure.

The TACOE nominees had tenure at their previous institutions and have been selected to receive TACOE based on the caliber of their work.

Supporting Documentation:	Tenure as a Condition of Employment Nominees Attachment 1 – Tenure as a Condition of Employment Nominees' Bios
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Facilitator/Presenter:	Douglas Wartzok
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Florida International University
2011 - 2012 Tenure (as a Condition of Employment) Nominations

NAME	DEPARTMENT	PROPOSED RANK
College of Business Administration		
Ronaldo Parente	Department of Management and International Business	Associate Professor
David Ralston	Department of Management and International Business	Professor
College of Engineering and Computing		
Sitharama S. Iyengar	School of Computing and Information Sciences	Professor
College of Law		
Tawia B. Ansah	n/a	Professor

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Ronaldo Parente
Department of Management and International Business
College of Business Administration

Ronaldo Parente holds a Civil Engineering degree from University of Fortaleza in Brazil (1986), an MBA degree from University of Tampa in Florida (1993), as well as a doctoral degree in Strategic Management and International Business from Temple University (2003). His research interests include global strategy, multinational management in emerging economies, outsourcing and strategic modularization, global supply chains, and knowledge management. His research has been published (or accepted for publication) in the following journals: *Journal of International Business Studies*, *Journal of Management Studies*, *Journal of International Management*, *Journal of Academy of Marketing Science*, *Technological Forecasting and Social Change*, *IEEE Transactions on Professional Communication*, *International Journal of Automotive Technology and Management*, *Journal of Behavioral and Applied Management*.

Dr. Parente currently serves on the editorial board of the *Journal of International Business Studies*, the *Global Strategy Journal*, and the *Journal of International Management*. He has been recently elected for a 3-year term (2011-2014) as the US representative to the board of the European Academy of International Business. Recently, Dr. Parente served in the capacity of co-chair for the Strategic Management Society's special Latin America Conference that took place in March 2011 in Brazil. On the professional side, Dr. Parente has over 13 years of work experience prior to academia and has worked and consulted for several private and public institutions in Brazil, the United States, and Bulgaria.

David Ralston

Department of Management and International Business
College of Business Administration

David Ralston began his career with the IBM Corporation in 1969, where he worked in the Management Systems area. During his nearly ten-year tenure with IBM, he acquired an M.A. in Economics and began doctoral work, which he concluded in 1981. After graduating in 1981 from Florida State University with a doctorate degree in Organizational Behavior Management, he joined the Management Department of the University of Connecticut. While at UConn, he initiated a planned shift in emphasis to the field of Cross-Cultural Management, after receiving tenure. He accepted a visiting position at the Chinese University of Hong Kong in 1988 and a second visiting position at the Chinese University.

In terms of research, Dr. Ralston expanded these interests and collegial contacts into both Western and Eastern Europe by the early 1990s. More recently his research endeavors have expanded to include Latin America. A number of these international colleagues with whom David works are doctoral students or beginning faculty members. Thus, his research collaboration has given him the opportunity to work in both a mentoring and collegial capacity. Also, while his collegial and research contacts span the globe, David is always interested in meeting and talking with new individuals about potential future collaborative efforts. Dr. Ralston served as a Project Director for the UConn CIBER program. He contributes as an *ad hoc* reviewer for a variety of Management and International Business journals, and currently serves on the Editorial boards for the *Journal of International Business Studies*, *Journal of World Business*, and *Asia-Pacific Journal of Management*.

Sitharama S. Iyengar
School of Computing and Information Sciences
College of Engineering and Computing

Sitharama S. Iyengar holds a Masters in Mechanical Engineering from Bangalore University (1968), a Masters in Mechanical Engineering from the Indian Institute of Science (1970), a Doctoral degree in Engineering from Mississippi State University (1974), and he was awarded an honorary D.SC from Techno Global University. Dr. Iyengar is a pioneer in the field of distributed sensor networks, computational aspects of robotics, and oceanographic applications. He is best known for introducing novel data structures and algorithmic techniques for large scale computations in sensor technologies and image processing applications.

Dr. Iyengar is a Member of the European Academy of Sciences, a Fellow of the Institute of Electrical and Electronics Engineers (IEEE), a Fellow of the Association of Computing Machinery, a Fellow of the American Association for the Advancement of Science, and a Fellow of the Society for Design and Process Science. He has received the Distinguished Alumnus Award of the Indian Institute of Science, the IEEE Computer Society's Technical Achievement Award, and the IEEE Golden Core Member award.

Dr. Iyengar has published over 400 research papers in journals and conferences and has authored, co-authored, or edited 14 texts in the areas of parallel algorithms, sensor networks, wavelets, robotics, and computer modeling of complex biological systems. Cited well over 4,500 times, his research has been funded by DARPA, NSF, ONR, DOE, MURI, NRL, ARO, NASA, and state governments and the industry. He has also won many best paper awards for his pioneering research. Dr. Iyengar has graduated 42 Ph.D. students.

Tawia Baidoe Ansah

College of Law

Tawia B. Ansah holds a Ph.D. in English from Columbia University and a L.L.B. (J.D. equivalent) from the University of Toronto Faculty of Law. He teaches Conflict of Laws, Contracts, International Business Transactions, Professional Responsibility, and Jurisprudence/Legal Theory. He joined the New England Law Boston faculty in 2002 and received tenure there in 2007. Before joining the New England faculty, he was Visiting Assistant Professor at Syracuse University College of Law.

Previously, he was a legal consultant with JPMorgan Chase; a contract attorney for Cravath, Swaine & Moore; and an Assistant Prosecutor for the Ministry of the Attorney General in Toronto, Canada. His international legal experience includes service with the Council of Europe, Kosovo in the Federal Republic of Yugoslavia; the Organization for Security and Cooperation in Europe, Bosnia-Herzegovina; the United Nations Human Rights Field Operation, Kigali, Rwanda; and the United Nations Centre for Human Rights, Geneva. Professor Ansah was a Visiting Professor of Law at Case Western Reserve School of Law in the Fall 2010.

THE FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES
Academic Policy and Student Affairs Committee

August 17, 2011

Subject: New Program Proposal: PhD in Basic Biomedical Sciences

Proposed Committee Action:

Recommend to The Florida International University Board of Trustees approval of the PhD in Basic Biomedical Sciences (CIP 26.0102) new program proposal.

Background Information:

The FIU Herbert Wertheim College of Medicine (HWCOC) is proposing to offer a PhD in Basic Biomedical Sciences. The HWCOC currently has no graduate programs. Rather than create a series of disciplinary programs, the proposed Ph.D. program in Basic Biomedical Sciences will provide a broad curriculum in biomedical sciences. An important reason for the program is to provide our HWCOC students the opportunity to obtain a combined MD degree and a PhD degree.

The proposed Ph.D. program directly supports institutional goals and Florida's SUS Strategic Planning priorities and accountability measures.

Each university board of trustees must approve new professional and research doctoral degree programs for submission to the Board of Governors for authorization, in accordance with the criteria outlined in section (3) of Florida Board of Governors Regulation 8.011 – *Authorization of New Academic Degree Programs and Other Curricular Offerings*

Supporting Documentation:	Executive Summary: PhD in Basic Biomedical Sciences (CIP 26.0102) New Program Proposal
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Facilitator/Presenter:	Douglas Wartzok
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Executive Summary
New Program Proposal: PhD in Basic Biomedical Sciences (CIP 26.0102)
Herbert Wertheim College of Medicine

The Herbert Wertheim College of Medicine (HWCOC) is proposing to offer a PhD in Basic Biomedical Sciences. The HWCOC currently has no graduate programs. Rather than create a series of disciplinary programs, the proposed PhD program in Basic Biomedical Sciences will provide a broad curriculum in biomedical sciences. An important reason for the program is to provide our HWCOC students the opportunity to obtain a combined MD degree and a PhD degree.

The graduate students in the PhD program will join the medical students for the introductory basic sciences portion of the medical curriculum, providing the graduate students with an appreciation of the medical aspects of modern biosciences. The students obtaining a combine degree will become physician investigators. Other graduates will be prepared for academic careers in medical research or in the biotechnology industry.

This program will not only be essential for the development of the research capacity and the educational mission of FIU and the HWCOC, but also for the overall growth of the college and university. The HWCOC faculty will train biomedical scientists, preparing them for academic careers in medical research and for the flourishing biotechnology industry. In addition, it will contribute to the training of generations of young scientists in the medical features of cell biology, pharmacology, biochemistry, molecular biology, genetics, pathology, immunology, neurology and medical microbiology.

The HWCOC faculty members have expertise in the fields of biochemistry, molecular biology, cancer biology, cell biology, genetics, pharmacology, neurosciences, immunology, microbiology and infectious diseases. Collaboration with faculty members from the College of Arts and Science, the College of Engineering and Computing and other FIU divisions will provide additional depth to the PhD program in the form of course offerings and research interests. Students in the PhD program will benefit from the opportunity for research projects in both basic and clinical medical sciences.

The proposed PhD program differentiates itself from other programs at FIU in its focus on training students in biomedical sciences to prepare scientists and physician investigators in areas of biomedical research. Graduates of our program will have an exceptional ability to apply their research skills from bench to bedside, to translate

fundamental discoveries into new treatments for human diseases and to improve the health of the citizens of Miami-Dade, the State of Florida and the US.

The proposed PhD program directly supports institutional goals and Florida's SUS Strategic Planning priorities and accountability measures. Specifically, the proposed PhD program directly supports Goal 1 (access to and production of degrees), Goal 2 (meeting statewide professional and workforce needs) and Goal 3 (building world-class academic programs and research capacity).

THE FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES
Academic Policy and Student Affairs Committee
August 17, 2011

Subject: Foundation Report

Proposed Committee Action:
None. Information/Discussion only.

Background Information:

Gerald C. Grant, Jr., FIU Foundation, Inc. Board of Directors Liaison will report on the activities of the Foundation Board since the last meeting of the Board of Trustees Academic Policy and Student Affairs Committee.

Supporting Documentation: N/A

Facilitator/Presenter: Gerald C. Grant, Jr., *FIU Foundation Board of Directors*

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THE FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES
Academic Policy and Student Affairs Committee

August 17, 2011

Subject: Academic Affairs Reports

Proposed Committee Action:
None. Information/Discussion only.

Background Information:

The Undergraduate Education Report describes one of the University's recent initiatives to better develop undergraduate students' writing skills. The Graduate Education Report provides an overview on several new initiatives. The Division of Research Report provides an overview on the implementation of several initiatives that have the goal of improving support for the faculty in its endeavors to conduct cutting-edge research, and grow the breadth and quality of the research enterprise at FIU. The Enrollment Services Report provides updates on University enrollment, New FTIC and Transfer Enrollment and Financial Aid. The Special Report: Student STEM Research highlights the research contributions of three FIU students under direction of faculty advisors in their respective areas of study.

Supporting Documentation:	Undergraduate Education Report Graduate Education Report Division of Research Report Enrollment Services Report Special Report: Student STEM Research
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Facilitator/Presenter:	Douglas L. Robertson Lakshmi N. Reddi Andres G. Gil Douglas Wartzok Carlos Granados, Debrupa Lahiri, and Jairo Pava
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**Florida International University
Board of Trustees
Academic Policy and Student Affairs Committee**

**Office of the Dean, Undergraduate Education
August 2011**

**Supporting Undergraduates Academically:
Improving Students' Writing**

A comprehensive academic support system for undergraduate students, called the Graduation Success Initiative (GSI), is being developed for roll-out Fall, 2012. The GSI will help undergraduate students, upon admission to FIU, to find their appropriate major (a major which suits their interests, abilities, and goals). A clear path to success in their major (called a "major map") will be provided for every undergraduate student, along with prompt feedback and support to stay on the path and progress toward the academic goal.

This academic support system includes early alerts to students and advisors if students miss or do not well in critical indicator courses and other milestones defined by the faculty. Critical indicator courses have been identified by multivariate statistical analysis of students who graduate on-time and those who do not graduate on-time, major by major.

As was discussed in the previous BOT report, certain mathematics courses such as College Algebra are robust predictors of student academic success (as defined by retention and on-time graduation). Entry-level writing courses are also strong indicators. Incidentally, recent bellwether studies, such as *Academically Adrift: Limited Learning on College Campuses* (Arun & Roksa, 2011), indicate clearly that improving students' writing skills is a pressing national challenge.

FIU needs not only to respond quickly in supporting students who do poorly in these key areas, but the University needs to do everything possible to help students to succeed in these courses initially. The last BOT report on Undergraduate Education focused on institutional efforts to improve student performance in mathematics courses. This report describes one of FIU's recent initiatives to better develop undergraduate students' writing skills. This new initiative supplements strong existing programs in the Center for Excellence in Writing and the Department of English's Writing Programs.

Despite a recessionary environment, FIU has held to a remarkable and exemplary discipline of making critical investments in carefully selected areas. One such critical investment is called "Improving Student Writing across the Curriculum," and it is the focus of this report. Other FIU initiatives to improve student writing will be described in future reports.

FIU student responses to the National Survey of Student Engagement confirm that FIU students need more frequent, multi-draft assignments in courses from the first-year core throughout the major. For optimal development of effective writing, research is clear about the following: (a)

instruction needs to continue beyond the early years and into the major; (b) writing needs to be done in drafts; and (c) students need relevant, timely comments and dialog about their drafts. However, responding to multiple drafts of student writing takes time and requires the dedicated investment that only qualified full-time faculty can make.

FIU lags behind other SUS schools in the number of qualified full-time writing faculty, a staffing deficit that impacts student writing development. Research indicates that students taught in gateway writing courses by full-time faculty, in contrast to adjunct faculty, are more likely to continue into their second year. Due to workload issues, adjunct faculty cannot always assign multiple drafts, and student writing development suffers as a result. With FIU's current under-investment in student writing instruction in comparison to other SUS institutions, this initiative attempts to build upon recent efforts to "catch up" in resources to support student writing, and it is an effort to do so innovatively through an interdisciplinary approach to meet needs of core curriculum writing and writing in the majors.

This initiative involves hiring 5 writing instructors (3 in FY 2011-2012, and 2 in FY 2012-2013). These new instructors will be designated Interdisciplinary Writing Faculty and will serve as liaisons to FIU's largest colleges and schools to provide expertise and assistance in incorporating writing in upper-division courses. One instructor will act as half-time program coordinator and half-time instructor; the remaining 4 will teach three core curriculum writing classes per semester with release for liaison work as Interdisciplinary Writing Faculty (IWF). IWF will be physically located in highly populated colleges and schools, much like Bridge Academic Advisors have been. They will assist faculty in designing meaningful writing assignments, consulting on strategies for response, and developing and using online resources such as peer review through Turnitin. Stipends of \$500 will be awarded to faculty to incorporate writing into their upper-division courses.

In addition, 15 Writing Fellows (WF) will be selected each year for FY 2011-2012, FY 2012-2013, and FY 2013-2014, totaling 45 in three years. Each WF will receive a stipend of \$1,200 per semester. Writing Fellows are undergraduate students (similar to Learning Assistants who have shown good results in entry-level mathematics courses and to Peer Tutors who provide tutoring in the Center for Academic Success). They are trained in a for-credit course on writing pedagogy the semester they are placed in a course. Undergraduate Writing Fellows are recruited and hired based on strong recommendations from former instructors. They are assigned to work with ten to twelve students in a given class. They read drafts that are due two weeks before the instructor's due date, and they meet with each of their students before the paper is due.

In addition to this initiative, the College of Arts and Sciences and Undergraduate Education have received a 5-year \$2.9 million Title V Grant which explicitly focuses on improving undergraduate students writing and reading skills, based on the premise that students cannot write better than they can read, the two skill sets being so interrelated. Also, the Provost has commissioned a Writing Initiatives Task Force to make recommendations this Fall regarding University-wide strategies to improve the development of undergraduate students' writing (and reading). The activities of the Title V Grant and the Task Force will be described in future BOT reports.

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

**UNIVERSITY GRADUATE SCHOOL
AUGUST 2011**

GRADUATE EDUCATION REPORT

I. Introduction

The University Graduate School (UGS) has undertaken several new initiatives in this reporting period, as described in the subsequent sections, all of which align with the *Worlds Ahead* Strategic Plan and the 2011-2012 FIU Work Plan. Dr. Lakshmi N. Reddi assumed the deanship of UGS effective July 1, 2011. The UGS leadership is in the process of reviewing strategic priorities for AY 2011-2012, and undertaking new initiatives to further enhance graduate education. We expect to draft a new strategic vision for UGS, generate goals and objectives with measures and timelines associated with each of the goals. The initiatives discussed in initial meetings among the new leadership team include:

1. Review of operational efficiencies of UGS at all levels, to optimize use of resources and paperwork (ex. using on-line forms);
2. Balancing quality control of graduate admissions with departmental flexibility;
3. Creating new professional development opportunities to enhance retention of graduate students and to ensure their postgraduate success by teaming up with units within and outside FIU;
4. Recruitment efforts targeted at select groups/disciplines;
5. Creation of alumni database, network, and an advisory board for development purposes;
6. Enhanced marketing efforts to showcase graduate education successes at FIU and to gain increased visibility among our peers; and
7. External reviews of UGS.

In last year's September report to the BOT, the mission and goals of the University Graduate School were discussed relative to the University's *Worlds Ahead* Strategic Plan. The *Worlds Ahead* plan and 2011 University Work Plan (built around the BOG's SUS Goals) are complementary. Subsequent sections outline the achievements, accomplishments and highlights of the University Graduate School over the last year and goals for next year in the context of both the *Worlds Ahead* Strategic Plan and the FIU Work Plan.

II. Achieve Enhanced Student Learning and Academic Excellence

In order to enhance the graduate experience for students, UGS has expanded and developed a comprehensive support services program for FIU's graduate students. Through partnerships with key offices on campus, UGS has developed programming that will enhance graduate student experiences. Below are selected highlights from the AY 2010-2011 and new and expanded initiatives for AY 2011-2012.

Center for Excellence in Writing (CEW)

During the week of May 2-6, UGS and CEW hosted the first Dissertation Writing Retreat. UGS selected 10 participants, based on their stage of dissertation writing, from a pool of 15 applicants. Participants were asked to complete an evaluation of the retreat and 100% indicated that the overall experience was excellent. Feedback also indicated that they would recommend the retreat to other doctoral students who are experiencing challenges at the writing stage of the dissertation.

The UGS will continue to support the efforts of the graduate student tutors under the Center for Excellence in Writing (CEW). A permanent budget transfer for the CEW was made on 7/8/11 for the AY 2011-2012 in the amount of \$45,900 to underwrite the salaries of the graduate tutors for the Center.

Collaborations with Center for the Advancement of Teaching

In previous years, the Center for Advancement of Teaching (CAT) programmed the two-day Teaching Workshop for training of new and incoming Graduate Teaching Assistants. This year, under the leadership of the Center's new Director, Leslie Richardson, the Teaching Workshop has been developed into a full Teaching Assistant Orientation scheduled to take place August 15-17, 2011 between 8:30 am and 12:30 pm. As in previous years, food and refreshments for the event will be underwritten by the Graduate and Professional Student Committee of the Student Government Association.

The UGS is also in the process of negotiating a contract with Epigeum, a company that designs online "University and College Teaching" courses. Undergraduate Education and the UGS have agreed to split the cost of the contract as the on-line courses will be used for the professional development of both graduate teaching assistants and faculty. The courses have been scheduled for release in early October. There has also been discussion with Dr. Richardson about re-establishing a Graduate Teaching Certificate through the Center.

Graduate Student Appreciation Week (G-SAW)

During the AY 2010-2011, the UGS worked closely with the Graduate and Professional Student Committee, MMC Graduate Senators, SGA and the Graduate Advisory Board to enhance and expand student success and retention initiatives aimed at graduate students. Additionally, the UGS has been working with several campus partners toward a more holistic "campus life" experience for graduate students. To that end, the collective group planned and programmed FIU's first Graduate Student Appreciation Week (G-SAW) the week of March 28-April 1, 2011. The week began with the Annual Scholarly Forum, followed by a Graduate Student Resource Fair. The week included the first Graduate Student and Faculty Recognition Reception, where Scholarly Forum winners (including McNair students who took part in the Forum for the first time this year) and UGS Provost Award recipients were announced. The final day of G-SAW included a day of programming by and for graduate students: the Student Affairs Graduate Association (SAGA) hosted a free Professional Development "Boot Camp"; the Graduate Senators hosted a Global Awareness Session titled "Uprisings in the Arab World & US Foreign Policy"; and the Modern Languages Graduate Student Organization (GSO) (along with three other graduate student organizations) hosted an evening GradSkellar, at the *Chili's Too* restaurant in the Graham Center.

All G-SAW events were very successful; they reflected the dedication of graduate students and faculty in building graduate student life at the University. With the continued support of the FIU community, we are confident that G-SAW will become one of FIU's great traditions. Plans are under way for the second Graduate Student Appreciation Week, tentatively scheduled for February 27-March 2, 2012.

Week of Welcome (WOW)

WOW is scheduled for the first week of the fall semester, and for the first time WOW will include two graduate-specific events. The purpose of the WOW events is to begin creating a sense of community among graduate students and to help them identify interpersonal and campus resources that will help them be successful during their graduate studies. The graduate-specific events are:

8/24/11, 6:00 – 8:00 pm, “Get Connected” Graduate Student Social
8/25/11, 3:30 – 5:00 pm, Graduate Student Academic Resource Panel

Graduate Minority Opportunity Program (GMOP)

The UGS Graduate Minority Opportunity Program (GMOP) has been re-vamped for the new academic year with a focus on building a support network for graduate minority students to facilitate success in graduate studies. There will be 30 scholarships awarded in the amount of \$2000 each. The program has been changed to include year round academic and professional development activities which will be co-hosted with a variety of campus resources. In addition to the activities, there will be opportunities for recipients of GMOP to network with other graduate students and professionals in their discipline. Below is a calendar of events for AY 2011-2012.

Date	GMOP Activity
August 15, 2011	Orientation
September	“Getting Connected” Networking Reception
October/November	Career Workshop: CVs and Cover Letters
December	Leadership Activity: FIU TRACS Ropes Course
January	Welcome Back Event
February	Professional Development Speaker: Internships and Fellowships
March	Graduate Student Appreciation Week/Scholarly Forum
April	End of Year Reception

Panther Degree Audit (PDA)

The Panther Degree Audit (PDA) went live for graduate students in May 31st, 2011. PDA trainings for graduate faculty and staff are being offered during summer. Academic units have been working to bring their students' electronic files up to date. During summer we have been revisiting configuration and fixing minor issues. A new report was created for dismissed, discontinued and completed students. College of Business is using the PDA to validate their

graduation certifications. Plans to add the PDA as part of the new online graduation certification are in development.

III. Access to and Production of Degrees

Doctoral Degrees Granted

For the academic year 2010-2011, a total of 148 doctoral degrees were awarded (122 PhDs and 26 EdDs). This represents an increase of 30% over 2009-1010, when 114 degrees were conferred (103 PhDs and 11 EdDs). Currently, forty-five doctoral candidates have requested to defend their dissertations and may graduate in summer 2011, as well as participate in FIU's first summer commencement ceremony. Based on these early numbers, doctoral degree production is on pace to meet or exceed the goal of 150 doctoral degrees annually by 2012.

Recruitment and Retention Efforts

UGS continues to focus on the recruitment of a diverse, highly-qualified applicant pool by focusing on strategies for minority recruitment and the development of marketing and promotional materials. UGS representatives will attend at least five minority focused research fairs (McNair Scholars and the SACNAS [Society for Advancement of Chicanos and Native Americans in Science]), four Idealist fairs, and at least 25 graduate fairs at SUS institutions, Hispanic-Serving Institutions, Historically Black College and Universities, and other fairs that have been identified as productive for recruiting highly desirable students. New recruitment materials have been created to accomplish recruitment goals and increase visibility among peer institutions and prospective students, including a new UGS brochure, a comprehensive UGS/FIU email communication plan and materials outlining diversity fellowships.

Another approach used by UGS to increase highly qualified applicants from under-represented groups is through the FIU McNair Graduate Fellowship and the McKnight Doctoral Fellowships (sponsored by the Florida Education Fund). In order to attract students, FIU offers a \$10,000 enhancement to the \$12,000/year stipend provided by McKnight. There have been 31 FIU McKnight fellowships awarded since 1984, and currently there are 13 McKnight fellows at FIU. The retention rate for McKnight recipients at FIU is at 80%.

The undergraduate McNair Scholars Program is a federal program funded at 194 institutions across the United States and Puerto Rico by the U.S. Department of Education. It is designed to prepare undergraduate students for doctoral studies through involvement in research and other scholarly activities. McNair participants are either first-generation college students with financial need, or members of a group that is traditionally underrepresented in graduate education and have demonstrated strong academic potential. In 2011, UGS created the FIU McNair Graduate Fellowship, funded by University funds, to attract McNair undergraduate scholars to doctoral programs at FIU. In its inaugural year, AY 2011-2012, the UGS awarded two McNair Graduate Fellowships.

IV. Enhance the Quality, Quantity and Impact of Research and Creative Initiatives/Building World-Class Academic Programs and Research Capacity

Doctoral Program Reviews

The UGS began a systematic review of doctoral programs in 2008. The primary motivation of the review process is to improve the educational outcomes for students in our existing doctoral programs. The quality, efficiency, and promise of the doctoral program are the major considerations. The Doctoral Program Reviews have been divided into five cohorts: Group 1: History, Nursing and Chemistry are in the process of conducting their second annual follow-up to discuss achievements, new timelines and new goals. Group 2: Biology, Psychology, Public Affairs, Social Welfare and Computer Science have concluded their first meeting with UGS to discuss goals and timelines as related to their respective Quality Reports. Group 3: Civil Engineering, Education and Physics will be receiving from the UGS a Summary Report based on their consultants' recommendations, while the site visit for Electrical Engineering will likely take place early fall 2011. Group 4: Global & Sociocultural Studies, Political Science, Mechanical & Materials Engineering Faculty will meet with UGS in the early fall 2011 to map out the timeline for their self-study. Group 5: Public Health, Economics, Geosciences, Spanish and Dietetics & Nutrition Graduate Program Directors and Department Chairs will begin the Review process in AY 2011-2012 as well.

Graduate Grants Center

In an effort to facilitate the external funding process for graduate (particularly doctoral) students and enhance the research capacity of the University Graduate School, UGS and Division of Research (DoR) advocated for a full-time Graduate Grants Coordinator. The primary goals of the Graduate Grants Coordinator will be to: 1) inform and mentor graduate students through the grants/external funding process; and 2) increase the number of students supported by external funding. As of July 18, 2011, Arie Spigel has been hired as the full-time Graduate Grants Coordinator. This position is fully funded by the DoR and will report directly to Henry Artigues, Director of Research Development. A dotted reporting line will be drawn to Assoc. Dean Castellanos of the UGS. The purpose of this reporting structure is to allow the Graduate Grants Coordinator to serve as facilitator between student investigators, their faculty mentors, grants specialists at the DoR and the UGS.

University-Wide Doctoral Fellowships

The UGS continues to support academic units and doctoral students through the Presidential Fellowship, the Dissertation Year Fellowship (DYF), and the Doctoral Evidence Acquisition (DEA) Fellowship. Presidential Fellowships are intended to attract nationally-competitive doctoral students to FIU. The number of exceptional students we are able to attract with this fellowship continues to increase; eleven new student will be supported on Presidential Fellowships in fall 2011 compared to nine new students in fall 2010.

Doctoral Acquisition Fellowships are designed to assist doctoral students in the data gathering stage of their dissertation research. Thirty four graduate students were supported on a DEA fellowship in AY 2010-2011. Dissertation Year Fellowships are designed to support students in writing high quality papers and manuscripts for publication from their doctoral research. Thirty six students were supported on a DYF in AY 2010-2011.

V. Engage the Community in Collaborative Problem-Solving/Meeting Statewide Professional and Workforce Needs

Professional Science Master's Degree Initiative

The State University System of Florida will offer 28 PSM programs at ten state universities. In collaboration with University of Florida and University of Central Florida, FIU is developing Professional Science Masters (PSM) degrees in Forensic Science, Environmental Science, Construction Management and Engineering Management. Graduate students will share courses among the three institutions starting fall 2011.

VI. Revitalize and Expand FIU's Infrastructure and Financial Base

Grant Writing

In November 2010 the University Graduate School submitted the proposal titled Alliances for Graduate Education and the Professorate (AGEP) to the National Science Foundation. In June 2011 the UGS was informed that our AGEP proposal for an exploratory study was not chosen for funding. However, FIU was encouraged to submit a proposal for a full AGEP grant when the upcoming RFP is announced, probably in 2012. The reviewers were of the view that there is great potential value in an alliance such as ours, but the proposal/project needs to strengthen the proposed activities among South Florida and be able to demonstrate broader impact.

Development

The UGS leadership will work toward developing a funding advancement plan that will include increased grant submissions and enhancing alumni affinity. Dean Reddi has been in contact with University Advancement to set up goals and campaign initiatives.

Personnel/Infrastructure

In order to improve efficiency and to sustain the ongoing growth of the graduate community, UGS has expanded personnel/infrastructure. Newly-staffed positions and new positions that will be filled during fall semester include the following:

- Full-time Electronic Thesis and Dissertation (ETD) Coordinator, Philip Bolton. He is responsible for all aspects of the ETD process, providing recommendations for the workflow for going fully ETD by spring 2012 and serving as liaison with the FIU Library.
- OPS staff member in charge of the UGS paperless (i.e., scanning) project, Lauren Gonzalez. The paperless project started approximately two years ago and has progressed to an environment where only active student files and historical UGS files are kept in hard copy.
- Academic Affairs has approved the UGS critical investment request for five new position lines. These lines will include:
 - Assistant Director for Budget

- Coordinator for Social Media/Marketing
- Admissions Evaluators (2)
- Retention Analyst (to be shared with Undergraduate Education).

These lines are crucial to the continued growth of the UGS infrastructure as the number of admissions inquiries and applications continue to increase. These positions will also enhance a number of graduate community support initiatives. Descriptions for new positions have been drafted and position numbers approved; the UGS anticipates having the lines posted no later than August 1st.

Space

With the hiring of new staff in UGS to meet essential infrastructure needs, the shortage of office/work space has become a critical issue. UGS staff is currently divided and housed in two different buildings across campus from each other. Office space in both locations has been reconfigured to accommodate the absolute maximum number of full-time employees. With the newly hired staff, both locations will be filled beyond capacity, to the point that part-time staff will have to be scheduled in such a way to allow them to share desks. In order to meet the needs of the increasing graduate student population, the UGS will soon have to acquire significantly more office and student service space.

Continuous Quality Improvement

The UGS continues to conduct periodic surveys of its stakeholders, i.e., students, faculty and staff, in its efforts to target areas for improved customer service.

Student Evaluation of UGS Customer Service

A recent survey of graduate students (n=399) found that 68% of students felt that the services/assistance they received from UGS over the past year were “excellent/good” and 23% rated service provision as “adequate.” Similarly, 67% of students (excluding those responding N/A) indicated improvement in the services provided in the current year over the previous year.

Although the responses regarding student interaction with staff were generally positive, areas identified for improvement include the need for paperwork reduction and simplification; the need for better communication (these responses often included reference to other offices at the university or specific academic departments); and the need for improved front desk customer service. UGS plans to develop improvement plans for all of these areas in AY 2011-2012. Another area suggested for improvement is the UGS website. The UGS will use this information moving forward in redesigning a more user-friendly, updated and intuitive website.

Graduate Program Director, Faculty and Staff Evaluation of UGS Customer Service

A Customer Service Survey was sent out to all graduate program directors, faculty and staff, in June 2011 and 48 responses were received. Responses were largely positive, with 82.6% of total respondents rating the quality of services/assistance provided by the UGS as “Excellent” or “Good” between June 1, 2010 and June 1, 2011. Similarly, respondents had a high level of confidence in the UGS to deliver the services/assistance they require (72.3% of the total). Approximately 50% of respondents rated the UGS’s performance as “Significantly Improved” or “Much Improved” over the last year.

Feedback was equally positive regarding the performance of Student Support Services and the Graduate Admissions Office. The majority of respondents either *strongly agreed* or *agreed* that UGS staff had the skills to resolve concerns or requests; provided excellent customer service; returned calls within 24 hours; provided accurate information; processed requests or inquiries in a timely manner; addressed requests or inquiries in a professional manner; were knowledgeable; and were courteous.

Although the rate of participation in the survey was low, the UGS will increase its survey dissemination efforts in order to have a higher level of participation next year.

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

DIVISION OF RESEARCH

FISCAL YEAR 2010-2011 REPORT

As reported in the last BOT Division of Research Report, the Division continues with the implementation of several initiatives that have the goal of improving support for the faculty in its endeavors to conduct cutting-edge research, and grow the breadth and quality of the research enterprise at FIU. Some of these initiatives are nearing completion of full implementation, while others will be completed during the new fiscal year. Below, we briefly report on some of the key initiatives and also highlight new specific initiatives for the next year.

Initiatives in Completion Stages

- **New Electronic Effort Reporting System.** The implementation of a new electronic system for effort reporting has been completed, and will be used for the first time at the end of the summer semesters and going forward. Effort reporting is an essential compliance and regulatory requirement for the expenditure of grant dollars. This new system is very sophisticated and easy to use. In addition to fulfilling regulatory requirements, it will be a tool that will make it much easier for our researchers and grant administrators throughout the University to track the status of the budgets in their grants and contracts.
- **New Electronic System for Grant Applications.** The implementation of an electronic system for the submission of grant applications has been completed. We are now in the stage of training Division of Research personnel and grant administrators in the colleges on the new system. We have also hired new personnel that will be deployed throughout the colleges to provide services for research faculty using the new system. This new system and the use of trained personnel will allow research faculty to dedicate more time to the technical and scientific portion of grant applications, and thus ease the process of submitting grant applications to external funding agencies.
- **New Graduate Grants Center.** In collaboration with the University Graduate School, we have established a Graduate Grants Center, which will assist graduate students with applications for external support for their research endeavors. This unit will work closely with the Dean of the Graduate School, and with the Research Development team being assembled within the Division of Research. A national search for a coordinator of the Center was successfully completed, and the new coordinator joined FIU in July. One of the major objectives of the Graduate Grants Center will be to work closely with faculty mentors to identify opportunities and assist in applications for graduate student stipends and fellowships.

Initiatives Expected to be Completed During the Current Fiscal Year

- **Mentoring of Junior Faculty.** The Division of Research has been working with senior faculty researchers to implement a new mentoring program to assist junior faculty in the preparation of competitive grant applications to major federal programs at the NSF, NIH, and other agencies. This is part of the efforts, previously reported to the BOT, to enhance the quality and quantity of grant applications at a time of shrinking budgets for the funding agencies. This program will begin with internal funding support for junior faculty and mentors, as well as the creation of mentoring committees of FIU faculty members that have received NSF CAREER Awards and NIH K-Awards. These faculty members will mentor junior colleagues in submitting applications to these programs.
- **Application for New Facilities and Administrative (F&A) Negotiations with the Federal Government.** The last negotiations with the federal government increased FIU'S overhead from 40% to the current 45%. As part of the last negotiations, the federal government agreed to new negotiations for 2012. The F&A proposal is due December 30, 2011 and we are currently working on it. The timeline for negotiations, including a site visit by the federal agency responsible for establishing F&A rates, is to be concluded during the spring of 2012.
- **Electronic System for the Institutional Review Board (IRB), the Institutional Animal Care and Use Committee (IACUC), the Animal Care Facility (ACF), and the Institutional Biosafety Committee (IBC).** We have been working on the implementation of a new electronic system for IRB, IACUC, ACF, and IBC, and expect complete implementation by the fall of 2011. The IRB, IACUC, ACF and IBC are fundamental needs for the regulatory conduct of bio-behavioral research. Implementation of this electronic system is critical for the support of FIU's research growth trajectory.
- **Application for Accreditation of the Animal Care Facility (ACF).** The application for accreditation for the ACF is dependent on the implementation of the electronic system described above. We plan to submit the accreditation application by the April 2012 deadline, and expect to successfully receive accreditation by the fall of 2012—just prior to the opening of the new ACF in the spring of 2013.

**Florida International University
Board of Trustees
Academic Policy and Student Affairs Committee**

**Enrollment Services Report
August 2011**

I. University Enrollment

As of July 18, 32,431 students have enrolled in courses for the summer 2011 term. This represents a 7.5% increase compared to summer 2010 when 30,182 students had enrolled around the same time. In addition, the FTEs have increased by 10%, from 5,171 FTEs in summer 2010 to 5,696 in summer 2011. For 2011-2012, the university has an estimated target of 28,377 FTEs.

II. New FTIC and Transfer Enrollment

The university announced plans for enrollment growth last year that extends through the year 2015. Overall enrollment is expected to increase by 2,000 students each of the next five years. A portion of that planned growth each year (1,600) will be first time undergraduate freshmen and undergraduate transfer students. Admission offers for 2011-2012 have been strategically greater than last year in an effort to be aligned with the planned enrollment growth.

As of July 18, 2011, offers to first-time-in-college (FTIC) students for the 2011-2012 year have increased from 9,718 to 10,578, or 8.85%, over last year around the same time. In addition, offers to transfer students have increased by 4.36%.

	Admission Offers (as of 7/19/2010)	Admission Offers (as of 7/18/2011)	% Change
	2010-11	2011-12	Point-in-Time
FTICs	9,718	10,578	8.85
Transfers	7,530	7,858	4.36

Also, as of July 18, 2011, the number of new FTICs enrolled has increased by 14.6% for year 2011-12, from 2,488 new FTICs in academic year 2010-11 to 2,853 currently. The number of enrolled new transfer students is down 159 compared to this time last year; however, we continue to accept applications and offer admissions for the 2011-2012.

	Headcount (as of 7/19/2010)	Headcount (as of 7/18/2011)	% Change	Projected
	2010-11	2011-12	Point-in-Time	2011-12*
FTICs	2,488	2,853	14.67	3,653
Transfers	1,953	1,794	-8.14	2,594
Total	4,441	4,647	4.64	6,247

**Projected enrollment for 2011-2012, which will extend through Spring semester 2012*

III. Financial Aid

The Financial Aid Office has seen an unprecedented increase in demand for services as more students are now eligible for financial aid, due in part to changes in the economy.

For the 2010-2011 academic year 16,104 students have received Pell Grants totaling \$73 million. Comparatively, the total number of recipients in year 2009-10 was 12,639 students for \$56 million. Transition to the Direct Loan program has gone smoothly. As of July 18, 2011, students have borrowed \$213.2 million. Comparatively, last year students borrowed \$182.5 million.

The awarding and disbursement of all financial aid continues to increase significantly. \$372.8 million in aid from all sources has been disbursed to date for the current academic year. Comparatively, \$310 million in aid was disbursed for the 2009-2010 academic year.

Financial Aid Office staff members have worked hard to meet the increased production challenges and to serve students through enhanced communications and customer services. Much of this is accomplished by leveraging available technology. Continued refinements in communication campaigns, increased efficiencies in Panthersoft 9.0, utilization of PantherChat (the online Chat system), and expansion of the Call Center phone system have enabled speed in processing and consistency in service standards.

Special Report: Student STEM Research Student Biographies

Carlos Granados
PhD, Physics

My research work as a Physics Doctoral student at Florida International University was concerned with understanding the structure of nucleons (protons and neutrons) and of nucleon-nucleon interaction in the light of quantum chromodynamics (QCD).

Quantum chromodynamics is the theory of the strong interaction which governs the dynamics of systems of quarks and gluons (the fundamental constituents of protons and neutrons). My research work consisted mainly on identifying the observables and the kinematics in nuclear reactions where QCD descriptions explicitly break from the domain of phenomenological hadron theories. In these theories, the internal structure of nucleons is not considered.

In collaboration with my advisor, Prof. Misak Sargsian, I focused my research work on processes involving nucleons and atomic nuclei in hard scattering reactions. These reactions are characterized by the production of particles with large energies and transverse momenta. Through these processes, our work explored the constituent (quark) structure of baryons (specifically of nucleons and Δ -Isobars) and the mechanisms through which the interactions between these constituents ultimately control the selected reactions.

The main results from my research work are summarized in the following section which lists my research publications.

Research Publications

1. *Quark Structure of the Nucleon and Angular Asymmetry of Proton-Neutron Hard Elastic Scattering.* Carlos G. Granados and Misak M. Sargsian. *Phys. Rev. Lett.* 103, 212001 (2009). We found that an angular asymmetry exhibited by proton-neutron elastic scattering data can be explained if a quark-diquark picture dominates the nucleon's structure instead of a more traditional SU(6) three quarks picture. The results from this work are published in the Physics Review Letters; a scientific journal dedicated to the dissemination of significant results from fundamental research in all fields of physics.

2. *Hard Break-Up of Two-Nucleons from the ^3He Nucleus.* Misak M. Sargsian and Carlos Granados. *Phys. Rev. C* 80, 014612 (2009). We also investigated reactions involving the hard breakup by a photon of a nucleon-nucleon system in light atomic nuclei. Proton-proton (pp) and proton-neutron (pn) breakup in ^3He , and Δ -isobars production in deuteron breakup were analyzed in the hard rescattering model (HRM), which provides a Quantum Chromodynamics (QCD) description of the reaction. Important observables such as cross sections for ^3He photodisintegration were computed. The results obtained for pp breakup show excellent agreement with recent experimental data from experiments performed at the Thomas Jefferson Accelerator Facility (Jefferson Lab), a national laboratory conducting leading experiments in the search for the fundamental structure of nuclear matter.

3. *Hard Breakup of the Deuteron into two Δ -Isobars.* Carlos G. Granados and Misak M. Sargsian. *Phys. Rev. C* 83, 054606 (2011). For Δ -isobars production in deuteron breakup, we compared HRM angular distributions for the two Δ channels to the pn channel and to each other. An important prediction from this study is that the $\Delta^{++}\Delta^{-}$ channel consistently dominates $\Delta^{+}\Delta^{0}$, which is in contrast with models that unlike the HRM consider a $\Delta\Delta$ system in the initial state of the interaction. For such models both channels should have the same strength. These results are important in developing a QCD description of the atomic nucleus.

Special Report: Student STEM Research Student Biographies

Debrupa Lahiri
PhD, Materials Sciences

My research work at FIU can be broadly divided into two parts (i) research related to my PhD Dissertation and (ii) other scientific investigations.

The aim of my PhD research was to develop orthopedic implants, which will potentially improve the clinical performances of the present ones. I worked on Hydroxyapatite (HA), which is a bioceramic mainly used as coatings for metallic orthopedic implants and also as free-standing part in few cases. HA is very popular in orthopedics, due to its biocompatibility and bone-integration ability. Despite these advantages, the brittle/fragile nature of HA often results in rapid wear/erosion and premature fracture of the implant. Hence, there is a need to improve the fracture toughness and wear resistance of HA without compromising its biocompatibility.

The aim of my research was to find out a suitable reinforcement for HA in order to take care of these issues. Two different nano-structured materials were selected for this purpose, based on their excellent mechanical properties. They are carbon nanotubes (CNT) and boron nitride nanotubes (BNNT). CNT is being explored by few other research groups for the same purpose presently. But a thorough understanding on the potential of CNT as reinforcement to HA was missing. Moreover, information on biological evaluation of CNT for this purpose was scanty – with a few *in-vitro* studies and no studies inside living bodies (animals). On the other hand, BNNTs were absolutely newcomer in this field and we pioneered in proposing its application in orthopedics.

The findings of my research showed that CNT reinforcement improves the fracture toughness (>90%) and wear resistance (>66%) of HA. In addition, CNTs have demonstrated a positive influence on the proliferation, differentiation and matrix mineralization activities of osteoblasts, during *in-vitro* biocompatibility studies. *In-vivo* exposure of HA-CNT coated titanium implant in animal model (rat) showed excellent histocompatibility and new-bone integration on the implant surface. The improved bone-integration due to presence of CNTs in HA was quantified by the adhesion strength measurement of single osteoblast using nano-scratch technique. Similarly, BNNTs also have shown their potential by improving fracture toughness (~85%) and wear resistance (~75%) of HA. BNNTs were found to be non-cytotoxic for osteoblasts and macrophages. *In-vitro* evaluation showed positive role of BNNT in osteoblast proliferation, viability and apatite formability. My PhD research on HA-CNT and HA-BNNT composites takes few steps forward towards improving the performance of HA bioceramic for orthopedic applications.

I also worked on several other projects that included:

- Metal/Ceramic/Polymer Matrix nanotube composites for structural applications, bioimplants and temporary scaffolds for tissue engineering.
- Nano-mechanical properties of biological cells, tissue engineered membranes, and bone.
- Adhesion strength of biological cells and nanostructures (carbon nanotube, graphene)
- Nanoindentation and Nanotribology studies on a wide variety of materials – metals, ceramics, diamond, concrete, polymers and soft materials.

During the four years of my PhD, I published 24 peer reviewed journal articles and 1 book chapter. I also coauthored a book titled “Carbon Nanotube Reinforced Metal Matrix Composites”, which has been published by CRC Press in October 2010 and has already sold nearly 300 copies.

Special Report: Student STEM Research Student Biographies

Jairo Pava
Bachelor, Computer Sciences

My research work at FIU has advanced far above and beyond my academic duties and made significant contributions to the 3D hurricane storm surge animation and visualization project led by Dr. Shu-Ching Chen of the School of Computing and Information Sciences (SCIS) faculty. This animation project will have a significant impact on all Floridians because it will help overcome the difficulties the State of Florida has had in persuading coastal residents to adhere to official evacuation notices. The animation project is partially funded by the National Oceanic and Atmospheric Administration (NOAA). The system developed through the animation project offers an alternative to traditional 2D color-coded evacuation maps by enabling Floridians to see 3D animations of their homes or business under projected storm surge conditions. The system utilizes highly-accurate elevation, public road, and man-made structure data to construct precise virtual models of cities in the State of Florida. The system also uses weather forecasts from NOAA to superimpose projected meteorological conditions such as rain, wind, and storm surge on the virtual city models. Animations of up-to-date weather forecasts are recorded and made available to Floridians via the Internet. The importance of properly educating residents in Florida on storm surge makes the animation system a critical project with a measurable impact on Floridians. As a result, my work on the development and management of the animation system has measurable results on the community.

Since I first joined the animation team in fall 2008, I have actively collaborated with the research, development, and exposition of the animation project. My ability to effectively collaborate with others, has enabled me to advance to the position of project leader within a year of joining the animation team. As project manager of the development of the animation system I coordinated the components: Geographic Information Systems (GIS), meteorology, and computer science. I had to understand all the project components as well as be able to communicate efficiently with experts (researchers from the International Hurricane Research Center and National Hurricane Center/NOAA) from each of the components. I have been engaged as project manager since 2009. In addition, I have prepared an assessment of the current and future IT requirements for the project enabling the three Ph.D. and seven undergraduate students that work on the project to productively work as a team and generate timely results.

Publications:

1. A refereed conference paper titled "A Three-Dimensional Geographic and Storm Surge Data Integration System for Evacuation Planning" in the 11th IEEE International Conference on Information Reuse and Integration (IRI 2010).
2. A book chapter entitled "Recent Trends in Information Reuse and Integration" by Springer Verlag.
3. A book manuscript entitled "Integrating Geographic and Meteorological Data for Storm Surge Planning" is in the final stages of consideration for publication.

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THE FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES
Academic Policy and Student Affairs Committee
August 17, 2011

Subject: Student Affairs Report

Proposed Committee Action:
None. Information/Discussion only.

Background Information:

The Student Affairs Report provides an overview on the 2010-2011 academic Year and outlines the planning for the new academic year.

Supporting Documentation: Student Affairs Report

Facilitator/Presenter: Rosa L. Jones

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**Florida International University
Board of Trustees
Academic Policy and Student Affairs Committee**

**Division of Student Affairs Report
August 2011**

INTRODUCTION

The summer has provided programs in the Division of Student Affairs with an opportunity to reflect on the 2010-2011 academic year as well as plan for the new academic year. Over 2,600 students and their parents participated in summer “B” orientations in preparation for classes, which began in June. Orientations for fall freshmen and transfer students have been ongoing since June.

The Office of Orientation and Commuter Student Services will sponsor three (3) *Panther Camp* sessions this year, with 130 students in each. A camp will be offered for students admitted in summer B, for the first time. Panther Camp gives new freshmen an opportunity to make new friends, learn about university traditions and find out about all FIU has to offer. The camp is also designed to encourage student participation in University activities and service.

Campus Life

- In June, Campus Life departments on both campuses took more than 152 student leaders of all major Councils within the Student Government Association on a three-day leadership retreat. Students were provided training in civility and leadership skills. They also developed plans for programs and events for all students for the upcoming year.
- The Black Student Union (BSU) hosted a “Welcome to Summer BBQ” for new Summer B students, with more than 150 students in attendance.
- On July 6th the Homecoming Committee hosted a “*100 Days to Homecoming*” kickoff event. Homecoming will take place on October 1, 2011. The theme for this year’s Homecoming, “*If Roary Ran the Circus*”, was announced. The event was very high energy and featured the FIU Band, Dazzlers, football players and student leaders of Homecoming. More than 600 students participated in the event.

Career Services

- Career Services hosted the *Sixth Annual Federal Government Statewide Conference* on June 24, 2011 at the Modesto A. Maidique Campus. This event brought together federal government agencies, students, alumni and career professionals from around the state of Florida to exchange information regarding the federal hiring process as well as potential internship and career opportunities. Over three hundred (300) participants took part in

the all day event that included an FBI Terrorist Task Force simulation, workshops, internship and professional panels. The Conference culminated with a Resource Fair where over 40 federal representatives showcased their respective agencies and interacted with students and alumni to provide information on job openings, internships and career information. The following agencies participated:

Department of Homeland Security
Department of Veterans Affairs
US Air Marshals
Center for Disease Control (CDC)
Defense Logistics Agency
National Security Agency
National Guard
National Credit Union Administration
U.S. Army – ROTC
U.S. Secret Service
U.S. Marshals Service
U.S. Army National Guard
FBI
Federal Bureau of Prisons
Department of Health and Human Services
Department of State
Department of Labor
Peace Corps
Federal Aviation Administration
Securities and Exchange Commission
U.S. Navy
U.S. Courts
Jack Gordon Institute for Public Policy and Citizenship Studies
Office of the Inspector General

- The *Florida Career Centers Annual Statewide Job Fair* was held on May 12, 2011 at the University of Central Florida in Orlando. Two busses, supported by the Student Government Association and the Knight Foundation through the Career Services Office, transported forty-four (44) alumni and fifty (50) students to the Fair. This event provided one hundred and thirteen (113) employers with the unique opportunity to recruit graduates and alumni from Florida's ten state universities.
- In collaboration with Univision (WLTV), Career Services presented "*Es El Momento*" on June 4, which is a workshop aimed at assisting first generation college-bound students of Hispanic descent to successfully navigate college life.
- During the months of May and June, one hundred and sixty-one (161) FIU alumni were served. These services included career counseling/coaching, resume critiques, job search strategies, as well as an orientation as to how to best utilize Panther JOBlink.

- Workshops are conducted at all three locations of the Career Services Office. These developmental workshops assist students and alumni with their career management and include topics such as: *How to Choose a Major, Where the Jobs Are, Networking 101, Oral Presentations, Writing an Effective Personal Statement, Salary Negotiation, CV and Resume Writing, Interviewing Skills, Internships 101, How to Prepare for Career Fair and Oral Presentations*. For the months of May and June, twenty-four (24) workshops were presented with one hundred and twenty-two (122) students in attendance. Presentations were also made to nine hundred and ten (910) new students during freshman and transfer orientations during the months of May and June.
- The *Resume Café* at the Modesto A. Maidique Campus, Biscayne Bay Campus and the Engineering Center provides resume and cover letter critiques for students and alumni. During the months of May and June, the *Resume Café* served one hundred and fifty-four (154) students.
- Opportunities for students to gain additional knowledge and interact with recruiters are provided when employers conduct information sessions on campus to inform students about their organizations and prospects for employment. For the current period, six (6) employers conducted ten (10) information sessions at the Modesto A. Maidique Campus, Biscayne Bay Campus and Engineering Center. A total of two hundred and three (203) students attended these sessions.
- Employers conduct interviews on campus in the Career Services Office to recruit talented FIU students and alumni. NexTera and Florida Power and Light interviewed twenty-four (24) students from May to date at all office locations. Representatives from State Farm's corporate New England offices visited the Modesto A. Maidique Campus June 29 and 30. They held two information sessions and interviewed for the position of Claims Representative in the New York and Pennsylvania areas.
- Florida Power and Light (FP&L) hosted an information session for their *Customer Care Center* at the Modesto A. Maidique Campus on May 4 and over 90 students attended the session. FP&L also conducted interviews on the campus over a 5 day period culminating in the employment of twelve (12) Customer Care Representatives. These new recruits commenced training on June 24, 2011 and are positioned to start in the fall semester.

Disability Resource Center (DRC)

- The DRC launched a program in partnership with the Department of Parking and Traffic in an effort to address and ensure priority transportation throughout campus for students with disabilities. The golf cart transportation service offered during the daytime hours will be solely available for members of the FIU community who identify as having a disability and needing the transportation service. In order to use this service, students, faculty, and staff must show the transportation aide a "priority user card" issued by the Disability Resource Center.

- In an effort to respond to national service trends for students with Intellectual Disabilities and upon recommendations from an FIU Faculty Advisory group, the College of Education and the Disability Resource Center are active partners in a new state of the art project called “*Project Panther LIFE: Panther Learning is for Everyone*”. This project is supported by Florida International University (FIU), Miami-Dade County Public Schools (M-DCPS) and Parent to Parent of Miami, Inc. This newly designed postsecondary transition program for students with intellectual disabilities will utilize existing resources, including a recently received mini grant from the Florida Consortium of Postsecondary Education and Intellectual Disabilities. A student cohort of 8-10 students will be welcomed to FIU on August 22, 2011.

Grants and Precollege Programs

- A *Talent Search* grant was recently received for the third cycle by the US Department of Education in the amount of \$230,000 per year for five years. This funding will allow us to enhance our efforts to "expand minority pre-college programs to ensure readiness for FIU", as part of our overall university goal of achieving enhanced student learning and academic excellence. Specifically, the program will serve 500 young people in grades six through twelve by providing academic support along with counseling and post-secondary information. The students participating are from low-income households and/or have parents who have not graduated from college. The program has year-round and summer components. The 6 targeted schools are: Madison Middle, John F. Kennedy Middle, North Miami Middle, Miami Central High School, North Miami Beach High School, and North Miami High School.
- The *Upward Bound* Summer 2011 residential program took place June 19th through July 29th. Forty-six students who are low-income and potential first generation college students were selected to participate in this year's FIU's Upward Bound residential program. The program is designed to provide these students with an opportunity to have an intensive academic and residential experience. Students who participated in the program will receive high school credit.
- The *Switch-On Math and Science* program ran from June 12- 23 with 16 student participants. These rising 10th graders lived in the residence halls with full time counselors and were taught by a team of graduate students from the Physics Department under the direction of Dr. Yesim Darici. Students worked in labs and were able to learn to appreciate the importance of time management, self-discipline, and study skills necessary to succeed in college.
- The *Summer Middle School Program* is in full swing, with thirty 6th, 7th and 8th graders attending a full day of school each day. During their first period, they take a “Path to College” course, where they are engaged in the exploration of many topics critical to

their success, including goal setting, time management, college admissions, and leadership skills. The remainder of the day, they attend Language Arts, Math, and Science courses taught and designed by MDCPS professionals around a central theme: Egypt. Students who attend every day and put forth strong effort receive credit from their local school district.

- Pre-collegiate student, Jean Philippe has been selected as a Gates Millennium Scholar. The Gates Foundation provides undergraduate and graduate scholarships to 1000 students each year. Jean also received a United Negro College Fund (UNCF) scholarship. Through these two scholarships, Jean Philippe's educational expenses are assured through the doctoral degree.
- The *Upward Bound Math-Science* program is currently hosting its 6-week Residential Summer Program for 44 high school students aspiring to enter the Science Technology Engineering Mathematics (STEM) disciplines.

Housing and Residential Life

- FIU has experienced an unprecedented increase in demand for on-campus housing for both summer and fall. Occupancy for Summer B, 2011 is up by 23% over Summer B 2010. This current trend clearly underscores the demand and validates the need for our next phase of housing – which is aggressively being developed.

Leadership and Service

- As a result of an application submitted by the Center for Leadership & Service, FIU has been named to the *2010 President's Higher Education Community Service Honor Roll* by the Corporation for National and Community Service. The Honor Roll recognizes higher education institutions that reflect the values of exemplary community service and achieve meaningful outcomes in their communities. FIU's selection to the Honor Roll is recognition from the highest levels of the federal government of our commitment to service and civic engagement on our campus and in our nation.

Recreation Services

- The year ended with several statistical records being broken:
 - Recreation Center uses – 349,393 (previous record 319,821)
 - Intramural teams – 405 (previous record 360)
 - PantherFIT Group Fitness Class participants – 27,161 (previous record 21,206)

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THE FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES
Academic Policy and Student Affairs Committee
August 17, 2011

Subject: Division of Information Technology Report

Proposed Committee Action:
None. Information/Discussion only.

Background Information:

The Division of Information Technology Report provides an update on initiatives and services being provided to the University in key areas such as PantherSoft, enterprise systems operations, network infrastructure, security, and media technology.

Supporting Documentation:	Division of Information Technology Report
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Facilitator/Presenter:	Robert Grillo
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**FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES
ACADEMIC POLICY & STUDENT AFFAIRS COMMITTEE**

**DIVISION OF INFORMATION TECHNOLOGY REPORT
August 2011**

I. Administrative Software Unit (PantherSoft)

The Administrative Software unit manages the University's core enterprise-wide applications to improve administrative functions and business processes through campus solutions, financial management, contracts & grants, human resources, and payroll systems. New services that were rolled out or are in development include:

- a. The Panther Degree Audit system, which has been deployed to all degree-seeking students at FIU. Students and advisors are using an integrated student system for enrollment tracking and advisement.
- b. The PantherSoft Campus Solutions team is currently working to complete phase one of the 'Graduation Success' project. New and enhanced functionalities will help students track their progress towards their degree through online tools and assist the Undergraduate Education unit with improving graduation rates and retention among students.
- c. The PantherSoft Human Resources implementation is completing its third successful phase. The configuration of Human Resources, Payroll, Benefits, and Time & Labor modules has been completed. Additional configuration and development related to Recruiting, Contracts and Self Service are currently in progress. Communications and training for the FIU community began at the end of July 2011.
- d. The FIU Mobile team is deploying additional enhancements for students. Students will now be able to add and drop courses directly through their mobile device. This new release will include social networking capabilities, allowing students to post Facebook and Twitter updates on courses. FIU Mobile for Apple is in the final stages and being reviewed by Apple Inc.
- e. The Campus Solutions team will enhance the way students and alumni request transcripts by providing Enrollment Services with a better tracking mechanism and ultimately reducing manual processing of requests within the Registrar's Office. This new process will automate and provide official transcripts online.
- f. The Campus Solutions team is currently working with Student Financials, Financial Aid and the Business Services Office to provide students with the option to pay for university meal plans with financial aid disbursements while enrolled at the University.

II. Enterprise System Operations

- a. The systems group has engaged several faculty members to participate in user testing of our High Performance Computing System (HPCS) project. The HPCS was developed to help 1 or 2 researchers with specific needs for their HPC project. It was developed as a standalone system for individual use.

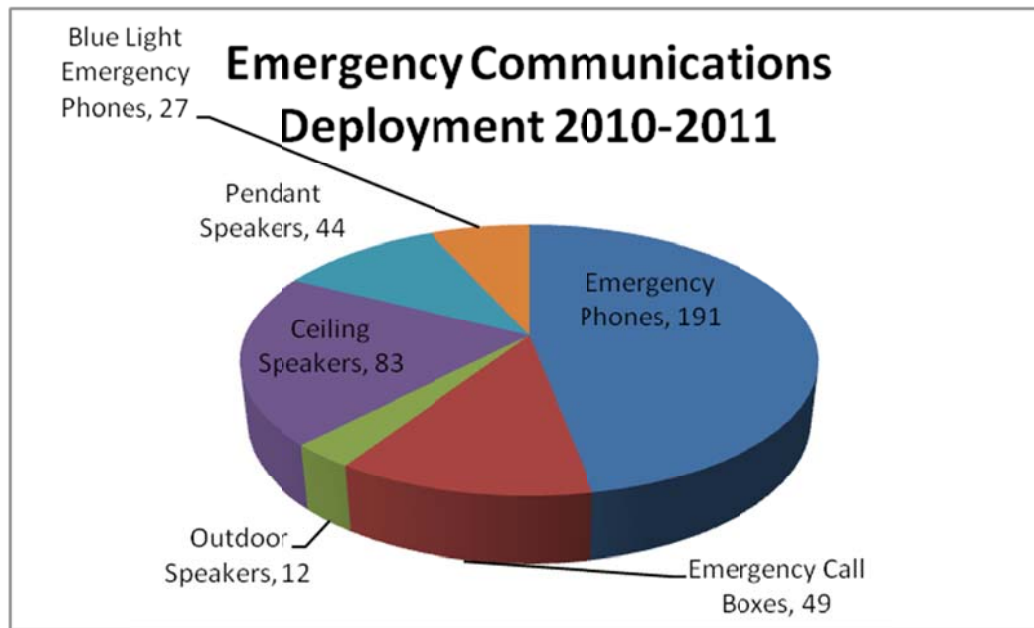
This project spawned a larger initiative of proposing a High Performance Computing Center (HPCC), which has received tremendous support from the University community. The HPCC is an enterprise wide system that will support all researchers and all projects that require HPC needs. This is also being supported and sponsored by the Division of Research and will assist the Principal Investigators to highlight this center during their grant writing proposal and increase the success of grant funding in the future. This initiative is a partnership with the Division of Research and the College of Engineering and Computer Science. We are awaiting final review from the Technology Fee Committee.

- b. FIU's virtual environment has been a great success, having well over 250 virtual environments in production and minimizing the number of physical servers to only eight (8). As a follow up to this initiative the Division will be delivering the FIU cloud. This will allow quick provisioning of new virtual servers on demand by the University community. This infrastructure will be a private cloud, where privacy, access and security concerns of public clouds do not apply. The Division is currently evaluating cloud software with plans of an initial rollout this calendar year.
- c. The Division continues to provide data center services and is migrating servers from the College of Medicine data center to the Division of IT's enterprise data center. This allows for better space management and utilization of existing services.
- d. The team conducted one of its bi-annual disaster recovery tests for 2011 on July 15-17. The test consisted of failing over systems to our site in Tallahassee. This will allow the University to have access to systems in the event of any unforeseen damage to the data center. Enterprise systems such as PantherSoft (Financials, Enterprise Portal, and Campus Solutions), Division of IT Learning Management Systems, FIU's main webpage (fiu.edu), My Accounts Authentication System, and various hosted sites were successfully tested by the Division.

III. Network Engineering and Telecommunications

- a. Designed, deployed, and implemented the network, network security and telephony infrastructure of the FIU Health Care Network (HCN) project. This design will leverage existing technologies and integrate the FIU HCN with the University. A secure Virtual Private Network (VPN) tunnel is being configured to the hosted patient billing system to ensure that all communication between the FIU HCN systems and the hosted patient billing system is encrypted.

- b. Working to improve the security of the FIU Wireless (Wi-Fi) Network. All wireless communications will be encrypted to protect student and faculty data while on the network. This will require all users of the FIU Wireless network to authenticate and register on the network.
- c. Designed and implemented full wireless coverage for Lake View Student Housing building. A total of 131 wireless access points have been deployed for students in preparation for the fall 2011 semester.
- d. Redesigned the network and security infrastructure at FIU's disaster recovery site in Tallahassee. A redundant network and security infrastructure has been implemented to address the future expansion of services.
- e. Continued to upgrade the network infrastructure to replace obsolete and non-supported network hardware. The new hardware ensures that the University continues to have a highly reliable and resilient converged network of data, voice and video, which serves critical applications like the Voice-over-IP (VoIP) telephone system, PantherSoft, email and Web presence as well as research projects.
- f. Designed the physical network and telephony infrastructure for the new Downtown Campus for the College of Business and the new location in Miami Beach for the College of Architecture and the Arts.
- g. Assisted in the design and move of Public Safety and the Department of Emergency Management to their new offices in Parking Garage 5 (PG5). It also assisted in the design and implementation of the new FIU Emergency Operations Center, also located in PG5.
- h. Completed phase II of the campus wide wireless deployment initiative. During this phase, 317 wireless access points were deployed, totaling 1,324 access points throughout FIU. The third and final phase of the project began in July 2011. Once the third phase is completed by June 2012, all FIU buildings will have wireless coverage.
- i. During the 2010 - 2011 fiscal year, 406 emergency notification devices were installed throughout the University.



IV. Information Technology Security Office

The FIU IT Security office has been involved with two privacy incidents during this period. The College of Medicine reported a theft of one tablet computer that was issued to a medical student. The security team, once notified, performed a forensic investigation and evaluated the data exposed on the tablet computer. It was determined that notification was not required based on the data analyzed.

The second incident involved two College of Nursing and Health Sciences computers that were compromised with malware allowing unauthorized access and exposure of social security numbers and student grades. It was determined that this incident required notification. By law, notification must be postmarked by August 4th, 2011.

The final numbers for notification regarding Social Security Numbers and for Family Educational Rights and Privacy Act (FERPA) Violation will be sent to the U.S. Department of Education. In addition, the IT Security Office and Compliance Office will be consulting and performing a risk assessment for the College of Nursing and Health Sciences to modify procedures and policies with regards to the FIU Data Stewardship Procedure, (#1930.020a).

V. Media Technology

Media and Technology Support serves the University's pursuit of academic excellence by facilitating the integration of technology into teaching, learning and research through

collaboration, consultation, skill enhancement, creative design, content delivery, and technical support.

a. Academic Sound and Image Services

Academic Sound and Image Services is comprised of audio, photography, and video services. A broad range of services has been provided including lecture, promotional videos, classroom support, special events, keynote speakers, and student presentations. This service helps to enhance courses and help student achievement, supports research and engages the community. Some of these initiatives include:

- i. New York Times Roundtable Promotional Spots – Series of television commercials for local FIU and YouTube distribution.
- ii. Quantifying Biology in the Classroom (QBIC) Web TV Program – The first of a series of web television shows with guests from different areas of science.
- iii. Quantifying Biology in the Classroom (QBIC) video— Promotional video to play at National conferences highlighting this method of teaching as part of a Federal grant obtained by the Biology Department.
- iv. Physical Therapy Video – A how-to video project aimed at Haitian families in Haiti who have children with Cerebral Palsy (in English and Creole).
- v. FIU Media Technology Tutorial - A series of videos to guide faculty on the use of classroom technologies such as smart boards, starboard, document camera, and touch panel system.
- vi. iTunesU Cuban Living History project – Digitizing and adding the Cuban Living History collection to the FIU iTunesU library.
- vii. FIU Business Services – On location and product shots of all the commercial vendors on FIU campus for the Business Services website.
- viii. Biology Department – Scientific documentation pictures of rare Tropical Caecilian and other amphibians for a Biological Science Journal for Professor Maureen Donnelly.
- ix. African and African Diaspora Studies – High Resolution scans of slides for reproduction/display and use in a book publication for Professor Jean Rahier.

- x. History Department – High Resolution scans of slides and hard copy items of images for use in a History of New York Jewish population for Professor Howard Rock.

b. Instructional Photography Services

Instructional Photography Services provides a variety of digital photography services that support the enhancement of teaching and learning as well as documenting events to promote community engagement. Some projects completed include:

- i. **Academic Advising** – informational content and graphic design support.
- ii. **College of Engineering and Computing** – documentation of labs and testing facilities.
- iii. **College of Architecture and the Arts** – copy work, document studio, design consultation.
- iv. **College of Law** – courtroom competitions.

c. Media Engineering Services

Media Engineering provides consultation, design, integration and deployment for media systems across FIU. It continues to enhance the classroom experience by deploying new technologies for teaching and learning. Some recently completed projects include:

- i. Rolled out audio and video technology into all classrooms and auditoriums of the School of International and Public Affairs.
- ii. Provided technology fee support for renovating media equipment at the Wolfsonian Museum and the College of Arts and Sciences.
- iii. Provided consultation and design for conference rooms requiring videoconferencing with our Polycom system.
- iv. Continued expanding course capturing and distance learning technology in classrooms. Some examples of courses utilizing this technology are:
 - COM 3110 - Speech Communication, Professor Watson
 - ECO 2013 - Macroeconomic Theory, Professor Gummerson
 - EUH 2021 - European History, Professor Lifshitz
 - MAC 2233 - Business Calculus, Professor Fox
 - ART 4945 - Art Display and Gallery Management, Professor Machado

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