



**THE FLORIDA INTERNATIONAL UNIVERSITY  
BOARD OF TRUSTEES  
PERSONNEL COMMITTEE**

Wednesday, August 17, 2011  
11:45 am

Florida International University  
Modesto A. Maidique Campus  
Charles Perry/Primera Casa (PC), room 521

**Committee Membership:**

Joseph L. Caruncho, *Chair*; Michael M. Adler, *Vice Chair*; Claudia Puig

**Liaison:**

Marcos A. Perez, *Foundation Board of Directors*

**AGENDA**

- |  |                    |
|--|--------------------|
| 1. Call to Order and Chair's Remarks                           | Joseph L. Caruncho |
| 2. Approval of Minutes   | Joseph L. Caruncho |
| 3. Items for Committee Action and Review                       |                    |
| P1. President's Management Report, 2010-2011 ( <i>Review</i> ) | Mark B. Rosenberg  |
| P2. President's Management Review, 2010-2011 ( <i>Adopt</i> )  | Joseph L. Caruncho |
| P3. University Goals Report, 2011-2012 ( <i>Review</i> )       | Mark B. Rosenberg  |
| P4. University Goals, 2011-2012 ( <i>Adopt</i> )               | Joseph L. Caruncho |
| 4. New Business ( <i>If Any</i> )                              | Joseph L. Caruncho |
| 5. Concluding Remarks and Adjournment                          | Joseph L. Caruncho |

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**THE FLORIDA INTERNATIONAL UNIVERSITY  
BOARD OF TRUSTEES  
Personnel Committee**

August 17, 2011

**Subject: Approval of Minutes of the Meeting held June 7, 2011**

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**Proposed Committee Action:**

Approval of Minutes of the Personnel Committee meeting held on June 7, 2011 at the Modesto A. Maidique Campus, MARC International Pavilion.

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**Background Information:**

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

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**Supporting Documentation:** Personnel Committee Meeting Minutes: June 7, 2011

**Facilitator/Presenter:** Committee Chair Joseph L. Caruncho

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**FLORIDA INTERNATIONAL UNIVERSITY  
BOARD OF TRUSTEES  
PERSONNEL COMMITTEE  
MINUTES  
JUNE 7, 2011**

**1. Call to Order and Chair's Remarks**

The Florida International University Board of Trustees' Personnel Committee meeting was called to order by Committee Chair Joseph L. Caruncho on Tuesday, June 7, 2011, at 10:10 a.m. at the Modesto A. Maidique Campus, MARC International Pavilion.

The following attendance was recorded:

***Present:***

Joseph L. Caruncho, *Chair*  
Michael M. Adler, *Vice Chair*  
S. Lawrence Kahn, III (*via phone*)  
Claudia Puig

Trustees Thomas A. Breslin and Patrick O'Keefe and President Mark B. Rosenberg were also in attendance.

Committee Chair Caruncho welcomed everyone in attendance to the meeting. He noted that while not a member of the Committee, he was pleased to welcome the Board's new Student Trustee and President of the Modesto A. Maidique Campus Student Government Association, Patrick O'Keefe to the meeting.

**2. Approval of Minutes**

Committee Chair Caruncho asked that the Committee approve the Minutes of the Meeting held on September 8, 2010. A motion was made and passed to approve the Minutes of the Personnel Committee Meeting held on Wednesday, September 8, 2010.

**3. Action Items**

**P1. University Equity Reports**

Vice President for Human Resources Jaffus Hardrick introduced the University Equity Reports, noting that Director of Equal Opportunity Programs (EOP) and Diversity Shirlyon McWhorter would present the Report for the Committee's review. Ms. McWhorter provided an overview of the

University's 2010-11 Florida Equity Report, indicating that it encompasses enrollment, gender equity in athletics, and employment as required by Florida Statutes.

Trustee Thomas A. Breslin inquired as to the University's six-year graduation rates for white non-Hispanic students as compared to the national average. Ms. McWhorter noted that while the Enrollment and Employment reports focus on women and members of four race/ethnic protected classes: Black non-Hispanic; Hispanic; Asian/Pacific Islander; and American Indian/Alaska Native, the University remained committed to increasing the six-year graduation and retention rates for all of FIU's undergraduate population. VP Hardrick noted the University has clearly defined goals that will increase the six-year graduation rate of full-time FTICs, adding that FIU has developed new strategies that place special emphasis on sustained enrollment and early identification of an appropriate major.

A motion was made and passed that the FIU Board of Trustees' Personnel Committee recommend for Board of Trustees' approval the University Equity Reports.

**P2. Ratification of the 2011-14 Collective Bargaining Agreement between the Florida International University Board of Trustees and the United Faculty of Florida – FIU Chapter**

Provost and Executive Vice President Douglas Wartzok presented the Ratification of the 2011-14 Collective Bargaining Agreement between the Florida International University Board of Trustees and the United Faculty of Florida – FIU Chapter for Committee review, noting that the bargaining teams have reached an agreement on the terms of the 2011-2014 Collective Bargaining Agreement for a term commencing on the date of ratification and running through July 1, 2014. He delineated the changes to six articles and policies of the Agreement.

A motion was made and passed that the FIU Board of Trustees' Personnel Committee recommends for Board of Trustees' ratification the 2011-14 Collective Bargaining Agreement between the Florida International University Board of Trustees and the United Faculty of Florida – FIU Chapter.

**Ratification of the 2011-2014 Collective Bargaining Agreements between The Florida International University Board of Trustees and The Dade County Police Benevolent Association:**

**P3. PBA – Rank and File**

**P4. Lieutenants Bargaining Unit (*PBA-Lieutenants*)**

Senior Vice President of Finance and Administration and Chief Financial Officer Kenneth A. Jessell presented the Ratification of the 2011-2014 Collective Bargaining Agreements for the PBA – Rank and File and PBA – Lieutenants for Committee review, noting that the changes to both agreements were parallel and as such would be presented concurrently. He added that the Agreements expired on June 30, 2010. He further noted that the Unions agreed to have the new agreements start with the beginning of the upcoming fiscal year even though the old agreements expired on June 30, 2010. He further noted that the new agreements provide for wage increases and merit bonuses. He stated that changes to the policies provide for greater flexibility when updating University-wide policies, resulting

in efficiency enhancements through obviating the need to maintain duplicate policies for the Union and non-Union employees.

A motion was made and passed that the FIU Board of Trustees' Personnel Committee recommends for Board of Trustees' ratification the 2011-2014 Collective Bargaining Agreement between The Florida International University Board of Trustees and The Dade County Police Benevolent Association Law Enforcement Bargaining Unit (*PBA – Rank and File*) and the Lieutenants Bargaining Unit (*PBA – Lieutenants*).

#### **4. New Business**

*No new business was raised.*

#### **5. Concluding Remarks and Adjournment**

With no other business, Committee Chair Joseph L. Caruncho adjourned the meeting of the Florida International University Board of Trustees' Personnel Committee on Tuesday, June 7, 2011, at 10:36 a.m.

*Trustee requests:*

*There were no Trustee requests.*

*MB  
6.28.11*

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**THE FLORIDA INTERNATIONAL UNIVERSITY  
BOARD OF TRUSTEES  
Personnel Committee**

August 17, 2011

**SUBJECT: President's Management Report, 2010-2011**

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**Proposed Committee Action:**

None. Discussion Item.

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**Background Information:**

President Mark B. Rosenberg will present the University Goals Outcomes Report for the 2010-11 academic year.

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**Supporting Documentation:** University Goals Outcomes Report, 2010-11 Academic Year  
University Goals Results 2010-2011 Academic Year, *Self  
Evaluation Scorecard*

**Facilitator/Presenter:** Mark B. Rosenberg

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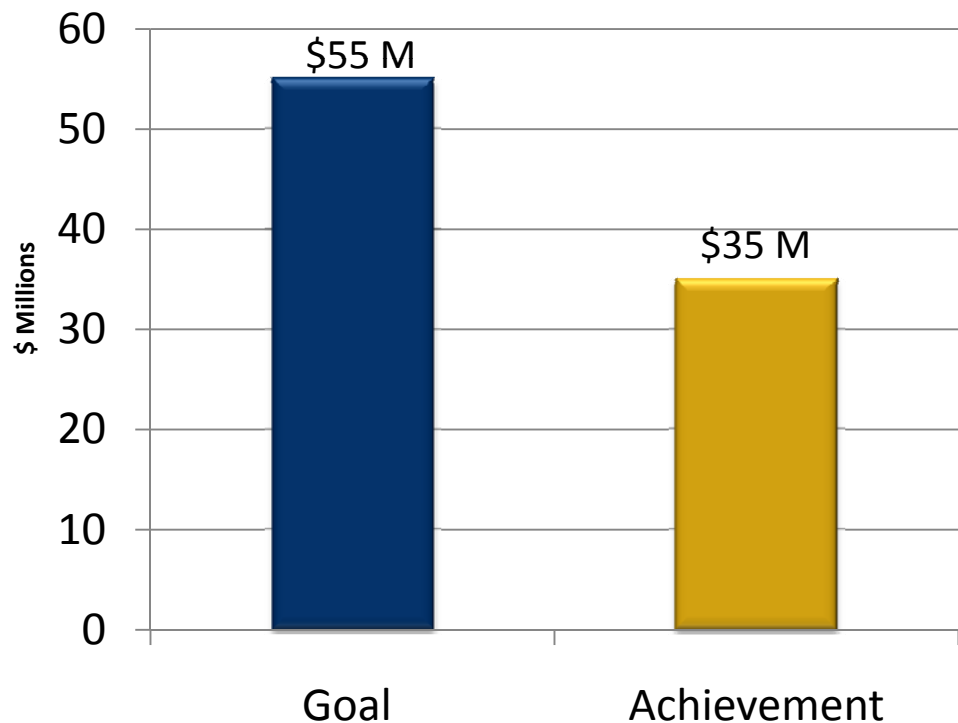
**Florida International University**  
**Board of Trustees**  
**President's Management Review**  
**Academic Year 2010-2011**



**August 17, 2011**

# Revitalize and Expand Financial Base

Reach fundraising target of \$55 Million, excluding state matching funds



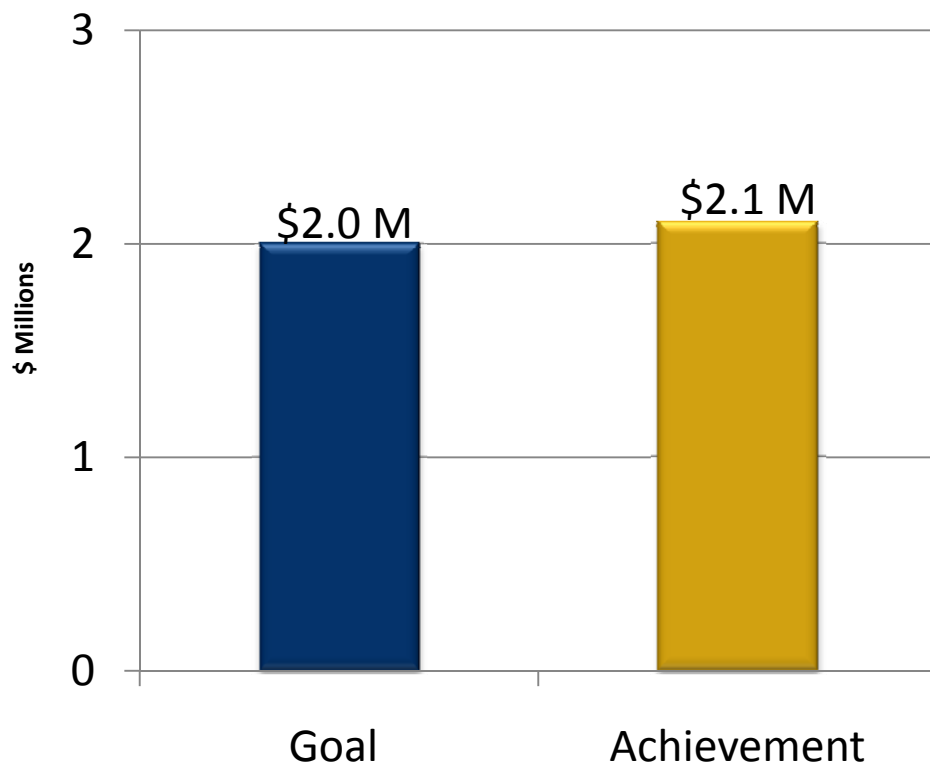
## Highlights:

- ✓ Florida International University Foundation raised \$35 million, which is 64 percent of intended goal of \$55 million. Current economic condition continues to impact philanthropic giving in South Florida
- ✓ University gifts include:

Cash -	\$ 5,997,817
Pledges -	\$ 25,876,876
Planned Gifts -	\$ 2,032,501
Gifts-in-kind -	\$ 1,027,451
- ✓ The majority of the gift and pledges received this fiscal year are in support of the University's educational mission as it relates to medicine, business, athletics, arts and sciences and engineering programs

## Revitalize and Expand Financial Base

Obtain \$2.0 million in state funding for the Herbert Wertheim College of Medicine for FY 2011-12

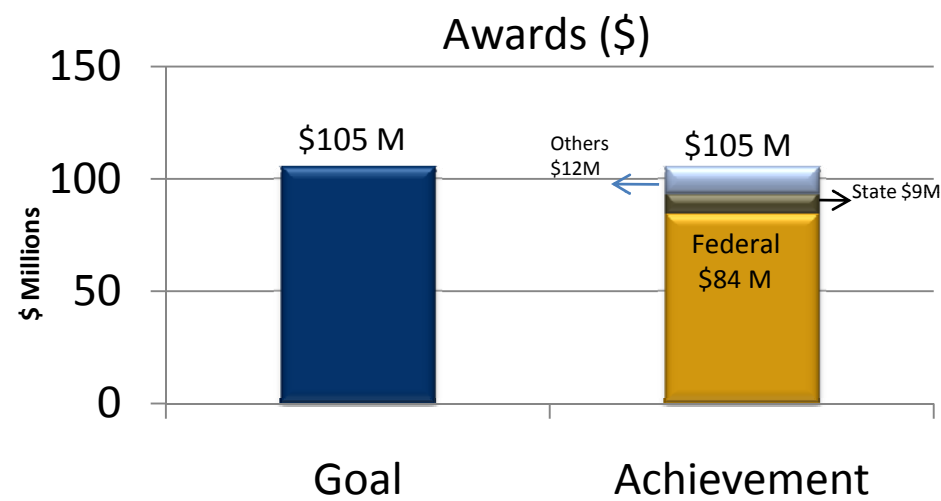
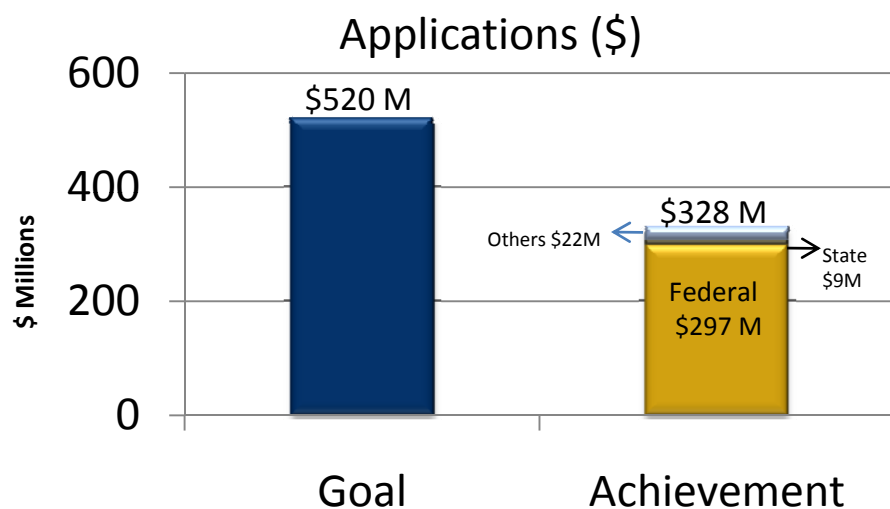


### Highlights:

- ✓ Florida International University surpassed the goal of \$2.0 million incremental funding for the Herbert Wertheim College of Medicine. This goal was accomplished despite the state's budget challenges and the \$11.7 million reduction in state appropriation to the University
- ✓ The additional \$2.1 million in recurring state funding takes the total Education and General operating budget (state appropriations and tuition) to \$31 million to support approximately 167 medical students for Fall 2011

## Revitalize and Expand Financial Base

Increase total federal, state and other grant applications and awards by 5 percent, from \$496 million to \$520 million (applications) and from \$100 million to \$105 million (awards)\*



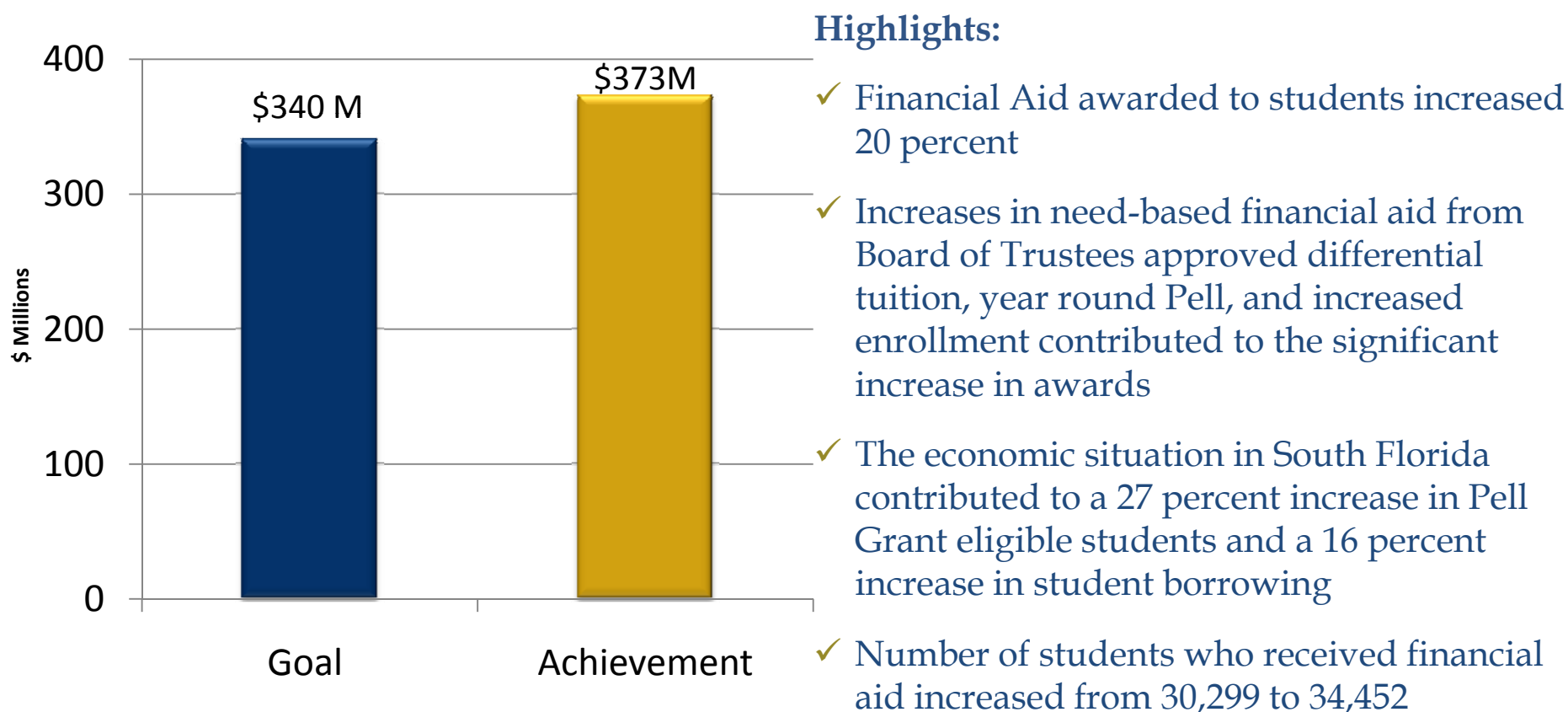
### Highlights:

- ✓ Total applications decreased by 34 percent to \$328 million
- ✓ Federal and State applications dropped off by 35 percent to \$306 million due to a decrease in Federal grant announcement
- ✓ Total awards increased by 5 percent to \$105 million
- ✓ Federal and State awards increased by 3 percent to \$93 million

\* Total applications and awards include federal, state, and all other funding sources.

## Revitalize and Expand Financial Base

Increase Financial Aid awarded to students by at least 10 percent, from \$310 million to \$340 million

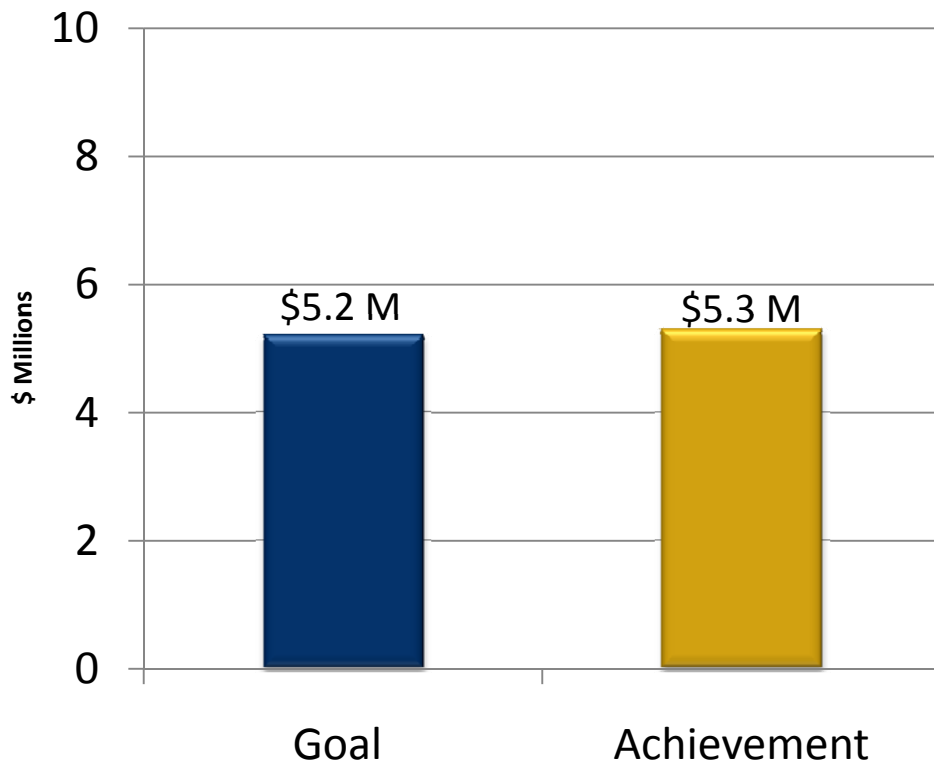


## Revitalize and Expand Financial Base

Increase business services auxiliary revenue by at least 10 percent, from \$4.7 million to \$5.2 million, by increasing sales revenue in retail operations

### Highlights:

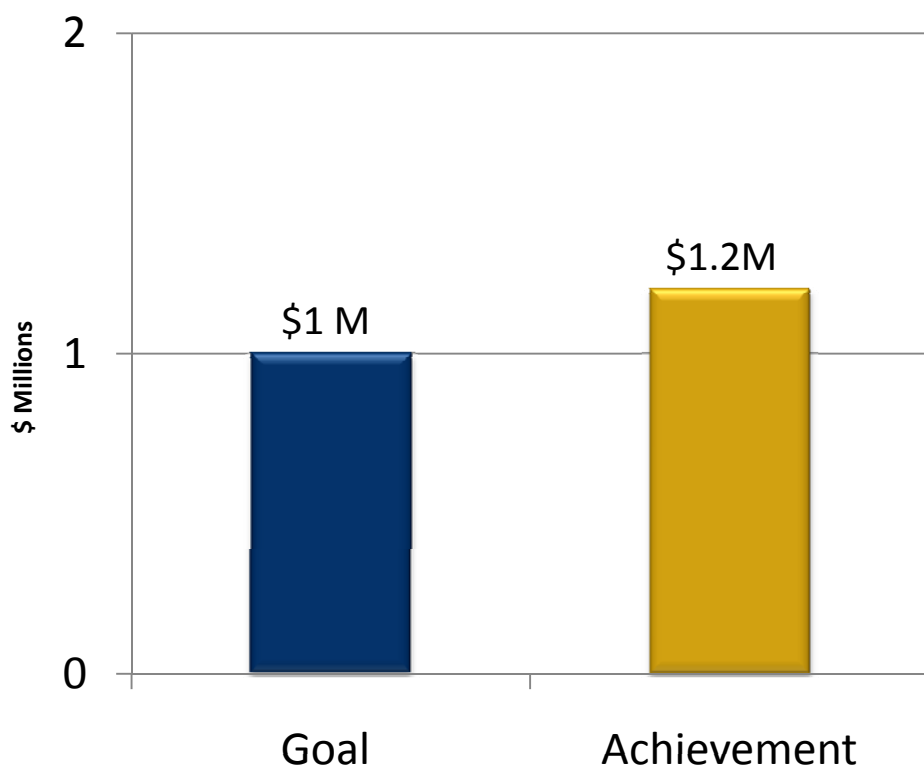
- ✓ Revenue increased to \$5.3M from retail operations, a 12.8% increase over prior year
- ✓ Opened PG-5 *Market Station* as a premier destination hub offering six new food venues, 3 classrooms and space to eat, gather and collaborate
- ✓ Added eco-friendly car wash services
- ✓ Remodeled and expanded seven food venues
- ✓ Secured a contract with Wells Fargo to provide integrated banking services with the Student ID and establish an on-campus branch
- ✓ Remodeled and expanded Barnes and Noble including the addition of GameStop
- ✓ Secured a new contract for snack vending, expanding service and selection, including 7 healthy snack options





## Revitalize and Expand Financial Base

Generate new auxiliary and enterprise revenues of at least \$1 million through marketing and licensing agreements, partnership initiatives, and development of the FIU Health Care Network Faculty Practice Plan



### Highlights:

- ✓ Received \$100,000 for current operations plus \$1 million to establish an endowment with the FIU Foundation to allow FIU - Osher Lifelong Learning Institute to enhance course offerings (*reflected in fundraising total*)
- ✓ Generated \$24,000 in rental revenue from FPL partnership (MARC) and \$60,000 in rental revenue for partial use of the School of Journalism and Mass Communications broadcast studios by Urban Television Broadcast Communications
- ✓ Restructured rate and billing systems for the College of Engineering AmeriLab to improve revenues, bringing in \$131,000 in additional revenues last year from Heraeus Holdings
- ✓ The FIU Health Care Network (HCN) Faculty Practice Plan was established and the new clinical facility at PG5 was constructed. The HCN opened for business August 8<sup>th</sup> with over \$1 million in projected revenues in 2011-12

# Achieve Results-Oriented Student-Centered Academic Excellence

Hire 31 new faculty to support additional students in order to maintain the current student-to-faculty ratio

## **Achievement:**

- ✓ 46 new faculty hired
  - ✓ In Fall 2010, the student-to-faculty ratio increased from 26.6:1 to 27.7:1
  - ✓ The University experienced additional growth in excess of the 2,000 planned students. The actual growth of 3,555 students contributed to the increased student-to-faculty ratio

## Achieve Results-Oriented Student-Centered Academic Excellence

Hire 11 advisors to improve student retention by 1 percent for first to second year (from 84 percent to 85 percent) for the fall 2009 cohort and by 2 percent for second to third year (from 71.2 percent to 73.2 percent) for students entering in Fall 2008\*

### **Achievement:**

- ✓ Twelve masters-level, professional academic advisors (five central advisor, five bridge advisors and two college specific advisors) were hired
- ✓ First year to second year retention increased from 84 percent to 86 percent
- ✓ Second year to third year retention increased from 71.2 percent to 74 percent

\* *Using Federal definition for retention as used in University Work Plans adopted by the Board of Governors.*

# Achieve Results-Oriented Student-Centered Academic Excellence

Hire 20 new staff members in key service areas to ensure that support functions essential to student success are available at appropriate levels

## **Achievement:**

- ✓ Hired twenty-three (23 ) new staff members in key student support areas of the university including Admissions, Career Services, Concierge, Disability Services, Financial Aid, Public Safety and other academic support

# Achieve Results-Oriented Student-Centered Academic Excellence

Achieve six-year graduation rates for student athletes that are higher than the graduation rates for the general student population

## **Achievement:**

- ✓ First to second year retention for student athletes increased from 82.6 percent to 88.7 percent compared to overall University first to second year retention increase from 84 percent to 86 percent
- ✓ Second to third year retention for student athletes increased from 68 percent to 87.5 percent compared to overall University second to third year retention increase from 71.2 percent to 74 percent

## **Note:**

*Six year graduation rate decreased for student athletes from 49 percent to 41 percent, but this is not an appropriate measure for evaluation of interventions over the past two years as it reflects actions taken as far back as 2005*

# Achieve Results-Oriented Student-Centered Academic Excellence

Modernize at least 12 classrooms to bring them up to minimum e-class standards

## **Achievement:**

- ✓ Modernized 17 general purpose classrooms which include the following renovations:
  - ✓ Installed new seats, instructor podiums, media equipment and lighting
  - ✓ Replaced ceilings and carpet and replaced chalkboards with marker boards
  - ✓ Painted all rooms
  - ✓ Classrooms renovated: MMC - 11 classrooms, BBC - 6 classrooms

# Achieve Results-Oriented Student-Centered Academic Excellence

Modernize three teaching labs to improve student science education

## **Achievement:**

- ✓ Modernized 5 teaching labs which include the following renovations:
  - ✓ Installed new seats, lighting, AC, ceilings, flooring, electrical, plumbing, utility lines, media and replaced chalkboards with marker boards
  - ✓ Painted all rooms

# Achieve Results-Oriented Student-Centered Academic Excellence

Receive Liaison Committee on Medical Education (LCME) Provisional Accreditation status for the Herbert Wertheim College of Medicine

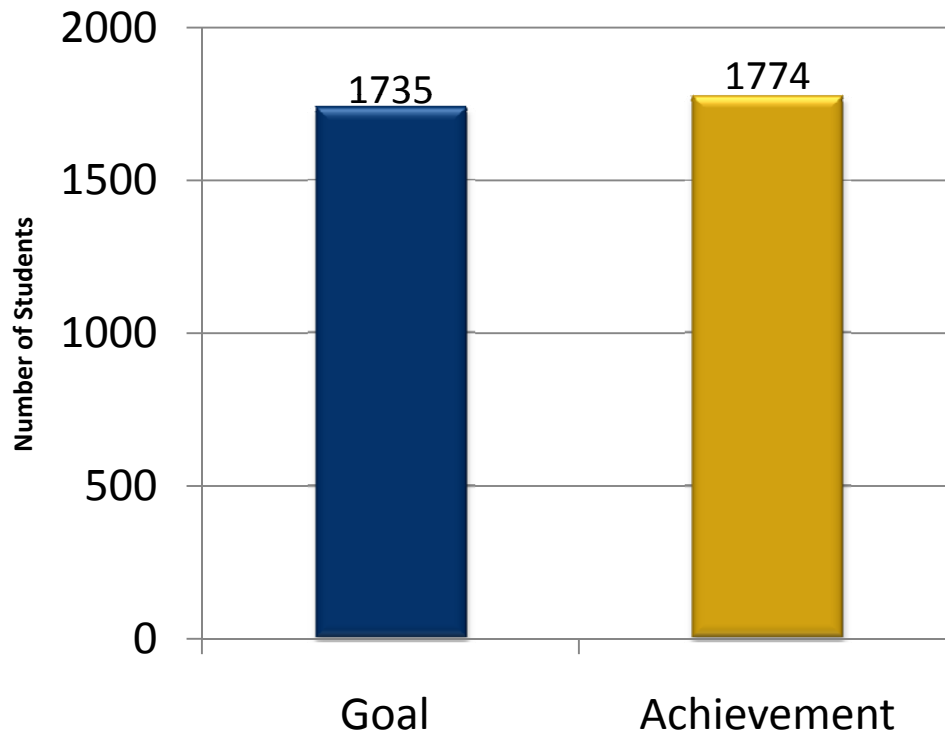
## **Achievement:**

- ✓ Provisional Accreditation from the Liaison Committee on Medical Education (LCME) was received on June 20, 2011, completing the process in the fastest time allowed
- ✓ Provisional accreditation means that the Herbert Wertheim College of Medicine meets national standards for structure, function, and performance
- ✓ By receiving provisional accreditation, the College has achieved four of five steps required for full accreditation by the LCME, and a final decision on full accreditation is anticipated in 2013



# Achieve Results-Oriented Student-Centered Academic Excellence

Increase the number of students participating in internships by 10 percent, from 1579 to 1735



## Highlights:

- ✓ The total number of students participating in internships increased by 12 percent
- ✓ Students participating in internships through career services increased from 722 to 771, a 7 percent increase
- ✓ Students participating in course related internships through their colleges increased from 857 to 1,003, an increase of 17 percent

## Enhance Quality and Impact of Research and Creative Initiatives

Create 200 additional jobs within the community through research funding, clinical trials, licensing, and tech-transfer

### **Achievement:**

- ✓ Over 500 jobs were created for professionals other than faculty
- ✓ Over 200 jobs were created for graduate and/or undergraduate students
- ✓ A significant number of research positions were created from the following research activities:
  - ✓ American Recovery Reinvestment Act (ARRA) funding contributed to the creation of several research positions by providing funding for start up salaries for new faculty, post docs and graduate students
  - ✓ The University achieved \$105 million in research awards. New awards this year had the largest impact on jobs by enabling the hiring of technicians, graduate students and post docs to help carry out the new research activity
  - ✓ Intellectual property / technology transfer has not significantly impacted jobs this year but a plan is in place to develop FIU technology by assisting with start up companies, additional investment in new technologies, and by pursuing venture capital activities
  - ✓ The Clinical Trials program has been established and clinical trials have begun

17

## Enhance Quality and Impact of Research and Creative Initiatives

Establish the framework for a collaborative Life Sciences Corridor along I-95 and I-75 with public and private universities in southern Florida to serve as a catalyst for economic development through innovation, entrepreneurship, and job creation

### **Achievement:**

- ✓ Life Sciences Corridor (LSC) organizational structure was created with Presidents of South Florida universities and economic development councils as members
- ✓ Participating Universities/Colleges: FIU, FAU, FGCU, UM, NSU, MDC, BC, IRSC, PBSC
- ✓ Participating economic development organizations: Beacon Council, Broward Alliance, Business Development Board of Palm Beach, Enterprise Florida, Florida Network of Research Science & Technology Parks, South Florida Regional Planning Council
- ✓ Life Sciences and IT inventory for South Florida was completed:
  - ✓ Research capabilities, strengths, and facilities of universities
  - ✓ Educational programs and number of graduates annually (12,399)
  - ✓ Life Sciences companies (68)
  - ✓ Venture capital companies (42)
  - ✓ Research parks (2)

# Enhance Quality and Impact of Research and Creative Initiatives

Modernize 10 research labs to state-of-the-art standards in order to recruit and retain outstanding researchers

## Achievement:

- ✓ Renovated 24 labs. Three general types of lab renovations were implemented:
  - ✓ **Rebuild**: Demolishing and recreating a modern lab consisting of new flooring, new fume hoods, new equipment
  - ✓ **Modernize**: Cleaning, painting and installing new scientific equipment
  - ✓ **Create**: Creating core labs that are needed for use by multiple researchers, including a tissue culture room, a histopathology lab, and an environmental cold room

## Engage the Community

Expand partnership with Miami-Dade County Public Schools by expanding the High School Dual Enrollment program from 25 to 35 schools to ensure a seamless transition to accelerated full-time study

### **Achievement:**

- ✓ Realizing the academic challenges in many Miami-Dade County Public Schools, we embarked upon an aggressive goal to help resolve these challenges and better position students for academic success. Instead of expanding the Dual Enrollment (DE) program as planned, efforts were spent on further enhancing the results of current schools with DE. The data below reflect some of our successes this past year
- ✓ From Spring 2010 to Spring 2011, DE increased from:
  - ✓ 19 to 23 schools
  - ✓ 44 to 69 courses
  - ✓ 1,073 to 2,138 students
- ✓ DE professional development workshop was conducted for 65 M-DCPS teachers and staff
- ✓ Collaborated with the Woodrow Wilson Foundation to develop grant proposals to support DE enrollment

## Engage the Community

Expand partnership with Miami-Dade County Public Schools by expanding the High School Dual Enrollment program from 25 to 35 schools to ensure a seamless transition to accelerated full-time study (*Cont'd*)

### **Achievement:**

- ✓ FIU and Miami-Dade County Public Schools have established ACCESS (Achieving Community Collaboration in Education and Student Success)
- ✓ Goal of ACCESS is to promote students' academic success, increase high school graduation, and improve college transition
- ✓ Nine work groups are addressing major issues:
  - **Articulation**
  - **Pre-Collegiate Preparation**
  - **Dual Enrollment**
  - **Clinical Internships**
  - **Liberty City**
  - **MAST at Homestead**
  - **STEM & Teacher Preparation**
  - **Collaborative Research**
  - **Disruptive Behavior, Violence Prevention, and Social and Character Development**
- ✓ Received JP Morgan Foundation planning grant to develop a community school initiative at Miami Northwestern High School in Liberty City, focused on curriculum and teacher preparation, health, safety, parent engagement and community engagement

## Engage the Community

Apply for and receive the Carnegie Foundation classification for Community Engagement based upon FIU's collaboration with our community for the mutually beneficial exchange of knowledge and resources in a context of partnership and reciprocity

### **Achievement:**

- ✓ FIU received the Community Engagement Classification from the Carnegie Foundation for the Advancement of Teaching in January 2011, joining only 300 universities nationwide that hold this classification
- ✓ Carnegie classification is awarded to institutions that demonstrate collaboration with their larger communities for the mutually beneficial exchange of knowledge and resources in a context of partnership and reciprocity
- ✓ Community Partnership Database was developed, showing a broad range of community partnerships, with faculty, and staff and students providing 550,000 service hours

# Engage the Community

Develop at least one collaborative partnership with a major local business that will benefit our students

## **Achievement:**

- ✓ Florida Power and Light (FPL) Customer Care Center was established with the purpose to:
  - ✓ Develop FPL talent pipeline by training FIU student interns as part-time staff in Customer Care Center
  - ✓ Create employment and professional development opportunities for students
- ✓ FPL Customer Care Center launched in January 2011 with 21 interns
- ✓ Of the 21 student interns, 12 were hired in June 2011 for permanent FPL positions
- ✓ 12 new interns were hired and are undergoing a six-week training program



## Engage the Community

Develop or expand at least one collaborative partnership with a major local non-profit organization

### **Achievement:**

- ✓ A formal academic affiliation between Florida International University's Herbert Wertheim College of Medicine and West Kendall Baptist Hospital (WKBH) was amended on April 23, 2010. This affiliation is important for educating medical students in the Herbert Wertheim College of Medicine
- ✓ West Kendall Baptist Hospital, which opened for patient care on April 27, 2011, is a teaching hospital with surgical, emergency, maternity, and diagnostic units
- ✓ The College is in the process of establishing a residency program in family medicine at WKBH to train primary care physicians in the State of Florida. This residency program will help meet the needs of our community at a time where there is a significant shortage of primary care physicians
- ✓ Physicians at WKBH who are committed to education will hold joint faculty appointments in the Herbert Wertheim College of Medicine

## Engage the Community

Increase the alumni participation rate, comprised of alumni memberships and annual fund contributors as a percentage of total university alumni, from 16 percent to 18 percent

### **Achievement:**

- ✓ Alumni participation rate slightly decreased this year by .6 percent. The current economic climate was a major factor preventing us from achieving our desired goal
- ✓ The number of alumni contributing to the annual fund increased from 641 to 1,783, a 180 percent increase

# Engage the Community

The College of Architecture + The Arts will establish a graduate design studio, art gallery, and performance presence in downtown or midtown Miami to engage the South Florida community in the process of creating, appreciating, and exploring design and the visual and performing arts

## **Achievement:**

- ✓ This fall, the College of Architecture + The Arts (CARTA) will take up residence in 16,000 square feet of space at 420 Lincoln Road
- ✓ The *Miami Beach Urban Studios* will house:
  - ✓ A design studio for 70 graduate students in architecture, interior architecture, and landscape architecture
  - ✓ A gallery with exhibition and performance space as well as studio space for graduate visual arts students
  - ✓ Music practice rooms and an ensemble room that will enhance the College's collaboration with the New World Symphony
  - ✓ The *Office of Engaged Teaching, Scholarship and Creative Activities*, whose mission will be to use design, visual, performing, and communication arts to engage with the community in collaborative problem-solving initiatives


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**UNIVERSITY & PRESIDENT PERFORMANCE GOAL & RESULTS FY10-11**  
*Self Evaluation Scorecard*


OBJECTIVE	(-)		(+)		
	Not Achieved	Partially Achieved	Achieved	Exceeded	Far Exceeded

**REVITALIZE AND EXPAND FINANCIAL BASE**


**GOAL: Reach fundraising target of \$55 million, excluding state matching funds**


The FIU Foundation achieved 64 percent of its \$55 million goal 

**GOAL: Obtain \$2.0 million in state funding for the Herbert Wertheim College of Medicine for FY 2011-2012**


FIU secured funding of \$2.1 million, surpassing the goal of \$2.0 million 

**GOAL: Increase total federal, state, and other grant applications and awards by 5 percent from \$496 M to \$520 M (applications) and from \$100 M to \$105 M (awards)**


Total applications decreased by 34 percent to \$328 million 

Total awards increased by 5 percent to \$105 million 


**GOAL: Increase Financial Aid awarded to students by at least 10 percent from \$310 million to \$340 million**

Financial Aid awarded to students increased from \$310 million to \$373 million, thus far exceeding the goal of a 10 percent increase. 

**GOAL: Increase business services auxiliary revenue by at least 10 percent, from \$4.7 million to \$5.2 million by increasing sales revenue in retail operations**

Revenue increased to \$5.3 million from retail operations, a 12.8 percent increase over prior year 

**GOAL: Generate new auxiliary and enterprise revenues of at least \$1 million through marketing and licensing agreements, partnership initiatives, and development of the FIU Health Care Network Faculty Practice Plan**

Received into the FIU Foundation \$1.1 million for FIU – Osher Lifelong Learning Institute. Generated \$215,000 from FPL, Urban Television Broadcast Communications, and Heraeus Holdings. Established the FIU Health Care Network Faculty Practice Plan. 

**UNIVERSITY & PRESIDENT PERFORMANCE GOAL & RESULTS FY10-11**  
*Self Evaluation Scorecard*

OBJECTIVE	(-)		(+)		
	Not Achieved	Partially Achieved	Achieved	Exceeded	Far Exceeded
<b>ACHIEVE RESULTS-ORIENTED, STUDENT-CENTERED ACADEMIC EXCELLENCE</b>					
<b>GOAL: Hire 31 new faculty to support additional students in order to maintain the current student-to-faculty ratio</b>					
Hired 46 new instructional faculty					✓
<b>GOAL: Hire 11 advisors to improve student retention by 1 percent for first to second year (from 84 percent to 85 percent) for the fall 2009 cohort and by 2 percent for second to third year (from 71.2 percent to 73.2 percent) for students entering in Fall 2008</b>					
Hired 12 masters-level, professional academic advisors					✓
First year to second year retention increased from 84 percent to 86 percent					✓
Second year to third year retention increased from 71.2 percent to 74 percent					✓
<b>GOAL: Hire 20 new staff members in key service areas to ensure that support functions essential to student success are available at appropriate levels</b>					
Hired 23 new staff					✓
<b>GOAL: Achieve six-year graduation rates for student athletes that are higher than the graduation rates for the student population</b>					
Six year graduation rates for student athletes averaged 41 percent compared to 46 percent for the general student population but more importantly first year retention of student athletes exceeded that of the general student population (88.7% cf. 86%) and second to third year retention of student athletes exceeded that of the general student population (87.5% cf. 74%)		✓			
<b>GOAL: Modernize at least 12 classrooms to bring them up to minimum e-class standards</b>					
Modernized 17 classrooms					✓
<b>GOAL: Modernize three teaching labs to improve student science education</b>					
Modernized 5 teaching labs					✓
<b>GOAL: Receive Liaison Committee on Medical Education (LCME) Provisional Accreditation status for the Herbert Wertheim College of Medicine</b>					
Provisional LCME accreditation was received for the Herbert Wertheim College of Medicine					✓
<b>GOAL: Increase the number of students participating in internships by 10 percent, from 1579 to 1735</b>					
The total number of students participating in internships increased from 1,579 to 1,774, a 12 percent increase					✓

**UNIVERSITY & PRESIDENT PERFORMANCE GOAL & RESULTS FY10-11**  
*Self Evaluation Scorecard*

OBJECTIVE	(-)		(+)		
	Not Achieved	Partially Achieved	Achieved	Exceeded	Far Exceeded

**ENHANCE QUALITY AND IMPACT OF RESEARCH AND CREATIVE INITIATIVES**

**GOAL: Create 200 additional jobs within the community through research funding, clinical trials, licensing, and tech-transfer**

Over 500 jobs were created for non-faculty professionals and over 200 jobs were created for graduate and/or undergraduate students for a total of 700 jobs



**GOAL: Establish the framework for a collaborative Life Sciences Corridor along I-95 and 1-75 with public and private universities in South Florida to serve as a catalyst for economic development through innovation, entrepreneurship, and job creation**

A Life Sciences Corridor (LSC) organizational structure was created in collaboration with Presidents of South Florida universities and economic development council members



**GOAL: Modernize 10 research labs to state-of-the-art standards in order to recruit and retain outstanding researchers**

Modernized 24 research labs



**UNIVERSITY & PRESIDENT PERFORMANCE GOAL & RESULTS FY10-11**  
**Self Evaluation Scorecard**

OBJECTIVE	(-)	(+)		
	Not Achieved	Partially Achieved	Achieved	Exceeded

**ENGAGE THE COMMUNITY**

**GOAL: Expand partnership with Miami-Dade County Public Schools by expanding the High School Dual Enrollment program from 25 to 35 schools to ensure a seamless transition to accelerated full-time study**

The High School Dual Enrollment Program partnership with Miami-Dade County Public Schools, decreased from 25 schools to 23 schools. Instead of expanding the Dual Enrollment (DE) program as planned, efforts were spent on further enhancing the results of current schools with DE. The number of courses offered in these schools increased from 44 to 69 and the total number of student registrations doubled from 1,073 to 2,138



**GOAL: Apply for and receive the Carnegie Foundation classification for Community Engagement based upon FIU's collaboration with our community for the mutually beneficial exchange of knowledge and resources in a context of partnership and reciprocity**

FIU received the coveted Carnegie Foundation's Community Engagement classification



**GOAL: Develop at least one collaborative partnership with a major local business that will benefit our students**

FIU established an Internship Program through a partnership with Florida Power and Light



**GOAL: Develop or expand at least one collaborative partnership with a major local non-profit organization**

FIU established a formal academic affiliation between the Herbert Wertheim College of Medicine and West Kendall Baptist Hospital (WKBH). The College is establishing a residency in family medicine at WKBH to train primary care physicians in the State of Florida and meet the needs of the South Florida communities



**GOAL: Increase the alumni participation rate, comprised of alumni memberships and annual fund contributions as a percentage of total university alumni, from 16 percent to 18 percent**

Alumni participation rate slightly decreased this year by 0.6 percent. The current economic climate was a major factor preventing us from achieving our desired goal



The number of alumni contributors increased from 641 to 1,783, which represents a 180 percent increase



**GOAL: The College of Architecture + The Arts will establish a graduate design studio, art gallery, and performance presence in downtown or midtown Miami to engage the South Florida community in the process of creating, appreciating, and exploring design and the visual and performing arts**

The FIU College of Architecture + The Arts created the Miami Beach Urban Studios, providing space for design, exhibition and performance





**THE FLORIDA INTERNATIONAL UNIVERSITY  
BOARD OF TRUSTEES  
Personnel Committee**

August 17, 2011

**SUBJECT: President’s Management Review, 2010-2011**

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**Proposed Committee Action:**

Joseph L. Caruncho, Chair of the Florida International University Board of Trustees Personnel Committee will (1) lead the discussion on the President’s Management Report and performance during the 2010-2011 academic year based on his achievement of the mutually agreed upon specified goals and objectives and such other criteria as the Committee deems appropriate, and (2) the Committee shall provide President Mark B. Rosenberg with a written assessment of its evaluation, and (3) the Committee shall present its written assessment and recommended performance rating for Board of Trustees approval.

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**Background Information:**

In accordance with Florida Board of Governors Regulation 1.001 (5)(f), each board of trustees shall conduct an annual evaluation of the president.

The employment agreement between The Florida International University Board of Trustees and President Mark B. Rosenberg became effective August 3, 2009. Paragraph 3.2 of the employment agreement states in relevant part:

On or before September 30 of each calendar year, Dr. Rosenberg shall initiate the evaluation process for the academic year that began in August of the previous calendar year by submitting to the Committee a self-appraisal of such period’s performance. This appraisal shall address Dr. Rosenberg’s performance related to each of the goals and objectives determined the preceding September. After Dr. Rosenberg has submitted this self-appraisal, the Committee shall evaluate Dr. Rosenberg’s performance during the academic year based on his achievement of the mutually agreed upon specified goals and objectives and such other criteria as the Committee deems appropriate. To aid the Committee in its annual evaluation, Dr. Rosenberg agrees to furnish such oral and written reports as may be reasonably requested by the Committee. The Committee shall provide Dr. Rosenberg with a written assessment of its evaluation. The Committee shall present its written assessment and recommended performance rating to the Board for its approval.

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**Supporting Documentation:** Executive Performance Ratings

**Facilitator/Presenter:** Joseph L. Caruncho

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## Executive Performance Ratings

Performance Rating
Superior
Very Good
Satisfactory
Less than Satisfactory
Unsatisfactory

### PERFORMANCE RATINGS

*Determined relative to approved performance goals*

**Superior** - ***Exceeds*** performance expectations on a consistent and uniform basis in areas of responsibility. In addition, makes a unique or significant contribution well beyond performance expectations through remarkable achievement and pacesetting performance. Achievements and abilities are recognized and supported by leadership, faculty, staff and students.

**Very Good** - ***Achieves*** performance expectations and at times exceeds them.

**Satisfactory** - ***Fulfills*** performance expectations. Level of performance is effectively and consistently maintained. Consistently ensures that the organization is following its mission, vision and strategic plan.

**Less than Satisfactory** - ***Fails to consistently fulfill*** performance expectations possibly because of some mitigating circumstances that may or may not have been within the leader's control. Improvement(s) may be required in order to fully achieve expectations on a continuous basis.

**Unsatisfactory** - ***Fails to fulfill many*** of the performance expectations. Regularly fails to meet or exceed required outcomes. Immediate improvements are required by the next performance evaluation.

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**THE FLORIDA INTERNATIONAL UNIVERSITY**  
**BOARD OF TRUSTEES**  
**Personnel Committee**  
August 17, 2011

**SUBJECT: University Goals Report, 2011-2012**

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**Proposed Committee Action:**  
None. Discussion Item.

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**Background Information:**  
President Mark B. Rosenberg will present the University Goals Report for the 2011-12 academic year.

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**Supporting Documentation:** University Goals Report, 2011-12 Academic Year

**Facilitator/Presenter:** Mark B. Rosenberg

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# Florida International University

## Board of Trustees University Goals Academic Year 2011 - 2012

August 17, 2011

# Mission

The *Worlds Ahead* strategic plan serves as the road map for the University through academic year 2015. During the next several years, the University will pursue the specific initiatives outlined in our strategic plan to achieve FIU's mission and goals

- ✓ **Vision:** Florida International University will be a leading urban public research university focused on student learning, innovation, and collaboration
- ✓ **Mission:** Florida International University is an urban, multi-campus, public research university serving its students and the diverse population of South Florida. We are committed to high-quality teaching, state-of-the-art research and creative activity, and collaborative engagement with our local and global communities



# Objectives

The Strategic Plan identifies a five year path to implement the mission and achieve the vision of FIU. The various actions are organized under the following initiatives:

- ✓ **Revitalize and expand FIU's infrastructure and financial base**
- ✓ **Achieve enhanced student learning and academic excellence**
- ✓ **Enhance the quality, quantity and impact of research and creative initiatives**
- ✓ **Engage with the community in collaborative problem solving**

## Revitalize and Expand FIU'S Infrastructure and Financial Base

- ✓ Reach philanthropic revenue of \$37 million, an increase of approximately 6 percent
- ✓ Obtain \$1.0 million in state funding for the Herbert Wertheim College of Medicine for fiscal year 2012-13
- ✓ Obtain federal, state and other grant and contract awards of \$111 million, an increase of approximately \$6 million
- ✓ Increase business services auxiliary revenue from \$5.2 million to \$6 million
- ✓ Strengthen processes to recruit and retain world class faculty and outstanding staff:
  - ✓ Implement best-in-class practices to recruit and retain world class faculty and outstanding staff
  - ✓ Establish faculty mentoring program

## Achieve Enhanced Student Learning and Academic Excellence

- ✓ Improve student retention by 1 percent for first to second year from 86 percent to 87 percent
- ✓ Improve student retention by 1 percent for second to third year from 74 percent to 75 percent
- ✓ Improve student retention by 1 percent for third to fourth year from 65 percent to 66 percent
- ✓ Grow student body by 2,000 students
- ✓ Hire 47 new faculty
- ✓ Hire 11 new advisors

## Enhance the Quality, Quantity and Impact of Research and Creative Initiatives

- ✓ Continue collaborative work on the Life Sciences Corridor along I-95 and I-75 with public and private universities in South Florida to serve as a catalyst for economic development through innovation, entrepreneurship, and job creation
- ✓ Obtain Board of Governors approval for new PhD program in Biomedical Sciences
- ✓ Integrate at least 5 duplicative college administrative areas into the Academic Health Center in order to achieve greater efficiencies

## Engage with the Community in Collaborative Problem Solving

- ✓ Complete the framework for land exchange involving the Miami-Dade County Fair and Exposition
- ✓ Continue partnership with Miami-Dade County Public Schools to prepare students for academic success at the collegiate level
- ✓ Implement the Academy for Advance Academics at BBC
- ✓ Increase the alumni participation rate to 13.5 percent and alumni donors by 10 percent

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**THE FLORIDA INTERNATIONAL UNIVERSITY  
BOARD OF TRUSTEES  
Personnel Committee**

August 17, 2011

**SUBJECT: University Goals, 2011-2012**

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**Proposed Committee Action:**

Joseph L. Caruncho, Chair of the Florida International University Board of Trustees Personnel Committee will (1) lead the discussion on the University Goals Report for the 2011-12 academic year as submitted by President Mark B. Rosenberg, (2) the Committee and President Rosenberg shall agree upon the goals for the 2011-12 academic year, (3) the Committee will recommend the agreed upon goals for Board of Trustees approval, and (4) said goals shall be directed towards achieving the University's strategic plan.

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**Background Information:**

The employment agreement between the Florida International University Board of Trustees and President Mark B. Rosenberg became effective August 3, 2009. Paragraph 3.2 of the employment agreement states in relevant part:

By no later than September 30, 2010 and each September 30<sup>th</sup> thereafter, Dr. Rosenberg shall provide to the Personnel Committee of the Board (the "Committee") a list of proposed goals and objectives for the twelve-month academic year beginning in August. The Committee and Dr. Rosenberg shall discuss Dr. Rosenberg's goals and objectives, after which time the Committee and Dr. Rosenberg shall agree upon goals and objectives for the academic year. The agreed upon goals and objectives shall be presented to the Board at its next regularly scheduled meeting for final approval. Said goals and objectives shall be directed towards achieving the University's strategic plan.

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**Supporting Documentation:** *Refer to the University Goals Report, 2011-12 Academic Year*

**Facilitator/Presenter:** Joseph L. Caruncho

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