



FLORIDA INTERNATIONAL UNIVERSITY

BOARD OF TRUSTEES

FULL BOARD MEETING

Tuesday, June 21, 2011

9:00 am

Florida International University
Modesto A. Maidique Campus
College of Business Complex
Special Events Center, room 232

AGENDA

- | | |
|---------------------------------------|---|
| 1. Call to Order and Chair's Remarks | Chairman Albert Maury |
| 2. Foundation Report | Justo L. Pozo |
| 3. Public Appearances | Albert Maury |
| 4. President's Report | Mark B. Rosenberg |
| 5. Special Report: Fulbright Scholars | Suzanne Koptur
Paul A. Kowert
Elizabeth Price Foley |
| 6. Action Items – Consent Agenda | Albert Maury |
- BT1. Minutes, March 30, 2011
- P1. University Equity Reports
 - 2010-11 Enrollment, Gender Equity in Athletics, and Employment
 - P2. Ratification of the 2011-2014 Collective Bargaining Agreement Between the Florida International University Board of Trustees and the United Faculty of Florida (*UFF*) – *FIU Chapter*
 - P3. Ratification of the 2011-2014 Collective Bargaining Agreement Between the Florida International University Board of Trustees and the Dade County Police Benevolent Association (*PBA - Rank and File*)
 - P4. Ratification of the 2011-2014 Collective Bargaining Agreement Between the Florida International University Board of Trustees and the Dade County Police Benevolent Association (*PBA - Lieutenants*)

6. Action Items – Consent Agenda *(Continued...)*

- AP1. Tenure as a Condition of Employment Nominations
- AP2. Tenure Nominations
- AP3. B.A. in Communication Arts New Program Proposal
- AP4. Educational Plant Survey
- AP5. Approval of the Amendment to the Articles of Incorporation and Bylaws of the Florida International University College of Medicine Health Care Network Faculty Group Practice, Inc.
- FA2. Proposed 2011-2012 Fixed Capital Outlay Budget
- FA3. Request for Approval of Florida International University's 2012-2013 Fixed Capital Outlay Legislative Budget Request, Consisting of the 5-year Capital Improvement Plan
- FA4. Approval of the Amendment to the Bylaws of the Florida International University Foundation, Inc.
- FA5. Florida International University Executive Deferred Compensation Plan
- FA6. Approval of Resolution Requesting an Amendment to the Employment Agreement for University President Mark B. Rosenberg

7. Action Items

AP6. 2011 University Work Plan *(Tab AP)*

S. Lawrence Kahn, III

FA1. Proposed 2011-2012 Operating Budget *(Tab FA)*

Sukrit Agrawal

- A. University and DSO Operating Budgets
- B. University Tuition Fee
- C. Athletics Fee
- D. Amendment of University Traffic and Parking Regulation
- E. Tuition for Market Rate Programs

8. Status Reports, Board Committees *(For Information Only)*

- Personnel Committee Report
- Academic Policy and Student Affairs Committee Report
- Finance and Audit Committee Report

9. New Business *(If any)*

Albert Maury

10. Concluding Remarks and Adjournment

Albert Maury

The next FIU Board of Trustees Full Board meeting is scheduled for Thursday, September 8, 2011.

**THE FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES**

June 21, 2011

Subject: Call to Order and Chair's Remarks

Proposed Board Action:

None. Information only.

Background Information:

Albert Maury, FIU Board of Trustees Chair, will convene the meeting with opening remarks.

Supporting Documentation: N/A

Facilitator/Presenter: Albert Maury, *Chair, FIU Board of Trustees*

**THE FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES**

June 21, 2011

Subject: Foundation Report

Proposed Board Action:

None. Information only.

Background Information:

Justo L. Pozo, FIU Foundation, Inc. Board of Directors Chair, will report on the activities of the Foundation Board since the last meeting of the Board of Trustees.

Supporting Documentation: N/A

Facilitator/Presenter: Justo L. Pozo, *Chairman, FIU Foundation, Inc. Board of Directors*

**THE FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES**

June 21, 2011

Subject: Public Appearances

Proposed Board Action:

None. Information only.

Background Information:

Public Comment Period (if timely requested and approved)

Supporting Documentation: N/A

Facilitator/Presenter: Albert Maury

**THE FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES**

June 21, 2011

Subject: President's Report

Proposed Board Action:

None. Information only.

Background Information:

Mark B. Rosenberg, President, will provide the University report.

Supporting Documentation: N/A

Facilitator/Presenter: Mark B. Rosenberg, *President, Florida International University*

**THE FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES**

June 21, 2011

Subject: Special Report: Fulbright Scholars

Proposed Board Action:

None. Information only.

Background Information:

Suzanne Koptur, Professor in the Department of Biological Sciences, was awarded the Fulbright Garcia Robles Research Fellowship to conduct research on the tritrophic interactions of sennas, a group of plants, at the Instituto de Ecologia in Xalapa, the capital city of Veracruz State, Mexico for the 2008-2009 academic year.

Paul A. Kowert, Associate Professor and Associate Chair in the Department of Politics and International Relations was awarded a Fulbright visiting fellowship to teach in Sendai, Japan at Tohoku University during the 2008-2009 academic year. Professor Kowert taught classes in American politics and international relations, while also conducting research on national identity and Japan-U.S. relations.

Elizabeth Price Foley, professor of law in the College of Law, who was named FIU Professor of the Year in 2009-2010 by the college, is serving as a Fulbright Scholar at the College of Law of the National University of Ireland, Galway. Professor Price Foley is studying Ireland's healthcare system by interacting directly with Irish healthcare providers and government officials on the topic of medical futility, which will be the topic of her third book.

Supporting Documentation:

Fulbright Overview: Suzanne Koptur

Fulbright Overview: Paul A. Kowert

Fulbright Overview: Elizabeth Price Foley

Facilitator/Presenter:

Suzanne Koptur

Paul A. Kowert

Elizabeth Price Foley

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Suzanne Koptur
Professor of Biological Sciences
Department of Biological Sciences

Fulbright Garcia Robles Research Fellowship
Instituto de Ecologia, Xalapa, Veracruz, Mexico
2008-2009

I greatly enjoyed my sabbatical time in Mexico, as a visiting researcher at the Instituto de Ecologia (INECOL) in Xalapa, Veracruz. Previously, in 1993-4, I spent part of my first sabbatical at the same institution. There had been many, many changes, and INECOL is now a modern place with many productive scientists and research groups. Jardin Clavijero is a vibrant and beautiful resource that is adjacent to and part of INECOL, with many activities for the public, many visiting school groups on field trips, and various festivities that welcome the public to educate them about plants and the environment. It is similar in many ways to Fairchild Tropical Botanic Garden, but smaller, and more intimate.

My surveys of Lepidoptera took place in three places: the coastal forests and dunes at the La Mancha field station, near the city of Veracruz; the cloud forest woods of Rancho Guadalupe, on the grounds of INECOL, and the heavily disturbed government-run environmental education center and plant nursery across the street from INECOL. My original plan to focus on *Senna* species was adjusted slightly, as there were virtually no *Senna* native to the middle elevations where INECOL is located; so I expanded my interests to include other genera in the legume family (Fabaceae), including the subject of my dissertation research in Costa Rica, *Inga* spp. I regularly surveyed four species of *Inga* in the mid-elevation areas, and observed *Senna* and other genera at the lower elevations. I examined leaves to find caterpillars, and then reared the caterpillars to discover what species they were. I also observed adult butterflies in the area (catching some with nets and preserving specimens for later ID).

In my earlier sabbatical visit, the purpose of my research was to do field experiments on ferns in which I had previously documented the presence and function of extrafloral nectaries. My field experiments with *Polypodium plebeium* provided evidence that the nectaries support an ant-guard and reduce herbivory on the ferns, leading to a publication in the American Journal of Botany in 1998.

For the caterpillar placement experiments, I took advantage of the many caterpillars on acelgas and cabbages – which upon rearing, turn out to be not the cabbage white butterfly, but the “common green-eyed white” more suited to middle elevations. These caterpillars wander around all surfaces of plants on which they are placed, encountering ants and provoking various responses, depending on the ants. We collected at least ten species of ants associated with this common fern, and the majority of them eliminate caterpillars from fern leaf surfaces, which is very beneficial for the fern as leaf area is preserved.

Thanks to this Fulbright, my family and I had the experience of a lifetime. How wonderful to live in Mexico, a land of many different cultures and languages, for more than half a year, living and working and going to school, in Spanish. My husband, who works for the Florida Department of Transportation, was able to take “family leave” to make this time together possible. Our son JJ enrolled in a very nice school, Escolar Simon Bolivar, for the second part of his seventh-grade year. He was in ‘Primero de Secundaria” in Mexico, and we had to get an official certificate that he had completed “Primaria” in the U.S., though in Florida kids finish elementary school with fifth grade, then enter middle school in sixth grade.

The Fulbright Program allowed me to have a real change of pace, and to become totally refreshed during my sabbatical time. I returned to my teaching and research at FIU with enthusiasm, and hope that some of the young scientists I met in Mexico might join me to study here as graduate students or postdoctoral fellows. My family and I also look forward to receiving visits from some of our new and older friends, as well as returning in the future for visits on our vacations.

Paul A. Kowert
Associate Professor and Associate Chair
Department of Politics and International Relations

Fulbright Visiting Fellow
Tohoku University, Sendai, Japan
2008-2009

I was awarded a Fulbright visiting fellowship to teach in Sendai, Japan at Tohoku University during the 2008-2009 academic year. My fellowship proposal combined my research interests in foreign policy and national identity with a commitment to teach courses on American politics, foreign policymaking, and the role of national identity in international affairs. During the course of this fellowship, in addition to meeting my teaching obligations in Sendai, I also made research presentations in Sendai, Tokyo, and Seoul.

I have lived and conducted research in Japan on several previous occasions—beginning in 1998, when I won a grant from the Social Science Research Council to begin research on identity politics—but I had not previously taught in Japan. The Fulbright Fellowship program is intended to enrich pedagogy both in the US and abroad, and my own experience perfectly reflected this goal. My understanding of the higher education system in Japan expanded considerably, and I have sought to bring some lessons learned while teaching in Japan back to FIU. I also led a faculty seminar at Tohoku University, and in this way hope to have enriched the teaching and research of my colleagues there as well.

Japanese universities are organized differently than their American counterparts, and the student experience is equally different. Although academic departments exist in much the same manner in Japan as in the US, they are internally more interdisciplinary than in the US. I taught in a Department of Social and Behavior Science that was dominated by sociologists, and also in the College of Law. My own courses, however, were political science courses. And the colleagues with whom I interacted most frequently were not only sociologists, but also social psychologists, linguists, and philosophers.

Students are also more likely to work across disciplines, and to work in different ways than in the US. In a typical semester, Japanese students take up to 15 courses. As one might imagine, this leaves little time for reading or for extensive writing assignments. This would seem to promote only a superficial encounter with a greater variety of subjects. Japanese students make up for this seeming disadvantage, however, by enrolling in classes with the same professors over the course of several semesters, gradually building close working and mentoring relationships.

Since returning to FIU, I have adapted the "National Identity" course I taught in Japan and am offering it this summer, for the first time, as a cross-listed undergraduate

seminar for both the Liberal Studies Department (IDS 4920) and the Department of Politics and International Relations (INR 4931). This course is strongly interdisciplinary—an outlook that was not only encouraged by my experiences in Japan but also by the character of the Liberal Studies and Politics and International Relations Departments.

I probably would not have developed this course for FIU undergraduates were it not for the Fulbright Fellowship. The Fulbright Program gave me the opportunity and impetus to develop the course, and it has also shaped the course content. In it, I stress a variety of disciplinary perspectives, including: economics, sociology, political science, geography, social psychology, and even the arts as they pertain to expressions of national identity. Moreover, I encourage undergraduate students in this class to develop a mentoring relationship with me (and, I hope, other instructors) through interactive assignments including a multimedia group project and a final personal essay. Rather than simply giving an assignment and receiving the finished product, this course is structured so that students work with me throughout the course developing their ideas and refining their work.

Of course my research has also benefited greatly from my time in Sendai. Japan will serve as a major case study in the book I am presently writing on state identity and foreign policy. I am grateful to the Fulbright Foundation, and to FIU, for having made this experience possible.

Elizabeth Price Foley
Professor of Law and Chair of the Institute for Justice in Constitutional Litigation
College of Law

Fulbright Scholar,
School of Law, National University of Ireland, Galway, Ireland
January-June 2011

I was awarded a Fulbright scholar grant to conduct research and provide occasional special lectures at the National University of Ireland in Galway, Ireland, during the spring semester of 2011. My award was principally a research award, designed to facilitate comparative perspective for a book on the topic of medical futility. Medical futility is a term that describes a situation in which a patient is receiving life-sustaining medical care (e.g., a respirator or feeding tube) that the health care provider believes is no longer appropriate (it's "futile"). In futility situations, the provider unilaterally decides to cease provision of life-sustaining care, thus leading to the patient's death.

In recent years there has been an explosion of statutes and institutional (e.g., hospital) policies formalizing providers' ability to stop treating futile cases. As a lawyer, I have concerns about these statutes and policies, particularly their implications for patient autonomy, liberty interests, and procedural due process. There has been some limited legal scholarship on the topic of medical futility, but for the most part, attention to this subject has come from other disciplines such as medicine, philosophy and ethics. Although practicing lawyers are intimately involved in the development of futility statutes and policies, the legal academy as a whole has lagged behind, providing surprisingly little critical scholarly attention to this issue, particularly its implications for human rights and patient autonomy.

The topic of medical futility is going to become increasingly important, as the U.S. is inevitably moving toward some form of socialized health care or nationalized health insurance. When this happens, the reality of limited resources will create even greater pressure to devise overt and covert ways to ration care, including mechanisms such as futility. Futility, in short, is a train that has already left the station and is gaining speed, and the legal profession needs to get on board and help decide its destination and impact.

My reason for seeking a Fulbright to Ireland was to learn how a country with a socialized medicine regime handles issues of futility-- i.e., what processes (formal or informal) are used, what rights patients have to contest providers' decisions, and what constitutional and human rights concerns have been raised and/or resolved. In order to accomplish this goal, I met extensively with providers, government and insurance company officials, and patients during my time in Ireland.

I anticipate that my experience in Ireland will benefit FIU and my students. It will help make the book richer. It will provide a ready-made excuse to deepen my existing ties to the FIU

College of Medicine. It will enhance classroom discussions in my courses on constitutional law, comparative constitutional law, bioethics and health care law.

I want to take this opportunity to thank the administration and governing board at FIU for being so supportive of faculty who pursue Fulbright grants. It enriches our scholarship and our teaching in so many subtle but substantial ways. It's the perfect example of an investment that makes FIU "Worlds Ahead."

**THE FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES**

June 21, 2011

Subject: Approval of Minutes of Meeting held March 30, 2011

Proposed Board Action:

Approval of Minutes of the Florida International University Board of Trustees, Full Board meeting held on Wednesday, March 30, 2011 at the FIU Modesto A. Maidique Campus, Graham Center Ballrooms.

Background Information:

Board members will review and approve the Minutes of the Florida International University Board of Trustees, Full Board Meeting held on Wednesday, March 30, 2011 at the FIU Modesto A. Maidique Campus, Graham Center Ballrooms.

Supporting Documentation:

Florida International University Board of Trustees Full Board Meeting Minutes: March 30, 2011

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**FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES
FULL BOARD MEETING
MARCH 30, 2011
MINUTES**

1. Call to Order

Vice Chair Albert Maury convened the meeting of the Florida International University Board of Trustees at 9:03 a.m., on Wednesday, March 30, 2011, at the Modesto A. Maidique Campus, Graham Center Ballrooms, Miami, Florida.

The following attendance was recorded:

Present:

Albert Maury, *Vice Chair*

Michael M. Adler

Sukrit Agrawal

Jose J. Armas

Jorge L. Arrizurieta

Thomas A. Breslin

Joseph L. Caruncho

Marcelo Claure

Mayi de la Vega

Helena Ramirez

Noel J. Guillama-Alvarez, *FIU Foundation, Inc. Board of Directors Chairman*

Excused:

Cesar L. Alvarez

S. Lawrence Kahn, III

Claudia Puig

Vice Chair Maury welcomed all Trustees, University faculty and staff. He announced that the Florida Board of Governors reappointed Trustee S. Lawrence Kahn, III to the FIU Board of Trustees for a second term. Vice Chair Maury also communicated his appreciation to the Florida Board of Governors in his reappointment to the FIU Board of Trustees for a second term and announced that Florida's Governor reappointed Trustee Claudia Puig to the FIU Board of Trustees.

Vice Chair Maury welcomed newly appointed Trustees Jose J. Armas and Mayi de la Vega, noting that their respective terms began March 22, 2011. Vice Chair Maury noted that Trustee Jose J. Armas is the chief executive officer and president of MCCI Group Holdings LLC, a family of medical centers that includes medical facilities serving patients throughout the Southeastern Florida region. Vice Chair Maury also noted that Mayi de la Vega is the founder and owner of ONE Sotheby's International Realty, a high-end luxury property real estate firm. Vice Chair Maury added that Trustee de la Vega is the first female graduate of FIU to serve her alma mater as a Trustee. He stated that the Board was in a period of transition and added that he looked forward to collaborating with the newly-appointed Trustees.

Vice Chair Maury noted that this was the last Board meeting for Student Trustee and Student Government President for the Modesto A. Maidique Campus, Helena Ramirez. On behalf of the FIU Board of Trustees, Vice Chair Maury extended his gratitude to Trustee Ramirez for her leadership, commitment and dedication to the Board, to the University and to the students. Trustee Ramirez stated that it was a great honor for her to have the privilege to serve the students of the University as well as an honor to serve as a member of the Board.

Vice Chair Maury noted that Mrs. Miriam Lopez was an inaugural member of the FIU Board of Trustees, noting that Mrs. Lopez concluded her service as a Trustee on January 2011. Vice Chair Maury thanked Mrs. Lopez for dedicating her time and for lending her invaluable expertise to the Board and University throughout her two-term appointment. Mrs. Lopez expressed that she looked forward to a continued involvement with the University in the future.

Vice Chair Maury noted that Dr. Albert E. Dotson, Sr. was also an inaugural member of the FIU Board of Trustees, noting that Dr. Dotson concluded his service as a Trustee on March 2011. Vice Chair Maury extended his sincerest gratitude, on behalf of the Board of Trustees, to Dr. Albert E. Dotson, Sr. Vice Chair Maury noted that Dr. Dotson has served with great distinction, adding that Dr. Dotson's service extended to the Foundation Board where he served for nearly 18 years. Vice Chair Maury, again, thanked Dr. Dotson for his unyielding commitment to the University through his selfless and dedicated service. Dr. Dotson expressed his affection for the University and stated that it has been a privilege for him to work with such a distinguished Board. He recognized the University's faculty, staff and students and pledged to remain committed to help advance the mission of the University.

2. Election of Board Chair

Vice Chair Maury noted that the Operating Procedures of the FIU Board of Trustees provide for the Board to elect a Board Chair and Board Vice-Chair at the last regularly scheduled meeting of the fiscal year for a two year term to begin September 1. He added that because the appointment of Board Chair Albert E. Dotson, Sr. had ended, a vacancy in the Board Chair position now existed. Vice Chair Maury noted that as a result, Board members needed to elect a new Chair. Vice Chair Maury opened the floor for nominations of Board Chair to be effective immediately. Trustee Jorge L. Arrizurieta nominated Trustee Maury for the office of Chairman. Trustee Maury was unanimously elected. Newly-elected Chairman Maury thanked the Trustees for their support and noted that a resulting vacancy in the Board Vice Chair position now existed and he opened the floor for nominations of Board Vice Chair to be effective immediately. Trustee Sukrit Agrawal nominated Trustee Michael M. Adler for the office of Vice Chair and he was unanimously elected.

3. Foundation Report

FIU Foundation, Inc. Board of Directors Chairman Noel J. Guillama-Alvarez welcomed all in attendance and presented the Foundation Report. He provided a brief overview on recent gifts and pledges that have been raised for University programs. He also reported on the Foundation's outreach initiative, adding that this was critical in increasing engagement and advancing the goals of the University throughout the community at large. He also provided updates on fundraising and investments.

4. Public Appearances

There were no public appearances.

5. President's Report

President Mark B. Rosenberg provided a budget update, reporting that a delegation of students, administrators, faculty, and members of the FIU Board of Trustees traveled to Tallahassee to advocate for the University's legislative priorities. He further noted that the State of Florida faced challenging economic times, adding that the decisions the Legislature makes will be critical to the future of the State and will directly impact how FIU is able to serve students, engage with the community and fulfill the strategic plan. He stated that the University would continue to closely monitor budget and other substantive recommendations that will have an impact on FIU as well as the entire State University System.

President Rosenberg provided an update on the accreditation for the Herbert Wertheim College of Medicine at FIU, adding that the fourth step in the accreditation process is anticipated in June 2011. He also noted that a six-month study of FIU's athletics program is nearing completion, adding that the self-study that is part of the NCAA Division I re-certification process has been undertaken by several teams of FIU faculty, administrators, students and community leaders. He highlighted student achievement, noting that the City of Fort Lauderdale recently recognized the efforts of the campaigns class in the School of Journalism and Mass Communication program for creating their anti-litter campaign. He reported that students from the FIU College of Architecture + The Arts joined Congresswoman Ileana Ros-Lehtinen in hosting a Congressional Briefing to raise awareness on issues relating to human trafficking, adding that the event included an excerpt of the staged reading, *Body + Soul*, which was performed by FIU students. He stated that representing the Republic of India, 24 University students participated in this year's Harvard National Model United Nations conference, noting that as a team, FIU placed fourth nationally and seventh internationally. He reported on student-led events in benefit of the community, adding that the 2011 FIU Relay for Life raised \$90,000 for the American Cancer Society. He also reported that the Annual Dance Marathon, benefiting the Miami Children's Hospital Foundation through the Children's Miracle Network, raised a record \$187,108.

President Rosenberg discussed the University's ongoing Community engagement efforts, noting that one collaborative project between the school district and FIU is the Academy for Advanced Academics (AAA). He added that high school juniors and seniors admitted into the AAA are enrolled in courses taught by FIU professors and reported that currently, 96 students are enrolled: 34 juniors and 62 seniors. President Rosenberg welcomed and introduced Omar Monteagudo, Principal of the Academy for Advanced Academics at FIU. Principal Monteagudo provided an overview of the AAA, adding that students may attend Advanced Placement college-level courses taught by high school teachers and are provided the opportunity to complete up to two full years of college by the time of their high school graduation. Principal Monteagudo introduced AAA students James Palma-D'Souza and Danielle Rodon and invited them to discuss their respective experiences. President Rosenberg further noted that another ongoing collaborative project between the school district and FIU was the Reading Strand and provided a brief overview on four very successful programs that include mentoring and tutoring.

President Rosenberg reported on University events, noting that the School of Hospitality and Tourism Management held a ribbon-cutting ceremony for its Carnival Student Center, adding that the renovated and repurposed facility creates a formal and informal gathering space for students and was funded by the Miami-based Carnival Cruise Lines. He also reported that Florida Power & Light and FIU opened the first-ever student-staffed customer care center, noting that the unique partnership offers local students paid employment and real-life work experience.

President Rosenberg highlighted the accomplishments of University Alumni. He noted that Mr. Anthony Leone is a graduate of the University's School of Hospitality and Tourism Management and is the founder and CEO of the healthy eating chain, Energy Kitchen. President Rosenberg noted that FIU alumna Carmen Reinhart, was named by the *New York Times* as "...the most influential female economist in the world." He added that her latest book, *This Time is Different*, is a highly acclaimed examination of the history of economic crisis and collapse. Finally, President Rosenberg added that Jeremy and Paola Goldberg, a graduate of and a student in, FIU's School of Hospitality and Tourism Management, respectively, have recently opened Route 9 in Coral Gables, a restaurant that boasts American-style cuisine with a bit of Latin and Florida flair.

President Rosenberg reported on Alumni events, noting that the 10th annual Torch Awards Gala honored the most outstanding alumni and members of the FIU faculty and recognized the contributions to their fields, the community and their alma mater. He reported that he joined Washington, D.C. alumni in the first alumni Congressional Welcome event of its kind to welcome the South Florida Congressional delegation to the 112th Congress where FIU alumna Ileana Ros-Lehtinen was honored and recognized for her appointment as chairman of the U.S. House of Representatives Committee on Foreign Affairs. He introduced a video that highlighted the event.

President Rosenberg reported that student achievement was also recognized outside of the classrooms, noting that the University's football team delivered a victory against the University of Toledo in FIU's first bowl game ever. He congratulated the student athletes and expressed his gratitude to the University community for their support. He reported that the Student Government Association organized a University-wide celebration with the football team. He reported on the successful Women's Basketball season that culminated in the SBC Tournament Semifinals. He provided a brief overview of Panthers Softball and Baseball. Finally, President Rosenberg reported that the University community anxiously anticipated Spring Commencement, noting that during graduation student achievement and the lasting contributions that they have made to FIU will be honored and recognized.

6. Community Engagement Awards

Vice President for Engagement Divina Grossman introduced and welcomed Lee Chaykin, CEO of Kendall Regional Medical Center, noting that he is an alumnus of FIU and has over 20 years of healthcare finance and management experience. On behalf of the Office of Engagement, she expressed her gratitude to Kendall Regional Medical Center for their sponsorship of the awards. She presented the Community Engagement Awards 2010-11 to the following recipients: Center for Diversity in Engineering and Computing; Center for Research on U.S. Latino AIDS/HIV and Drug Abuse; College of Law's Community Service Consortium and Law Clinical Programs; Digital Library of the Caribbean; and the South Beach Wine and Food Festival.

7. Action Items – Consent Agenda

Chairman Maury noted that the items included in the Consent Agenda were thoroughly reviewed and discussed at the Committee level. He further noted that the Finance and Audit Committee and Academic Policy and Student Affairs Committee each recommended approval by the Board of the respective action items contained in the Consent Agenda.

Chairman Maury asked for comments on any items included in the Consent Agenda. Hearing none, a motion was made and passed to accept the Consent Agenda, and members of the Board concurred with the following actions:

- **BT1. Minutes, December 9, 2010** - Approve the Minutes of the Florida International University Board of Trustees, Full Board meeting held on Thursday, December 9, 2010 at the FIU Modesto A. Maidique Campus, MARC International Pavilion.
- **FA1. Approval of the Amendment to the Bylaws of the Florida International University Foundation Inc. as Amended and Restated on the 26th day of January 2011** - Approve the Florida International University Foundation Inc. Bylaws as amended and restated on January 26, 2011 and authorize the President and CEO of the Foundation to take all actions necessary pertaining to these amended Bylaws.
- **FA4. Approval of Mixed-Use Auxiliary Building** - Approve the construction of a mixed-use building on the west side of the FIU Modesto A. Maidique Campus that will combine offices, classrooms, food venues and dining space.
- **FA5-A. Signature Authority – Depositories** - In order to fulfill USAID contracts awarded to the University, approve the following banking institutions, as designated depositories at which University funds may be deposited:

TBC Bank
Tbilisi, Republic of Georgia

Bank of Kigali
Kigali, Rwanda

Societe Generale
Burkina Faso

Bank of Africa -Mali (BoA) (Correspondent Bank to Societe Generale)
Bamako, Mali

Furthermore, the Board of Trustees approves that the University President, the Senior Vice President for Finance and Administration and Chief Financial Officer, and University Treasurer, are each individually authorized to take all actions necessary to open or close bank accounts at any of the designated depositories. Additionally, the following person is also authorized to take all actions necessary to open or close bank accounts in the above banks: Luis Salas, Associate Vice President for Research.

- **FA5-B. Signature Authority – Authorization to Sign Checks for Certain Foreign Research Program Accounts** - Approve the following officers and employees of the University as authorized to sign checks to pay the legal obligations of the University from the designated University depositories related to the following projects: (1) Integrated Natural Resource Management in Watersheds of the Republic of Georgia (INRMW) Program (the “Georgia Program”); (2) Rwanda Integrated Water Security Program (the “Rwanda Program”); and (3) West African Water, Sanitation Hygiene Program (the “West Africa Program”):

Kenneth A. Jessell, Senior Vice President for Finance and Administration
and Chief Financial Officer

Cecilia Hamilton, Associate Vice President and University Controller

Luis Salas, Associate Vice President for Research
(authorized for the Georgia, Rwanda and West Africa Programs)

Mariam Shotadze, Program Director of the Georgia Program,
(authorized only for the Georgia Program)

Eliso Barnovi, Deputy Georgia Program Director
(authorized only for the Georgia Program)

Nino Darchiashvili, Office Administrator for the Georgia Program
(authorized only for the Georgia Program)

Lakhdar Boukerrou, West Africa Program Director
(authorized only for the West Africa Program)

Emeline Bereziat, Deputy West Africa Program Director
(authorized only for the West Africa Program)

Salimata Marico, Mali Program Coordinator for West Africa Program
(authorized only for the West Africa Program)

- **FA6. Report of Legal Action against T & G Corporation d/b/a and f/k/a T & G Constructors, Inc. and Request for Ratification** - Ratify the lawsuit filed on February 25, 2011 against the Contractor, T & G Corporation d/b/a and f/k/a T&G Constructors, for breach of contract and latent defects at the FIU Recreation Center located on the Modesto A. Maidique Campus.
- **AP1. Tenure as a Condition of Employment Nominations** - Approve two candidates for Tenure as a Condition of Employment as specified in the Board materials.

- **AP2. Master of Science in Health Informatics and Management Systems Program Proposal** - Approve the Master of Science in Health Informatics and Management Systems new program proposal.

8. Action Items

FA2. Authorization for the Issuance of Debt to Finance the Construction of a Student Residence Facility at the University's Modesto A. Maidique Campus

Chairman Maury provided brief highlights from the March 15, 2011 Finance and Audit Committee meeting and requested that Senior Vice President for Finance and Administration and Chief Financial Officer Kenneth A. Jessell present the Authorization for the Issuance of Debt to Finance the Construction of a Student Residence Facility at the University's Modesto A. Maidique Campus. Sr. VP and CFO Jessell noted that the project would be constructed as a suite-style residence hall with 620 beds and include approximately 300 parking spaces to be available to the residents and some ancillary space to service the residents. He added that the Project is consistent with the University's Campus Master Plan and is expected to have a construction cost of approximately \$45 million. He stated that that request from the Board of Governors to the Division of Bond Finance would consist of the issuance of up to \$47,500,000 of fixed rate, revenue bonds to finance the construction of the Project, finance capitalized interest, fund a debt service reserve fund and pay costs of issuing the Bonds.

A motion was made and passed by the FIU Board of Trustees to approve, and request the Board of Governors to approve, the issuance of revenue bonds to finance construction of a student residence facility on the Modesto A. Maidique campus of the University.

FA3. Authorization for the Issuance of Debt to Finance the Construction of Parking Garage 6 at the University's Modesto A. Maidique Campus

Chairman Maury requested that Sr. VP and CFO Jessell present the Authorization for the Issuance of Debt to Finance the Construction of Parking Garage 6 at the University's Modesto A. Maidique Campus. Sr. VP and CFO noted that the Project would be constructed as a multi-story structure with approximately 2,000 parking spaces. He added that the Project is consistent with the University's Campus Master Plan and that construction costs are expected to be approximately \$37 million. He stated that the request from the Board of Governors to the Division of Bond Finance would consist of the issuance of up to \$33,500,000 of fixed rate, revenue bonds to finance the construction of the Project, finance capitalized interest, fund a debt service reserve fund and pay costs of issuing the Bonds.

A motion was made and passed by the FIU Board of Trustees to approve, and request the Board of Governors to approve, the issuance of revenue bonds to finance construction of a parking garage on the Modesto A. Maidique campus of the University.

9. Status Reports, Board Committees *(for information only)*

Chairman Maury noted that the Finance and Audit and Academic Policy and Student Affairs committees met prior to the regular Board meeting. He added that summaries of the Committee meetings were submitted for Board of Trustees' review in anticipation of the Board meeting.

Chairman Maury requested that the Finance and Audit Committee report and the Academic Policy and Student Affairs Committee report be accepted as written. There were no objections.

Chairman Maury thanked the Committees for their work noting that their careful review of University issues was of invaluable service to the entire Board.

10. New Business

Chairman Maury noted that through the outstanding efforts and contributions of Harvey R. Chaplin, Wayne E. Chaplin, members of the Chaplin family, and Southern Wine & Spirits of America, Inc., the Chaplin family, in partnership with FIU, has made possible the Food Network South Beach Wine & Food Festival, a nationally recognized culinary event that has raised over \$11 million for FIU through 2010. Chairman Maury added that the Festival recently celebrated its 10th anniversary and from its inception continues to provide scholarship funding and valuable hands-on experience for hundreds of FIU students. He stated that in recognition of the transformative impact associated with the Chaplin Family's involvement with the School of Hospitality and Tourism Management, the University desires to name the School as the "Chaplin School of Hospitality and Tourism Management."

A motion was made and passed by the FIU Board of Trustees to approve the naming of the School of Hospitality and Tourism Management as the "Chaplin School of Hospitality and Tourism Management."

11. Concluding Remarks and Adjournment

Chairman Maury reminded the Board members that as is stipulated in the Board's Operating Procedures, the Board Chair serves as the spokesperson for the Board. He noted that in order to continue to effectively carry out this duty, press inquiries should be handled through the Chairman of the Board or the Board's Corporate Secretary.

Chairman Maury thanked the Trustees for their support and noted that he looked forward to continuing to serve the South Florida community. He encouraged the University community to continue to find ways to increase their involvement with FIU.

Since there was no other business, the meeting of the Florida International University Board of Trustees was adjourned on Wednesday, March 30, 2011 at 10:31 a.m.

Albert Maury
Chairman
FIU Board of Trustees

Mark B. Rosenberg
Corporate Secretary
FIU Board of Trustees

**THE FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES**

June 21, 2011

SUBJECT: University Equity Reports

Proposed Board Action:

Approve the University Equity Reports.

Background Information:

In accordance with Florida Board of Governors Regulation 2.003, Equity and Access, Florida International University has prepared an annual Florida Equity Report for 2010-2011 that encompasses enrollment, gender equity in athletics, and employment.

The Florida International University Board of Trustees must approve the annual University's Equity Reports prior to submission to the Florida Board of Governors.

The University must submit the Equity Reports to the Florida Board of Governors prior to July 1, 2011.

Florida Board of Governors Regulation 2.003 Equity and Access (5) provides that each university shall prepare an annual Florida Equity Report in accordance with this regulation and reporting guidelines established by the Board of Governors Office.

Supporting Documentation:

University Equity Reports

- 2010-11 Enrollment, Gender Equity in Athletics, and Employment

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2011 FLORIDA EDUCATIONAL EQUITY ACT REPORT GUIDELINES



2011

Florida Educational Equity Act Report:

Enrollment, Gender Equity in Athletics and Employment

Report Year 2010-2011



Data Year: July – June, 2010-2011

Approved by University Board of Trustees:

_____ Date _____

Approved by University President:

_____ Date _____

Submitted by:

Shirlyon J. McWhorter, Esq., Director
Florida International University
Equal Opportunity Programs & Diversity
11200 SW 8th Street, PC-215
Miami, FL 33199
Phone: (305) 348-2785
Email: smwhort@fiu.edu
Date sent: _____

FLORIDA EDUCATIONAL EQUITY ACT REPORT 2010-2011

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PART I. Executive Summary

Florida International University (FIU) submits the 2010-2011 Florida Equity Report that encompasses enrollment, gender equity in athletics, and employment as required by Florida Statute. The Enrollment and Employment reports focus on women and members of four race/ethnic protected classes: Black non-Hispanic (B); Hispanic (H); Asian/Pacific Islander (A/PI); and American Indian/Alaska Native (AI/AN).¹

Of the 55,150 students who currently attend FIU, approximately 56% are females and 44% males. FIU's dynamic student body reflects the vibrant diversity of South Florida:

- 60% Hispanic
- 14% White Non-Hispanic
- 13% Black Non-Hispanic
- 7% Asian or Pacific Islander
- 9% Other minority groups
- 56% Female
- 44% Male

In addition to its diverse ethnic groups, the university serves a large percentage of economically disadvantaged students. Nearly 50 percent of all undergraduate students at FIU receive financial aid, and nearly 60 percent of those financial aid recipients come from families with annual household incomes under \$30,000.

FIU is ranked first in the U.S. for granting bachelor's degrees to minorities, and ninth in granting master's degrees to minorities (among the top 100 universities), according to *Diverse Issues in Higher Education*, (2010). FIU is also first in the nation in awarding science, technology, engineering, and math degrees to minorities. FIU produces over 1,500 minority graduates in those fields annually (2010). FIU ranked first in the nation among four-year colleges for awarding bachelor's and master's degrees to Hispanic students, according to a 2008 and 2010 survey conducted by *Hispanic Outlook in Higher Education*.

Academic Program Review - 2009-2010 Goals and Results

Undergraduate Participation

Goal:

Increase FIU's Black, Asian and American Indian full-time student enrollment over the next five years.

Results

In Fall 2009, 81.7% of the FTICs at FIU were under-represented minorities. There was a notable gain in Fall 2010 to 84.4% of full-time FTICs students from under-represented groups. FIU significantly exceeds the 80% benchmark of under-represented FTIC minorities. The percentage of Black FTIC students is showing slight gain this year at the university. In Fall 2009, a 10.1% Black FTIC was observed. In the Fall 2010, this percentage has increased to 11.9%.

¹ IPEDS terminology for protected classes was utilized.

Graduate Participation

Goal:

Increase the ratio of total doctoral degrees awarded to African-Americans from 6.3% in 2008-09 to a ratio of 14% to 20% and Hispanics by 20% of the total FIU doctoral degrees awarded by AY 2011-2012.

Results

A total of 114 doctoral degrees were conferred for the AY 2009-2010. African-American students represented 5.3% of the total doctoral degrees awarded in AY 2009-2010. The number of doctoral degrees awarded to African-American students remained almost constant, but the overall percentage decreased by 1% from AY 2008-2009. Thus, we did not achieve this goal. However, we made modest gains in doctoral-degree conferrals (3% gain), representing some progress toward this goal. Hispanic students made up 21.9% of the total number of doctoral-degree recipients.

Goal:

To identify the most promising recruiting venues for the recruitment of talented Hispanic and African American students

Results

In 2010-2011, UGS representatives attended 23 graduate college fairs including seven at SUS institutions, two McNair Research Conferences, one Hispanic-Serving Institution fair, four Historically Black College and University fairs, and the 2010 NAAHP Undergraduate Research Conference and graduate fair. As a result of our recent recruitment activities, FIU will have two or three new McKnight Fellows starting in Fall Semester 2011. McKnight Fellows, which are Black or Hispanic doctoral students, are supported by the Florida Education Fund (FEF) but also receive a \$10,000 enhancement and a medical insurance supplement from the UGS at FIU. UGS also developed a new institutionally-funded fellowship to attract minority students who have been involved in the McNair program during their undergraduate studies, the FIU McNair Graduate Fellowship. We awarded the first two fellowships (one doctoral and one master's) to new students starting in Fall Semester 2011. We expect this to be a popular program with increased participation in the future. The UGS also distributed \$93,559 to 21 academic units to enhance their general graduate recruitment efforts for the AY 2009-2010.

Goal:

Increase academic and financial support of African-American and Hispanic graduate students.

Results

The UGS funded several initiatives aimed at retaining minority graduate students and graduate students during the AY 2009-2010. The Graduate Minority Opportunities Program (GMOP) paired twenty historically underrepresented students with minority faculty and representatives from the University Graduate School in providing retention-focused workshops (library research skills, writing skills, and the overall graduate experience), and networking opportunities. The Williams Awards provided \$1000 cash awards to three students who best represented, through scholastic and community endeavors, a commitment to strengthening cultural diversity in higher education. Williams Award recipients (Amy Wolfson, Angel Williams, and Marianna Carlucci) were recognized at the annual MLK Breakfast, a partnership fostered with the office of Multicultural Programs & Services, on January 15th, 2010.

Additionally, in partnership with our Center for Excellence in Writing, graduate students continue to receive assistance with graduate-level writing via workshops and one-on-one tutoring.

Gender Equity in Athletics

Goal:

Decrease the gap between the female athlete participation rate and female student enrollment rate.

Results

The university continues to make progress with this goal. In Fall 2010, females were **56.3%** of students enrolled full-time at the university compared to **42.9%** of student athletes. This component remains out of compliance due to the more than 5% gap between the percentage of participants and the percentage of female students enrolled in Fall 2010. It should be noted while the University female enrollment decreased slightly, the participation of female student-athletes increased by 0.8%.

Women Athletes	2009-10 AY*	2010-11 AY*	Gap Variance
Enrollment*	56.7%	56.3%	-0.4%
Participation	42.1%	42.9%	0.8%

*Source: Student Data Course File (OPIE)

PART V. Employment

The guidelines for the Employment equity report measure achievement of appropriate representation in selected faculty and administrative employment categories.

Goal:

Fill the open Leadership Positions.

Results

Several leadership positions were filled. A minority female was hired for the position of Vice Provost of Academic Affairs, Dean of the College of Education and a female was hired as the Dean of the Honors College.

Goal:

Achieve the employment equity program goals and the accountability goals of hiring 6 female and minority faculty within specific academic disciplines:

Results:

This goal was accomplished.

Table B: 2009-2010 Equity Goals for 2010-2011 Equity Report

DISCIPLINE	RANK	RACE	GENDER	GOAL
Science & Mathematics - Tenure-Earning Faculty	03	Minority	Female	2
Social Science - Non Tenure-Earning Faculty	04		Female	1
Social Science - Tenure-Earning Faculty	03	Minority	Female	2
Performing & Visual Arts - Tenure-Earning Faculty	03		Female	1

Table C: 2010-2011 Outcome for Equity Report

DISCIPLINE	ACHIEVEMENT	RANK	RACE	GENDER
Science & Mathematics - Tenure-Earning Faculty	2	03	Minority	Female
Social Science - Non Tenure-Earning Faculty	1	04		Female
Social Science - Tenure-Earning Faculty	2	03	Minority	Female
Performing & Visual Arts - Tenure-Earning Faculty	1	03		Female

DESCRIPTION OF PLAN DEVELOPMENT

The process of preparing this report involved a number of offices and the utilization of various data sources. See following table for details:

PART	REPORTING AREA	RESPONSIBLE AREA
I	Executive Summary	Equal Opportunity Programs and Diversity
II	Policies and Procedures in Support of Equity	Equal Opportunity Programs and Diversity
III	Academic Program Reviews	Office of Planning and Institutional Research, Student Affairs, Enrollment Support, University Graduate School
IV	Gender Equity in Athletics	Intercollegiate Athletics
V	Employment Representation	Office of Planning and Institutional Research, Office of the Provost
VI	Areas of Improvement and Achievement	Office of the Provost
VII	Protected-Class Representation in the Tenure Process	Office of the Provost and Academic Budget Office
VIII	Promotion and Tenure Committee Composition	Office of the Provost, Academic Budget Office
IX	Other Requirements	Office of the Provost, Academic Budget Office, Board of Trustees

Data Sources: Florida BOG files, Student Data Course File, Affirmative Action Plan, Prior Year's Equity Report, Tenure and Promotion Reports, Athletic Reports, Various Integrated Postsecondary Education Data System (IPEDS) reports.

PART II. Policies and Procedures in Support of Equity

The following policies and procedures have been specifically formulated to ensure equity at Florida International University. The prohibition policies and reporting procedures are updated on the webpage on an annual basis and widely dissemination to the university community.

A. President's EEO Policy Statement

The University recognizes the importance of eliminating employment barriers and therefore, has established a non-discriminatory policy for its employees and applicants for employment. This policy is applied without regards to a person's race, color, sex, religion, creed, national origin, disability, marital status, political opinions or affiliations, Vietnam or disabled veteran status, sexual orientation, or age, except as provided by law. It is designed to assure each applicant or employee an equal opportunity in recruitment, examination, appointment, training, promotion, compensation, retention, and/or other employment practices.

B. Policies and Procedures

Accommodation of Employees with Disabilities

Purpose:

To provide funds for departments, which hire disabled persons, for costs associated with providing reasonable accommodation of the disabled.

Policy:

It is the University's long standing policy to employ qualified physically handicapped persons in a broad range of positions across the institution. On occasion, the nature of an individual's disability may require work site accommodation of their handicap.

In accordance with the Americans with Disabilities Act, the University will provide accommodations in the following areas: the application process, the work environment, the method of performing job duties, the enjoyment of equal benefits and privileges, the restructuring or reallocating of marginal job functions, the acquisition of equipment or devices, the modification of exams and training materials, and the provision of qualified readers or interpreters. Records will be maintained in the Office of Equal Opportunity Programs and Diversity regarding requests for reasonable accommodation and the determination of each request.

A central University fund has been designated for use by departments in meeting reasonable costs associated with accommodation of handicapped employees. A University committee administers the funds. The committee membership includes the Director, Equal Opportunity Programs and Diversity (chair); Director, Personnel; Director, Environmental Health and Safety; one disabled faculty or A&P staff member; and, one disabled USPS staff member. The committee meets on an as-needed basis, to make recommendations on funding requests. The Director, Equal Opportunity Programs and Diversity, monitors expenditures from the fund, and ensures that adequate budget requests are submitted to enable the provision of recommended reasonable accommodations.

Procedure:

1. The requesting/employing department shall complete a Request for Use of Accommodation Fund form.
2. The form is forwarded to the Director, Office of Equal Opportunity Programs and Diversity.
3. Upon receipt of the request, the Director, Office of Equal Opportunity Programs and Diversity shall convene a meeting of the Committee for the purpose of considering the request.
4. The Director, Office of Equal Opportunity Programs and Diversity will communicate the Committee's decision and facilitate appropriate action.

Accommodations at University Sponsored Public Events for Persons with Disabilities**Purpose:**

To provide a procedure for advertising the availability of and providing accommodations to eligible persons with disabilities for all programs offered to the public by the University both on and off campus.

Policy:

The University welcomes members of the campus community as well as the general public to participate in a broad range of programs and services. On occasion, an individual with a disability may require accommodation in order to enjoy the benefits of these programs and services.

Each unit of the University is responsible for ensuring that its public programs and services are accessible to all members of the public, including persons with disabilities requiring accommodation.

Sponsoring Unit Events should be planned with special consideration for participants with disabilities.

Procedure:

1. Facilities (on or off campus) should be barrier free with wheelchair access to all parts of the room or facility where activities are available, including the stage/podium if in general use.
2. The area of activity must be approachable via an accessible route and other public facilities used in connection with the area of activity (e.g. restrooms, water fountains, public telephones, etc.) must be accessible to persons with disabilities.
3. Program attendees who use wheelchairs should be able to purchase seats with similar ticket prices (if a range is available) and sight lines as other attendees.
4. Reserved seating near the accessible area should be available for their guests and friends to provide the same experience as other persons who attend with guests and friends.
5. Persons with visual impairments may bring assistive animals into any public building.
6. All advance program announcements and advertising should include the wording, "Please notify (person) at (address and telephone number) a minimum of five working days in advance of the event, if a reasonable accommodation of a disability is needed. Preliminary arrangements should be made

so the sponsoring department is able to respond to any requests received for alternate format programs or materials (Braille, large print, audio tape, reader) or sign language interpreter services.

7. Requests for reasonable accommodation may be made in any format Assistance appropriate to the requestor's needs.

8. A University staff member may document the request on the form or the person may complete it. (See - Request for Accommodation at a Public Event.)

9. Documentation or proof of disability will not be required in most situations. Where the requested accommodation involves a significant cost, the ADA Coordinator (Director, Equal Opportunity Programs and Diversity) will provide technical assistance to the department.

10. The person requesting assistance shall abide by the advertised time frame required to reasonably fulfill the request.

11. The University's Request for Accommodation at a Public Event shall be completed and retained by the department in each case where an accommodation is provided.

12. This will confirm the strategy used to provide assistance and the University's cost, if any.

13. If the department requires assistance in responding to a request, the Director of the Office of the Disability Resource Center for Students, and/or the ADA Coordinator, may provide consultative assistance.

14. Where the department intends to deny a request, or to offer services different from those requested, it shall consult with the ADA Coordinator. Departments do not have the authority to decline a request.

15. ADA Coordinator, when contacted by a department considering denial or alteration of an accommodation request, will discuss the full range of options with the department in an effort to provide appropriate accommodation; and consult with University Legal Counsel prior to approving denial of a request for accommodation.

AIDS Policy

Purpose:

Ensuring that the University AIDS Policy is implemented, protecting persons with AIDS from illegal discrimination; provide information to all members of the University community for the purpose of decreasing the likelihood of the spread of the AIDS infection, and to provide policy and guidelines to ensure that the University responds to members of the University community, who may, or may be perceived to be, affected by AIDS in a manner which both complies with Federal and State law and internal University policies, as well as responds compassionately to the presence of a life-threatening illness.

Policy:

Students and employees of the University who may become infected with the AIDS virus will not be excluded from enrollment or employment or restricted in their access to University services facilities, unless individual medically-based judgments establish that exclusion or restriction is necessary to the welfare of the individual or other members of the University community.

The University has established an HIV/AIDS Committee which includes representation from major University divisions and other University staff, as appropriate. The Committee, which will meet regularly, is responsible for monitoring developments with regard AIDS, acting upon and administering the University's Policy on AIDS in specific cases, and coordinating the University's efforts in educating the University community on the nature of the disease. In addition, the Committee will meet as needed to consider individual occurrences of the disease which require University action.

The University will be guided in its decisions by the most recent medical information, the Federal regulations implementing Sections 503 and 504 of the Rehabilitation Act, the guidelines suggested by the Centers for Disease Control, the Public Health Services, the American College Health Association, and the State of Florida Department of Health and Rehabilitative Services.

Persons who know, or suspect they are HIV sero-positive, are expected to seek expert medical advice and are obligated, ethically and legally, to conduct themselves responsibly for the protection of others. The University will designate AIDS counselors, who will be available to the University community.

Procedure:

Students

No student will be required to cease attending the University, solely on the basis of a diagnosis of serum positivity. Such decision will be made only after reasonable accommodations have been made, and when an examination of the facts demonstrates the student can no longer perform as required, or the student presents a health risk to himself or the University community.

The recommendation to suspend or force withdrawal will be made by a Review committee composed of the director of University Health Services, at least one student representative, the student's physician, and two members of the AIDS Committee. The Review Committee shall recommend action(s) to the University President or designee.

A student shall not be denied the opportunity to live in University Housing based solely on a diagnosis of serum positivity.

Reasonable Accommodation

Any student requesting reasonable accommodation, because of the presence of AIDS or ARC, shall be treated similarly to students with any other disability. Students will not be moved within, or removed from, University Housing, solely on the basis of a diagnosis of serum positivity. Changes in room, or removal from University Housing, will be made on a case-by-case examination, in which it is determined that: a. the student has communicable opportunistic infections, or is showing other symptoms of illness, and requires care, which cannot reasonably be provided in the University Housing setting; b. the student is demonstrating symptoms, needs or behaviors, which are inappropriate in a dormitory and/or cannot be reasonably accommodated; or c. the student's behavior presents a risk to him/herself or the other residents of University Housing.

A review committee including the director of the Student Health Center, the student's physician, two members of the AIDS Committee, and a representative from university Housing, shall review concerns on a case-by-case basis, and made recommendations to the University President or the President's designee.

Health Care Guidelines:

Students in the health occupations doing health care work shall follow current Center for Disease Control (CDC) and American College Health Association (ACHA) guidelines which will be distributed by the University Department of Environmental Health and Safety.

Employees

University employees, while performing their University duties, will be required to conform to the University's AIDS policy and guideline in dealing with serum positive employees or students. A serum positive employee will be treated in the same manner as any employee diagnosed as having any other illness, injury, or disability.

Reasonable Accommodation

Should a serum positive employee be unable to fulfill his/her regular responsibilities or portions of their responsibilities but be able and desire to continue working in a less physically demanding capacity, the University will make reasonable efforts, if so requested, to accommodate the employee's disability.

Supervisory Responsibility

As in the case of any other illness, injury, or disability, a supervisor who believes that a serum positive employee is unable to perform assigned duties due to the illness may recommend to the Director of Personnel or the Director's designee that the employee be required to submit to a medical examination by a physician named and paid by the University. Based upon the medical opinion rendered, appropriate action as provided in applicable rules will be applied.

Confidentiality

Any employee who verbally informs the University that he/she is serum positive will be accorded confidentiality regarding disclosure of the medical condition. Written records cannot be assured confidentiality under the provisions of the Public Records Law.

Use of Sick Leave

Any serum positive employee shall be eligible to use accrued sick leave as needed. A member of the University Sick Leave Pool shall be eligible to request leave hours through the Pool in accordance with Rule 6C8-4.010 FAC.

Required Protective Devices

All University Law Enforcement Officers shall be issued protective devices for use in providing cardio-pulmonary resuscitation. They will also be issued disposable plastic gloves for use when assisting or restraining any individual who is bleeding from any injury.

CDC/ACHA Guidelines

Student Health Services employees, and Custodial, Physical Plant and laboratory employees, will follow current CDC or ACHA guidelines which will be distributed by the University's Department of Environmental Health and Safety.

Language in the Workplace

Purpose:

To ensure that the University environment is free of illegal national origin discrimination based on language usage

Policy:

The University acknowledges the rights of employees to speak a language other than English in the workplace, and recognizes that common courtesy suggests that a language understood by all should be used by employees when they are engaged in a general discussion within the workplace.

Prohibiting employees at all times from speaking their primary language or the language they speak most comfortably in the workplace may disadvantage an individual's employment opportunities on the basis of national origin. Therefore, —English only” rules will be considered to be inappropriate within most University work settings.

—English only” rules may be appropriate in very specific circumstances, or under specific conditions, where such a rule is a necessity for safety or similarly urgent considerations. If a supervisor believes it is necessary to implement an —English only” rule, the proposal should be reviewed with the Director of Equal Opportunity Programs and Diversity, the Director of Employee Relations, or the University Attorney. If approved, employees affected by such a rule must be effectively notified of the rule.

Procedure:

Grievances or complaints of violation of the policy should be filed using the procedures outlined under the Sexual Harassment/Education Equity Grievance Procedure.

Processing of Discrimination Complaints Filed with External Compliance Agencies

Purpose:

To ensure that appropriate and timely responses are provided to the Equal Employment Opportunity Commission (EEOC), the Florida Commission on Human Relations (FCHR), and the Office of Civil Rights (OCR), regarding complaints lodged with these agencies alleging illegal discrimination.

Policy:

All request for responses to inquiries, requests for information, and/or requests for position statements on behalf of the University and any of its employees or agent are to be forwarded to the Office of Equal Opportunity Programs and Diversity for coordination and action.

Procedure:

Any employee who receives notice from one of the compliance agencies listed above that a complaint alleging illegal discrimination has been filed against the University should immediately contact the Director of Equal Opportunity Programs and Diversity. Similarly, should any supervisor or faculty member be directly contacted by one of the compliance agencies for provision of a statement regarding an employee's or student's allegations of illegal discrimination, the supervisor or faculty member should immediately contact the Director, Office of Equal Opportunity Programs and Diversity.

The Director, Equal Opportunity Programs and Diversity, or a designee shall prepare the University's response to requests for position statements, witness statements, and other information requested by the compliance agency. These responses shall be prepared in consultation with the University Attorney as necessary.

Sexual Harassment

Purpose:

To ensure that the University environment is free of sexual harassment, and that faculty, staff and students are provided the means to seek recourse should any incidents occur.

Policy:

The University recognizes that sexual harassment undermines the integrity of the academic and work environment, and it prevents its victims and their peers from achieving their full potential. All members of the University community are entitled to work and study in an atmosphere free from sexual overtures or innuendos that are unsolicited and unwelcome. It is the particular responsibility of those members of the University community who hold positions of authority over others to avoid actions that are, or can be, considered sexually abusive or unprofessional. It shall be a violation of the University's rule on sexual harassment for any officer, employee, or agent to sexually harass (as sexual harassment is defined below) any other officer, employee, student, or agent. Sexual harassment is a type of misconduct, which may result in disciplinary or other action.

Procedure:

The Director of the Office of Equal Opportunity Programs and Diversity shall administer the policies and procedures outlined in this policy. To ensure that the University environment is free of sexual harassment, and that faculty, staff and students are provided the means to seek recourse should any incidents occur.

Informal Complaints

- a. Any person who believes that he or she has been the subject of sexual harassment may elect to file an informal complaint with the Office of Equal Opportunity Programs and Diversity.
- b. The request must be made within sixty (60) days of the alleged act(s) of sexual harassment.
- c. In the case of a student complaint against a faculty member, the complaint must be made within ten (10) University business days of the beginning of class of the following semester.
- d. Thirty (30) days shall be allowed to resolve an informal complaint.
- e. Should the problem not be resolved satisfactorily using this procedure, or should the complainant wish to bypass this procedure, he or she may initiate a formal complaint.

Formal Complaints

- a. A formal request must be made in writing to the Office of Equal Opportunity Programs and Diversity. The complaint shall contain the name of the complainant and state the nature of the act(s) complained of, including such details as the name of the alleged offender and the date(s) or approximate date(s) on which the offending act(s) occurred, the name(s) of any witnesses, and the desired resolution(s).
- b. The complaint must be filed within one hundred (100) days of the alleged act(s) of sexual harassment.

- c. In the case of a student complaint against a faculty member, the complaint must be made within ten (10) University business days of the beginning of class of the following semester.
- d. Where an informal complaint has already been filed, a formal complaint shall be filed within one hundred (100) days of the alleged act(s).
- e. Thirty (30) days shall be allowed to resolve the complaint.
- f. Conciliation may be attempted during the course of an investigation of a complaint.
- g. If conciliation is not achieved, then the Office of Equal Opportunity Programs and Diversity shall continue to investigate the complaint, and shall issue a written finding concerning probable cause within a maximum of one hundred (100) days. If conciliation of the complaint was achieved between the parties in cooperation with the Office of Equal Opportunity Programs and Diversity, and the alleged offender fails to abide by the agreement or retaliates against the complainant, the complainant or supervisor should notify the Office of Equal Opportunity Programs and Diversity. The Vice President or a designee may then require the complaint to proceed as if conciliation had not been reached.
- h. Either party may seek review of the finding of the Office of Equal Opportunity Programs and Diversity to the Vice President or designee by filing a request for a review within ten (20) calendar days of receipt of the Office of Equal Opportunity Programs and Diversity finding. It shall specify the basis of the appeal. The appeal shall be based on one or more of the following: relevant evidence was not reviewed and/or new evidence is available; or, the factual evidence was insufficient to support the findings.
- i. Upon final acceptance by the Vice President of a finding on the complaint, the immediate supervisor of the alleged offender may provide a reasonable resolution to the complaint and may also recommend or take disciplinary action against the alleged offender;
- j. The proposed resolution shall be approved by the Office of Equal Opportunity Programs and Diversity.
- k. Disciplinary action shall be taken in accordance with the rules and regulations affecting the class of employee and the terms of any applicable collective bargaining agreement.

No University employee shall retaliate against a complainant. Any attempt to penalize a student, employee or agent for initiating a complaint through any form of retaliation shall be treated as a separate allegation of discrimination.

Sexual Harassment/Educational Equity Grievance Procedure

Purpose:

To ensure that the University environment is free of illegal discrimination based upon race, color, creed, age, handicap, sex (including sexual harassment), religion, marital status, or national origin, and that faculty, staff, and students are provided the means to seek recourse should incidents occur.

Policy:

All members of the University community are entitled to study and work in an atmosphere free from illegal discrimination. The University's equal opportunity policies prohibit discrimination against

students and employees on the basis of their race, color, creed, age, handicap, sex (including sexual harassment), religion, marital status, or national origin. Under the policies, it does not matter whether the discrimination was intended or not; rather, the focus is on whether students or employees have been treated differently or subjected to an intimidating, hostile or offensive environment as a result of their belonging to a protected class or having a protected status.

Procedure:

Students

For complaints filed under the EEA the complaint will be reviewed prior to action by the Office of Equal Opportunity Programs and Diversity to ensure that the complaint should not more appropriately be handled under existing student complaint procedures which are in place within the Divisions of Student Affairs and Academic Affairs. In cases where either of those procedures is applicable, the student will be referred to the appropriate office.

Employees

Employees who seek to file a complaint will be invited to consider filing the complaint under the applicable union agreement, or applicable University faculty, A&P or staff grievance procedure. In all instances, employee will be instructed to select one grievance or complaint procedure. The Office of Equal Opportunity Programs and Diversity will not act to concurrently investigate a grievance or complaint which is being pursued through another internal or external process.

Informal Complaints

- a. Any person who believes that he or she has been the subject of sexual harassment may elect to file an informal complaint with the Office of Equal Opportunity Programs and Diversity.
- b. The request must be made within sixty (60) days of the alleged act(s) of sexual harassment, or
- c. In the case of a student complaint against a faculty member, within ten (10) University business days of the beginning of class of the following semester.
- d. Thirty (30) days shall be allowed to resolve an informal complaint.
- e. Should the problem not be resolved satisfactorily using this procedure, or should the complainant wish to bypass this procedure, he or she may initiate a formal complaint.

Formal Complaints

- a. A formal request must be made in writing to the Office of Equal Opportunity Programs and Diversity. The complaint shall contain the name of the complainant and state the nature of the act(s) complained of, including such details as the name of the alleged offender and the date(s) or approximate date(s) on which the offending act(s) occurred, the name(s) of any witnesses, and the desired resolution(s).
- b. The complaint must be filed within one hundred (100) days of the alleged act(s) of sexual harassment.
- c. In the case of a student complaint against a faculty member, the complaint must be made within ten (10) University business days of the beginning of class of the following semester.

- d. Where an informal complaint has already been filed, a formal complaint shall be filed within one hundred (100) days of the alleged act(s).
- e. Thirty (30) days shall be allowed to resolve the complaint.
- f. Conciliation may be attempted during the course of an investigation of a complaint.
- g. If conciliation is not achieved, then the Office of Equal Opportunity Programs and Diversity shall continue to investigate the complaint, and shall issue a written finding concerning probable cause within a maximum of one hundred (100) days. If conciliation of the complaint was achieved between the parties in cooperation with the Office of Equal Opportunity Programs, and the alleged offender fails to abide by the agreement or retaliates against the complainant, the complainant or supervisor should notify the Office of Equal Opportunity Programs and Diversity. The Vice President or a designee may then require the complaint to proceed as if conciliation had not been reached.
- h. Either party may seek review of the finding of the Office of Equal Opportunity Programs and Diversity to the Vice President or designee by filing a request for a review within ten (20) calendar days of receipt of the Office of Equal Opportunity Programs and Diversity finding. It shall specify the basis of the appeal. The appeal shall be based on one or more of the following: relevant evidence was not reviewed and/or new evidence is available; or, the factual evidence was insufficient to support the findings.
- i. Upon final acceptance by the Vice President of a finding on the complaint, the immediate supervisor of the alleged offender may provide a reasonable resolution to the complaint and may also recommend or take disciplinary action against the alleged offender;
- j. The proposed resolution shall be approved by the Office of Equal Opportunity Programs and Diversity.
- k. Disciplinary action shall be taken in accordance with the rules and regulations affecting the class of employee and the terms of any applicable collective bargaining agreement.

No University employee shall retaliate against a complainant. Any attempt to penalize a student, employee or agent for initiating a complaint through any form of retaliation shall be treated as a separate allegation of discrimination.

PART III. Academic Program Reviews

- A. Under the Academic Program Reviews, as many as eight (8) areas of review are required of each university with programs at the specified levels. These annual analyses display enrollment at these eight levels for protected class students: female, and the four protected class race/ethnic codes; in addition, they display official total including white, non-resident alien, and not reported.¹ Universities not offering programs at one or more levels should key the charts with zeroes to present a complete report. Measures of equity in TAB 3 with charts are:

Program Area: UNDERGRADUATE STUDENTS

ENROLLMENT

Benchmarks for enrollment of under-represented groups, which include Black Non-Hispanic, Hispanic, Asian/Pacific Islander and Native American, are based on percentages of comparable public Title IV institutions using the most recent and relevant reports from IPEDS, the Florida Department of Education, the Florida Board of Governors, or ACT, Inc. For each indicator, the benchmark selected will be identified and comparisons analyzed. Interventions are identified if FIU performance falls below the 80% margin of the benchmark. This 80% margin assessment strategy is proposed in the guidelines for producing the Access and Equity Report.

Chart 1. First-Time-in College Enrollment, Fall 2010 and Early Admits

Chart 1. Full-time First-Time-In-College Enrollment, Fall 2010 and Early Admits										
	NRA	B	AI/AN	A	H	NH/PI	W	Two or More Races	Unk	T
Men	26	188	0	64	1,131	2	194	21	19	1,645
Women	27	252	1	71	1,406	1	230	43	17	2,048
Total	53	440	1	135	2,537	3	424	64	36	3,693
Category % of Total	1.4%	11.9%	0.0%	3.7%	68.7%	0.1%	11.5%	1.7%	1.0%	100.0%
<i>Source: IPEDS 2010-11 Part A, Fall enrollment by race, ethnicity, and sex. Column 1, First time students.</i>										

NRA = Non-resident alien
 B = Black or African American
 AI/AN = American Indian/Alaskan Native
 A = Asian

H = Hispanic or Latino
 NH/PI = Native Hawaiian or Other Pacific Islander
 W = White
 Unk = Unknown

¹ This total will be supplied from the university's IPEDS report. Charts in TAB 3 will display the complete line from IPEDS including all reporting categories. Charts 1-8 will display percentage representation, calculated by formula on the table, for race/ethnic categories.

Benchmark for Data Assessment: The specific comparison benchmark for FTIC enrollment is the percent of under-represented FTIC minorities at FIU versus the percent of under-represented FTIC minority students throughout the SUS. The most recent comparative data published by the Florida Board of Governors is for Fall 2010.

Data Assessment: Last year, 81.7% of the FTICs at FIU were under-represented minorities. There was a notable gain in Fall 2010 to 84.4% of full-time FTICs students from under-represented groups. FIU significantly exceeds the 80% benchmark on percent of under-represented FTIC minorities.

The percentage of Black FTIC students is showing slight gain this year at the university. In Fall 2009, a 10.1% Black FTIC was observed. In the Fall 2010, this percentage has increased to 11.9%

Targeted Improvement: The recruitment, admissions and enrollment of African-American FTIC students remains a focused and targeted priority at FIU. Since the Fall of 2009, FIU's President and Enrollment Services staff began a community connection campaign in Miami's Liberty City area, whose population is predominantly African-American. The University's President, Enrollment Services staff and other key administrators are continuing to meet with community leaders and members of North Miami, Liberty City and Miami Gardens to recruit students. Additionally, meetings have occurred between the University, Liberty City Trust and the Urban League. These meetings have focused primarily on college readiness and access, as well as building stronger ties between the University, Liberty City churches and African-American students and their families. The College of Education continues sponsoring a predominantly African-American elementary school. The College of Medicine is in implementation stages for partnerships with the Yaeger Foundation and Liberty City Trust. The Vice President for the Office of Engagement continues outreach projects within Liberty City and North Miami areas and has initiated conversations about a bridge program that may provide even more access to African-American students.

Florida Community College A.A. Transfers, Fall 2010 and Summer 2010

Chart 2. Full-time Florida College System A.A. Transfers, Fall 2010 and Summer 2010										
	NRA	B	AI/AN	A	H	NH/0PI	W	Two or More Races	Unk	T
Men	169	193	1	40	690	0	156	11	27	1,287
Women	280	258	2	42	1,005	0	217	22	30	1,856
Total	449	451	3	82	1,695	0	373	33	57	3,143
Category % of Total	14.3%	14.3%	0.1%	2.6%	53.9%	0.0%	11.9%	1.0%	1.8%	100.0%
<i>Source: IPEDS 2010-11 Part A, Fall enrollment by race, ethnicity, and sex. Column 2, Transfer-In</i>										

Benchmark for Data Assessment: The Florida Education and Training Placement Information Program (FETPIP) is a data collection and consumer reporting system established by Florida Statutes Section 1008.39 to provide follow-up data on Associate in Arts (AA.) graduates from the

Florida College System (community colleges) and others². The most recent report represents the post-graduation placement of AA graduates from 2008/09. Specifically, this report represents the number of AA graduates, by race, which enrolled in public universities within the State of Florida. These statewide outcomes provide the benchmark for comparison purposes.

Data Assessment: According to the most recent FETPIP report, 22,426 AA graduates from 2008/09 enrolled in Florida public universities. This cohort consisted of 36.9% minority students in the following racial groups: 3.8% Asian, 11.0% Black, 22.1% Hispanic and .003% American Indian. In comparison, 70.9% of full-time AA transfers at FIU in Fall 2010 were minority students consisting of 2.6% Asian, 14.3% Black, 53.9% Hispanic and .0.1% American Indian.

Targeted Improvement: No targeted improvements are required for this group.

RETENTION

Retention of Full-Time FTICs Entering Fall 2009, or Summer 2009 and Continuing into Fall After One Year

Chart 3. Retention of Full-Time FTICs Entering Fall 2009, or Summer 2009 and Continuing into Fall, After One Year

	NRA	B	AI/AN	A	H	NH/PI	W	Two or More Races	Unk	Female	Male	Total
Cohort	77	281	4	117	1,997	2	410	19	41	1,616	1,332	2,948
Category % of Total	2.6%	9.5%	0.1%	4.0%	67.7%	0.1%	13.9%	0.6%	1.4%	54.8%	45.2%	100.0%
After 1 year	57	211	3	93	1,713	2	308	18	35	1,361	1,079	2,440
Retention Rate	74.0%	75.1%	75.0%	79.5%	85.8%	0.1%	75.1%	0.7%	85.4%	84.2%	81.0%	82.8%

Source: BOG Retention file

Benchmark for Data Assessment: The benchmark for measuring this outcome is the first year retention rate of FTIC students attending public Ph.D. granting institutions. This information is reported in the annual ACT Retention Trend report³.

Data Assessment: The 2010 ACT Retention Trend reported that 78.6% of the first year students who enrolled in a public PHD-granting university in Fall 2009 returned to their universities for a second year in Fall 2010. FIU's overall first-year retention rate of 82.8% is 4.2% higher than the national average for public PhD granting universities. It is 2.5% higher than the Ph.D. private university average. FIU's under-represented student groups do especially well compared against this 78.6% national first-year retention rate for this selected cohort. Specifically, Black students (75.1%) have a 3.5% lower rate compared to the national average for all students (majority and minority in classification) while Hispanic students (85.8%) have a 7.2% higher rate. American Indian students (75%) are at 3.6% lower than the national rate for all ethnicities and Asian students (79.5%) have a slightly higher rate.

Targeted Improvement/Intervention: No targeted improvements are required for this group and FIU is pleased to note that overall retention increase by .9% over the 2008 cohort. However, it must also be noted that Black student retention dropped from 76.2% to 75.1%, a decline that requires that closer investigation and intervention efforts.

² <http://www.fldoe.org/fetpip/>

³ http://www.act.org/research/policymakers/pdf/retain_2010.pdf

With an eye to improving on-time graduation rates as well as first year retention, FIU has now embarked on its most ambitious effort to reshape the university around student success. The eight key elements comprising this initiative are listed under the strategy to improve FIU's six-year graduation rates.

GRADUATION

Graduation Rate After Six Years of Full-Time FTICs, Beginners and Early Admits Entering Fall 2004, Summer 2004 and Continuing into Fall.

Chart 4. Graduation Rate of Full-Time FTICs, Beginners and Early Admits Entering Fall 2004, or Summer 2004 and Continuing into Fall After Six Years												
	NRA	B	AI/AN	A	H	NH/OPI	W	Two or More Races	Unk	Female	Male	Total
Cohort	78	385	3	122	2,217	0	551	15	8	1,908	1,471	3,379
Category % of Total	2.3%	11.4%	0.1%	3.6%	65.6%	N/A	16.3%	0.4%	0.2%	56.5%	43.5%	100.0%
After 6 years												
Number of Graduates	46	136	1	57	1,088	0	207	6	2	980	563	1,543
Percent Graduated	59.0%	35.3%	33.3%	46.7%	49.1%	N/A	37.6%	40.0%	25.0%	51.4%	38.3%	45.7%
Category % Graduated	3.0%	8.8%	0.1%	3.7%	70.5%	N/A	13.4%	0.4%	0.1%	63.5%	36.5%	100.0%
Number Retained	53	192	1	74	1,470	0	263	15	3	1,227	844	2,071
Percent Retained	67.9%	49.9%	33.3%	60.7%	66.3%	N/A	47.7%	100.0%	37.5%	64.3%	57.4%	61.3%
Category % Retained	2.6%	9.3%	0.0%	3.6%	71.0%	N/A	12.7%	0.7%	0.1%	59.2%	40.8%	100.0%
Source: BOG Retention File												

Benchmarks for Data Assessment: Three indicators are used to test institutional performance in the graduation of under-represented groups:

- 1) Six-year graduation rate of under-represented minority students graduating at FIU versus the national six-year graduation rate of students attending public Title IV college/universities.
- 2) Percent of ethnicity that graduated as compared to the ethnic group's percent of the original cohort. For example, Black students were 11.4% of the 2004 full-time FTIC cohort, and were 8.8% of the graduating cohort indicating a graduation rate falling short of the University's overall graduation rate.
- 3) Percent of the ethnicity that is retained, defined as those who have graduated plus those still enrolled, as compared to the ethnic group's percent of the original cohort. For example, Black students are 11.4% of the original cohort and 9.3% of those retained, a rate somewhat consistent with the overall University retention rate.

Data Assessment:

- 1) Six-year graduation rate – According to the National Center of Educational Statistics First Look, Fall 2009 report⁴, p. 15, Table 7, 53.5% of undergraduates attending public 4-year Title IV institutions graduated in six years. FIU's 45.7% six-year graduation rate falls within 85.4% of the national average. With the exception of Asian students, FIU's six-year graduation rate for under-represented student groups exceeds the national averages for 4-year public institutions as follows: Black students 35.3% FIU v. 36.2% national; American Indian students 33.3% FIU v. 34.5% national; Hispanic students 49.1% FIU v. 43% national. Asian students at FIU have a 46.7% six-year graduation rate versus 64.5% national. This falls outside the 80% window. White non-Hispanics bring FIU averages down with a 37.6% rate as compared to the national rate of 56.8%
- 2) Percent of ethnicity graduating compared to its percent of the cohort – FIU met or exceeded the 80% margin for Hispanic and Asian students. (The American Indian/Alaska Native group with only three students is not sufficiently large for meaningful comparison). For Hispanic and Asian students, the percentage of graduates within six-years met or exceeded the percentage each group represented within the entering FTIC cohort in 2003. Black students are graduated at a rate only 77.2% of the percent of the cohort placing this group outside the acceptable margin.
- 3) Percentage of ethnicity retained – FIU met or exceeded the 80% margin for all under-represented student groups. In all under-represented student groups, the percentage of the students retained in the seventh year met or exceeded 80% of the percentage each group represented within the entering FTIC cohort in 2004.

Targeted Improvements/Interventions: To address FIU's continual decline in six-year graduation rates, a significant realignment of the university structure, policy and practice is underway which includes the following eight key elements:

- a. Admit students directly into their major.
- b. Admit undecided students to a separate College, with the primary mission of assisting them to determine a viable major within 45 credits. Undergraduate Education should transform to become this separate College, hereafter referred to in this proposal as the College of Undergraduate Education.
- c. Every admitted student should have a viable path to graduation, hence alternative programs are needed for selective admissions majors and an Interdisciplinary Major for students electing to combine disciplines in order to achieve their career objectives.
- d. Implement Major Maps for every program which define required courses and their sequence and serve as the foundation of a transparent tracking system.
- e. Implement an on-line Tracking system (e-Advising) with Critical Indicators in each major to identify students as "on" or "off" track.
- f. Place accountability for retention and graduation within each College in a manner that encourages continual student guidance into the appropriate program for their success.
- g. Fund Colleges and Schools on a planned enrollment basis.
- h. Give high priority and funding to Student Academic Support Services.

This massive university-wide transformation is based on proven strategies at Arizona State University, Florida State University and others across the country. Working in partnership with the Educational Advisory Board based in Washington, DC, FIU intends to complete this project for the cohort entering in Fall 2012.

Excelencia in Education, a Washington, D.C.-based non-profit organization whose mission is to accelerate Latino student success in higher education, will release —*Latino College Completion: Florida*,” the first in a series of state-by-state fact sheets assessing the status of Latino degree attainment.

FIU joins Miami Dade College, Florida College Access Network and Univision Communication in implementing coordinated strategies and policies to increase Latino college attainment while supporting greater college completion for all Americans. As part of the Ensuring America’s Future initiative, the fact sheet highlights successful examples of programs at Miami Dade College and Florida International University that are leading America forward.

Florida International University remains the largest producer of minority baccalaureate degrees and Hispanic master’s and baccalaureate degrees in the nation. Several successful initiatives have been adopted to address Hispanic student success in higher education—examples that can be adopted throughout the country.

Bachelor’s Degrees Awarded, Academic Year 2009 - 2010

Chart 5. Bachelor’s Degrees Awarded, AY 2009-2010								
	NRA	B	AI/AN	A/PI	H	W	Unk	T
Men	192	242	2	113	1,504	347	9	2,409
Women	263	478	10	128	2,414	552	12	3,857
Total	455	720	12	241	3,918	899	21	6,266
Category % of Total	7.3%	11.5%	0.2%	3.8%	62.5%	14.3%	0.3%	100.0%
<i>Source: IPEDS Completions 2010-11 report (degrees awarded AY 2009-10), GRAND TOTAL BY FIRST MAJOR, Bachelor’s degrees. Chart for 99.0000, all disciplines.</i>								

Benchmark for Data Assessment: The benchmark selected for bachelor’s degrees awarded is the percent of under-represented students at FIU compared to the percent of under-represented students throughout the entire state university system (SUS). FIU endeavors to meet or exceed 80% of the percent of under-represented students graduating in the SUS.

Data Assessment: In 2007-08, 48,369 baccalaureate degrees were awarded to undergraduates throughout the Florida State University System (SUS). FIU awarded 6,226 bachelor’s degrees, of which 4,891 or 78.6% were to Black, Hispanic, Asian or American Indian students. FIU exceeded the total percentage as well as the 80% benchmark for total under-represented students graduating in the SUS.

Within the under-represented student groups, FIU compares favorably over the SUS in Black, Hispanic and Asian baccalaureates. The twelve American Indian graduates at FIU were not

significant for a meaningful comparison. As noted in the chart above, FIU met or exceeded the 80% benchmark of percent under-represented students graduating in the SUS.

On the national level, FIU holds a competitive ranking among the top 100 colleges and universities graduating students from various under-represented student groups. *Hispanic Outlook in Higher Education Magazine*⁴ in May 2011 ranked FIU #1 among the top producers of baccalaureate and master's degrees to Hispanic students. And, *Diverse Issues in Higher Education*⁵ ranks FIU in the top 11th to 44th (varies by major) percentile among the top producers of African American baccalaureates.

Targeted Improvement: No targeted improvements are identified for this area.

Program Area: GRADUATE STUDENTS

Chart 6. Master's Degrees Awarded, Academic Year 2009-2010								
	NRA	B	AI/AN	A/PI	H	W	Unk	T
Men	265	78	2	29	370	171	7	922
Women	232	213	4	56	644	256	14	1,419
Total	497	291	6	85	1,014	427	21	2,341
Category % of Total	21.2%	12.4%	0.3%	3.6%	43.3%	18.2%	0.9%	100.0%

Source: IPEDS Completions 2010-11 report (degrees awarded AY 2009-10), GRAND TOTAL BY FIRST MAJOR, Master's degrees. Chart for 99.0000, all disciplines.

Chart 7. Research Doctorates, Academic Year 2009-2010								
	NRA	B	AI/AN	A/PI	H	W	Unk	T
Men	34	3	0	2	10	11	0	60
Women	21	3	0	3	15	12	0	54
Total	55	6	0	5	25	23	0	114
Category % of Total	48.2%	5.3%	N/A	4.4%	21.9%	20.2%	N/A	100.0%

Source: IPEDS Completions 2010-11 report (degrees awarded AY 2009-10), GRAND TOTAL BY FIRST MAJOR, Doctoral degrees. Chart for 99.0000, all disciplines.

Chart 8. Professional Doctorates, Academic Year 2009-2010								
	NRA	B	AI/AN	A/PI	H	W	Unk	T
Men	2	5	0	1	36	43	3	90
Women	2	6	0	4	48	24	2	86
Total	4	11	0	5	84	67	5	176
Category % of Total	2.3%	6.3%	N/A	2.8%	47.7%	38.1%	2.8%	100.0%

Source: IPEDS Completions 2010-11 report (degrees awarded AY 2009-10), GRAND TOTAL BY FIRST MAJOR, Professional Doctorate degrees. Chart for 99.0000, all disciplines.

⁴ <http://www.hispanicoutlook.com/top100.htm>

⁵ <http://diverseeducation.com/top100/>

Data Assessment of Master's Degrees Awarded

Two thousand three hundred forty-one master's degrees were conferred during the AY 2009-2010 (Chart 6). A total of 1,419 master's degrees were awarded to women (60.6%) compared to 922 master's degrees awarded to men (39.4%). The gender proportion of master's degrees conferred in AY 2009-2010 closely reflects that of male/female population of the total FIU student body (56.1% female and 43.8% male).

Hispanic students were awarded the largest number of master's degrees, with 1,014 conferrals representing 43.3% of the total number of master's degrees awarded last year. Non-resident alien (NRA) students accounted for the second largest fraction, 21.2% of the total number of master's degrees awarded in the AY 2009-2010. White students were awarded 18.2%, Black students earned 12.4% and Asian/Pacific Islander students accounted for 3.6% of the total master's degrees conferred. Six master's degrees were conferred for American Indian/Alaska Native students.

The majority of master's degrees were conferred to women, with Hispanic females representing the largest gender-specific fraction, 27.5%, of the total number of master's degrees awarded for AY 2009-2010. The percentage of master's degrees awarded to females was also higher than for their male counterparts within each of the Black, Asian/Pacific Islander, Hispanic and White racial/ethnic categories. The NRA group represented 21.2% of the total degrees conferred. Within the NRA group, forty-seven percent of the master's degrees were awarded to females compared to approximately 53% awarded to males.

In comparison with AY 2008-2009, female students made modest gains in fraction of master's degrees awarded (1246 degrees or 55.9% in AY 2008-2009 vs. 1,419 degrees or 60.6% for AY 2009-2010). Male students had a slight decline in the fraction of master's degrees awarded (984 degrees or 44.1% in AY 2008-2009 vs. 922 or 39.4% in AY 2009-2010). For the AY 2009-2010, females within the Black, Asian/Pacific Islander, Hispanic and White categories were awarded more master's degrees in comparison with their male counterparts, a trend that was also observed for the AY 2008-2009. Two hundred and thirteen master's degrees were awarded to Black females this year, an increase of 1% from last year. The fraction of master's degrees conferred to Asian/Pacific Islander, Hispanic and White females increased slightly for the AY 2009-2010 compared to the previous year (66% 2009-2009 AY vs. 67.3% 2009-2010 AY) Females continue to represent more than half of all master's degrees awarded, with a modest increase from 55.9% to 60.6% over the last two academic years. These modest shifts in the gender proportion of master-degree recipients more closely represent the female/male ratio in the general FIU student population.

Data Assessment of Doctoral Degrees Awarded

A total of 114 doctoral degrees were conferred for the AY 2009-2010 (Chart 7). NRA (48.2%) and Hispanic students (21.9%) students made up 70.1% of the total number of doctoral-degree recipients. Doctoral degrees were awarded to 23 White students or 20.2% of the total number of doctoral degrees awarded. Asian/Pacific Islander students earned 4.4% of the doctoral degrees. Black students also represented 5.3% of the total doctoral degrees awarded. No doctoral degrees were recorded for the American Indian/Alaska Native group during the AY 2009-2010.

While the majority of master's degrees for AY 2009-2010 were awarded to females, the majority of doctoral degrees (52.6%) were awarded to male students. This is due to a higher percentage of doctoral degrees being awarded to males compared to females within the NRA group. Within the White, Hispanic and Asian/Pacific Islander racial/ethnic categories, female students were awarded

more doctoral degrees than their male counterparts. Female Hispanic students accounted for 60% while males accounted for 40% of doctoral degrees awarded within this group. The male to female ratio was equally divided within the Black racial category.

For the last two years approximately two-thirds of all doctoral degrees were awarded to NRA and White students, however within these groups there is an increase from 37.8% to 48.2% in representation from NRA group, with a decrease from 30.7% to 20.2% in doctoral degrees to White students. Hispanic students made modest gains in doctoral-degree conferrals (3% gain). Doctoral degree productivity of Asian Pacific Islander and White students decreased. The number of doctoral degrees for Black students was constant for AY 2009-2010, but the overall percentage decreased from 6.3% to 5.3%.

Data Assessment of First Professional Degrees Awarded

For AY 2009-2010, the designation of —Professional Doctorates” represents degrees awarded through the College of Law (JD) and the College of Nursing and Health Sciences (DPT-Doctorate Physical Therapy) (Chart 8). One hundred and seventy-six degrees were awarded under the professional doctorate category.

This year approximately 85% of the professional degrees were awarded to Hispanic and White students, 47.7% and 38.1% respectively. Males represent 52% and females 48% of the degree recipients. Hispanic students represented the largest group, 47.7% of degree recipients. White students represented the second largest group, 38.1% of degree recipients. Black students represented 6.3% of the degrees awarded, 54.5% of which were female. There were no degrees granted to American Indian/Alaska Natives. NRA and Asian/Pacific Islander students represent a small fraction (< 5%) of the professional degrees awarded.

Targeted Improvement

FIU makes a significant contribution to the total number of graduate degrees awarded nationally to resident Hispanic and Black students, but after careful evaluation of our data we have identified recruitment and retention of Black students as a primary goal for our graduate programs. We are particularly focused on increasing the number of Black students participating and completing doctoral degrees. For the AY 2009-2010, the number of doctoral degrees awarded were evenly split between black female and male students, at 3 each. We will explore activities to increase doctoral-degree productivity of Black students to be more representative of the general population. A secondary goal is the recruitment and retention of Hispanic doctoral students. The percentage of doctoral degrees awarded to Hispanic students (21.9%) is much lower than the percentage of master’s degrees awarded to Hispanic students (43.3%) at FIU.

The University Graduate School (UGS) plans to establish better mechanisms for assessing and mentoring Black and Hispanic students to help with the timely completion of their graduate degrees. The Graduate Minority Opportunity Program (GMOP) has been revised to actively target retention and success of incoming graduate Black and Hispanic students. Mentoring, professional development and academic support activities will be structured to increase engagement level of this group.

Targeted Goals

For AY 2009-2010, Black students represented approximately 10% of FIU doctoral degrees awarded to US residents. Our goal is to increase this by .5% to 1% each year so that by AY 2012-2013, doctoral degrees awarded to Black students make up 10% to 20% of the total FIU doctoral degrees awarded. Our goal is to increase this by a minimum of .5% each year to a fraction of 15% of the total FIU doctoral degrees awarded to Black students by AY 2012-2013. We also would like to increase

the number of doctoral degrees relative to master's degrees awarded for Black and Hispanic resident students. Forty-two percent of FIU doctoral degrees conferred during the AY 2009-2010 to US residents were awarded to Hispanic students. Our goal is to achieve a 15% increase in doctoral degrees awarded to Hispanics by AY 2012-2013. Resources will be focused on recruitment and retention.

Recruitment

UGS representatives attended 23 graduate college fairs including seven at SUS institutions, two McNair Research Conferences, one Hispanic-Serving Institution fair, four Historically Black College and University fairs, and the 2010 NAAHP Undergraduate Research Conference and graduate fair. UGS has identified the most promising recruiting venues for 2011-2012, including several McNair Research Conference(s), five Idealist fairs, and specific HSI and HBCU state college fairs in FL, GA and TX. Recruitment initiatives are under way to continue expanding and strengthening the presence of FIU in minority-populated markets. As a result of our recent recruitment activities FIU will have two or three new McKnight Fellows starting in Fall Semester 2011. McKnight Fellows, which are Black or Hispanic doctoral students, are supported by the Florida Education Fund (FEF) but also receive a \$10,000 enhancement and a medical insurance supplement from the UGS at FIU. UGS also awarded its first two institutionally funded FIU McNair Graduate Fellowships (one doctoral and one master's) to new students starting in Fall Semester 2011. These FIU McNair Fellows (largely URM students pursuing a master's or doctoral degree), are fully supported by UGS during the first half of their graduate education and supported by their graduate program during the second half in the form of a graduate assistantship.

The UGS distributed \$93,559 to 21 academic units to enhance their general graduate recruitment efforts for the AY 2009-2010. Participating departments include: Africa and African Diaspora Studies, Art and Art History, Biological Sciences, Chemistry, Computing and Information Sciences, Civil and Environmental Engineering, Earth and Environment, Global and Socio-cultural Studies, History, International Relations, Mechanical and Materials Engineering, Modern Languages, Music, Nursing, Physics, Political Science, Psychology, Public Administration, Physical Therapy and Public Health. Many of these departments have a concentration of diverse students and/or females, i.e., Public Administration and Public Health.

Although a summer research experience for underrepresented groups was not initiated for summer 2011, logistics for a similar program is being considered for summer 2012 for STEM students from Puerto Rico through a partnership with the University of Puerto Rico – Rio Piedras.

Retention

The UGS funded several initiatives aimed at retaining minority graduate students and graduate students during the AY 2009-2010. The Graduate Minority Opportunities Program (GMOP) and Willie Williams Endowment Award assisted in the retention of Black and Hispanic students. The GMOP paired twenty historically underrepresented students with minority faculty and representatives from the University Graduate School in providing retention-focused workshops (library research skills, writing skills, and the overall graduate experience), and networking opportunities. The Williams Awards provided cash awards to students who best represented, through scholastic and community endeavors, a commitment to strengthening cultural diversity in higher education. Additionally, in partnership with our Center for Excellence in Writing, graduate students continue to receive assistance with graduate-level writing via workshops and one-on-one tutoring. The UGS also worked with the Office of Research Integrity to offer Responsible Conduct of Research workshops. In addition, the Graduate Advisory Board (GAB) continues its work in helping students voice concerns

and ideas and provide feedback about the graduate community to its major stakeholders (UGS, SGA, GSA, etc).

GMOP scholarships will be awarded to incoming graduate students for Fall 2011 based on summer selections. GMOP has been restructured to improve impact and to increase the proportion of funds and the number of scholarships awarded to participants. GMOP scholarship recipients will participate in a variety of workshops and programs to provide a solid foundation for their graduate studies. The programs will take place over the course of their first two semesters at FIU. Through these specific recruitment efforts and retention activities, the UGS has established itself as a resource for incoming, minority graduate students at both the master and doctoral levels. The UGS plans to increase outreach and support services to Black, Hispanic and female students.

STUDENT FINANCIAL ASSISTANCE

The Office of Financial Aid administers student financial aid in accordance with federal and state laws, regulations and guidelines as well as institutional policies and procedures. The office is audited annually to ensure federal and state aid programs are properly managed and funds are timely disbursed to students.

In terms of benchmarking, the office compares its full-time, first time degree seeking undergraduates receiving aid against the national average derived for four year public Title IV institutions. The office endeavors to meet or exceed 80% of the national average in terms of total students aided and those receiving federal, state and institutional aid. The chart below illustrates that the university compares favorably when applying the 80% rule against this national averages.

IPEDS: Full-time, First-time Degree/certificate Undergraduates Receiving Financial Aid

	% Receiving					Average \$ Amount			
	Students	Federal Grants	State Grants	Inst.	Loans	Federal Grants	State Grants	Inst.	Loans
2008: National Avg*	78	28	38	36	45	\$3,675	\$2,963	\$3,956	\$5,190
2009: FIU Avg**	96	41	85	50	27	\$5,906	\$3,055	\$2,351	\$5,433
FIU/National Avg	1.23	1.46	2.23	1.34	n/a	1.60	1.03	0.59	n/a
80% Threshold	Yes	Yes	Yes	Yes	n/a	Yes	Yes	No	n/a

*Source: U.S. Department of Education, National Center for Education Statistics, Integrated Postsecondary Education Data System (IPEDS), Fall 2007, Student Financial Aid component.

**Source: U.S. Department of Education, National Center for Education Statistics, Integrated Postsecondary Education Data System (IPEDS), Spring 2011 (most recent institutional data submission to NCES)

The most recent national data for 2008 show that 78% of the full-time, first-time degree seeking undergraduates received aid. The institution exceeded the 80% rule in terms of percentage of total students aided (123%), students receiving federal grants (146%) and students receiving state grants (223%), and institution grants (134%).

Looking at the data for average amount of award the institution met or exceeded the 80% rule for all types of awards except Institutional grants, where increased need and enrollment put pressure on limited resources.

STUDENT SERVICES

Student Services require periodic review by the institution to determine compliance with equity statutes. Non-discrimination on the basis of race, gender, national origin, marital status, or disability is required. Those services include:

1. Guidance and Counseling (in higher education: “academic advising”)

Undergraduate Academic Advising Services **(University Wide and Undergraduate Education Academic Advising Center)**

Florida International University is classified as a Hispanic Serving Institution, one with at least 25% Hispanic full-time equivalent (FTE) undergraduate enrollment. FIU exceeds the HSI classification requirement, with a large minority population that included 65% Hispanic undergraduate enrollment and 12% Black undergraduate enrollment in Spring 2010, percentages that are typical for the institution on a given academic year. In addition, students' use of the Academic Advising Center was proportional to their ethnic representation: 67% of students using the Advising Center were Hispanic, comparable to their representation (65%) in the undergraduate student body.

2. Admission to Academic Program

Each year the Office of Undergraduate Admissions (OUA) implements a recruitment plan that includes efforts that target African-American and other underrepresented minority students. This plan includes strategies to attract and enroll minority students by building an applicant pool that reflects the diversity of South Florida. FIU's Undergraduate Admissions Office supports and collaborates with departments university-wide to implement specific goals to increase participation from minority students and their parents.

Examples of these partnerships and collaborations include the following:

High Schools that serve as feeder schools with significant minority enrollments are visited several times a year, including targeted schools in Miami-Dade County. During these visits information is shared with high school counselors and high school students about FIU's academic programs, cultural life as well as financial aid. We also extend to students and their families invitations to attend on-campus programs such as Open Houses, Panther Walks, and Campus Tours.

Since the Fall of 2009, FIU's Enrollment Services division, through its community connection campaign, has built strong ties with agencies and churches in Miami's Liberty City area, whose population is predominantly African-American.

Dedicated Undergraduate Admissions staff conducts personalized communications throughout the year to aid minority students. This includes communications that generates applications, has more applications completed, and counsels students about transitioning into the university.

College awareness programs are offered in venues that serve minority students. (e.g. churches, community agencies, sororities, fraternities, etc.). There are several civic, social, religious and

educational groups, which serve minority populations and are informed of our academic offerings through mailings, personal contact and college readiness and financial literacy programs. We recognize these are often the best conduits for building both quality and quantity of applications. We continue to build ties with community base organizations that help students and their families prepare for college as early as middle school.

Through collaborative relationships with the university's various pre-college programs minority students receive information about FIU's academic programs, and the admission process. An FIU admissions staff member is expected to maintain close relationships with all pre-college programs. Many of these students attend high schools that are visited regularly by the admissions staff, but are sometimes not present during the high school visits for a variety of reasons. Meeting with them through the pre-college programs or community based organization visit often allows us to reach parents more directly as well. We present workshops, seminars and campus tours throughout the academic year. Some of these programs include, but are not limited to, 5,000 Role Models of Excellence, Upward Bound Program, Partners in Progress and Gear-Up. Additionally the university is a partner with Ventures Scholars, who also identify talented minority students throughout the country.

Outstanding minority recruitment initiatives are used to promote university-wide scholarship opportunities to attract and enroll minority students. These opportunities include but not limited to the Office of Admissions Academic awards, Venture Scholars, Golden Drum, MAPS Scholars Award and the Invitational Scholars award, as well as the general university scholarship programs. The University maintains scholarships for students recognized as National Achievement Scholars, and National Hispanic Scholars, as well as National Merit Scholars.

Since the Fall 2006 FIU has offered, in collaboration with Miami Dade College, a unique approach to access for South Florida students through its Dual-Degree Program. Applicants who are not immediately admissible to FIU as high school students are invited to accept admissions to both a local community college and FIU with the understanding that, once they complete their AA degree within a three years window, automatic admission to FIU will occur. While attending the community college, students have access to some of FIU's services as well as advising resources and bridge advisors. To date, over 4,000 high school applicants have enrolled on the Dual-Degree Program; over 250 candidates have completed their AA degree and transitioned to the university; another 700 candidates are expected to transition to the University by Fall 2011.

3. Health Services

University Health Services Demographic Data -- Office visits

Appointments/Office encounters (2009-2010)

(Includes all clinic appointments and wellness center consultations):

Location	Male	Female	Total	% Male	% Female
Modesto A. Maidique	5575	14622	20,197	27.60%	72.40%
Biscayne Bay	1835	4743	6,578	27.90%	72.10%
Both campuses -- Overall total	7410	19365	26,775	27.68%	72.32%

Analysis: The gender ratio of patients seen at the FIU health clinics at each campus is similar and reflects the national trends for health care access by gender [1] [2].

Ethnicity -- Encounters

Category	Number	% of total
American Indian	53	0.20%
Asian	1332	4.97%
Black	3887	14.52%
Hispanic	11661	43.55%
White	9327	34.83%
Not reported	467	1.74%
Other	48	0.18%
Total	26775	100.00%

Analysis: The ethnicity of patients who receive on-campus clinical care and consultative services at University Health Services closely mirrors the overall ethnicity of students enrolled at the University.

References

[1] Park, M. Jane, Tina Mulye, Sally H. Adams, Claire D. Brindis, and Charles E. Irwin. "The Health Status of Young Adults in the United States." *Journal Of Adolescent Health* 39. (2006): 305-317. Print.

[2] Norcross, William A., Carlos Ramirez, and Lawrence A. Palinkas. "The Influence of Women on the Health Care-Seeking Behavior of Men." *Journal Of Family Practice*. (1996): 2-4. Print

4. Club and Intramural Athletics (report on gender only) ²

***Demographic Data* 2009-2010**

	FIU 2008/2009		FIU 2009/2010	
	# Teams	%	# Teams	%
IM Sport Teams				
Female	52	15%	54	15%
Male	265	76%	270	75%
Co-Rec	32	9%	36	10%
Total	349		360	
IM Sport Participants⁴				
Female	550	25%	570	21%
Male	1,649	75%	2,104	79%

² The word "interscholastic" is not shown here as a requirement, although it is included in the Florida Educational Equity Act. It is not a term used in higher education. Also, universities are directed to focus reports in this section on intramural and club offerings. Each university is required to provide its detailed report on intercollegiate athletics pursuant to Ch. 1006.71, Gender Equity in Athletics, in the following section.

Total	2,199		2,674	
IM Sport Participations⁵				
Female	2,893	19%	2,942	17%
Male	12,691	81%	14,434	83%
Total	15,584		17,376	
Sport Club Participants	15 total clubs		15 total clubs	
Female	49	22%	45	21%
Male	171	78%	170	79%
Total	220		215	

Florida International University Intramural program (IM) fosters male and female student development in important life skills such as leadership, competitiveness, teamwork and sportsmanship. Students are encouraged to live a balanced life style while developing habits that have a positive impact on their health. The intramural program is a component of the Recreation Center. The Rec Center was named an "Outstanding Sports Facility" by the National Intramural-Recreational Sports Association (NIRSA) in April of 2006, and was nominated for both a "Facility of Merit" Award with Athletic Business Magazine and a Recreation Management "Innovative Architecture & Design" Award. Our Recreation Center usage figures still consistently show a 2:1 male to female ratio, reflecting the national trend.

Rural, residential campuses continue to have the most positive female IM Sports participation ratios. One of the largest factors that hinder participation at FIU is the commuter lifestyle for many students here. The goal is to improve women's participation by offering institutional clinics for women in sports that they may be less familiar, target residential halls, increase promotional efforts for women, increase use of social networking methods and gain access to assessment data of incoming freshman women's sports background and interest (used in the NCAA Title IX evaluation) in order to create and or adjust programming.

5. Housing

Student Housing Demographic Data- 2009-2010

	Fall 2009	Percent %	Fall 2010	Percent %
Occupancy Count	2651	100%	2825	100%

Gender	Fall 2009	Percent %	Fall 2010	Percent %
Females	1465	55.25	1620	57.3
Males	1186	44.75	1205	42.7

Ethnicity	Fall 2009	Percent %	Fall 2010	Percent %
White	667	25.17	580	20.5
Black	748	28.19	881	31.2
Hispanic	720	27.17	846	29.9
Asian	122	4.6	139	4.9
Native American	13	.49	20	7.1
Other	381	14.38	359	12.7

Housing & Residential Life provides students with services, programs and resources to make home at FIU safe, exciting and vibrant. We strive to provide an environment that promotes personal growth, academic success and a sense of community without regard to race, color, religion, national origin, ancestry, sex, disability, or familial status. In Fall 2009, Housing utilization by gender is reflective of the University population as a whole, with 55% female and 45% male. The fall 2009 ethnic breakdown of White, Black and Hispanic housing residents is 25% White, 28% Black and 27% Hispanic.

6. Student Employment

Currently, Florida International University is not collecting data related to gender ethnicity of student workers. **Equity in Intercollegiate Athletics**

PART IV. SEX EQUITY IN ATHLETICS

Each university shall prepare an annual update to the Gender Equity Plan and conduct an assessment of goal achievement in accordance with Florida Statue (Ch. 1006.71).

Table 4: Sex Equity in Athletics

Chart 1. Sex Equity in Athletics Update

Element	Assessment	Area for improvement?
1. Sports offerings	Survey completed September 2010.	No
2. Participation rates, male and female, compared with full-time undergraduate enrollment	Female Participation Rates does not mirror full-time undergraduate enrollment.	Yes
3. Availability of facilities, defined as locker room, practice, and competitive facilities	Softball Grandstands	Yes
4. Scholarship offerings for athletes	Equitable	
5. Funds allocated for:		
a) the athletic program as a whole	Equitable	
b) administration	Equitable	
c) travel and per diem allowances	Equitable	
d) recruitment	Equitable	

e) comparable coaching	3 men's sports have maximum allowable full-time coaches, 6 women's sports have maximum allowable coaching positions but only 1 has the maximum with full-time employees. Others are graduate assistants.	Yes
f) publicity and promotion	Equitable	
g) other support costs	Equitable	
6. Provision of equipment and supplies	Equitable	
7. Scheduling of games and practice times	Equitable	
8. Opportunities to receive tutoring	Equitable	
9. Compensation of coaches and tutors	Equitable	
10. Medical and training services	Equitable	
11. Housing and dining facilities/services	Equitable	

B. Areas for Improvement

Each university shall identify areas for improvement from the previous year's update which included a timetable for improvement in this data year. Each university shall specify the extent to which those gender equity goals have been accomplished.

Chart 2. Sex Equity in Athletics Update – Areas for Improvement

Areas for improvement	Program for improvement	Timetable
Participation Rates	Add an additional female sport	Hire coach 2011
Softball Stadium Facility	Grandstand at softball stadium	Completion 2014
Comparable Coaching	Women's softball, soccer, and volleyball	Completion 2013

C. Basis for Compliance

Each university shall check one basis below for assuring that it is in compliance with the Florida Educational Equity Act:

- ☒ accommodation of interests and abilities
☐ substantial proportionality
☐ history and practice of expansion of sports

2010-2011 Athletic Participation by Sport

COMPONENT 1	NUMBER OF PARTICIPANTS*								
Varsity Teams	Males			Females			Total		
	2008-09	2009-10	2010-11	2008-09	2009-10	2010-11	2008-09	2009-10	2010-11
Baseball	31	30	35	0	0	0	31	30	35
Basketball	11	15	14	13	13*	12	24	28	26
Golf	0	0	0	7	5*	7	7	5	7
Softball	0	0	0	20	17	19	20	17	19
Swimming	0	0	0	21	23	23	21	23	23
Tennis	0	0	0	8	8	8	8	8	8
Track&Field & X Country	25	28	30	26	31	44	51	59	74
Volleyball	0	0	0	12	14*	14	12	14	14
Soccer	23	22	24	23	24	25	46	46	49
Football	91	90	99	0	0	0	91	90	99
Total Participants	181	185	202	130	135	152	311	320	354
% of Participants	58.1%	57.8%	57.0%	41.8%	42.1%	42.9%			
Fall 2010 EF2A Student Enrollment	20,765	19,370	23,956	27,330	25,591	31,070			
Percent Student Enrollment	43.1%	43.0%	43.4%	56.7%	56.7%	56.3%			

*Numbers are based on anyone who was eligible to compete the last day prior to the first date of competition in the sports' competitive season.

** 4 female international student-athletes were not cleared for competition by the NCAA prior to the first date of competition.

Female Enrollment Rates Compared to Participation Rates 09-10 and 10-11 by Gender

Women Athletes	2009-2010	2010-2011
Enrollment	56.7%	56.3%
Participation	42.1%	42.9%
Gap Variance	14.6%	13.4%

According to the table, in Fall 2010, females were **56.3%** of students enrolled full-time at the university compared to **42.9%** of student athletes. This component remains out of compliance due to the more than 5% gap between the percentage of participants and the percentage of female students enrolled in Fall 2010. It should be noted while the University female enrollment decreased slightly the participation of female student-athletes increased by 0.8%.

D. Program Overall Effectiveness

The Department of Intercollegiate Athletics at Florida International University is committed to ensuring Title IX compliance. Interest survey results indicate that the sports offerings are meeting the interests and abilities of our demographic and confirmed that the University is in compliance with the Florida Educational Equity Act (FEEA).

The Department has continued to make tremendous efforts to address the disparity in participation rates of males versus females. Our efforts over the past few years include the expansion of participation opportunities for females through a proactive approach to inviting walk-ons to our female sports programs. Despite such efforts however, the department has continued to have lower participation rates of females as compared to males.

In an effort to further address the disparity in participation rates however, strategies continue to be implemented and have been successful in narrowing the gap. Such strategies include: enforcing roster caps to limiting the squad size for the men's sports teams, encouraging additional walk-ons for women's sports teams, and hiring top-level head coaches for women's sports to attract more female student-athletes. To continue to support developing interests and abilities of the members of the underrepresented sex, the Department of Intercollegiate Athletics is adding the emerging sport of sand volleyball. Athletics will hire a coach in 2011-12. The coach will begin recruiting a team that year. The necessary facilities for practice will be established no later than fall 2012. Competition facilities will be completed by 2012-2013. A disparity exists in the number of full-time coaches for the women's teams versus the number of full-time coaches for the men's teams. The plan is to provide equity in the full-time coaching positions by adding a full-time coach for the women's sports of softball, soccer, and volleyball. The budgeting process will begin in fall 2011 and the hiring process will be complete by fall 2013. The softball grandstand was identified as needing improvement. Construction is set to begin by spring 2013.

The department has made tremendous strides in addressing the inadequate locker room facilities for our basketball, volleyball and soccer programs. The newly expanded/renovated facilities were completed in August 2010. In addition, the soccer stadium sod was replaced with state-of-the-art celebration sod for the 2010 season. Construction was completed in September 2010 for the new 2,800 square foot covered batting cages for the softball program. In March 2011, the U.S. Century Bank Arena scoreboards were replaced with new video scoreboards for the basketball and volleyball programs. Construction is currently in progress to renovate existing space to provide locker room facilities for the swimming and diving and track and field cross-country teams. These programs have not had any permanent locker room facilities at FIU.

The actual amount of funds spent on women's and men's programs differs but the quality of services for each program is equal. The budget figures meet the needs of the programs.

The Department of Intercollegiate Athletics emphasizes excellence in academics, community involvement, and competition. All academic services (e.g., tutoring services, computer lab, academic advising) are available irrespective of gender to assist the student-athlete in achieving academic success. A learning specialist is employed and available to all student-athletes. Coaches play a key role in encouraging and monitoring student athletes in their academics.

ACADEMIC COUNSELING

Some of the university-wide departments and programs providing academic support services are:

Panther Preview (undergraduate orientation); the Academic Advising Center, as well as advising centers in colleges and schools; the Assistance for Academic Achievement tutorial program through Student Affairs; the Center for Excellence in Writing; the Counseling and Psychological Services Center; the Office of Career Services; the University Technology Services Support Center; and Libraries and Learning Resources. These programs are among many that offer academic support to students.

The director of the Student-Athlete Academic Center (SAAC) is responsible for supervising academic services to student-athletes. The director reports to the dean of Undergraduate Education, and maintains an informal relationship with the director of athletics. The dean and the provost have secured additional funding for the SAAC, which has allowed hiring of additional full-time professional academic advisors. In 2005, the SAAC had three full-time advisors; it now has five full-time advisors, plus the director, associate director-learning specialist, and assistant director. The increased financial support has also enabled hiring of additional tutors. In 2005, the SAAC's tutoring budget was \$30,000; in 2010, it was \$150,000, an increase of 400 percent over a five year period.

SAAC services are available to any student-athlete irrespective of gender. Student-athletes learn about the program when they are prospects on their official visits or later from the SAAC academic coordinators for their assigned teams. The center's academic services are detailed at team meetings at the beginning of the fall semester, and in the Student-Athlete Handbook, which is given to all student-athletes and available on the University website. There are no gender-equity issues in the provision of academic assistance to student-athletes.

ADDRESSING GENDER ISSUES

To continue to support the developing interests and abilities of the members of the underrepresented sex, the Department of Intercollegiate Athletics will add the emerging sport of sand volleyball. Athletics will hire a coach in 2011-12. The coach will begin recruiting a team upon assuming his/her role. The necessary facilities for practice will be established no later than fall 2012, and competition facilities completed by 2012-13. The director of athletics, senior associate athletic director and senior woman administrator, and the Title IX Gender Equity Subcommittee will review the progress of this process.

SCHOLARSHIPS

An analysis of the athletic student aid from 2006-07 to 2009-10 reveals that the men's scholarships have returned to the rate achieved in 2006-07. This is significant because in 2007-08, the NCAA imposed scholarship penalties which impacted the department's ability to award the full allotment of scholarships especially for the men's sports. The department absorbed the majority of the penalties in 2007-08 which resulted in the biggest decline in the men's scholarship awards (i.e., 51.1% for the men compared to 48.9% for the women). The years 2008-09 and 2009-10, therefore, saw a smaller deduction in the ability to award scholarships with a corresponding increase in the comparative percentages.

There is also a difference of over one percent in athletic financial assistance, favoring the women's athletic program. Although this difference exceeds the allowable one percent between the rates of

awards and the rates of participation, it is based on nondiscriminatory factors. Unlike men's sports, the natural recruiting area for the majority of women's sports (e.g., volleyball, tennis, golf) is outside Florida; out-of-state scholarships are at least twice the cost of in-state scholarships, therefore a higher rate of scholarship dollars go to women.

ACCOLADES

The following accolades were earned by FIU coaches and student-athletes in AY10-11.

- FIU football team wins 2010 Sun Belt Conference Championship
- FIU football team wins 2010 Little Caesars Bowl Championship
- Mario Cristobal named Sun Belt Conference Football Coach of the Year
- Anthony Gaitor drafted by the Tampa Bay Buccaneers.
- FIU women's tennis team wins the program's fifth Sun Belt Conference title.
- Melissa Applebaum-Dall'au named the Sun Belt Conference Tennis Coach of the Year
- Ciprian Mejia won the Sun Belt Conference Male Sporting Behavior Award

PART V. Employment Representation

The basis for the Employment data is the IPEDS Fall Staff report completed annually with data captured in October, final version prepared mid-January. Charts 1 – 4 of **TAB 5** notes race and gender representation within:

Chart 1. Category Representation – Tenured Faculty												
Indicator	NRA	B	AI/AN	A (2010)	A/PI (2009 & 2005)	H	NH/OPI (2010)	W	≥ Two (2010)	NR	F	Total
Number, Fall 2010	6	24	0	64	N/A	60	0	284	0	0	118	438
Number, Fall 2009	7	27	0	N/A	61	62	N/A	275	N/A	0	118	432
Percentage Change From Fall 2009 to 2010	-14.3%	-11.1%	N/A	N/A	N/A	-3.2%	N/A	3.3%	N/A	N/A	0.0%	1.4%
Number, Fall 2005	0	26	0	N/A	55	62	N/A	303	N/A	0	123	446
Percentage Change from Fall 2005 to 2010	N/A	-7.7%	N/A	N/A	N/A	-3.2%	N/A	-6.3%	N/A	N/A	-4.1%	-1.8%
Area for improvement, compared with national standards? (Check if yes)												
Source: IPEDS Full-time Fall Staff 2010, 2009 and 2005												

Chart 1

Analysis of the employment representation for tenured faculty demonstrates a slight decrease in the employment of all ethnic/racial protected classes. While we do not believe this is a statistically significant decrease at this time we will continue to monitor this trend closely. The representation of Females in this category remained the same. Blacks in this category decreased by an N=3, while total faculty for the university in this category increased by an N=6.

Chart 2. Category Representation – Tenure-Track Faculty

Indicator	NRA	B	AI/A N	A (2010)	A/PI (2009 and 2005)	H	NH/OPI (2010)	W	≥ Two (2010)	Not Reporte d	Female	Total
Number, Fall 2010	39	10	1	31	N/A	20	0	95	0	0	84	196
Number, Fall 2009	44	13	1	N/A	26	20	N/A	97	N/A	0	83	201
Percentage Change From Fall 2009 to 2010	-11.4%	-23.1%	0.0%	N/A	N/A	0.0%	N/A	-2.1%	N/A	N/A	1.2%	-2.5%
Number, Fall 2005	0	19	0	N/A	35	10	N/A	86	N/A	0	51	150
Percentage Change from Fall 2005 to 2010	N/A	-47.4%	N/A	N/A	N/A	100.0%	N/A	10.5%	N/A	N/A	64.7%	30.7%
Area for improvement, compared with national standards? (Check if yes)												

Source: IPEDS Full-time Fall Staff 2010, 2009 and 2005

Chart 2

Analysis of the employment representation for tenure-track faculty demonstrates an increase of 65% for females in this category when Fall 2005 is compared with Fall 2010. This analysis also indicated a significant decrease in Blacks of nearly 47%. The University will continue its commitment to advertising career opportunities in female and minority publication with an emphasis on publications directed at Blacks.

Chart 3. Category Representation – Non-Tenure-Earning Faculty or Faculty at Non-Tenure Granting Universities

Indicator	NRA	B	AI/AN	A (2010)	A/PI (2009 and 2005)	H	NH/OPI (2010)	W	≥ Two (2010)	Not Reporte d	Female	Total
Number, Fall 2010	11	16	0	13	N/A	42	0	128	0	0	105	210
Number, Fall 2009	11	15	0	N/A	9	38	N/A	118	N/A	0	97	191
Percentage Change From Fall 2009 to 2010	0.0%	6.7%	N/A	N/A	N/A	10.5%	N/A	8.5%	N/A	N/A	8.2%	9.9%
Number, Fall 2005	0	9	1	N/A	9	30	N/A	97	N/A	0	72	146

Percentage Change From Fall 2005 to 2010	N/A	77.8%	-100.0%	N/A	N/A	40.0%	N/A	32.0%	N/A	N/A	45.8%	43.8%
Area for improvement, compared with national standards? (Check if yes)												
Source: IPEDS Full-time Fall Staff 2010, 2009 and 2005												

Chart 3

Analysis of the employment representation for this category demonstrates a 44% increase in ethnic/racial protected classes from Fall 2005 to Fall 2010. Females in this category also fared significantly well with an increase of 46%. The institution also demonstrating an increase in Blacks by an N=1 and an increase in Hispanics by an N=4.

Chart 4. Category Representation – Executive/Administrative/Managerial												
Indicator	NRA	B	AI/AN	A (2010)	A/PI (2009 & 2005)	H	NH/OPI (2010)	W	≥ Two (2010)	Not Reported	Female	Total
Number, Fall 2010	10	69	1	22	N/A	262	0	278	0	0	380	642
Number, Fall 2009	10	61	1	N/A	24	246	N/A	265	N/A	1	351	608
Percentage Change From Fall 2009 to 2010	0.0%	13.1%	0.0%	N/A	N/A	6.5%	N/A	4.9%	N/A	-100.0%	8.3%	5.6%
Number, Fall 2005	0	52	1	N/A	17	157	N/A	257	N/A	0	253	484
Percentage Change From Fall 2005 to 2010	N/A	32.7%	0.0%	N/A	N/A	66.9%	N/A	8.2%	N/A	N/A	50.2%	32.6%
Area for improvement, compared with national standards? (Check if yes)												
Source: IPEDS Full-time Fall Staff 2010, 2009 and 2005												

Chart 4

Analysis of the employment representation for this category demonstrates increases in all of the ethnic/racial protected classes. Overall, growth in ethnic/racial protected classes is 50.2%. Females also represented quite well with an overall growth of 32.6% across the five-year span of Fall 2005 to Fall 2010.

PART VI. AREAS OF IMPROVEMENT AND ACHIEVEMENT 2010 – 2011

Areas of Improvement Identified in June 2010 Report

DISCIPLINE	RANK	RACE	GENDER	GOAL
Science & Mathematics - Tenure-Earning Faculty	03	Minority	Female	2
Social Science - Non Tenure-Earning Faculty	04		Female	1
Social Science - Tenure-Earning Faculty	03	Minority	Female	2
Performing & Visual Arts - Tenure-Earning Faculty	03		Female	1

Achievement Report, June 2011

DISCIPLINE	ACHIEVEMENT	RANK	RACE	GENDER
Science & Mathematics - Tenure-Earning Faculty	2	03	Minority	Female
Social Science - Non Tenure-Earning Faculty	1	04		Female
Social Science - Tenure-Earning Faculty	2	03	Minority	Female
Performing & Visual Arts - Tenure-Earning Faculty	1	03		Female

The University continues to use funding from the Budgetary Incentive Plan to address areas of improvement. We continue to emphasize recruitment announcements in minority publications and have solicited the use of search firms to assist us in hard to recruit areas. These initiatives have assisted in minority growth over the last several years.

PART VII. Protected Class Representation in the Tenure Process

Florida Equity Reports Florida International University 2010-2011						
Table 7: Protected-class Representation in the Tenure Process, 2009-10						
Sex, Race/Ethnicity	*Eligible	Applied	Withdrawn	Denied	Deferred	Nominated
MALES						
American Indian or Alaskan Native						
Asian or Pacific Islander	4	4	1	1		2
Black, Not Hispanic						
Hispanic	1	1				1
White, not Hispanic	3	3				3
Other, Not Reported						

Total Male (include Other, Not Reported)	8	8	1	1		6
FEMALES						
American Indian or Alaskan Native						
Asian or Pacific Islander						
Black, not Hispanic	1	1		1		
Hispanic	2	2				2
White, not Hispanic	1	1				1
Other, Not Reported						
Total Female (include Other, Not Reported)	4	4		1		3
GRAND TOTAL	12	12	1	2		9

*Eligible: Data collected only from departments with actual applicants. Does not include tenure nominations as a condition of employment.

ELIGIBLE FOR RECOMMENDATION: Faculty who have no more than six years credit toward tenure.

APPLIED: Faculty whose names have been submitted for tenure review. Sum of Withdrawn, Denied, and Nominated (or provide explanation).

WITHDRAWN: Faculty who withdrew from tenure consideration after applying for review.

DENIED: Faculty for whom tenure was denied during the review process.

NOMINATED Faculty for whom tenure is being recommended by the University.

Assessment of Tenure Process

Of the total 12 faculty eligible for tenure review, four were female. Of females, 2 were Hispanic, 1 was Black, and 1 was White; three of the four females (75%) were successful in obtaining tenure. Of the eight males, 4 were Asian, 3 were White and 1 was Hispanic. Six of the males were successful in obtaining tenure. One of the 8 male candidates withdrew his application for tenure and one was denied.

PART VIII. Promotion and Tenure Committee Composition, 2010-2011

Florida Equity Reports FLORIDA INTERNATIONAL UNIVERSITY 2010 - 2011														
PART VIII: Promotion and Tenure Committee Composition, AY 2009-10														
	Black, not Hispanic		American Indian Alaskan Native		Asian or Pacific Islander		Hisp anic		White, not Hispa nic		Other, Not Reported		Total including Other, Not Reported	
Type of Committee	M	F	M	F	M	F	M	F	M	F	M	F	M	F
University Committee													0	0
No University-wide Committee	0	0	0	0	0	0	0	0	0	0	0	0	0	0

College of Architecture & the Arts													0	0
College Committee	0	0	0	0	0	0	1	0	2	1	0	0	3	1
Architecture Dept. Committee	1	0	0	0	0	0	3	1	1	1	0	1	5	3
Music Dept. Committee	0	0	0	0	0	0	1	1	2	0	0	0	3	1
Theatre & Dance Dept. Committee	0	0	0	0	0	0	1	0	3	2	0	0	4	2
College of Arts & Sciences													0	0
College Committee	0	0	0	0	0	1	1	0	3	2	0	0	4	2
Biological Sciences Dept. Committee	0	1	0	0	2	0	2	0	10	5	0	0	14	6
Earth & Environment Dept. Committee	2	0	0	0	3	0	2	0	10	3	0	0	16	3
Economics Dept. Committee	0	0	0	0	1	0	1	0	3	2	0	0	5	2
Politics & International Relations Dept. Committee	0	0	0	0	0	0	3	0	11	5	0	0	14	5
Religious Studies Dept. Committee	0	0	0	0	0	0	0	0	3	3	0	0	3	3
College of Business Administration													0	0
College Committee	0	0	0	0	4	0	0	1	1	0	0	0	5	1
Finance Department Committee	0	0	0	0	3	1	0	0	4	0	1	0	8	1
Dec. Sciences & Info. Systems Dept. Committee	0	0	0	0	3	0	0	0	2	0	1	1	6	1
Marketing Department Committee	0	0	0	0	0	0	0	0	4	0	0	0	4	0
Mgmt. & Int'l Bus. Department Committee	0	0	0	0	0	0	1	0	5	3	0	1	6	4
College of Education													0	0
College Committee	1	1	0	0	1	0	0	0	0	0	0	0	2	1
Educ. & Psych. Studies Dept. Committee	1	0	0	0	0	0	0	1	1	1	0	0	2	2
College of Engineering & Computing													0	0
College Committee	0	0	0	0	1	0	1	0	4	0	0	0	6	0
Biomedical Engineering Dept. Committee	0	0	0	0	1	0	1	0	1	0	0	0	3	0
Civil & Environmental Dept. Committee	1	0	0	0	3	1	3	0	0	1	0	0	7	2
Comp. & Info. Sciences Dept. Committee	0	0	0	0	2	0	0	0	1	0	0	0	3	0
Electrical & Computer Engineering Dept. Committee	1	0	0	0	0	0	2	0	5	1	0	0	8	1
College of Law													0	0
College Committee	0	0	0	0	0	0	0	1	4	2	1	0	5	3
No individual "departments" within the College of Law	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Robert Stempel College of Public Health and Social Work													0	0
College Committee	1	0	0	0	1	0	0	0	2	2	0	0	4	2
Environmental & Occup. Health Dept. Committee	1	0	1	0	0	0	0	0	0	1	0	0	2	1
Health Prom. & Disease Prev. Dept. Committee	0	0	0	0	0	0	1	1	1	0	0	0	2	1

PART IX. Other Requirements

A. The Budgetary Incentive Plan

Although the University continues to experience budget reductions, the University has continued supporting the use of resources for the Equity Accountability Plan. One of these initiatives is funding to support minority hires in Academic Affairs or window of opportunity lines. As units identify qualified individuals, Academic Affairs will provide funding to support these hires outside of the Faculty Funding model, a distribution model for new faculty lines.

Academic Affairs also continues to support the leadership program for minority and female participants selected for the FIU Educational Enhancement Leadership Program each year.

Table A: 2010 Budgetary Incentive Plan

Estimated Expenditures	2010-11 Projected	2010-11 Actual	2010-11 Projected
Window of Opportunity Lines	\$1,275,000	\$1,275,000	\$1,275,000
Faculty Advertising	\$15,000	\$15,000	\$15,000
Enhancement Leadership Grant	\$10,000	\$10,000	\$10,000

B. President's Evaluation

Each university President shall be evaluated on the results of the Florida Equity Reports. Describe the process at this university for accomplishing this, as well as this year's results.

University and President's goals are established each fiscal year and are approved by the Board of Trustees. After the fiscal year has ended, the results are summarized and presented to the Board of Trustees for approval along with the goals for approval during the Fall Board meeting. The goals established for fiscal year 2009-2010 pertaining to the Florida Equity Report is as follows:

Increase the diversity of the University environment, both in ideas and in enrollment and employment equity as reflected in the Florida Educational Equity Act Report. The President has not undergone an

evaluation of results for fiscal year 2010-11 goals as this customarily occurs at the Fall Board meeting.

C. Top Administrators' Evaluations

Top administrators shall have equity accomplishments evaluated in their annual performance appraisals. Describe the process at this university for accomplishing this as well as last year's results.

FIU has a comprehensive annual assessment program for all senior administrators. Each chairperson, dean, vice provost, vice president are required to file a work plan for the upcoming year and an accountability report for the previous year. The accountability report specifically reviews the goals set out in the work plan.

The review process takes place in a distributed authority and responsibility framework. Chairpersons meet with their Dean, Vice Provosts meet with the Vice President for Academic Affairs, Deans and Vice Presidents reporting to the Provost meet with the Provost, the Vice Presidents reporting to a Senior Vice President meet with the Senior Vice President, and the Provost and Senior Vice Presidents meet with the President.

Strategic direction, including direction on meeting equity goals, flows in the opposite direction: from the President down through the respective layers to the Chairpersons. Meeting equity goals is always a component of accountability evaluation. Because equity goals are important for the University, they are not discussed only in an annual evaluation. The responsible leaders review progress toward equity goals with each hire. If it appears an equity goal may not be met, the responsible leader meets with his or her superior at the time, rather than waiting for an annual review. This proactive approach means that we have not had unsatisfactory staff evaluations in this area.

The success shown in the overall University report could only be achieved through each person in a leadership role taking equity goals seriously in his or her suite of responsibilities and making sure that each person reporting to him or her does likewise.

**THE FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES**

June 21, 2011

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

Proposed Board Action:

Ratify the 2011-14 Collective Bargaining Agreement (CBA) between The Florida International University Board of Trustees (the BOT) and the United Faculty of Florida (UFF) – FIU Chapter

Background Information:

Certain employees of the University are part of a bargaining unit represented by the UFF- FIU Chapter.

Representatives of the BOT and the UFF have engaged in collective bargaining negotiations to discuss the terms and conditions of employment that will govern personnel who fall within the bargaining unit represented by the UFF. The bargaining teams have reached an agreement on the terms of the 2011-2014 BOT-UFF Collective Bargaining Agreement for a term commencing on the date of ratification and running through July 1, 2014.

Florida Board of Governors Regulation 1.001 provides that each board of trustees shall act as the sole public employer with regard to all public employees of its university for the purposes of collective bargaining, and shall serve as the legislative body for the resolution of impasses with regard to collective bargaining matters.

Supporting Documentation:

Term Sheet: 2011-2014 BOT-UFF Agreement

2011-2014 Collective Bargaining Agreement and Policies
between The Florida International University Board of
Trustees and the United Faculty of Florida – FIU Chapter*

**supporting documentation is available online via this link*
http://bot.fiu.edu/uploads/file/Personnel_6_7_11.pdf

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UFF TERM SHEET

Term: 2011 – 2014

Articles: The following six articles of the collective bargaining agreement were revised as outlined below:
nondiscrimination; layoff and recall; grievance procedure and arbitration; salaries; amendment and duration; and position classification

Policies: The following six policies of the collective bargaining agreement were revised as outlined below:
appointment; leaves; conflict of interest; professional development leave and sabbaticals; benefits; and neutral, internal resolution of policy disputes as outlined below.

Nondiscrimination:

- Established gender identity as a basis for nondiscrimination.

Layoff and recall:

- Established 180-day notice of layoff for multi-year appointments.

Grievance procedure and arbitration:

- Established grievance is informally resolved and shall not be processed further if Step 2 is not requested.

Salaries:

- Effective the beginning of fall 2012 term, a 2% across the board retention increase.
- Merit bonus to eligible faculty from a 1% merit pool effective first pay date in December 2012.
- Effective the beginning of fall 2013 term, a 1% across the board retention increase.
- Merit bonus to eligible faculty from a 1% merit pool effective first pay date in December 2013.

Amendment and duration:

- Established term of contract to be for 3 years with no reopeners, unless by mutual agreement.

Position classification:

- Excluded College of Medicine from positions in the bargaining unit.

Appointment:

- Inclusion of gender identity to prohibition of discrimination in initial appointment language.

Leaves:

- Established consistent definition of “immediate family” for use of sick leave with leave language in benefits.

Conflict of interest:

- Established annual reporting requirement.

Professional development leave and sabbaticals:

- Established consistent service requirement to be eligible for leave by requiring 6 years of service regardless of whether it is a full or partial paid professional development leave or sabbatical.
- Established only tenured employees to serve on sabbatical committee.

Benefits:

- Established consistent definition of “immediate family” to include same-sex domestic partners for use of leave for illness/injury.
- Included eligibility language for same-sex domestic partner health insurance stipend.
- Established re-employment period for phased retirees to 6 months.

Neutral, internal resolution of policy disputes:

- Established NIRD is informally resolved and shall not be processed further if Step 2 is not requested.

**THE FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES**

June 21, 2011

Subject: Ratification of 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

Proposed Board Action:

Ratify the 2011-2014 Collective Bargaining Agreement (CBA) between The Florida International University Board of Trustees (the BOT) and The Dade County Police Benevolent Association Law Enforcement Bargaining Unit (PBA Rank and File)

Background Information:

The 2007-2010 PBA Rank and File CBA expired on June 30, 2010. Following negotiations, the parties have reached an agreement. The Union agreed to have the new agreement start with the beginning of the upcoming fiscal year even though the old agreement expired on June 30, 2010. The parties operated in status quo under the old agreement during 2010-2011. The new agreement provides for wage increases and merit bonuses which are described in the accompanying term sheet.

Additionally, there are substantial changes to the policies which are attached to the CBA. These changes provide for greater flexibility when updating University-wide policies and result in efficiency enhancements through obviating the need to maintain duplicate policies for the Union and non-Union employees. See term sheet for more details.

The Union has ratified the 2011-2014 CBA.

Florida Board of Governors Regulation 1.001 provides that each board of trustees shall act as the sole public employer with regard to all public employees of its university for the purposes of collective bargaining, and shall serve as the legislative body for the resolution of impasses with regard to collective bargaining matters.

Supporting Documentation:

Term Sheet: 2011-2014 BOT-PBA Rank and File Agreement

2011-2014 Collective Bargaining Agreement and Policies between The Florida International University Board of Trustees and The Dade County Police Benevolent Association Law Enforcement Bargaining Unit (PBA - Rank and File)*

**supporting documentation is available online via this link*
http://bot.fiu.edu/uploads/file/Personnel_6_7_11.pdf

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PBA (RANK AND FILE) TERM SHEET

Term: 2011-2014

Wages: Fiscal year 2011 to 2012
2.5% across-the-board wage increase or \$2,000, whichever is greater, effective July 1, 2010. This will be added to the salary base and will be paid in a lump sum retroactively on the first pay period following July 1, 2011.

1% of the total salaries of all collective bargaining unit members will be pooled as a merit bonus and will be distributed in accordance with the University Operational Excellence Award Policy (OEA Policy). The merit bonus will be paid on the first pay period in December 2011. This will not be added to the salary base.

Fiscal year 2012-2013
2% across-the-board wage increase which will be added to the salary base. This will be paid on the first pay period following July 1, 2012.

1% merit bonus which will be distributed in accordance with the OEA Policy. The merit bonus will be paid on the first pay period in December 2012. This will not be added to the salary base.

Fiscal year 2013-2014
1% across-the-board wage increase which will be added to the salary base. This will be paid on the first pay period following July 1, 2013.

1% merit bonus which will be distributed in accordance with the OEA Policy. The merit bonus will be paid on the first pay period in December 2013. This will not be added to the salary base.

The wages increases and merit bonuses amounts are the same as that given to the United Faculty of Florida (UFF). The only difference is that UFF received the 2.5% or \$2,000, whichever is greater, in September 2010. The UFF September 2010 wage increase was retroactive to July 1, 2010.

Policies: Previously, any University policy was negotiated and attached to the CBA. During this bargaining process, the Union agreed to retain policies that were specific to law enforcement or were traditionally included in a collective bargaining agreement (e.g., Permanent Status for Certified Law Enforcement Personnel, Seniority, Jury Duty, Court Appearance) as well as the Disciplinary Action Policy. The Union agreed to abide by any University-wide policy even though a specific policy was not attached to the collective bargaining agreement. This change makes it easier to update University-wide policies. Further, this change produces administrative efficiencies in not having to maintain the same or similar policies for the Union and the non-Union employees.

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**THE FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES**

June 21, 2011

Subject: Ratification of the 2011-2014 Collective Bargaining Agreement between The Florida International University Board of Trustees and The Dade County Police Benevolent Association Lieutenants Bargaining Unit

Proposed Board Action:

Ratify the 2011-2014 Collective Bargaining Agreement (CBA) between The Florida International University Board of Trustees (the BOT) and The Dade County Police Benevolent Association Lieutenants Law Enforcement Bargaining Unit (PBA - Lieutenants)

Background Information:

The 2007-2010 PBA Lieutenants CBA expired on June 30, 2010. Following negotiations, the parties have reached an agreement. The Union agreed to have the new agreement start with the beginning of the upcoming fiscal year even though the old agreement expired on June 30, 2010. The parties operated in status quo under the old agreement during 2010-2011. The new agreement provides for wage increases and merit bonuses which are described in the accompanying term sheet.

Additionally, there are substantial changes to the policies which are attached to the CBA. These changes provide for greater flexibility when updating University-wide policies and result in efficiency enhancements through obviating the need to maintain duplicate policies for the Union and non-Union employees. See term sheet for more details.

The Union has ratified the 2011-2014 CBA.

Florida Board of Governors Regulation 1.001 provides that each board of trustees shall act as the sole public employer with regard to all public employees of its university for the purposes of collective bargaining, and shall serve as the legislative body for the resolution of impasses with regard to collective bargaining matters.

Supporting Documentation:

Term Sheet: 2011-2014 BOT-PBA Lieutenants Agreement
2011-2014 Collective Bargaining Agreement and Policies
between The Florida International University Board of
Trustees and The Dade County Police Benevolent
Association Lieutenants Law Enforcement Bargaining
Unit (PBA - Lieutenants)

**supporting documentation is available online via this link*
http://bot.fiu.edu/uploads/file/Personnel_6_7_11.pdf

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PBA (LIEUTENANTS) TERM SHEET

Term: 2011-2014

Wages: Fiscal year 2011 to 2012
2.5% across-the-board wage increase or \$2,000, whichever is greater, effective July 1, 2010. This will be added to the salary base and will be paid in a lump sum retroactively on the first pay period following July 1, 2011.

1% of the total salaries of all collective bargaining unit members will be pooled as a merit bonus and will be distributed in accordance with the University Operational Excellence Award Policy (OEA Policy). The merit bonus will be paid on the first pay period in December 2011. This will not be added to the salary base.

Fiscal year 2012-2013
2% across-the-board wage increase which will be added to the salary base. This will be paid on the first pay period following July 1, 2012.

1% merit bonus which will be distributed in accordance with the OEA Policy. The merit bonus will be paid on the first pay period in December 2012. This will not be added to the salary base.

Fiscal year 2013-2014
1% across-the-board wage increase which will be added to the salary base. This will be paid on the first pay period following July 1, 2013.

1% merit bonus which will be distributed in accordance with the OEA Policy. The merit bonus will be paid on the first pay period in December 2013. This will not be added to the salary base.

The wages increases and merit bonuses amounts are the same as that given to the United Faculty of Florida (UFF). The only difference is that UFF received the 2.5% or \$2,000, whichever is greater, in September 2010. The UFF September 2010 wage increase was retroactive to July 1, 2010.

Policies: Previously, any University policy was negotiated and attached to the CBA. During this bargaining process, the Union agreed to retain policies that were specific to law enforcement or were traditionally included in a collective bargaining agreement (e.g., Permanent Status for Certified Law Enforcement Personnel, Seniority, Jury Duty, Court Appearance) as well as the Disciplinary Action Policy. The Union agreed to abide by any University-wide policy even though a specific policy was not attached to the collective bargaining agreement. This change makes it easier to update University-wide policies. Further, this change produces administrative efficiencies in not having to maintain the same or similar policies for the Union and the non-Union employees.

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**THE FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES**

June 21, 2011

Subject: Tenure as a Condition of Employment Nominations

Proposed Board Action:

Approve five (5) candidates for Tenure as a Condition of Employment (TACOE) as specified in the Board materials.

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 (5)
Attachment 1 – Tenure as a Condition of Employment
Nominees' Bios

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Florida International University
2010 - 2011 Tenure (as a Condition of Employment) Nominations

NAME	DEPARTMENT	PROPOSED RANK
College of Arts and Sciences		
Mohamad G. Alkadry	Public Administration	Associate Professor
Stacy L. Frazier	Psychology	Associate Professor
College of Engineering and Computing		
Lakshmi N. Reddi	Civil and Environmental Engineering	Professor
College of Nursing and Health Sciences		
Kinsuk Maitra	Occupational Therapy	Professor
Ora Strickland	n/a	Professor

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Mohamad G. Alkadry, Associate Professor
Department of Public Administration
College of Arts and Sciences

Dr. Mohamad G. Alkadry received his Ph.D. from Florida Atlantic University (2000) and his Masters of Public Policy and Public Administration from Concordia University in Quebec (1996). His undergraduate work was done at Carlton University in Canada (2002, 2004) and the American University of Beirut in Lebanon. He was Associate Professor of Urban Studies and Public Administration at Old Dominion University. He previously held the position of Master of Public Administration Director and Associate Professor of Public Administration at West Virginia University. Dr. Alkadry has over 30 peer-reviewed publications and one co-edited book. He is currently writing a book with Leslie E. Tower entitled: *Women in Public Service: Barriers, Challenges and Opportunities*.

Dr. Alkadry's practitioner experience includes service as a senior research associate at the Center for Urban Redevelopment and Empowerment at Florida Atlantic University and as a Value-for-Money (performance) Auditor with the Office of the Auditor General of Canada, Ottawa. Dr. Alkadry has authored in excess of forty community and professional studies in areas of governance and public management. His latest practitioner accomplishments include the establishment of an outcome measurement, benchmarking and tracking system for the State of West Virginia behavioral health services. He also provided research support for the Equal Pay Commission. He served on the West Virginia Stroke Taskforce, the West Virginia University Council on Women's Concerns and the West Virginia Behavioral Health Commission Regulatory Workgroup. He led the effort to conduct the homeless census for the Mon Valley Homeless Coalition, the Mid-Central Homeless Coalition in West Virginia and Martin County Homeless Coalition in Florida. Dr. Alkadry is also a Distinguished Research Fellow with the Public Procurement Research Center. He serves on the Commission on Peer Review and Accreditation – part of the National Association of Schools of Public Affairs and Administration, and on the governing board of the Universal Public Procurement Certification Council.

Stacy L. Frazier, Associate Professor
Department of Psychology
College of Arts and Sciences

Dr. Stacy L. Frazier received her Ph.D. in Clinical Psychology from Indiana University in 2000. She also holds a Master's Degree in Public Policy from the University of Chicago. She has been a postdoctoral fellow in the National Institute of Mental Health Prevention Research Training Program in Urban Children's Mental Health at the University of Illinois at Chicago and she is currently a research assistant professor in the Department of Psychiatry at that institution.

Dr. Frazier has been Co-Principal Investigator on a number of grants focused on the mental health of urban children, totaling almost \$7,000,000. She has also developed an original line of research on models of prevention and intervention in the context of after school programs, receiving \$2,000,000 in funding as Principal Investigator, including a current \$1,424,661 Research Project (R01) grant from the National Institute for Mental Health. Dr. Frazier has published numerous peer-reviewed articles and chapters and has presented at many national conferences.

Dr. Frazier will be a key member of a team of clinical science researchers, headed by Dr. William Pelham, recruited as part of FIU's strategic initiative to develop strength in health-related areas. She will also play a significant role in the implementation of the new clinical science major in the Department of Psychology.

Lakshmi N. Reddi, Professor

Department of Civil and Environmental Engineering
College of Engineering and Computing

Dr. Lakshmi N. Reddi received his MS in 1984 and his PhD in 1988 in Civil Engineering from the Ohio State University. Dr. Reddi's prior academic appointments were at the University of Central Florida (2007-2011) where he served as the Department Chair of Civil, Environmental, and Construction Engineering. Dr. Reddi was also Department Chair at Kansas State University (1992-2007) and as the Director of Civil Infrastructure Systems Laboratory – an off-campus laboratory involving large-scale and accelerated testing of infrastructure systems, and as the Outreach Director for the Midwest Hazardous Substance Research Center. Prior to this appointment, Dr. Reddi was a faculty member at Stevens Institute of Technology (1989-1992).

Dr. Reddi's academic career during the past twenty two years has involved interdisciplinary collaborations with researchers from several colleges - Education, Medicine, Architecture, Arts & Sciences, Agriculture, and Humanities. He secured funding of about 8 million dollars from sponsors at all levels – federal (NSF, NASA, FHWA, EPA), state agencies and regional centers, and local industries. He authored/co-authored two textbooks on the interdisciplinary themes of geoenvironmental engineering and seepage in soils, edited/co-edited six books on other themes, and authored/co-authored numerous technical articles in journals and periodicals representing various interdisciplinary themes in engineering. Winner of the Engineering Research Excellence Award and two-time recipient of the Central District James Robbins Teaching Award, Dr. Reddi is also a chapter honor member of Chi Epsilon and Eminent Engineer of Tau Beta Pi. A Fellow of the American Society of Civil Engineers, Dr. Reddi was conferred the title, "Distinguished Alumnus," by the Ohio State University's College of Engineering. Engineering Societies of Central Orlando honored him with the Engineering Leadership Excellence Award in 2010.

Kinsuk Maitra, Professor
Department of Occupational Therapy
College of Nursing and Health Sciences

Dr. Kinsuk Maitra earned a PhD in Neuroscience/Motor Control in 1992 from Jadavpur University, Calcutta, India; a Master of Science degree in Occupational Therapy in 2002 from Ithaca College, NYU; and a Master of Science degree in Human Physiology at the Calcutta University in 1985. He is a certified Occupational Therapist from the National Board of Certification in Occupational Therapy since 2002. Among many honors he was the recipient of the Research Scholar Initiative Award from the American Journal of Occupational Therapy (April 2011), Dean's Merit Awards for excellence in interdisciplinary teaching and research, Phi Beta Delta International Scholar, post doctoral fellowship at the University of Western Ontario (Canada) and both the Uvnaes Prize and Parmar Foundation Prize for best papers presented at two conferences. Many of the graduate students he has mentored were awarded research support awards and graduate research awards demonstrating his excellence in mentorship.

During Dr. Maitra's academic career of 26 years, he has been the Principal Investigator (PI), Co-PI, Clinical Team Leader of 12 funded research studies from agencies such as the National Institute of Health and the National Science Foundation. He is the author or co-author of 2 book chapters and over 32 peer-reviewed journal articles with three selected as top 10 publications or noted for generating evidence-based practice, and over 100 presentations and 20 invited lectures nationally and internationally. He is on four Journal Editorial/Editorial Review Boards, serves as reviewer of grants for National Institute of Health, Musculoskeletal Rehabilitation Sciences Study Section and for the Parkinson Disease Society in the UK. As an associate assistant Chair of Occupational Therapy, he led the development of two doctoral programs, a driver rehabilitation, and a low vision program.

Ora Strickland, Professor
College of Nursing and Health Sciences

Dr. Ora Strickland earned her PhD in child development and family relations from the University of North Carolina, Greensboro; a master's degree in maternal and child health nursing from Boston University, Massachusetts, and a bachelor's degree in nursing from North Carolina Agricultural and Technical State University, Greensboro. She has also received two Honorary Doctorate of Science degrees. Among her many honors are her selection as an Endowment for the Humanities Fellow in Bioethics, an American Nurses' Association Minority Doctoral Fellow, and as a Ford Foundation Fellow. Dr. Strickland received the "Trailblazer Award" from the National Black Nurses Association, the Mary Elizabeth Carnegie Award from the Southern Council on Collegiate Nursing for her outstanding contributions to health and nursing, and was inducted into the National Black Nurses Association Institute of Excellence.

During Dr. Strickland's nursing career of 34 years, she has been the Principal Director or Co-Principal Investigator of 30 research studies, is the author, co-author or editor of 12 books, 21 book chapters and over 90 journal articles, and has been awarded nine "American Journal of Nursing Book of the Year" Awards. She was a member of 13 editorial boards for professional journals, and is the Founding and Senior Editor of the Journal of Nursing Measurement. She initiated the Nursing Citation Index, a leading nursing search engine and was one of the founders of the National Institutes of Health, National Institute for Nursing Research. She was recognized for these outstanding achievements in nursing by being the youngest ever nurse inducted into the American Academy of Nursing. Her research has been featured in over 80 newspapers and on over 1,200 radio stations internationally.

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**THE FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES**

June 21, 2011

Subject: Tenure Nominations

Proposed Board Action:

Approve the Tenure Nominations as specified in the Board materials.

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 University President is recommending the granting of Tenure for nine (9) nominees as specified in the Board materials.

Supporting Documentation:

Tenure Nominations

Attachment 2 - Tenure Process

Attachment 3 - Tenure Nominees' Bios

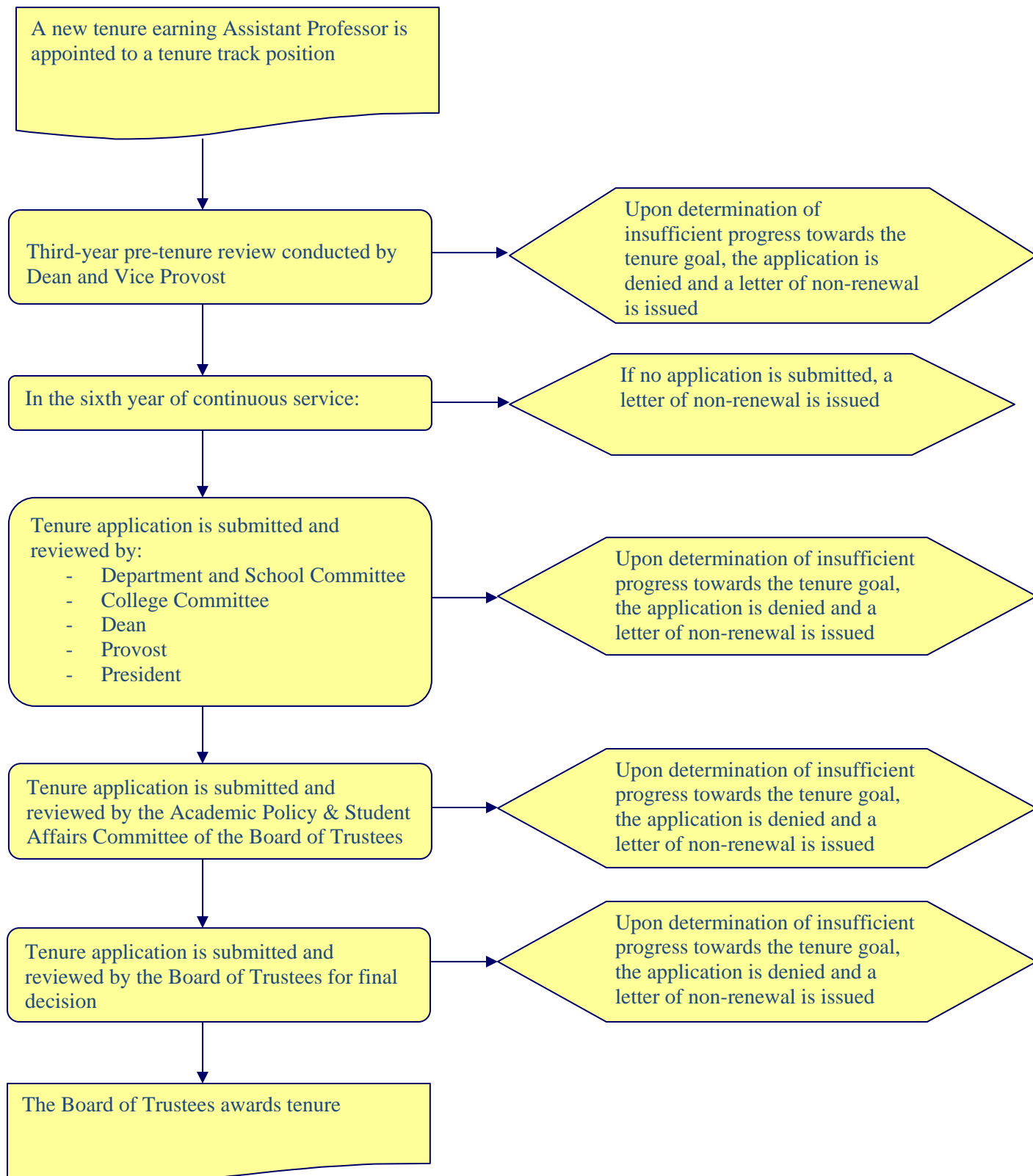
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**Florida International University
2010 - 2011 Tenure Nominations**

Name	Department	Proposed Rank
College of Architecture and the Arts		
Jacek J. Kolasinski	Art and Art History	Associate Professor
Roberto J. Rovira	Landscape Architecture	Associate Professor
College of Arts and Sciences		
Ana Maria Bidegain	Religious Studies	Professor
Harry D. Gould	Politics & International Relations	Associate Professor
Mihaela Pintea	Economics	Associate Professor
Michael S. Ross	Earth & Environment	Associate Professor
College of Education		
Angela K. Salmon	Teaching and Learning	Associate Professor
College of Engineering and Computing		
Jason X. Liu	Computing and Information Sciences	Associate Professor
Robert Stempel College of Public Health and Social Work		
Quentin Felty	Environmental & Occupational Health	Associate Professor

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Tenure Process



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Jacek J. Kolasinski
Department of Art and Art History
College of Architecture and The Arts

Jacek J. Kolasinski is a New-Media artist and Associate Professor of Visual Arts in the Department of Art and Art History. He came to the United States from Poland where he studied history and philosophy at the Jagiellonian University in Krakow, and holds a Bachelor of Arts degree in International Relations, a Master in Fine Arts and Bachelor of Fine Arts from Florida International University.

Through his creative work, Kolasinski has tested complex video installations, single and multiple channel projections, as well as site-specific projects in the context of public architecture. His artwork has reached large international audiences through presentations and exhibitions in numerous venues including: the Teatro Colon, Buenos Aires, Argentina; Festival Internacional Cervantino, Guanajuato, Mexico; 61 Festival de Cannes - Short Film Corner; Cinema Politic, Barcelona, Spain; and Digital Fringe, Melbourne, Australia, to name only a few. Kolasinski's work is rooted in an international dialogue between two worlds: the "Old World" of Europe in Krakow, and the "New World" of the United States in multicultural Miami. These convergent worlds create a running theme that surfaces in many of his works: the search for identity in the vortex of cultural displacement. Prof. Kolasinski has been awarded a Florida Cultural Consortium Fellowship in the media and visual arts and the prestigious Kosciuszko Foundation Fellowship.

Roberto J. Rovira

Department of Landscape Architecture
College of Architecture and The Arts

Roberto J. Rovira is an Associate Professor in the College of Architecture and the Arts. He obtained a Masters in Landscape Architecture from the Rhode Island School of Design in 1998, and a Bachelor of Science from Cornell University in 1990. He is a registered landscape architect and has taught at FIU's Landscape Architecture Department since 2005. Roberto is the recipient of numerous awards including 1st Place in the 2005 Miami Monument Design Competition, the 2006 Kauffman Professors Prize sponsored by the Ewing Marion Kauffman Foundation, and an Award of Distinction at the international San Francisco Botanical Garden Circle competition in 2009.

Roberto's teaching, research and creative work explore the shifting relationship among cities, communities and ecologies, and he has been invited to lecture and present his work both nationally and internationally in conferences, exhibits and lecture series in the United States, Europe, and Latin America. Through landscape architecture, environmental installations, public art commissions, and competitions, his teaching and projects test the concepts of time and transformation and the potential of landscape to play a pivotal role in envisioning large scale urban change. His research and teaching have ranged from studies involving Miami's urban-ecological edge along the Everglades boundary to infrastructure-related and community development grants in several cities in Florida. Recognition for projects he has led in his design studio and for the Miami-based landscape and planning firm GEO includes Bronze and Silver medals at the 2007 Miami+Beach Bienal, a nomination in the 2009 Cooper-Hewitt National Design Awards for Excellence in Landscape Design, and Finalist in the 2009 ASLA National Design Awards in the Analysis & Planning category. Roberto was named one of FIU's Top Scholars in 2009, and recently won the 2011 Excellence in Design Studio Teaching Award from the Council for Educators in Landscape Architecture, the premier international organization for academics in landscape architecture.

Ana Maria Bidegain
Department of Religious Studies
College of Arts and Sciences

Dr. Ana Maria Bidegain is Associate Professor in FIU's Religious Studies Department and is concurrently the Program Director for Research and Director of the Colombian Studies Institute at FIU's Latin American and Caribbean Center. She studied History in Belgium, where she earned her Ph.D. with great distinction at the Catholic University of Louvain. She developed her academic career in Colombia where she lived and taught for more than 20 years. Dr. Bidegain founded the History Department at the University of Los Andes in Bogotá, Colombia and opened the field of Religious Studies in the National University of Colombia. From 2003-2004, she directed the Social Sciences Research Center of the National University of Colombia. Prior to joining Florida International University, Dr. Bidegain was a Visiting Professor at Harvard's Women's Studies in Religion Program (2004). She has been a Visiting Professor at the Ecole des Hautes Etudes en Science Sociales, Paris (2000), Duke University (1987-1989) and Notre Dame (1985) among others.

Dr. Bidegain's main research focuses on Religion, Society and Politics in Latin American History in a gender perspective. She has published extensively (authored and edited 16 books, 24 articles, 27 book chapters) in Spanish, English, French, Portuguese, German and Italian. She has participated in several international academic research teams in South America, Europe and the U.S. Dr. Bidegain teaches several courses at FIU related to her research, focusing on religion and migration and Latin American women and religion. She serves on multiple thesis and dissertation committees in the Religious Studies, History, Sociology, Modern Languages and Latin American and Caribbean Studies departments. She is also a frequent lecturer in academic forums in the U.S., Europe, and Latin America.

Harry D. Gould
Politics and International Relations
College of Arts and Sciences

Dr. Harry D. Gould is an Associate Professor in the in the Department of Politics and International Relations. He received his B.A. in International Relations and Economics in 1993 from New College of Florida, and received his first M.A. in 1997 from the Department of International Relations at Florida International University. He received his second M.A. (2000), and his Ph.D. (2004) from the Department of Political Science at The Johns Hopkins University. He has been employed as an Assistant Professor at Florida International University since 2005.

Dr. Gould teaches a wide range of courses at the graduate and undergraduate level, primarily focusing on International Relations Theory and International Law. He is actively involved in the Department's graduate program, having served on a great many doctoral comprehensive exam committees and several doctoral dissertation committees. His work on the idea of international punishment in its classical and contemporary manifestations led to the drafting of his 2010 book, *The Legacy of Punishment in International Law*. His current research undertakes a conceptual history of the idea of prudence in politics, and analyzes a series of cognate issues about prudence as practice. Dr. Gould is a member of the International Studies Association, the American Society of International Law, the American Political Science Association and the British International Studies Association.

Mihaela Pinte
Department of Economics
College of Arts and Sciences

Dr. Mihaela Pinte is an Associate Professor in the Department of Economics. She received her Ph.D. in Economics from the University of Washington (Seattle) in 2004 and a Bachelor's degree in International Economics and Trade from the Babes-Bolyai University of Cluj-Napoca, Romania.

Dr. Pinte's research focuses on identifying the determinants of long-run economic growth and on studying the behavior of economies in transition. In this context, she has been examining the importance of fiscal policy as well as the way governments affect welfare and growth through taxation and the provision of public goods (such as infrastructure). She typically uses dynamic general equilibrium macroeconomic models combined with a variety of numerical techniques in order to discover which factors are important in explaining different growth episodes in both the United States and Europe.

Most recently, Dr. Pinte has been exploring how social-standing concerns can explain individual behavior. An example of such research has been to apply these concepts to gain new insights into the evolution of female labor force participation and welfare in recent decades. She has published papers in leading economic journals such as Journal of Economic Dynamics and Control, Review of Economic Dynamics, Journal of Macroeconomics, Computational Economics and Review of Industrial Organization. Dr. Pinte currently teaches a variety of Macroeconomics and International Macroeconomics courses at both Undergraduate and Master/Doctoral level.

Michael S. Ross
Department of Earth and Environment
College of Arts and Sciences

Dr. Michael S. Ross is an Associate Professor in the Department of Earth and Environment. Educated in ecology and the natural sciences at Muhlenberg College, Utah State University, and Virginia Tech, he subsequently received a Master's degree in Environmental Law from Vermont Law School. In South Florida, he supervised the National Audubon Society's terrestrial ecosystems research program in the Florida Keys, and then moved his program to FIU when the Southeast Environmental Research Program was established in 1993. He is a plant ecologist whose research most often involves large-scale (community and landscape-scale) processes in forest and wetland ecosystems.

Dr. Ross' research has focused on the spatial and temporal dynamics of plant communities, especially in response to disturbance, several aspects of global change, and/or management activities. With recent funding from the National Science Foundation, the interdisciplinary nature of his research has expanded to include urban ecosystems, whose study requires the integration of social and natural sciences. Since coming to FIU, he has been an investigator on contracts totaling \$9,815,375 (\$6,081,272 as Principal Investigator). He has published 44 journal articles and 3 book chapters during his career (24 since 2006), many in high impact journals. His South Florida Terrestrial Ecosystems Lab (<http://softel.fiu.edu>) has become a center of intellectual activity at FIU, with many superb technicians, graduate students, and undergrads finding a home there. Three students have already completed theses under his tutelage, and three of his students are currently in the middle or late stages of Master's or Doctoral programs.

In 2010 he and two other FIU faculty developed a new course, Wetlands Ecology and Management, which was offered in graduate and undergraduate forms. He is an important scientific voice in inter-agency considerations of Everglades restoration issues, and has also leveraged his ecological expertise through service on Miami-Dade County's Land Acquisition Selection Committee (LASC), which oversees M-DC's nationally known Environmentally Endangered Lands program.

Angela K. Salmon
Teaching and Learning Department
College of Education

Dr. Angela K. Salmon is Associate Professor in the Department of Teaching and Learning at the College of Education. She holds a doctoral degree in Education with emphasis in Early Childhood and Literacy from the University of Cincinnati. Dr. Salmon's research focuses on understanding how children's language and thinking develop and evolve over time through nurturing and sustaining thoughtful learning environments. Her interest in the interplay among cognition, language and literacy development has led her to conduct research in such areas as children's theory of mind, metacognition, language and literacy development, teacher's discourse in the classroom, music and thinking, and the development of communities of practice. Dr. Salmon's research is classroom-based, involving teachers in action-research projects. Her long-standing partnership with Project Zero at the Harvard Graduate School of Education has evolved into numerous research opportunities for herself, colleagues and students at FIU. Dr. Salmon's scholarly efforts are contributing in meaningful, measurable ways to bringing distinction and recognition to the FIU Early Childhood Education programs through her refereed publications, as well as through presentations at local, national and international professional conferences.

Dr. Salmon founded the Visible Thinking South Florida initiative and serves as its president. She is well known for pioneering Harvard's Visible Thinking approach in early childhood.

Prior to joining FIU, Dr. Salmon was a professor and program leader at the College of Education at San Francisco University in Ecuador, one of the most prestigious universities in that country. She was widely recognized in Latin America as a leader in the field of early literacy through her contribution of her two books about emergent literacy in Spanish and her lectures. Further, she is at the forefront of constructivist approaches to language and literacy development in Latin America. Dr. Salmon also was the Vice President of the South Florida Chapter of the National Association for the Education of Young Children.

Jason X. Liu

School of Computing and Information Sciences
College of Engineering and Computing

Dr. Jason X. Liu is an Associate Professor in the School of Computing and Information Sciences. He received his B.A. degree in Computer Science from Beijing University of Technology in China in 1993, an M.S. degree in Computer Science from College of William and Mary in 2000, and a Ph.D. degree in Computer Science from Dartmouth College in 2003. Before joining FIU in August 2007, he had been a postdoctoral student at University of Illinois, Urbana-Champaign in 2003-2004, and subsequently a tenure-track Assistant Professor of Computer Science at Colorado School of Mines in 2004-2007. Dr. Liu's main research areas include parallel and distributed simulation, large-scale network modeling, simulation and emulation, computer networks, and high-performance computing.

Dr. Liu is a recipient of the NSF CAREER award (2006-2011, \$436K), supporting his research in developing fundamental technologies for real-time immersive large-scale network simulations. He is also the PI of an NSF-sponsored project (through BBN/GENI Project Office) for developing the next-generation network testbed (2009-2012, \$442K). He is a co-PI of another NSF award (2010-2013, \$712K) in collaboration with two FIU colleagues for research and development of software persistent memory for high-end computing applications. He has published 2 book chapters, 9 journal articles, and 31 conference papers in major journals and conference/workshop proceedings in parallel computing, computer systems, and simulation areas. Dr. Liu is currently an Associate Editor for the Transactions of the Society for Modeling and Simulation International, and a Steering Committee Member for the PADS conference. He served as the General Chair for SIMUTools'11 and MASCOTS'10, the Program Chair for SIMUTools'10 and PADS'08, and the Proceedings Co-Editor for WSC'06, all highly reputable conferences.

Quentin Felty

Department of Environmental and Occupational Health
Robert Stempel College of Public Health and Social Work

Dr. Quentin Felty is an Associate Professor in the Department of Environmental and Occupational Health. He graduated with a Master's of Science in Public Health in Environmental Health Sciences in 1998 from the University of Alabama at Birmingham. In 2000, Dr. Felty was awarded a prestigious NCI Cancer Prevention and Control Training Program Fellowship. He defended his Doctoral Thesis Research in Environmental Health Sciences in May 2004. Dr. Felty moved to FIU as a post-doctoral research fellow in the Fall 2004. The Stempel School of Public Health soon recognized Dr. Felty to be an exceptionally talented young scientist with a vision, and offered him an independent tenure earning faculty position.

In a short amount of time at FIU, the success of his independent research program is evident by publications from his laboratory in peer-reviewed journals, such as, BMC Cardiovascular Disorders (Impact factor: 1.59), Atherosclerosis (Impact factor: 4.52), Cell Biology and Toxicology (Impact factor: 1.75), and Life Sciences (Impact factor: 2.56). Currently, Dr. Felty's article entitled: "Estrogen, mitochondria, and growth of cancer and noncancer cells" is one of the most cited articles of all time for the Journal of Carcinogenesis. This article was called an "epoch-making paper" by an unsolicited scientist in the field.

Since his start as an Assistant Professor at FIU in 2005, he has submitted over 20 grant proposals to agencies such as the National Institute of Health (NIH), and the Department of Defense (DoD), just to name a few. Recently, Dr. Felty, as Principal Investigator, was awarded the Bankhead-Coley New Investigator Award (\$375,000) and the NIH SC3 Award (\$760,500). Additionally, Dr. Felty was awarded the FIU Foundation Faculty Research Award (\$25,000) as the Principal Investigator. He is a Co-Principal Investigator on two grants from the DoD which include the Breast Cancer Research Program HBCU/MI Partnership Training Award (\$1,309,999) and the Breast Cancer Research Program Idea Award (\$300,000).

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**THE FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES**

June 21, 2011

Subject: B.A. in Communication Arts New Program Proposal

Proposed Board Action:

Approve the Bachelor of Arts in Communication Arts (CIP 09.0101) degree program.

Background Information:

Florida International University's students live in a dynamic intercultural and multinational city that is focused on the arts, design, and communication. They are constantly exposed to the interplay of design, arts, and culture that exists in a city that serves as a gateway to the Caribbean and Latin America. This degree is for students who have a strong and enduring interest in design, communication, and the arts, but do not necessarily want to become a professional designer, performer, or artist. It 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.

The proposed Bachelor of Arts in Communication Arts (CIP 09.0101) is listed in the BOT-approved 2010 University Work Plan under "New Academic Program Proposals – Next Three Years" with a proposed implementation date of fall 2011.

Pursuant to Florida Board of Governors Regulation 8.011, Authorization of New Academic Degree Programs and Other Curricular Offerings (4)(b) *Bachelor's, Master's, Advanced Master's, Specialist and other Non-Doctoral Degree Programs* - Each university board of trustees shall approve for implementation new degree programs at the bachelor's, master's, advanced master's, and specialist levels in accordance with sections (3) and (5) of this regulation.

Supporting Documentation: Executive Summary: B.A. in Communication Arts New Program Proposal

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Executive Summary

Bachelor of Arts in Communication Arts Program Proposal

The Bachelor of Arts in Communication Arts (CIP 09.0101) degree is for students who have a strong and enduring interest in design, communication, and the arts, but do not necessarily want to be dependent on becoming a professional designer, performer, or artist to earn a living. It 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. This degree will also prepare students who wish to pursue a graduate degree such as a Master in Organizational Communication or Art Administration. The diversity, the growing artistic and design industry, and the ever-growing global business connections of South Florida are all factors that contribute to the reasons as to why this degree is needed at Florida International University.

This proposal is for a Bachelor of Arts degree in Communication Arts with three distinctive tracks – Organizational Communication Studies, Art & Performance Studies, and Design Studies. This three-track approach incorporates all the disciplines within The College of Architecture + The Arts, similar to the way a Liberal Studies degree incorporates courses from Arts and Sciences. For each track, students are required to complete the same core. The core is comprised of 36 credits of communication courses.

Following Florida International University's goal of being a leading student-centered urban public research university that is locally and globally engaged, this proposed program of study invites students to engage in the theoretically-informed practice of communication, art & performance, or design in their personal, professional, and public lives. The goals of the proposed program are closely aligned with the goals of the University: Create knowledge and respect for the role of culture and diversity, as well as the ability to effectively interact within and across cultures through communication, art & performance, and design; emphasis on research and competency in systematic inquiry, including the process of asking questions, systematically attempting to answer them, and understanding the limitations of the conclusions reached; and the dissemination of knowledge in order to foster improvement in the manner in which communication creates, maintains, and transforms relationships.

The proposed program is also in alignment with the current State University System Strategic Planning Goals and provides greater access to students interested in design a way to earn a bachelor's degree, not in design but rather Communication Arts. With the implementation of the Accelerated Master's degree in Design, students who find this program of study too challenging have a degree to which their design credits are applicable. The degree program also meets statewide professional and workforce needs as it responds to a survey conducted by the National Association of Colleges and Employers (NACE), which found that communication skills ranked as the number one skill sought by employers. Additionally, business leaders consistently rank oral communication skills as the number one determining factor in the assessment of job applicants.¹ This corresponds with the highest-ranked factor for successful employment:

¹*Job Outlook 2010*, National Association of Colleges and Employers.

interpersonal communication skills. Additionally, the United States Department of Education reported that the number of communication degrees conferred has tripled since 1972.² However, FIU does not offer a degree in Communication at this time – other than the specialized degrees of Journalism, Broadcasting, Advertising, and Public relations that are associated with the College of Journalism and Mass Communication at the Biscayne Bay Campus. Finally, 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.

Implementation Timeframe	Projected Student Enrollment		Projected Program Costs		
	Head Count	FTE	Total E&G Funding	Contract & Grants Funding	E&G Cost per FTE
Year 1	67	46.89	83,234	0	1,775
Year 2	155	108.39			
Year 3	243	169.89			
Year 4	323	227.64			
Year 5	376	264.39	332,787	0	1,259

² <http://nces.ed.gov/pubs2008/2008031.pdf>

PROJECTED HEADCOUNT FROM POTENTIAL SOURCES
(Baccalaureate Degree Program)

Source of Students (Non-duplicated headcount in any given year)*	Year 1		Year 2		Year 3		Year 4		Year 5	
	HC	FTE	HC	FTE	HC	FTE	HC	FTE	HC	FTE
Upper-level students who are transferring from other majors within the university**	16	11.63	33	23.63	56	39.75	83	59.25	99	70.88
Students who initially entered the university as FTIC students and who are progressing from the lower to the upper level***	30	20.63	67	45.75	108	74.25	151	105.38	177	124.50
Florida community college transfers to the upper level***	19	13.50	48	34.88	68	49.13	77	55.13	85	60.00
Transfers to the upper level from other Florida colleges and universities***	2	1.13	5	3.00	8	4.88	10	6.00	12	7.13
Transfers from out of state colleges and universities***	0	0.00	2	1.13	3	1.88	2	1.88	3	1.88
Other (Explain)***	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Totals	67	46.89	155	108.39	243	169.89	323	227.64	376	264.39

* List projected annual headcount of enrolled students majoring in the program.

** If numbers appear in this category, they should go DOWN in later years.

*** Do not include individuals counted in any PRIOR CATEGORY in a given COLUMN.

PROJECTED COSTS AND FUNDING SOURCES

Instruction & Research Costs (non-cumulative)	Year 1						Year 5				
	Funding Source					Subtotal E&G and C&G	Funding Source				Subtotal E&G and C&G
	Reallocated Base* (E&G)	Enrollment Growth (E&G)	Other New Recurring (E&G)	New Non- Recurring (E&G)	Contracts & Grants (C&G)		Continuing Base** (E&G)	New Enrollment Growth (E&G)	Other*** (E&G)	Contracts & Grants (C&G)	
Faculty Salaries and Benefits	47,234	0	0	0	0	\$47,234	186,381	93,906	0	0	\$280,287
A & P Salaries and Benefits	0	0	0	0	0	\$0	0	0	0	0	\$0
USPS Salaries and Benefits	0	0	0	0	0	\$0	0	0	0	0	\$0
Other Personnel Services	35,000	0	0	0	0	\$35,000	50,000	0	0	0	\$50,000
Assistantships & Fellowships	0	0	0	0	0	\$0	0	0	0	0	\$0
Library	0	0	0	0	0	\$0	0	0	0	0	\$0
Expenses	1,000	0	0	0	0	\$1,000	2,500	0	0	0	\$2,500
Operating Capital Outlay	0	0	0	0	0	\$0	0	0	0	0	\$0
Special Categories	0	0	0	0	0	\$0	0	0	0	0	\$0
Total Costs	\$83,234	\$0	\$0	\$0	\$0	\$83,234	\$238,881	\$93,906	\$0	\$0	\$332,787

*Identify reallocation sources in Table 3.

**Includes recurring E&G funded costs ("reallocated base," "enrollment growth," and "other new recurring") from Years 1-4 that continue into Year 5.

***Identify if non-recurring.

Faculty and Staff Summary

Total Positions (person-years)	Year 1	Year 5
Faculty	0.6	3.5
A & P	0	0
USPS	0.25	1.25

Calculated Cost per Student FTE

	Year 1	Year 5
Total E&G Funding	\$83,234	\$332,787
Annual Student FTE	46.89	264.39
E&G Cost per FTE	\$1,775	\$1,259

**THE FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES**

June 21, 2011

Subject: Educational Plant Survey 2010

Proposed Board Action:

Approve the Educational Plant Survey 2010.

Background Information:

An Educational Plant Survey is defined in s. 1013.01(8), Florida Statutes, as a systematic study of present educational and ancillary plants and the determination of future needs to provide an appropriate educational program and services for each student based on projected capital outlay FTE's approved by Board of Governors.

The purpose of the survey is to aid in the formulation of five-year plans to house the educational program and student population, faculty, staff, and auxiliary and ancillary services of the campus. Specific recommendations are provided to assist in the facilities planning process. The survey should be considered as one element in the overall facilities planning process, which begins with the master planning process, includes the capital improvement element of the master plan for the long-term physical development of the university, the shorter-term five-year capital improvement program, and the development of specific building programs before submitting a request for funding.

The Educational Plant Survey process is required by Florida Statutes of all public educational entities. For the State University System it is a requirement that at a minimum of every five (5) years, each university report on the use of its existing facilities and project its future facility needs five (5) years out. This projection must be based on an examination of data on its existing facilities and a projection of future needs based on anticipated university growth.

Supporting Documentation: Educational Plant Survey 2010

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Educational Plant Survey 2010



The Patricia & Phillip Frost Museum



Academic Health Center 3



Art Studio



College of Business Complex



Rafael Diaz-Balart Hall



Central Utilities Expansion

FIU | FLORIDA
INTERNATIONAL
UNIVERSITY

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EDUCATIONAL PLANT SURVEY TEAM

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April 12 - 14, 2011

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EDUCATIONAL PLANT SURVEY 2010

I - INTRODUCTION

The Educational Plant Survey process is required by Florida Statutes of all public educational entities. For the State University System it is a requirement that at a minimum of every five (5) years, each university report on the use of its existing facilities and project its future facility needs five (5) years out. This projection must be based on an examination of data on its existing facilities and a projection of future needs based on anticipated university growth¹ (The procedures, as approved by the Board of Governors, are included as Appendix A).

Definitions and Requirements for The Educational Plant Survey

An Educational Plant Survey is defined in s. 1013.01(8), Florida Statutes, as a systematic study of present educational and ancillary plants and the determination of future needs to provide an appropriate educational program and services for each student based on projected capital outlay FTE's approved by Board of Governors. The term "Educational plant" is defined in s. 1013.01(7), F. S., as those areas comprised of the educational facilities, site, and site improvements necessary to accommodate students, faculty, administrators, staff, and the activities of the educational program of each plant. The term "Ancillary plant" is defined in s. 1013.01(1), F. S., as an area comprised of the building, site, and site improvements necessary to provide such facilities as vehicle maintenance, warehouses, maintenance, or administrative buildings necessary to provide support services to an educational program. A Survey is required at least every five years pursuant to s. 1013.31(1) F.S. In addition, s. 1013.64(4)(a), F.S., requires that each remodeling and renovation project included in the Board of Governor's 3-year PECO Project Priority List (s.1013.65 (1), (2)(a) F.S.) be recommended in a Survey and, that the educational specifications for new construction be approved by the Board of Governors before appearing in the first year of this list. PECO (Public Education Capital Outlay) Funds are the primary source available to universities for academic and support facilities. By definition, as found in Section 1013.01(16), Florida Statutes, "Public education capital outlay (PECO) funded projects" means site acquisition, renovation, remodeling, construction projects, and site improvements necessary to accommodate buildings, equipment, other structures, and special educational use areas that are built, installed, or established to serve primarily the educational instructional program of the district school board, community college board of trustees, or university board of trustees".

Surveys may be amended if conditions warrant a change in the construction program. Each revised Educational Plant Survey and each new Educational Plant Survey supersedes previous Surveys. This report may be amended, if conditions warrant, at the request of the board or commissioner (s. 1013.31(1)(a), F. S. Recommendations contained in a Survey Report are null and void when a new Survey is completed.

II - OVERVIEW OF SURVEY PROCESS

The Purpose of The Educational Plant Survey

The purpose of a survey is to aid in the formulation of five-year plans to house the educational program and student population, faculty, staff, and auxiliary and ancillary services of the campus. Specific recommendations are provided to assist in the facilities planning process. The survey should be considered as one element in the overall facilities planning process, which begins with the master planning process, includes the capital improvement element of the master plan for the long-term physical development of the university, the shorter-term five-year capital improvement program, and the development of specific building programs before submitting a request for funding. An Executive Summary of the Master Plan is attached for reference under Appendix C.

Types of Facilities Addressed in The Survey

The following ten categories of space have been identified as those needed to meet educational program requirements: Classroom, Teaching Laboratory, Research Laboratory, Study, Instructional Media, Auditorium/Exhibit, Teaching Gymnasium, Student Academic Support, Office/Computer and Campus Support Services. These categories are included within the nationally recognized space classification, as identified within the Postsecondary Educational Facilities Inventory and Classification Manual, dated May 2006. The need for merchandising facilities, residential facilities, and special-purpose non-credit facilities such as demonstration schools, continuing education centers, or dedicated intercollegiate athletic facilities are not addressed in this report. An evaluation of facilities needs associated with these activities would require a separate analysis of demand measures and program requirements.

The Survey Process

The survey process is comprised of two main components: the facilities inventory validation component and the needs assessment component. The fieldwork portion of the processes is carried out by a survey team, which is directed by the Survey Leader from one of the University's Sister Institutions. Other survey team members include a professional architect from the Florida Board of Governors and professional staff from other universities. A Survey Facilitator is assigned by the subject university to facilitate logistics, collection of data for inventory validation, development of the survey workbook used by the survey team, ordination of university activities, and final preparation and publication of this document. Significant preparation is necessary before each of the two survey components are carried out. Table 1 identifies the main Survey activities and lead responsible for each activity.

Table 1
EDUCATIONAL PLANT SURVEY ACTIVITIES

ACTIVITY	RESPONSIBILITY		
	UNIVERSITY	DEPARTMENT OF EDUCATION	SURVEY TEAM
Establish Schedule	X	X	
Letter to President		X	
Dates, Procedures, Responsibilities, Designation of Univ. Rep. Determine Inventory Sample for Validation	X		
Identification of Existing Proposed "Ineligible" Space	X	X	
Prepare Facilities Inventory Reports (Site/Building/Room Reports)	X		
Coordinate Logistics for Validation Field Work	X	X	
Perform Validation (on-site field work)	X	X	X
Update Inventory Based on Validation	X		
Provide Established Enrollment Projections		X	
Prepare Formula Space Needs Analysis	X		
Develop Proposed Projects & Justification	X		
Develop Survey Workbook (schedule, mission statement, site data, academic programs, enrollment, space needs, inventory data, project summaries & justifications).	X		
Develop Comments regarding Degree Program Facility Needs		X	
Develop Comments Regarding Proposed Projects (CIP & Master Plan)		X	
Coordinate Logistics for Needs Assessment Field Work	X	X	
Perform Needs Assessment (on-site field work) Review proposed projects in relation to programs, space needs, data, current inventory, and any special justification)		X	X
Exit Meeting with University Administration		X	X
Prepare Initial Summary of Survey Recommendations		X	X
Prepare Final Letter of Survey Recommendations	X		
Prepare Written Report	X		

III - FACILITIES INVENTORY VALIDATION

Purpose of Validation

The main purpose of the validation component is to ensure that the facilities inventory data used in the subsequent space needs assessment component fairly presents the existing facilities available to support educational programs.

Sampling Technique

The validation component of the Survey is accomplished by a sampling technique. The sample of buildings and rooms is selected from the Physical Facilities Space File, a mainframe-based inventory system that contains data for sites, buildings, and rooms. Annually, changes in the Physical Facilities Space File are reconciled to specific project activity. The buildings selected for validation include all buildings constructed since the last Survey, all buildings affected by major renovation, remodeling, or expansion, all buildings the University desires to change the designated condition to a satisfactory or unsatisfactory status, and additional buildings necessary to achieve a reasonable representation of all space categories. An analysis of past legislative appropriations is conducted to ensure that all new buildings and buildings affected by major remodeling are included. Table 2 identifies the buildings included in the sample for validation. Facilities inventory reports with room detail and schematic floor plans are prepared to aid the Survey Team as they inspect rooms within the selected buildings.

Function of Survey Team During Validation

The main function of the Team is to compare existing conditions, identified by viewing the space, with the reported inventory data. Identification of condition changes, variance in room sizes, and proper room use or space category classification are the objectives of the Team. A list of variances is prepared and used to update the facilities inventory. If significant classification errors are detected, a complete inventory validation is scheduled. All variances identified during this validation process were corrected prior to the needs assessment portion of the survey process.

Resulting Adjusted Inventory Data

The resulting inventory file, with any required adjustments, enables preparation of reports used in the needs assessment portion of the Survey. Summary reports of building and net assignable space information are included in this report.

**Table 2
BUILDINGS INCLUDED IN THE INVENTORY VALIDATION**

NEW CONSTRUCTION						
SITE #	ABBR	BUILDING #	BUILDING NAME	ABBR	OCCUPANCY YR	GSF
1	MMC	27	RAFAEL DIAZ-BALART HALL	RDB	2006	153,768
1	MMC	29	THE PATRICIA & PHILLIP FROST MUSEUM	PPFAM	2007	46,874
1	MMC	30	COLLEGE OF BUSINESS COMPLEX	CBC	2007	80,765
1	MMC	31	CENTRAL UTILITIES EXPANSION	CU	2007	14,500
1	MMC	39	ACADEMIC HEALTH CENTER 3	AHC3	2009	114,929
1	MMC	47	ART STUDIO	AS	2007	3,834
					TOTAL:	414,670
RENOVATIONS						
SITE #	ABBR	BUILDING #	BUILDING NAME	ABBR	RENOVATION YR	NSF
1	MMC	1	CHARLES E. PERRY PRIMERA CASA - OLD FROST RENOVATIONS	PC	2009	4,558
1	MMC	21	ACADEMIC HEALTH CENTER 1 - CENTER FOR CHILDREN AND FAMILIES	AHC1	2009	11,672
1	MMC	22	CSCS PANTHERSOFT RENOVATIONS	CSCS	2010	3,888
2	BBC	N02	ACADEMIC ONE - NEIGHBORHOOD HELP SUITE 234 RENOVATIONS	AC1	2010	2,920
2	BBC	N02	ACADEMIC ONE - SCHOOL OF ENVIRONMENT AND SOCIETY SUITE 300 RENOVATIONS	AC1	2010	3,760
1	MMC	W06	W06 PANTHERSOFT RENOVATIONS	W06	2010	2,137
					TOTAL:	28,935
BUILDING SYSTEMS ASSESSMENT						
SITE #	ABBR	BUILDING #	BUILDING NAME	ABBR	OCCUPANCY YR	GSF
8	MB03	MB03	MIAMI BEACH WOMEN'S CLUB	MBWC	2009	6,586
3	EC	101	ENGINEERING CENTER	EC	1996	479,212
3	EC	102	OPERATIONS/UTILITY	OU	1996	32,582
1	MMC	C05	DUPLICATING CENTER	DC	1981	6,972
1	MMC	W06A	DUGOUT 3	W06A	1982	224
1	MMC	W06B	DUGOUT 4	W06B	1982	224
1	MMC	W01B	WEST 1 B	W01B	1985	600
2	BBC	S01	CENTRAL RECEIVING	S01	1982	6,419
2	BBC	S02	PUBLIC SAFETY	S02	1982	2,560
2	BBC	S03	PHYSICAL PLANT	S03	1982	15,407
2	BBC	N04	ACADEMIC TWO	AC2	1983	101,800
2	BBC	N01A	AQUATIC CENTER	AQ/RC	1985	1,607
					TOTAL:	654,193

IV - SPACE NEEDS ASSESSMENT

Objective

The objective of the Survey Team during the space needs assessment component is to develop specific project recommendations consistent with approved programs and/or the Capital Improvement Program (CIP) 5-Year Legislative Project Request and with the University's Campus Master Plan. The space needs assessment activity includes an evaluation of the following elements: projects proposed by the University, the results of applying a quantitative space needs model, and any special justification presented by the University. The Team Facilitator provides University supporting information for the proposed projects to the Survey Team in the form of a Survey Workbook and University administrators and officials give presentation the projects.

Types of Recommendations

The projects proposed by the University include site acquisition, site improvements, renovation, remodeling, expansion, and new construction. The projects are presented as part of an overall development plan that includes identification of proposed uses of spaces to be vacated as a result of occupying new buildings and remodeling and/or expansion of existing buildings.

Space Needs Formula

The space needs model applied is the State University System Space Needs Generation Formula (Formula). The Formula was designed to recognize space requirements for a site based on academic program offerings, student enrollment by level, and research programs. The most important measure in the Formula is student full-time-equivalent enrollment. Other important measures include positions, research activity, and library materials. The following space categories are included in the Formula:

<u>Instructional</u>	<u>Academic Support</u>	<u>Institutional Support</u>
Classroom	Study	Student Academic Supports
Teaching Laboratory	Instructional Media	Office/Computer
Research Laboratory	Auditorium/Exhibition	Campus Support
	Teaching Gymnasium	

Application of the Formula results in unmet space needs that are then compared to the effect of proposed projects on the facilities inventory. In cases where the Formula does not support a proposed project, the justification provided by the University is considered. Such justification may include the unique space requirements associated with a particular program. In some cases, the proposed facilities meet program requirements that are not addressed in the Formula. An example of such a case is a large wind tunnel facility or linear accelerator facility that far exceeds the space allowances provided for in the Formula. This type of space is regarded as ineligible to meet the space needs generated by the Formula. Similar treatment is given to unique facilities within the existing facilities inventory to ensure that Formula space needs are compared to facilities designed to meet those needs. The results of applying the Formula for the subject Survey are identified within this report.

V - OVERVIEW OF THE UNIVERSITY

1. Introduction

Florida International University is a multi-campus public research university offering a broad array of undergraduate, graduate, and professional programs. The university has two main campuses, the 344-acre Modesto Maidique Campus (Site 1) in western Miami-Dade County, and the 200-acre Biscayne Bay Campus (Site 2) in northeast Miami-Dade County. Through eleven colleges and schools, FIU offers more than 175 bachelor's, master's, and doctoral degree programs and conducts basic and applied research. Interdisciplinary centers and institutes conduct collaborative research to seek innovative solutions to economic, technological, and social problems. With more than 42,000 students, 814 full-time instructional faculty, and over 8,000 degrees awarded annually, FIU is the largest university in South Florida.

Chartered by the Florida Legislature in 1965, Florida International University opened its doors in 1972 to the largest opening-day enrollment in the history of American higher education. Initially a two-year, upper-division school with limited graduate programs; FIU added lower-division classes in 1981 and received authority to begin offering degree programs at the doctoral level in 1984. Ninety-seven percent of our full-time tenured or tenure-track instructional faculty holds doctorates or the highest degree attainable in their fields. FIU is the only urban public university in the state to be a member of Phi Beta Kappa, the nation's oldest scholarly honorary society. The Carnegie Foundation for the Advancement of Teaching classifies FIU as a Research University/High Research Activity. Our annual research expenditures exceed \$100 million.

Committed to both high quality and access, FIU meets the educational needs of full-time and part-time undergraduate and graduate students, and lifelong learners. Reflecting the vibrant ethnic diversity of South Florida, 77 percent of FIU students are Hispanic, black, or other minorities. We take pride in the impact our graduates make upon the nation and the world.

2. University 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.

3. University vision

Florida International University will be a leading urban public research university focused on student learning, innovation, and collaboration.

4. University values

Florida International University is committed to the following core values:

- Truth—in the pursuit, generation, dissemination, and application of knowledge
- Freedom—of thought and expression
- Respect—for diversity and the dignity of the individual
- Responsibility—as stewards of the environment and as citizens of the world
- Excellence—in intellectual, personal, and operational endeavor.

5. University goals

Our goals are:

1. To educate undergraduate students
 - who become critical thinkers empowered to learn and to integrate their understanding in a variety of areas of knowledge, creativity, entrepreneurship, and accomplishment;
 - who possess the intellectual and personal competencies needed to excel in their fields throughout the world;
 - who understand their culture and the cultures of others and appreciate the complexities and diversity of our global society;
 - who understand and commit to their civic responsibilities.
2. To educate graduate and professional students
 - who demonstrate an ability to synthesize knowledge and practice in ways that produce new insights;
 - who add to the existing body of knowledge in their disciplines;
 - who understand the obligation of the holders of advanced degrees to apply their knowledge and critical intellectual abilities in an ethical manner.
3. To build a distinguished faculty and staff
 - who create a learning environment for students and each other;
 - who give students a foundation of knowledge and understanding that will lead to success in their chosen fields and their lives;
 - who give students the habits of mind of life-long learning and responsible global citizenship;
 - who generate research results and creative contributions recognized both nationally and internationally;
 - who collaborate with each other and with community leaders to explore creative solutions to local, regional, national, and global problems;
 - who pursue research activities and provide additional federal and corporate research funding to the university.
4. To build an excellent student support system
 - that provides academic, personal, and financial support;
 - that adopts best practices across all services;
 - that creates a culture of clear and consistent communication across all internal constituencies.
5. To build an excellent financial base
 - that maximizes impact by carefully stewarding and enhancing resources;
 - that applies information technology to enhance and streamline operations;
 - that encourages external contracts and grants funding;
 - that benefits from alumni and community support;
 - that increases the university endowment.
6. To build an excellent physical and technological infrastructure
 - that is student-centered and conducive to learning;
 - that is appropriate to FIU's size and aspirations to research excellence;
 - that is accessible and sustainable;
 - that applies technology efficiently to conserve resources.
7. To build collaborative university/community relationships
 - that employ the intellectual capital of the university to solve community problems;
 - that encourage alumni to continue their association with and contribution to the university;
 - that create university affinity and social well-being through cultural programming and athletic events;
 - that enhance the intellectual development of the community through life-long learning opportunities

6. Strategic plan for 2010-2015 – *Worlds Ahead*

The second decade of the twenty-first century ushers in major challenges for institutions of higher education in the United States. In the midst of significant levels of unemployment, political debate over the appropriate role for government, and a growing concern for educational competitiveness at all levels, public universities are being called upon to foster greater levels of innovation, job creation, and economic development. Florida International University is poised to make a substantive contribution to address the challenges ahead. Our leadership, research and creative expertise, and sense of urgency give us the opportunity and responsibility to engage locally and globally in the development of high-quality education, ethical and well-prepared global citizens, healthy living environments, and enhanced economic and social well-being. FIU embraces our role as an anchor institution in Greater Miami and the Caribbean Basin.

As Florida International University launches our 2010-2015 ***Worlds Ahead*** strategic plan, we have much to build on, and much to build. As South Florida's only public research university, we are proud of our record of service to the South Florida community and to our students. In the next five years, we will continue to graduate more Hispanic students than any other university in the nation. We will build on our faculty's research and creative energies to form a strong foundation for competitiveness in the twenty-first century knowledge economy, and will engage with local and global communities in collaborative problem solving.

In the past decade FIU has added two major professional schools—a law school and a medical school—and expanded enrollment by 28 percent. In the next five years we will continue to provide a full range of degree programs for regional, national, and international students. During this period, we plan to increase enrollment by 25 percent and research expenditures by 36 percent. These striking increases will require us to rethink every aspect of our academic enterprise: our approaches to teaching, learning, and research; our student support services; and the size and configuration of our physical and technological infrastructure.

To solidify our position as worlds ahead, in the next five years FIU will mobilize our strengths in key collaborative content areas. Our arts facilities and programs enrich campus life, enhance community involvement, and support our quest for excellence. Our cross-disciplinary strength in environmental fields positions our faculty to propose innovative solutions to local and global environmental problems. Our founding commitment to foster international understanding takes on new meaning as global networks of communication and trade create unprecedented integration of economies, societies, and cultures. The Robert Stempel College of Public Health and Social Work, the College of Nursing and Health Sciences, and the new Herbert Wertheim College of Medicine form the core of an academic health center that will facilitate interdisciplinary approaches to solving health care problems in the region and the nation.

As we launch our strategic plan, we must respond to new realities. The financial crisis that began in 2007 had its strongest impact on regions—including South Florida—that had been experiencing the most explosive growth. As a public institution, FIU has not been immune from the forces of change, but we must be a leader in our regional recovery. In the next five years, as we transition from a state-supported to a state-assisted institution, we will have an even greater imperative to seek efficiencies and diversify funding beyond traditional state sources. Our strategic plan will provide us with guidelines to make the difficult choices that lie ahead.

Five academic themes focus the development of our educational and research programs, while two basic management philosophies focus the University's operation. Strategic themes are areas of activity (academic programs, research, and service) that offer opportunities for development and the potential to achieve strategic advantages in higher education. Given rapid globalization in the 21st century, FIU's strategic themes necessarily involve engagement at both the local and global level.

7. The strategic planning process

The current cycle of strategic planning at Florida International University began with the installation of FIU's fifth president, Mark B. Rosenberg, in August 2009. His initial statement of guiding principles, *Hit the Ground Running*, laid the foundation for a series of conversations on the strategic direction of the university, followed by a formal strategic planning process.

The provost commissioned four committees charged with identifying major issues and beginning a dialogue with the university community. The committees examined the three components of FIU's mission (teaching, research, and engagement), and our operational and financial base.

Each committee produced a white paper that defined FIU's current position and described the opportunities that lay ahead. During fall 2009 the president took those white papers to university town halls, and held conversations with members of the local community and community leaders.

In late fall 2009 the president charged the provost with the formal implementation of the strategic planning process. The provost formed seven committees with representation from faculty, staff, students and community members. Three committees focused on foundations for success at FIU: Finance, Infrastructure, and Student Success. Four committees focused on collaborative content areas in which FIU has strategic strengths: Arts, Environment, Globalization, and Health.

In the late summer 2010, each of these committees submitted a draft report to the provost, who was then charged with creating an institutional strategic plan based on the work of the seven committees.

8. 2010 - 2015 Strategic Plan - a five-year plan to pursue FIU's mission and goals

During the next five years, Florida International University will pursue specific initiatives to achieve our mission and goals.

1. Achieve enhanced student learning and academic excellence.

- Expand minority pre-college programs to ensure readiness for FIU.
- Improve access by increasing enrollment by 2,000 academically qualified students per year.
- Define and communicate expectations for students at each level of their academic progress.
- Encourage interdisciplinary teaching, advanced pedagogical approaches in the classroom, and expanded state-of-the-art online learning.
- Develop the curriculum and curricular offerings to produce degree programs that reflect the strategic direction of the university and prepare graduates for success in the twenty-first century.
- Enhance learning opportunities through undergraduate research, study abroad, service learning, and student internships.
- Raise the six-year graduation rate with special emphasis on sustained enrollment and early identification of appropriate major.
- Develop and expand student-support services, programs, and activities that enhance student achievement.
-

2. Enhance the quality, quantity and impact of research and creative initiatives.

- Retain and recruit a world-class faculty.
- Increase and expand research funding in fields where FIU has strategic assets and competitive advantages.
- Establish and enhance multidisciplinary and multi-college research centers focused on emerging issues.
- Facilitate commercialization of FIU-initiated research.
- Link research to local economic development and problem-solving.

3. Engage with the community in collaborative problem solving.

- Tie instructional and creative initiatives to local needs and community priorities.
- Collaborate with major educational, environmental, arts, health, and community organizations.

- Partner in the creation of a public-private high-tech corridor focused on biomedical advances and sustainability.
- Facilitate life-long learning and professional development opportunities.

4. Revitalize and expand FIU's infrastructure and financial base

- Build and improve the physical and technological infrastructure.
Improve efficiency, accountability, and compliance and take advantage of shared services.
- Launch a four-front funding offensive: private, state, federal, and local.
- Energize, grow, and focus the alumni network around fund-raising and student placement.
- Expand need-based financial aid to ensure affordability, access, and graduation.
- Recruit and retain outstanding staff.
- Enhance student spirit and alumni affinity through cultural programming and athletics.

9. Applying the plan to collaborative content areas

In pursuit of our mission and goals, Florida International University will leverage our strengths in four collaborative content areas. Each of these areas has a relation to our mission, has the potential for significant and sustained growth, and involves engagement at the local and global levels.

THE ARTS

The Arts are essential to Florida International University's life of the mind. They inform the way we think, create, discern, solve problems, and adapt to a rapidly changing world. The creative and academic activities of FIU's faculty, curatorial staff, and students in our colleges, schools, and museums support our quest for excellence and are an important strategic asset.

FIU's location in the vibrant, cosmopolitan South Florida region creates opportunities for the FIU community to explore and appreciate different artistic and cultural traditions and modes of artistic expression, recognize the interplay of culture and artistic expression, and celebrate diversity. Concerts, exhibitions, performances, and public lectures enrich the cultural life of FIU's students, faculty, staff, and the South Florida community. FIU's two museums, the Frost Art Museum and The Wolfsonian-FIU, and our outstanding academic programs in music, art, and theater offer unique academic and professional experiences.

To leverage FIU's strength in the arts, in the next five years FIU will make strategic investments in the following initiatives:

1. Maximize local, national, and international opportunities to showcase FIU through the arts.
2. Develop and strengthen partnerships with local theaters and musical organizations, national venues, and international organizations for the performing arts.
3. Develop partnerships to strengthen the role of the arts in the Miami-Dade public schools.
4. Encourage research in the arts and creative work produced across the disciplines.
5. Create new degree programs to attract new students and ensure competitiveness of graduates in arts fields.
6. Provide financial resources for the arts through the Capital Campaign and continuing Annual Campaigns funding.
7. Strengthen the synergy of the arts and allied disciplines across the university by establishing a humanities center.

ENVIRONMENT

Florida International University has a history of excellence in research, education, and engagement in environmental fields. FIU's location in Miami, one of the largest cities in the country, positions us to take a leadership position in urban environmental research. Miami's location between the ocean and the Everglades provides opportunities for further development of our research strengths in wetlands, estuarine, and coastal ecology. Our location at the gateway to Latin America has led to our prominence in new world tropical ecological research.

Our faculty and staff expertise is a strategic asset that enhances our reputation and generates substantial research funding. Development of our strength in environmental studies will ensure that our students are trained for jobs in the new green economy, and will establish FIU as a leader in explaining the dynamics of environmental systems and in developing solutions to environmental challenges locally, nationally, and around the world.

Environmental knowledge is intrinsically interdisciplinary. It relies on basic and applied sciences and engineering to explain the dynamics of environmental processes; technology, planning, and management disciplines to develop and implement effective and efficient improvement strategies; and the humanities to clarify values and attitudes toward the environment. FIU is committed to providing the intellectual leadership needed to create a sustainable future for the South Florida region, and to make significant contributions in the environmental arena globally.

To leverage FIU's strength in environmental fields, in the next five years FIU will make strategic investments in the following initiatives:

1. Consolidate and expand environmental research and teaching and infrastructure at our Biscayne Bay Campus Site 2 to serve as a focus for the School of Environment, Arts and Society and for interdisciplinary environmental research.
2. Enhance interactions with management agencies, K-12 institutions, and the public.
3. Modify the First Year Experience course to ensure that undergraduate students have a basic understanding of local and global environmental issues.
4. Create new undergraduate degree programs to ensure competitiveness of graduates in environmental fields.
5. Develop new interdisciplinary graduate degrees in environmental science, policy, and management to enhance interdisciplinary graduate training and research in environmental fields.
6. Enhance FIU's environmental stewardship and develop plans to adapt to the impacts of climate change on our campuses and throughout our local and global communities.

GLOBALIZATION

Florida International University's founding mission to foster international understanding takes on new meaning in the twenty-first century age of globalization, as networks of communication and trade foster unprecedented integration of economies, societies, and cultures. FIU's efforts in the international sphere are supported by our geographic location; the cultural and ethnic diversity of the South Florida community; the continued globalization of regional and national economies; and Florida's desire to be a global leader in economic development in the twenty-first century. Our commitment to fostering an interdisciplinary, global perspective is a strategic asset that will ensure that our students will be prepared for jobs in the global economy.

FIU's focus on global awareness prompted the choice of Global Learning for Global Citizenship as the topic of our 2010 quality enhancement plan (QEP), which was prepared as a condition of reaffirmation of accreditation by the Southern Association of Colleges and Schools. Beginning in fall 2011, global learning courses will be a graduation requirement for every FIU undergraduate.

To leverage FIU's strength in interdisciplinary global study and research, in the next five years FIU will make strategic investments in the following initiatives:

1. Enhance and create interdisciplinary and regional areas studies programs with a global focus.
2. Support and strengthen the QEP, Global Learning for Global Citizenship.
3. Enroll more international students.

4. Encourage interdisciplinary research on global issues such as disaster mitigation, security, and governance.
5. Hire faculty with a global focus.
6. Expand collaborative research with universities around the globe.
7. Seek global partnerships to expand the financial base.

HEALTH

As Miami's only public research university, Florida International University is committed to addressing the health challenges that face the South Florida region. FIU has a distinguished record of research on health disparities, drug and alcohol use, abuse and dependency and HIV/AIDS. The Herbert Wertheim College of Medicine, the College of Nursing and Health Sciences, and the Robert Stempel College of Public Health and Social Work serve the community by educating health professionals and conducting applied research in health fields. By embedding engagement activities with teaching and research, FIU provides students with unique learning opportunities and improves health care in the South Florida region.

FIU's strength in health fields is a strategic asset that provides invaluable service to the South Florida region, and makes us a national and international model in integrated health care education. Health research is a fertile area for federally funded research and clinical trials which will bolster FIU's financial standing and increase our national visibility.

To leverage FIU's strength in health care instruction and research, FIU will make strategic investments in the following initiatives:

1. Develop an Academic Health Center to encourage interdisciplinary approaches to teaching and research.
2. Invest in faculty hires in health fields in which FIU has existing strengths such as HIV/AIDS; child-adolescent and family behavioral health; and substance use, abuse, and dependence.
3. Modify undergraduate, graduate, and professional curricula to enhance interdisciplinary teaching, research, and engagement opportunities for students, creating a new approach to health-related education.
4. Create new degree programs to attract new students and ensure competitiveness of graduates in health fields.
5. Enhance both the amount and visibility of health-related research.
6. Increase involvement of students, faculty and staff in community engagement focused on health needs.
7. Strengthen partnerships with local and global community and governmental agencies, public entities, hospitals, and health care and social service agencies/providers.
8. Develop training opportunities in health for local and international professionals.

10. Applying the plan to FIU's infrastructure

Florida International University's infrastructure includes physical facilities; a technological infrastructure; and a diverse set of programs, services, and activities that support teaching and learning, student life, and interactions between the university and the South Florida community.

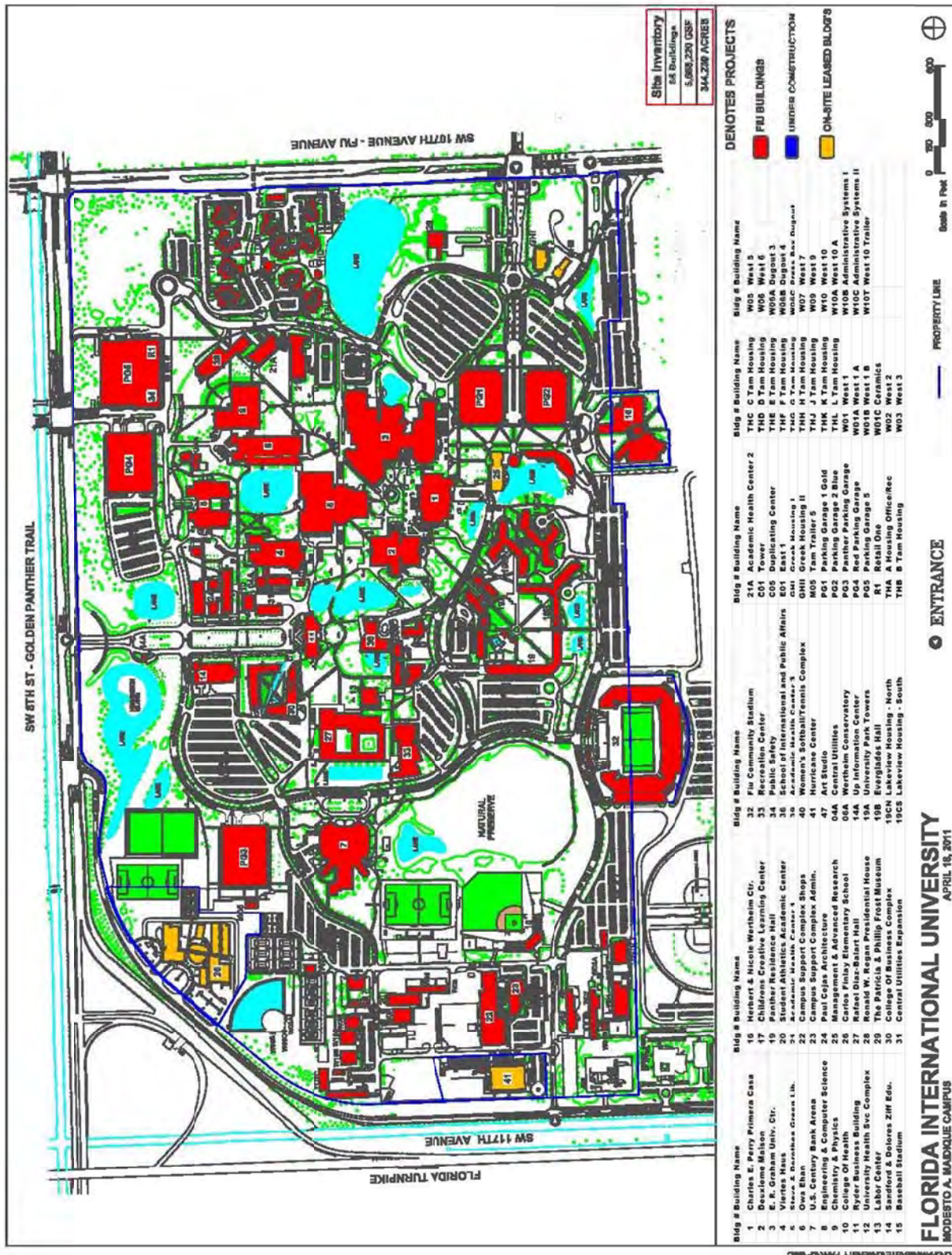
As of 2010, FIU operates and maintains 120 permanent buildings encompassing over 7 million gross square feet on five sites in Miami-Dade County. Projects to be completed within the next five years will add 0.4 million gross square feet. The growth of our physical infrastructure is guided by the BOT-approved FIU master plan, which is updated every five years through a process that includes input from the diverse constituents of the university. Most of FIU's facility expansions are approved and funded by the state's Public Education Capital Outlay program. The university also solicits private donations and is allowed to issue bonds to finance the construction of new buildings.

FIU's infrastructure promotes campus life by supporting student housing facilities, dining facilities, retail outlets, two student health and wellness centers, a learning center, two student unions, two recreation centers, outdoor recreation facilities, athletic facilities (including an indoor arena and a football stadium), an aquatics center (BBC), and parking garages with over 4,800 spaces.

Despite limited financial resources, FIU's infrastructure must grow to provide services for FIU's changing and growing student population, especially in regard to residential life, public safety, disability resources, and international student services, health care, counseling, and childcare. To accomplish this, we must streamline internal processes to increase efficiency, and remove obstacles that impede operations—especially in areas that directly impact faculty research productivity and creative activity and student learning.

To ensure that the quality of learning and the student experience are maintained as FIU grows, over the next five years we will revitalize, revamp, and strategically expand our physical and technological infrastructure and enhance our student-support services by making strategic investments in the following initiatives:

1. Expand housing and student-service facilities to accommodate enrollment growth and foster student success.
2. Design and develop an adaptable classroom infrastructure aligned with teaching methods.
3. Design and develop flexible spaces for students to congregate, study, practice, exhibit, and perform.
4. Increase library space.
5. Increase flexible research space through redesign and new construction.
6. Develop a central communication strategy to deliver key messages and announce events to the campus community and beyond.
7. Promote a user-driven service approach for all administrative processes.
8. Integrate technology into every facet of FIU's operational structure.
9. Establish a comprehensive approach to risk mitigation.
10. Develop parking, transportation, and sustainable access solutions.
11. Encourage pedestrian traffic by building protected walkways, installing benches, and improving signage.
12. Adopt flexible and sustainable design criteria to minimize capital improvements and maintenance.
13. Support campus expansion efforts through the exploration of land acquisition opportunities.





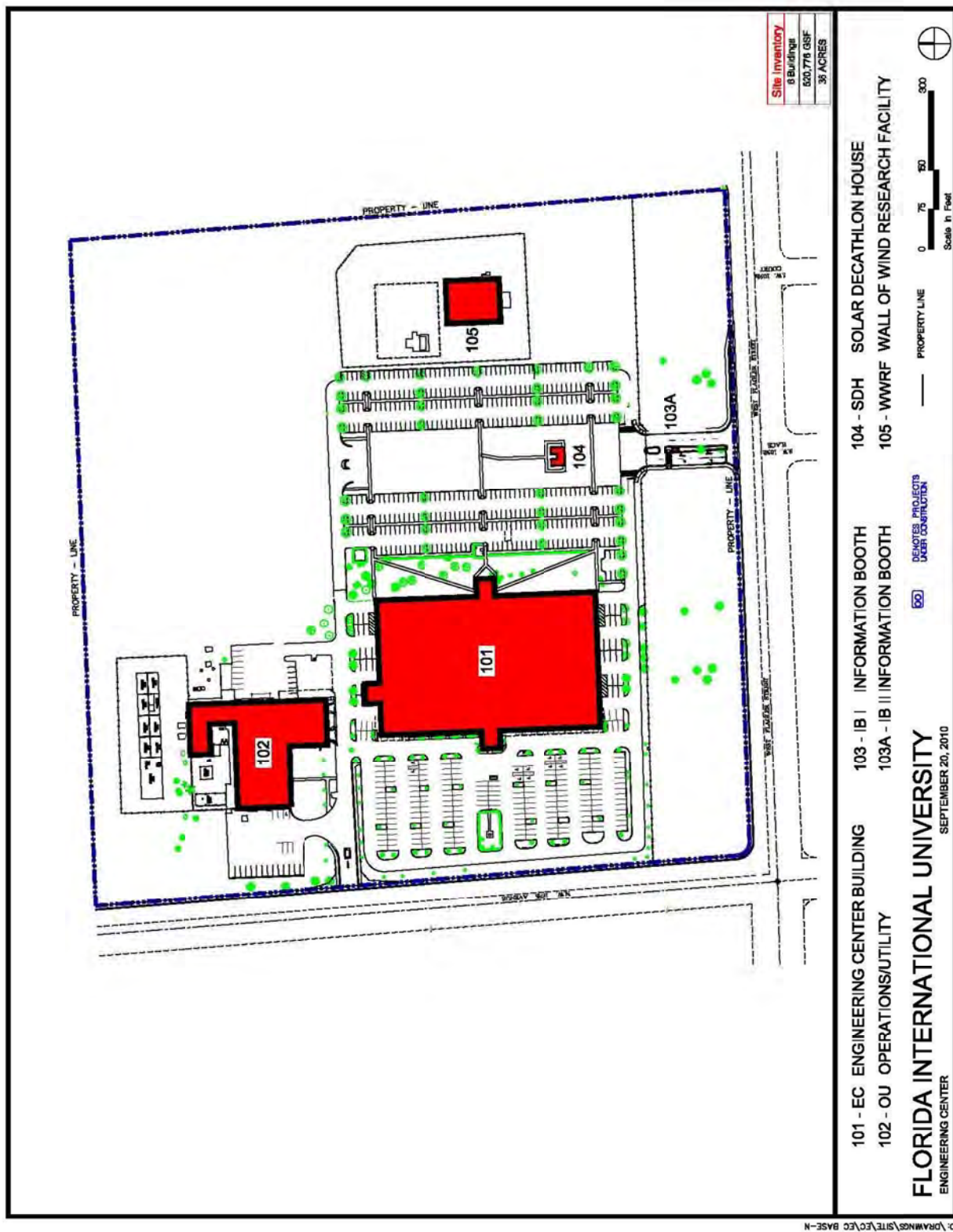


Table 3
INSTITUTIONAL (CAMPUS) SITES

SITE	NAME	ADDRESS	CITY	ZIPCODE	COUNTY	AREA	ACQUISITION	OWNERSHIP	TOTAL # BLDG	TOTAL GSF
1	MAIDIQUE CAMPUS	11200 SW 8TH STREET	MIAMI	33199	MIAMI-DADE	342.2	1968	State Owned	93	6,350,512
2	BISCAYNE BAY	3000 NE 151ST STREET	NORTH MIAMI	33181	MIAMI-DADE	195	1973	State Owned	26	923,061
3	ENGINEERING CTR	10555 WEST FLAGLER STREET	MIAMI	33175	MIAMI-DADE	36	1997	State Owned	6	520,774
4	THE PINES CENTER	17195 SHERIDAN ST	FORT LAUDERDALE	33331	BROWARD	0	1998	Leased	1	0
5	FL MEMORIAL COL	15800 N.W. LEJEUNE	MIAMI	33054	MIAMI-DADE	1	1999	Title Vested in State	1	43,371
6	FIU WOLFSONIAN	1001 WASHINGTON AVE	MIAMI BEACH	33139	MIAMI-DADE	0.4	1998	State Owned	1	64,654
7	FIU ANNEX	1538 LENOX AVE	MIAMI BEACH	33139	MIAMI-DADE	0.3	1998	State Owned	1	38,139
8	MB WOMEN'S CLUB	2401 PINETREE DRIVE	MIAMI BEACH	33139	MIAMI-DADE	0.8	2009	State Owned	1	6,586

VI - ACADEMIC PROGRAMS OF THE UNIVERSITY

The academic degree programs of the University and student enrollment within the programs generate the primary demand for facilities. The approved programs for the University are identified within Tables 4a and 4b.

**Table 4a
ACADEMIC DEGREE PROGRAMS**

CIP	Title	Bachelor's	Master's	Specialist	Research Doctorates	Professional Doctorates
'52.0301	Accounting	B	M			
'13.1201	Adult and Continuing Education and Teaching		M		R	
'05.0201	African-American/Black Studies		M			
'27.0301	Applied Mathematics		M			
'04.0201	Architecture (BArch, BA/BS, MArch, MA/MS, PhD)	B	M			
'50.0703	Art History, Criticism and Conservation	B				
'13.1302	Art Teacher Education	B	M			
'50.0701	Art/Art Studies, General	B				
'05.0103	Asian Studies/Civilization	B	M			
'51.0913	Athletic Training/Trainer		M			
'51.0204	Audiology/Audiologist Speech-Language Pathology/Pathologist		M			
'26.0202	Biochemistry				R	
'26.0101	Biology/Biological Sciences, General	B	M		R	
'14.0501	Biomedical/Medical Engineering	B	M		R	
'52.0201	Business Administration and Management, General	B	M		R	
'40.0501	Chemistry, General	B	M		R	
'14.0801	Civil Engineering, General	B	M		R	
'11.0101	Computer and Information Sciences, General	B	M		R	
'14.0901	Computer Engineering, General	B	M			
'15.1001	Construction Engineering Technology/Technician	B	M			
'13.1101	Counselor Education/School Counseling and Guidance Services		M			
'23.1302	Creative Writing		M			
'43.0104	Criminal Justice/Safety Studies	B	M			
'13.0301	Curriculum and Instruction		M	S	R	
'51.3101	Dietetics/Dietitian (RD)	B	M		R	
'50.0501	Drama and Dramatics/Theatre Arts, General	B				
'13.1210	Early Childhood Education and Teaching	B	M			
'45.0601	Economics, General	B	M		R	
'13.0401	Educational Leadership and Administration, General		M	S	R	

CIP	Title	Bachelor's	Master's	Specialist	Research Doctorates	Professional Doctorates
'14.1001	Electrical, Electronics and Communications Engineering	B	M		R	
'13.1202	Elementary Education and Teaching	B				
'14.3502	Engineering Management		M			
'14.9999	Engineering, Other		M			
'23.0101	English Language and Literature, General	B	M			
'03.0103	Environmental Studies	B	M			
'14.1401	Environmental/Environmental Health Engineering	B	M			
'52.0801	Finance, General	B	M			
'50.0702	Fine/Studio Arts, General	B	M			
'13.1306	Foreign Language Teacher Education		M			
'43.0106	Forensic Science and Technology		M			
'16.0901	French Language and Literature	B				
'45.0701	Geography	B				
'40.0601	Geology/Earth Science, General	B	M		R	
'51.0701	Health/Health Care Administration/Management	B	M			
'13.0406	Higher Education/Higher Education Administration		M		R	
'54.0101	History, General	B	M		R	
'52.0901	Hospitality Administration/Management, General	B	M			
'52.1001	Human Resources Management/Personnel Administration	B	M			
'11.0103	Information Technology	B	M			
'50.0408	Interior Design	B	M			
'13.0701	International and Comparative Education		M			
'52.1101	International Business/Trade/Commerce	B	M			
'52.1502	International Real Estate		M			
'45.0901	International Relations and Affairs	B	M		R	
'30.2001	International/Global Studies		M			
'16.0902	Italian Language and Literature	B				
'04.0601	Landscape Architecture (BS, BSLA, BLA, MSLA, MLA, PhD)	B	M			
'05.0107	Latin American Studies		M			
'22.0101	Law (LL)					P
'24.0101	Liberal Arts and Sciences/Liberal Studies	B	M			
'16.0102	Linguistics		M			
'52.1201	Management Information Systems, General	B	M			
'26.1302	Marine Biology and Biological Oceanography	B				
'52.1401	Marketing/Marketing Management, General	B				
'09.0102	Mass Communication/Media Studies	B	M			
'14.1801	Materials Engineering		M		R	
'27.0101	Mathematics, General	B				
'14.1901	Mechanical Engineering	B	M		R	

CIP	Title	Bachelor's	Master's	Specialist	Research Doctorates	Professional Doctorates
'51.1201	Medicine (MD)					P
'13.1312	Music Teacher Education		M			
'50.0901	Music, General	B	M			
'51.3818	Nursing Practice					P
'51.3808	Nursing Science (MS, PhD)				R	
'51.3801	Nursing/Registered Nurse (RN, ASN, BSN, MSN)	B	M			
'51.2306	Occupational Therapy/Therapist		M			
'31.0301	Parks, Recreation and Leisure Facilities Management	B	M			
'38.0101	Philosophy	B				
'13.1314	Physical Education Teaching and Coaching	B	M			
'51.2308	Physical Therapy/Therapist					P
'40.0801	Physics, General	B	M		R	
'45.1001	Political Science and Government, General	B	M		R	
'16.0904	Portuguese Language and Literature	B				
'42.0101	Psychology, General	B	M		R	
'44.0401	Public Administration	B	M		R	
'51.2201	Public Health, General (MPH, DPH)		M		R	
'13.1315	Reading Teacher Education		M			
'52.1501	Real Estate	B	M			
'38.0201	Religion/Religious Studies	B	M			
'42.2805	School Psychology			S		
'44.0701	Social Work	B	M		R	
'45.1101	Sociology	B	M		R	
'16.0905	Spanish Language and Literature	B	M		R	
'13.1001	Special Education and Teaching, General	B	M		R	
'27.0501	Statistics, General	B	M			
'52.1601	Taxation		M			
'13.0410	Urban Education and Leadership		M			
'05.0207	Women's Studies	B				

Table 4b CERTIFICATE PROGRAMS

CERTIFICATE PROGRAM	ACADEMIC	PROFESSIONAL	GRADUATE
Accounting			x
Actuarial Studies	x		
Additions			x
African & African Diaspora Studies	x		
African and African Diaspora Studies			x
Agroecology	x		
American Studies	x		
Ancient Mediterranean Civilization	x		
Asian Globalization			x
Asian Globalization and Latin America	x		
Asian Studies	x		
Asian Studies			x
Athletic Training		x	
Banking	x		x
Business Intelligence	x		
Child Welfare Services		x	
Chinese Studies	x		
Coastal and Marine Affairs	x		
Community Development			x
Comparative Immunology	x		
Conflict Resolution and Consensus Building			x
Construction Engineering and Management			x
Cuban and Cuban American Studies	x		
Culturally Competent Nursing Education			x
Educational Leadership			x
Electric Power Engineering and Management			x
Entrepreneurship	x		
Entrepreneurship			x
Environmental Health			x
Environmental Studies	x		
Environmental Studies			x
Epidemiology			x
Ethnic Studies	x		
Event and Meeting Planning		x	
Exile Studies	x		

CERTIFICATE PROGRAM	ACADEMIC	PROFESSIONAL	GRADUATE
Export-Import Management	x		
Export-Import Marketing Management			x
Family-Focused Health Care Across Cultures		x	
Film Studies	x		
Financial Risk Management			x
Forensic Science	x		
Foundations of Accounting and Auditing			x
Furniture Design			x
Geographic Information Systems			x
Gerontological Studies	x		
Gerontology			x
Health Promotions			x
Heating, Ventilating and Air Conditioning Design		x	
History and Theory of Architecture	x		
History and Theory of Architecture			x
Homeland Security and Emergency Management			x
Hospitality Administration		x	
Hospitality Management			x
Hospitality Studies		x	
Hotel/Lodging Management		x	
Human Resource Decision Making			x
Human Resource Management			x
Human Resources Policy and Management			x
Information Technology in Civil Engineering			x
Integrated Communications: Advertising and Public Relations			x
Integrated Marketing Communications: Latin American Certificate			x
Integrated Marketing Communications: Latin American Certification			x
International Bank Management	x		x
International Business			x
International Real Estate			x
Investments			x
Japanese Studies	x		
Judaic Studies	x		
Labor Studies	x		
Landscape Architecture	x		
Landscape Architecture			x

CERTIFICATE PROGRAM	ACADEMIC	PROFESSIONAL	GRADUATE
Latin American and Caribbean Studies	x		
Latin American and Caribbean Studies			x
Law, Ethics and Society	x		
Legal Translation and Court Interpreting		x	
Linguistics Studies	x		
Management in Social Work			x
Management Information Systems			x
Mass Communication		x	
Materials Engineering		x	
Mechanical Engineering			x
Media Management		x	
Middle East and Central Asian Studies	x		
Museum Studies			x
National Security Studies	x		x
Nurse Executive			x
Occupational -Based Injuries			x
Occupational Therapy Prerequisite		x	
Physical Therapy		x	
Portuguese Interpretation Studies		x	
Portuguese Language and Brazilian Culture Studies		x	
Portuguese Translation Studies		x	
Post Master's Certificate in Nursing Education			x
Post-baccalaureate Undergraduate Premedical	x		
Post-Master's Nurse Practitioner			x
Post-MSW Certificate in Clinical			x
Pre-Modern Cultures	x		
Professional Language		x	
Professional Leadership Studies		x	
Project Management	x		
Public Health Foundations			x
Public Management			x
Public Policy Studies	x		
Recreation Management		x	
Religious Studies			x
Restaurant/Foodservice Management		x	
Retail Management	x		

CERTIFICATE PROGRAM	ACADEMIC	PROFESSIONAL	GRADUATE
Retail Management	x		
Retail Marketing and Management	x		
Robotics Engineering		x	
Sales and Customer Relationship Management	x		
Sales and Customer Relationship Management			x
European Studies	x		
Social Work Practice with the Elderly			x
South and Southeast Asia Area Studies	x		
Spanish Language Journalism			x
Speech-Language Pathology		x	
Student Media Advising			x
Study of Sephardic and Oriental Jewry	x		
Study of Spirituality	x		
Sustainable Communities			x
Sustainable Construction		x	
Sustainable Construction		x	
Taxation			x
TESOL (Teaching English to Speakers of Other Languages)			x
Tourism Marketing Communications		x	
Tourism Marketing Communications		x	
Translation Studies		x	
Transnational and Regional Studies			x
Travel and Tourism Administration		x	
Travel and Tourism Management		x	
Urban Affairs		x	
Water, Environment and Development Studies			x
Wine and Beverage Management		x	
Women's Studies	x		
Women's Studies			x

VII - ANALYSIS OF STUDENT ENROLLMENT

Student enrollment is the single most important measure used to develop facility requirements for a university. Enrollment is measured using full-time-equivalent (FTE) enrollment. Each FTE is equivalent to 40 credit hours per academic year for undergraduates and 32 credit hours for graduates. First, FTE enrollment is reported by site and then all enrollments not requiring facilities is deducted to determine the Capital Outlay FTE (COFTE). The level of enrollment used for Survey purposes is the level for the fifth year beyond the year the Survey is conducted. For this Survey, the projected enrollment used is for academic year 2010-11. Table 5 identifies the BOG approved current five-year planned enrollments for the university. Table 6 provides the approved current five year enrollment by sites, at the time of the survey. COFTE by projected enrollment by level and discipline category within level of student for the survey out year 2015 is available through our Office of Planning Institutional Research. The 2010 University Work Plan/Proposal is attached for reference in Appendix D.

Table 5
BOG APPROVED CURRENT FIVE YEAR PLAN ENROLLMENT

2010 University Work Plan (Enrollment Plan Proposal)								
<i>For entire institution</i>	Funded	Estimated	Funded	Estimated	Estimated	Estimated	Estimated	5-Year Projected Average Annual Growth Rate
FTE	2009-10	2009-10	2010-11	2010-11	2011-12	2013-14	2015-16	
FL Resident Lower	7,860	7,860		8,176	8,502	9,372	10,531	5%
FL Resident Upper	11,682	11,682		12,032	12,273	12,769	13,547	2%
FL Resident Grad I	3,095	2,588		2,717	2,853	3,176	3,602	6%
FL Resident Grad II	311	818		842	865	923	998	3%
Total FL Resident	22,948	22,948		23,767	24,493	26,240	28,678	4%
Non-Res. Lower		483		503	522	575	646	5%
Non-Res. Upper		705		726	741	771	818	2%
Non-Res. Grad I		665		698	733	816	926	6%
Non-Res. Grad II		285		300	317	359	414	7%
Total Non-Res.		2,138		2,227	2,313	2,521	2,804	5%
Total Lower		8,343		8,679	9,024	9,947	11,177	5%
Total Upper		12,387		12,758	13,014	13,540	14,365	2%
Total Grad I		3,253		3,415	3,586	3,992	4,528	6%
Total Grad II		1,103		1,142	1,182	1,282	1,412	4%
Total FTE		25,086		25,994	26,806	28,761	31,482	4%

2010 University Work Plan (Enrollment Plan Proposal)								
<i>For entire institution</i>	Funded	Estimated	Funded	Estimated	Estimated	Estimated	Estimated	5-Year Projected Average Annual Growth Rate
FTE	2009-10	2009-10	2010-11	2010-11	2011-12	2013-14	2015-16	
FL Resident Medical Headcount (Medical, Dentistry, Vet.)	40	42	80	76	150	326	424	35.6%
Non-Res. Medical Headcount (Medical, Dentistry, Vet.)		0		7	16	44	66	56.6%
Total Medical Headcount (Medical, Dentistry, Vet.)	40	42	80	83	166	370	490	42.6%

Table 6
BOG APPROVED CURRENT FIVE YEAR PLAN ENROLLMENT BY SITE

For each distinct location (main, branch, site, regional campus) that has or is planned to have more than 150 FTE

SITE: MODESTO MAIDIQUE CAMPUS

		Estimated		Estimated	Estimated	Estimated	Estimated	5-Year Projected Average Annual Growth Rate
FTE		2009-10		2010-11	2011-12	2013-14	2015-16	
Lower		6,374		6,632	6,894	7,599	8,539	5%
Upper		8,502		8,756	8,932	9,294	9,860	2%
Grad I		2,510		2,634	2,766	3,080	3,494	6%
Grad II		1,025		1,061	1,099	1,192	1,312	4%
Total		18,411		19,083	19,691	21,165	23,205	4%

SITE: BISCAYNE BAY CAMPUS

		Estimated		Estimated	Estimated	Estimated	Estimated	5-Year Projected Average Annual Growth Rate
FTE		2009-10		2010-11	2011-12	2013-14	2015-16	
Lower		976		1,015	1,056	1,164	1,307	5%
Upper		1,893		1,950	1,989	2,069	2,195	2%
Grad I		187		196	206	229	260	6%
Grad II		11		12	12	13	15	4%
Total		3,607		3,173	3,263	3,475	3,777	4%

SITE: PINES CENTER								
		Estimated		Estimated	Estimated	Estimated	Estimated	5-Year Projected Average Annual Growth Rate
FTE		2009-10		2010-11	2011-12	2013-14	2015-16	
Lower		51		53	55	61	69	5%
Upper		304		313	319	332	352	2%
Grad I		212		223	234	260	295	6%
Grad II		57		59	61	66	73	4%
Total		624		648	669	719	789	4%
SITE: OTHER SITES (Online, Macy's Building, Government Center, Largo Medical Center, Miami Ad School, Tianjin (China), Santo Domingo (Dominican Republic), Kingston (Jamaica), Mexico City (Mexico), Panama City (Panama)).								
		Estimated		Estimated	Estimated	Estimated	Estimated	5-Year Projected Average Annual Growth Rate
FTE		2009-10		2010-11	2011-12	2013-14	2015-16	
Lower		942		979	1,019	1,123	1,262	5%
Upper		1,688		1,739	1,774	1,845	1,958	2%
Grad I		344		362	380	423	479	6%
Grad II		10		10	10	11	12	4%
Total		2,984		3,090	3,183	3,402	3,711	4%

VIII - INVENTORY OF EXISTING SITES AND BUILDINGS

The Overview of the University includes a general description of the sites where the University carries out educational program activity. This section provides information about buildings located at the sites.

The building information provided in Table 6 includes Status, Condition, Net Square Feet (NSF) and Gross Square Feet (GSF). Status identifies a building as permanent or temporary based on structural materials and life expectancy. A permanent building is a facility of either non-combustible or fire resistive construction designed for a fixed location with a life expectancy of more than 20 years. A temporary building is usually of wood frame type construction with a life expectancy of less than 20 years.

Building condition identifies whether a building is satisfactory or unsatisfactory for its intended use. Determination of condition is based on the last survey validation and any changes proposed by the University and concurred with by the Survey Team. Buildings considered satisfactory are classified as either satisfactory or in need of remodeling. Buildings considered unsatisfactory are classified as those to be terminated for use or scheduled for demolition.

The size of building spaces is provided as NSF or GSF. Building NSF refers to the sum of all areas on all floors assigned to or available to be assigned to and functionally usable by an occupant or equipment to directly support the program activities of the occupant, and the sum of all areas on all floors that are not available for program activities, such as circulation areas, custodial space, and mechanical areas. GSF is the sum of all floor areas included within the outside faces of exterior walls and other areas, which have floor surfaces.

The assignable space within educational buildings accommodates instructional, academic support, and institutional support functions of the University. As indicated within the Space Needs Assessment section, the following types of assignable spaces accommodate these functions:

<u>Instructional</u>	<u>Academic Support</u>	<u>Institutional Support</u>
Classroom	Study	Student Academic Supports
Teaching Laboratory	Instructional Media	Office/Computer
Research Laboratory	Auditorium/Exhibition	Campus Support
	Teaching Gymnasium	

Table 7 identifies the amount of satisfactory eligible (net assignable square feet – NASF) space, by space type, for each building which supports the above stated functions. As stated within the Space Needs Assessment section, eligible space refers to whether the space meets a need identified as a Formula generated space need. The buildings included within these tables are only those owned buildings located on land the University leases from the State of Florida or land leased for a long term to the University on which the University has constructed buildings. Title to State land is vested in the Internal Improvement Trust Fund for the State of Florida.

**TABLE 7
INVENTORY OF ALL OWNED BUILDINGS**

MODESTO MAIDIQUE SITE							
SITE #	BUILDING	NAME	CONDITION	STATUS	NASF	NON-ASF	GSF
1	THA	A UNIVERSITY APARTMENTS	SATISFACTORY	PERMANENT	1,908	90	2,500
1	21	ACADEMIC HEALTH CENTER 1	SATISFACTORY	PERMANENT	54,263	33,238	117,682
1	21A	ACADEMIC HEALTH CENTER 2	SATISFACTORY	PERMANENT	65,018	31,829	119,899
1	39	ACADEMIC HEALTH CENTER 3	SATISFACTORY	PERMANENT	59,581	47,352	114,929
1	W10B	ADMINISTRATIVE SYSTEMS I	SATISFACTORY	TEMPORARY RELOCATABLE	4,575	1,219	6,232
1	W10C	ADMINISTRATIVE SYSTEMS II	SATISFACTORY	TEMPORARY RELOCATABLE	3,777	1,251	5,467
1	47	ART STUDIO	SATISFACTORY	PERMANENT	2,146	1,651	3,834
1	THB	B UNIVERSITY APARTMENTS	SATISFACTORY	PERMANENT	10,052	46	10,855
1	15	BASEBALL STADIUM	SATISFACTORY	PERMANENT	22,815	6,731	34,125
1	10	BUILDING TEN	SATISFACTORY	PERMANENT	5,562	2,574	9,398
1	THC	C UNIVERSITY APARTMENTS	SATISFACTORY	PERMANENT	12,800	46	13,655
1	23	CAMPUS SUPPORT COMPLEX ADMIN	SATISFACTORY	PERMANENT	27,236	16,535	45,400
1	22	CAMPUS SUPPORT COMPLEX SHOPS	SATISFACTORY	PERMANENT	34,964	16,205	53,500
1	04A	CENTRAL UTILITIES ONE	SATISFACTORY	PERMANENT	0	17,586	23,100
1	31	CENTRAL UTILITIES TWO	SATISFACTORY	PERMANENT	204	14,003	14,500
1	W01C	CERAMICS	SATISFACTORY	PERMANENT	3,306	399	4,532
1	1	CHARLES E. PERRY PRIMERA CASA	SATISFACTORY	PERMANENT	118,938	92,077	224,229
1	9	CHEMISTRY & PHYSICS	SATISFACTORY	PERMANENT	65,342	50,415	130,857
1	17	CHILDREN'S CREATIVE LEARNING	SATISFACTORY	PERMANENT	5,161	1,100	6,228
1	30	COLLEGE OF BUSINESS COMPLEX	SATISFACTORY	PERMANENT	50,293	38,281	80,765
1	THD	D UNIVERSITY APARTMENTS	SATISFACTORY	PERMANENT	13,135	46	14,218
1	2	DEUXIEME MAISON	SATISFACTORY	PERMANENT	62,950	65,392	140,807
1	CW2	DM/GL COVERED WALKWAY	SATISFACTORY	COVERED WALKWAY	0	1,925	1,925

SITE #	BUILDING	NAME	CONDITION	STATUS	NASF	NON-ASF	GSF
1	W06A	DUGOUT 3	SATISFACTORY	PERMANENT	174	0	224
1	W06B	DUGOUT 4	SATISFACTORY	PERMANENT	174	0	224
1	C05	DUPLICATING CENTER	SATISFACTORY	PERMANENT	4,931	1,141	6,972
1	THE	E UNIVERSITY APARTMENTS	SATISFACTORY	PERMANENT	10,052	46	10,855
1	E01	EAST 1	SATISFACTORY	TEMPORARY NON-RELOCATABLE	2,948	0	3,100
1	8	ENGINEERING & COMPUTER SCIENCE	SATISFACTORY	PERMANENT	63,035	40,749	112,754
1	3	ERNEST R. GRAHAM UNIV. CTR.	SATISFACTORY	PERMANENT	156,796	83,887	303,840
1	19B	EVERGLADES HALL	SATISFACTORY	PERMANENT	95,247	30,615	147,475
1	THF	F UNIVERSITY APARTMENTS	SATISFACTORY	PERMANENT	13,095	46	14,132
1	32	FIU COMMUNITY STADIUM	SATISFACTORY	PERMANENT	51,527	34,662	92,305
1	THG	G UNIVERSITY APARTMENTS	SATISFACTORY	PERMANENT	12,109	1,194	13,650
1	GZ1	GAZEBO #1	SATISFACTORY	TEMPORARY NON-RELOCATABLE	0	72	80
1	GZ2	GAZEBO #2	SATISFACTORY	TEMPORARY NON-RELOCATABLE	0	72	80
1	GZ3	GAZEBO #3	SATISFACTORY	TEMPORARY NON-RELOCATABLE	0	72	80
1	GZ4	GAZEBO #4	SATISFACTORY	TEMPORARY NON-RELOCATABLE	0	72	80
1	GZ5	GAZEBO #5	SATISFACTORY	TEMPORARY NON-RELOCATABLE	0	72	80
1	GZ6	GAZEBO #6	SATISFACTORY	TEMPORARY NON-RELOCATABLE	0	72	80
1	CW4	GL/GC COVERED WALKWAY	SATISFACTORY	COVERED WALKWAY	0	1,290	1,290
1	THH	H UNIVERSITY APARTMENTS	SATISFACTORY	PERMANENT	13,366	96	14,418
1	16	HERBERT & NICOLE WERTHEIM CTR.	SATISFACTORY	PERMANENT	39,849	27,915	74,052
1	THJ	J UNIVERSITY APARTMENTS	SATISFACTORY	PERMANENT	13,100	46	14,132
1	THK	K UNIVERSITY APARTMENTS	SATISFACTORY	PERMANENT	13,100	46	14,132
1	THL	L UNIVERSITY APARTMENTS	SATISFACTORY	PERMANENT	13,100	46	14,132

SITE #	BUILDING	NAME	CONDITION	STATUS	NASF	NON-ASF	GSF
1	13	LABOR CENTER	SATISFACTORY	PERMANENT	13,352	9,158	25,059
1	19CN	LAKEVIEW HOUSING - NORTH	SATISFACTORY	PERMANENT	77,542	26,174	126,162
1	19CS	LAKEVIEW HOUSING - SOUTH	SATISFACTORY	PERMANENT	92,782	29,458	126,162
1	14A	MMC INFORMATION CENTER	SATISFACTORY	PERMANENT	552	0	600
1	CW5	OE/CP COVERED WALKWAY	SATISFACTORY	COVERED WALKWAY	0	350	350
1	6	OWA EHAN	SATISFACTORY	PERMANENT	58,319	42,101	117,306
1	PG3	PANTHER PARKING GARAGE	SATISFACTORY	PERMANENT	444,210	12,035	470,441
1	19	PANTHER RESIDENCE HALL	SATISFACTORY	PERMANENT	69,485	25,066	111,266
1	PG1	PARKING GARAGE 1 GOLD	SATISFACTORY	PERMANENT	315,753	18,162	360,220
1	PG2	PARKING GARAGE 2 BLUE	SATISFACTORY	PERMANENT	324,169	17,332	360,220
1	29	PATRICIA&PHILLIP FROST MUSEUM	SATISFACTORY	PERMANENT	25,820	20,738	46,874
1	24	PAUL CEJAS ARCHITECTURE	SATISFACTORY	PERMANENT	60,822	35,589	124,870
1	CW1	PC/DM COVERED WALKWAY	SATISFACTORY	COVERED WALKWAY	0	2,860	2,860
1	CW3	PCA COVERED WALKWAY	SATISFACTORY	COVERED WALKWAY	0	1,635	1,635
1	CW7	PG1/PC COVERED WALKWAY	SATISFACTORY	COVERED WALKWAY	0	3,569	3,569
1	PG5	PG5 MARKET STATION	NOT SURVEYED	PERMANENT	735,069	38,490	689,350
1	W06C	PRESS BOX & DUGOUT	SATISFACTORY	PERMANENT	122	0	152
1	27	RAFAEL DIAZ-BALART HALL	SATISFACTORY	PERMANENT	88,451	64,414	153,768
1	33	RECREATION CENTER	SATISFACTORY	PERMANENT	36,726	12,815	50,765
1	M05	RECREATION TRAILER 5	SATISFACTORY	TEMPORARY RELOCATABLE	1,312	0	1,350
1	PG4	RED PARKING GARAGE	SATISFACTORY	PERMANENT	442,055	12,051	470,441
1	28	RONALD W. REGAN PRES. HOUSE	SATISFACTORY	PERMANENT	16,091	10,554	35,200
1	11	RYDER BUSINESS BUILDING	SATISFACTORY	PERMANENT	31,062	22,483	58,782
1	14	SANDFORD & DOLORES ZIFF EDU.	SATISFACTORY	PERMANENT	32,242	21,042	57,456
1	36	SCHOOL INTER. & PUBLIC AFFAIRS	NOT SURVEYED	PERMANENT	30,343	21,140	58,238
1	5	STEVEN & DOROTHEA GREEN LIB.	SATISFACTORY	PERMANENT	209,174	118,934	357,181

SITE #	BUILDING	NAME	CONDITION	STATUS	NASF	NON-ASF	GSF
1	20	STUDENT ATHLETIC ACADEMIC CTR.	SATISFACTORY	PERMANENT	7,710	1,976	10,818
1	C01	TOWER	SATISFACTORY	PERMANENT	2,241	1,330	3,820
1	7	U.S. CENTURY BANK ARENA	SATISFACTORY	PERMANENT	68,838	45,597	121,158
1	12	UNIVERSITY HEALTH SVC. COMPLEX	SATISFACTORY	PERMANENT	14,778	8,034	27,167
1	19A	UNIVERSITY PARK TOWERS	SATISFACTORY	PERMANENT	136,436	47,698	218,157
1	4	VIERTES HAUS	SATISFACTORY	PERMANENT	42,505	21,687	69,567
1	06A	WERTHEIM CONSERVATORY	SATISFACTORY	PERMANENT	5,605	665	6,770
1	W01	WEST 1	SATISFACTORY	PERMANENT	10,129	1,397	12,100
1	W01A	WEST 1 A	SATISFACTORY	TEMPORARY NON-RELOCATABLE	550	0	600
1	W01B	WEST 1 B	SATISFACTORY	PERMANENT	440	0	500
1	W10	WEST 10	SATISFACTORY	PERMANENT	6,039	179	6,808
1	W10T	WEST 10 TRAILER	SATISFACTORY	TEMPORARY NON-RELOCATABLE	1,239	73	1,500
1	W10A	WEST 10A	SATISFACTORY	PERMANENT	4,202	228	5,900
1	W02	WEST 2	SATISFACTORY	PERMANENT	6,135	605	7,975
1	W03	WEST 3	SATISFACTORY	PERMANENT	5,421	475	6,555
1	W05	WEST 5	SATISFACTORY	PERMANENT	352	0	400
1	W06	WEST 6	SATISFACTORY	PERMANENT	5,284	944	6,825
1	W07	WEST 7	SATISFACTORY	PERMANENT	7,641	0	8,350
1	W09	WEST 9	SATISFACTORY	PERMANENT	4,255	645	5,311
1	40	WOMEN'S SOFTBALL/TENNIS CX	SATISFACTORY	PERMANENT	2,042	544	3,150
BISCAYNE BAY SITE							
SITE #	BUILDING	NAME	CONDITION	STATUS	NASF	NON-ASF	GSF
2	N02	ACADEMIC ONE	SATISFACTORY	PERMANENT	63,173	56,199	145,911
2	N04	ACADEMIC TWO	SATISFACTORY	PERMANENT	48,029	35,859	101,800
2	N01A	AQUATIC RECREATION CENTER	SATISFACTORY	PERMANENT	35,746	1,547	1,607
2	BH1	BAY VISTA HOUSING	SATISFACTORY	PERMANENT	81,471	0	146,353

SITE #	BUILDING	NAME	CONDITION	STATUS	NASF	NON-ASF	GSF
2	N02A	BBC CENTRAL UTILITIES	SATISFACTORY	PERMANENT	693	12,546	16,733
2	P10	BBC INFORMATION CENTER	SATISFACTORY	TEMPORARY NON-RELOCATABLE	26	0	46
2	P09	BBC WELLNESS CENTER	SATISFACTORY	TEMPORARY NON-RELOCATABLE	1,402	1,187	3,774
2	S01	CENTRAL RECEIVING	SATISFACTORY	PERMANENT	5,666	437	6,419
2	N08	ECOLOGY LABORATORY	SATISFACTORY	PERMANENT	2,248	1,393	3,872
2	N05	GLENN HUBERT LIBRARY	SATISFACTORY	PERMANENT	52,923	40,969	100,087
2	N03	GREGORY B. WOLFE UNIV. CTR	SATISFACTORY	PERMANENT	63,598	57,592	145,012
2	S04	GROUNDS	SATISFACTORY	PERMANENT	2,981	0	3,250
2	N06	HEALTH CARE CENTER	SATISFACTORY	PERMANENT	2,310	1,432	4,203
2	CW3N	HL/WUC COVERED WALKWAY	SATISFACTORY	COVERED WALKWAY	0	1,725	1,725
2	CW1N	HM/HL COVERED WALKWAY	SATISFACTORY	COVERED WALKWAY	0	3,860	3,860
2	N01	HOSPITALITY MANAGEMENT	SATISFACTORY	PERMANENT	45,021	32,700	96,863
2	N13	MARINE SCIENCES	SATISFACTORY	PERMANENT	35,539	22,559	57,475
2	R01	OUTDOOR RECREATION	SATISFACTORY	PERMANENT	1,222	202	1,803
2	S03	PHYSICAL PLANT	SATISFACTORY	PERMANENT	8,801	3,593	15,407
2	S03A	PLANT SUPPORT	SATISFACTORY	PERMANENT	269	0	320
2	S02	PUBLIC SAFETY	SATISFACTORY	PERMANENT	1,858	405	2,560
2	N07	ROZ&CAL KOVENS CONFERENCE CTR.	SATISFACTORY	PERMANENT	25,747	28,688	57,604
2	CW2N	WUC/HL COVERED WALKWAY	SATISFACTORY	COVERED WALKWAY	0	3,550	3,550
ENGINEERING CENTER SITE							
SITE #	BUILDING	NAME	CONDITION	STATUS	NASF	NON-ASF	GSF
3	101	ENGINEERING CENTER	SATISFACTORY	PERMANENT	165,397	105,529	479,212
3	103	INFORMATION BOOTH 1	SATISFACTORY	TEMPORARY NON-RELOCATABLE	46	28	73
3	103A	INFORMATION BOOTH 2	SATISFACTORY	TEMPORARY NON-RELOCATABLE	44	0	73

SITE #	BUILDING	NAME	CONDITION	STATUS	NASF	NON-ASF	GSF
3	102	OPERATIONS/UTILITY	SATISFACTORY	PERMANENT	17,652	12,555	32,582
3	104	SOLAR DECATHLON HOUSE	SATISFACTORY	TEMPORARY NON-RELOCATABLE	487	169	785
3	105	WALL OF WIND RESEARCH FACILITY	SATISFACTORY	PERMANENT - PERMAN	7,919	0	8,049
FIU WOLFSONIAN SITE							
SITE #	BUILDING	NAME	CONDITION	STATUS	NASF	NON-ASF	GSF
6	MB01	WOLFSONIAN MUSEUM	SATISFACTORY	PERMANENT	31,800	15,244	64,654
FIU ANNEX SITE							
SITE #	BUILDING	NAME	CONDITION	STATUS	NASF	NON-ASF	GSF
7	MB02	WOLFSONIAN ANNEX	SATISFACTORY	PERMANENT	25,640	6,708	38,139
MB WOMEN'S CLUB SITE							
SITE #	BUILDING	NAME	CONDITION	STATUS	NASF	NON-ASF	GSF
8	MB03	MIAMI BEACH WOMEN'S CLUB	REMODELING	PERMANENT	4,640	2,481	6,586

Table 8
ELIGIBLE ASSIGNABLE SQUARE FOOTAGE OF SATISFACTORY SPACE BY CATEGORY BY BUILDING
 SITE 1: MODESTO MAIDIQUE CAMPUS

BUILDING NUMBER	BLDG NAME	CLASSROOM	TEACHING LABORATORY	STUDY	RESEARCH LABORATORY	OFFICE	AUD EXHIB	INSTRUCTIONAL MEDIA	STUDENT ACADEMIC SUPPORT	GYM	CAMPUS SUPPORT SERVICE
THA	A UNIVERSITY APARTMENTS	0	0	0	0	0	0	0	0	0	0
21	ACADEMIC HEALTH CENTER 1	0	0	0	30,627	18,707	0	0	0	0	0
21A	ACADEMIC HEALTH CENTER 2	2,098	29,630	3,217	1,909	27,792	0	0	0	0	0
39	ACADEMIC HEALTH CENTER 3	8,659	18,460	0	8,666	20,159	0	237	2,797	0	0
W10B	ADMINISTRATIVE SYSTEMS I	0	0	0	0	0	0	0	0	0	0
W10C	ADMINISTRATIVE SYSTEMS II	0	0	0	0	0	0	0	0	0	0
47	ART STUDIO	0	2,008	0	0	138	0	0	0	0	0
THB	B UNIVERSITY APARTMENTS	0	0	0	0	0	0	0	0	0	0
15	BASEBALL STADIUM	0	0	0	0	0	0	0	0	0	0
10	BUILDING TEN	0	0	0	0	5,562	0	0	0	0	0
THC	C UNIVERSITY APARTMENTS	0	0	0	0	0	0	0	0	0	0
23	CAMPUS SUPPORT COMPLEX ADMIN	0	0	0	0	27,442	0	0	0	0	0
22	CAMPUS SUPPORT COMPLEX SHOPS	0	1,322	0	0	15,924	0	0	0	0	17,718
04A	CENTRAL UTILITIES ONE	0	0	0	0	0	0	0	0	0	0
31	CENTRAL UTILITIES TWO	0	0	0	0	204	0	0	0	0	0
W01C	CERAMICS	0	3,051	0	255	0	0	0	0	0	0
1	CHARLES E. PERRY PRIMERA CASA	14,232	14,200	807	8,022	81,226	0	0	0	0	198
9	CHEMISTRY & PHYSICS	9,226	20,722	0	24,734	10,303	0	193	0	0	118
17	CHILDREN'S CREATIVE LEARNING	0	0	0	0	0	0	0	0	0	0
30	COLLEGE OF BUSINESS COMPLEX	12,063	3,764	3,384	0	20,470	0	534	561	0	734
THD	D UNIVERSITY APARTMENTS	0	0	0	0	0	0	0	0	0	0
2	DEUXIEME MAISON	6,409	6,048	0	7,215	42,321	0	97	0	0	783
CW2	DM/GL COVERED WALKWAY	0	0	0	0	0	0	0	0	0	0
W06A	DUGOUT 3	0	0	0	0	0	0	0	0	0	0
W06B	DUGOUT 4	0	0	0	0	0	0	0	0	0	0
C05	DUPLICATING CENTER	0	0	0	0	4,227	0	0	0	0	704
THE	E UNIVERSITY APARTMENTS	0	0	0	0	0	0	0	0	0	0
E01	EAST 1	0	0	0	0	0	0	0	0	0	0
8	ENGINEERING & COMPUTER SCIENCE	4,495	7,853	0	29,255	21,313	0	0	0	0	81
3	ERNEST R. GRAHAM UNIV. CTR.	13,397	0	0	0	814	0	287	0	0	615
19B	EVERGLADES HALL	0	0	0	0	0	0	0	0	0	0
THF	F UNIVERSITY APARTMENTS	0	0	0	0	0	0	0	0	0	0
32	FIU COMMUNITY STADIUM	0	16,999	0	0	0	0	0	0	0	0
THG	G UNIVERSITY APARTMENTS	0	0	0	0	0	0	0	0	0	0

BUILDING NUMBER	BLDG NAME	CLASSROOM	TEACHING LABORATORY	STUDY	RESEARCH LABORATORY	OFFICE	AUD EXHIB	INSTRUCTIONAL MEDIA	STUDENT ACADEMIC SUPPORT	GYM	CAMPUS SUPPORT SERVICE
GZ1	GAZEBO #1	0	0	0	0	0	0	0	0	0	0
GZ2	GAZEBO #2	0	0	0	0	0	0	0	0	0	0
GZ3	GAZEBO #3	0	0	0	0	0	0	0	0	0	0
GZ4	GAZEBO #4	0	0	0	0	0	0	0	0	0	0
GZ5	GAZEBO #5	0	0	0	0	0	0	0	0	0	0
GZ6	GAZEBO #6	0	0	0	0	0	0	0	0	0	0
CW4	GL/GC COVERED WALKWAY	0	0	0	0	0	0	0	0	0	0
THH	H UNIVERSITY APARTMENTS	0	0	0	0	0	0	0	0	0	0
16	HERBERT & NICOLE WERTHEIM CTR.	0	7,257	533	0	5,108	26,951	0	0	0	0
THJ	J UNIVERSITY APARTMENTS	0	0	0	0	0	0	0	0	0	0
THK	K UNIVERSITY APARTMENTS	0	0	0	0	0	0	0	0	0	0
THL	L UNIVERSITY APARTMENTS	0	0	0	0	0	0	0	0	0	0
13	LABOR CENTER	0	1,844	0	0	0	0	0	0	0	0
19CN	LAKEVIEW HOUSING - NORTH	0	0	0	0	0	0	0	0	0	0
19CS	LAKEVIEW HOUSING - SOUTH	0	0	0	0	0	0	0	0	0	0
14A	MMC INFORMATION CENTER	0	0	0	0	552	0	0	0	0	0
CW5	OE/CP COVERED WALKWAY	0	0	0	0	0	0	0	0	0	0
6	OWA EHAN	3,929	10,875	0	30,133	12,934	0	0	0	0	243
PG3	PANTHER PARKING GARAGE	0	0	0	0	0	0	0	0	0	0
19	PANTHER RESIDENCE HALL	0	0	0	0	0	0	0	0	0	0
PG1	PARKING GARAGE 1 GOLD	0	0	0	0	0	0	0	0	0	0
PG2	PARKING GARAGE 2 BLUE	0	0	0	0	0	0	0	0	0	0
29	PATRICIA&PHILLIP FROST MUSEUM	0	0	0	0	6,008	17,592	0	0	0	0
24	PAUL CEJAS ARCHITECTURE	7,069	29,738	0	0	16,423	2,224	174	0	0	2,071
CW1	PC/DM COVERED WALKWAY	0	0	0	0	0	0	0	0	0	0
CW3	PCA COVERED WALKWAY	0	0	0	0	0	0	0	0	0	0
CW7	PG1/PC COVERED WALKWAY	0	0	0	0	0	0	0	0	0	0
PG5	PG5 MARKET STATION	8,089	0	0	0	0	0	0	0	0	0
W06C	PRESS BOX & DUGOUT	0	0	0	0	0	0	0	0	0	0
27	RAFAEL DIAZ-BALART HALL	14,816	11,328	37,334	0	21,489	0	468	0	0	0
33	RECREATION CENTER	0	0	0	0	0	0	0	0	0	0
M05	RECREATION TRAILER 5	0	0	0	0	109	0	0	0	0	0
PG4	RED PARKING GARAGE	0	0	0	0	0	0	0	0	0	0
28	RONALD W. REGAN PRES. HOUSE	0	0	0	0	0	0	0	0	0	0
11	RYDER BUSINESS BUILDING	5,667	2,648	0	1,124	20,249	0	357	0	0	885
14	SANDFORD & DOLORES ZIFF EDU.	3,923	7,479	0	356	20,150	0	334	0	0	0
5	STEVEN & DOROTHEA GREEN LIB.	13,229	18,793	126,601	3,136	38,454	1,252	5,838	0	0	0
20	STUDENT ATHLETIC ACADEMIC CTR.	0	0	0	0	0	0	0	0	0	0
C01	TOWER	0	0	0	0	2,048	0	0	0	0	0

BUILDING NUMBER	BLDG NAME	CLASSROOM	TEACHING LABORATORY	STUDY	RESEARCH LABORATORY	OFFICE	AUD EXHIB	INSTRUCTIONAL MEDIA	STUDENT ACADEMIC SUPPORT	GYM	CAMPUS SUPPORT SERVICE
7	U.S. CENTURY BANK ARENA	2,475	2,851	0	0	9,095	0	0	0	48,690	101
12	UNIVERSITY HEALTH SVC. COMPLEX	0	0	0	0	0	0	0	0	0	0
19A	UNIVERSITY PARK TOWERS	68	0	0	0	0	0	0	0	0	0
4	VIERTES HAUS	2,197	6,470	0	16,135	12,860	4,843	0	0	0	0
06A	WERTHEIM CONSERVATORY	0	0	0	4,201	0	0	0	0	0	52
W01	WEST 1	0	7,966	0	1,285	99	0	779	0	0	0
W01A	WEST 1 A	0	0	0	0	0	0	0	0	0	550
W01B	WEST 1 B	0	440	0	0	0	0	0	0	0	0
W10	WEST 10	0	5,939	0	0	100	0	0	0	0	0
W10T	WEST 10 TRAILER	0	0	0	0	1,141	0	0	0	0	96
W10A	WEST 10A	0	0	0	0	596	0	0	0	0	4,675
W02	WEST 2	0	0	0	0	1,915	0	0	0	0	4,986
W03	WEST 3	0	0	0	0	1,298	0	0	0	0	4,266
W05	WEST 5	0	0	0	0	0	0	0	0	0	352
W06	WEST 6	0	941	0	0	234	2,080	0	0	0	0
W07	WEST 7	0	0	0	0	0	0	0	0	0	7,641
W09	WEST 9	0	3,611	0	0	0	0	0	0	0	0
40	WOMEN'S SOFTBALL/TENNIS CX	0	0	0	0	0	0	0	0	0	0

SITE 2: BISCAYNE BAY CAMPUS

BUILDING NUMBER	BLDG NAME	CLASSROOM	TEACHING LABORATORY	STUDY	RESEARCH LABORATORY	OFFICE	AUD EXHIB	INSTRUCTIONAL MEDIA	STUDENT ACADEMIC SUPPORT	GYM	CAMPUS SUPPORT SERVICE
N02	ACADEMIC ONE	15,160	5,203	1,883	2,474	35,631	0	803	0	0	901
N04	ACADEMIC TWO	4,149	27,162	0	1,593	13,569	0	426	0	0	867
N01A	AQUATIC RECREATION CENTER	0	0	0	0	0	0	0	0	0	0
BH1	BAY VISTA HOUSING	0	0	0	0	0	0	0	0	0	0
N02A	BBC CENTRAL UTILITIES	0	0	0	0	427	0	0	0	0	266
P10	BBC INFORMATION CENTER	0	0	0	0	26	0	0	0	0	0
P09	BBC WELLNESS CENTER	0	0	0	0	1,386	0	0	0	0	0
S01	CENTRAL RECEIVING	0	0	0	0	529	0	0	0	0	5,137
N08	ECOLOGY LABORATORY	0	0	0	2,120	129	0	0	0	0	0
N05	GLENN HUBERT LIBRARY	6,750	2,558	30,824	0	11,380	0	727	0	0	156
N03	GREGORY B. WOLFE UNIV. CTR	0	0	0	0	2,694	0	0	0	0	0
S04	GROUNDS	0	0	0	0	305	0	0	0	0	2,723
N06	HEALTH CARE CENTER	0	0	0	0	0	0	0	0	0	0
CW3N	HL/WUC COVERED WALKWAY	0	0	0	0	0	0	0	0	0	0
CW1N	HM/HL COVERED WALKWAY	0	0	0	0	0	0	0	0	0	0

BUILDING NUMBER	BLDG NAME	CLASSROOM	TEACHING LABORATORY	STUDY	RESEARCH LABORATORY	OFFICE	AUD EXHIB	INSTRUCTIONAL MEDIA	STUDENT ACADEMIC SUPPORT	GYM	CAMPUS SUPPORT SERVICE
N01	HOSPITALITY MANAGEMENT	7,775	23,907	1,113	0	12,226	0	0	0	0	0
N13	MARINE SCIENCES	4,690	5,216	990	19,368	3,927	0	0	0	0	1,145
R01	OUTDOOR RECREATION	0	0	0	0	0	0	0	0	0	0
S03	PHYSICAL PLANT	0	0	0	0	2,324	0	0	0	0	6,613
S03A	PLANT SUPPORT	0	0	0	0	0	0	0	0	0	269
S02	PUBLIC SAFETY	0	0	0	0	1,301	0	0	0	0	508
N07	ROZ&CAL KOVENS CONFERENCE CTR.	0	0	0	0	4,758	0	0	0	0	0
T1	TRAILER 1	0	0	0	0	0	0	0	0	0	0
T2	TRAILER 2	0	0	0	0	0	0	0	0	0	0
CW2N	WUC/HL COVERED WALKWAY	0	0	0	0	0	0	0	0	0	0

SITE 3: ENGINEERING CENTER

BUILDING NUMBER	BLDG NAME	CLASSROOM	TEACHING LABORATORY	STUDY	RESEARCH LABORATORY	OFFICE	AUD EXHIB	INSTRUCTIONAL MEDIA	STUDENT ACADEMIC SUPPORT	GYM	CAMPUS SUPPORT SERVICE
101	ENGINEERING CENTER	12,022	19,819	987	57,459	63,161	0	0	0	0	3,309
103	INFORMATION BOOTH 1	0	0	0	0	46	0	0	0	0	0
103A	INFORMATION BOOTH 2	0	0	0	0	44	0	0	0	0	0
102	OPERATIONS/UTILITY	0	958	0	13,056	3,410	0	0	0	0	0
104	SOLAR DECATHLON HOUSE	0	0	0	0	75	0	0	0	0	0
105	WALL OF WIND RESEARCH FACILITY	0	0	0	7,919	0	0	0	0	0	0

SITE 6: FIU WOLFSONIAN

BUILDING NUMBER	BLDG NAME	CLASSROOM	TEACHING LABORATORY	STUDY	RESEARCH LABORATORY	OFFICE	AUD EXHIB	INSTRUCTIONAL MEDIA	STUDENT ACADEMIC SUPPORT	GYM	CAMPUS SUPPORT SERVICE
MB01	WOLFSONIAN MUSEUM	0	1,376	0	0	8,825	14,382	0	0	0	3,199

SITE 7: FIU ANNEX

BUILDING NUMBER	BLDG NAME	CLASSROOM	TEACHING LABORATORY	STUDY	RESEARCH LABORATORY	OFFICE	AUD EXHIB	INSTRUCTIONAL MEDIA	STUDENT ACADEMIC SUPPORT	GYM	CAMPUS SUPPORT SERVICE
MB02	WOLFSONIAN ANNEX	0	0	0	0	152	25,488	0	0	0	0

IX – QUANTITATIVE (FORMULA) SPACE NEEDS

The space needs formula (Formula) applied as a quantitative tool to measure space needs of the University is explained in detail within Appendix B. The Formula includes basic room and station utilization assumptions for classrooms and teaching laboratory facilities. Table 9a identifies the space factors used for the Modesto Maidique Campus (Site 1) and the Biscayne Bay Campus (Site 2). Tables 10 through 12 reports the results of applying the space needs formula to the Modesto Maidique Campus (Site 1) and the Biscayne Bay Campus (Site 2), and then compare the needs to the existing satisfactory and eligible facilities inventory.

Table 9a

SUS SPACE FACTORS 2010 (10/18/10)

Univ.		Classroom	Teach Lab	Study	Res. Lab	Office	Aud/Exhib	Inst. Media	Stud. Acad. Support	Gym	Campus Support
UF	Old	11.48	15.74	26.40	49.27	60.25	3.00	0.77	0.60	3.72	8.56
	New	11.30	15.46	26.40	52.64	54.04	3.00	0.73	0.60	4.01	7.36
FSU	Old	11.62	16.25	21.07	20.20	48.15	3.00	0.91	0.60	4.81	6.33
	New	11.60	15.40	21.07	29.99	36.77	3.00	0.79	0.60	4.26	5.45
FAMU	Old	11.97	15.16	18.37	10.69	55.85	3.48	1.61	0.60	7.87	6.28
	New	11.62	14.36	18.37	25.70	36.60	3.01	1.46	0.60	7.22	5.37
USF	Old	11.81	20.08	17.37	33.83	64.67	3.00	0.99	0.60	4.96	7.87
	New	11.66	14.02	17.37	31.99	39.63	3.00	0.79	0.60	4.26	5.59
FAU	Old	12.14	13.93	21.39	10.30	62.98	3.39	1.59	0.60	7.75	6.70
	New	11.78	16.35	21.39	22.65	29.67	3.00	1.04	0.60	5.37	4.85
UWF	Old	12.02	12.35	23.86	4.39	44.88	6.11	2.46	0.60	12.2	5.94
	New	11.78	12.68	23.86	14.45	29.91	4.21	1.85	0.60	8.89	4.54
UCF	Old	11.87	13.46	15.95	13.87	38.64	3.00	1.04	0.60	5.36	5.19
	New	11.70	14.41	15.95	22.59	24.15	3.00	0.77	0.60	4.17	4.42
FIU	Old	12.08	13.77	17.54	9.88	36.88	3.00	1.13	0.60	5.77	5.03
	New	11.91	14.98	17.54	20.18	26.70	3.00	0.83	0.60	4.42	4.48
UNF	Old	11.89	12.85	19.47	2.82	40.70	3.97	1.77	0.60	8.56	5.13
	New	11.97	13.77	19.47	14.25	26.38	3.00	1.29	0.60	6.45	4.22
FGCU	Old	11.89	12.85	19.47	2.82	40.70	5.93	1.77	0.60	11.8	5.39
	New	12.02	9.79	19.47	29.94	28.14	4.98	2.09	0.60	9.97	5.20
NEW C	Old	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	New	10.49	0.00	9.40	10.17	63.14	39.75	15.90	0.60	79.4	11.16

Table 9b
SPACE STANDARDS USED IN FIXED CAPITAL OUTLAY
TEN SPACE CATEGORY NEEDS GENERATION FORMULA

Site 1: Modesto Maidique Campus

Space Type by Category	Space Standard	Resulting NASF/FTE
<u>Classroom</u>		12.08
Lower Level Undergraduate	12.74 ASF per FTE	
Upper Level Undergraduate	12.52 ASF per FTE	
Beginning Level Graduate	8.94 ASF per FTE	
Advanced Level Graduate	8.28 ASF per FTE	
<u>Teaching Laboratory</u>		13.77
Lower Level Undergraduate	13.72 ASF per FTE	
Upper Level Undergraduate	16.48 ASF per FTE	
Beginning Level Graduate	9.73 ASF per FTE	
Advanced Level Graduate	8.08 ASF per FTE with 50,000 ASF Minimum	
<u>Research Laboratory</u>		9.88
Beginning Level Graduate	33.58 ASF per FTE	
Advanced Level Graduate	164.68 ASF per FTE	
Educational & General Research Faculty	225.36 ASF per FTE	
Contracts & Grants Research Faculty	271.67 ASF per FTE	
<u>Study</u>		17.54
<u>Study Area</u>		
Undergraduate Level Reading Room	6.25 ASF per FTE	
Computer Study Rooms	2.00 ASF per FTE	
Beginning Level Graduate Carrel	7.50 ASF per FTE	
Advanced Level Graduate Carrel	14.04 ASF per FTE	
Faculty Carrel	4.03 ASF per FTE	
<u>Stack Area</u>	Total of .10 ASF per volume for first 150,000 volume equivalent material, plus 0.09 ASF per volume for second 150,000 volume equivalent material, plus 0.08 ASF per volume for next 300,000 volume equivalent material, plus 0.07 ASF per volume for volumes above 600,000 equivalent material	
<u>Service Area</u>	5 percent of total ASF for study and stack areas	
<u>Instructional Media</u>	10,000 ASF plus 0.50 ASF per FTE over 4,000	1.13
<u>Auditorium/Exhibition</u>	3.00 ASF per FTE, with 25,000 ASF minimum	3.00
<u>Teaching Gymnasium</u>	50,000 ASF minimum, plus 3.00 ASF per FTE for all FTE over 5,000	5.77
<u>Student Academic Support</u>	0.60 ASF per FTE	0.60
<u>Office/Computer</u>	145.00 ASF per FTE position	36.88
Faculty/Staff Lounge Space	3.00 ASF per FTE position	
<u>Campus Support Services</u>	5 percent of total ASF generated by formula plus 5 percent of other existing space requiring support services	7.08

SOURCE: Florida, Board of Governors, Office of Budgets, "Space Standards Used in Fixed Capital Outlay Ten Space Category Needs Generation Formula", Florida International University, "Main Campus," Workload measures based on Actual 1993-94 base year data

Table 9c

**SPACE STANDARDS USED IN FIXED CAPITAL OUTLAY
TEN SPACE CATEGORY NEEDS GENERATION FORMULA**

Site 2: Biscayne Bay Campus

Space Type by Category	Space Standard	Resulting NASF/FTE
<u>Classroom</u>		11.84
Lower Level Undergraduate	12.74 ASF per FTE	
Upper Level Undergraduate	12.52 ASF per FTE	
Beginning Level Graduate	8.94 ASF per FTE	
Advanced Level Graduate	8.28 ASF per FTE	
<u>Teaching Laboratory</u>		9.73
Lower Level Undergraduate	13.72 ASF per FTE	
Upper Level Undergraduate	16.48 ASF per FTE	
Beginning Level Graduate	9.73 ASF per FTE	
Advanced Level Graduate	8.08 ASF per FTE	
<u>Research Laboratory</u>		13.08
Beginning Level Graduate	33.58 ASF per FTE	
Advanced Level Graduate	164.68 ASF per FTE	
Educational & General Research Faculty	225.36 ASF per FTE	
Contracts & Grants Research Faculty	271.67 ASF per FTE	
<u>Study</u>		16.51
<u>Study Area</u>		
Undergraduate Level Reading Room	6.25 ASF per FTE	
Computer Study Rooms	2.00 ASF per FTE	
Beginning Level Graduate Carrel	7.50 ASF per FTE	
Advanced Level Graduate Carrel	14.35 ASF per FTE	
Faculty Carrel	4.41 ASF per FTE	
<u>Stack Area</u>	Total of .10 ASF per volume for first 150,000 volume equivalent material, plus 0.09 ASF per volume for second 150,000 volume equivalent material, plus 0.08 ASF per volume for next 300,000 volume equivalent material, plus 0.07 ASF per volume for volumes above 600,000 equivalent material	
<u>Service Area</u>	5 percent of total ASF for study and stack areas	
<u>Instructional Media</u>	0.50 ASF per FTE	0.50
<u>Auditorium/Exhibition</u>	3.00 ASF per FTE	3.00
<u>Teaching Gymnasium</u>	No generation for branch campuses	0.00
<u>Student Academic Support</u>	0.60 ASF per FTE	0.60
<u>Office/Computer</u>	145.00 ASF per FTE position	29.08
Faculty/Staff Lounge Space	3.00 ASF per FTE position	
<u>Campus Support Services</u>	5 percent of total ASF generated by formula plus 5 percent of other existing space requiring support services	7.08

SOURCE: Florida, Board of Governors, Office of Budgets, "Space Standards Used in Fixed Capital Outlay Ten Space Category Needs Generation Formula", Florida International University, "Main Campus," Workload measures based on Actual 1993-94 base year data

Table 10
FORMULA GENERATED NET ASSIGNABLE SQUARE FEET
BY SPACE CATEGORY AND SITE

Space Category	NASF
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Site 1: Modesto Maidique Campus*

<u>Instructional</u>	
Classroom	329,697
Teaching Laboratory	415,021
Research Laboratory	559,087
<u>Academic Support</u>	
Study	485,946
Instructional Media	22,995
Auditorium/Exhibition	83,115
Teaching Gymnasium	122,456
<u>Institutional Support</u>	
Student Academic Support	16,623
Office/Computer	739,724
Campus Support Services	124,118
<u>Site Total</u>	2,899,052

* includes Site 3 - EC

Site 2: Biscayne Bay Campus

<u>Instructional</u>	
Classroom	44,984
Teaching Laboratory	56,579
Research Laboratory	76,220
<u>Academic Support</u>	
Study	66,249
Instructional Media	3,135
Auditorium/Exhibition	11,331
Teaching Gymnasium	16,694
<u>Institutional Support</u>	
Student Academic Support	2,266
Office/Computer	100,846
Campus Support Services	16,921
<u>Site Total</u>	395,225

Table 11
COMPARISON OF EXISTING SATISFACTORY SPACE WITH
FORMULA GENERATED SQUARE FOOTAGE NEEDS BY CATEGORY

Space Category	Generated Need	Existing Space *	Unmet Need
SITE 1: MODESTO MAIDIQUE CAMPUS			
<u>Instructional</u>			
Classroom	329,697	152,963	138,504
Teaching Laboratory	415,021	266,802	115,164
Research Laboratory	559,087	245,487	298,840
<u>Academic Support</u>			
Study	485,946	173,076	284,940
Instructional Media	22,995	9,298	10,471
Auditorium/Exhibition	83,115	94,812	(11,697)
Teaching Gymnasium	122,456	48,690	73,766
<u>Institutional Support</u>			
Student Academic Support	16,623	3,358	9,465
Office/Computer	739,724	565,480	106,471
Campus Support Services	124,118	53,377	70,741
Total: Main Campus	2,899,052	1,613,343	1,096,665

SITE 2: BISCAYNE BAY CAMPUS			
<u>Instructional</u>			
Classroom	44,984	38,524	6,460
Teaching Laboratory	56,579	64,046	(7,467)
Research Laboratory	76,220	25,555	50,665
<u>Academic Support</u>			
Study	66,249	34,810	31,439
Instructional Media	3,135	1,956	1,179
Auditorium/Exhibition	11,331	0	11,331
Teaching Gymnasium	16,694	0	16,694
<u>Institutional Support</u>			
Student Academic Support	2,266	0	2,266
Office/Computer	100,846	90,612	10,234
Campus Support Services	16,694	18,585	(1,664)
Total: Biscayne Bay Campus	395,225	274,088	121,137

* All projects under construction and/or funded through construction are included.

Table 12
ANALYSIS OF SPACE NEEDS CATEGORY

ANALYSIS OF SPACE NEEDS BY CATEGORY - FORM 3 - MMC - 6/30/2010

FLORIDA INTERNATIONAL UNIVERSITY
MODESTO MAIDIQUE CAMPUS
Net Assignable Square Feet Eligible for Fixed Capital Outlay Budgeting

	Class- room	Teaching Lab	Study	Research Lab	Office	Aud/ Exhibition	Instruct. Media	Student Academic Support	Gym	Campus Support Services	Total NASF
Space Needs by Space Type 2015-16*	329,967	415,021	485,946	559,087	739,724	83,115	22,995	16,623	122,456	124,118	2,899,052
Less:											
1) Current Inventory as of December 2010											
A) Satisfactory Space	144,063	264,390	172,863	245,487	543,177	94,812	9,298	3,358	48,690	53,377	1,579,515
B) Unsatisfactory Space to be Remodeled	0	0	0	0	686	0	0	0	0	0	686
C) Unsatisfactory Space to be Demolished/Terminated	0	0	0	0	0	0	0	0	0	0	0
D) Total Under Construction	8,900	2,412	213	0	21,617	0	0	0	0	0	33,142
Police Station	0	0	0	0	6,635	0	0	0	0	0	6,635
School Inter. & Public Affairs	8,900	2,412	213	0	14,982	0	0	0	0	0	26,507
Total Current Inventory	152,963	266,802	173,076	245,487	565,480	94,812	9,298	3,358	48,690	53,377	1,613,343
2) Projects Funded for Construction thru 2010											
Science/Classroom Complex	25,000	30,000	12,750	0	12,000	0	1,000	1,000	0	0	81,750
Student Academic Support	6,000	0	10,000	0	32,400	0	0	1,600	0	0	50,000
International Hurricane Center	0	1,000	0	3,000	12,000	0	1,000	0	0	0	17,000
Graduate Classroom Building/STEMPEL	7,500	0	5,000	10,500	10,000	0	750	1,200	0	0	34,950
Stocker AstroScience Center	0	2,055	180	1,260	873	0	476	0	0	0	4,844
Satellite Chiller Plant	0	0	0	0	500	0	0	0	0	0	500
Total Funded Construction	38,500	33,055	27,930	14,760	67,773	0	3,226	3,800	0	0	189,044
Plus: Planned Demolition	0	0	0	0	0	0	0	0	0	0	0
Net Space Needs	138,504	115,164	284,940	298,840	106,471	(11,697)	10,471	9,465	73,766	70,741	1,096,665
Percent of:											
Current Inventory and Funded Projects Minus Demolition Space Needs	58%	72%	41%	47%	86%	114%	54%	43%	40%	43%	62%

NOTES: Funded projects consisting of space that is not eligible for fixed capital outlay budgeting are not shown.

* 2015-16 Space Needs based on 2010-11 NASF/FTE factors and projected FTE of 27705 and based on new space factors adopted by the BOG on December 8, 2010

ANALYSIS OF SPACE NEEDS BY CATEGORY - FORM B - BBC

FLORIDA INTERNATIONAL UNIVERSITY
BISCAYNE BAY CAMPUS
Net Assignable Square Feet Eligible for Fixed Capital Outlay Budgeting

	Class- room	Teaching Lab	Study	Research Lab	Office	Aud/ Exhibition	Instruct. Media	Student Academic Support	Gym	Campus Support Services	Total NASF
Space Needs by Space Type 2015-16*	44,984	56,579	66,249	76,220	100,846	11,331	3,135	2,266	16,694	16,921	395,225
Less:											
1) Current Inventory as of December 2010											
A) Satisfactory Space	38,524	64,046	34,810	25,555	90,612	0	1,956	0	0	18,585	274,088
B) Unsatisfactory Space to be Remodeled	0	0	0	0	0	0	0	0	0	0	0
C) Unsatisfactory Space to be Demolished/Terminated	0	0	0	0	0	0	0	0	0	0	0
D) Total Under Construction	0	0	0	0	0	0	0	0	0	0	0
Total Current Inventory	38,524	64,046	34,810	25,555	90,612	0	1,956	0	0	18,585	274,088
2) Projects Funded for Construction thru 2010											
None	0	0	0	0	0	0	0	0	0	0	0
Total Funded Construction	0	0	0	0	0	0	0	0	0	0	0
Plus: Planned Demolition	0	0	0	0	0	0	0	0	0	0	0
Net Space Needs	6,460	(1,467)	31,439	50,665	10,234	11,331	1,179	2,266	16,694	(1,664)	121,137
Percent of:											
Current Inventory and Funded Projects Minus Demolition Space Needs	86%	113%	53%	34%	90%	0%	62%	0%	0%	110%	69%

NOTES: Funded projects consisting of space that is not eligible for fixed capital outlay budgeting are not shown.
* 2015-16 Space Needs based on 2010-11 NASF/FTE factors and projected FTE of 3,777

X – RECOMMENDATIONS OF SURVEY TEAM

The recommendations of the Survey Team for new construction and other projects that impact the facilities inventory (by space category) for Main Campus (Modesto Maidique, Site 1) and Biscayne Bay Campus Site 2 are included within Table 13, Analysis of Facilities Inventory Impact of Survey Recommended Projects.

Site Improvements Recommendations:

- 1.1 Land Acquisition (Project 2 in Form B)– This recommendation allows the university to continue purchasing properties surrounding the Main Campus as identified in the Campus Master Plan.
- 1.2 Utilities Infrastructure Improvements to include improvements consisting of items in the categories of: chilled water and controls, electrical distribution, storm sewer, sanitary sewer, telecommunications, energy management control systems, irrigation, water distribution, and steam equipment and distribution. The project consists of improvements, extensions, modifications, and additions to the major utility systems.
- 1.3 Landscaping and Site Improvements – This is a general recommendation to continue landscaping, road and site improvements consistent with the adopted Campus Master Plan.

Remodeling & Renovation Recommendation:

- 2.1 **Academic Data Center** (Project 8 in Form B): Remodeling/Renovation of the current Data Center is outdated and at capacity. This project will improve current deficiencies and implement new technologies.

New Construction Recommendations:

- 3.1 **Satellite Chiller Plant** (Project 3 in Form B): Redundancy for the Satellite Chiller Plant with back-up generator, isolation valving and expanded capacity.
- 3.2 **Humanities Center** (Project 4 in Form B): construct new facility to include Classroom facilities and service areas, room use codes 110, 115 – 4,000 NASF; Teaching Lab facilities and service areas, room use codes 210, 215 – 15,000 NASF; Study facilities and service areas, room use codes 410, 412, 415, 420, 430, 440, 455 – 4,000 NASF; Research Lab facilities and service areas, room use code 250, 255, 570, 575, Office facilities and service areas, use codes 310, 315, 350, 355, 710, 715 – 15,500 NASF ; total 43,500 NASF.
- 3.3 **Library Addition** (Project 5 in Form B): construct an addition on top of the existing Library building which was designed and constructed to support additional floors, to include Study facilities and service areas, room use codes 410, 412, 415, 420, 430, 440, 455; total 88,000 NASF.
- 3.4 **Graduate School of Business Phase II** (Project 6 in Form B): construct facility to include Classroom facilities and service areas, room use codes 110, 115 - 25,700 NASF; Teaching Lab facilities and service areas, room use codes 210, 215 - 10,000 NASF; Study facilities and service areas, room use codes 410, 412, 415, 420, 430, 440, 455 - 800 NASF; Research facilities and service areas, room use code 250, 255 - 850 NASF; Office facilities and service areas, use codes 310, 315, 350, 355, 710, 715 - 20,000 NASF; Instructional Media facilities and service areas, room use codes 530, 535 - 1,300 NASF; Student Academic Support facilities and service areas, room use codes 690, 695 - 6,200 NASF; total 64,850 NASF.
- 3.5 **Science Laboratory Complex** (Project 7 in Form B): construct new facility to include Classroom facilities and service areas, room use codes 110, 115 – 16,300 NASF; Teaching Lab facilities and service areas, room use codes 210, 215, 220, 225 – 21,700 NASF; Study facilities and service areas, room use codes 410, 412, 415, 420, 430, 455 – 17,000 NASF; Research facilities and service areas, room use code 250, 255, 570, 575, 580, 585 – 28,000 NASF; Office facilities and service areas, use codes 310, 315, 350, 355, 710, 715 – 20,000 NASF; Instructional Media facilities and services areas, use codes 530, 535 – 2,000 NASF; Student Academic Support and services area, room use codes 690, 695 – 1,000 NASF; total 106,000 NASF.

3.6 Engineering Building Two (Project 9 in Form B): construct new facility to include Classroom facilities and service areas, room use codes 110, 115 – 6,500 NASF; Teaching laboratory facilities and service areas, room use codes 210, 215, 220, 225 – 7,000 NASF; Study facilities and service areas, room use codes 410, 412, 415, 420, 430, 440, 455 – 7,000 NASF; Office facilities and service areas, use codes 310, 315, 350, 355, 710, 715 – 5,000 NASF; Student academic support facilities and service areas, room use codes 690, 695 – 2,000 NASF; total 27,500 NASF.

3.7 Training Center (Project 10 in Form B): construct facility to include Office facilities and service areas, use codes 310, 315, 350, 355, 710, 715 – 14,420 NASF; Campus Support Services areas, room use codes 720, 725, 730, 735, 740, 745, 750, 755, 760, 765 -10,000 NASF; total 24,420 NASF.

3.8 Honors College (Project 11 in Form B): - construct new facility to include Classroom facilities and service areas, room use codes 110, 115 – 10,500 NASF; Study facilities and services area, room use codes 410, 412, 415, 420, 430, 440, 455 – 3,000 NASF; Research Lab facilities and service area, room use codes 250, 255 – 3,000 NASF; Office facilities and service areas, use codes 310, 315, 350, 355, 710, 715 – 9,500 NASF; total 26,000 NASF.

3.9 Social Science Phase II (Project 12 in Form B): - construct new facility to include Classroom facilities and service areas, room use codes 110, 115 – 9,000 NASF; Study facilities and service areas, room use codes 410, 412, 415, 420, 430, 440, 455 – 3,2000 NASF; Office facilities and service areas, use codes 310, 315, 350, 355, 710, 715 – 16,878 NASF; Instructional Media facilities and services areas, use codes 530, 535 – 1,000 NASF; Campus Support Services areas, room use codes 720, 725, 730, 735, 740, 745, 750, 755, 760, 765 -5,000 NASF ; total 35,078 NASF.

Special Purpose Center Recommendations:

4.1 N/A

Projects Based on Exception Procedureⁱ:

5.1 Classroom & Office Building (BBC)ⁱⁱ (Project 1 in Form B for BBC): construct facility to include Classroom facilities and service areas, room use codes 110, 115 – 8,000 NASF; Study facilities and services area, room use codes 410, 412, 415, 420, 430, 440, 455 – 6,000 NASF; Research Lab facilities and service area, room use codes 250, 255 – 8,000 NASF; Office facilities and service areas, use codes 310, 315, 350, 355, 710, 715 – 16,800 NASF; Instructional Media facilities and services areas, use codes 530, 535 – 800 NASF; total 39,600 NASF.

Demolition Recommendations:

6.1 N/A

Standard University-wide Recommendations:

SR1. All recommendations for new facilities to include spaces necessary for custodial services and sanitation facilities.

SR2. All projects for safety corrections are recommended.

SR3. All projects for corrections or modifications necessary to comply with the Americans with Disabilities Act are recommended.

SR4. Any project required to repair or replace a building's components is recommended provided that the total cost of the project does not exceed 25% of the replacement cost of the building.

SR5. Expansion, replacement, and upgrading of existing utilities/infrastructure systems to support the educational plant (as expanded or modified by the recommended projects) are recommended.

SR6. All projects requiring renovations to space vacated in conjunction with the construction of new facilities that require no significant changes in space categories are recommended.

Notes:

University is to write recommendation text in accordance with current Educational Plant Survey format criteria. The Survey Team requires that projects recommended for approval must be included in the Master Plan.

The Survey Team recommendations to the Board of Governors cannot exceed 100% utilization in any of the ten (10) space categories. Any project that exceeds 100% utilization must be modified to ensure approval by the Survey Team. The 100% threshold options are as follows:

1. Re-verify classification /utilization
2. Delete project or space utilization category
3. Reduce space utilization category
4. Trade with other space category within the project
5. Shift project priorities
6. Provide sufficient data to support any overage (See endnotes)

Note: Supplemental surveys can be conducted later, should project scope change in the future.

- i Applies to the Biscayne Bay Campus, Site 2 (BBC)
- ii Survey Team is recommending this project utilizing the exception procedure. This will allow the University to meet projected increases in student enrollment and expanded program offerings for the Biscayne Bay Campus Site 2 (BBC), as a branch.

Table 13
ANALYSIS OF FACILITIES INVENTORY IMPACT OF SURVEY RECOMMENDED PROJECTS

FLORIDA INTERNATIONAL UNIVERSITY 2010-11 CIP MODESTO MAIDIQUE CAMPUS											
	Class- room	Teaching Lab	Study	Research Lab	Office	Aud/ Exhibition	Instruct. Media	Student Academic Support	Gym	Campus Support Services	Total NASF
Space Needs by Space Type 2015-16	329,967	415,021	485,946	559,087	739,724	83,115	22,995	16,623	122,456	124,118	2,899,052
Net Space Needs from Form B	138,504	115,164	284,940	298,840	106,471	(11,697)	10,471	9,465	73,766	70,741	1,096,665
Percent of Space Needs	58%	72%	41%	47%	86%	114%	54%	43%	40%	43%	62%
3) Projects Funded for Planning thru 2010-2011	0	0	0	0	0	0	0	0	0	0	0
Sub Total Net Space Needs	138,504	115,164	284,940	298,840	106,471	(11,697)	10,471	9,465	73,766	70,741	1,096,665
Sub Total Percent:	58%	72%	41%	47%	86%	114%	54%	43%	40%	43%	62%
4) 2010-11 CIP Projects											
Proj 1) FACILITIES INFRASTRUCTURE - ALL CAMPUSES	0	0	0	0	0	0	0	0	0	0	0
Sub Total Net Space Needs	138,504	115,164	284,940	298,840	106,471	(11,697)	10,471	9,465	73,766	70,741	1,096,665
Sub Total Percent:	58%	72%	41%	47%	86%	114%	54%	43%	40%	43%	62%
Proj 2) STRATEGIC LAND ACQUISITION	0	0	0	0	0	0	0	0	0	0	0
Sub Total Net Space Needs	138,504	115,164	284,940	298,840	106,471	(11,697)	10,471	9,465	73,766	70,741	1,096,665
Sub Total Percent:	58%	72%	41%	47%	86%	114%	54%	43%	40%	43%	62%
Proj 3) SATELLITE CHILLER PLANT EXPANSION - MMC	0	0	0	0	0	0	0	0	0	0	0
Sub Total Net Space Needs	138,504	115,164	284,940	298,840	106,471	(11,697)	10,471	9,465	73,766	70,741	1,096,665
Sub Total Percent:	58%	72%	41%	47%	86%	114%	54%	43%	40%	43%	62%
Proj 4) HUMANITIES CENTER - MMC	4,000	15,000	4,000	5,000	15,500	0	0	0	0	0	43,500
Sub Total Net Space Needs	134,504	100,164	280,940	293,840	90,971	(11,697)	10,471	9,465	73,766	70,741	1,053,165
Sub Total Percent:	59%	76%	42%	47%	88%	114%	54%	43%	40%	43%	64%
Proj 5) LIBRARY ADDITION - MMC	0	0	88,000	0	0	0	0	0	0	0	88,000
Sub Total Net Space Needs	134,504	100,164	192,940	293,840	90,971	(11,697)	10,471	9,465	73,766	70,741	965,165
Sub Total Percent:	59%	76%	60%	47%	88%	114%	54%	43%	40%	43%	67%
Proj 6) GRADUATE SCHOOL OF BUSINESS PHASE II - MMC	25,700	10,000	800	850	20,000	0	1,300	6,200	0	0	64,850
Sub Total Net Space Needs	108,804	90,164	192,140	292,990	70,971	(11,697)	9,171	3,265	73,766	70,741	900,315
Sub Total Percent:	67%	78%	60%	48%	90%	114%	60%	80%	40%	43%	69%
Proj 7) SCIENCE LABORATORY COMPLEX - MMC	16,300	21,700	17,000	28,000	20,000	0	2,000	1,000	0	0	106,000
Sub Total Net Space Needs	92,504	68,464	175,140	264,990	50,971	(11,697)	7,171	2,265	73,766	70,741	794,315
Sub Total Percent:	72%	84%	64%	53%	93%	114%	69%	86%	40%	43%	73%
Proj 8) REMODEL/RENOV. OF ACADEMIC DATA CENTER - MMC	0	0	0	0	0	0	0	0	0	0	0
Sub Total Net Space Needs	92,504	68,464	175,140	264,990	50,971	(11,697)	7,171	2,265	73,766	70,741	794,315
Sub Total Percent:	72%	84%	64%	53%	93%	114%	69%	86%	40%	43%	73%
Proj 9) ENGINEERING BUILDING TWO- MMC	6,500	7,000	7,000	0	5,000	0	0	2,000	0	0	27,500
Sub Total Net Space Needs	86,004	61,464	168,140	264,990	45,971	(11,697)	7,171	265	73,766	70,741	766,815
Sub Total Percent:	74%	85%	65%	53%	94%	114%	69%	98%	40%	43%	74%
Proj 10) TRAINING CENTER - MMC	0	0	0	0	14,420	0	0	0	0	10,000	24,420
Sub Total Net Space Needs	86,004	61,464	168,140	264,990	31,551	(11,697)	7,171	265	73,766	60,741	742,395
Sub Total Percent:	74%	85%	65%	53%	96%	114%	69%	98%	40%	51%	74%
Proj 11) HONORS COLLEGE - MMC	10,500	0	3,000	3,000	9,500	0	0	0	0	0	26,000
Sub Total Net Space Needs	75,504	61,464	165,140	261,990	22,051	(11,697)	7,171	265	73,766	60,741	716,395
Sub Total Percent:	77%	85%	66%	53%	97%	114%	69%	98%	40%	51%	73%
Proj 12) SOCIAL SCIENCE PHASE II - MMC	9,000	0	3,200	0	16,878	0	1,000	0	0	5,000	35,078
Sub Total Net Space Needs	66,504	61,464	161,940	261,990	5,173	(11,697)	6,171	265	73,766	55,741	681,317
Sub Total Percent:	80%	85%	67%	53%	99%	114%	73%	98%	40%	55%	75%

FLORIDA INTERNATIONAL UNIVERSITY 2010-11 CIP
BISCAYNE BAY CAMPUS

	Class- room	Teaching Lab	Study	Research Lab	Office	Aud/ Exhibition	Instruct. Media	Student Academic Support	Gym	Campus Support Services	Total NASF
Space Needs by Space Type 2015-16	44,984	56,579	66,249	76,220	100,846	11,331	3,135	2,266	16,694	16,921	395,225
Net Space Needs from Form B	6,460	(7,467)	31,439	50,665	10,234	11,331	1,179	2,266	16,694	(1,664)	121,137
Percent of Space Needs	86%	113%	53%	34%	90%	0%	62%	0%	0%	110%	69%
3) Projects Funded for Planning thru 2010-2011	0	0	0	0	0	0	0	0	0	0	0
Sub Total Net Space Needs	6,460	(7,467)	31,439	50,665	10,234	11,331	1,179	2,266	16,694	(1,664)	121,137
Sub Total Percent	86%	113%	53%	34%	90%	0%	62%	0%	0%	110%	69%
4) 2010-11 CIP Projects											
Proj 1) CLASSROOMS/OFFICE - BBC	8,000	0	6,000	8,000	16,800	0	800	0	0	0	39,600
Sub Total Net Space Needs	(1,540)	(7,467)	25,439	42,665	(6,566)	11,331	379	2,266	16,694	(1,664)	81,537
Sub Total Percent	103%	113%	62%	44%	107%	0%	88%	0%	0%	110%	79%

XI – FUNDING OF CAPITAL PROJECTS

The projects recommended by the Survey Team may be funded based on the availability of funds authorized for such purposes. The primary source available to the University is Public Education Capital Outlay (PECO). PECO funds are provided pursuant to Section 9(a) (2), Article XII of the State Constitution, as amended. These funds are appropriated to the State University System pursuant to Section 1013.64(4), Florida Statutes, which provides that a list of projects is submitted by the Board of Trustees to the Commissioner of Education for inclusion within the Commissioner's Fixed Capital Outlay Legislative Budget Request. In addition, a lump sum appropriation is provided for remodeling, renovation, and maintenance, repair, and site improvements for existing satisfactory facilities. The Board of Governors to the universities then allocates this lump sum appropriation. The projects funded from PECO are normally for instructional, academic support or institutional support purposes.

Another source for capital projects is Capital Improvement Fees. University students pay Building Fees and Capital Improvement Fees per credit hour per semester. This revenue source is commonly referred to as Capital Improvement Fees and is used to finance university capital projects or debt service on bonds issued by the State University System. Pursuant to policy of the Board of Governors, the projects financed from this revenue source are primarily student-related, meaning that the projects provide facilities such as student unions, outdoor recreation facilities, and athletic facilities. Periodically, a funding plan is developed for available and projected revenues. Universities receive an allocation and develop a list of projects that are submitted to the Board of Governors for inclusion within a request to the Legislature for appropriation authority.

The Facilities Enhancement Challenge Grant "Courtelis Program" Program, established pursuant to Section 1013.79, Florida Statutes, provides for the state matching of private donations for facilities projects that support instruction or research. Under this program, each private donation for a project is matched by state funds.

Section 1013.74, Florida Statutes, provides authority to accomplish capital projects from grants and private gifts. In addition, authority is provided within this section to finance facilities to support auxiliary enterprises from the issuance of bonds supported by university auxiliary revenues. Legislative approval of the proposed projects is required.

A limited amount of general revenue funds have been appropriated for university capital projects.

Table 14 identifies the specific project appropriations made available to the University over the last five years. Source for Table 14: Finance and Facilities Management, Fixed Capital Outlay Appropriations/Allocations.

- 1 Phases include Site Acquisition (S), Planning (P), Construction (C), and Equipment (E).
- 2 Fund sources include Public Education Capital Outlay (PECO) funds for academic and supporting spaces, Capital Improvement Fees (CIF) for student related facilities such as student unions and recreational facilities, General Revenue (GR) funds, Educational Enhancement (EE) or Lottery funds, and State Matching (SM) funds in those cases where special trust fund revenues are used as the state match for the Facilities Enhancement Challenge Grant (FECG) Program. The CIF source includes Student Building Fee and Capital Improvement Fee revenues available after debt service requirements and proceeds from the sale of University System Improvement Revenue Bonds. The bonds are issued with a pledge of net Student Building Fee and Capital Improvement Fee revenues as the source for payment of debt service.

Table 14
FIXED CAPITAL OUTLAY ALLOCATIONS OF STATE APPROPRIATIONS
FOR FISCAL YEARS 2005-2006 THROUGH 2010-2011

Project	Project Name	Phase	Source	2005-2006	2006-2007	2007-2008	2008-2009	2009-2010	2010-2011
866	MAINTENANCE,REPAIRS,RENOVATIONS & REMODELING & SITE IMPROVEMENT	P,C	PECO	\$2,061,419					
833	MOLECULAR BIOLOGY	P,C	PECO	\$8,418,634					
835	SOCIAL SCIENCE - (INTERNATIONAL STUDIES)	P,C	PECO	\$13,466,710					
867	UTILITIES/INFRASTRUCTURE/CAPITAL RENEWAL/ROOFS	P,C,E	PECO	\$5,000,000					
831	HOSPITALITY MANAGEMENT	C,E	GR / SM	\$200,000					
832	COLLEGE OF LAW	C,E	GR / SM	\$164,725					
839	ART MUSEUM	C,E	GR / SM	\$1,062,056					
856	GRADUATE SCHOOL OF BUSINESS	C,E	GR / SM	\$1,890,500					
845	RESIDENT STUDENT DINING FACILITY		CIF	\$3,050,000					
846	GRAHAM CENTER CONFERENCE ADDITION		CIF	\$6,713,527					
n/a	AUXILIARY TRUST FUND LOAN REPAYMENT		CIF	\$2,800,000					
833	MOLECULAR BIOLOGY	C,E	PECO		\$2,912,000				
835	SOCIAL SCIENCE - (INTERNATIONAL STUDIES)	C,E	PECO		\$4,383,261				
871	MAINTENANCE,REPAIRS,RENOVATIONS & REMODELING	P,C	PECO		\$2,422,671				
872	UTILITIES/INFRASTRUCTURE/CAPITAL RENEWAL/ROOFS	P,C,E	PECO		\$7,000,000				
875	PUBLIC SAFETY BUILDING, UP	P,C,E	PECO		\$3,131,025				
876	SCIENCE CLASSROOM COMPLEX, UP	P,C	PECO		\$9,000,000				
877	GRADUATE CLASSROOM BUILDING, UP	P,C	PECO		\$18,619,835				
832	SCHOOL OF LAW		PECO		\$5,353,244				
856	GRADUATE SCHOOL OF BUSINESS		PECO		\$1,812,414				
888	MARINE BIOLOGY NORTH CAMPUS SCIENCE CLASSROOM BLDG.		PECO		\$600,000				
839	ART MUSEUM	C,E	GR / SM		\$1,271,157				
832	COLLEGE OF LAW	C,E	GR / SM		\$260,054				
856	GRADUATE SCHOOL OF BUSINESS PHASE I	C,E	GR / SM		\$2,013,998				

Project	Project Name	Phase	Source	2005-2006	2006-2007	2007-2008	2008-2009	2009-2010	2010-2011
845	RESIDENT STUDENT DINING FACILITY - \$3,050,000 RE-APPROPRIATED-SEE 847-896		CIF		\$0				
846	GRAHAM CENTER CONFERENCE ADDITION - \$6,713,527 RE-APPROPRIATED-SEE 847-896		CIF		\$0				
847	FIU TRAINING ROOM		CIF		\$1,563,527				
842	FOOTBALL STADIUM EXPANSION		CIF		\$6,675,000				
842	COACHES OFFICES		CIF		\$1,425,000				
896	ATHLETICS ACADEMIC SUPPORT CENTER		CIF		\$100,000				
816	MAINTENANCE,REPAIRS,RENOVATIONS & REMODELING	P,C	PECO			\$3,135,023			
817	UTILITIES/INFRASTRUCTURE/CAPITAL RENEWAL/ROOFS	P,C	PECO			\$7,000,000			
833	HEALTH SCIENCE LAB CLINIC (To be developed within the Nursing & Allied Health Bldg)	N/A	PECO			\$19,000,000			
834	SATELLITE CHILLER PLANT UP(Part of future Med School)	N/A	PECO			\$1,110,000			
876	SCIENCE CLASSROOM COMPLEX, UP	P,C	PECO			\$29,000,000			
877	GRADUATE CLASSROOM BUILDING, UP	C,E	PECO			\$4,680,165			
895	INTERNATIONAL HURRICANE CENTER UP	N/A	PECO			\$15,000,000			
832	COLLEGE OF LAW	N/A	GR / SM			\$212,901			
839	FROST ART MUSEUM	C,E	GR / SM			\$363,500			
853	HOSPITALITY & TOURISM BISCAYNE BAY	N/A	GR / SM			\$300,000			
856	GRADUATE SCHOOL OF BUSINESS PHASE I	N/A	GR / SM			\$1,109,388			
881	IHRC WALL OF WIND	P,C	GR / SM			\$608,063			
864	ENGINEERING CENTER LAB	P,C,E	GR / SM			\$55,000			
802	UTILITIES/INFRASTRUCTURE/CAPITAL RENEWAL/ROOFS	P,C,E	PECO				\$10,500,000		
804	MAINTENANCE, REPAIRS, RENOVATIONS AND REMODELING	P,C,E	PECO				\$2,037,718		
833	HEALTH SCIENCE LAB CLINIC (To be developed within the Nursing & Allied Health Bldg)	C,E	PECO				\$7,000,000		
834	SATELLITE CHILLER PLANT UP(Part of future Med School)	C,E	PECO				\$6,000,000		
876	SCIENCE CLASSROOM COMPLEX, UP	C,E	PECO				\$12,000,000		
882	STUDENT ACADEMIC SUPPORT CENTER, UP	P,C	PECO				\$2,500,000		

Project	Project Name	Phase	Source	2005-2006	2006-2007	2007-2008	2008-2009	2009-2010	2010-2011
833	COLLEGE OF NURSING & HEALTH SCIENCES LABORATORY	E	GR / SM				\$400,000		
839	FROST ART MUSEUM	C,E	GR / SM				\$866,000		
856	GRADUATE SCHOOL OF BUSINESS PHASE II	P,C,E	GR / SM				\$1,146,308		
881	IHRC WALL OF WIND TEST FAC, PH II	P,C,E	GR / SM				\$164,600		
864	ENGINEERING CENTER LAB	P,C,E	GR / SM				\$20,000		
837	EXP & REN OF EAST WING/LOBBY, RECEPTION, RESTROOMS - PHARMED		CIF				\$5,000,000		
819	BBC IMPROVEMENTS/WOLFE UNIV CENTER, PLAY FIELDS, COURTS		CIF				\$1,500,000		
859	GRAHAM CENTER EXPANSION		CIF				\$703,456		
843	STADIUM/STUDENT MEETING ROOMS		CIF				\$5,500,000		
851	MAINTENANCE,REPAIRS,RENOVATIONS & REMODELING	P,C,E	PECO					\$1,933,300	
852	UTILITIES/INFRASTRUCTURE/CAPITAL RENEWAL/ROOFS	P,C,E	PECO					\$5,142,603	
882	STUDENT ACADEMIC SUPPORT CENTER - UP	C,E	PECO					\$1,686,722	
884	UTILITIES/INFRASTRUCTURE/CAPITAL RENEWAL/ROOFS	P,C,E	PECO						\$6,221,914
885	REMODELING/RENOVATIONS/MAINTENANCE/REPAIRS & SITE IMPROVEMENTS	P,C,E	PECO						\$3,804,242
875	PUBLIC SAFETY BUILDING SUPPLEMENT	P,C,E	PECO						\$1,272,772
835	SOCIAL SCIENCES - PH I COMPLETION - UP	P,C,E	PECO						\$4,150,000
876	SCIENCE/CLASSROOM COMPLEX - UP	C,E	PECO						\$3,982,942
814	STOCKER ASTROPHYSICS CENTER, MAM BT 814 (Astronomy Observatory Bldg)	P,C,E	PECO						\$1,600,000
882	STUDENT ACADEMIC SUPPORT BUILDING	C,E	PECO						\$17,646,976
882	FROM 2010 STUDENT ACADEMIC SUPPORT CENTER		PECO						-\$1,686,722
876	TO 2011 SCIENCE/CLASSROOM COMPLEX		PECO						\$1,686,722
	TOTALS			\$44,827,571	\$68,543,186	\$81,574,040	\$55,338,082	\$8,762,625	\$38,678,846

APPENDICES

APPENDIX A

EDUCATIONAL PLANT SURVEY PROCESS OVERVIEW

BOARD OF GOVERNORS
Office of Finance & Facilities
Chris Kinsley, Director

FOR THE STATE UNIVERSITY SYSTEM OF FLORIDA

Revised: January 25, 2011

Section 1013.31, Florida Statutes, requires that, at least once every five years, each University Board of Trustees shall arrange for an educational plant survey to aid in providing physical facilities necessary to accommodate its academic programs, students, faculty, staff, and services during the next five-year period.

1. Designation of Responsibility

The University to be surveyed (the "University") appoints the **Survey Team Coordinator**. The Survey Team Coordinator correlates information provided by the Survey Team Leader, the University Survey Team Facilitator, and the Board of Governors (the "Board") staff during the survey process. It is recommended in order to expedite the overall process and to maintain consistency and quality that the coordinator be a staff person from the Board.

It is recommended that the **Survey Team Leader** be requested from a university not being surveyed in the same year. In conjunction with the Survey Team Coordinator, the Survey Team Leader coordinates the work of the survey team members. All team members are also recommended to come from staff of other universities not being surveyed in that same year. The Survey Team Leader maintains contact with the Survey Team Coordinator and coordinates all activities with the Survey Team Facilitator at the University during the entire survey process.

The University President appoints the **Survey Team Facilitator** for its University from its own staff. The Survey Team Facilitator maintains contact with the Survey Team Leader and coordinates personnel at the University during the survey process. The Survey Team Facilitator will also coordinate the University activities for the team during the survey process at the University.

For continuity and consistency of the final report, **Survey Team Members** will consist of staff from universities not being surveyed that year and should include a representative from a university to be surveyed in the next fiscal year, as well as a representative from a university surveyed in the previous fiscal year. Board staff should also be included.

2. Student Enrollment Projections

The survey uses capital outlay full-time-equivalent student enrollment projections based on the work plans submitted annually to the Board by the universities pursuant to Board regulation 2.002. One undergraduate capital outlay full-time-equivalent represents enrollment in 40 credit hours during the academic year, while one graduate capital outlay full-time-equivalent represents 32 credit hours. Projections are provided for all credit activity at each officially designated site for which facilities are required. Enrollments are identified by discipline group within level of student.

3. Educational Programs and Services

The survey uses projections for programs approved by the Board of Governors through the academic program review process for the State University System.

Staff of the University prepare a list of programs for the survey, indicating which existing programs the University wishes to continue, expand and delete during the five-year period of the survey, as well as those for which planning authorization or program approval has been granted.

The basic mechanism used to determine the facilities required to accommodate educational programs and services is the SUS Space Needs Generation Formula (the "Formula"). The Formula identifies space needs for instructional and research programs, and for academic and institutional support services.

While the capital outlay full-time-equivalent projection acts as primary generator, the Formula recognizes variations in space requirements derived from discipline groupings, course levels, research fields, library holdings, faculty, staff, contract & grant positions, as well as, minimum space allowances. Thus, the Formula results in aggregate space generations for ten (10) standard space categories based on the combination of students, programs, faculty and staff unique to the University.

4. Inventory Validation Segment of Survey

The first segment of the survey is the Inventory Validation, whereby the physical facilities inventory is evaluated by the survey team. The Inventory Validation is scheduled three (3) to four (4) months before the Needs Assessment segment of the survey.

The validation segment entails visits to all sites of the University for the purpose of confirming or correcting information carried in the computerized Physical Facilities Space File, (the "Space File") as well as building schematics.

Staff of the University and validation team members visits all sites and selected buildings. The buildings to be visited for Inventory Validation purposes should include any buildings that have not been previously surveyed, buildings which the University desires to be assessed as unsatisfactory, and a sampling of other buildings to determine overall accuracy of the reported inventory.

The Space File includes information for all educational plants. For the Inventory Validation, University staff provides reports of Space File data and building schematic drawings for the buildings designated to be included in the validation.

An important part of the Inventory Validation process is the review of spaces to be exempt or ineligible. These are spaces not generated by the Formula and thus not included in the current inventory used in space needs analyses. University staff furnishes a list of all ineligible spaces which identifies each space and justifies why it is excluded.

Together, the University Survey Team Facilitator and Survey Team Leader make arrangements for the Inventory Validation including: team assignments, guides, and transportation for team member visits to buildings and grounds, and lodging accommodations for team members. The Board of Governors will reimburse travel costs and pay standard per diem for members of the Inventory Validation team.

5. University Identification of Needs

Administrators and staff of the University undergoing the survey prepare lists for each site of needs identified by the University for site acquisition, development and improvement, and remodeling, renovation, and new construction. Outdoor physical education facilities are included as site improvement. Because all previous survey recommendations expire at the beginning of a new five-year survey, the list of needs may include items recommended in the prior survey which have not been started or funded through construction, but still are needed.

Requested projects should be reflected in the University's Campus Master Plan previously submitted to the University Office of Facilities Planning, or should be included in an official update to the Master Plan.

The basic method for identifying facility needs is the Formula approach. This method involves performance levels for space use by the University based on legislatively mandated, as well as generally accepted,

utilization standards. The Formula generates campus wide square footage needs for ten categories of space. Needs are compared with the categorical square footage in inventory to determine space deficits and surpluses. Shortages demonstrate the need for remodeling or new construction recommendations to provide space, while overages may denote the need for remodeling recommendations to convert excess space to other uses.

Using the Formula, the Survey Team Coordinator ensures the preparation of space needs analyses by the University for each site showing categorical space need generations, existing space inventory, and resulting deficits and surpluses. Based on the results, University staff develops requests for remodeling recommendations to provide space for under built categories, as well as to reduce space of overbuilt categories, and for new construction recommendations to meet needs which cannot be satisfied through remodeling.

In conjunction with the Formula, Space Factors (the "Factors"), have been developed as part of the process and are used to expedite the use of the Formula in determining university space needs. The Factors are periodically reviewed and revised by the Board Office of Finance and Facilities. Each university at the time of its survey, after the Inventory Validation and prior to the Needs Assessment, may make a presentation and request a recommendation from the survey team to revise one or all of their Factors as a result of data or policy actions taken by its Board of Trustees and its university. The presentation should include, at a minimum, data based on the projected space needs using existing factors, a presentation on changes at the University that make the current factors inappropriate (i.e. the policy action by its Trustees or University), and documentation of what the space impact of the requested revised factors would be. In addition, a comparison against the other universities in the System should be included.

The survey team will review the data and make a recommendation to modify or leave the factors unchanged as part of their survey recommendations. The team will evaluate the request for consistency with other universities in the system and comparison for similar issues.

The alternative method for identifying facility needs is the "exception procedure." This method is used where the University has special problems or extraordinary needs not supported by the Formula. One example is unusual requirements for a particular type of teaching or research laboratory. Another example is minimal facilities for a program that are not provided by the space needs generated from the initial enrollment level of the program.

To exercise this option, University staff prepares written explanations along with quantitative displays, which justify exceptional needs. Justifications include relevant information such as requirements for specific programs, schedules of current classes, reports of space utilization, indications of effective space management, evidence of sound planning, feasibility studies for remodeling, and intended uses of space. The purpose is to present convincing evidence which demonstrates genuine facility beyond Formula generations. In addition, requests for remodeling or new construction recommendations to accommodate these special needs are developed.

Request items for remodeling and renovation recommendations should contain specific information: building number and name; room numbers; current functions of spaces, use codes, and square footage. Items for new construction recommendations specify needed function of spaces, use codes, and net square footage.

Cost estimates are provided by the University for site acquisition, development, and improvement items. They may be furnished for other items as well. Cost estimates for survey recommendations involving new building construction are based on average cost figures for the System. It is important to note that cost estimates attached to survey recommendations are not part of the recommendations per se. They are added only to provide a general idea of anticipated cost. They cannot be interpreted as accurate estimates for particular projects. Often, actual estimates will vary significantly from those included with recommendations.

The survey automatically makes five university wide standard recommendations for: provision of custodial services facilities; provision of sanitation facilities; correction of safety deficiencies; replacement of building

envelope systems; and modification of facilities for compliance with the Americans with Disabilities Act. Therefore, the University should not include requests related to these needs.

6. Survey Workbook

University staff prepares a survey workbook for use by survey staff during the Needs Assessment segment of the educational plant survey. The workbook contains documentation related to preceding items 2, 3, 4, and 5, along with general background information about the University. It is supplemented by available information regarding long-term plans for the institution, such as the master plan or other long-range planning documents. Additional information may also be included.

A copy of the survey workbook is provided to each survey team member at least two weeks before the opening date of the Needs Assessment. Other copies may be distributed to survey staff at the beginning of the Needs Assessment.

7. Financial Information

The Survey Team Coordinator provides particular financial information pertaining to capital outlay allocations by fund source and capital outlay allocations by project type for inclusion in the Survey Report.

8. Needs Assessment Segment of Survey

The Survey Team Leader and the University make arrangements for the Needs Assessment including: daily schedule of survey activities; organizational meeting, discussion sessions, and final meeting for the survey team with University administrators, faculty, and staff; work space, materials, and equipment for the team; and lodging accommodations for team members. The Board of Governors will reimburse travel costs and pay standard state per diem for members of the Validation and Needs Assessment team. The Board will not pay for materials and supplies necessary to conduct the survey.

9. Survey Recommendations

The survey team makes recommendations for site acquisition, development, and improvement; and remodeling, renovation, and new construction for officially designated sites and facilities.

Details about the status of previous survey recommendations, identification of needs through the Formula approach, modification of Factors and the exception procedure, cost estimates for recommendations, and the university-wide standard recommendations are explained under item 5.

Recommendations for leased sites and facilities are made in accordance with the provisions of Sections 1013.31 Florida Statutes. Recommendations pertaining to additional branch campuses are considered only after a proposal for establishment, submitted by the University, has been recommended and authorized by the Legislature.

10. Written Survey Reports

The University prepares the draft and the final written report of the findings and recommendations of the survey team for review and approval by the University Board of Trustees (UBOT's). After approval by the UBOT's, the university must submit the official copy of the report to the Chancellor, State University System of Florida.

APPENDIX B

STATE UNIVERSITY SYSTEM OF FLORIDA EXPLANATION OF THE SPACE NEEDS GENERATION FORMULA

The space needs generation formula uses three types of information to determine unmet space needs:

1. Workload measures such as enrollment, positions, and library materials
2. Space standards including station sizes and utilization levels
3. Existing facilities inventory

The formula was designed to recognize space requirements based on academic program offerings, student level, and research programs. Currently, space needs are generated for twenty university sites including main campuses, branches, two health sciences centers, and the Institute of Food and Agricultural Sciences.

FTE Enrollment Projections

Enrollment projections used for budgeting purposes are based on five-year projections of annual FTE's requiring facilities, excluding enrollments housed at non-owned sites. Annual FTE (one undergraduate FTE represents enrollment in 40 credit hours during the academic year; 32 for graduate) enrollment for each site, by discipline, by level is used as the primary variable within the formula. This level of detail allows recognition of differences in space needs based on size of programs, mix of science and non-science programs, variations in station sizes for laboratories, and variations between disciplines in the number of contact or weekly student hours required to be housed in classrooms and teaching laboratories.

Space Standards

Ten space categories are recognized within the formula. The ten categories of assignable space include:

Instructional

Classroom

Teaching Laboratory

Research Laboratory

Academic Support

Study

Instructional Media

Auditorium/Exhibition

Teaching Gymnasium

Institutional Support

Student Academic Supports

Office/Computer

Campus Support

Classroom Facilities

A classroom is defined as a room used for classes and not tied to a specific subject or discipline by equipment in the room or the configuration of the room. Included in this category are rooms generally used for scheduled instruction that require no special, restrictive equipment or configuration. These include lecture rooms, lecture-demonstration rooms, seminar rooms, and general purpose classrooms. Related service areas such as projection rooms, telecommunications control booths, preparation rooms, closets; storage areas, etc. are included in this category if they serve classrooms.

The net assignable square feet (NASF) needed for classrooms is based upon 22 NASF per student station, 40 periods of room use per week, and 60% station occupancy. These standards result in a space factor of 0.92 NASF per FTE enrollment. Using this space factor, NASF requirements are determined by multiplying the FTE enrollment for each discipline by level times the number of weekly student hours per FTE that are scheduled in classrooms.

The effect of applying the formula to all universities by level and by discipline provides an average of 12 NASF per FTE for main campuses. An example for an upper level FTE student in Engineering is:

$$.92 \text{ (Space Factor)} \times 15.0 \text{ (Weekly Student Hours Per FTE)} = 13.8 \text{ NASF Per FTE}$$

$$\text{where Space Factor} = \frac{\text{Station Size}}{\text{Hours Per Week} \times \text{Occupancy Rate}} \quad \text{or} \quad \frac{22}{40 \times .60} = .92 \text{ NASF}$$

Teaching Laboratory Facilities

A teaching laboratory is defined as a room used primarily for scheduled classes that require special purpose equipment or a specific room configuration for student participation, experimentation, observation, or practice in an academic discipline. Included in this category are rooms generally called teaching laboratories, instructional shops, computer laboratories, drafting rooms, band rooms, choral rooms, music practice rooms, language laboratories, studios, theater stage areas used primarily for instruction, instructional health laboratories, and similar specially designed or equipped room if they are used primarily or group instruction in formally or regularly scheduled classes. Related service areas are also included in this category.

The NASF need for teaching laboratories is computed by discipline by level and is based on established station sizes, weekly student hours per FTE, and utilization levels for room use and station occupancy. The room use standard is 24 hours for lower level and 20 hours for upper level. The station occupancy rate is 80% for both levels.

The effect of applying the formula to all universities by level and by discipline provides an average of 15 NASF per FTE for main campuses. An example for an upper level student in Engineering is:

$$7.81 \text{ (Space Factor)} \times 5.0 \text{ (Weekly Student Hours Per FTE)} = 39.05 \text{ NASF Per FTE}$$

$$\text{where Space Factor} = \frac{\text{Station Size}}{\text{Hours Per Week} \times \text{Occupancy Rate}} \quad \text{or} \quad \frac{125}{20 \times .80} = 7.81 \text{ NASF}$$

Although most universities in the System currently generate more than 50,000 NASF, a minimum facility need of 50,000 NASF is provided for the development of future campuses.

Research Laboratory Facilities

A research laboratory is defined as a room used primarily for laboratory experimentation, research or training in research methods, professional research and observation, or structured creative activity within a specific program. Included in this category are labs used for experiments, testing or "dry runs" in support of instructional, research or public service activities. Non class public service laboratories which promote new knowledge in academic fields are included in this category (e.g., animal diagnostic laboratories and cooperative extension laboratories). Related service areas that directly serve these laboratories are included in this category.

The NASF need for research laboratories is based on an allotment of space by discipline for each research faculty FTE and graduate student FTE. Space needs are generated separately for research faculty and graduate students.

Research Faculty Space needs are generated by discipline for Educational and General (E&G) and Contract and Grant (C&G) faculty. The number of E&G research faculty is based upon the E&G FTE faculty to FTE student ratio and the percentage of E&G research faculty FTE for the actual or base year. The number of C&G research faculty FTE is based on a three-year average growth rate for C&G faculty applied to the actual or base year. The allotment of space for each research faculty FTE varies from 75 to 450 NASF depending on discipline.

Graduate Students: Space needs are generated by discipline for beginning and advanced graduate student FTE. Graduate student FTE enrollment is divided between beginning and advanced levels based upon the number of graduate credit hours completed by the student (advanced graduates are those with 36 or more graduate credit hours).

Research laboratory space is generated for selected University Support Personnel System positions having research responsibilities that require laboratory facilities. The Beginning Graduate space factor is used for these positions.

Space allotments for advanced graduates are the same as those applied to research faculty (from 75 to 450 NASF). The allotment of space for a beginning graduate FTE considers sharing of research space and varies from 3 to 90 NASF. For example, the space allotment for an advanced graduate student in Engineering is 450 NASF.

Study Facilities

Study facilities include study rooms, stack areas, processing rooms, and study service areas. The NASF needed for study facilities is based on separately determined NASF needs for study rooms, carrel space, stack areas, and study service areas.

Study Rooms (Other than Computer Study Rooms): The NASF need for study rooms is based on 25 NASF per station for 25% of the undergraduate FTE.

Computer Study Rooms: The NASF need for computer study rooms is one station for every 15 FTE, with a station size of 30 NASF.

Carrel: The NASF need for carrels is based on 30 NASF per station for 25% of the beginning graduate FTE, for 50% of the law FTE, for 25% of the advanced graduate science FTE, and for 50% of the advanced graduate non-science FTE, plus 20 NASF per station for 5% of the science FTE faculty and for 25% of the non-science FTE faculty.

Stack Areas: The NASF need for stack areas is based on an amount of space per library volume with all library materials converted to volume equivalents (includes all holdings such as bound volumes, video and audio tapes, cassettes, microfilms, etc.). The projected volume counts are based on current inventories plus a continuation of the previous year's acquisitions.

Study Facilities Service Areas: The NASF need for study service areas is based on 5% of the total NASF needed for study rooms, carrels, and stack areas.

Instructional Media Facilities

Instructional Media rooms are used for the production or distribution of multimedia materials or signals. Included in this category are rooms generally called TV studios, radio studios, sound studios, photo studios, video or audio cassette and software production or distribution rooms, and media centers. Service areas such as film, tape, or cassette libraries or storage areas, media equipment storage rooms, recording rooms, engineering maintenance rooms, darkrooms, and studio control booths are also included in this category.

A minimum facility of 10,000 NASF and 0.5 NASF per FTE over 4,000 is provided for instructional media space on main campuses and 0.5 NASF per FTE for branch campuses with no minimum facility allowance.

Auditorium/Exhibition Facilities

Auditorium/exhibition facilities are defined as rooms designed and equipped for the assembly of many persons for such events as dramatic, musical, devotional, livestock judging, or commencement activities or rooms or areas used for exhibition of materials, works of art, artifacts, etc. and intended for general use by faculty, students, staff, and the public.

Service areas such as check rooms, ticket booths, dressing rooms, projection booths, property storage, make-up rooms, costume and scenery shops and storage, green rooms, multimedia and telecommunications control rooms, workrooms, and vaults are also included in this category.

The NASF need for auditorium/exhibition facilities is based on a space allotment of 3 NASF per FTE with a 25,000 NASF minimum facility allowance for main campuses.

Teaching Gymnasium Facilities

A teaching gymnasium is defined as a room or area used by students, staff, or the public for athletic or physical education activities. Included in this category are rooms generally referred to as gymnasiums, basketball courts, handball courts, squash courts, wrestling rooms, weight or exercise rooms, racquetball courts, indoor swimming pools, indoor putting areas, indoor ice rinks, indoor tracks, indoor stadium fields, and field houses. Service areas such as locker rooms, shower rooms, ticket booths, rooms for dressing, equipment, supply, storage, first-aid, towels, etc. are also included in this category.

The NASF need for teaching gymnasiums is based on a minimum facility for each main campus of 50,000 NASF for the first 5,000 FTE enrollments, plus an additional 3 NASF per FTE for enrollment over 5,000 FTE.

Student Academic Support Facilities

A student academic support room is defined as a room in an academic building where students hold meetings or group discussions of an academic nature. Rooms that directly serve academic meeting rooms are also included in this category.

Student academic meeting room need is based on 0.6 NASF per FTE enrollment.

Office/Computer Facilities

An office is defined as a room housing faculty, staff, or students working at one or more desks, tables or workstations. A computer facility in this category is defined as a room used as a computer-based data processing or telecommunications center with applications that are broad enough to serve the overall administrative or academic equipment needs of a central group of users, department, college, school, or entire institution. Rooms that directly serve these areas are also included in this category, as well as faculty and staff lounges.

The NASF need for offices/computer facilities is based on a space allotment of 145 NASF per FTE position requiring office space. Examples of positions not requiring space include maintenance mechanics, scientific photographers, and dental technicians. FTE positions are projected based upon the current ratio of FTE positions requiring space to annual FTE students. The number of C&G positions is based on a three-year average growth rate for C&G positions applied to the actual or base year. The need for faculty and staff lounges is based on 3 NASF per position.

Campus Support Facilities

Campus support facilities are defined as those areas used for institution-wide services. This includes maintenance shops, central storage areas, central service areas, vehicle storage facilities, hazardous materials facilities, plus related service areas such as supply storage areas, closets, and equipment rooms.

The NASF need for campus support facilities is based on 5% of the total NASF generated by the formula plus other areas maintained by physical plant staff such as continuing education buildings and clinic space.

Existing Facilities Inventory

The facilities inventory for each university is designed using the format and definitions prescribed in the Postsecondary Education Facilities Inventory and Classification Manual, 2006, published by the U. S. Department of Education, National Center for Education Statistics. The inventory documentation consists of a file maintained by computer pursuant to the Physical Facilities Space File Specifications prepared by the State University System Office of Information Resource Management.

The inventory contains information about each site, each building, and each room that is owned, shared, or leased by a university. All spaces in buildings, including those that are permanent, temporary, or under construction that are in satisfactory condition are considered in computing the total existing assignable square footage. Assignable space is that which is available for assignment to and functionally usable by an occupant.

The room records from the inventory are used to determine the amount of existing square footage in each of the ten assignable space categories. Each room record is assigned a room use code and is grouped into the appropriate space category. For each of the ten space categories, the existing assignable square footage is deducted from the cumulative space need. The assignable square footage used to determine unmet space needs does not include those spaces for which the formula does not generate a need. Examples of excluded space are leased space, special purpose lab equipment areas such as a wind tunnel or linear accelerator, and intercollegiate athletics area.

APPENDIX C
BUILDING CONDITION ASSESSMENT

SITE	BUILDING NUMBER	BUILDING NAME	ENVELOPE CONDITION	ROOF CONDITION	MECHANICAL CONDITION	ELECTRICAL CONDITION	PLUMBING CONDITION
8	MB03	MIAMI BEACH WOMENS'S CLUB	5	5	5	5	5
3	101	ENGINEERING CENTER	1	1	4	3	3
3	102	OPERATIONS/UTILITY	2	2	1	3	2
1	C05	DUPLICATING CENTER	1	1	1	1	1
1	W06A	DUGOUT 3	2	2	2	2	2
1	W06B	DUGOUT 4	2	2	2	2	2
1	W01B	WEST 1 B	5	5	5	5	5
2	S01	CENTRAL RECEIVING	1	1	1	1	1
2	S02	PUBLIC SAFETY	1	1	1	1	1
2	S03	PHYSICAL PLANT	1	2	1	1	1
2	N04	ACADEMIC TWO	2	1	2	2	2
2	N01A	AQUATIC RECREATION CENTER	1	1	1	1	2

LEGEND

- 1 - SATISFACTORY SYSTEM IN ACCEPTABLE CONDITION
- 2 - RENEWAL A NEEDS MIN CAP RENEWAL IF COST IS < 25% OF REPLACEMENT
- 3 - RENEWAL B NEEDS MORE THAN MIN RENEWAL AND COST IS BETWEEN 25 AND 50% OF REPLACEMENT
- 4 - RENEWAL C MAJOR CAP RENEWAL COST IS > 50 OF REPLACEMENT COST
- 5 - REPLACEMENT

APPENDIX D
2010 FLORIDA INTERNATIONAL UNIVERSITY WORK PLAN

2010 University Work Plan/ Proposal

Florida International University
(University)

Strategic Plan

[Please provide a link to the latest version of the institution's strategic plan. If the latest strategic plan is not current, or the institution is in the process of developing or updating its strategic plan, please indicate at what stage the institution is in that process.]

The current Millennium Strategic Plan runs through the end of 2010 and can be viewed at:

<http://stratplan.fiu.edu/dccs/msp.pdf>

The arrival of FIU's fifth president coincided with the need to update the strategic plan. The President's *Hit the Ground Running* primer outlines four areas of focus for the University's new strategic plan, *Worlds Ahead*. The core commitment of our previous strategic plans remains: FIU aspires to be a leading urban public research university. This core is now enhanced by a renewed commitment to being student centered and engaging in community problem solving. *Hit the Ground Running* identified the following points of action:

1. Revitalize and expand the financial base
2. Achieve results-oriented student-centered academic excellence
3. Enhance quality and impact of research and creative initiatives
4. Engage the community locally and globally

Seven committees with membership including members of the Board of Trustees, faculty, students, staff, and community representatives are developing the strategic plan. There are three foundation committees: finance, infrastructure, and student success and four thematic committees: arts, environment, global and health. University forums were conducted in April to generate ideas. These committees will present the initial draft of the strategic plan in September 2010. After extensive University input, the final strategic plan will be presented to the Board of Trustees in December 2010.

The link for the *Worlds Ahead Strategic Plan* is: stratplan.fiu.edu

Mission Statement

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

Overview of Core Institutional Strengths, Special Assets, and Niche Contributions

FIU prides itself on the special contributions it brings to the SUS in terms of diversity, service to the state's Hispanic population, international programs, niche programs, online offerings, museums, elementary and secondary education, and research clusters. Each of these is described briefly below.

Diversity: FIU's most defining feature is the diversity of its students, faculty, and staff. Over 77% of our students belong to minority groups. Students come from 179 other countries. The faculty and staff of the university represent a similar diversity of race, ethnicity, and culture. Our students see themselves reflected in the faces and languages of our faculty and staff, and in this rich mix of perspectives and experiences, we teach our students to be tomorrow's leaders. The university is the largest producer of minority Bachelor degrees in the country.

Hispanic Serving: As a Hispanic serving Institution, FIU has the further advantage and opportunity to play a significant role in the education of the growing Hispanic community. Working within its south Florida community, FIU is foremost in the nation in preparing Hispanic students to lead – in the workforce, in civic and social engagement, and in research. The FIU College of Law has the largest percentage of Hispanic students in the country. The FIU College of Engineering and Computing awards more Hispanic bachelor and master's engineering degrees than any other university in the continental United States. FIU ranks third in the nation in the number of undergraduate degrees awarded to underrepresented minorities in the natural sciences, sixth in biology and thirteenth in mathematics. FIU ranks third in the nation in the number of undergraduate degrees awarded to Hispanics in communication.

International: International education and research are strengths of FIU. International education will be further enhanced through our new curricular requirement for each undergraduate student to take at least two Global Learning identified courses prior to graduation. The creation of the School of International and Public Affairs (SIPA) builds upon the strong tradition of international and global studies at the University such as the Latin American and Caribbean Center. The international business programs in our College of Business Administration are ranked twelfth for undergraduate education and in the top 25 for graduate programs. The College of Business is also home to the Center for International Business Education and Research which is one of only 38 such federally funded centers.

FIU is home to AMPATH the high-bandwidth interconnection between U.S. and international research and education networks that extends participation to universities in Latin America and the Caribbean.

Niche Programs: The University's degree programs in Hospitality Management, Spanish Language Journalism, Bi-lingual Speech Language Pathology, and Nursing for Foreign-educated Physicians address both local and global community needs. The creation of the College of Medicine's NeighborhoodHELP™ program takes the University's community engagement efforts into family homes.

Online Programs: The recent SACS reaffirmation of accreditation visit identified the FIU Online faculty support and course development activity the strongest they had encountered at any university. Currently 14% of our instruction is offered fully online.

Museums: The University is home to two accredited museums: the Frost Museum on the Modesto Maidique Campus and the Wolfsonian Museum on Miami Beach. These museums along with the College of Architecture and The Arts enrich the cultural diversity of South Florida.

Elementary and Secondary Education: Over half of all teachers hired in the Miami-Dade Public School System are FIU College of Education graduates and the majority of recipients of Teacher of the Year award are FIU graduates.

Research Clusters: The University has developed interdisciplinary clusters focused on problem solving research in the community. Examples are:

1. Latino Health Disparities in HIV/AIDS and Substance Abuse
2. Child and Family Psychology and Clinical Psychology
3. Disaster Research and Mitigation
4. Nanotechnology
5. Transportation
6. Environment and Sustainability
7. Minority Science Training Programs
8. Math-Science Teacher Education Programs

Current Peer Institutions- Criteria- Public, Part-time greater than 10%, Urban, Carnegie High Research or Very High Research with comparable levels of research expenditures and doctoral degree production

George Mason University
University of Louisville
Georgia State University
University of Houston - University Park

Institutional Vision and Strategic Directions for the Next 5 – 10 Years

Florida International University is committed to providing quality learning, state-of-the-art research and creative activity, and problem-solving engagement. As an anchor university in South Florida, our vision is to be a leading student-centered urban public research university that is locally and globally engaged.

We expect to enroll an additional 2,000 students per year over the next five years while maintaining a 27:1 student:faculty ratio and achieving a 300:1 student:advisor ratio. This represents a compounded annual growth rate of 4.6% compared to the compounded annual growth rate of 2.9% we have experienced in the past five years. Over much of that time, we have constrained growth because of reductions in funding. Graduate enrollment will grow somewhat faster than undergraduate enrollment so that graduate enrollment will increase from 17.4% of total enrollment to 18.9%.

The *Worlds Ahead Strategic Plan*, currently under development, has identified the arts, environment, global and health as the four strategic themes for the next decade. We recognize that meeting goals in these themes will require building a robust financial base; a strong infrastructure to support teaching, research and engagement; and student support services—physical, electronic, and personnel—to assure every student is successful.

Integral to our health initiative is the creation of an Academic Health Center integrating the Herbert Wertheim College of Medicine, the College of Nursing and Health Sciences, the Robert Stempel College of Public Health and Social Work, the Department of Biomedical Engineering in the College of Engineering and Computing, and the select departments in the College of Arts & Sciences. Such internal university integration would complement the collaboration between our public health academic programs and the State Department of Health through the location of the Miami-Dade Health Department facility adjacent to the planned academic public health building. Our innovative NeighborhoodHELP™ program will promote collaborative interactions among students and faculty in nursing, health sciences, public health, social work, psychology and medicine to provide the full complement of health services for individual families.

The newly formed School of Environment and Society, headquartered at the Biscayne Bay Campus, will integrate teaching and research in environmental issues with particular relevance to South Florida such as water, climate change, hurricanes, and coastal environment. The development of an Environmental Science Management and Policy Center is being considered by the strategic planning committee dealing with the environment.

The School of International and Public Affairs is developing the academic programs and infrastructure necessary to obtain accreditation by the Association of Professional Schools of International Affairs (APSIA). During the next five years we will have graduated our first undergraduate class that will have met our new exit requirement of having taken at least two courses validated as Global Learning Initiative courses.

The College of Architecture and The Arts will expand beyond the university to engage the South Florida community in the process of creating, producing, presenting, promoting, appreciating, and exploring the visual and performing arts. Additional initiatives are looking at ways to integrate arts design and culture with technology, science, and the humanities. The development of a Humanities Center within the College of Arts & Sciences to encourage interdisciplinary cooperation in the arts and humanities is being considered by the strategic planning committee dealing with the arts.

The University intends to increase its six-year graduation rate to 48% through a variety of measures including partnering with both Miami Dade College and the Miami Dade County Public Schools for early intervention. In fall 2009, the University established the Academy for Advanced Academics with the Miami Dade County Public School system, where high school students attend dual enrollment classes in the morning and advanced placement classes in the afternoon, all on the FIU campus. Faculty from Miami Dade College who are teaching courses that have been identified as indicator courses for successful completion of a bachelor's degree are meeting with FIU faculty counterparts to design intervention strategies for student success in these courses.

The University takes a special interest in economic development of South Florida and is pursuing partnerships with private sector and other institutions of higher education to establish a high-tech corridor for life sciences spanning the tri-county area. The University is planning a major innovation center to help expand its research and development enterprise.

Aspirational Peer Institutions (aspire and plan to be comparable to in the next 5 – 10 years)

All aspirational peer institutions are urban, public research universities in the Carnegie Very High Research Classification

Arizona State University
Wayne State University
University of Cincinnati
University of New Mexico (Hispanic Serving Institution)

Projected Institutional Contributions to System-Level Goals					
NUMERIC TARGETS					
Dashboard Metric	Date	Actual Value		Date	Projected Value
Baccalaureate Degrees Awarded	2008-09	5,663		2012-13	6,555
Master's Degrees Awarded (includes specialists degrees)	2008-09	2,255		2012-13	2,570
Research and Professional Doctorates Awarded	2008-09	250		2012-13	353
Federal Academic Research and Development Expenditures (in thousands)	2007-08	\$60,045		2011-12	\$70,000
Total Academic Research and Development Expenditure (in thousands)	2007-08	\$107,025		2011-12	\$121,000
FTIC*** Six-Year Retention and Graduate Rates from the <u>Same IHE</u>	2003-09 FTIC Cohort	Graduated 44.8%		2007-13 FTIC Cohort	Graduated 46.6%
		Still Enrolled 15.6%			Still Enrolled 15.0%
AA Transfer*** Four-Year Retention and Graduation Rates from the <u>Same IHE</u>	2005-09 AAT Cohort	Graduated 60.7%		2009-13 AAT Cohort	Graduated 62.7%
		Still Enrolled 13.3%			Still Enrolled 14.3%
DIRECTIONAL TARGETS [Indicate Direction: I=Increase, M=Maintain, D=Decrease]					
Dashboard Metric	Date	Actual Value		Date	Projected Direction**
Baccalaureate Degrees Awarded to Black, Non-Hispanics	2008-09	#	%*	2012-13	# %*
		682	12.8		I M D I M D
Baccalaureate Degrees Awarded to Hispanics	2008-09	#	%*	2012-13	# %*
		3,555	66.5		I M D I M D
Baccalaureate Degrees Awarded to Pell Recipients	2008-09	#	%*	2012-13	# %*
		2,555	47.5		I M D I M D
Degrees Awarded in Specified STEM Fields	2008-09	Bacc.	Grad.	2012-13	Bacc. Grad.
		934	597		I M D I M D
Degrees Awarded in Specified Health Profession Critical Need Areas	2008-09	Bacc.	Grad.	2012-13	Bacc. Grad.
		211	285		I M D I M D
Degrees Awarded in Specified Education Critical Need Areas	2008-09	Bacc.	Grad.	2012-13	Bacc. Grad.
		41	113		I M D I M D
NCLEX Pass Rate for First-Time Test Takers in Baccalaureate Nursing Program	2008	89%		2012	I M D
Licensing Income	2007-08	\$9,423		2011-12	I M D
Licenses and Options Executed	2007-08	0		2011-12	I M D
Other Transfer*** Five-Year Retention and Graduation Rates from the <u>Same IHE</u>	2004-09 Other Cohort	Graduated 53.5%		2008-13 Cohort	Graduated I M D
		Still Enrolled 9.1%			Still Enrolled I M D

"Actual Value" should equal related value in 2009 Annual Report.

* Percentage of Total Baccalaureates Awarded That Were Awarded to Specific Group.

** Projected Direction = INCREASE, MAINTAIN, or DECREASE.

*** Include full-time and part-time students in the cohorts,

<p>Additional Primary Institutional Goals/Metrics for the Next One to Three Years (In the context of the institutional strategic plan and vision, as well as System priorities, present a <u>minimum of three additional goals</u> on which university effort will be focused in the next one to three years. Describe each goal, including whether the goal is new or continuing, the strategy for achieving that goal, the <u>metrics</u> by which success will be measured, specific actions to be taken in this fiscal year, expected outcomes, and <u>assumptions</u>, including <u>financial</u>, upon which the projected outcomes are predicated.)</p>	
<p>All goals are continuing goals. Goals (1) and (2) and (3) (a) are based on the following assumptions:</p> <ol style="list-style-type: none"> Recurring base funding decreases 2% in 2010-11, is flat in 2011-12, increases 2% in 2012-13 Tuition increases 15% in 2010-11, 15% in 2011-12 and 13% in 2012-13 (base increase of 8% in 2010-11, 6% in 2011-12, 6% in 2012-13) Enrollment targets are met 	
1. Support strategic priorities in teaching (maintain 27:1 student:faculty ratio) and research (increase funding and doctoral production)	<p>Metrics:</p> <ol style="list-style-type: none"> New faculty hires <ol style="list-style-type: none"> 31 (2010-11); 38 (2011-12); 44 (2012-13) Research funding <ol style="list-style-type: none"> 121 million for 2011/2012 Doctoral production <ol style="list-style-type: none"> Research 150 by 2013 Professional 200 by 2013
2. Improve Academic Success (six year graduation rate to 46.6% for 2007 cohort)	<p>Metrics:</p> <ol style="list-style-type: none"> Advisor/student Ratio <ol style="list-style-type: none"> 400/1 by 2012/2013 New advisor hires 11 per year 2010-2013 Conversion of adjuncts to Instructors 10 in 2010-11; 5 in 2011-12; 5 in 2012-13 Classroom modernization <ol style="list-style-type: none"> 12 per year 2010-2013
3. Expand Community Partnerships	<p>Metrics:</p> <ol style="list-style-type: none"> Establish Office of Engagement (2010-11) <ol style="list-style-type: none"> Hire Vice President for Engagement Develop funded partnerships two external community agencies per year Increase internships 10% per year Expand NeighborhoodHELP™ (2011-12) <ol style="list-style-type: none"> Contingent upon external funding to expand into Little Haiti Expand this program into 40 homes in Little Haiti Create partnership with MDC Health Department <ol style="list-style-type: none"> Contingent upon overcoming legal challenges of using future Department of Health (DOH) lease payments to securitize construction bonds (2010-11) Construct DOH building (2011-13) Create 5 DOH intern partnerships (2012-13) Obtain funding for 3 joint research projects (2012-13) Establish a Faculty Practice Plan <ol style="list-style-type: none"> Establishment of an operational Faculty Practice Plan (2010-11)

New Academic Degree Program Proposals - Next Three Years (Program development goals need to align with the institutional strategic plan and System priorities.)				
Proposed Date of Submission to University Board of Trustees	Program Level	6-Digit CIP Code	Program Title	Comments (Including Proposed Implementation Date)
6/4/10	MS	11.0103	Information Technology	Fall 2010
6/4/10	MA	45.1001	Global Governance	Fall 2011
6/4/10	Ph.D.	26.0202	Biochemistry	Fall 2011
Sep/10	DNP	51.3818	Doctor of Nursing Practice	Spring 2011
Sep/10	Ph.D.	03.0104	Environmental Science and Policy	Fall 2011
Sept/10	BA	45.0201	Anthropology	Fall 2011
Sep /10	BA	09.0101	Communication Arts	Fall 2011
Jan/11	MS	51.0706	Health Information Systems Management	Fall 2011
Jan/11	MS	52.0701	Entrepreneurship	Fall 2011
Jan/11	MS	52.1401	Brand Management	Fall 2011
Jan/11	MS	52.1401	Product Innovation Management	Fall 2011
Jan/11	Ph.D.	26.0102	Biomedical Sciences	Fall 2012
Sep/11	BS	03.0201	Sustainability	Fall 2012

Windows of Opportunity/Unique Challenges

(If the university has been presented with one or more unique opportunities that have not been included in prior plans but which will receive particular attention during this year, those opportunities should be presented here. Additionally, if the university expects to face a unique challenge in the coming year(s), that should be noted.)

A metropolitan campus has few opportunities to expand beyond its established boundaries; however, there are a number of conversations taking place with respect to potential land acquisition that may come to fruition during 2010-11. These opportunities are being evaluated within the context of the University's strategic plan and master plan.

Tuition Differential Proposal for 2010-2011	
University: Florida International University	
Effective Date	
University Board of Trustees Approval Date:	June 4, 2010
Implementation Date (month/year):	July 1, 2010
Purpose	
Describe the overall purpose of the tuition differential at this institution and the aspects of undergraduate education the funds are intended to improve.	To maintain/increase undergraduate faculty, maintain support level for undergraduate students, improve undergraduate advisors/tutoring services, and provide additional need based financial aid.
Campus or Center Location	
Campus or Center Location to which the Tuition Differential fee will apply. (If the entire university, indicate as such.)	Entire University
Undergraduate Course(s)	
Course(s). (If the tuition differential fee applies to all university undergraduate courses, indicate as such. If not, also provide a rationale for the differentiation among courses.)	All undergraduate courses
Current Base Tuition and Tuition Differential Fee	
Current (2010-11) Undergraduate Base Tuition per credit hour:	FY 2010-11: \$95.67 (proposed) FY 2009-10: \$88.59
Current Undergraduate Tuition Differential per credit hour:	FY 2010-11: \$22.00 (proposed) FY 2009-10: \$13.74
Proposed Increase in the Tuition Differential Fee	
Percentage tuition differential fee increase (calculated as a percentage of the sum of base tuition plus tuition differential):	7%
\$ Increase in tuition differential per credit hour:	\$8.26
\$ Increase in tuition differential for 30 credit hours:	\$247.80

Projected Differential Revenue Generated and Intended Uses	
Incremental differential fee revenue generated in 2010-11 (projected):	\$5.1M
Total differential fee revenue generated in 2010-11 (projected):	\$11.9M
<p>Seventy percent (70%) of the total differential revenue generated must be used for undergraduate education. The total estimated amount to be spent on undergraduate education is \$8.3M.</p> <p>Describe in detail the initiative(s) and the estimated expenditure(s) for each:</p> <ol style="list-style-type: none"> 1. Maintain/Increase Undergraduate Faculty \$5.0M 2. Maintain/Increase Undergraduate Student Advisors \$1.4M 3. Maintain/Increase the number of Undergraduate Scholarly Journals and Databases \$1.0M 4. Improve Undergraduate Academic Support \$0.6M 5. Maintain/Increase disability services for undergrad students \$0.3 	
<p>Thirty percent (30%) of the total differential revenue generated must be used for undergraduate students who have financial need. Total estimated amount to be spent on financial need is \$3.6M. If private sources are to be used, then the estimated amount of private dollars to be raised to offset the fee revenue is \$0.0.</p> <p>Describe in detail the initiative(s) and the estimated expenditure(s) for each:</p> <ol style="list-style-type: none"> 1. Increase FIU Tuition Differential Grants \$3.6M Annual Amount: Full Time \$650, ¾ Time \$487.50, ½ Time \$325 EFC = 0 (Undergraduate Students Only) 	
Monitoring	
Indicate how the university will monitor the success of the tuition differential fee. Provide specific performance metrics that will be used. Also, point out any metrics that are different from the prior year and any prior year metrics that are no longer listed.	<ol style="list-style-type: none"> 1. Student /Faculty Ratio 2. Student/ Advisor Ratio (undergrads) 3. Maintain Support Services 4. Maintain Summer Enrollment (undergrads)
Performance Measure Status	
What is the institution's plan for improving performance on the identified measure(s)? Show initial/baseline data starting with the year before each metric was identified, the goal for each metric, time frame for achieving the goal, and where the institution is now in relation to the goal if not in the initial year.	<ol style="list-style-type: none"> 1. Student/Faculty Ratio Fall 2009: 27 to 1 Goal: Maintain ratio 27 to 1 2. Student/ Advisor Ratio Fall 2009: 557 to 1 Goal: 2013/14 400 to 1 3. Maintain Support Services \$ 1.6 million provided to offset budget reduction impact 4. Maintain Summer Enrollment Summer 2009: 20, 244 Goal: Summer 2010 20,244

Tuition Differential Supplemental Information	
Provide the following information for the 2009-2010 academic year.	
2009-2010 - 70% Initiatives (List the initiatives provided in the 2009-10 tuition differential request.)	University Update on Each Initiative
Undergraduate Faculty Hires	Continue to improve quality of instruction and minimize impact of budget reduction to course offerings and maintain enrollments
Undergraduate Advisors	Continue to improve advisor to student ratios
Undergraduate Journals	Continue to maintain subscriptions and offset increased costs
Undergraduate Academic Support	Continue to improve writing center, resources for disabled students and security
Additional Detail, where applicable	
Number of Faculty Hired or Retained (funded by tuition differential):	24
Number of Advisors Hired or Retained (funded by tuition differential):	12
2009-2010 - 30% Initiatives (List the initiatives provided in the 2009-10 tuition differential request.)	University Update on Each Initiative
FIU Tuition Differential Grant	Continue to provide aid to the neediest undergraduate students with Estimated Family Contribution = 0
Additional Information (estimates as of April 30, 2010)	
Unduplicated Count of Students Receiving at least one Tuition Differential-Funded Award:	3,844
\$ Mean (per student receiving an award) of Tuition Differential-Funded Awards:	\$545.04
\$ Minimum (per student receiving an award) of Tuition Differential-Funded Awards:	\$121.87
\$ Maximum (per student receiving an award) of Tuition Differential-Funded Awards:	\$650.00

STATE UNIVERSITY SYSTEM OF FLORIDA		
Tuition Differential Collections, Expenditures, and Available Balances		
University: Florida International University		
Fiscal Year 2009-2010 and 2010-11		
University Tuition Differential		
Budget Entity: 48900100 (Educational & General)		
SF/Fund: 2 164xxx (Student and Other Fees Trust Fund)		
	Estimated Actual*	Estimated
	2009-10	2010-11
	-----	-----
<u>Balance Forward from Prior Periods</u>		
Balance Forward	\$8,138	\$251,821
Less: Prior-Year Encumbrances		
Beginning Balance Available:	\$8,138	\$251,821
<u>Receipts / Revenues</u>		
Tuition Differential Collections	\$6,743,180	\$11,880,422
Interest Revenue - Current Year		
Interest Revenue - From		
Carryforward Balance		
Total Receipts / Revenues:	\$6,743,180	\$11,880,422
<u>Expenditures</u>		
Salaries & Benefits	\$3,573,513	\$7,557,033
Other Personal Services		
Expenses	903,030	1,011,083
Operating Capital Outlay		
Student Financial Assistance	2,022,954	3,564,127
Expended From Carryforward		
Balance		
**Other Category Expenditures		
Total Expenditures:	\$6,499,497	\$12,132,243
Ending Balance Available:	\$251,821	\$0
*Since the 2009-10 year has not been completed, provide an estimated actual.		
**Provide details for "Other Categories" used.		

Enrollment Plan Proposal (May need to be submitted later than the rest of the Work Plan)								
<i>For entire institution</i>	Funded	Estimated	Funded	Estimated	Estimated	Estimated	Estimated	5-Year Projected Average Annual Growth Rate
FTE	2009-10	2009-10	2010-11	2010-11	2011-12	2013-14	2015-16	
FL Resident Lower	7,860	7,860		8,176	8,502	9,372	10,531	5%
FL Resident Upper	11,682	11,682		12,032	12,273	12,769	13,547	2%
FL Resident Grad I	3,095	2,588		2,717	2,853	3,176	3,602	6%
FL Resident Grad II	311	818		842	865	923	998	3%
Total FL Resident	22,948	22,948		23,767	24,493	26,240	28,678	4%
Non-Res. Lower		483		503	522	575	646	5%
Non-Res. Upper		705		726	741	771	818	2%
Non-Res. Grad I		665		698	733	816	926	6%
Non-Res. Grad II		285		300	317	359	414	7%
Total Non-Res.		2,138		2,227	2,313	2,521	2,804	5%
Total Lower		8,343		8,679	9,024	9,947	11,177	5%
Total Upper		12,387		12,758	13,014	13,540	14,365	2%
Total Grad I		3,253		3,415	3,586	3,992	4,528	6%
Total Grad II		1,103		1,142	1,182	1,282	1,412	4%
Total FTE		25,086		25,994	26,806	28,761	31,482	4%

Enrollment Plan Proposal (May need to be submitted later than the rest of the Work Plan)								
<i>For entire institution</i>	Funded	Estimated	Funded	Estimated	Estimated	Estimated	Estimated	5-Year Projected Average Annual Growth Rate
FTE	2009-10	2009-10	2010-11	2010-11	2011-12	2013-14	2015-16	
FL Resident Medical Headcount (Medical, Dentistry, Vet.)	40	42	80	76	150	326	424	35.6%
Non-Res. Medical Headcount (Medical, Dentistry, Vet.)		0		7	16	44	66	56.6%
Total Medical Headcount (Medical, Dentistry, Vet.)	40	42	80	83	166	370	490	42.6%

<i>For each distinct location (main, branch, site, regional campus) that has or is planned to have more than 150 FTE</i>							
SITE: MODESTO MAIDIQUE CAMPUS							
	Estimated		Estimated	Estimated	Estimated	Estimated	5-Year Projected Average Annual Growth Rate
FTE	2009-10		2010-11	2011-12	2013-14	2015-16	
Lower	6,374		6,632	6,894	7,599	8,539	5%
Upper	8,502		8,756	8,932	9,294	9,860	2%
Grad I	2,510		2,634	2,766	3,080	3,494	6%
Grad II	1,025		1,061	1,099	1,192	1,312	4%
Total	18,411		19,083	19,691	21,165	23,205	4%
SITE: BISCAYNE BAY CAMPUS							
	Estimated		Estimated	Estimated	Estimated	Estimated	5-Year Projected Average Annual Growth Rate
FTE	2009-10		2010-11	2011-12	2013-14	2015-16	
Lower	976		1,015	1,056	1,164	1,307	5%
Upper	1,893		1,950	1,989	2,069	2,195	2%
Grad I	187		196	206	229	260	6%
Grad II	11		12	12	13	15	4%
Total	3,607		3,173	3,263	3,475	3,777	4%

SITE: PINES CENTER							
	Estimated		Estimated	Estimated	Estimated	Estimated	5-Year Projected Average Annual Growth Rate
FTE	2009-10		2010-11	2011-12	2013-14	2015-16	
Lower	51		53	55	61	69	5%
Upper	304		313	319	332	352	2%
Grad I	212		223	234	260	295	6%
Grad II	57		59	61	66	73	4%
Total	624		648	669	719	789	4%
SITE: OTHER SITES							
	Estimated		Estimated	Estimated	Estimated	Estimated	5-Year Projected Average Annual Growth Rate
FTE	2009-10		2010-11	2011-12	2013-14	2015-16	
Lower	942		979	1,019	1,123	1,262	5%
Upper	1,688		1,739	1,774	1,845	1,958	2%
Grad I	344		362	380	423	479	6%
Grad II	10		10	10	11	12	4%
Total	2,984		3,090	3,183	3,402	3,711	4%

APPENDIX E

STATE UNIVERSITY SYSTEM CHECKLIST FOR SUBMITTING EDUCATIONAL PLANT SURVEY REPORTS TO DEPARTMENT OF EDUCATION FOR REVIEW

This checklist is to be used by the university before submitting state university educational plant survey reports to the Board of Governors for the State university System of Florida for the Department of Education pursuant to Section 1013.31(1)(a), Florida Statutes. Checking the survey report against this list will indicate if the report is complete and ready for submission.

A checkmark (✓) beside an item number indicates the answer is "Yes;" an ex (✖) beside a number indicates "No."

1. Name of university. Florida International University
2. Date of previous five-year survey. June 2005
3. Date of this survey. June 2010
4. New survey outyear. June 2015
5. Who conducted this survey?
 - i. Inventory Validation Team Leader: Dave W. Heather, University of Florida
 - ii. Space Needs Assessment Team Leader: Dave W. Heather, University of Florida
6. Copies of survey report submitted to the Office of Educational Facilities, Board of Governors State University System (OEF / BOG). ✓
In addition, a copy of the Survey will be placed in Academic Space Management's web site at asm.fiu.edu
7. Did submission include a copy of this checklist signed by the University President or designee and the chairman of the University Board of Trustees? ✓
8. Was the survey conducted for official sites only? ✓
9. Is each site described in the report by its number, name, type, date it was established, address, acreage, and the number of buildings it contains? ✓
10. Throughout the report, are sites referred to by name and number? ✓
11. Is a copy of the current list of Institutional Sites by Type for the State University System attached? ✓
12. Is a copy of the current site inventory report for the university attached? ✓
13. Is a copy of the BOG approved current five-year planned enrollments for the university attached? ✓
14. Do COFTE figures used in the survey report match those in the five-year planned enrollments? ✓
15. Does the survey report include a table showing total Capital Outlay Full Time Equivalent (COFTE) for the university, by level of student within each site, for the five years of the survey? ✓
16. Does the survey report include a table for each site showing COFTE by discipline category within level of student for the survey out year? ✖
This information in this format is available through our Office of Planning and Institutional Research.

17. Have all space needs been generated correctly? ✓
18. Are the generated aggregate amounts of square feet for the space categories for each site included in the space category aggregate square footage summary table for the site? ✓
19. Is a copy of the current building inventory report for the university attached? ✓
20. Is a copy of a site plan showing building locations attached for each site? ✓
21. Is a copy of the current room inventory report for the university attached? ✓
On file at the BOG as part of the annual Space File submission
22. Is a copy of the current existing satisfactory aggregate assignable square feet by space category by site report for the university attached? ✓
23. Does the survey report contain a table for each site which lists the buildings on that site describing each by number, name, status, condition and area in assignable square feet, non-assignable square feet, and gross square feet? ✓
24. Throughout the report, are buildings referred to by number and name? ✓
25. Are the aggregate amounts of existing satisfactory square feet for the space categories for each site included in the space category aggregate square footage summary table for the site? ✓
26. Does the survey report contain recommendations for each site? ✓
27. Are the recommendations limited to fixed capital outlay items such as the acquisition, remodeling, renovation, and construction of real property? ✓
28. Does each recommendation contribute to resolving differences between the existing educational and ancillary plants and the determination of future needs? ✓
29. Does the survey report contain a space category aggregate square footage table for each site which shows by the ten space categories the amounts of square feet needed, amounts of satisfactory square feet existing, changes caused by remodeling, renovation, and new construction recommendations, and the total amounts of square feet planned? ✓
30. Are the amounts of square feet planned the same as the amounts of square feet needed? ✓

The Educational Plant Survey for Florida International University was approved by the University Board of Trustees on _____

Date



President, Florida International University

5/19/11

Date

Chair, Board of Trustees

Date

APPENDIX F

FLORIDA INTERNATIONAL UNIVERSITY SUMMARY OF 2005-2015 CAMPUS MASTER PLAN UPDATE

Statutory and Regulatory Requirements

Florida Statutes contain special growth management provisions in recognition of the unique relationship between university campuses and the local governments in which they are located. While the campuses provide research and educational benefits of statewide and national importance, and further provide substantial educational, economic, and cultural benefits to their host local governments, they may also have an adverse impact on the public facilities and services and natural resources of host governments. The statutes state that universities should be considered as vital public facilities of the state and local governments.

Section 1013.30 addresses this unique relationship by providing for the preparation of campus master plans and associated campus development agreements. The statutes require that each university board of trustees prepare and adopt a campus master plan for the university and maintain a copy of the plan on the university's website. The master plan must identify general land uses and address the need for and plans for provision of roads, parking, public transportation, solid waste, drainage, sewer, potable water, and recreation and open space during the coming 10 to 20 years. The plans must contain elements relating to future land use, intergovernmental coordination, capital improvements, recreation and open space, general infrastructure, housing, and conservation. Each element must address compatibility with the surrounding community.

The master plan must identify general location of structures, densities and intensities of use, and contain standards for onsite development, site design, environmental management, and the preservation of historic and archaeological resources. The transportation element must address reasonable transportation demand management techniques to minimize offsite impacts where possible. Data and analyses on which the elements are based must include the characteristics of vacant lands; projected impacts of development on onsite and offsite infrastructure, public services, and natural resources; student enrollment projections; student housing needs; and the need for academic and support facilities. Master plans must be updated at least every 5 years.

In addition to statutory requirements, Chapter 21 of the Florida Board of Governors Regulations describes specific requirements for university comprehensive campus master plans. BOG Regulations include content requirements, data and analysis requirements, application of requirements, planning time frame, internal consistency, plan implementation requirements, and monitoring and evaluation requirements.

On July 26, 2004 BOT adopted the 2000-2010 master plan and two minor amendments to Element 4.0 Future Land Use, were approved by the BOT on June 20, 2007 and June 12, 2008. Amendment #1 revised land use categories to enable the construction of the FIU Stadium Expansion. Amendment #2 further revised land use to enable mixed use development in the Academic Health Center precinct of the Modesto A. Maidique Campus.

In Fall 2004, funds were allocated to each university from the State Concurrency Trust Fund by the Board of Governors to commission consultants for the 2005-2015 update. The FIU Metropolitan Center prepared an Evaluation and Appraisal Report and the FIU Lehman Center for Transportation Research was performed traffic engineering analyses at both campuses. Perkins & Will was selected to prepare the comprehensive plan update in Spring 2008.

In Fall 2008 funds were again allocated to each university from the State Concurrency Trust Fund by the Board of Governors to commission consultants for the 2010-2020 update. Once the university adopts the 2005-2015 plan, these funds can be used to begin planning the 2010-2020 comprehensive plan update.

Upon adoption of the campus master plan, the university will draft a proposed campus development agreement for each local government. The agreement will address the impact of existing and proposed campus development reasonably expected over the term of the campus development agreement on each service or facility and any deficiencies in such service or facility which the proposed campus development will

create or to which it will contribute. The university board of trustees' fair share of the cost of the measures identified, if any, must be stated in the campus development agreement.

INTRODUCTION

The two principal campuses of Florida International University (FIU) lie within Miami-Dade County. The largest campus, Modesto A. Maidique, occupies approximately 342 acres at the southeast quadrant of the intersection of the Homestead Extension of the Florida Turnpike (SR 821) and Tamiami Trail (US 41) in west central Miami-Dade County. Biscayne Bay Campus occupies approximately 195 acres on Biscayne Bay within the City of North Miami in northeast Miami-Dade County. A branch campus, Engineering Center, is located north of Modesto A. Maidique at the northeast intersection of SW 107th Avenue and West Flagler Street.

This Master Plan Update provides growth opportunities for FIU for the next ten-year planning period (2005-2015). The 2005-2015 Campus Master Plan Update is based on the following principles:

- Correct existing program, facility, service and operational deficiencies.
- Anticipate and reasonably plan for programs, facilities, services and infrastructure required to meet the needs of a growing student population over the next ten (10) years in an increasingly urbanizing area of its host community.
- Plan for the continued development of the University by organizing future growth with land use zones.

The full Campus Master Plans 2005-2015, adopted by BOT September 24, 2010, is hereby incorporated as part of this document and can be found through this link:

http://facilities.fiu.edu/Documents/Planning/MasterPlans/MasterPlans05_15/masterplan0515_update.pdf





**THE FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES**

June 21, 2011

Subject: 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.

Proposed Board Action:

Approve the Amendments to the Articles of Incorporation and Bylaws of the Florida International University College of Medicine Health Care Network (HCN) Faculty Group Practice, Inc. as amended and restated on April 20, 2011.

Background Information:

On April 20, 2011 the HCN Board of Directors approved amendments to the Articles of Incorporation and Bylaws of the HCN.

Article 7 of the FIU-HCN Articles of Incorporation and Article XII of the FIU-HCN Bylaws provide that all amendments to the Articles of Incorporation and Bylaws of the FIU-HCN must be approved by the Board of Trustees of FIU, upon recommendation of the President of FIU prior to their effective date.

Florida Board of Governors Regulation 9.017 Faculty Practice Plans provides that 2) Each Faculty Practice Plan shall include and/or provide for: (b) Articles of Incorporation and Bylaws.

Supporting Documentation:

Summary of Proposed Amendments to Articles of Incorporation and Bylaws of the FIU-HCN

FIU-HCN Articles of Incorporation as Amended and Restated on the 20th day of April 2011

FIU-HCN Bylaws as Amended and Restated on the 20th day of April 2011

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Summary of Proposed Amendments to Articles of Incorporation and Bylaws of the FIU Health Care Network

Amendments to Articles of Incorporation

Amendments applicable throughout the Articles of Incorporation

Proposed amendment to define the Florida International University Academic Health Center Health Care Network Faculty Group Practice, Inc. as the "FIU-HCN."

Article II—Purposes

Proposed amendment to recognize that the BOT has changed the name of the College of Medicine to the Herbert Wertheim College of Medicine.

Proposed amendment to add that the purpose of the FIU-HCN shall support the clinical activities of HWCOM, RSCPHSW, CNHS, and CAS.

Proposed amendment to include language clarifying the obligations of the FIU-HCN as a tax exempt organization.

Article IV—Members

Proposed amendment to clarify the language describing individuals who serve as members (as that term is defined by Chapter 617 of the Florida Statutes) of the FIU-HCN. FIU-HCN Board members do not have voting rights.

Article V—Board of Directors

Proposed amendment to exclude the list of the Board Directors and reference the Bylaws for the list.

Article XI – Registered Office and Registered Agent

Proposed amendment to appoint Kristina Raattama as registered agent for the FIU-HCN.

Article XIII—Powers of the President and Use of University Resources

Proposed amendment to expand:

1. The title of Article 13 to include ‘Powers of the President to reflect the addition of the powers of the FIU President over the HCN.
2. The list of the powers and duties of the University President for alignment with the Bylaws, Article VI, Powers of the University’s President.

Article XV – Sunshine Laws

Proposed amendment to eliminate explicit reference to Sunshine laws.

Certification

Proposed amendment to update the Registered Agent of the FIU-HCN to Kristina Raattama.

Amendments to Bylaws

Amendments applicable throughout the Bylaws

Proposed amendment to define the Florida International University Academic Health Center Health Care Network Faculty Group Practice, Inc. as the “FIU-HCN.”

Article I—Purpose

Proposed amendment to add RSCPHSW, CNHS, and CAS to the units supported by the HCN.

Article III—Members

Proposed amendment to clarify the language describing individuals who serve as members (as that term is defined by Chapter 617 of the Florida Statutes) of the FIU-HCN.

Article IV—Board of Directors

Section 1—Powers and Duties of the Board

Proposed amendment to:

1. Increase the number of Board members from ten to fifteen.
2. Include language clarifying the obligations of the FIU-HCN as a tax exempt organization.
3. Explicitly list budget approval as a duty of the Board.

Section 2—Board Membership

Proposed amendment to add five additional Board members. They are:

- a) The Dean of the College of Nursing and Health Sciences;
- b) The Dean of the Robert Stempel College of Public Health and Social Work;
- c) A clinical faculty member of the College of Arts and Sciences designated by the Dean of the College of Arts and Sciences; and
- d) Two additional community members one independent community member and one member who can be either a community member or who can be employed by FIU.

State that the Board member designated as the “Financial Expert” will serve on the Finance and Audit Committee.

Section 3—Term of Office

Proposed amendment to:

- a) Include the additional *ex-officio* members of the Board indicating that they serve so long as they are in office.
- b) Change “CFO” to “Chief Financial Officer.”
- c) Clarify Board terms of office.

Section 4 – Election

Proposed amendment to clarify selection of Chair representative and Faculty representative.

Section 5 – Resignation

Proposed amendment to clarify that the section does not apply to Board members serving *ex-officio* because they serve so long as they hold the position.

Section 6 – Vacancy

Proposed amendment to add the term “and Removal” to the title to reflect that the section addresses removal from office.

Proposed amendment to clarify that the removal provisions only apply to Community Board members.

Article V – Officers of the Board

Section 1 – Number and Method of Election

Proposed amendment to have the Board directly elect its officers rather than have the Committee on Nominations (“CON”) first nominate Board officers.

Under the current Bylaws, the Committee on Nominations was elected by the Board. Once elected, the CON would meet to nominate Board members. The nominated Board members would then be elected by the Board. After the second Board meeting, the CON would reconvene to nominate Board officers. The Board would meet for a third time to elect officers.

It is common for a board to directly entertain nominations for officers of the board. The Bylaws amendment provides for direct election of Board officers (rather than CON nomination and then election). This amendment eliminates the meeting sequence described above.

Section 5 – Compensation of Officers

Proposed amendment to specifically require any compensation to officers will comply with applicable State and federal law.

Article VII – Committees

Section 1 – Designation and Appointment of Committees

Proposed amendment to provide for appointment of committee members by the President of the Board. It is substantially the same as a provision of the FIU Foundation Bylaws.

Section 5 –Committees of the Board

5.1 Finance and Audit Committee

Proposed amendment to:

- a) Eliminate the CON nomination process;
- b) Provide that the “Financial Expert” will automatically serve on the Finance and Audit Committee;
- c) Define the number of members and their qualifications;
- d) Modify the fee setting language to include fee setting methodology (This will allow the Board to establish a range or fee setting parameters which will make negotiations with managed care easier.);
- e) Include language regarding Finance and Audit Committee duty to provide advice to the Board on financial matters and to review FIU-HCN budgets.

5.2 Committee on Nominations

Proposed amendment to:

- a) Provide for appointment of Committee on Nominations by the FIU-HCN President; and
- b) Have a minimum of 3 members.

Article IX – Administration Policies

Section 1 – Officer of the Corporation

Proposed amendment to:

- a) Eliminate the position of president and replace it with a Chief Executive Officer
- b) Provide that the appointment of CEO is subject to approval of Senior Vice President of Medical Affairs.

Section 2 – Affairs and Operations

Proposed amendment to specifically provide that FIU employees assigned to work on FIU-HCN matters are working on behalf of FIU.

Article XIV – Sunshine Laws

Proposed amendment to eliminate explicit reference to Sunshine laws.

Article XIV – Dissolution

Proposed amendment to specifically provide that dissolution will comply with State and federal law.

Approval

President Mark B. Rosenberg has reviewed the amendments to the Articles of Incorporation and Bylaws of the Florida International University Academic Health Center Health Care Network Faculty Group Practice, Inc. and approves the amendments as indicated by his signature below.



Mark B. Rosenberg, President
Florida International University

**SECOND AMENDED AND RESTATED
ARTICLES OF INCORPORATION**

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

A Florida Not-For-Profit Corporation

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

ARTICLE ~~1~~.I. NAME

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

ARTICLE ~~2~~.II. PURPOSES

The ~~Faculty Practice Plan~~FIU-HCN is organized and shall be operated exclusively for scientific, educational and charitable purposes within the intent and meaning of Section 501(c)(3) of the Internal Revenue Code of the United States. Further, the ~~Faculty Practice Plan~~FIU-HCN shall exist exclusively to support the mission of Florida International University (hereinafter referred to as "FIU") to improve and support ~~medical~~health education at the Florida International University in the Herbert Wertheim College of Medicine (hereinafter referred to as "FIUCOM").HWCOM), the Robert Stempel College of Public Health and Social Work (RSCPHSW), the College of Nursing and Health Sciences (CNHS), and departments in the College of Arts and Sciences (CAS) with clinical activities.

ARTICLE ~~3~~.III. POWERS

The ~~Faculty Practice Plan~~FIU-HCN shall have all of the powers now provided or which may hereafter be provided for not-for-profit corporations by the laws of the State of Florida, and is empowered to do all acts and things as from time to time may be necessary or expedient in order to accomplish its general purposes all in accordance with and subject to the Bylaws of the ~~Faculty Practice Plan~~FIU-HCN and the limitations of applicable State of Florida and federal laws and regulations including the authority granted to the Board of Trustees of FIU. ~~In particular, the Faculty Practice Plan~~No part of the net earnings of the Corporation shall inure to the benefit of any member, director, or officer of the FIU-HCN, or to any other private individual. In exercising these powers and performing their duties, the Board of Directors shall have the powers, duties, and responsibilities vested in the directors of Florida not for profit corporations and those set forth in Florida Board of Governors Regulation 9.017 as may be amended from time to time. In particular, the FIU-HCN shall not engage in any activities prohibited by a corporation exempt from Federal income tax under section 501(C)(3) of the Internal Revenue Code, as revised from time to time. The Faculty Practice PlanFIU-HCN shall not be empowered to do any act or thing which would cause it to lose its status as a not-for-profit corporation under the laws of the United States or of the State of Florida. No substantial part of the Faculty Practice Plan'sFIU-HCN's funding or activities shall be for the carrying on of propaganda or otherwise attempting to influence legislation, and the Faculty Practice PlanFIU-HCN shall not participate in, or intervene in (including the publishing or distributing of statements), any political campaign on behalf of any candidate for public office.

ARTICLE 4.IV. MEMBERS

The Members of the ~~Faculty Practice Plan~~FIU-HCN all shall be ~~full-time~~ clinical faculty of the ~~FIUCOM~~HWCOM who are actively involved in the clinical practice of medicine and ~~full-time~~ faculty in RSCPHSW, CNHS, and CAS who engage in clinical activities as a part of their teaching assignment at FIU. Voluntary or adjunct faculty members.— are not eligible to be Members of the FIU-HCN. When any member ceases to be employed by FIU, his/her membership in the FIU-HCN shall be deemed automatically terminated.

ARTICLE 5.V. BOARD OF DIRECTORS

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

Section 2. The Board of Directors shall be elected, hold office and direct the activities of the ~~Faculty Practice Plan~~FIU-HCN in accordance with the Bylaws. The Directors of the Board shall be:

- ~~(a) — A designee of specified in the FIU Board of Trustees who shall also serve as a designee of the President.~~
- ~~(b) — The Dean and Senior Vice President of Medical Affairs of the FIUCOM.~~
- ~~(c) — The Executive Associate Dean of Clinical Affairs of the FIUCOM.~~
- ~~(d) — The Provost of FIU or his/her Designee.~~
- ~~(e) — The CFO of FIU or his/her Designee.~~
- ~~(f) — One (1) FIUCOM Non-Chairman Group Faculty Member selected by the Clinical Faculty.~~
- ~~(g) — One (1) FIUCOM Chairman Group Faculty Member selected by the Clinical Chairs.~~
- ~~(h) — At least two and no more than three (3) Community Members who shall not be employees of FIU and who are nominated either by the Committee on Nominations or any member of the Board and elected by a majority vote of the Board (hereinafter “Community Member”). One (1) of the Community Members must have the financial skills to be designated as the Financial Expert pursuant to the criteria of Sarbanes-Oxley. Bylaws.~~

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

ARTICLE ~~6~~VI BYLAWS

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

ARTICLE ~~7~~VII. AMENDMENTS TO ARTICLES OF INCORPORATION

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

ARTICLE 8.VIII. EARNINGS

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

ARTICLE 9.IX. DISSOLUTION

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

ARTICLE 10.X. INDEMNIFICATION

Every Director, Officer and employee of the ~~Faculty Practice Plan~~FIU-HCN shall be indemnified by the ~~Faculty Practice Plan~~FIU-HCN against and reimbursed for all reasonable expenses and liabilities, including attorneys' fees, reasonably incurred or imposed upon them in connection with any proceeding to which they may be a party, or in which they may become involved, by reason of their being or having been a Director, Officer or employee of this ~~Faculty Practice Plan~~FIU-HCN, or any settlement thereof, whether or not they are Directors, Officers or employees at the time such are incurred, except in such cases where the Director, Officer or employee is adjudged guilty of willful malfeasance or misfeasance in the performance of duties; provided that, in the event of a settlement, the indemnification herein shall apply only when the Board of Directors approves such settlement and reimbursement as being in the best

interests of the ~~Faculty Practice Plan~~FIU-HCN. With prior approval of the Board of Directors, costs, charges and expenses (including attorneys' fees) incurred by a Director, Officer or employee may be paid by the ~~Faculty Practice Plan~~FIU-HCN in advance of the final disposition of such action, suit, or proceeding upon receipt of an undertaking by or on behalf of such Director, Officer, or employee to repay all amounts so advanced in the event it shall ultimately be determined that such Director, Officer or employee is not entitled to be indemnified by the ~~Faculty Practice Plan~~FIU-HCN as authorized in this Article or under state law, and upon satisfaction of such other conditions as are required by current or future legislation. The decision by the ~~Faculty Practice Plan~~FIU-HCN to indemnify a Director, Officer or employee or to make advances to a Director, Officer or employee shall be final and shall not be subject to judicial review. The foregoing right of indemnification shall be in addition to and not exclusive of all other rights to which such Directors, Officers or employees shall be entitled. Notwithstanding the foregoing, the Board of Directors shall have the power to consolidate the representation of individual Directors, Officers and employees so that the ~~Faculty Practice Plan~~FIU-HCN shall not incur unreasonable attorneys' fees and other costs. Prompt written notice, by registered mail, of all claims for which indemnification is or may be sought shall be given to the ~~Faculty Practice Plan~~FIU-HCN and no settlement of any such claim shall be entered into without reasonable prior written notice, by registered mail, having been given to the ~~Faculty Practice Plan~~FIU-HCN.

ARTICLE 14.XI. REGISTERED OFFICE AND REGISTERED AGENT

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

ARTICLE ~~12~~.XII. EQUAL OPPORTUNITY/ACCESS

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

ARTICLE ~~13~~.XIII. POWERS OF THE PRESIDENT AND USE OF UNIVERSITY RESOURCES

The President of the University or designee shall have ~~full authority to the following powers and duties:~~ (1) monitor and control the use of ~~University~~university resources by the ~~Faculty Practice Plan~~. ~~The President of the University also retains full authority to monitor and~~FIU-HCN; (2) control the ~~Faculty Practice Plan's~~ use of the ~~University's~~university name ~~in connection~~by the FIU-HCN; (3) monitor compliance of the FIU-HCN with ~~its activities,~~state and federal laws and regulations; (4) recommend to the Board of Trustees an annual budget; (5) approve salary supplements and other compensation or benefits paid to university faculty and staff from the FIU-HCN assets, consistent with Board of Trustees' policies; (6) ensure that the FIU-HCN enacts a policy on ethics and conflicts of interest; and (7) ratify all nominees to the Board and all appointments to Board Committees.

ARTICLE ~~14~~.XIV. TAX RETURN

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

ARTICLE ~~15~~. SUNSHINE LAWS

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

IN WITNESS WHEREOF, the undersigned Directors and Officers of The Florida International University ~~College of Medicine~~Academic Health Center Health Care Network Faculty Group Practice, Inc., a Florida not-for-profit corporation, have executed these Articles of ~~Incorporation effective this 3rd day of March, 2009.~~

DRAFT

Incorporation effective this —4th day of —May, 2011.

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

(SEAL)

STATE OF FLORIDA)
COUNTY OF DADE)

The foregoing instrument was acknowledged before me this _____ day of May, ~~2010~~2011, by John A. Rock, M.D., the Chairperson of The Florida International University ~~College of Medicine~~Academic Health Center Health Care Network Faculty Group Practice, Inc., a Florida not-for-profit corporation. The aforementioned individual is personally known to me and did not take an oath.

Notary Public, State of Florida

CERTIFICATION

I, ~~Isis Carbajal de Garcia~~ M. Kristina Raattama, Registered Agent of The Florida International University ~~College of Medicine~~ Academic Health Center Health Care Network Faculty Group Practice, Inc., a Florida not-for-profit corporation, hereby certify that I am familiar with and accept the duties and responsibilities of the Registered Agent of the ~~Faculty Practice Plan~~ FIU-HCN as stated in its Articles of Incorporation.

IN WITNESS WHEREOF, I have hereunto set my hand and have affixed the seal of the ~~Faculty Practice Plan~~ FIU-HCN, this _____ day of May ~~2010~~ 2011.

UNIVERSITY

THE FLORIDA INTERNATIONAL

~~COLLEGE OF MEDICINE~~ ACADEMIC
HEALTH CENTER HEALTH CARE
NETWORK FACULTY GROUP PRACTICE, INC.
a Florida not-for-profit Corporation

By: _____

<u>Presidential Approval</u>	<u>April —20, 2011</u>
<u>Board of Directors Approval</u>	<u>April —20, 2011</u>
<u>FIU Board of Trustees Approval</u>	<u>June __, 2011</u>

SECOND AMENDED AND RESTATED BYLAWS

of

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

ARTICLE I PURPOSE

General Purpose. The Florida International University ~~College of Medicine~~ Academic Health Center Health Care Network Faculty Group Practice, Inc. ~~shall be known as The Florida International University College of Medicine Health Care Network (FIUHN) and (FIU-HCN)~~ shall exist exclusively to support the mission of the Florida International University (FIU) and to improve and support ~~medical~~ health education at the Florida International University in the Herbert Wertheim College of Medicine (HWCOM), the Robert Stempel College of Public Health and Social Work (RSCPHSW), the College of ~~Medicine (FIUCOM)~~ Nursing and Health Sciences (CNHS), and departments in the College of Arts and Sciences (CAS) with clinical activities. It is organized as a not-for-profit corporation under Chapter 617, Florida Statutes.

ARTICLE II FISCAL YEAR

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

ARTICLE III MEMBERS

The membership of the ~~FIUHN~~ FIU-HCN shall consist of all ~~full-time~~ clinical faculty members of the ~~FIUCOM~~ HWCOM who are actively involved in the clinical

practice of medicine and ~~full time faculty in RSCPHSW, CNHS, and CAS who engage in clinical activities as a part of their teaching assignment at FIU.~~ Voluntary or adjunct faculty members: are not eligible to be Members of the FIU-HCN. When any member ceases to be employed by ~~FIUCOMFIU~~, his/her membership in the ~~FIUHNFIU-HCN~~ shall be deemed automatically terminated.

ARTICLE IV BOARD OF DIRECTORS

Section 1. Powers and Duties of the Board of Directors. Except as otherwise provided in the Articles of Incorporation and these Bylaws, the direction and management of the affairs of the ~~FIUHNFIU-HCN~~ and the control and disposition of its assets shall be vested in the Board of Directors (“Board”) which shall be comprised of up to ~~ten (10)~~fifteen (15) directors.

The Board shall have the power to hold and to invest and reinvest any monies it receives and to hold any property, to sell or exchange the same, and to invest and reinvest the proceeds of any sale or other conversion of any such property, for the purpose of earning income, which income less operating expenses of the ~~FIUHN shall be used for such specific purpose in accord with the FIUHN's aims and the policies of the University and its Board of Trustees.~~FIU-HCN shall be used to improve and support the HWCOM and clinical activities of FIU faculty in the RSCPHSW, CNHS, and CAS in accordance with the FIU-HCN purpose, applicable State of Florida and federal laws, and the policies of the University and its Board of Trustees. In exercising these powers and performing their duties, the Board of Directors shall have the powers, duties, and responsibilities vested in the directors of Florida not for profit corporations and those set forth in Florida Board of Governors Regulation 9.017 as may be amended from time to time. No part of the net earnings of the Corporation shall inure to the benefit of any member, director,

or officer of the FIU-HCN, or to any other private individual.

~~The FIUHN~~ Without limiting the foregoing, the FIU-HCN shall have the power and authority to:

- a) borrow money by issuing long or short-term notes, bonds, or debentures
and to;
- b) pledge, mortgage, or otherwise encumber its assets within the discretion
of the Board and the policies of the University and its Board of Trustees;
and
- c) approve the budget of the FIU-HCN prior to the beginning of each fiscal
year;

Section 2. Membership. The members of the Board shall be:

- (a) Aa designee of the FIUBOTFIU Board of Trustees who shall also serve as a designee of the President.
- (b) ~~The Dean and the~~ Senior Vice President of Medical Affairs /
Dean of the FIUCOM.HWCOM;
- (c) ~~The~~ the Dean of the CNHS;
- (d) the Dean of the RSCPHSW;
- (e) a clinical faculty member of the College of Arts and Sciences
designated by the Dean of the College of Arts and Sciences.
- (f) the Executive Associate Dean of Clinical Affairs of the
FIUCOMHWCOM.
- (d) ~~The~~ g) the Provost of FIU or his/her Designee.
- (e) ~~The CFO~~ (h) the Chief Financial Officer of FIU or his/her

Designee.

- (f) ~~One~~ one (1) FIUCOMHWCOM Non-Chairman Group Faculty
MemberChair clinical faculty member selected by the Clinical

~~Faculty~~HWCOM clinical faculty.

(g) ~~One~~j) one (1) ~~FIUCOM Chairman Group Faculty Member~~FIU-
HWCOM Chair faculty member selected by the ~~Clinical~~
~~Chairs~~FIU-HWCOM clinical chairs.

(h) ~~At least two (2) and (k)~~ no more than ~~three (3) Community~~
~~Members~~five (5) additional members as follows:

Four (4) members who shall not be employees of- FIU and who are nominated either by the Committee on Nominations or any member of the Board and elected by a majority vote of the Board (hereinafter “Community Member”). One (1) of the Community Members elected to the Board of Directors must have the financial skills to be designated as the Financial Expert pursuant to the criteria of Sarbanes-Oxley ~~and must be among the two seated Board members.~~ (the “Financial Expert”). The Community Member designated as the Financial Expert shall serve as a member of the Finance and Audit Committee. One additional at large member Board member elected by the Board of Directors who may be a Community Member.

Section 3. Term of Office. The ~~Dean and~~ Senior Vice President of Medical Affairs / Dean of the ~~FIUCOM~~HWCOM, the Dean of the CNHS; the Dean of the RSCPHSW; the CAS clinical faculty member designated by the Dean of the CAS; the Executive Associate Dean of Clinical Affairs of ~~FIU~~HWCOM; the Provost of FIU ~~if he/she does not name a or~~ Designee.; and the ~~CFO~~Chief Financial Officer of FIU ~~if he/she does not name a or~~ Designee shall each serve as ~~directors~~a director of the ~~FIUHN~~FIU-HCN for such time as ~~they shall continue~~each continues to serve respectively as ~~Dean and Senior Vice President of Medical Affairs of the FIUCOM, Executive~~

~~Associate Dean of Clinical Affairs of FIU, Provost of FIU and CFO of FIU~~ex-officio in their respective positions. Should the Provost or the ~~CFO~~Chief Financial Officer choose Designees to serve as Board members, then those Designees shall serve as Board members for as long as the Provost or the ~~CFO~~Chief Financial Officer shall determine. For members elected ~~members~~by the Board the term of office will be three (3) years. The initial terms will be staggered with the faculty representative serving one (1) year, the ~~chairman~~chair representative serving two (2) years and the three (3) Community Members serving staggered terms. One (1) member will serve a term of two (2) years and two (2) members will serve a term of three (3) years.

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

The Board member representing the HWCOC clinical chairs shall be selected by the HWCOC clinical chairs. The nominee representing the HWCOC clinical faculty shall be selected by the HWCOC clinical faculty.

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

Section 6. Vacancy and Removal. A vacancy shall exist on the Board upon

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

ARTICLE V OFFICERS OF THE BOARD

Section 1. Number and Method of Election. The Officers of the Board shall be President, Vice President, and Secretary/Treasurer. The President shall be the ~~Dean and~~ Senior Vice President of Medical Affairs of ~~the FIUCOM-FIU~~. The Vice President and Secretary/Treasurer will be ~~nominated~~elected by the ~~Committee on Nominations from the membership of the~~ Board. Election will require a majority vote of the Board. An elected officer shall serve a term of one ~~(1)~~ year. Officers are eligible for election for consecutive terms.

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

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

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

the President.

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

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

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

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

regulations of the University and its Board of Trustees and applicable State of Florida and federal law.

ARTICLE VI POWERS OF THE UNIVERSITY'S PRESIDENT

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

ARTICLE VII COMMITTEES

~~Section 1. Standing Committees.~~ Section 1. Designation and Appointment of Committees. Committees of the Board shall either be Standing Committees, as designated by these Bylaws, or Special Committees, as established by the President of the FIU-HCN Board. Standing Committees or Special Committees shall have the power to establish Sub-Committees. The President of the FIU-HCN Board shall appoint the members of all committees and designate their chairpersons, except as otherwise specified by these Bylaws. A majority of the members of Standing committees, Special Committees and of any sub-committees must be Directors. All members of the committees shall have voting rights. The actions of

any committee shall be subject to review and approval by the Board at its next meeting, except when the power to act is specifically granted to a committee by these Bylaws or by action of the Directors. Each committee shall keep approved minutes and submit them to the Directors for review.

Section 2. Standing Committees. At the first meeting of the Board after its election, or as soon thereafter as practicable, the President of the ~~FIUHN~~FIU-HCN Board shall, ~~subject to the Board's approval,~~ appoint such committees as he/she may deem necessary and advisable to assist in the conduct of the ~~FIUHN's~~FIU-HCN's affairs.

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

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

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

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

Section 5. Committees of the Board

5.1 The Finance and Audit Committee. The ~~Committee on Nominations~~Finance and Audit Committee shall have at least five (5) members. The President of the FIU-HCN Board shall annually ~~recommend to the Board for~~

~~election~~appoint to the Finance and Audit Committee the following:

- a) one (1) member who is ~~independent of management and not a member of Community Member serving on the Faculty Practice Plan. Two Board~~ as a Financial Expert;
- b) two (2) additional ~~members shall be~~ Community Members; and
- c) no more than two (2) additional committee members.

In addition, the following Board members shall serve *ex-officio*:

- a) the Chief Financial Officer of FIU or his or her designee; and
- b) the Secretary-Treasurer of the Board. ~~if not appointed as one of the members listed above.~~

Members ~~can~~who do not serve *ex officio* may be appointed for two (2) successive terms and ~~re-elected~~reappointed after two (2) terms so long as such Committee member does not serve on the Committee for at least one (1) year between terms. ~~A majority of the members of the Committee will constitute a quorum for the transaction of business.~~

An audit shall be conducted annually by outside public accountants and presented to the Finance and Audit Committee, which shall in turn present the report of audit, including the scope of the examination, to the members of the ~~FIUHN~~FIU-HCN at their next meeting with such recommendations as the Finance and Audit Committee shall deem appropriate. Thereafter, the annual audit report shall be submitted by the University President to the Board of Trustees for review no later than the end of the fourth month following the close of the organization's fiscal year. It shall address and oversee financial and administrative policy matters for the ~~FIUHN~~.

FIU-HCN.

The Committee shall, subject to overall guidance by the Board, establish the fees and/or methodology to establish fees for clinical services: provided by clinical faculty members supported by the FIU-HCN and for facility fees. It shall, subject to guidance from the Board, establish a billing and collection policy. The Finance and Audit Committee shall be responsible for the periodic review ~~and approval~~ of the ~~FIUHN's~~ FIU-HCN's financial performance, and provide advice and recommendations to the Board on financial matters. The Finance and Audit Committee shall approve the FIU-HCN's annual budget, ~~which~~ and thereafter periodically review actual performance against the budget. The budget shall be ~~prepared~~ reviewed and recommended to the Board before the beginning of the ~~FIUHN's~~ FIU-HCN's fiscal year. Each year the budget shall be approved by the Board and recommended by the University President to the Board of Trustees ~~each year~~ no later than sixty (60) days following the beginning of the ~~FIUHN's~~ FIU-HCN's fiscal year. The Board of Trustees must approve the ~~FIUHN's~~ FIU-HCN's budget before it can be enacted.

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

5.2 Committee on Nominations. Prior to the Annual Meeting, the ~~Board~~ President of the FIU-HCN shall appoint a Committee of Nominations of at least three (3) and no more than five (5) members, ~~none of whom shall be a member of the Board,~~ whose duty it shall be to nominate candidates to fill vacancies in the Community Board Member positions ~~and officers.~~ The President of the ~~FIUHN.~~

~~The FIU-HCN~~ Board shall name the Chair of the Committee who shall be a Board member. ~~The nominee representing the Clinical Chair Advisory Group shall be selected from the recommendations of the Clinical Chair Advisory Group. The nominee representing the Clinical Faculty Advisory Group shall be selected from the recommendations made by the Clinical Faculty Advisory Group. The slate of nominations will be presented at the annual meeting of the FIUHN.~~

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

ARTICLE VIII

MEETINGS OF THE ~~FIUHN~~FIU-HCN

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

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

Section 3. Special Meetings. The President of ~~FIUHN~~FIU-HCN, the President of FIU or any two (2) Board members may call special meetings of the Board. No business other than that specified in the notice of meeting shall be transacted at any special meeting of the Board.

Section 4. Telephone Meetings. The Board and Committee meetings may be conducted by telephone conference or similar communications facilities if the President or the Chairperson of the Committee determines it is appropriate and if

all persons participating in such meetings are able to hear each other as if the meeting were held in person.

Section 5. Waiver. A Member, Officer or Director may not waive any notice required to be given by law or under these Bylaws. ;

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

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

Section 8. Action by Written Consent. All actions required or permitted to be taken by the Board must be taken at a meeting of the Board or of any committee designated by the Board. ;

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

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

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

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

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

ARTICLE IX ADMINISTRATION POLICIES

Section 1. Chief Executive Officer of Corporation. The ~~Executive Associate Board~~ shall appoint a Chief Executive Officer (“CEO”) of the FIU-HCN. The appointment is subject to the approval of the Dean of ~~Clinical Affairs~~ shall be the ~~HWCOM / Senior Vice~~ President of ~~the FIUHN for as long as he/she serves in that position.~~Medical Affairs. As ~~President~~CEO, he/she shall oversee all day-to-day affairs of the ~~FIUHN and shall serve as Chairman of the Executive Committee of the FIUHN.~~FIU-HCN.

Section 2. Affairs and Operations. Notwithstanding any other provision of these Bylaws to the contrary, the affairs and operations of the ~~FIUHN~~FIU-HCN shall be conducted in strict compliance with the policy and regulations of the Florida Board of Governors and the University concerning the faculty practice plan for the ~~FIUCOM~~HWCOM, approved at the January 24, 2008, meeting, as it may hereafter be amended. Any employee of the State of Florida who is assigned to work on FIU-HCN matters shall provide services on behalf of the FIU clinical faculty practices and will not be considered an employee of the FIU-HCN.

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

the Senior Vice President of Medical Affairs / Dean of the ~~FIUCOM~~HWCOM for their review.

Section 4. Distribution of Net Receipts. The accumulation, expenditure and distribution of all funds of ~~FIUHN~~FIU-HCN shall be exclusively for the improvement and support of medical education at ~~FIUCOM~~colleges and departments generating the income and shall be made only after approval by the Senior Vice President of Medical Affairs / Dean of ~~FIUCOM~~HWCOM or his/her designee. ~~|| The distribution of Net Receipts shall be made pursuant to the terms of the Operation Agreement between FIU and FIUCOM.~~ [DW1]

ARTICLE X SEAL

The seal of the ~~FIUHN~~FIU-HCN shall be as more particularly shown in the following impression.

ARTICLE XI COMMITMENT TO COMPLIANCE

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

ARTICLE XII AMENDMENTS

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

ARTICLE XIII INDEMNIFICATION

The indemnification of any director, officer or employee of the ~~FIUHNFIU-~~
HCN shall be as provided by law.

ARTICLE XIV ~~SUNSHINE LAWS~~

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

~~ARTICLE XV~~ DISSOLUTION

In the event that the ~~FIUHNFIU-HCN~~ shall dissolve or otherwise terminate its corporate existence, subject to the provisions of Chapter 617, Florida Statutes, the ~~FIUHNFIU-HCN~~ shall distribute all its existing assets as provided in the ~~Article~~Articles of Incorporation in compliance with applicable State of Florida and federal law.

Presidential Approval April —20, 2011

Board of Directors Approval April —20, 2011

FIU Board of Trustees Approval June __, 2011

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**THE FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES**

June 21, 2011

Subject: Proposed 2011-2012 - Fixed Capital Outlay Budget

Proposed Board Action:

Approve the University's 2011-2012 Fixed Capital Outlay Budget and authorize the University President to amend the budget as necessary, consistent with Florida Board of Governors and Florida International University Board of Trustees (the BOT) directives and guidelines.

Background Information:

Section 1013.61, Florida Statutes, requires that the BOT adopt a capital outlay budget for the ensuing year in order that the capital outlay needs of the Board for the entire year may be well understood by the public.

Florida Board of Governors Regulation 1.001(6)(a) provides, in relevant part, that each board of trustees shall submit an institutional budget request, including a request for fixed capital outlay to the Board of Governors for approval in accordance with the guidelines established by the Board of Governors.

The capital outlay budget is part of the annual budget and shall be based upon and in harmony with the Board's capital outlay plan. The budget shall designate the proposed capital outlay expenditures by project for 2011-2012 from all fund sources, as amended.

The Capital Outlay Budget governs the University's capital expenditures during the year. The budget is required to be approved by the BOT prior to July 1, 2011.

Supporting Documentation: 2011-2012 Capital Outlay Budget Request for Florida International University

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PUBLIC EDUCATION CAPITAL OUTLAY PROJECTS (PECO)

Utilities / Infrastructure / Capital Renewal / Roofs (P, C, E)	\$1,676,584
Satellite Chiller Plant Expansion (P, C, E) - Partially Restores Veto	\$6,000,000 Vetoed by Governor
TOTAL 2011-2012 CAPITAL OUTLAY BUDGET	\$1,676,584

P = Planning
C = Construction
E = Equipment

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**THE FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES**

June 21, 2011

Subject: Request for Approval of Florida International University's 2012-2013 Fixed Capital Outlay Legislative Budget Request, consisting of the 5-year Capital Improvement Plan

Proposed Board Action:

Approve the University's 2012-2013 Fixed Capital Outlay Legislative Budget Request, consisting of the 5-year Capital Improvement Plan (CIP) and authorize the University President to amend the Legislative Budget Request as necessary, consistent with Florida Board of Governors and Florida International University Board of Trustees (the BOT) directives and guidelines.

Background Information:

Section 1013.64(4)(a), Florida Statutes, requires the BOT to update annually its fixed capital outlay budget request. In addition to Public Education Capital Outlay (PECO) projects, the capital request will include projects under the Courtelis Facilities Enhancement Challenge Grant Program. It is anticipated that Florida International University will have the opportunity to submit a revised Fixed Capital Outlay Budget Request to the Florida Board of Governors in December 2011.

The Fixed Capital Outlay Budget Request governs the University's proposed capital expenditures during the next five years. The Fixed Capital Outlay Budget Request must be approved annually by the BOT.

Supporting Documentation: 2012-2013 Fixed Capital Outlay Budget Request for FIU

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Priority Number	Project	2012-13	2013-14	2014-15	2015-16	2016-17	Total
1	FACILITIES INFRASTRUCTURE /CAPITAL RENEWAL - UW (P,C,E)	\$10,500,000	\$10,500,000	\$10,500,000	\$10,500,000	\$10,500,000	\$52,500,000
2	STUDENT ACADEMIC SUPPORT CENTER - MMC, BT-882 (C,E)	\$10,740,450					\$10,740,450
3	STRATEGIC LAND ACQUISITION - UW (A)	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$10,000,000
4	SATELLITE CHILLER PLANT EXPANSION - MMC (P,C,E)	\$7,000,000					\$7,000,000
5	HUMANITIES CTR., (ARTS & SCIENCES) - MMC (P,C)(P,C,E)	\$24,008,221	\$12,144,779				\$36,153,000
6	REMODEL./RENOV. OF EXIST. EDUC. SPACE - MMC (P,C,E)(P,C,E)		\$20,515,000	\$19,647,331			\$40,162,331
7	GREEN LIBRARY EXPANSION - MMC (P)(C)(E)		\$13,000,000	\$21,000,000	\$4,800,000		\$38,800,000
8	CLASSROOM/OFFICE, (ACADEMIC III) - BBC (P,C)(C,E)		\$4,038,393	\$20,000,000	\$7,835,608		\$31,874,000
9	GRADUATE SCHOOL OF BUSINESS, Phase II - MMC (P,C)(C,E)(C,E)		\$3,298,097	\$21,430,731	\$10,000,000	\$6,264,319	\$40,993,147
10	SCIENCE LABORATORY COMPLEX - MMC (P,C)(C)(C,E)				\$29,461,453	\$32,945,115	\$62,406,568
11	REMODEL./RENOV. OF STUDENT ACADEMIC SUPPORT - BBC (P,C,E)(P,C,E)				\$24,565,000	\$5,009,571	\$29,574,571
12	REMODEL./RENOV. OF ACADEMIC DATA CENTER - MMC (P,C,E)(P,C,E)				\$12,775,000	\$7,557,500	\$20,332,500
13	ENGINEERING BUILDING - EC (P,C)(C,E)				\$1,081,164	\$13,543,227	\$14,624,391
14	TRAINING COMPLEX - MMC (P,C)(P,C,E)				\$1,513,248	\$16,968,899	\$18,482,147
15	HONORS COLLEGE - MMC (P,C)(C,E)				\$2,018,860	\$18,583,362	\$20,602,222
16	SOCIAL SCIENCE, Phase II - MMC (P,C)(C,E)				\$11,062,331	\$18,224,145	\$29,286,476
	TOTAL PECO REQUEST	\$54,248,671	\$65,496,269	\$94,578,062	\$117,612,663	\$131,596,137	\$463,531,803

Priority Number	Project	2012-13	2013-14	2014-15	2015-16	2016-17	Total
17	STADIUM/STUDENT ACADEMIC MEETING ROOMS, MMC (C,E)	\$1,026,240					\$1,026,240
18	COLLEGE OF LAW BT-832, MMC (E)	\$304,444					\$304,444
19	IHRC- WALL OF WIND TESTING FACILITY- PH. II, MMC (E)	\$100,000					\$100,000
20	COLLEGE OF NURSING & HEALTH SCIENCES (MOLECULAR BIOLOGY)/HEALTH SCIENCES LABORATORY CLINIC, MMC (E)	\$163,618					\$163,618
21	HOSPITALITY MANAGEMENT - CARNIVAL STUDENT CENTER, BBC (P,C,E)	\$500,000					\$500,000
22	ENGINEERING CENTER- LAB REMODELING AND EXPANSION, MMC (E)	\$25,000					\$25,000
23	HOSPITALITY MANAGEMENT - BEVERAGE MANAGEMENT CENTER, BBC (P,C,E)	\$1,782,318					\$1,782,318
24	GRADUATE SCHOOL OF BUSINESS- PHASE I, MMC (E)	\$411,406					\$411,406
25	PATRICIA AND PHILLIP FROST ART MUSEUM, MMC, BT-839 (E)	\$97,000					\$97,000
26	BROAD AUDITORIUM, SOCIAL SCIENCES - Phase I - MMC (P,C,E)	\$258,601					\$258,601
27	STOCKER ASTROPHYSICS CENTER, MMC, BT-814 (P,C,E)	\$800,000					\$800,000
TOTAL CHALLENGE GRANT REQUEST		\$5,468,627					\$5,468,627

**THE FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES**

June 21, 2011

Subject: Approval of the Amendment to the Bylaws of the Florida International University Foundation Inc.

Proposed Board Action:

Approve the Florida International University Foundation Inc. Bylaws as amended and restated on May 25, 2011 and authorize the President and CEO of the Foundation to take all actions necessary pertaining to these amended Bylaws.

Background Information:

On May 25, 2011, the Florida International University Foundation Inc. Board of Directors approved amendments to the Foundation's Bylaws.

The Florida International University Board of Trustees (the BOT) must approve any amendments to the FIU Foundation, Inc. Bylaws before their becoming effective.

Regulation FIU – 1502 Direct Support Organizations(2)(a) provides that any amendments to the Articles of Incorporation or Bylaws must be submitted by the President of the University to the BOT for approval prior to becoming effective.

Article 9, Section 1 of the Florida International University Foundation Inc. Bylaws provides that any amendment to the Bylaws, approved by the Board, shall be submitted by the University President to the BOT for approval prior to its effective date.

Supporting Documentation: Florida International University Foundation, Inc. Bylaws as Amended and Restated on the 25th day of May 2011

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FLORIDA INTERNATIONAL UNIVERSITY FOUNDATION INC.
A Florida Not For Profit Corporation
(The "Foundation")

BYLAWS

As Amended and Restated the 25th day of May 2011.

ARTICLE 1. BOARD OF DIRECTORS.

Section 1. Governance. In accordance with Article 5 of the Articles of Incorporation of the Foundation, the affairs of the Foundation shall be managed by and under the direction of the Board of Directors (the "Board") and by various Officers and committees thereof as powers may be delegated to such Officers and committees by these Bylaws or by Resolution of the Directors. Members of the Board shall be the sole voting members of the Foundation and shall be called "Directors."

Section 2. Number and Qualifications of Directors. The Directors shall include three categories of members:

(i) Elected Members. The Directors shall elect from the nominations of the ~~Recruitment~~ Membership & Board Management Committee, or from nominations made from the floor, a total of not less than twenty-eight (28) and not more than fifty (50) members in accordance with the nomination and election procedures specified by these Bylaws. Each Director shall have demonstrated outstanding qualities of leadership and managerial ability and a serious personal intention to promote the advancement of higher education and Florida International University ("the University") through dedicated service to the Foundation. Each Director should set an example of charitable interest in the University and the Foundation which alumni and other friends of the University may emulate. To that end, each elected member of the Board shall contribute to the Foundation, at a minimum, an annual membership gift, the amount of which shall be recommended by the Executive Committee and approved by the Board at the Annual Meeting, and which shall be paid to the Foundation by each Director during the first quarter of each fiscal year of membership. In addition, each Director shall either make a donation, or get others to make donations, annually in the amount established by the Board at its Annual Meeting. Directors shall be expected to participate in University functions and events whenever reasonable and practicable and act as an emissary to promote and advance the goals of the University.

(ii) Officers. The Directors shall elect a Chairperson of the Board ("Chairperson"), Vice Chairperson, Secretary and Treasurer from among its membership. The

Chairperson may appoint an Assistant Secretary and Assistant Treasurer to provide administrative support.

(iii) Designated Ex Officio Members. The Directors shall include among their members the persons who hold the following offices during the time they hold such offices: the President of the University or his designee, a Faculty representative from the Faculty Senate recommended by the President after consultation with the Faculty Senate Chairperson, the President of the Student Government Council who is not serving on the Board of Trustees, the President of the Alumni Association, the Chairperson of the Florida International University Council of 100, and others who may be designated by the Directors from time to time. The Chairperson of the University Board of Trustees may appoint a representative to the Board and the Executive Committee. Ex Officio members shall have the right to vote and shall be counted towards quorum.

Section 3. Terms of Service. A newly elected Director, who has not previously been a Director, shall be elected to serve for one ~~initial~~ Board calendar year, ~~or part thereof if not less than 6 months. If the initial term of service is less than 6 months of the Board calendar year, the Director must be elected to shall continue to serve during the next calendar year before a one year term before being eligible elected to any for a subsequent terms.~~ Following the initial year, he/she may be elected for a two year term, followed by two three year terms before having to rotate off the Board for a minimum of one year. Current Directors shall be considered newly elected Directors when their current term is concluded and shall be eligible to serve for nine (9) years before having to rotate off the Board for one (1) year. Terms of service shall begin immediately after election.

Section 4. Election. The Board shall elect new members to fill expiring and vacant terms at the Annual Meeting of the Directors to be held in May or June of each year. Directors may elect additional members at any other regular or special meeting of the Directors, as provided in these Bylaws. Nominations for Directors shall be made by the ~~Recruitment~~ Membership & Board Management Committee, as described in Article 3 of the Bylaws.

Section 5. Vacancies. Vacancies occurring during a term may be filled by the Directors at any regular or special meeting of the Directors, as provided in Section 4 of Article 1 of these Bylaws.

Section 6. Meetings. Regular meetings of the Board shall be held at least three times a year. One such meeting shall be held in May or June of each year and such meeting shall be the Annual Meeting of the Directors when new Directors and Officers shall be elected and take office, subject to other provisions of these Bylaws. Notice to the public of Regular meetings, Committee meetings, and Special meetings of the Board will be

given by posting on the Foundation's website at <http://foundation.fiu.edu/> ~~and faxing such notice and agenda to a newspaper of general circulation~~ not less than seven (7) days before the meeting and will include a statement of the general subject matters to be considered. Notice ~~and notice~~ to each Director shall be emailed or faxed to each Director not less than seven (7) days prior to each meeting, ~~along with all materials needed for the meeting~~. Special meetings may be called by the Chairperson, the President of the University or his designee, or by any three (3) Directors ~~with at least seven (7) days written notice provided to all of the Directors. The~~ and the agenda for special meetings shall be limited to matters listed in the written notice of the special meeting.

Emergency Meetings: An emergency meeting of the Board may be called by the Chairperson or the Vice Chairperson in the Chairperson's absence, upon as much notice as is reasonably possible but not less than ~~forty-eight~~twenty-four (24) hours notice whenever, in the opinion of the Chairperson or Vice Chairperson, an issue requires immediate Board action. Whenever such emergency meeting is called, the Chairperson will notify the Secretary. The Secretary will immediately serve either verbal or written notice upon each member of the Board, and shall provide notice to the public, by any procedure that is fair under the circumstances, stating the date, hour and place of the meeting and the purpose for which the meeting has been called. No other business will be transacted at the meeting unless additional emergency matters are agreed to by a majority of those Board members in attendance. The minutes of each emergency meeting will show the manner and method by which notice of such emergency meeting was given to each member of the Board and to the public.

Executive Session: The Legislature has provided limited exemptions from the Sunshine law for certain meetings because of the confidential material that must be discussed. When the Board decides to avail itself of any such exemption, it will do so by convening an executive session of the Board.

A. Pending Litigation:

Meetings to discuss pending litigation in which the Board is presently a party before a court or administrative agency may be held in executive session outside the Sunshine, provided the following procedures and conditions are met.

1. Counsel for the Board must advise the Board at a public meeting that he or she desires an executive session and must state the basis therefore.
2. Only Board members, the Board's attorney(s) and the President of the University may attend a closed executive session to discuss pending litigation. Staff members or consultants are not permitted to attend. The Board must give advance public notice, pursuant to its procedures,

of the time and date of the executive session, and must identify the names of the persons who will be attending the closed session.

3. The session must commence with an open meeting at which the Chairperson or his/her designee shall announce the commencement of the meeting, the estimated length of the closed executive session, and the names of the persons attending. At that point, the meeting is closed to all except those whose names have been announced. The executive session may then commence. At the conclusion of the executive session, the meeting must be reopened to the public and the person chairing the meeting shall announce the termination of the closed executive session.

4. A certified court reporter must record the entire executive session. The reporter must record the times of commencement and termination of the executive session; all discussions and proceedings; the names of all persons present at any time; and the names of all persons speaking. No portion of any executive session may be held off the record. The Board must have the court reporter's notes fully transcribed, and the transcript filed with its records custodian. The transcript is exempt from Florida's public records law, and is not to be disclosed until the litigation concludes. Upon the conclusion of the litigation, the transcript becomes part of the public record.

5. The subject matter of the closed session must be confined to settlement negotiations or strategy sessions related to litigation expenditures. The Board may not go beyond these strict parameters. No final action, no vote, and no decisive action may be taken during the closed session. Any final decision to settle a lawsuit, for a certain amount of money, or under certain conditions, is a decision that must be voted upon in a public meeting.

Section 7. Quorum. A quorum of the Directors shall be one-third of the voting Directors holding office at the time of the vote. A quorum must be present to transact the business of the Foundation at a meeting.

Section 8. Voting. Each Director shall have one vote. When a quorum is present at the meeting, all questions shall be decided by majority vote of the voting Directors present, except as otherwise provided in these Bylaws.

Section 9. Proxies. Proxies, general or special, shall not be accepted for any purpose in the meetings of the Directors or committees.

Section 10. Telephonic Meetings. Meetings of the Directors and of committees may be conducted by conference telephone or similar communications facilities, in the same manner as if the meeting were held in person, if the Chairperson or the Chairperson of the Committee determines it is appropriate and is in full compliance with all requirements of the Sunshine Law. The notice of any meeting conducted by means of telephone or similar communication facilities will state where and how members of the public may gain access to the meeting.

Section 11. Resignation or Removal. A Director may resign at any time by giving written notice to the Chairperson, the President and CEO of the Foundation or the Secretary of the Foundation. Any such resignation shall take effect at the time specified therein or, if no time is specified therein, upon its acceptance by the Board. Any Director who is not present for three (3) regular meetings of the Board during a fiscal year, or who ~~otherwise fails to meaningfully participate as a Director in accordance with the provisions of these Bylaws, pay the annual established membership fee or who fails to give or obtain the donation established by the Board by the end of the fiscal year~~ shall be placed on probation. The Recruitment Committee, in consultation with the Chairperson and the President and CEO of the Foundation, shall determine whether to remove the Director from the Board or continue his/her probationary period. In addition any Director may be removed from office by a two-thirds vote of all of the Directors present or no less than fifteen (15) members, effective as of the date of such vote.

ARTICLE 2. OFFICERS.

Section 1. Titles. The Officers of the Foundation, who also serve as Officers of the Board of the Foundation, shall be: a Chairperson, a Vice Chairperson, a Secretary, a Treasurer, and such other officers as the Board may determine.

Section 2. Election. The Chairperson, Vice Chairperson, Treasurer and Secretary shall be elected at the Annual Meeting of the Directors from nominations submitted to the Directors by the Recruitment Committee, or from nominations from the floor. No Officer may hold more than one Foundation office concurrently.

Section 3. Term of Service. Each Officer shall be elected for a term of one year and shall be eligible to succeed himself/herself for no more than two (2) additional terms. In the event any officer is elected to fill a vacancy at any regular meeting other than the Annual Meeting of the Directors, the term for filling that vacancy shall not be counted towards the term limits set forth herein.

Section 4. Vacancies. In case any vacancy occurs in an elected office, an election shall be held at the first regular or special meeting of the Directors after such vacancy occurs and nominations may be received directly from the floor to fill such vacant positions. Notice of such vacancy and scheduled election must be given in the same manner as notice for regular or special meetings.

Section 5. Resignation and Removal. An Officer of the Foundation may resign at any time by giving written notice to the Board, the Chairperson or the Secretary of the Foundation. Any such resignation shall take effect at the time specified therein or, if no time is specified therein, upon its acceptance by the Board. Any Officer may be removed from office by a two-thirds vote of all of the Directors present or no less than fifteen (15) members, effective as of the date of such vote.

Section 6. Powers and Duties.

(i) Chairperson of the Board. The Chairperson shall preside at all meetings of the Board and Executive Committee, and perform all other duties as may from time to time be assigned by the Directors or the Executive Committee. Among the Chairperson's powers and duties, without limitation, are to appoint the members and Chairpersons of all Standing Committees established by the Directors, except when members or Chairpersons may be designated by these Bylaws; name Special Committees and appoint their members and Chairpersons; appoint, a person to serve as Registered Agent for the Foundation; represent the Foundation at official functions of the University and elsewhere as he/she may determine proper; and present a report of the activities of the Foundation and the conduct of his/her office at the Annual Meeting which occurs when his/her term of office expires. The Chairperson shall report to the Board and the University President.

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

(iii) Secretary. The Secretary shall be responsible for the maintenance and management of the Foundation's activities as may be required by the Chairperson, the Directors or the Executive Committee. He/she shall have charge of the Foundation's corporate records and corporate seal; record the minutes of all meetings of the Directors, Executive Committee and other committees; give and serve notice of meetings as required by these Bylaws; and perform such other duties as may be assigned to him/her by the Chairperson, the Board or the Executive Committee. The Secretary may delegate part of his/her duties to an Assistant Secretary as set forth in Article 5 below.

(iv) Treasurer. The Treasurer shall serve as Chairperson for the Finance and Audit Committee; approve all day-to-day disbursements by the Foundation; have custody of all of the funds and financial records of the Foundation; disburse funds upon instruction of the Directors or the Executive Committee; keep full and accurate accounts of all funds, together with the report of the annual audit; present a financial report for the Foundation at each meeting of the Directors and an annual financial report at the Annual Meeting; file all financial reports required by Federal and Florida law, regulation, rule or established procedure; and perform such other duties as may be assigned to him/her by the Chairperson, the Board or the Executive Committee. The Treasurer may delegate part of his/her duties to an Assistant Treasurer as set forth in Article 5 below.

ARTICLE 3. COMMITTEES.

Section 1. Designation and Appointment of Committees. Committees of the Board shall either be Standing Committees, as designated by these Bylaws, or Special Committees, as established by the Chairperson. Standing Committees or Special Committees shall have the power to establish Sub-Committees. The Chairperson of the Foundation shall appoint the members of all committees and designate their chairpersons, except as otherwise specified by these Bylaws. A majority of the members of Standing Committees, Special Committees and of any sub-committees must be Directors. All members of the committees shall have voting rights. One-third of the voting members of any Committee, except the Executive Committee as provided for below in these bylaws, shall constitute a quorum and a majority vote of the voting members of the Committee present, after a quorum has been declared, shall be required to enact business of the Committee. The actions of any committee shall be subject to review and approval by the Executive Committee, and to confirmation by the Board at its next ensuing meeting, except when the power to act is specifically granted to a committee by these Bylaws or by action of the Directors or Executive Committee. Each committee shall keep approved minutes and submit them to the Directors for review. Committees shall present an annual plan at the first meeting of the Board for the Foundation's calendar year.

Section 2. Standing Committees. The Directors shall have the following Standing Committees:

(i) Executive Committee. The Executive Committee of the Directors of the Foundation shall have and may exercise all powers and authority of the Board when the Directors are not in session, subject only to such restrictions or limitations as the Directors may from time to time specify, except that the Executive Committee shall

have no authority to alter, amend, or repeal the Articles of Incorporation or Bylaws of the Foundation, to remove Directors or Officers or to elect Directors or Officers. The Executive Committee shall meet at the call of the Chairperson of the Directors. A majority of the voting members of the Executive Committee shall constitute a quorum and a majority vote of the voting members of the Committee present, after a quorum has been declared, shall be required to enact business of the Executive Committee. When urgency precludes a formal meeting, matters may be handled by telephone in accordance with provisions of these Bylaws and the requirements of Florida law regarding meetings of the Directors. All actions of the Executive Committee shall be reported to the Directors at the next ensuing meeting of the Board, or when deemed sufficiently important by the Chairperson and the University President, such actions shall be reported to the Directors within thirty (30) days after such action is taken, or at a meeting of the Directors if a meeting is held within that period of time. All actions of the Executive Committee shall ~~be ratified by the Board and shall~~ be included in the minutes of the Board. Members of the Executive Committee shall be the Chairperson, Vice Chairperson, Treasurer and Secretary of the Foundation, the President of the University or his designee, the Chairpersons of each standing committee, and two (2) additional members as may be designated by the Chairperson.

(ii) Development Committee. The Development Committee shall review, approve and recommend to the Directors all major fundraising initiatives and campaigns undertaken by the Foundation or the University and each of its components; carry out a regular fundraising program; prepare policies and strategies for the solicitation, receipt, acknowledgment, stewardship and recognition of financial support; and prepare standards for gift recognition including, without limitation, endowed chairs, endowed professorships, endowed lectureships, endowed scholarships, the naming of colleges, schools, centers, buildings, areas and other significant facilities and activities of the University, recognizing, however, that only the Board of Trustees has the ability to recommend that state buildings and facilities be named after donors. The Development Committee shall coordinate all fundraising activities of the University, including those conducted by auxiliary groups which wish to use the Foundation's Certificate of Registration from the State of Florida or the University's trademarks.

(iii) Finance and Audit Committee. The Finance and Audit Committee shall be responsible for the preparation and periodic review of the Foundation's annual budget, which shall be prepared before the beginning of the University's fiscal year, approved by the Directors and recommended by the University President to the Board of Trustees each year no later than sixty (60) days following the beginning of the Foundation's fiscal year. The Board of Trustees must approve the Foundation budget before it can be enacted. It shall approve or reject gifts or bequests which impose unusual conditions on the Foundation or the University, subject to review and approval by the Executive Committee and the Directors. It shall monitor the work of the Foundation's Assistant

Treasurer and shall review and report to the Board on the Foundation's Financial Statements and ensure that all financial reports are filed in a timely manner. The Finance and Audit Committee shall recommend to the Board investment policies relating to endowment funds, annuity funds, and short-term investments, charitable remainder trusts, engagement or termination of investment counselors and custodians and the basis of such engagement. It shall also appraise the performance of investment counselors and custodians and make periodic reports to the Board on investment performance and other important matters. It shall cause an audit to be made by an independent certified public accountant of the books of the Foundation as soon as possible after the close of the fiscal year of the Foundation, and to have the results reported to the President and CEO of the Foundation immediately, and to the full Board at their next meeting thereafter. The annual audit report shall be submitted by the University President to the Board of Trustees for review no later than the end of the fourth month following the close of the organization's fiscal year. The annual audit report shall also be submitted to the Auditor General and to the Board of Governors no later than nine (9) months after the close of the Foundation's fiscal year. The audit shall be conducted in accordance with rules promulgated by the Board of Trustees and with the policies adopted by the Auditor General. The Finance and Audit Committee also shall ensure that the financial records of the Foundation are maintained in accordance with generally accepted accounting principles, that consistent and reliable financial practices are followed and that the current financial status of the Foundation is reported to the Executive Committee and the Directors regularly. The Finance and Audit Committee shall comply with all requirements set forth in the Audit Charter attached hereto as Exhibit "A" to these Bylaws and incorporated by reference herein.

(iv) Recruitment-Membership & Board Management Committee. The Recruitment Membership & Board Management Committee shall receive recommendations for nominees to the Board and as Officers, evaluate such recommendations, and present nominations for open positions to the Board at least seven (7) days prior to the Annual Meeting, or any meeting where new Directors will be chosen. The Recruitment Membership & Board Management Committee shall advise new Directors of the responsibilities of membership; nominate individuals for special recognition as members of the Foundation; and monitor the attendance, participation and activity of Foundation members and Directors.

(v) University and Community Relations Committee. The University and Community Relations Committee shall coordinate with, and render assistance to the Vice President for External Relations or the Chairperson's designee in building awareness and support

for FIU within the community by advocating for the University with external constituencies and assisting with university events and activities.

Section 3. Special Committees. The Chairperson of the Directors may establish Special Committees from time to time to assist the Directors in carrying out the purposes of the Foundation. The Chairperson shall report the establishment of all Special Committees and the names of their chairpersons and members to the Executive Committee and the Directors at the next ensuing regular meetings of the Executive Committee and Directors.

ARTICLE 4. SPECIAL MEMBERS OF THE FOUNDATION.

Section 1. Purpose of Special Members. The Directors may from time to time, acting by majority vote, establish special categories of membership in the Foundation for the purpose of honoring persons for contributions, service or achievement. The qualifications for special membership for each category shall be determined by the Directors as they deem necessary for the benefit of the Foundation and the University. Special members shall have no vote in meetings of the Foundation's members or Directors except as specifically provided in these bylaws.

Section 2. Special Member Categories. The Foundation shall have the following special member categories for honorary and recognition purposes:

- (i) Chairperson Emeritus. This category honors the Chief Executive Officers of the Foundation who have rendered extraordinary service to the Foundation. The Directors may elect a former Chairperson, after his/her term of office shall have expired, as Chairperson Emeritus of the Foundation. The Chairperson Emeritus shall be elected by a two-thirds vote of the Directors present.
- (ii) Director Emeritus. The Directors may elect a former Director, after his/her term of office shall have expired, as a Director Emeritus to honor those who have given distinguished service as members of the Board. The Director Emeritus shall be elected by a two-thirds vote of the Directors present.

ARTICLE 5. EXECUTIVE AND ADMINISTRATIVE SUPPORT

There shall be a President and CEO of the Foundation. The President of the University shall approve and recommend to the Board a person to serve as President and CEO of the Foundation. After duly considering the recommendation of the University President, the Board shall appoint, by majority vote, the President and CEO of the Foundation, whose primary responsibilities are to manage the corporate affairs of the Foundation on a day-to-day basis, in accordance with policies established by the

Directors, and to carry out the functions and duties of the position as prescribed by the Directors in consultation with the University President. The President and CEO shall report to the Board and the University President.

There may be an Assistant Secretary and an Assistant Treasurer to whom the Secretary or Treasurer may delegate part of their duties. The Assistant Secretary and Assistant Treasurer shall report to the Secretary and Treasurer respectively. Neither the President and CEO of the Foundation, the Assistant Secretary nor the Assistant Treasurer shall be considered members or officers of the Foundation nor shall they have voting rights.

ARTICLE 6. FUNDS.

Section 1. Fund Categories. The assets of the Foundation shall be held in various Funds as established in these Bylaws or as the Directors shall designate, with as many subfunds and accounts within these groupings as shall be necessary or desirable to achieve the purposes of the Foundation and to comply with the terms of gifts to the Foundation. The Foundation's Finance and Audit Committee shall review these fund categories at least annually and will recommend changes needed to the Executive Committee and the Directors. "Funds" include General Funds, Designated Funds (including Building Funds), Endowment Funds and other special fund categories.

Section 2. General Funds. General Funds are funds which may be used for the general purposes of the Foundation, including administration of the Foundation's affairs, or funds with restrictions which do not seriously inhibit their use for general Foundation purposes. All donations to the Foundation shall be credited to the General Funds when received, including all principal and income from properties donated to, disposed of, or held by the Foundation, unless the terms of the gift shall require the Foundation to credit such donations or the income of principal from such properties to a specific Designated Fund, as described in the Bylaws, or to a specific use or purpose inconsistent with the general unrestricted use by the Foundation of such donation or the income therefrom.

Section 3. Designated Funds. Designated Funds of the Foundation will be established for each major academic and administrative unit of the University to receive donations to the Foundation which are designated for such purposes. Additional Designated Funds for other specific purposes may be established by the Executive Committee or Directors. The principal of all designated Donations shall be credited to such Designated Fund. Interest income from designated funds shall be credited to the Foundation's General Funds to offset additional university fundraising and support activities unless the terms of the gift specify otherwise.

Section 4. Building Funds. The Board may, from time to time, establish Building Funds for specifically designated capital projects. They shall be administered as Designated Funds.

Section 5. Endowment Funds. Endowment Funds, or Permanently Restricted net assets, are contributions including state matching that must be held and invested in perpetuity as stipulated by the Donor. Only the earnings generated by these investments may be expended and only in accordance with the donor's intent and the gift agreement. All endowment funds are pooled and invested as directed by the Board. Investment earnings/losses are distributed to each endowment on a yearly basis based on its pro-rated share of earnings/losses generated by the permanently restricted net assets. Unless stipulated by the donor, earnings shall not be permanently restricted. The Board will determine the percentage of yearly earnings to be distributed for spending and the percentage to be held in reserve as added principal. The added principal is available for future spending and although it is temporarily restricted, it may be used to calculate the endowment's average balance from which future distributions are based. Losses attributable to permanently restricted net assets must first reduce any added principal held in reserve prior to reducing the corpus of the endowment. Any permanently restricted net asset which has been reduced by losses must be reinstated to its original corpus before any future investment earnings are distributed for spending. No corpus including state matching may be reduced for spending. An administration fee, as approved by the Board, may be charged to endowments. This fee will be covered by the endowment's investment earnings, but may not reduce an endowment's corpus.

Section 6. Ownership and Use of Funds.

(i) All Funds described herein shall be the property of the Foundation and shall be owned by the Foundation as defined in and limited by its Articles of Incorporation, Bylaws, and applicable Florida and Federal law and regulations. In such capacity, the Foundation shall have the ultimate authority and control over all property in the Funds, and the income derived there from, for the general purposes of the Foundation.

(ii) The assets and income of any Fund may be commingled with those of other unrestricted funds of the Foundation, or may be invested in units of a common investment fund which may be established or utilized by the Foundation, unless otherwise restricted by the terms of gift. The Foundation shall not have an obligation to commingle the assets for investment purposes and may, in its discretion, retain any assets received or hold the assets of a Fund as a separate unit for investment purposes. Any investment or reinvestment of assets shall be made only in such investments as are appropriate for a prudent fiduciary.

(iii) Specific expenses necessary or desirable for the proper administration of each Fund and subfund shall be charged to that Fund or subfund. General operational and administrative expenses shall be charged to each Fund or subfund in accordance with a formula approved by the Directors unless inconsistent with the terms of the gift or otherwise legally improper. Such charges shall be paid into the General Funds where they may be disbursed to pay such expenses. In the event such charges are inconsistent with the terms of the gift or otherwise legally improper, the Directors shall determine which Funds may be used to pay for such expenses.

(iv) These provisions shall not limit in any way the power and ability of the Directors to accept special gifts from donors which may be used for purposes specified by the donors, if such purposes fall within the Foundation's broad general purposes, and which may be subject to such ownership, income and distribution characteristics and restrictions as the Directors of the Foundation and the donors of such gifts may agree, but no characteristic or restriction shall jeopardize the Foundation's tax exempt status or its corporate charter. The Directors intend that all donations will be administratively grouped as a part of one or more of the Funds specified above or as may be established.

(v) Upon the voluntary or involuntary dissolution of the Foundation, or decertification of the Foundation by the Board of Trustees, the Directors shall, after paying or providing for all debts and obligations of the Foundation, transfer the assets of the Foundation to the University, subject to the conditions, restrictions and limitations to which the assets were subject when they were assets of the Foundation.

Section 7. Checks and Depositories. Except as may otherwise be specified in these Bylaws, the Directors shall provide by Resolution which Officers, Directors, or their designees are authorized to draw checks on the Funds of the Foundation and may impose any reasonable terms, conditions or limitation on such authority. Checks or drafts on the Funds of the Foundation shall be signed by any two of the Officers, Directors, or their designees authorized to do so by the Directors or by these Bylaws. Funds of the Foundation shall be deposited to the credit of the Foundation only in institutions approved by the Directors by resolution and only in financial institutions insured by the Federal Deposit Insurance Corporation or the Federal Savings and Loan Insurance Corporation.

Section 8. Fiscal Year. The fiscal year of the Foundation shall be consistent with the fiscal year of the University.

ARTICLE 7. CODE OF ETHICS.

Code of Ethics – Conflict of Interest

Directors stand in a fiduciary relationship to the University and the Foundation. Therefore, Directors shall act in good faith, with due regard to the interests of the University and the Foundation, and shall comply with the fiduciary principles and law set forth in the Code of Ethics for Public Officers and Employees, Chapter 112, Part III, Florida Statutes. Directors shall comport themselves in accord with the statutory Code of Ethics and the Conflict of Interest Policy attached to these Bylaws as Appendix "B". Each Director shall annually complete and sign a disclosure form as required by said policy.

The Foundation shall maintain the highest ethical standards in all of its operations in order to protect and preserve the Foundation's good name, business interests, and relationships with donors, beneficiaries, and the community at large, and shall adhere to the requirements of the Florida Whistle-blower's Act, Sections 112.3187 - 112.31895, Florida Statutes.

ARTICLE 8. MISCELLANEOUS PROVISIONS

Indemnification

The Board shall, to the extent legally permissible, indemnify and defend each of its Directors, officers, employees, volunteers and other agents against all liabilities and expenses incurred in the connection with the disposition or defense of any action, suit or other proceeding, whether civil or criminal, in which such person may be involved by reason of Foundation service, except with respect to any matter in which such person shall have been adjudicated in any proceeding not to have acted in good faith; and further provided that no settlement shall be entered into without the prior consultation and approval of a duly authorized representative of the Board.

Service of Process

Service of process may be made on the Office of the University's General Counsel.

Fiscal Year

The fiscal year of the Foundation shall commence on July 1 of each year and end on June 30.

Foundation Records and Sunshine Laws

Public access to Board records will be governed by the provisions of Chapter 1004.28(5), Florida Statutes. Board meetings shall be governed by the provisions of the Open Meetings Law, Chapter 286, Florida Statutes. The Foundation shall maintain and/or dispose of all records made or received in connection with Foundation business in accordance with a document retention schedule as the Board may adopt from time to time.

ARTICLE 9. AMENDMENTS.

Section 1. Amendments to Bylaws. These Bylaws may be altered, amended, rescinded, or repealed at any regular or special meeting of the voting Directors by the affirmative vote of two-thirds of the voting Directors present. Any amendment to the Bylaws, approved by the Board, shall be submitted by the University President to the Board of Trustees for approval prior to its effective date.

Section 2. Amendments to Articles of Incorporation. Articles of Incorporation of the Foundation may be altered or amended at any regular or special meeting of the Board by resolution approved by the affirmative vote of two-thirds of the voting Directors present, subject to approval by the Secretary of State of Florida as required by law and subject to any approval which may be required by the Board of Trustees. Written notice of any proposed amendment of the Articles of Incorporation shall be mailed to each Director not less than fifteen (15) days prior to any meeting at which such proposed amendment is to be considered.

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

ARTICLE 10. OFFICE.

The office of the Foundation shall be located at the University.

ARTICLE 11. EMPLOYEES OF THE FOUNDATION

Any person employed by the Foundation shall not be considered to be an employee of the State of Florida by virtue of such employment. Any employee of the State of Florida who is assigned to work on Foundation matters shall not be considered an employee of the Foundation.

ARTICLE 12. SEAL.

The corporate seal of the Foundation shall bear the words "FLORIDA INTERNATIONAL UNIVERSITY FOUNDATION, INC." and "MIAMI, FLORIDA" and the date "1969". The corporate seal shall be used only in connection with the transaction of business of the Board and of the University. The Secretary may affix the seal on any document signed on behalf of the corporation. Permission may be granted by the Secretary for use of the seal in the decoration of any University building or in other special circumstances. The seal of the Board shall be consistent with the following form and design:

ARTICLE 13. PARLIAMENTARY PROCEDURE.

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

**THE FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES**

June 21, 2011

Subject: 2011 University Work Plan

Proposed Board Action:

Approve the 2011 University Work Plan.

Background Information:

The Florida Board of Governors requires that all State University System institutions submit an annual work plan.

Florida Board of Governors Regulation 2.002, University Work Plans and Annual Reports, (3) provides that each board of trustees shall prepare a work plan and submit updates on an annual basis for consideration by the Board of Governors. The work plan shall 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.

Supporting Documentation: 2011 University Work Plan

Facilitator/Presenter: S. Lawrence Kahn, III, *Academic Policy and Student Affairs
Committee Chair*

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**2011 Update to the
Florida International University
Work Plan**

Note concerning data accuracy: The Office of the Board of Governors believes that the accuracy of the data it collects and reports is paramount to ensuring accountability in the State University System. Thus, the Board Office allows university resubmissions of some data to correct errors when they are discovered. This policy can lead to changes in historical data.

Select Data Tables from the 2009-2010 Annual Report

*** Peer choices should be noted. In cases in which peer data are not available for a specific metric, but are available for a related metric, an institution might want to note such in the "Comparison with Peers" row.**

Degrees Awarded	2005-06		2006-07		2007-08		2008-09		2009-10			
Baccalaureate	5,080		5,324		5,497		5,663		6,267			
Master’s and Specialist	1,632		1,933		2,172		2,255		2,359			
Research Doctoral	88		100		122		127		114			
Professional Doctoral	82		86		90		123		176			
Comparison with Peers*	Baccalaureate		2005-06		2006-07		2007-08		2008-09		2009-10	
	Georgia State University		3,557		3,793		3,360		3,842		3,890	
	University of Louisville		2,253		2,328		2,298		2,482		2,550	
	University of Houston		4,632		4,810		4,759		4,874		4,764	
	George Mason University		3,655		3,726		3,809		4,009		4,202	
	Master’s and Specialist		2005-06		2006-07		2007-08		2008-09		2009-10	
	Georgia State University		1,911		1,751		1,752		1,834		2,078	
	University of Louisville		1,255		1,280		1,261		1,281		1,245	
	University of Houston		1,325		1,373		1,448		1,521		1,709	
	George Mason University		2,942		2,547		2,557		2,507		2,863	
	Research Doctoral		2005-06		2006-07		2007-08		2008-09		2009-10	
	Georgia State University		149		170		200		213		225	
	University of Louisville		144		135		151		142		161	
	University of Houston		236		239		259		231		231	
	George Mason University		163		181		189		202		158	
	Professional Doctoral		2005-06		2006-07		2007-08		2008-09		2009-10	
	Georgia State University		181		208		185		182		199	
	University of Louisville		327		346		343		332		347	
	University of Houston		536		539		550		555		526	
	George Mason University		207		206		216		228		224	
Baccalaureate Degrees Awarded to Underrepresented Minorities	2005-06		2006-07		2007-08		2008-09		2009-10			
	#	%	#	%	#	%	#	%	#	%		
Hispanic	2,903	62.6	3,169	63.8	3,369	64.6	3,555 Increase*	66.5	3,919	67.7		
Non-Hispanic Black	648	14	650	13.1	711	13.6	682 Increase*	12.8	720	12.4		
Pell Grant Recipients	2,186	46.8	2,276	45.7	2,546	48.6	2,606 Increase*	48.4	3,002	51.7		

Comparison with Peers*	Baccalaureate Degrees Awarded to:									
	Hispanic		2005-06	2006-07	2007-08	2008-09	2009-10			
	Georgia State University		140	130	133	147	251			
	University of Louisville		24	38	39	40	56			
	University of Houston		911	1,003	1,043	1,071	1,076			
	George Mason University		277	296	274	316	340			
	Non-Hispanic Black		2005-06	2006-07	2007-08	2008-09	2009-10			
	Georgia State University		1,119	1,164	1,032	1,112	1,078			
	University of Louisville		301	270	254	258	291			
	University of Houston		568	548	510	567	569			
	George Mason University		287	300	281	291	300			
Pell Grant Recipients data, as defined by the BOG in this metric, are not available for Peers.										
Degrees Awarded in Select Areas of Strategic Emphasis	2005-06		2006-07		2007-08		2008-09		2009-10	
STEM (Baccalaureate)	968		987		987		934		1,026	
STEM (Graduate)	402		479		501		587		476	
Health Professions (Baccalaureate)	278		207		205		211		220	
Health Professions (Graduate)	199		223		284		285		341	
Education–Critical Shortage (Bacc.)	71		53		56		41		50	
Education–Critical Shortage (Grad.)	79		140		76		113		121	
Comparison with Peers*	Degrees Awarded in Disciplines defined by the BOG as STEM Strategic Areas for FIU.									
	Baccalaureate		2005-06	2006-07	2007-08	2008-09	2009-10			
	Georgia State University		278	354	303	351	379			
	University of Louisville		347	359	343	401	434			
	University of Houston		817	882	837	820	881			
	George Mason University		427	400	439	415	484			
	Graduate		2005-06	2006-07	2007-08	2008-09	2009-10			
	Georgia State University		134	154	168	151	184			
	University of Louisville		231	215	216	230	223			
	University of Houston		347	316	311	327	385			
	George Mason University		273	313	311	327	385			
Undergraduate Retention and Graduation Rates from Same Institution	By 2006		By 2007		By 2008		By 2009		By 2010	
	Grad	Still Enr	Grad	Still Enr	Grad	Still Enr	Grad	Still Enr	Grad	Still Enr
Fed.Def.: 6-Yr Rates Full-Time FTICs	47.7%	14.8%	48.7%	13.6%	48.3%	14.3%	46.3%	14.9%	45.4%	15.6%
SUS Def.: 6-Yr Rates - FTICS	45.4%	15.4%	47.2%	14.1%	46%	14.8%	44.8%	15.6%	43.5%	15.9%
SUS Def.: 4-Yr Rates - AA Transfers	60.9%	14.6%	62.5%	13.0%	60.7%	15.1%	60.7%	13.3%	60.3%	15.5%
SUS Def.: 5-Yr Rates - Others	51.4%	9.1%	53.1%	9.5%	50.3%	10.0%	53.5%	9.1%	50.4%	8.7%

Comparison with Peers*	Federal Definition: 6-Year Graduation Rate Full-Time FTICs					
		By 2006	By 2007	By 2008	By 2009	
	Georgia State University	41 %	47%	44%	50%	
	University of Louisville	41%	44%	46%	48%	
	University of Houston	42%	43%	42%	41%	
	George Mason University	56%	58%	61%	64%	
Licensure Exam Pass Rates	Year 1	Year 2	Year 3	Year 4	Year 5	
Nursing (2005-06 Through 2009-10)	95.5%	90.3%	84.7%	89.0%	93.9%	
Law (2006 – 2010)	81%	87.8%	88%	81%	80.9%	
Comparison with Peers*	Nursing: National Benchmark:					
	86.7%	88.3%	86.4%	87.5.%	89.5%	
	Law: Florida Benchmark:					
	77.1%	81.3%	84.2%	79.3.%	79.3%	
Academic Research and Development Expenditures	2004-05	2005-06	2006-07	2007-08	2008-09	
Federal Only (Thousand \$)	\$ 58,718	\$ 58,158	\$ 62,366	\$ 60,045	\$ 57,371	
Total – All Sources (Thousand \$)	\$ 87,720	\$ 84,697	\$ 108,015	\$ 107,025	\$ 101,322	
Comparison with Peers*	Federal Only	2004-05	2005-06	2006-07	2007-08	2008-09
	Georgia State University	\$28,870	\$28,542	\$28,205	\$30,248	\$28,364
	University of Louisville	\$68,213	\$71,920	\$78,070	\$74,851	\$78,614
	University of Houston	\$41,413	\$42,613	\$42,644	\$43,845	\$42,450
	George Mason University	\$47,904	\$45,126	\$48,452	\$52,908	\$60,094
	Total - All Sources	2004-05	2005-06	2006-07	2007-08	2008-09
	Georgia State University	\$61,651	\$64,624	\$65,900	\$94,429	\$78,920
	University of Louisville	\$139,942	\$148,246	\$163,434	\$164,123	\$167,178
	University of Houston	\$87,936	\$80,934	\$78,381	\$87,691	\$102,917
	George Mason University	\$57,373	\$60,168	\$61,068	\$76,838	\$85,306
Technology Transfer	2005	2006	2007	2008	2009	
Licenses & Options Executed	1	1	0	0	1	
Licensing Income	\$ 33,640	\$ 38,992	\$ 6,166	\$ 9,423	\$ 39,819	

Comparison with Peers*	Licenses & Options Executed*		2005	2006	2007	2008	2009
	Georgia State University		N/A	N/A	N/A	N/A	N/A
	University of Louisville		8	8	7	11	12
	University of Houston		14	N/A	1	1	6
	George Mason University		4	8	2	13	4
	Licensing Income*		2005	2006	2007	2008	2009
	Georgia State University		N/A	N/A	N/A	N/A	N/A
	University of Louisville		\$80,924	\$50,652	\$87,629	\$142,321	\$437,410
	University of Houston		\$543,664	N/A	\$1,224,826	\$1,127,214	\$1,952,557
	George Mason University		\$47,527	\$143,269	\$69,542	\$104,007	\$163,444
*As reported in the AUTM Licensing Activity Survey.							
OTHER KEY OUTPUT OR OUTCOME METRICS							
Comparison with Peers*							
Based on Review of Data Trends on Key Output or Outcome Metrics Identified Here and/or in Annual Report, Three (3) Areas of Concern/Areas Needing Improvement							
(1) <u>6-Year Graduation and Retention Rates:</u>							
FIU has made great efforts to improve the 6-year graduation and retention rates for our first-time-in-college students. We are very proud to have the highest 6-year graduation rate for Hispanic Full-Time FTICs in the nation, 49% (Fall 2003 cohort), when compared to comparable large Hispanic-Serving Institutions.* As shown below, FIU has had the highest Hispanic graduation rate for the last three years among 4-year public institutions with the largest percentage of Hispanic enrollment. When compared with our peers, FIU’s Hispanic graduation rate ranks second.							
<i>Hispanic Serving Institutions</i>							
6-Year Graduation Rate							
Hispanics, Full-Time FTICs	By 2006	By 2007	By 2008	By 2009			
Florida International University	51 %	50%	51%	49%			
California State University - Fullerton	46%	44%	45%	46%			
California State University - Northridge	37%	38%	35%	41%			
California State University – Long Beach	42%	40%	47%	47%			
The University of Texas at San Antonio	28%	31%	29%	29%			
University of New Mexico – Main Campus	41%	41%	42%	38%			
*The institutions selected for comparison of Hispanics graduation rate meet the following criteria: 1) 4-year, public institutions, 2) undergraduate enrollment over 20,000 students, and 3) at least 25% of their undergraduate enrollment is Hispanic.							

Peers

6-Year Graduation Rate

Hispanics, Full-Time FTICs	By 2006	By 2007	By 2008	By 2009
Georgia State University	39%	52%	47%	46%
University of Louisville	28%	30%	52%	35%
University of Houston	41%	39%	41%	36%
George Mason University	51%	64%	61%	62%

FIU is committed to increase the six-year graduation and retention rates for not only of our Hispanic students but for all our undergraduate population. By 2013, we plan to increase the six-year graduation rate of full-time FTICs to 46.6% and the retention rate to 62.6%. To reach this goal, the University has developed a new strategy that places special emphasis on sustained enrollment and early identification of an appropriate major.

Effective Fall 2012, all undergraduate applicants will be required to declare a major as part of the admission process. During the process, the applicants would have access to an online, interactive advising program that will help them match their strengths, interests, and goals with an “appropriate major”. The University will also develop “exploratory majors” for freshmen who may not be able to select an “appropriate major”. Students in an “exploratory major” will be guided during their first-year experience course to identify their correct major. In addition, undergraduate advisors would be assigned or clustered to advise students according to their majors. Each major would have a “curricular map” with key milestones. If a student does not satisfy a particular milestone, an automatic alert will be sent to the student and the advisor. If a student is not satisfying critical markers, such as gate keeper courses, an advising session is required and the student may be directed to change major. Undergraduate advisors as well as an interactive online advising system would assist students who need redirection to an appropriate major.

We believe that asking students to focus on a major from the beginning of their studies, providing them the advising tools they need, and requiring them to meet critical degree milestones will improve the institution graduation and retention rates.

(2) Baccalaureate Degrees Awarded to Black, Non-Hispanics:

In its 2010 Work Plan, FIU stated its commitment to increase the number of baccalaureate degrees awarded to Black students while maintaining the percentage of total bachelor’s awarded to this group. In 2009-2010, FIU awarded 720 bachelor’s degrees to Black, Non-Hispanics students. This is a 5.6% increase when compared with the 2008-09 academic year and 12.4% of the total baccalaureate degrees awarded, excluding degrees awarded to non-resident aliens and students who did not report ethnicity.

As part of our continued efforts to increase the number of bachelor’s degrees awarded to Black students, the University established a “Task Force on Recruitment of Students of African Descent”. The Task Force met during the 2010-2011 academic year and made several recommendations on creating a more intensive recruitment plan that goes beyond traditional college fairs and high school visits. Among other ideas, the plan calls for an expansion of early outreach and pre-collegiate activities designed to increase college awareness in students in elementary and middle schools- focus on talented students in fields such as math and science. The Task Force also made recommendations on ways to improve our retention and graduation rate of Black students. These include: 1) creating mentoring programs

where student leaders at FIU are assigned an incoming freshman and serve as their mentor during their first year at FIU, 2) encouraging students to participate in service learning initiatives, and 3) creating an intensive advisement strategy that involves monitoring high risk students and providing them supplemental instruction alternatives. The University is currently developing plans that implement some of the Task Force's recommendations.

(3) Production of STEM graduate degrees:

FIU is committed to increase production of STEM degrees and to improve recruitment efforts to attract those students who are usually underrepresented in these fields. In the academic year 2009-10, 476 graduate STEM degrees were awarded and 43% of them were awarded to minority students. At the undergraduate level, 80% of the 1,026 bachelor's STEM degrees awarded in 2009-10 were awarded to minorities.

2009-10 Graduate STEM degrees

Ethnicity	Degrees Awarded
African American	33
Asian	18
Hispanic	<u>156</u>
	207

2009-10 Undergraduate STEM degrees

Ethnicity	Degrees Awarded
African American	87
Asian	66
Hispanic	<u>670</u>
	825

FIU continues enhancing the variety of STEM programs offered as well as its academic offerings. For example, the University is now offering the Master of Science of Engineering Management in two formats: the standard format and a cohort- professional format where students complete the courses following a lock-step plan. Additionally, the University implemented a new Master of Science in Information Technology in spring 2011. This program will allow FIU to be on the forefront of the national trend in IT education and provide a well-trained highly-skilled labor force to the national and local industries. In addition, a Doctor of Philosophy in Biochemistry will be implemented in fall 2011. This research doctorate is designed to meet the need for advanced research and training capabilities in the expanding fields of biochemistry and molecular biology.

UPDATES TO 2010 UNIVERSITY WORK PLAN

[Please identify briefly any critical changes only to information provided in the 2010 University Work Plan that was not updated in the 2009-2010 Annual Report regarding the institution's strategic plan; institutional mission, vision, and strategic directions for the next five to ten years; current or aspirational peer institutions; windows of opportunity; or unique challenges.]

2010-2015 Strategic Plan approved by Board of Trustees

FIU's Board of Trustees approved the *2010-2015 Worlds Ahead Strategic Plan* at the December 9, 2010 meeting. The *Worlds Ahead Strategic Plan* focuses the university on its mission as an urban, multi-campus, public research university serving its students and the diverse population of South Florida. FIU will provide high quality teaching, engage in state-of-the-art research and creative activity, and enhance the educational, cultural and economic vitality of our local and global community. A copy of the *Worlds Ahead Strategic Plan* can be found at <http://stratplan.fiu.edu>.

Successful SACS Reaffirmation

The Board of Trustees of the Southern Association of Colleges and Schools (SACS) – Commission on Colleges approved Florida International University's reaffirmation of accreditation at the December 6, 2010 board meeting. The reaffirmation is for a ten year period. This decision represents the culmination of several years of planning and documentation for our Compliance Certification Report, Quality Enhancement Plan (QEP), and March 2010 site visit. The reaffirmation was granted with no recommendations and no follow-up requirements. A copy of the QEP is available online at http://goglobal.fiu.edu/QEP_Report-Final.pdf.

CAVP Academic Coordination Project (List degree programs recommended for **new collaborative or joint delivery model** or **other corrective action**, as well as any degree programs recommended for **continuation** but for which university and Board staff have not reached agreement on the sufficiency of the rationale.)

Program Level	6-Digit CIP Code	Program Title	Category (i.e., Collaborative Model, Corrective Action, or Proposed Continuation)	Proposed Action
M	24.0101	Liberal Arts & Sciences/ Liberal Studies	Corrective Action	This degree program is not allocated any assistantships. Therefore, the number of students enrolled is quite modest. The College of Arts and Sciences plans to modify the curriculum and its delivery thoroughly and offer the program online to attract more students.
M	13.1201	Adult and Continuing Education and Teaching	Corrective Action	The Faculty has decided to merge the program with the Human Resource Development program calling it Adult Education and Human Resource Development. The merger should occur by May 2011.

New Academic Degree Program Proposals - Next Three Years (Program development goals need to align with the institutional strategic plan and System priorities.)

Proposed Date of Submission to University Board of Trustees	Program Level	6-Digit CIP Code	Program Title	Comments (Including Proposed Implementation Date)
June 2011	B	09.0101	Communication Arts	2012
Sept. 2011	RD	26.0102	Biomedical Sciences	2012
Dec. 2011	RD	03.0104	Environmental Science and Policy	2013
Dec. 2011	M	52.1401	Brand Management	2012
Dec. 2011	B	03.0201	Sustainability	2012
June 2012	B	45.0201	Anthropology	2013
Dec. 2012	B	30.0000	Interdisciplinary Studies	2013
June 2013	PD	52.2001	Pharmacy	2014

Enrollment Planning

Instructions:

1. Annual FTE enrollment plans by level, site, and residency for tuition purposes in the format provided in the template on the next pages.
2. These are only to include fundable FTE enrollments. So, for example, out-of-state profile admits should not be included in the out-of-state data.
3. Remember that Pharm.D., Law, and other Professional Doctorates (per the recently changed IPEDS definitions) should be counted as Grad II enrollments.

An explanation of over-enrollment is required for any level in which the 2010-11 funded enrollment plan lagged actual 2010-11 enrollment by more than 5% (Section 1011.90, F.S.).

Please explain briefly any planned changes in enrollment patterns in the next five years, with rationale (e.g., more emphasis on enrolling FCS AA transfers; enrollment of more out-of-state students; enrollment of more FTICs as the institution builds out a more residential experience for undergraduates; maintain undergraduate enrollment with more growth at graduate level to align with institutional mission; plan to maintain current enrollment with more emphasis on improving graduation rates; etc.).

Enrollment Plan

As stated in *Worlds Ahead Strategic Plan*, one of Florida International University's goals is to achieve enhanced student learning and academic excellence. As the only public research university in South Florida, FIU is committed to increasing access and degree production in the knowledge economy. Therefore, during the next five years, the University plans to increase enrollment by 2,000 academically qualified students per year.

The University's strategic plan calls for a gradual shift to a higher percentage of graduate and first professional students. From the current enrollment mix of 80.3% undergraduate, 18.1% graduate, and 1.6% first professional students to 78.8%, 20% and 2%, respectively. This goal is based on the University's commitment to fulfill the increasing demand for professional graduate degrees of the local community as more and more individuals return to college to pursue advanced education. Also, FIU is offering new programs -- such as the Doctor of Medicine, the Doctor of Nursing Practice and the Doctor of Physical Therapy -- as part of a strategy to meet Florida's critical needs in the health area.

Additionally, the University plans to increase by 2% the percentage of full-time students at all levels. This goal is a building block in the University's effort to increase its graduation rate. The expectation is that increasing full-time enrollment as well as expanding student-support services will have a positive correlation with the number of students who complete their degrees within six years.

The *Worlds Ahead Strategic Plan* also encourages interdisciplinary teaching, advanced pedagogical approaches in the classroom, and expanded state-of-the-art online learning. Therefore, FIU plans to increase fully online instruction from the current 13.6% to 20% by year 2015. This will bring technology innovation to the classroom and provide current and prospective students additional access to higher education.

Finally, the strategic plan requires a gradual shift to more out-of-state and international students; from the current 90% Florida Residents -- 10% Non-Florida Residents mix to 88% Florida Residents and 12% Non-Florida Residents by 2015. This goal, based on FIU's founding mission to foster international understating, will increase access, diversity, and foster Florida's desire to be a global leader in economic development. In keeping with its mission, the University's focus on globalization and global awareness drove the selection of Global Learning for Global Citizenship as the topic of the University's 2010 Quality Improvement Plan (QEP).

Explanation of Over-Enrollment:

Enrollment for 2010-11 exceeded the 5% threshold at the UPPER, GRAD I and GRAD II levels. The increase was mainly caused by the University efforts to grant greater access to higher education and increase degree production. The larger increase is found at the graduate level, which exceeded the 5% threshold by 4% in GRAD I and 10% in GRAD II. The growth is mostly driven by economic factors as more Floridians are seeking educational opportunities to either change careers or enhance their portfolio to prepare for when the economy turns around. The College of Business Administration continues to be the largest contributor to the growth in GRAD I. At the GRAD II level, significant growth continues to occur in the Health Sciences area specifically in the Doctor of Physical Therapy (DPT) program.

Another factor that contributed to the increase in GRAD II FTEs, is the recent change of the GRAD II definition. The new definition calls for all doctoral students to be considered GRAD II from their first enrollment in the program and for Law to be counted as GRAD II.

**Enrollment Plan Proposal – All State-Fundable FTE Enrollments
(Except Medical/Dental/Veterinary Enrollments)**

<i>For entire institution</i>	Funded	Actual	Funded	Estimated	Estimated	Estimated	Estimated	5-Year Projected Average Annual Growth Rate
FTE	2010-11	2010-11	2011-12	2011-12	2012-13	2014-15	2016-17	
FL Resident Lower	7,860	7,973		8,866	9,163	9,742	10,345	4%
FL Resident Upper	11,682	12,640		12,755	13,187	14,033	14,890	3%
FL Resident Grad I	2,588	2,687		3,016	3,257	3,769	4,444	8%
FL Resident Grad II	818	976		1,001	1,041	1,127	1,242	4%
Total FL Resident	22,948	24,276		25,637	26,648	28,670	30,921	4%
Non-Res. Lower		548		665	703	782	794	7%
Non-Res. Upper		916		907	955	1,054	1,078	3%
Non-Res. Grad I		860		822	894	1,049	1,221	5%
Non-Res. Grad II		382		345	373	433	503	4%
Total Non-Res.	2,138	2,705		2,739	2,925	3,318	3,596	5%
Total Lower		8,521		9,531	9,866	10,524	11,140	5%
Total Upper		13,355		13,662	14,142	15,087	15,968	3%
Total Grad I		3,547		3,838	4,151	4,818	5,665	7%
Total Grad II		1,358		1,346	1,414	1,560	1,745	4%
Total FTE	25,086	26,981		28,377	29,573	31,989	34,518	4%

Enrollment Plan Proposal - Medical/Dental/Veterinary State-Fundable Enrollments								
<i>For entire institution</i>	Funded	Actual	Funded	Estimated	Estimated	Estimated	Estimated	5-Year Projected Average Annual Growth Rate
Headcount	2010-11	2010-11	2011-12	2011-12	2012-13	2014-15	2016-17	
FL Resident Medical Headcount	80	71		140	210	300	380	25%
Non-Res. Medical Headcount		14		20	30	60	60	23%
Total Medical Headcount	80	85		160	240	360	440	25%
FL Resident Dentistry Headcount								
Non-Res. Dentistry Headcount								
Total Dentistry Headcount								
FL Resident Veterinary Headcount								
Non-Res. Veterinary Headcount								
Total Veterinary Headcount								

[This medical headcount is MD-only, not all HSC enrollments.]

*For each distinct physical location (main, branch, site, regional campus) that has or is planned to have more than 150 FTE **State-fundable** enrollments*

SITE: Modesto A. Maidique

	Estimated	Estimated	Estimated	Estimated	Estimated	5-Year Projected Average Annual Growth Rate
FTE	2010-11	2011-12	2012-13	2014-15	2016-17	
Lower	6,245	6,890	7,005	7,262	7,464	3%
Upper	8,417	8,347	8,485	8,750	8,942	1%
Grad I	2,412	2,572	2,740	3,083	3,512	6%
Grad II	1,296	1,276	1,324	1,435	1,575	3%
Total	18,370	19,085	19,554	20,530	21,493	3%

SITE: Biscayne Bay

	Estimated	Estimated	Estimated	Estimated	Estimated	5-Year Projected Average Annual Growth Rate
FTE	2010-11	2011-12	2012-13	2014-15	2016-17	
Lower	823	920	953	1,016	1,075	5%
Upper	1,799	1,813	1,877	2,002	2,119	3%
Grad I	269	291	315	365	429	7%
Grad II	16	16	17	20	24	6%
Total	2,906	3,040	3,161	3,403	3,647	4%

SITE: Broward Pines Center

	Estimated	Estimated	Estimated	Estimated	Estimated	5-Year Projected Average Annual Growth Rate
FTE	2010-11	2011-12	2012-13	2014-15	2016-17	
Lower	33	37	38	41	43	5%
Upper	237	239	247	264	279	3%
Grad I	232	251	272	316	371	7%
Grad II	16	16	17	20	23	5%
Total	519	544	575	640	717	5%

For the sum of the remaining physical locations with fewer than 150 current or planned State-fundable FTE enrollments.

SITE: Remaining physical locations

	Estimated	Estimated	Estimated	Estimated	Estimated	5-Year Projected Average Annual Growth Rate
FTE	2010-11	2011-12	2012-13	2014-15	2016-17	
Lower	430	481	498	531	562	5%
Upper	263	265	274	293	310	3%
Grad I	211	228	246	286	336	7%
Grad II	23	23	24	27	30	4%
Total	926	996	1,042	1,136	1,238	5%

For the sum of current or planned State-fundable FTE enrollments not served at a physical location.

SITE: Virtual instruction/distance learning

	Estimated	Estimated	Estimated	Estimated	Estimated	5-Year Projected Average Annual Growth Rate
FTE	2010-11	2011-12	2012-13	2014-15	2016-17	
Lower	990	1,203	1,381	1,684	2,005	12%
Upper	2,839	2,998	3,253	3,772	4,311	7%
Grad I	423	496	581	771	1,020	14%
Grad II	6	15	27	53	87	36%
Total	4,259	4,712	5,242	6,279	7,423	9%

Primary Institutional Goals/Metrics for the Next One to Three Years (In the context of the institutional strategic plan and vision, as well as System priorities, present three (3) to five (5) goals on which university effort will be focused in the next one to three years. Describe each goal, including whether the goal is new or continuing, the strategies for achieving that goal, the timeline and metrics by which success will be measured, expected outcomes, and assumptions, including financial, upon which the projected outcomes are predicated.) Each university is asked to include one goal associated with improved baccalaureate retention and graduation (e.g., improved first-year retention; reduce attainment gaps for underrepresented groups; improve graduation rates for AA transfers; etc.).

Institutional Goal [Indicate whether NEW or CONTINUING]			Implementation Strategies			Metric(s)/Timeline/Expected Outcomes			
#1 (Required) - Continuing Improve Baccalaureate retention and graduation rates.			FIU has implemented a new strategy to increase the six-year graduation rate of Full-Time FTICs with special emphasis on sustained enrollment, early identification of appropriate major and enhanced advising. 1. Students will select an “appropriate major” when they apply for admission. 2. Each major will have a “curricular map” that will clearly indicate what is required to complete the degree. 3. A new Degree Audit system will keep track of the students’ progress. 4. New advisors will be hired to guide students on a path to success. 5. Twelve classrooms per year will be modernized to improve pedagogical practices, including the use of learning technologies.			Increase six-year graduation rate of Full-Time FTICs from 44.8% (2003 cohort) to 46.6% (2007 Cohort). Reach a 300:1 Student/ Advisor ratio by year 2015. New Advisors: FY Positions FY11-12 18 FY12-13 15 FY13-14 15 FY14-15 10 Modernize 12 classrooms per year from 2010 to 2013.			
Proposed Funding Source: 2011-12				Proposed Funding Source: 2012-13					
State/ Tuition Revenue (est.)	Other (Identify Revenue Source – e.g., Private)	Undergrad. Tuition Differential Revenue (est.)	Total from 2011-12	Undergrad. Tuition Differential Revenue (est.)	Legislative Budget Request (State Funds)	State/ Tuition Revenue (est.)	Other (Identify Revenue Source – e.g., Private)	Total from 2012-13	2012-13 to 2016-17 PECO/ Courtelis Request
\$1.0M		\$3.8M	\$4.8M	\$3.8M	\$3.6M	\$1.0M		\$8.4M	

Institutional Goal [Indicate whether NEW or CONTINUING]			Implementation Strategies			Expected Outcomes/Metric(s)/Timeline			
#2 - Continuing Expand Research and Innovation in Health and Environment			Health and Environment are two of the four broad strategic themes in the FIU’s strategic plan. The University plans to expand research and innovation in these areas by: 1. Implementing new Ph.D. programs in Biochemistry (2011), Biomedical Sciences (2012), Environmental Science and Policy (2013), and a B.S in Sustainability (2012). 2. Creating the Academic Health Center (AHC) which will integrate the Herbert Wertheim College of Medicine, the College of Nursing and Health Sciences, and the Robert Stempel College of Public Health and Social Work. 3. Continuing our innovative NeighborhoodHELP™ program where students and faculty in nursing, allied health, public health, and social work join students and faculty in medicine to provide the full complement of health services for individual families in South Florida.			Expected outcomes by 2015-16:			
						223 FTE students receiving services or participating in the programs.			
						31 Additional degrees: 20 bachelor’s, 6 master’s and 5 doctoral degrees.			
						Estimated Headcount for FIU’s College of Medicine:			
						FY Headcount			
						FY11-12 160			
						FY12-13 240			
						FY13-14 280			
						FY14-15 360			
						Estimated MD degrees to be produced:			
						FY Degrees			
						FY11-12 0			
						FY12-13 40			
						FY13-14 45			
						FY14-15 80			
Proposed Funding Source: 2011-12						Proposed Funding Source: 2012-13			
State/ Tuition Revenue (est.)	Other (Identify Revenue Source – e.g., Private)	Undergrad. Tuition Differential Revenue (est.)	Total from 2011-12	Undergrad Tuition Differential Revenue (est.)	Legislative Budget Request (State Funds)	State/ Tuition Revenue (est.)	Other (Identify Revenue Source – e.g., Private)	Total from 2012-13	2012-13 to 2016-17 PECO/ Courtelis Request
\$2.1M			\$2.1M		\$5.7M	\$2.1M		\$7.8M	

Institutional Goal [Indicate whether NEW or CONTINUING]	Implementation Strategies	Expected Outcomes/Metric(s)/Timeline																														
#3 – Continuing Improve Academic Access and Increase Degree Production	<p>During the next five years, FIU plans to increase enrollment by 2,000 academically qualified students per year.</p> <p>To maintain the quality of the instruction and the academic experience students receive while improving access and degree production, the University will:</p> <p>1. Hire new faculty members and convert several adjuncts to Instructors positions.</p> <p>New Full-time Faculty Hires:</p> <table><tr><td>FY</td><td>Faculty</td></tr><tr><td>2011-12</td><td>95*</td></tr><tr><td>2012-13</td><td>47</td></tr><tr><td>2013-14</td><td>42</td></tr><tr><td>2014-15</td><td>59</td></tr></table> <p>*Reflects new and replacement hires</p> <p>Conversion of adjuncts to instructors:</p> <table><tr><td>FY</td><td>Positions</td></tr><tr><td>2011-12</td><td>5</td></tr><tr><td>2012-13</td><td>5</td></tr><tr><td>2013-14</td><td>5</td></tr><tr><td>2014-15</td><td>5</td></tr></table> <p>2. Establish an Enrollment Management Office dedicated to serve students through course planning and enrollment management.</p>	FY	Faculty	2011-12	95*	2012-13	47	2013-14	42	2014-15	59	FY	Positions	2011-12	5	2012-13	5	2013-14	5	2014-15	5	<p>Maintain a 27:1 Student/Faculty ratio</p> <p>Increase total headcount by 2,000 students per year:</p> <table><tr><td>AY</td><td>Headcount</td></tr><tr><td>2011-12</td><td>46,010</td></tr><tr><td>2012-13</td><td>48,010</td></tr><tr><td>2013-14</td><td>50,010</td></tr><tr><td>2014-15</td><td>52,010</td></tr></table> <p>Increase annual production of baccalaureate degrees from 5,663 to 7,308 by year 2015.</p>	AY	Headcount	2011-12	46,010	2012-13	48,010	2013-14	50,010	2014-15	52,010
FY	Faculty																															
2011-12	95*																															
2012-13	47																															
2013-14	42																															
2014-15	59																															
FY	Positions																															
2011-12	5																															
2012-13	5																															
2013-14	5																															
2014-15	5																															
AY	Headcount																															
2011-12	46,010																															
2012-13	48,010																															
2013-14	50,010																															
2014-15	52,010																															

Proposed Funding Source: 2011-12				Proposed Funding Source: 2012-13					
State/ Tuition Revenue (est.)	Other (Identify Revenue Source - e.g., Private)	Undergrad Tuition Differential Revenue (est.)	Total from 2011-12	Undergrad Tuition Differential Revenue (est.)	Legislative Budget Request (State Funds)	State/ Tuition Revenue (est.)	Other (Identify Revenue Source - e.g., Private)	Total from 2012-13	2012-13 to 2016-17 PECO/ Courtelis Request
\$8.5M		\$9.2M	\$17.7M	\$9.2M	\$4.6M	\$8.5M		\$22.3M	

OPTIONAL: Universities may add one or two additional goals.

SUMMARY OF PROPOSED FUNDING FOR PRIMARY GOALS										
Proposed Funding Source: 2011-12					Proposed Funding Source: 2012-13					
Goal #	State/ Tuition Revenue (est.)	Other (Identify Revenue Source - e.g., Private)	Undergrad Tuition Differential Revenue (est.)	Total from 2011-12	Undergrad Tuition Differential Revenue (est.)	Legislative Budget Request (State Funds)	State/ Tuition Revenue (est.)	Other (Identify Revenue Source - e.g., Private)	Total from 2012-13	2012-13 to 2016-17 PECO/ Courtelis Request
1	\$1.0M		\$3.8M	\$4.8M	\$3.8M	\$3.6M	\$1.0M		\$8.4M	
2	\$2.1M			\$2.1M		\$5.7M	\$2.1M		\$7.8M	
3	\$8.5M		\$9.2M	\$17.7M	\$9.2M	\$4.6M	\$8.5M		\$22.3M	
4 optional										
5 optional										
Total										

2010 - 2011 Tuition Differential Update

Provide the following information for the 2010-2011 Academic Year.

2010-2011 – 70% Initiatives (List the initiatives provided in the 2010-11 tuition differential request.)		University Update on Each Initiative	
Undergraduate Faculty Hires		Continue to improve quality of instruction and minimize impact of budget reduction to course offerings and maintain enrollments.	
Undergraduate Student Advisors		Continue to improve advisor to student ratios	
Undergraduate Scholarly Journals and Database		Continue to maintain subscriptions and offset increased costs	
Undergraduate Academic Support		Continue to improve writing center, resources for disabled students and security.	
Additional Detail, Where Applicable:			
Total Number of Faculty Hired or Retained (funded by tuition differential):		58	
Total Number of Advisors Hired or Retained (funded by tuition differential):		33	
Total Number of Course Sections Added or Saved (funded by tuition differential):		573	
2010-2011 - 30% Initiatives (list the initiatives provided in the 2010-11 tuition differential request)		University Update on Each Initiative	
FIU Tuition Differential Grants		Continue to provide aid to the neediest undergraduate students with Estimated Family Contribution = 0	
Additional Information (estimates as of April 30, 2011):			
Unduplicated Count of Students Receiving at least one Tuition Differential-Funded Award:		5,207	
\$ Mean (per student receiving an award) of Tuition Differential-Funded Awards:		640	
\$ Minimum (per student receiving an award) of Tuition Differential-Funded Awards:		86	
\$ Maximum (per student receiving an award) of Tuition Differential-Funded Awards:		750	

Fall 2011 Request for an Increased Tuition Differential Fee

University: Florida International University

Effective Date	
University Board of Trustees Approval Date:	June 21 st , 2011
Campus or Center Location	
Campus or Center Location to which the Tuition Differential fee will apply (If the entire university, indicate as such):	Entire University
Undergraduate Course(s)	
Course(s). (If the tuition differential fee applies to all university undergraduate courses, indicate as such. If not, also provide a rationale for the differentiation among courses):	All Undergraduate courses
Current and Proposed Increase in the Tuition Differential Fee	
Current Undergraduate Tuition Differential per credit hour:	\$ 22.00
Percentage tuition differential fee increase (calculated as a percentage of the sum of base tuition plus tuition differential):	7 %
\$ Increase in tuition differential per credit hour:	\$ 10.00
\$ Increase in tuition differential for 30 credit hours:	\$ 300.00
Projected Differential Revenue Generated and Intended Uses	
Incremental differential fee revenue generated in 2011-12 (projected):	\$ 14.5M
Total differential fee revenue generated in 2011-12 (projected):	\$ 21.9M

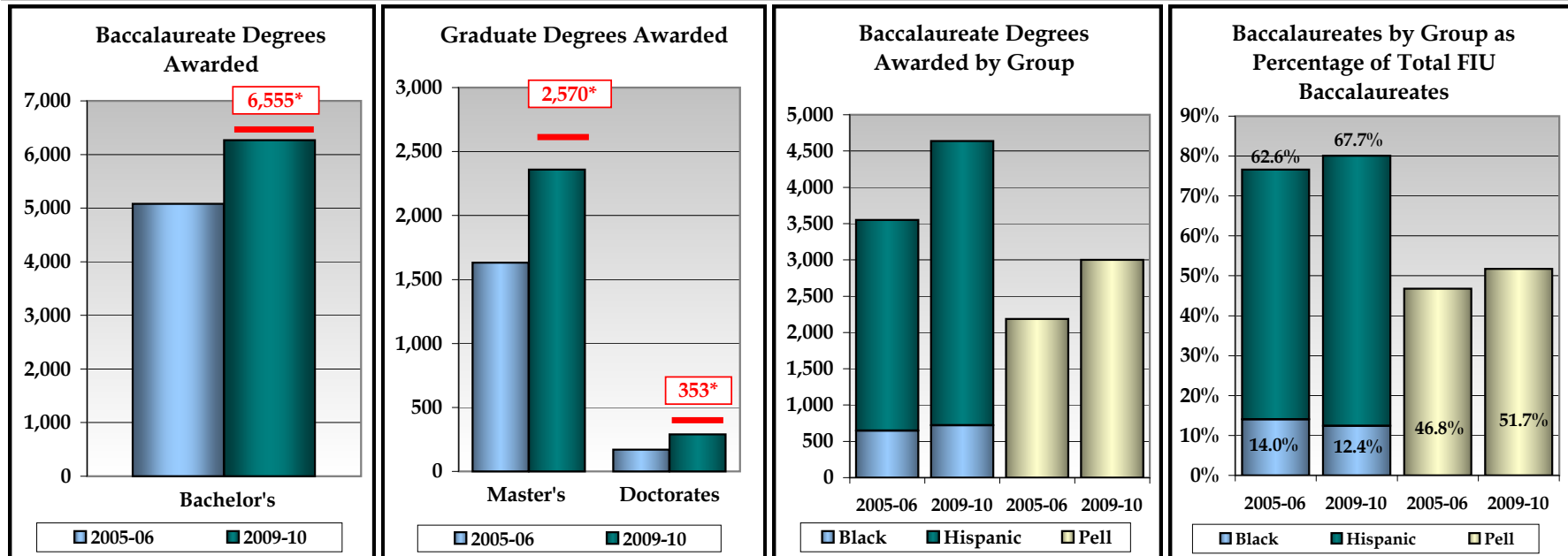
INSERT the following Documents:

- **Tuition Differential Schedule I (EXCEL)**
- **University Tuition, Fees, and Housing Projections (EXCEL)**
- **Legislative Budget Request (LBR) Summary (EXCEL)**
- **An Operating Budget (OB) Form I Narrative for each LBR Item (Word)**
- **Summary of the Five-Year Capital Improvement Plan (PECO and Challenge Grant)Projects (EXCEL)**

Florida International University 2010 Annual Report

Sites and Campuses			University Park Campus, Biscayne Bay Campus, Pines Center Site		
Enrollments	Headcount	%	Degree Programs Offered (As of Spr. 10)		Carnegie Classification
TOTAL (Fall 2009)	40,455	100%	TOTAL	174	Undergraduate Instructional Program: Professions plus arts & sciences, high graduate coexistence
Black	4,910	12%	Baccalaureate	65	Graduate Instructional Program: Comprehensive doctoral (no medical/veterinary)
Hispanic	24,094	60%	Master's & Specialist's	78	
White	6,299	16%	Research Doctorate	28	Enrollment Profile: High undergraduate
Other	5,152	13%	Professional Doctorate	3	Undergraduate Profile: Medium full-time four-year, selective, lower transfer-in
Full-Time	24,074	60%	Faculty (Fall 2009)	Full-Time	Size and Setting: Large four-year, primarily nonresidential
Part-Time	16,381	40%		Part-Time	
Undergraduate	30,927	76%	TOTAL	871	Basic: Research Universities (high research activity)
Graduate	7,299	18%	Tenure/T. Track	633	
Unclassified	2,229	6%	Other Faculty/Instr.	238	
					Elective Classification: N/A

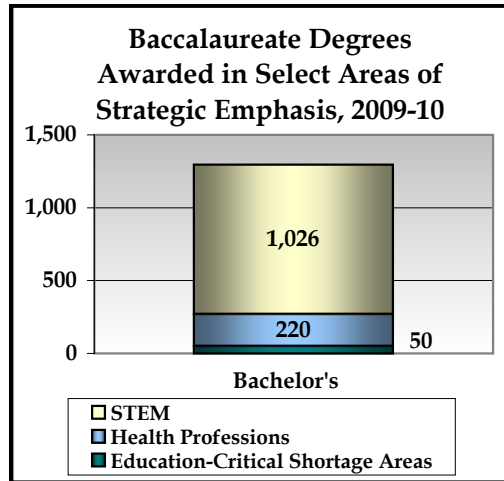
BOARD OF GOVERNORS - STATE UNIVERSITY SYSTEM GOAL 1: ACCESS TO AND PRODUCTION OF DEGREES



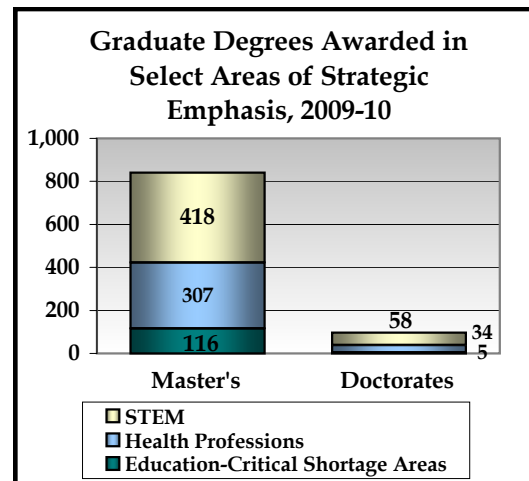
***2012-13 Targets for Degrees Awarded.**
Note: All targets are based on 2010 University Workplans.

[2012-13 Targets for Baccalaureates By Group
Reported in Volume II - Table 4I].

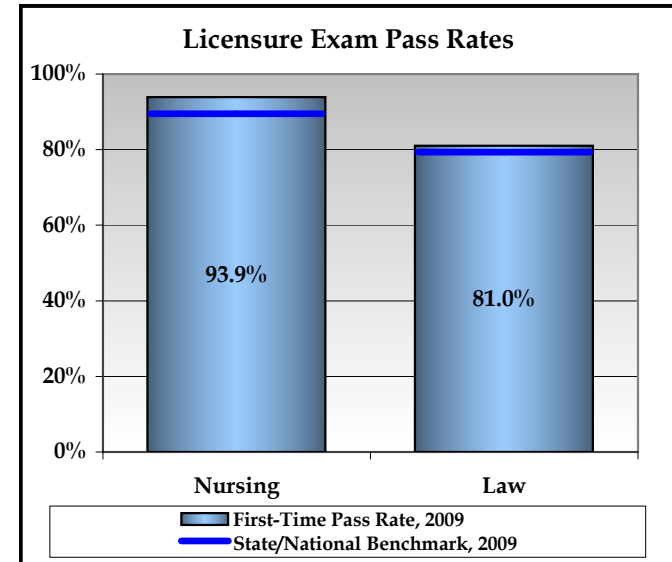
**BOARD OF GOVERNORS - STATE UNIVERSITY SYSTEM GOAL 2:
MEETING STATEWIDE PROFESSIONAL AND WORKFORCE NEEDS**



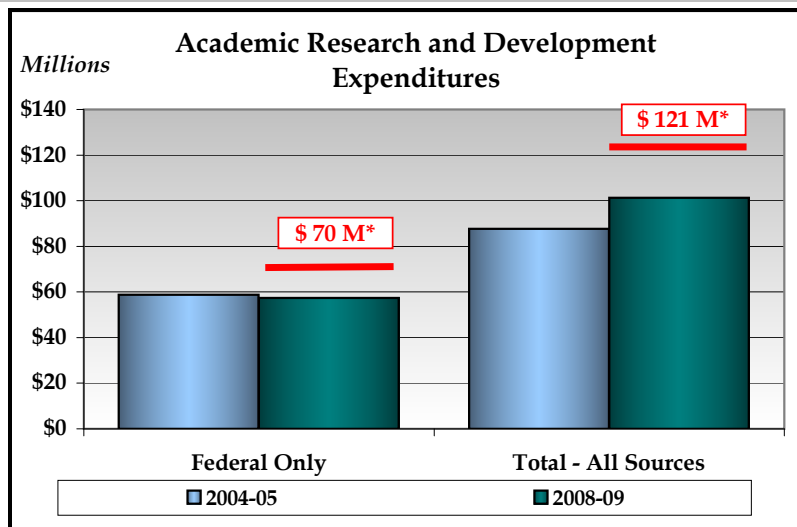
2012-13 Target: Increase
(2008-09 Baseline: 1,186 Total)



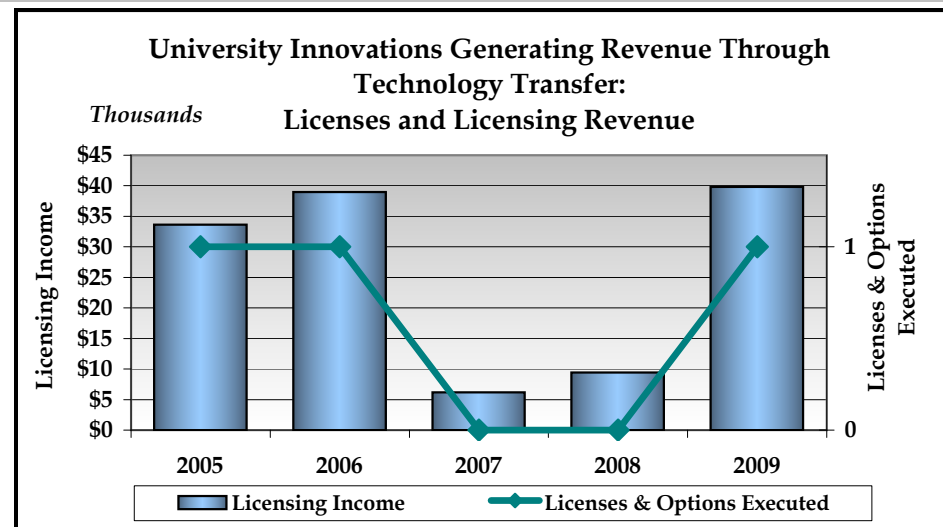
2012-13 Target: Increase
(2008-09 Baseline: 985 Total)



**BOARD OF GOVERNORS - STATE UNIVERSITY SYSTEM GOAL 3:
BUILDING WORLD-CLASS ACADEMIC PROGRAMS AND RESEARCH CAPACITY**



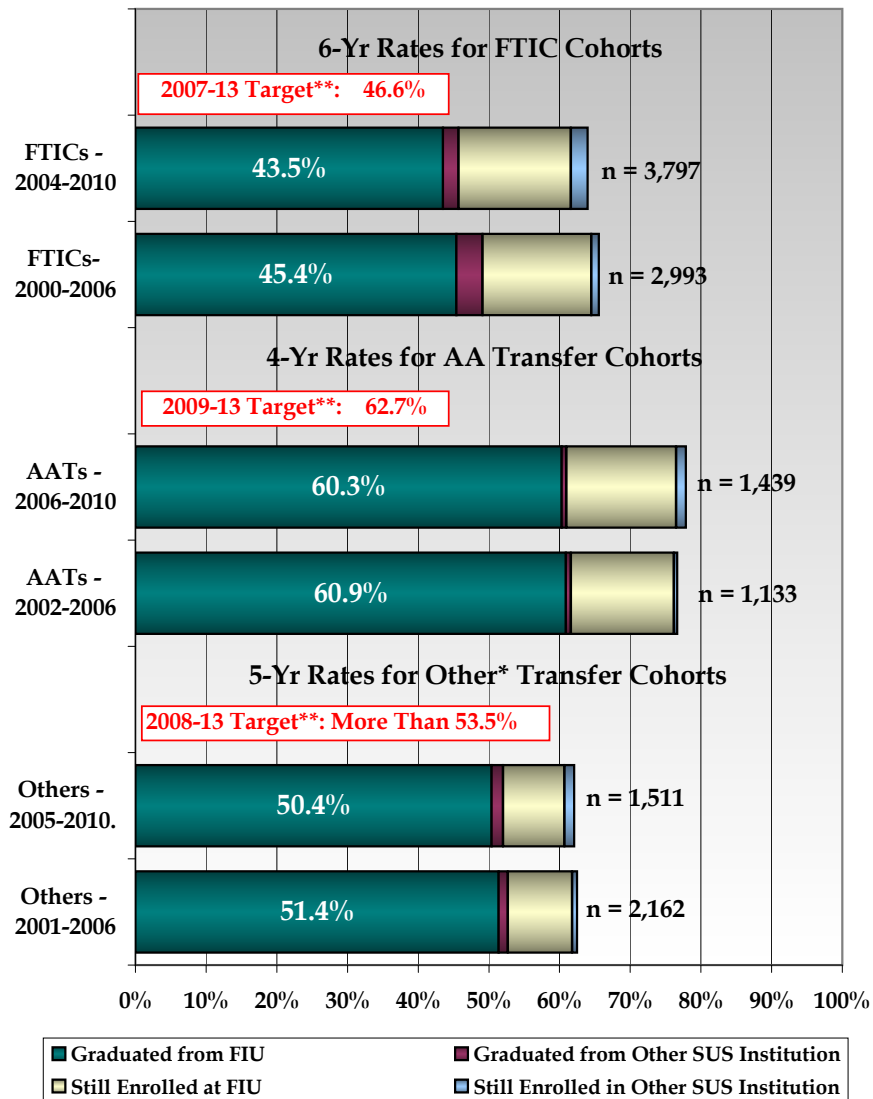
***2011-12 Targets for Research & Development Expenditures.**



2011-12 Targets: Licenses - Increase (2008 Baseline = 0)
Licensing Revenue - Increase (2008 Baseline = \$9,423)

RESOURCES, EFFICIENCIES, AND EFFECTIVENESS

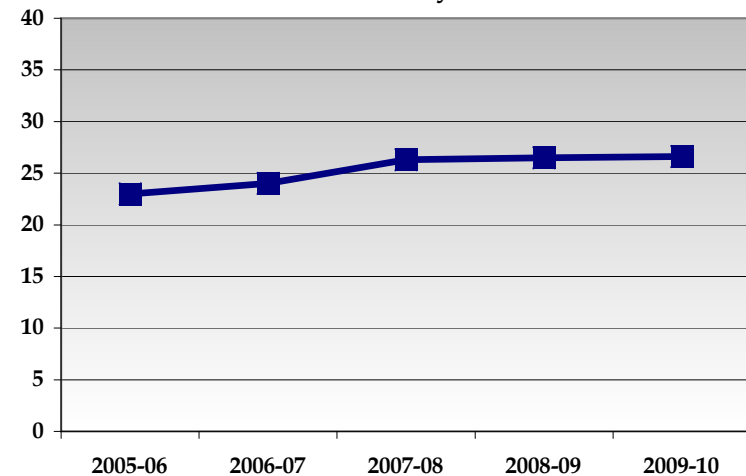
Undergraduate Retention and Graduation Rates



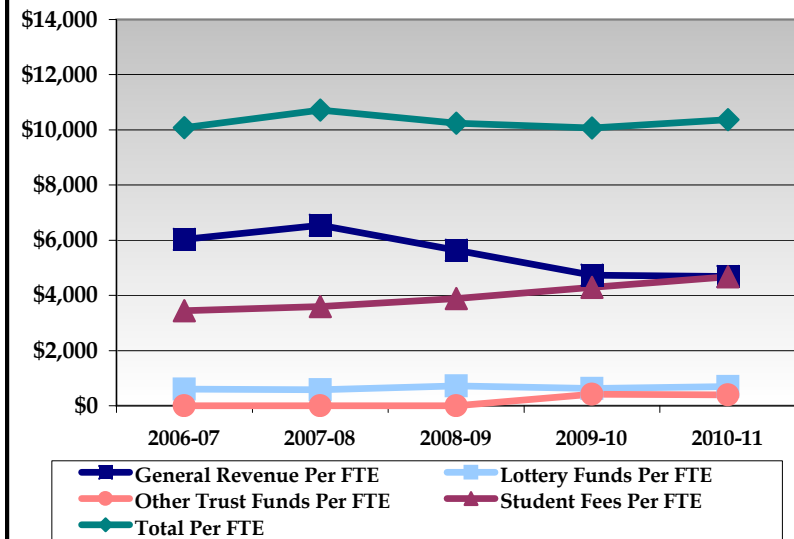
* The composition of "Other Transfer" cohorts may vary greatly by institution and by year.

**Graduation Rate from SAME Institution.

Student-to-Faculty Ratio



Appropriated Funding Per Actual Student FTE**



** FTE for this metric uses the standard IPEDS definition of FTE, equal to 30 credit hours for undergraduates and 24 for graduates.

STATE UNIVERSITY SYSTEM OF FLORIDA
Tuition Differential Collections, Expenditures, and Available Balances
Florida International University
Fiscal Year 2010-2011 and 2011-12

University Tuition Differential

Budget Entity: 48900100 (Educational & General)

SF/Fund: 2 164xxx (Student and Other Fees Trust Fund)

	Estimated Actual* 2010-11 -----	Estimated 2011-12 -----
<u>Balance Forward from Prior Periods</u>		
Balance Forward	\$ -	\$ 660,548
Less: Prior-Year Encumbrances	-	-
Beginning Balance Available:	\$ -	\$ 660,548
<u>Receipts / Revenues</u>		
Tuition Differential Collections	\$ 14,504,932	\$ 21,981,841
Interest Revenue - Current Year	-	-
Interest Revenue - From Carryforward Balance	-	-
Total Receipts / Revenues:	\$ 14,504,932	\$ 21,981,841
<u>Expenditures</u>		
Salaries & Benefits	\$ 7,268,369	\$ 11,420,444
Other Personal Services	\$ 918,493	\$ 2,358,594
Expenses	\$ 288,903	\$ 796,870
Operating Capital Outlay	\$ 1,015,732	\$ 1,471,929
Student Financial Assistance	\$ 4,352,888	\$ 6,594,552
Expended From Carryforward Balance	-	-
**Other Category Expenditures	-	-
Total Expenditures:	\$ 13,844,384	\$ 22,642,389
Ending Balance Available:	\$ 660,548	\$ (0)
Percent of Current Year Revenues:	4.6%	0.0%

*Since the 2010-11 year has not been completed, provide an estimated actual.

**Provide details for "Other Categories" used.

**STATE UNIVERSITY SYSTEM OF FLORIDA
TUITION DIFFERENTIAL - NARRATIVE
Florida International University
FISCAL YEAR 2011-2012**

UBOT-Approved Tuition Differential Rate: \$32.00

Estimated Number of Students (FTE) Affected: 17,173

Pursuant to Section 1009.24(16)(g), "the revenue generated from the tuition differential must be spent solely for improving the quality of direct undergraduate instruction and support services."

Please describe how tuition differential was used during the previous fiscal year to improve the quality of direct undergraduate instruction and support services at your university:

\$5.2M	Undergraduate Faculty hires to improve graduation and retention rates
\$0.4M	Disability Services to increase resources for deaf and hearing impaired students
\$0.6M	Dean of Undergraduate Studies Office to strengthen undergraduate experience and academic components.
\$0.3M	Undergraduate Tutoring Support - Writing Center - to strengthen students communications skills \$0.6M
\$1.4M	Summer Courses - Instructional Funding - Increase courses offered for the summer term.
\$1.0M	Student Support Advisors Services - Hire advisors to support Undergraduate Students.
\$1.0M	Library Inflationary - Inflation for Undergraduate Scholarly Journals and Database.

Florida International University

Undergraduate Students

	-----Actual-----			-----Projected-----			
	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15
<u>Tuition:</u>							
Base Tuition - (8% in 2011-12 & 0% inc. for 2012-13 to 2014-15)	\$82.03	\$88.59	\$95.67	\$103.32	\$103.32	\$103.32	\$103.32
Tuition Differential (no more than 15%)	6.96	\$13.74	\$22.00	\$32.00	\$52.29	\$75.64	\$102.48
Total Base Tuition and Differential	\$88.99	\$102.33	\$117.67	\$135.32	\$155.62	\$178.96	\$205.80
% Change		15.0%	15.0%	#	15.0%	15.0%	15.0%
<u>Fees (per credit hour):</u>							
Student Financial Aid ¹	\$4.10	\$4.42	\$4.78	\$5.16	\$5.16	\$5.16	\$5.16
Building/Capital Improvement ²	\$4.76	\$4.76	\$4.76	\$4.76	\$4.76	\$4.76	\$4.76
Activity & Service	\$10.52	\$11.60	\$11.60	\$11.60	\$13.41	\$13.41	\$13.41
Health							
Athletic	\$14.51	\$14.51	\$14.51	\$15.56	\$15.56	\$15.56	\$17.55
Transportation Access							
Technology ¹		\$4.42	\$4.78	\$5.16	\$5.16	\$5.16	\$5.16
Total Tuition and Fees per credit hour	\$122.88	\$142.04	\$158.10	\$177.56	\$199.67	\$223.01	\$251.84
% Change		15.6%	11.3%	#	12.3%	12.5%	12.9%
<u>Fees (block per term):</u>							
Activity & Service							
Health	\$67.20	\$67.20	\$83.19	\$83.19	\$83.19	\$102.93	\$102.93
Athletic	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00
Transportation Access	\$77.00	\$77.00	\$81.00	\$81.00	\$89.00	\$98.00	\$103.00
Total Block Fees per term	\$154.20	\$154.20	\$174.19	\$174.19	\$182.19	\$210.93	\$215.93
% Change		0.0%	13.0%	#	0.0%	4.6%	2.4%
Total Tuition and Fees for 30 credit hours	\$3,994.80	\$4,569.60	\$5,091.38	\$5,675.16	\$6,354.40	\$7,112.16	\$7,987.18
% Change		14.4%	11.4%	#	11.5%	12.0%	11.9%
<u>Out-of-State Fees</u>							
Out-of-State Undergraduate Fee	\$393.62	\$393.62	\$393.62	\$393.62	\$393.62	\$393.62	\$393.62
Out-of-State Undergraduate Student Financial Aid ³	\$19.68	\$19.68	\$19.68	\$19.68	\$19.68	\$19.68	\$19.68
Total per credit hour	\$413.30	\$413.30	\$413.30	\$413.30	\$413.30	\$413.30	\$413.30
% Change		0%	0%	0%	0%	0%	0%
Total Tuition and Fees for 30 Credit Hours	\$16,393.80	\$16,968.60	\$17,490.38	\$18,074.19	\$18,753.43	\$19,511.19	\$20,386.21
% Change		4%	3%	3%	4%	4%	4%
<u>Housing/Dining</u>							
	\$9,415.98	\$9,713.48	\$9,983.97	\$10,123.97	\$10,318.80	\$10,732.61	\$10,941.56
% Change		3.2%	2.8%	#	1.4%	1.9%	1.9%

¹ can be no more than 5% of tuition.

³ can be no more than 5% of tuition and the out-of-state fee.

² capped in statute.

**Florida International University
2012-13 Legislative Budget Request**

Priority Number	Work Plan Issue Title / Other Issue	Recurring Funds	Non-recurring Funds	Total Funds
1	Medicine	\$946,098		\$946,098
2	Integrated Student Success Services	\$3,578,080		\$3,578,080
3	New Knowledge and Innovation in Health and Environment	\$4,750,000		\$4,750,000
4	Access to Growth	\$4,580,559		\$4,580,559
5	Community Engagement	\$951,358		\$951,358
6				
7				
8				
9				
10				
11				
	Total	\$14,806,095	\$0	\$14,806,095

**State University System
2012-13 Legislative Budget Request Allocation
New Florida**

UF	\$39,847,149
FSU	\$21,815,880
FAMU	\$7,187,920
USF	\$22,993,655
FAU	\$10,985,981
UWF	\$4,081,823
UCF	\$18,115,399
FIU	\$14,806,095
UNF	\$5,368,631
FGCU	\$3,297,467
NCF	\$1,500,000
Total	\$150,000,000

Note: special units/branch campuses included in main campus

PO&M, major gifts, and other cost-to-continue items will be calculated separately to be included in the LBR.

If there are necessary funding issues that exceed the above allocation they should be separately identified in the 2011 work plan and OB Form I.

**State University System
Education and General
2012-2013 Legislative Operating Budget Issue
Form I**

University:	Florida International University
Work Plan Issue Title:	College of Medicine
Priority Number	1
Recurring Funds Requested:	\$946,098
Non-Recurring Funds Requested:	\$0
Total Funds Requested:	\$946,098

The requested funds align exactly with the 10-year plan for the launch of the FIU College of Medicine. Each year the BOG has recommended and the Legislature has supported funding pursuant to that original plan, and FIU remains on course without deviation.

- I. Description** *(Describe the service or program to be provided if this initiative is funded. Include whether this is a new or expanded service/program. If expanded, what has been accomplished with the current service/program?)*

There is a shortage of physicians in Florida and the shortage is expected to grow as the number of older Americans increases. In particular, the shortage is most severe for primary care in underserved areas such as South Florida, where FIU's College of Medicine (FIUCOM) is focused. FIUCOM will produce physicians who will contribute in providing the needed care in the South Florida area. This is part of the overall FIU enrollment plan as referenced in the 2010 University Work Plan.

This is the fourth year implementation stage of a recently approved new degree program and will allow for the continued support of the development of the FIUCOM and in particular the potential integration of the health professions into an Academic Health Center.

- II. Return on Investment** *(Describe the outcome(s) anticipated, dashboard indicator(s) to be improved, or return on investment. Be specific. For example, if this issue focuses on improving retention rates, indicate the current retention rate and the expected increase in the retention rate.)*

- a) Enrollment for FIU's College of Medicine is estimated to be:

FY	Headcount
FY10-11	85
FY11-12	160
FY12-13	240

FY13-14	280
FY14-15	360

b) MD degrees produced as a result of this initiative:

FY	Degrees
FY10-11	0
FY11-12	0
FY12-13	40
FY13-14	45
FY14-15	80

Significant impact on underserved communities through the implementation of a curriculum that is neighborhood-based, called NeighborhoodHELP.

III. **Facilities** *(If this issue requires an expansion or construction of a facility and is on the Capital Improvement List complete the following table.):*

	Facility Project Title	Fiscal Year	Amount Requested	Priority Number
1.				
2.				

Not Applicable.

**State University System
Education and General
2012-2013 Legislative Operating Budget Issue
Form I**

University:	Florida International University
Work Plan Issue Title:	Integrated Student Success Services
Priority Number	2
Recurring Funds Requested:	\$3,578,080
Non-Recurring Funds Requested:	\$0
Total Funds Requested:	\$3,578,080

- I. **Description** (*Describe the service or program to be provided if this initiative is funded. Include whether this is a new or expanded service/program. If expanded, what has been accomplished with the current service/program?*)

Under the proposed plan, FIU will use these funds to continue to expand the institutionalization of services and programs that support student success.

The University will establish an Office within Undergraduate Education and officially launch its "Graduation Success Initiative." This initiative builds on the foundation that has been established over the past few years and the most recent accomplishments which are noted further in this document.

The university plans to finalize its holistic model approach to graduation success with the addition of three pillars: institutionalization of a concept we term "the appropriate major"; data-driven advising; and student empowerment over their education.

The Appropriate Major: FIU will develop an institutional culture built upon the belief that students will do well and complete their degrees more effectively and efficiently when they identify the appropriate major early on.

The university will launch an e-advising portal so that university applicants will complete an analytical tool that will build on their self-reported strengths to generate a list of majors conducive to their interests and abilities. Additionally the program will guide them to how those majors tie to prospective careers in the field.

The University will also develop *Exploratory Majors* for freshmen students who indeed may truly not know what the appropriate major is. Students in exploratory majors will work together throughout the course of their freshman year in a specifically designed first year experience course to work on identifying the correct major and therefore career choices for them. Using a model that is considered a national best practice, the instructors for these courses will have advanced degrees in areas such Counseling Psychology.

The goal is to make sure the university directs its institutional support to helping each student get on the correct path toward their degree.

Data-Driven Advising: The University plans to build a database whose foundation is the curricular map for each academic major. In addition to the curricular map, each academic unit will identify marker courses – courses whether in the major or prior to the major that are identified (through a series of algorithms) to be milestones. The advisors and the student will be able to easily ascertain when a student is or is not doing well. This early and consistent identification will be able to provide students with the most appropriate advising from their department. For example, an Engineering student who does not do well in Calculus her first semester, will be called for advising to discuss the individual situation, and will be offered the full array of university tutorial services to help make her successful.

Student Empowerment over their Education: The University will transition the entire academic structure to enroll students directly to their majors as freshmen. For our FTICs, we will transition away from the notion of completing “core requirements” vs. “major requirements”. This transition while wholly technical from the student information system perspective is also a cultural paradigm shift for the university and for our students. We believe that students will have a greater affinity to their academic units and we will establish a professional advising model in the academic units and colleges where students will be able to address the entirety of their academic advising needs. The more students are accurately and consistently informed, the more empowered they will be and we believe this will lead to greater graduation success.

Our expansion builds on the success of previously funded accomplishments:

Last year the university piloted the model and established our Concierge Enrollment Services Team (our “One-Stop”) of highly trained, expert personnel who integrate services for students and staff across the University including registration, financial aid/student financial services, and general academic advising.

During the last three years, the University has hired 33 new advisors housed in Undergraduate Academic Advising and built the academic advisor “bridge” model which houses advisors in several academic units, as well as one whose assignment includes spending three days/week on the Kendall Campus of Miami Dade College, which is our largest state college feeder school. FIU’s advisors presence on that campus aids students in pre-transitional questions and provides opportunities for long-term advising.

To support our enrollment growth strategy and improved pedagogical practices, including the use of learning technologies, in the last year we modernized 12 classrooms.

The establishment of the Writing Center and improvements to the Center for Academic Success focusing on key supports for students such as English language skills and mathematical skills are beginning to show early signs of improvements in initial course success for our students.

- II. **Return on Investment** *(Describe the outcome(s) anticipated, dashboard indicator(s) to be improved, or return on investment. Be specific. For example, if this issue focuses on improving retention rates, indicate the current retention rate and the expected increase in the retention rate.)*

The funds would allow FIU to reach a 300:1 Student/ Advisor ratio by year 2015. To reach this ratio, the University plans to hire new advisors as follows:

FY	Positions
FY11-12	18
FY12-13	15
FY13-14	15
FY14-15	10

Additionally, we expect this investment to increase the University's FTIC six-year graduation rate from 44.8% (2003 cohort) to 46.6% (2007 Cohort). The corresponding number of additional degrees gained by reducing the attrition rate could account for 75-100 additional baccalaureate degrees per year.

- III. **Facilities** *(If this issue requires an expansion or construction of a facility and is on the Capital Improvement List complete the following table.):*

	Facility Project Title	Fiscal Year	Amount Requested	Priority Number
1.				

Not Applicable.

**State University System
Education and General
2012-2013 Legislative Operating Budget Issue
Form I**

University:	Florida International University
Work Plan Issue Title:	New Knowledge and Innovation in Health and Environment
Priority Number	3
Recurring Funds Requested:	\$4,750,000
Non-Recurring Funds Requested:	\$0
Total Funds Requested:	\$4,750,000

- I. **Description** *(Describe the service or program to be provided if this initiative is funded. Include whether this is a new or expanded service/program. If expanded, what has been accomplished with the current service/program?)*

We are requesting \$4,750,000 in research and graduate enhancement for FY 2012-13. This request will support cluster hires in health and environment and the new Ph.D. programs in Biochemistry (2011), Biomedical Sciences (2012), and Environmental Science and Policy (2013). Health and Environment are two of the four broad strategic themes in the University's strategic plan, and both areas represent historically long-term foci of FIU.

The most critical part of our health initiative is the creation of the Academic Health Center (AHC) integrating the Herbert Wertheim College of Medicine, the Robert Stempel College of Public Health and Social Work, and the College of Nursing and Health Sciences, the Department of Biomedical Engineering in the College of Engineering and Computing, and select departments in the College of Arts and Sciences. Building on current strengths, the AHC will focus faculty recruitment in areas pertaining to environment and reproductive health. This initiative will complement the broader strategic focus of the University by providing an economic anchor through production of high technology science and innovation and increased graduate enrollment in STEM, and health-related fields.

The School of Environment, Arts and Society (SEAS) continues to integrate teaching and research in environmental issues with particular relevance to South Florida, such as water, climate change, hurricanes, and coastal environment. A new undergraduate degree in Sustainability, incorporating classes from Business, Engineering, Architecture, Public Health and other fields within the College of Arts and Sciences, will be a priority. The Ph.D. in Environmental Science Policy will address an increasing demand for individuals with interdisciplinary training in sciences, policy, and management to address pressing environmental issues that must balance sustainability and conservation with economic and social benefits. FIU's environmental strengths would make it a popular destination for individuals seeking such training.

II. Return on Investment *(Describe the outcome(s) anticipated, dashboard indicator(s) to be improved, or return on investment. Be specific. For example, if this issue focuses on improving retention rates, indicate the current retention rate and the expected increase in the retention rate.)*

These new programs will enhance PhD production, research productivity, resources for interdisciplinary training of students, and links with agencies as PhD graduates are hired.

Expected outcomes by 2015-16:

223 FTE students receiving services or participating in the programs.

31 Additional degrees: 20 bachelor's, 6 master's and 5 doctoral degrees.

A major focus of the Health and Environment initiative is the fostering of a knowledge and innovation economy in the State of Florida. As part of this initiative, the university is pursuing partnerships with private sector and other institutions of higher education to establish a high-tech corridor for life sciences.

III. Facilities *(If this issue requires an expansion or construction of a facility and is on the Capital Improvement List complete the following table.):*

Not applicable.

**State University System
Education and General
2012-2013 Legislative Operating Budget Issue
Form I**

University:	Florida International University
Work Plan Issue Title:	Access through Growth
Priority Number	4
Recurring Funds Requested:	\$4,580,559
Non-Recurring Funds Requested:	\$0
Total Funds Requested:	\$4,580,559

- I. Description** *(Describe the service or program to be provided if this initiative is funded. Include whether this is a new or expanded service/program. If expanded, what has been accomplished with the current service/program?)*

As stated in the 2010-2015 *Worlds Ahead Strategic Plan*, one of Florida International University's goals is to achieve enhanced student learning and academic excellence. As the only public research university in South Florida, FIU is committed to increasing access and degree production in the knowledge economy. Therefore, during the next five years, the University plans to increase enrollment by 2,000 academically qualified students per year.

Under the proposed plan, FIU will wisely use the funds to hire 47 talented faculty members, convert 5 adjuncts to instructor positions, and establish an Enrollment Management Office dedicated to serving students through course planning and enrollment management.

It is critical to the University and the State to maintain the quality of the instruction and the academic experience students receive while improving access and degree production.

- II. Return on Investment** *(Describe the outcome(s) anticipated, dashboard indicator(s) to be improved, or return on investment. Be specific. For example, if this issue focuses on improving retention rates, indicate the current retention rate and the expected increase in the retention rate.)*

The funds would allow FIU to maintain a 27:1 Student/Faculty ratio while increasing total headcount by 2,000 students per year as follows:

Year	Headcount
2011-12	46,010
2012-13	50,010
2013-14	52,010
2014-15	54,010

Additionally, we expect this investment to increase annual production of baccalaureate degrees from 5,663 to 7,308 by year 2015.

III. **Facilities** (*If this issue requires an expansion or construction of a facility and is on the Capital Improvement List complete the following table.*):

	Facility Project Title	Fiscal Year	Amount Requested	Priority Number
1.	Student Academic Support Center	2009	\$10,740,500.00	2

**State University System
Education and General
2012-2013 Legislative Operating Budget Issue
Form I**

University:	Florida International University
Work Plan Issue Title:	Community Engagement
Priority Number	5
Recurring Funds Requested:	\$951,358
Non-Recurring Funds Requested:	\$0
Total Funds Requested:	\$951,358

- I. Description** *(Describe the service or program to be provided if this initiative is funded. Include whether this is a new or expanded service/program. If expanded, what has been accomplished with the current service/program?)*

The university has made strides in its partnerships, internships and service-learning components across the institution and has been recently classified as a Community Engaged University by the Carnegie Foundation for the Advancement of Teaching.

Our partnerships within and across the university must build on mutuality and reciprocity and, where appropriate to our mission, provide necessary infrastructure and accountability.

The internship opportunities for our students must be centralized and optimized to maximize benefits to the students and take advantage of the learning opportunities that abound. Our service learning components, threaded across a variety of disciplines, must be enhanced to ensure that learning is occurring.

These three initiatives are all research based approaches to provide high impact educational practices that have been documented to improve the quality of education.

- II. Return on Investment** *(Describe the outcome(s) anticipated, dashboard indicator(s) to be improved, or return on investment. Be specific. For example, if this issue focuses on improving retention rates, indicate the current retention rate and the expected increase in the retention rate.)*

The University plays a critical role in the economic development of South Florida with partnerships in the private sector and with other institutions of higher education.

These internships not only provide rich and meaningful academic experiences but also contribute to meet the needs of the community.

Currently, the University services approximately 1,470 students per year and we expect this to increase 5% per year. Through this initiative we expect the number of students receiving services or participating in the program for the next five years to be:

2012-13 1,544
 2013-14 1,621
 2014-15 1,702
 2015-16 1,787
 2016-17 1,876

III. **Facilities** *(If this issue requires an expansion or construction of a facility and is on the Capital Improvement List complete the following table.):*

	Facility Project Title	Fiscal Year	Amount Requested	Priority Number
1.				
2.				

Not applicable.

University: Florida International University
Five-Year Capital Improvement Plan (CIP)

University: Florida International University
Five-Year Capital Improvement Plan (CIP)

60444097.31

PECO Projects														Educational Plant Survey Recommended (Yes or No)	Academic Program to Benefit from Project (e.g., Biology)	Gross Square Feet
Priority		Actual Appropriation						Priority								
No.	Project Name	2011-2012	Code	2012-2013	Code	2013-2014	Code	No.	2014-2015	Code	2015-2016	Code	2016-17	Code	Total	
1	FACILITIES INFRASTRUCTURE /CAPITAL RENEWAL - UW (P,C,E)			\$10,500,000		\$10,500,000		1	\$10,500,000		\$10,500,000		\$10,500,000		\$52,500,000	
2	STUDENT ACADEMIC SUPPORT CENTER - MMC, BT-882 (C,E)			\$10,740,450				2							\$10,740,450	
3	STRATEGIC LAND ACQUISITION - UW (A)			\$2,000,000		\$2,000,000		3	\$2,000,000		\$2,000,000		\$2,000,000		\$10,000,000	
4	SATELLITE CHILLER PLANT EXPANSION - MMC (P,C,E)			\$7,000,000				4							\$7,000,000	
5	HUMANITIES CTR., (ARTS & SCIENCES) - MMC (P,C)(P,C,E)			\$24,008,221		\$12,144,779		5							\$36,153,000	
6	REMODEL./RENOV. OF EXIST. EDUC. SPACE - MMC (P,C,E)(P,C,E)					\$20,515,000		6	\$19,647,331						\$40,162,331	
7	GREEN LIBRARY EXPANSION - MMC (P,C)(C,E)(C,E)					\$13,000,000		7	\$21,000,000		\$4,800,000				\$38,800,000	
8	CLASSROOM/OFFICE, (ACADEMIC III) - BBC (P,C)(C,E)					\$4,038,392		8	\$20,000,000		\$7,835,608				\$31,874,000	
9	GRADUATE SCHOOL OF BUSINESS, Phase II - MMC (P,C)(C,E)(C,E)					\$3,298,097		9	\$21,430,730		\$10,000,000		\$6,264,319		\$40,993,146	
10	SCIENCE LABORATORY COMPLEX - MMC (P,C)(C)(C,E)							10			\$29,461,453		\$32,945,115		\$62,406,568	
11	REMODEL./RENOV. OF STUDENT ACADEMIC SUPPORT - BBC (P,C,E)(P,C,E)							11			\$24,565,000		\$5,009,571		\$29,574,571	
12	REMODEL./RENOV. OF ACADEMIC DATA CENTER - MMC (P,C,E)(P,C,E)							12			\$12,775,000		\$7,557,500		\$20,332,500	
13	ENGINEERING BUILDING - EC (P,C)(C,E)							13			\$1,081,164		\$13,543,227		\$14,624,391	
14	TRAINING COMPLEX - MMC (P,C)(P,C,E)							14			\$1,513,248		\$16,968,899		\$18,482,147	
15	HONORS COLLEGE - MMC (P,C)(C,E)							15			\$2,018,860		\$18,583,362		\$20,602,222	
16	SOCIAL SCIENCE, Phase II - MMC (P,C)(C,E)							16			\$11,062,331		\$18,224,145		\$29,286,476	
		\$0		\$54,248,671		\$65,496,268			\$94,578,061		\$117,612,664		\$131,596,138		\$463,531,802	

Challenge Grant Projects											No	All	21,987
17	STADIUM/STUDENT ACADEMIC MEETING ROOMS, MMC (C,E)			\$1,026,240				17					
18	COLLEGE OF LAW BT-832, MMC (E)			\$304,444				18					
19	IHRC- WALL OF WIND TESTING FACILITY- PH. II, MMC (E)			\$100,000				19			No	Engineering	1,981
20	COLLEGE OF NURSING & HEALTH SCIENCES, MMC (E)			\$163,618				20			Yes	Nurs./Health	n/a
21	HOSPITALITY MANAGEMENT - CARNIVAL STUDENT CENTER, BBC (P,C,E)			\$500,000				21			No	Hosp.Mgt.	2,550
22	ENGINEERING CENTER- LAB REMODELING AND EXPANSION, MMC (E)			\$25,000				22			No	Engineering	312
23	HOSPITALITY MANAGEMENT - BEVERAGE MANAGEMENT CENTER, BBC (P,C,E)			\$1,782,318				23			No	Hosp.Mgt.	9,600
24	GRADUATE SCHOOL OF BUSINESS- PHASE I, MMC (E)			\$411,406				24			Yes	Business	87,528
25	PATRICIA AND PHILLIP FROST ART MUSEUM, MMC, BT-839 (E)			\$97,000				25			Yes	Arts	46,874
26	BROAD AUDITORIUM, SOCIAL SCIENCES - Phase I - MMC (P,C,E)			\$258,601				26			Yes	Int'l Studies	1,520
27	STOCKER ASTROPHYSICS CENTER, MMC, BT-814 (P,C,E)			\$637,320				27			No	Sciences	6,866
	TOTAL	\$0		\$5,305,947		\$0			\$0				\$4,313,026
GRAND TOTAL													\$467,844,828

Codes: P = Planning C = Construction CE = Construction / Equipment LA = Land Acquisition

**THE FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES**

June 21, 2011

Subject: Florida International University Executive Deferred Compensation Plan

Proposed Board Action:

Approve the Florida International University Executive Deferred Compensation Plan.

Background Information:

The University is authorized by Florida law to establish all terms and conditions of employment, including compensation, for all university employees. The University agreed in the President's employment agreement executed on June 18, 2009 with an effective date of August 3, 2009, to fund deferred compensation for the President in a non-qualified deferred compensation plan pursuant to Section 457(f) of the Internal Revenue Code. As provided in the President's employment agreement, this commitment is the financial responsibility of the Foundation and the Foundation is meeting the employment agreement's requirement. In order to satisfy IRS requirements, the BOT must officially adopt the deferred compensation plan. While we have been operating under a draft Executive Deferred Compensation Plan dated July 2009, the BOT's records reflect that the University's Executive Deferred Compensation Plan has not been officially sanctioned by the BOT. Accordingly, the BOT's approval of the University's Executive Deferred Compensation Plan is being sought.

Board of Governor's Regulation 1.001(5)(a) provides that: "Each board of trustees shall provide for the establishment of the personnel program for all the employees of the university, including the president, which may include but is not limited to: compensation and other conditions of employment...."

Supporting Documentation: Florida International University Executive Deferred Compensation Plan

**FLORIDA INTERNATIONAL UNIVERSITY
EXECUTIVE DEFERRED COMPENSATION PLAN**

Effective July 1, 2009

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**FLORIDA INTERNATIONAL UNIVERSITY
EXECUTIVE DEFERRED COMPENSATION PLAN**

Section 1. Purpose:

The Employer hereby adopts this Florida International University Executive Deferred Compensation Plan (the “Plan”) set forth herein, to provide a deferred compensation benefit plan that will permit the Employer to attract and retain select senior executive management personnel. The Plan is intended to be a nonqualified deferred compensation plan that complies with Section 457(f) of the Internal Revenue Code and the short-term deferral provisions of Section 409A of the Code, and therefore not subject to other provisions of Section 409A of the Code except as referred to in the Plan. The Plan also is intended to be a governmental plan within the meaning of Section 3(32) of the Employee Retirement Income Security Act of 1974 (“ERISA”). Notwithstanding any other provision of this Plan, this Plan shall be interpreted, operated and administered in a manner consistent with these intentions.

Section 2. Definitions:

As used in the Plan, including this Section 2, references to one gender shall include the other, unless otherwise indicated by the context:

2.1. “Active Participant” means, with respect to any day or date, a Participant who is in Service on such day or date; provided, that a Participant shall cease to be an Active Participant (i) immediately upon a determination by the Committee that the Participant has ceased to be an Employee, or (ii) at the end of the Plan Year that the Committee determines the Participant no longer meets the eligibility requirements of the Plan.

2.2. “Award Notice” means a written instrument signed by the Employer and the recipient of the Employer Award evidencing the Employer Award and establishing the terms and conditions thereof. A written employment agreement between the Employer and a Participant that provides for a benefit under the Plan constitutes an Award Notice.

2.3. “Beneficiary” means the person, persons, entity or entities designated or determined pursuant to the provisions of Section 12 of the Plan.

2.4. “Board” means the Board of Trustees of Florida International University.

2.5. “Cause” means such action or inaction as defined as “cause” under any written employment agreement between the Employer and a Participant and the determination of Cause under such agreement shall govern for all purposes of this Plan. If a Participant has not entered into a written employment agreement with the Employer that defines the term “cause,” then “Cause” means misappropriation of funds, commission of an act of fraud against the Employer, habitual insobriety, substance abuse, conviction of a felony, conviction of a crime involving moral turpitude, or gross negligence or willful misconduct in the performance of duties for the Employer. Except as provided in any governing employment agreement, the determination of whether “Cause” exists with respect to an Employee shall be made by the President of the Employer or, in the case of the President, shall be made by the Board.

2.6. “Code” means the Internal Revenue Code of 1986, as amended.

2.7. “Committee” means the Committee appointed pursuant to section 8.1 to administer the Plan.

2.8. “Deferred Compensation Account” means the account maintained with respect to each Participant under the Plan. The Deferred Compensation Account shall be credited with Employer Awards, credited or debited for deemed investment gains or losses, and adjusted for payments in accordance with the rules and elections in effect under Section 7.

2.9. “Disabled” means disabled within the meaning of Section 409A of the Code and the regulations thereunder. Generally, this means that the Participant is unable to engage in any substantial gainful activity by reason of any medically determinable physical or mental impairment that can be expected to result in death or can be expected to last for a continuous

period of not less than 12 months, or is, by reason of any medically determinable physical or mental impairment that can be expected to result in death or can be expected to last for a continuous period of not less than 12 months, receiving income replacement benefits for a period of not less than three months under an accident and health plan covering Employees of the Employer. “Disability” means the condition of being Disabled.

2.10. “Effective Date” means July 1, 2009.

2.11. “Employee” means an individual in the full-time Service of the Employer if the relationship between the individual and the Employer is the legal relationship of employer and employee. An individual shall cease to be an Employee upon the Employee’s separation from Service.

2.12. “Employer” means Florida International University.

2.13. “Employer Awards” means the amounts credited to the Participant’s Deferred Compensation Account by the Employer pursuant to Section 4.1.

2.14. “Involuntary Separation from Service” means an “involuntary separation from service” within the meaning of Section 409A of the Code and Treasury Regulations thereunder including “separations from service for good reason.”

2.15. “Participant” means with respect to any Plan Year an Employee who has been designated by the President or the Board, as the case may be, pursuant to Section 3.1 hereof as a Participant and who has entered the Plan or who has a Deferred Compensation Account under the Plan.

2.16. “Plan” means this Florida International University Executive Deferred Compensation Plan, as herein set out and as duly amended.

2.17. “Plan-Approved Domestic Relations Order” shall mean a judgment, decree, or order (including the approval of a settlement agreement) that is: (i) issued pursuant to a State’s

domestic relations law; (ii) relates to the provision of child support, alimony payments or marital property rights to a Spouse, former Spouse, child or other dependent of the Participant; (iii) creates or recognizes the right of a Spouse, former Spouse, child or other dependent of the Participant to receive all or a portion of the Participant's benefits under the Plan; (iv) requires payment to such person of their interest in the Participant's benefits in an immediate lump payment at a date no earlier than permitted under the Plan; and (v) meets such other requirements established by the Committee.

2.18. "Plan Year" means the twelve-month period ending on June 30th; provided that the initial Plan Year may have fewer than twelve months.

2.19. "Separation from Service" or "Separates from Service" means a "separation from service" within the meaning of Section 409A of the Code.

2.20. "Service" means employment by the Employer as an Employee. For purposes of the Plan, the employment relationship is treated as continuing intact while the Employee is on military leave, sick leave, or other bona fide leave of absence if the period of such leave does not exceed six months, or if longer, so long as the Employee's right to reemployment is provided either by statute, regulation, the Employer's policy or contract.

2.21. "Spouse" or "Surviving Spouse" means, except as otherwise provided in the Plan, a person who is the legal spouse or surviving spouse of a Participant.

Section 3. Participation:

3.1. General. Subject to Section 3.2, the President of the Employer shall designate each Employee who is eligible to participate in the Plan, other than the President. The Board shall determine whether the President will participate in the Plan. A Participant who separates from Service with the Employer and who later returns to Service will not be an Active Participant under the Plan except upon satisfaction of such terms and conditions as the President

(or, in the case of the President as a Participant, the Board) shall establish upon the Participant's return to Service, regardless of whether the Participant shall have a balance remaining in the Deferred Compensation Account under the Plan on the date of the return to Service.

3.2. Employees Eligible to Participate. Eligible Employees are the President and Provost of the Employer and other Employees who report directly or indirectly to the Employer's President or the Provost, whose positions are considered strategic, meaning critical to the Employer's operations and the implementation of key priority projects, and whose retention is in the Employer's best interest. Only the President of the Employer shall have the authority to designate the positions considered strategic.

Section 4. Deferred Compensation Awards:

4.1. Employer Award. The Employer shall cause the Committee to credit to the Deferred Compensation Account of each Active Participant an Employer Award as determined by the Employer either under a written employment agreement with the Employer or pursuant to one or more performance bonus and retention programs developed by the Employer. The amount of Employer Awards may vary among Participants for any period covered by the Award, including not granting an Award to some Participants when an Award is granted to other Participants for the same period. The Committee shall cause an Award Notice to be prepared and delivered to the Participant that reflects the terms and provisions of the Employer Award, subject to this Plan, including, without limitation, any of the following terms or conditions: (i) the amount of the Employer Award and (ii) the date of the Employer Award; and (iii) the vesting date for the Employer Award.

4.2. Additional Credits. After the Employer Award is credited to a Participant's Deferred Compensation Account, the Account will be credited with additional amounts, as provided in Section 7.

Section 5. **Vesting:**

5.1. Vesting. A Participant shall become fully vested in his or her Deferred Compensation Account attributable to an Employer Award if he or she remains in Service with the Employer until the first to occur of the following events:

- (i) the death of the Participant
- (ii) the Disability of the Participant;
- (iii) the Participant's Involuntary Separation from Service other than for Cause; or
- (iv) the occurrence of the circumstance(s) or the date provided in the Award Notice or, if no circumstance or date is specified in the Award Notice, expiration of two years from the date the Employer Award is credited to the Participant's Deferred Compensation Account.

Upon vesting, the Deferred Compensation Account will be includible in the gross income of the Participant pursuant to Code Section 457(f).

5.2. Forfeiture of Benefit. If a Participant's Deferred Compensation Account is not fully vested upon Separation from Service, the portion of the Deferred Compensation Account that is not fully vested shall thereupon be forfeited.

Section 6. **Distribution Rules:**

6.1. Timing of Payments. Payment of the vested amount of the Participant's Deferred Compensation Account shall be made to the Participant (or in the event of the Participant's death, to the Participant's Beneficiary) as a single lump sum, less deductions for applicable income tax withholding and employment taxes, as soon as practicable (but no later than the 15th day of the third month) after the date such amount in the Participant's Deferred Compensation Account becomes vested.

6.2. Death Benefit. If a Participant dies while in Service prior to his or her vesting date, the Employer shall pay a death benefit to the Participant's Beneficiary of all amounts credited to the Participant's Deferred Compensation Account.

Section 7. Accounts; Deemed Investment; Adjustments to Account:

7.1. Accounts. The Committee shall establish a book reserve account, entitled the "Deferred Compensation Account," on behalf of each Participant. The amount credited to the Deferred Compensation Account shall be adjusted pursuant to the provisions of Section 7.4.

7.2. Account Maintenance. Unless the Committee implements a program of deemed investment, as described in Section 7.3, below, the Participant's Deferred Compensation Account shall remain merely a book reserve account on the Employer's records and the Employer shall not be required to invest such amount separately or in any manner designate funds as held for the benefit of the Participant. The Employer, or its designee, may, however, maintain such amount in cash or invested and reinvested in mutual funds, stocks, bonds, securities or any other assets as may be selected by the Committee in its discretion. In the exercise of the foregoing discretionary investment powers, the Committee may engage investment counsel and, if it so desires, may delegate to such counsel full or limited authority to select the assets in which the funds are to be invested.

7.3. Deemed Investments. The Committee may implement a program under which the Deferred Compensation Account of a Participant shall be deemed invested in one or more investment funds made available by the Committee. If the Committee implements such a program, the Deferred Compensation Account of a Participant shall be credited with an investment return determined as if the account were invested in those funds. The Participant shall elect the investment funds in which his Deferred Compensation Account shall be deemed to be invested. Such election shall be made in the manner prescribed by the Committee and shall

take effect upon the entry of the Participant into the Plan or, if later, the date the Committee implements such program. The investment election of the Participant shall remain in effect until a new election is made by the Participant. In the event the Participant fails for any reason to make an effective election of the investment return to be credited to his account, the investment return shall be determined by the Committee.

7.4. Adjustments to Deferred Compensation Account. With respect to each Participant who has a Deferred Compensation Account under the Plan, the amount credited to such account shall be adjusted by the following debits and credits, at the times and in the order stated:

7.4.1 The Deferred Compensation Account shall be credited with the total amount of any Employer Awards on the date of each such Employer Award.

7.4.2 The Deferred Compensation Account shall be debited each business day with the total amount of any payments made from such account since the last preceding business day to the Participant or for the Participant's benefit.

7.4.3 If the amount credited to the Participant's Deferred Compensation Account remains a book reserve account on the Employer's records, the Deferred Compensation Account shall be credited quarterly with a rate of interest equal to that of one-year (12-month) United States Treasury bills as quoted on the first business day of the quarter to which the credit will relate. If the Deferred Compensation Account is invested as described in Section 7.2, it shall be credited or debited at least quarterly with the amount of investment gain or loss, if any, of the funds into which the Employer or its designee has invested such amount.

7.4.4 If the Deferred Compensation Account is maintained pursuant to Section 7.3, it shall be credited on each day securities are traded on a national stock exchange with the amount of deemed investment gain or loss resulting from the performance of the

investment funds elected by the Participant in accordance with Section 7.3. The amount of such deemed investment gain or loss shall be determined by the Committee and such determination shall be final and conclusive upon all concerned.

7.4.5 The Deferred Compensation Account shall be credited or debited with interest or investment gain or loss, as the case may be, through the date as close as practicable to the date of distribution of the amount in the Deferred Compensation Account.

7.5. Florida International University Foundation, Inc. (“FIUF”) Funding. In those instances in which FIUF is funding all or any portion of credits or payments under the Plan, Employer has secured the commitment of FIUF to (i) make contributions for payments required hereunder, (ii) directly make payment required pursuant to the Plan or (iii) otherwise satisfy the Employer’s and/or the Committee’s obligation under the Plan. Additionally, the Employer will provide to FIUF, as appropriate, notice and consent to administration of accounts under the Plan and maintenance of book accounts or assets for this purpose.

Section 8. Administration by Committee:

8.1. Appointment and Membership on Committee. The Plan shall be administered by a Committee consisting of the persons from time to time who hold the following offices/titles within the Employer: Chief Financial Officer; Treasurer; and Vice President of Human Resources, and such other personnel as the Board may appoint from time to time provided that the Committee consists of at least three members. Any member of the Committee may resign upon giving written notice to the Board. Each appointee holding the position of Committee member other than virtue of his or her employment title shall hold office at the pleasure of the Board. The Board shall fill any vacancy on Committee from death, resignation, removal or otherwise, subject to the first sentence of this paragraph concerning the holders of certain

offices/positions, but the Committee may act notwithstanding the existence of vacancies so long as there is at least one member of the Committee.

8.2. General Administration. The Committee shall be responsible for the operation and administration of the Plan and for carrying out its provisions. The Committee shall have the full authority and discretion to make, amend, interpret, and enforce all appropriate rules and regulations for the administration of this Plan and decide or resolve any and all questions, including interpretations of this Plan, as may arise in connection with this Plan. Any such action taken by the Committee shall be final and conclusive on any party. To the extent the Committee has been granted discretionary authority under the Plan, the Committee's prior exercise of such authority shall not obligate it to exercise its authority in a like fashion thereafter. The Committee shall be entitled to rely conclusively upon all tables, valuations, certificates, opinions and reports furnished by any actuary, accountant, controller, counsel or other person employed or engaged by the Employer with respect to the Plan. The Committee may, from time to time, employ agents and delegate to such agents, including employees of the Employer, such administrative or other duties as it sees fit. The Committee shall provide a report to the Board no less frequently than once every 12 months of its activities since the immediately preceding report.

8.3. Indemnification. To the extent not covered by insurance, and up to the limits provided in Florida Statutes Section 768.28, the Employer shall indemnify the Committee, each employee, officer, director, and agent of the Employer, and all persons formerly serving in such capacities, against any and all liabilities or expenses, including all legal fees relating thereto, arising in connection with the exercise of their duties and responsibilities with respect to the Plan, provided however that the Employer shall not indemnify any person for liabilities or expenses if the person acted in bad faith or malicious purpose or in a manner exhibiting wanton and willful disregard of human rights, safety or property.

Section 9. Contractual Liability:

9.1. Contractual Liability. The Employer shall be obligated to make all payments hereunder, except as provided in Section 7.5. This obligation shall constitute a contractual liability of the Employer to the Participants, and such payments shall be made from the general funds of the Employer, except as provided in Section 7.5. The Employer shall not be required to establish or maintain any special or separate fund, or otherwise to segregate assets to assure that such payments shall be made, and the Participants shall not have any interest in any particular assets of the Employer by reason of its obligations hereunder. To the extent that any person acquires a right to receive payment from the Employer, such right shall be no greater than the right of an unsecured creditor of the Employer.

9.2. Possible Trust. The Employer may establish a trust to assist it in meeting its obligations under the Plan. Any such trust shall conform to the requirements of a grantor trust under Revenue Procedures 92-64 and 92-65 and at all times during the continuance of the trust the principal and income of the trust shall be subject to claims of general creditors of the Employer under federal and state law. The establishment of such a trust would not be intended to cause Participants to realize current income on amounts contributed thereto, and the trust would be so interpreted and administered.

Section 10. Allocation of Responsibilities: The persons responsible for the Plan and the duties and responsibilities allocated to each are as follows:

10.1. Board.

- (i) To adopt the Plan;
- (ii) To amend the Plan;
- (iii) To terminate the Plan; and
- (iv) To appoint and remove members of the Committee, subject to Section 8.1.

10.2. Committee.

- (i) To interpret the provisions of the Plan and to determine the rights of the Participants under the Plan;
- (ii) To administer the Plan in accordance with its terms, except to the extent powers to administer the Plan are specifically delegated to another person or persons as provided in the Plan;
- (iii) To account for the amount credited to the Deferred Compensation Account of a Participant; and
- (iv) To direct the Employer in the payment of benefits.
- (v) To file such reports as may be required with any government agency to which reports may be required to be submitted from time to time; and
- (vi) To administer the claims procedure to the extent provided in Section 15.

10.3. President:

- (i) To designate Participants pursuant to Section 3.2; and
- (ii) To determine if “Cause” exists with respect to an Employee’s Separation from Service.

Section 11. Benefits Not Assignable; Facility of Payments:

11.1. Benefits Not Assignable. No portion of any benefit credited or paid under the Plan with respect to any Participant shall be subject in any manner to anticipation, alienation, sale, transfer, assignment, pledge, encumbrance or charge, and any attempt so to anticipate, alienate, sell, transfer, assign, pledge, encumber or charge the same shall be void, nor shall any portion of such benefit be in any manner payable to any assignee, receiver or any one trustee, or be liable for his debts, contracts, liabilities, engagements or torts.

11.2. Plan-Approved Domestic Relations Orders. Notwithstanding the foregoing, the Committee shall establish procedures for determining whether an order directed to the Plan is a Plan-Approved Domestic Relations Order. If the Committee determines that an order is a Plan-Approved Domestic Relations Order, the Committee shall cause the payment of amounts pursuant to or segregate a separate account as provided by (and to prevent any payment or act that might be inconsistent with) the Plan-Approved Domestic Relations Order.

11.3. Payments to Minors and Others. If any individual entitled to receive a payment under the Plan shall be physically, mentally or legally incapable of receiving or acknowledging receipt of such payment, the Committee, upon the receipt of satisfactory evidence of his incapacity and satisfactory evidence that another person or institution is maintaining him and that no guardian or committee has been appointed for him, may cause any payment otherwise payable to him to be made to such person or institution so maintaining him. Payment to such person or institution shall be in full satisfaction of all claims by or through the Participant to the extent of the amount thereof.

Section 12. Beneficiary:

The Participant's beneficiary shall be the person, persons, entity or entities designated by the Participant on the beneficiary designation form provided by and filed with the Committee or its designee. If the Participant does not designate a beneficiary, the beneficiary shall be the following person(s), in the following order of priority: (i) the Participant's Surviving Spouse, if any; (ii) the Participant's children if any, in equal shares, per stirpes, (iii) the Participant's surviving parents, if any, in equal shares and (iv) the Participant's estate. The designation of a beneficiary may be changed or revoked only by filing a new beneficiary designation form with the Committee or its designee. If a beneficiary (the "primary beneficiary") is receiving or is entitled to receive payments under the Plan and dies before receiving all of the payments due

him, the balance to which he is entitled shall be paid to the contingent beneficiary, if any, named in the Participant's current beneficiary designation form. If there is no contingent beneficiary, the balance shall be paid to the estate of the primary beneficiary.

Section 13. Amendment and Termination of Plan:

The Board may amend any provision of the Plan or terminate the Plan at any time; provided, that in no event shall such amendment or termination reduce the balance in, or the vested status of, any Participant's Deferred Compensation Account as of the date of such amendment or termination, nor shall any such amendment affect the terms of the Plan relating to the payment of such Deferred Compensation Account.

Section 14. Communication to Participants:

The Employer shall make a copy of the Plan available for inspection by Participants and their beneficiaries during reasonable hours at the principal office of the Employer.

Section 15. Claims Procedure:

The following claims procedure shall apply with respect to the Plan:

15.1. Filing of a Claim for Benefits. If a Participant or Beneficiary (the "claimant") believes that he is entitled to benefits under the Plan that are not being paid to him or that are not being accrued for his benefit, he may file a written claim for a benefit with the Committee.

15.2. Notification to Claimant of Decision. Within 90 days after receipt of a claim by the Committee, the Committee shall notify the claimant of the decision with regard to the claim. If such claim shall be wholly or partially denied, notice thereof shall be in writing and shall advise the claimant of the reasons for the denial.

15.3. Procedure for Review. Within 60 days following receipt by the claimant of notice denying his claim, in whole or in part, or, if such notice shall not be given, within 60 days following the latest date on which such notice could have been timely given, the claimant may

appeal denial of the claim by filing a written application for review with the Committee. Following such request for review, the Committee shall fully and fairly review the decision denying the claim. Prior to the decision of the Committee, the claimant shall be given an opportunity to review pertinent documents and to submit issues and comments in writing.

15.4. Decision on Review. Within 60 days following receipt by the Committee of the request for review, the Committee shall notify the claimant in writing of its decision with regard to the claim. With respect to a claim that is denied in whole or in part, the decision on review shall set forth the reasons for the decision. The decision of the Committee shall be final and conclusive.

Section 16. Miscellaneous Provisions:

16.1. Notices. Each Participant who is not in Service and each Beneficiary shall be responsible for furnishing the Committee or its designee with his current address for the mailing of notices and benefit payments. Any notice required or permitted to be given to such Participant or Beneficiary shall be deemed given if directed to such address and mailed by regular United States mail, first class, postage prepaid. If any check mailed to such address is returned as undeliverable to the addressee, mailing of checks will be suspended until the Participant or Beneficiary furnishes the proper address. This provision shall not be construed as requiring the mailing of any notice or notification otherwise permitted to be given by posting or by other publication.

16.2. Set Off. Notwithstanding any other provision of this Plan, the Employer may reduce the amount of any payment otherwise payable to or on behalf of a Participant hereunder (not of any required withholdings) by the amount of any loan, cash advance, extension of credit or other obligation of the Participant to the Employer that is then due and payable, and the Participant shall be deemed to have consented to such reduction.

16.3. Lost Distributees. A benefit shall be deemed forfeited if the Committee is unable to locate the Participant or Beneficiary to whom payment is due on or before the fifth anniversary of the date payment is to be made or commence; provided, however, that such benefit shall be reinstated if a valid claim is made by or on behalf of the Participant or Beneficiary for all or part of the forfeited benefit.

16.4. Reliance on Data. The Employer and the Committee shall have the right to rely on any data provided by the Participant or by any Beneficiary. Representations of such data shall be binding upon any party seeking to claim a benefit through a Participant, and the Employer and the Committee shall have no obligation to inquire into the accuracy of any representation made at any time by a Participant or Beneficiary.

16.5. Receipt and Release for Payments. Any payment made from the Plan to or with respect to any Participant or Beneficiary, shall, to the extent thereof, be in full satisfaction of all claims hereunder against the Plan and the Employer with respect to the Plan. The recipient of any payment from the Plan may be required by the Committee, as a condition precedent to such payment, to execute a receipt and release with respect thereto in such form as shall be acceptable to the Committee.

16.6. Headings. The headings and subheadings of the Plan have been inserted for convenience of reference and are to be ignored in any construction of the provisions hereof.

16.7. Continuation of Employment. The establishment of the Plan shall not be construed as conferring any legal or other rights upon any Employee or any persons for continuation of employment, nor shall it interfere with the right of the Employer to discharge any Employee or to deal with him without regard to the effect thereof under the Plan.

16.8. Governing Law; Venue; Limitations Period. The Plan shall be construed in accordance with the laws of the State of Florida, without regard to its conflicts of laws principles,

to the extent not preempted by federal law. Any legal action or proceeding under the Plan may be brought only following exhaustion of the Participant's administrative remedies described at Section 15 and within a period of two years from the date the claim was incurred. Any such legal action or proceeding may be initiated only in Miami-Dade County, Florida.

16.9. Taxes. The Employer or other payor shall (i) withhold a benefit payment under the Plan or a Participant's wages, (ii) reduce a Participant's Account balance or (iii) obtain payment from the Participant, in order to meet any federal, state, local or employment tax withholding obligations with respect to Plan benefits. The Employer or other payor shall report Plan payments and other Plan-related information to the appropriate governmental agencies as required under applicable laws.

**THE FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES**

June 21, 2011

Subject: Approval of Resolution Requesting an Amendment to the Employment Agreement for University President Mark B. Rosenberg

Proposed Board Action:

Approve a Resolution requesting an amendment to the President's employment agreement that allows for funds credited to the FIU Executive Deferred Compensation Plan (the Plan) to be invested in any investment authorized under the Plan.

Background Information:

Pursuant to Section 5.5 of the President's employment agreement, it is specified that amounts credited in the Plan will earn interest. Under the Plan, amounts may be invested in a variety of investments, not only interest earning investments. The change to section 5.5 of the employment agreement clarifies that amounts credited to the Plan pursuant to section 5.5 of the employment agreement may be invested in any investments permitted under the Plan.

The employment agreement's language is being changed as follows:

"5.5. During the Term, Dr. Rosenberg shall be credited with \$75,000 annually to the Florida International University Executive Deferred Compensation Plan ~~a non-qualified deferred compensation plan and this amount shall be credited with annual interest as set forth in the Plan~~ (the "Section 457(f) Plan"). Such credits shall be made pro-rata on a monthly basis throughout each year during the Term. Dr. Rosenberg's interest in the Section 457(f) Plan shall be forfeited upon his resignation of employment pursuant to Section 14.4 of this Agreement prior to August 3, 2014. His interest in the Section 457(f) Plan shall vest in full on August 3, 2014, provided that Dr. Rosenberg is still then employed as President. The amounts credited to the plan plus earnings thereon shall be distributed to Dr. Rosenberg in a single lump sum immediately when vested. In the event of earlier termination by the University without Cause pursuant to Section 14.2 of this Agreement, or due to death or disability pursuant to Section 14.3 of this Agreement, Dr. Rosenberg shall be entitled to the previously accrued portion of his Section 457(f) Plan on the date of termination."

Board of Governor's Regulation 1.001(5)(a) provides that: "Each board of trustees shall provide for the establishment of the personnel program for all the employees of the university, including the president, which may include but is not limited to: compensation and other conditions of employment...."

Supporting Documentation: Resolution Requesting an Amendment to the Employment Agreement for University President Mark B. Rosenberg

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**THE FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES**

June 21, 2011

**Subject: Approval of Resolution Requesting an Amendment to the Employment Agreement
for University President Mark B. Rosenberg**

SECOND AMENDMENT TO EMPLOYMENT AGREEMENT

This Second Amendment to Employment Agreement (the “Amendment”) is made and entered into as of this ___ day of June, 2011, by and between The Florida International University Board of Trustees (“Board”) and Dr. Mark B. Rosenberg (“Dr. Rosenberg”).

WITNESSETH:

WHEREAS, the parties entered into that certain Employment Agreement dated August 3, 2009, as amended by that certain First Amendment to Employment Agreement dated June 4, 2010 (collectively, the “Agreement”); and

WHEREAS, the parties desire to amend the Agreement.

NOW THEREFORE, in consideration of the terms and conditions set forth herein and other good and valuable consideration, the sufficiency of which is hereby acknowledged, the parties agree as follows:

1. Amendment to Section 5.5. Section 5.5 is hereby deleted and the following is substituted in its place and stead: During the Term, Dr. Rosenberg shall be credited with \$75,000 annually to the Florida International University Executive Deferred Compensation Plan (the “Section 457(f) Plan”). Such credits shall be made pro-rata on a monthly basis throughout each year during the Term. Dr. Rosenberg’s interest in the Section 457(f) Plan shall be forfeited upon his resignation of employment pursuant to Section 14.4 of this Agreement prior to August 3, 2014. His interest in the Section 457(f) Plan shall vest in full on August 3, 2014, provided that Dr. Rosenberg is still then employed as President. The amounts credited to the plan plus earnings thereon shall be distributed to Dr. Rosenberg in a single lump sum immediately when vested. In the event of earlier termination by the University without Cause pursuant to Section 14.2 of this Agreement, or due to death or disability pursuant to Section 14.3 of this Agreement, Dr. Rosenberg shall be entitled to the previously accrued portion of his Section 457(f) Plan on the date of termination.

2. Ratification. Except as modified hereby, all of the terms, covenants and conditions of the Agreement shall remain in full force and effect and are hereby ratified and affirmed.

3. Amendment Controls. In the event of a conflict between the terms of this Amendment and the Agreement, the terms of this Amendment shall control.

IN WITNESS WHEREOF the parties have executed this Amendment as of the day and year first written above.

Florida International University Board of
Trustees

By: _____
Albert Maury, Chair

Dr. Mark B. Rosenberg

**THE FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES**

June 21, 2011

Subject: Proposed 2011-2012 University and Direct Support Organizations Operating Budgets

Proposed Board Action:

Approve the FIU 2011-12 University and Direct Support Organizations (DSO) Operating Budgets and authorize the University President to amend the budget consistent with Legislative, Board of Governors' and Board of Trustees' directives and guidelines.

Background Information:

The Florida International University Board of Trustees (the BOT) is required to adopt an annual budget for the general operation of the University prior to submission to the Florida Board of Governors. The FY 2011-12 Proposed Operating Budget for the University is due to the Florida Board of Governors on June 24, 2011.

Authority for the University President to amend the budget is necessary to accommodate changes in circumstances.

The DSOs (FIU Athletics Finance Corp., FIU Foundation, Inc., and FIU Research Foundation, Inc.) and other component units of the University have prepared their annual budgets for review and approval by the BOT, pursuant to Florida Statutes and regulations of the Board of Governors and the University.

The following funding groups are included:

- A. 2011-2012 Budget Overview
- B. Educational and General (E&G)
- C. Auxiliary Enterprises Proposed Budget Allocation
- D. Intercollegiate Athletics Proposed Budget Allocation
- E. Activity and Service Proposed Budget Allocation
- F. Technology Fee Proposed Budget Allocation
- G. Contracts and Grants Proposed Budget Allocation
- H. Student Financial Aid Proposed Budget Allocation
- I. Concessions Proposed Budget Allocation
- J. FIU Athletics Finance Corp
- K. FIU Foundation, Inc.
- L. FIU Health Care Network
- M. FIU Self-Insurance Program
- N. FIU Research Foundation, Inc.
- O. University Treasury Operations
- P. Fixed Capital Outlay

The University President shall keep the BOT informed of any changes in excess of 2% made to the total approved 2011-2012 Operating Budget during the operating year.

Florida Statute 1011.40(2) provides that “each university board of trustees shall adopt an operating budget for the operation of the university as prescribed by law and rules of the Board of Governors.” The University has prepared the proposed 2011-2012 Operating Budget in accordance with the requirements set forth in Florida Board of Governors Regulations 9.007 and 9.011.

Supporting Documentation: 2011-2012 Proposed University and DSO Operating Budgets

Facilitator/Presenter: Sukrit Agrawal, *Finance and Audit Committee Chair*

**Florida International University
Board of Trustees Financial Summary
2011-12 Budget**

	Overview ¹				
	Final Budget ²	Forecast	Forecast vs.	Requested Budget	Forecast vs.
(In millions of dollars)	2010-11	2010-11	Final Budget	2011-12	Requested Budget
Revenue / Receipts					
Operating					
University					
Educational and General (net) ³	\$371.2	\$383.4	\$12.2	\$373.8	(\$9.6)
University	329.2	341.2	12.1	342.2	1.0
College of Medicine	27.6	27.7	0.1	31.6	3.9
State Fiscal Stabilization Fund ⁴	14.5	14.5	0.0	0.0	(14.5)
FIU Self-Insurance Program	0.1	0.2	0.1	0.3	0.1
Auxiliary Enterprises	127.1	142.6	15.5	149.3	6.7
Intercollegiate Athletics	19.4	20.6	1.2	21.1	0.5
Activities and Service	12.4	12.8	0.4	13.4	0.6
Technology Fee	6.6	6.8	0.2	8.3	1.5
Contracts and Grants	92.7	93.3	0.6	89.1	(4.2)
Student Financial Aid	116.1	132.1	16.0	139.8	7.7
Concessions	0.5	0.5	0.0	0.6	0.1
Direct Support Organizations / Component Units					
FIU Athletics Finance Corp	3.4	3.4	0.0	3.6	0.2
FIU Foundation Inc.	24.9	41.6	16.7	28.7	(12.9)
FIU Health Care Network	0.1	0.0	(0.1)	1.1	1.1
FIU Research Foundation Inc.	0.1	0.1	0.0	0.3	0.2
Interfund Adjustments ⁵	(10.2)	(10.2)	0.0	(10.4)	(0.2)
Total Operating Revenues	764.4	827.2	62.8	819.0	(8.2)
Investment					
University (net)	10.5	22.1	11.6	12.3	(9.8)
FIU Foundation Inc.	6.4	22.7	16.3	10.7	(12.0)
Total Investment Revenues	16.9	44.8	27.9	23.0	(21.8)
Student Loans ⁶	192.6	220.8	28.2	260.6	39.8
Total Revenues / Receipts	973.9	1,092.8	118.9	1,102.6	9.8
Expenses					
Operating					
University					
Educational and General	376.7	357.5	(19.2)	384.0	26.5
University	334.6	317.7	(16.9)	353.0	35.3
College of Medicine	27.6	25.3	(2.3)	31.0	5.7
State Fiscal Stabilization Fund ⁴	14.5	14.5	0.0	0.0	(14.5)
FIU Self-Insurance Program	0.1	0.2	0.1	0.3	0.1
Auxiliary Enterprises	111.6	116.6	5.0	132.0	15.4
Intercollegiate Athletics	19.5	19.5	0.0	21.1	1.6
Activities and Service	12.4	11.7	(0.7)	13.5	1.8
Technology Fee	8.1	8.3	0.2	8.5	0.2
Contracts and Grants	92.1	92.6	0.5	86.3	(6.3)
Student Financial Aid	117.5	135.3	17.8	143.0	7.7
Concessions	0.5	0.5	0.0	0.6	0.1
Direct Support Organizations / Component Units					
FIU Athletics Finance Corp	2.3	2.5	0.2	2.4	(0.1)
FIU Foundation Inc.	10.5	14.3	3.8	13.9	(0.4)
FIU Health Care Network	0.1	0.1	0.0	1.2	1.1
FIU Research Foundation Inc.	0.1	0.0	(0.1)	0.0	0.0
Interfund Adjustments ⁵	(10.2)	(10.2)	0.0	(10.4)	(0.2)
Total Operating Expenses	741.3	748.9	7.6	796.4	47.5
Principal Payment of Debt ⁷	8.3	7.6	(0.7)	7.6	0.0
Student Loans ⁶	192.6	220.8	28.2	260.6	39.8
Total Expenses	942.2	977.3	35.1	1,064.6	87.3
Change in Net Assets (incl. Investments)	\$31.7	\$115.5	\$83.8	\$38.0	(\$77.5)
Change in Net Assets (excl. Investments)	\$14.8	\$70.7	\$55.9	\$15.0	(\$55.7)

**Florida International University
Board of Trustees Financial Summary
2011-12 Budget**

Notes:

¹ The financials presented above reflects the state budgeting methodology which differs from full accrual Financial Statements. The following have the most significant impact:

- *Depreciation of Assets:* For budgeting purposes equipment purchases are fully expensed in their acquisition year, therefore depreciation is not included in the budget.
- *Payables:* The E&G budget expenses include year end commitments (encumbrances) even though they have not yet been invoiced .
- *Unrealized Gains and Losses:* Investment results are recognized as revenues in the budget, however GASB accounting principles require that it be recorded as an expense.

² Final Budget FY 2010-11 contains adjustments to Original Budget in FIU Foundation to include a \$1.2M transfer from the General Reserve to the Administrative Reserve to cover budgeted expenses, and FIU Athletics Finance Corp to reclassify a Debt Service Interest (Expense) of \$1.5M originally reported as Principal Payment of Debt.

³ E&G revenues include State Funding and Tuition and are net of waivers (\$21.5M for FY 2011-12), uncollectible amounts and 30% Financial Aid need-based amounts per BOG regulation. \$10.7M of the difference between E&G Revenues and Expenses will be funded from prior years carry forward; the remaining \$0.5M represents positive change in net assets related to the College of Medicine.

⁴ Funding from State Fiscal Stabilization Fund ended in FY 2010-11.

⁵ Interfund transfers have been included resulting in higher revenue and expenses by fund allowing for an individual fund performance analysis. The interfund adjustments above eliminate this double counting. However, interfund transactions such as tuition funded by scholarships and auxiliary services provided to other units have not been eliminated. Since revenues and expenses are equal, the interfund adjustments are the same for both.

⁶ As of FY 2006-07 the University no longer budgets student loans since it represents a pass through for the university.

⁷ Principal payment of debt is reflected above per BOG requirement that debt service payments be shown on a cash basis.

Florida International University
Financial Summary
2011-12 E&G Revenue Growth

	General Revenue	Educational Enhancement (Lottery)	Total State Funding ¹	Student Fee (net)	State Fiscal Stabil. Fund	Total
<i>(In thousands of dollars)</i>						
<u>I. University (ex-Legislative Items: Risk Management & Financial Aid)</u>						
2010 - 11 Adjusted Base Budget	\$159,656	\$24,187	\$183,843	\$146,348	\$13,636	\$343,827
Agency Payall Elim., Health & Life Insurance Adj.	792		792			792
Non-Recurring / Discretionary (Stimulus)	(2,497)		(2,497)			(2,497)
2010 - 11 Adjusted Recurring Base Budget	\$157,951	\$24,187	\$182,139	\$146,348	\$13,636	\$342,122
2011 - 12 Incremental Changes						
• Tuition ²				27,171		
• Infrastructure: Phased - In Space	834		834			834
• Employee Compensation & Benefits	607		607			607
• Legislative Line Items						
Florida Retirement System Adjustment ³	(5,676)		(5,676)			(5,676)
Reduction of State Funding for Salaries of Presidents & Administrative Employees	(373)		(373)			(373)
• Budget Reduction	(17,732)		(17,732)		(13,636)	(31,367)
• Restoration of non-recurring	3,612	2,764	6,376			6,376
Total Incremental Changes	(18,728)	2,764	(15,964)	27,171	(13,636)	(2,428)
2011 - 12 Base Budget	\$139,224	\$26,951	\$166,174	\$173,520	\$0	\$339,694

II. University (Legislative Items: Risk Management & Financial Aid)

2010 - 11 Adjusted Base Budget	\$2,679		\$2,679			\$2,679
Technical Adjustments - Casualty Insurance Prem.	596		596			596
2010 - 11 Adjusted Recurring Base Budget	\$3,276		\$3,276			\$3,276
2011 - 12 Incremental Changes						
• Legislative Line Items						
Transfer to Florida Student Assistance Grant	(541)		(541)			(541)
Align Student Fin Aid Appropriation with Revenue	(191)		(191)			(191)
Total Incremental Changes	(731)		(731)			(731)
2011 - 12 Base Budget	\$2,544		\$2,544			\$2,544

I. & II. University

2010 - 11 Adjusted Base Budget	\$162,336	\$24,187	\$186,523	\$146,348	\$13,636	\$346,507
Adjustments to Base Budget	(\$1,109)		(\$1,109)			(\$1,109)
2010 - 11 Adjusted Recurring Base Budget	\$161,227	\$24,187	\$185,414	\$146,348	\$13,636	\$345,398
Total Incremental Changes	(\$19,459)	\$2,764	(\$16,696)	\$27,171	(\$13,636)	(\$3,160)
2011 - 12 Base Budget	\$141,768	\$26,951	\$168,719	\$173,520	\$0	\$342,238

III. College of Medicine

2010 - 11 Adjusted Base Budget	\$25,173		\$25,173	\$2,379	\$859	\$28,411
Agency Payall Elim., Health & Life Insurance Adj.	37		\$37			37
Non-Recurring / Discretionary (Stimulus)	(1,000)		(\$1,000)			(1,000)
2010 - 11 Adjusted Recurring Base Budget	\$24,210		\$24,210	\$2,379	\$859	\$27,448
2011 - 12 Incremental Changes						
• Tuition ²				2,921		
• Employee Compensation & Benefits	28		28			28
• Legislative Line Item						
Medical School Phase-in of Students	2,055		2,055			2,055
Florida Retirement System Adjustment ³						
• Budget Reduction					(859)	(859)
Total Incremental Changes	2,083		2,083	2,921	(859)	4,144
2011 - 12 Base Budget	\$26,293		\$26,293	\$5,299	\$0	\$31,592

¹ At the time of this report, the amounts reported as state appropriations were based on the appropriations bill approved by the legislature (HB 5001). The bill is still pending to be signed by the Governor.

² Tuition revenues are net of waivers (\$21.5M for FY 2011-12), uncollectible amounts and 30% Financial Aid need based amounts per BOG regulation.

³ Florida Retirement System adjustment is being held centrally in the University; distribution to the College of Medicine will be considered with the next pooled fringe benefit rate update (FY 2012-13).

Florida International University
Financial Summary
E&G Summary

	Final Budget ¹	Forecast	Forecast vs.	Requested Budget	Forecast vs.
(In millions of dollars)	2010-11	2010-11	Final Budget	2011-12	Requested Budget
Revenues ²					
General Revenues - University ²	\$160.1	\$162.4	\$2.3	\$141.8	(\$20.7)
General Revenues - Legislative Line Item	2.3	2.3	0.0	0.0	(2.3)
General Revenues - College of Medicine	25.2	25.2	0.0	26.3	1.1
Educational Enhancement (Lottery) ²	24.2	24.2	(0.0)	27.0	2.8
State Fiscal Stabilization Fund	14.5	14.5	0.0	0.0	(14.5)
 Tuition	152.1	159.0	6.9	182.5	23.5
Tuition College of Medicine	2.4	2.5	0.1	5.3	2.8
Financial Aid (30%)	(5.7)	(6.7)	(1.0)	(9.0)	(2.3)
Net tuition ³	148.7	154.8	6.1	178.8	24.0
 State Appropriations Contingency	(3.7)	0.0	3.7	0.0	0.0
Total Revenue Available	\$371.2	\$383.4	\$12.1	\$373.8	(\$9.5)
Expenditures					
University	334.6	317.7	(16.9)	353.0	35.3
College of Medicine	27.6	25.3	(2.3)	31.0	5.7
Total Expenditures	362.1	343.0	(19.2)	384.0	41.0
 State Fiscal Stabilization Fund	14.5	14.5	0.0	0.0	(14.5)
Total Operating Expenses	\$376.7	\$357.5	(\$19.2)	\$384.0	\$26.5
 Net Assets	(\$5.4)	\$25.9	\$31.3	(\$10.2)	(\$36.0)
GAP Mitigation					
Carry forward	5.4	0.0	(5.4)	10.7	10.7
Net GAP after Non-recurring funds	(\$0.0)	\$25.9	\$25.9	\$0.6	(\$25.3)

Notes:

¹ The amounts reported as state appropriations are based on the appropriations bill approved by the legislature (HB 5001). The bill is still pending to be signed by the Governor.

² Total FY 2011-12 General Revenue and Lotto base reduction, excluding College of Medicine, is (\$17.7M). This was slightly offset by the following adjustments: additional non-recurring add back of \$6.4M, passthroughs e.g. PO&M of \$0.8M, Employee Compensation & Benefit Adjustments for Health and Life Insurance \$0.6M, reduction in Retirement due to pension reform -\$5.7M and decrease in state funded salaries -\$0.4M.

³ Tuition net of waivers (\$21.5M for FY 2011-12), uncollectible amounts and 30% need based Financial Aid per BOG recommendations.

Florida International University
Financial Summary
E&G Summary

(In millions of dollars)

Carry Forward ¹

FY 2010 - 11 Beginning Balance	\$86.7
Expenditure Forecast 2010-11	(21.8)
Ongoing Commitments:	(30.1)
• Legislatively Earmarked Funds	(6.9)
• Minor Construction & Repairs	(0.3)
• Information Technology Projects	(2.2)
• Faculty / Instructional Cost Requirements	(1.0)
• Other Commitments	(2.2)
• Critical Investments - Construction projects	(14.0)
• Critical Investments - Others	(3.6)
FY 2010-11 Statutory Reserve (5%)	(16.7)
FY 2010 - 11 Balance after Commitments	\$18.1
Estimated Unused FY 2010-11 Current Year Funds	5.0
FY 2010 - 11 Estimated Ending Balance	\$23.1
FY 2011-12 Commitments:	(14.2)
• FY 2011-12 E&G Funding GAP	(10.7)
• Institutional Reserve Contingency	(3.5)
FY 2011 - 12 Available Balance	\$8.9

Notes:

¹ The Carry Forward information presented above includes university centrally controlled funds and excludes departmentally allocated funds.

Florida International University
Financial Summary
Total Auxiliary Enterprises

<i>(In thousands of dollars)</i>	Final Budget 2010-11	Forecast 2010-11	Forecast vs. Final Budget	Requested Budget 2011-12	Forecast vs. Requested Budget
Operating Revenues ¹	127,064	142,649	15,584	149,257	6,609
<u>Expenditures</u>					
Salaries and Benefits	42,750	42,625	(126)	53,567	10,942
OPS	14,236	14,186	(50)	15,776	1,590
Expense	46,094	48,754	2,660	52,843	4,089
OCO	2,608	5,150	2,543	4,248	(902)
Debt Service Interest	5,906	5,886	(20)	5,606	(280)
Total Operating Expenses	111,594	116,601	5,007	132,040	15,439
Net Operating Income	15,470	26,048	10,578	17,217	(8,830)
Investment Revenues	169	116	(53)	118	2
Principal Payment of Debt	(7,141)	(7,048)	93	(7,004)	44
Operational Transfers	-	(0)	(0)	(0)	0
Change in Net Assets	8,498	19,116	10,618	10,331	(8,785)
<u>Fund Balance</u>					
Beginning Fund Balance	100,767	111,433		118,172	
Change in Net Assets	8,498	19,116		10,331	
Capital Expenditures	(11,726)	(14,649)		(5,736)	
Third Party Transfers	0	(40)		500	
Institutional Transfers	605	2,313		(65)	
Ending Fund Balance	\$98,143	\$118,172		\$123,202	

Notes

Budget figures represent total revenue and expenditures for all Auxiliary activities, hence interdepartmental transactions have not been eliminated.

¹ A&S Transfers to Student Centers (PCS 72), Extracurricular activities (PCS 87) and Children's Center (PCS 76) have been reclassified to revenues.

Financial Highlights

FY 2010-11 revenues are higher than budgeted due primarily to growth in academic revenues for Online and College of Business programs. Other increases in revenue relate to the downstream effect of continued enrollment growth, including greater revenue from business services units, higher housing occupancy, and more services provided by internal auxiliary units to support growth.

Revenue increases in FY 2011-12 continue to be driven primarily by growth in academic programs. As a result, expenses are projected to increase primarily from the academic auxiliaries. The shifting of programs to market rate programs also adds revenue previously classified as E&G, but this revenue is off-set by corresponding expenses planned to be paid out of auxiliaries. As enrollment fee revenue increases, operating expenses for Housing, Parking, the Student Health Center, and other auxiliaries are expected to increase as well.

Capital expenditures represent the remaining expenses for Parking Garage V as well as new initiatives by Business Services.

**Florida International University
Financial Summary
Academic Auxiliaries**

<i>(In thousands of dollars)</i>	Final Budget 2010-11	Forecast 2010-11	Forecast vs. Final Budget	Requested Budget 2011-12	Forecast vs. Requested Budget
Operating Revenues	\$45,313	\$54,973	\$9,660	\$59,164	\$4,191
<u>Expenditures</u>					
Salaries and Benefits	17,209	17,680	472	22,937	5,257
OPS	9,543	9,332	(211)	10,137	805
Expense	18,285	18,520	234	21,129	2,610
OCO	364	869	505	998	129
Debt Service Interest	-	-	-	-	-
Total Operating Expenses	45,401	46,401	1,000	55,201	8,800
Net Operating Income	(89)	8,571	8,660	3,962	(4,609)
Investment Revenues	28	24	(4)	25	1
Principal Payment of Debt	-	-	-	-	-
Operational Transfers	617	597	(20)	782	186
Change in Net Assets	556	9,192	8,636	4,770	(4,423)

Fund Balance

Beginning Fund balance	38,245	38,370		47,509	
Change in Net Assets	556	9,192		4,770	
Capital Expenditures	-	-		-	
Third Party Transfers	-	-		-	
Institutional Transfers	100	(52)		-	
Total Fund Balance	\$38,900	\$47,509		\$52,279	

Financial Highlights

Academic Auxiliary programs are comprised primarily of market rate programs, web based courses, conferences, labs, recharge centers and distance learning programs. The revenues generated serve to support the actual programs and their growth.

During FY 2010-11, continued growth in the College of Business' established programs contributed an additional \$5.4M in revenues of which \$1.3M is due to growth in the Corporate MBA program. The College of Business also introduced a new program (Health Care Management MBA) which generated \$1.2M in incremental revenues. Additional course offerings and instances of enrollment in FIU Online generated additional \$2.4M of revenue for the year.

Operating expenses have generally increased to support the significant growth in academic units. Operating capital outlay has increased due to unplanned investments in College of Business, College of Nursing and Health Sciences and FIU Online.

In FY 2011-12, additional program revenue of \$3.0M is expected from the College of Business due to moving existing tuition-plus programs to market rate programs, as well as having the full year effect of the Health Care Management MBA. Additional revenue is also expected from the College of Arts and Sciences due to the new Master in Global Governance program starting in Fall 2011 and continued growth in other academic units, offset in part by the reduction of the online fee from \$199 to \$174 starting in Fall 2011.

Salaries are projected to increase by \$2.3M in the College of Business and FIU Online as a result of new personnel needed to support the expected increase in course offerings. Increased use of student assistants and administrative resources to support programs also results in higher personnel costs, in addition to the increase in fringe benefit costs. Operating expenses are increasing in order to support growth in academic auxiliaries along with properly aligning expenses to these auxiliary businesses.

During FY 2010-11, FIU's Board of Trustees approved the construction of a new 84,000 square feet mixed-use building mainly to house FIU Online and College of Business programs, which will require an estimated \$15.0M cash contribution from existing academic auxiliary reserves in FY 2012-13.

**Florida International University
Financial Summary
Housing**

<i>(In thousands of dollars)</i>	Final Budget 2010-11	Forecast 2010-11	Forecast vs. Final Budget	Requested Budget 2011-12	Forecast vs. Requested Budget
Operating Revenues	\$23,288	25,099	\$1,811	24,987	(\$112)
<u>Expenditures</u>					
Salaries and Benefits	3,638	3,578	(61)	4,061	484
OPS	1,141	1,019	(122)	1,100	81
Expense	9,476	9,801	326	10,341	539
OCO	75	184	109	75	(109)
Debt Service Interest	3,542	3,542	(0)	3,364	(178)
Total Operating Expenses	17,872	18,124	252	18,941	817
Net Operating Income	5,416	6,975	1,559	6,046	(929)
Investment Revenues	34	24	(10)	24	0
Principal Payment of Debt	(3,786)	(3,786)	-	(3,765)	21
Operational Transfers	-	34	34	34	0
Change in Net Assets	1,664	3,248	1,584	2,340	(908)

Fund Balance

Beginning Fund balance	15,211	15,521		18,691	
Change in Net Assets	1,664	3,248		2,340	
Capital Expenditures	(1,079)	(77)		(1,550)	
Third Party Transfers	-	-		-	
Institutional Transfers	-	(0)		-	
Total Fund Balance	\$15,796	\$18,691		\$19,481	

Financial Highlights

The Housing Auxiliary generates revenues in the form of rental income from students seeking housing facilities on campus and from summer conference housing.

Occupancies in FY 2010-11 averaged 98% at the Modesto Maidique Campus (MMC) and 83% at the Biscayne Bay campus (BBC). The aggregate FY 2010-11 blended occupancy rate was 96% compared to a budget of 92%, resulting in higher revenues. Operating expense variances were mostly attributable to higher meal plan expenses due to higher than expected occupancy rates, offset by lower than budgeted utility costs.

Expected occupancy in FY 2011-12 is projected at 98% at MMC and 82% at BBC, resulting in an expected blended occupancy rate of 95%. The slightly lower budgeted occupancy is due to projected vacancies of several rooms being renovated during the year. This decrease is mostly offset by increases in the meal plan rate to cover expected increases in food costs.

Higher operating costs are expected to result from additional custodial services, higher meal plan expenses, replacing old furnishings, and budgeting an increase in utilities expense. Capital expenditures in FY 2011-12 represent investments in building improvements required at University Park Apartments, Everglades and Panther Halls as well as expansion of the Housing Office.

Housing continues to have sufficient operating revenues to cover the debt service payment and meet required debt service ratios. The fund balance is held as a reserve for major repairs and capital replacement, and for future expansion of Housing facilities. During FY 2010-11, FIU's Board of Trustees approved the construction of a new 620 bed hall at the MMC campus, which will require an estimated \$5.0M cash contribution from existing housing reserves in FY 2012-13.

Florida International University
Financial Summary
Parking and Transportation

<i>(In thousands of dollars)</i>	Final Budget 2010-11	Forecast 2010-11	Forecast vs. Final Budget	Requested Budget 2011-12	Forecast vs. Requested Budget
Operating Revenues	\$12,067	\$11,679	(\$389)	\$12,837	\$1,158
<u>Expenditures</u>					
Salaries and Benefits	2,088	2,155	67	2,275	120
OPS	339	420	81	679	259
Expense	3,298	3,451	154	3,848	397
OCO	129	116	(12)	80	(36)
Debt Service Interest	2,316	2,296	(20)	2,222	(74)
Total Operating Expenses	8,169	8,438	269	9,104	666
Net Operating Income	3,899	3,241	(658)	3,733	492
Investment Revenues	25	14	(11)	13	(1)
Principal Payment of Debt	(2,615)	(2,615)	-	(2,710)	(95)
Operational Transfers	-	90	90	165	76
Change in Net Assets	1,309	730	(579)	1,202	472
<u>Fund Balance</u>					
Beginning Fund balance	13,612	13,270		9,001	
Change in Net Assets	1,309	730		1,202	
Capital Expenditures	(5,530)	(5,218)		(2,000)	
Third Party Transfers	-	-		-	
Institutional Transfers	25	220		-	
Total Fund Balance	\$9,416	\$9,001		\$8,203	

Financial Highlights

The Parking and Transportation auxiliary operating revenues are primarily generated from parking decals and fees charged to students, faculty, staff and visitors. There are currently 5 garages and 53 parking lots in operation totaling 14,685 parking spaces. In addition, this auxiliary also services all vehicles owned by the University.

Operations for Parking Garage V Market Station (PGV) began in Fall 2010, providing an additional 2,000 spaces, offers 30,000 sq ft of retail space, 3 large capacity classrooms and houses the Public Safety and Parking and Transportation department offices.

In FY 2010-11, less citations issued upon the opening of PGV resulted in lower than expected revenues.

Operating revenues are projected to be higher in FY 2011-12 due to an increase in parking fee revenue resulting from expected enrollment growth, an increase in the fee charged for student shuttle services, increase in rent revenue from leasing previously occupied office space to other units in the University, and an increase in event revenue. Higher operating expenses are mostly due to maintenance required for the new parking garage and additional compliance support personnel.

Parking continues to have sufficient operating revenues to cover the debt service payment and meet required debt service ratios. The fund balance is held as a reserve for major repairs and capital replacement, and for future expansion of parking facilities. During FY 2010-11, FIU's Board of Trustees approved the construction of a new 2,000 space parking garage at the MMC campus, which will require an estimated \$4.5M cash contribution from existing parking and transportation reserves in both FY 2012-13 and FY 2013-14.

**Florida International University
Financial Summary
Student Health Services**

<i>(In thousands of dollars)</i>	Final Budget 2010-11	Forecast 2010-11	Forecast vs. Final Budget	Requested Budget 2011-12	Forecast vs. Requested Budget
Operating Revenues	\$9,248	\$9,324	\$75	\$9,685	\$361
<u>Expenditures</u>					
Salaries and Benefits	5,698	5,056	(641)	6,340	1,284
OPS	1,030	893	(137)	1,072	179
Expense	1,765	1,815	50	2,036	222
OCO	215	549	334	115	(433)
Debt Service Interest	-	-	-	-	0
Total Operating Expenses	8,707	8,313	(395)	9,564	1,251
Net Operating Income	541	1,011	470	121	(889)
Investment Revenues	-	-	-	-	-
Principal Payment of Debt	-	-	-	-	-
Operational Transfers	-	-	-	-	-
Change in Net Assets	541	1,011	470	121	(889)

Fund Balance

Beginning Fund balance	3,379	3,455		4,466	
Change in Net Assets	541	1,011		121	
Capital Expenditures	-	-		-	
Third Party Transfers	-	-		-	
Institutional Transfers	-	-		-	
Total Fund Balance	\$3,920	\$4,466		\$4,587	

Financial Highlights

The Student Health Centers at MMC and BBC provide health, wellness, and mental health care services to students, who fund the operations through a health fee paid each semester. Services provided at no additional cost include routine medical exams, certain screenings, medical education and counseling. Other clinical services, such as laboratory tests, immunization and pharmacy, are available for a nominal fee.

Operating revenues for FY 2010-11 are virtually flat vs. original budget with the exception of a slight increase in the health fee revenue attributed to additional enrollment growth. Savings in operating expenses are due to unfilled positions. There is an increase in spending on operating capital outlay due to certain upgrades and improvements to the Health Center.

Health fee revenues for FY 2011-12 are increasing due to enrollment growth; operating expenses are increasing due to all vacant positions that will be filled, new positions needed in order to expand operating hours at the MMC center and the fringe benefit increase.

Florida International University
Financial Summary
Other Auxiliaries

<i>(In thousands of dollars)</i>	Final Budget 2010-11	Forecast 2010-11	Forecast vs. Final Budget	Requested Budget 2011-12	Forecast vs. Requested Budget
Operating Revenues	\$37,148	\$41,574	\$4,426	\$42,585	\$1,011
<u>Expenditures</u>					
Salaries and Benefits	14,118	14,156	38	17,953	3,798
OPS	2,182	2,521	339	2,788	267
Expense	13,270	15,167	1,897	15,489	321
OCO	1,825	3,432	1,607	2,979	(453)
Debt Service Interest	49	48	(0)	20	(28)
Total Operating Expenses	31,445	35,325	3,880	39,230	3,905
Net Operating Income	5,703	6,249	546	3,355	(2,894)
Investment Revenues	82	54	(28)	55	1
Principal Payment of Debt	(740)	(647)	93	(529)	118
Operational Transfers	(617)	(721)	(104)	(982)	(262)
Change in Net Assets	4,428	4,935	507	1,899	(3,036)
<u>Fund Balance</u>					
Beginning Fund balance	30,321	40,817		38,505	
Change in Net Assets	4,428	4,935		1,899	
Capital Expenditures	(5,118)	(9,353)		(2,186)	
Third Party Transfers	-	(40)		500	
Institutional Transfers	480	2,145		(65)	
Total Fund Balance	\$30,111	\$38,505		\$38,652	

Financial Highlights

Other auxiliaries include the remaining activities which have revenues essentially derived from the following:

- Commission and rental earnings from food service, bookstore and retail operations managed by the office of Business Services
- Support from the student activity and service (A&S) fee for student and recreational centers
- Interdepartmental services such as duplicating, information technology and telecom, construction service reimbursement charges and the auxiliary management fee
- Other auxiliary enterprises support marketing and sponsorship activities, such as the operations of the South Beach Wine and Food Festival, along with alumni activities and miscellaneous university-wide initiatives
- University support for a component unit (Health Care Network)

Revenues in FY 2010-11 were higher than expected from business service and self-supporting internal units. Food services and bookstore increases were driven by higher enrollment and new offerings. More services were provided by self-supporting units such as University Technology Services (UTS) and construction project management for infrastructure projects, resulting in higher revenues. South Beach Wine and Food Festival also contributed to the increase in revenue.

Variance in expenses for FY 2010-11 are a result of increased marketing costs for the South Beach Wine and Food Festival due to their 10th year anniversary, unbudgeted expenses in UTS related to unplanned housing wireless installations, information technology installations at the newly leased space by College of Business in downtown Miami, and an unbudgeted software and hardware upgrade for the debit card office. The increase in operating capital outlay cost is mostly driven by the Health Care Network facility buildout.

Capital expenditures include construction expenses related to PGV and other various construction projects being funded by Business Services and Student Affairs.

Revenues for FY 2011-12 are planned to increase as UTS will be providing information technology services on the new Graduate and Research Complex building, as well as additional revenue in auxiliary management fees caused by increased expenses in auxiliaries. The management fee funds the pro-rata share of university-wide services indirectly benefiting auxiliary businesses (such as functions performed by legal, finance, human resources, etc) along with funding special non-recurring projects (such as upgrading enterprise resource planning systems). FIU auxiliary management fees continues to be in line with the state university system.

Salaries and benefits expenses in FY 2011-12 are expected to increase due to new positions being funded by UTS, new administrative and operating salaries for the Health Care Network, additional expenses in the construction project management auxiliary and the fringe benefit increase.

Florida International University
Financial Summary
Intercollegiate Athletics

	Final Budget	Forecast	Forecast vs.	Requested Budget	Forecast vs.
<i>(In thousands of dollars)</i>	2010-11	2010-11	Final Budget	2011-12	Requested Budget
Operating Revenues	\$19,406	\$20,646	\$1,241	\$21,128	\$482
<u>Expenditures</u>					
Salaries and Benefits	7,276	7,136	(140)	7,715	580
OPS	527	512	(15)	520	8
Expense	6,760	7,241	481	7,734	493
Scholarships	4,951	4,577	(374)	5,082	504
OCO	10	15	5	54	39
Total Operating Expenses	19,525	19,482	(43)	21,105	1,624
Net Operating Income	(119)	1,165	1,284	23	(1,142)
			0		
Investment Revenues	0	2	2	2	(0)
Operational Transfers	1,900	1,900	-	1,400	(500)
			0		
Change in Net Assets	1,781	3,067	1,286	1,425	(1,642)
<u>Fund Balance</u>					
Beginning Fund Balance	1,013	205		809	
Change in Net Assets	1,781	3,067		1,425	
Capital Expenditures	-	(1,269)		(150)	
Institutional Transfers	(1,290)	(1,194)		(1,290)	
Total Fund Balance	\$1,504	\$809		\$794	

Financial Highlights

Intercollegiate Athletics is the functional area of the University responsible for team sports and their support activities. The Athletics Stadium operations and its associated bonds are reflected in the Athletics Finance Corp., a Direct Support Organization (DSO) within FIU.

FY 2010-11 ends favorable to budget, primarily due to increased revenues in student athletic fees, bowl revenue, game guarantees and NCAA distributions. Expense savings are driven primarily in scholarships due to some student-athletes receiving tuition grants offset by higher than expected insurance and operating costs.

In FY 2011-12, revenues are projected to increase due to a combination of a 3% increase of the per-credit athletic fee and higher enrollment. This is offset by a reduction in game guarantees caused by playing one less away game next football season. Expenses are increasing 8%, due to higher salaries for coaching and management positions resulting from contractual obligations, higher expected game guarantees expense and higher game management expenses. Increase in scholarships is a result of higher tuition.

Institutional Transfers primarily consist of payments to the Athletics Finance Corporation of pledged revenues applied towards the payment of Stadium debt service payments. Capital expenditures in FY 2010-11 consist of new scoreboards for the U.S. Century Bank Arena and the Baseball Stadium.

In FY 2010-11, Treasury Operations entered into a working capital agreement with Athletics in which four annual disbursements will be made totaling \$5.0M. The first and second disbursements will be made in June 2011 and June 2012 in the amounts of \$1.9M and \$1.4M respectively.

Florida International University
Financial Summary
Activity and Service

	Final Budget	Forecast	Forecast vs.	Requested Budget	Forecast vs.
(In thousands of dollars)	2010-11	2010-11	Final Budget	2011-12	Requested Budget
Operating Revenues	\$12,393	\$12,816	\$424	\$13,436	\$619
Expenditures					
Salaries and Benefits	1,924	1,808	(116)	2,074	266
OPS	867	723	(144)	834	111
Expense	9,641	9,144	(497)	10,608	1,464
OCO	10	38	29	1	(37)
Total Operating Expenses	12,442	11,713	(729)	13,517	1,804
Net Operating Income	(50)	1,103	1,153	(82)	(1,185)
Investment Revenues	-	-	-	-	-
Change in Net Assets	(50)	1,103	1,153	(82)	(1,185)
Fund Balance					
Beginning Fund Balance	10,187	8,114		9,054	
Institutional Transfers	30	(163)		55	
Change in Net Assets	(50)	1,103		(82)	
Total Fund Balance	\$10,167	\$9,054		\$9,027	

Financial Highlights

The Activity and Service Fee fund is the student life component of the University which supports clubs, organizations, student centers and recreational sports for all campuses. The purpose of this activity is to enhance and balance the academic experience with social real world interactions amongst students.

The principle funding source for this activity fee is a per credit hour fee charged to all students. The FY 2011-12 fee was calculated on a per credit hour fee of \$11.60. 74% of the budget supports student programs and infrastructure such as the Recreation Center, Graham Center and Wolfe Center, with the remaining 26% supporting student activities and student services groups.

Expense savings in FY 2010-11 are driven primarily by conservative SGA operational expenditures.

In FY 2011-12, the projected revenue increase is driven by increased enrollment. The increase in expenditures is due to planned increase in student center infrastructure investments.

**Florida International University
Financial Summary
Technology Fee**

	Final Budget	Forecast	Forecast vs.	Requested Budget	Forecast vs.
<i>(In thousands of dollars)</i>	2010-11	2010-11	Final Budget	2011-12	Requested Budget
Operating Revenues	\$6,640	\$6,808	\$168	\$8,267	\$1,459
Expenditures					
Salaries and Benefits	1,463	715	(749)	751	36
OPS	365	528	162	902	375
Expense	3,670	4,529	859	4,263	(266)
OCO	2,612	2,480	(132)	2,593	114
Total Operating Expenses	8,110	8,251	141	8,509	258
Net Operating Income	(1,470)	(1,443)	28	(242)	1,201
Investment Revenues	-	-	-	-	-
Change in Net Assets	(1,470)	(1,443)	28	(242)	1,201
Fund Balance					
Beginning Fund Balance	1,470	2,284		396	
Change in Net Assets	(1,470)	(1,443)		(242)	
Capital Expenditures	-	(445)		-	
Institutional Transfers	-	-		-	
Total Fund Balance	\$0	\$396		\$155	

Financial Highlights

The Technology Fee fund monitors the revenues and resulting expenses related to the Technology Fee. The fee revenues are used to enhance instructional technology resources for students and faculty. Project proposals are reviewed by the Technology Fee Committee which makes investment recommendations to the President for final approval. The Committee is composed of 12 members (6 students & 6 Faculty / Staff) from across the University.

Current projects include renovation of classrooms with up-to-date audio visual equipment, investments in course capturing technologies, Adobe Connect for virtual tutoring and advising and a computer lab in Pines Center.

Increases in the technology fee revenues are driven by increases in the technology fee (5% of base tuition) and enrollment growth. Projected increases in expenditures are due to higher revenues and a reduction of the FY 2010-11 Carry Forward Balance.

**Florida International University
Financial Summary
Total Contracts and Grants**

	Final Budget	Forecast	Forecast vs.	Requested Budget	Forecast vs.
<i>(In thousands of dollars)</i>	2010-11	2010-11	Final Budget	2011-12	Requested Budget
Operating Revenues	\$92,709	\$93,287	\$578	\$89,081	(\$4,205)
<u>Expenditures</u>					
Salaries and Benefits	31,463	36,192	4,729	35,900	(292)
OPS	15,650	15,893	242	14,953	(940)
Expense	41,455	36,911	(4,544)	31,893	(5,018)
OCO	3,560	3,632	72	3,587	(45)
Total Operating Expenses	92,129	92,627	499	86,333	(6,295)
Net Operating Income	580	660	79	2,749	2,089
Investment Revenues	-	-	-	-	-
Change in Net Assets	580	660	79	2,749	2,089
<u>Fund Balance</u>					
Beginning Fund Balance	(7,538)	(1,280)		(2,914)	
Change in Net Assets	580	660		2,749	
Institutional Transfers	(500)	(2,293)		-	
Total Fund Balance	(\$7,458)	(\$2,914)		(\$165)	

Financial Highlights

Total Contracts and Grants includes funding of contracts and grants in support of research, public service and training, and payments from Jackson Health System for non-research related FIU physicians at their North Miami facility. Contracts and Grants revenues are derived from Federal, State, Local and Private sources to support the sponsored programs of the University. These funds are restricted to the specific purpose for which they are awarded. The total grant allocated is comprised of Direct Costs and Facility and administrative Costs. Direct Costs are those costs directly related to research projects such as salaries and benefits of researchers and supplies while facility and administrative costs represent the University's overhead such as administrative support, utilities, etc.

The federally negotiated facility and administrative (F&A) cost reimbursement rate is currently 45%. The University will be submitting a new proposal in late 2011 and it is anticipated the rate will increase. Since not all sponsors reimburse at the federally negotiated rate, the awarded actual recovery rate is currently at 21%. For FY 2011-12 the actual recovery rate is expected to rise to 23%.

Research-related Contracts and Grants actual revenue for FY 2010-11 is made up of a shortfall in federal awards and Local & Other grants due to the national economic climate offset by a better than budgeted performance in State award funding. Budgeted revenues are lower than forecast by \$4.2M due to expiration of ARRA awards and the depressed national economic environment is expected to continue through FY 2011-2012 accounting for \$2.8M, unbudgeted cash-based external contracts of \$1.0M and lower revenues on Jackson contracts of \$0.2M.

The fund balance includes the \$4.4M loan from the Auxiliary Trust Fund less any payments made. At the end of FY 2010-11 the outstanding principal will be \$1.9M

Florida International University
Financial Summary
Division of Research (DoR) ¹
Indirect Costs (Overhead)

	Final Budget 2	Forecast	Forecast vs.	Requested Budget	Forecast vs.
<i>(In thousands of dollars)</i>	2010-11	2010-11	Final Budget	2011-12	Requested Budget
Operating Revenues	\$15,000	\$15,062	\$62	\$15,125	\$63
<u>Expenditures</u>					
Salaries and Benefits	4,972	4,252	(720)	6,121	1,869
OPS	116	136	20	168	32
Expense	4,391	4,837	446	2,562	(2,276)
IDC return to departments	4,962	4,652	(310)	3,550	(1,102)
OCO	59	72	13	42	(30)
Total Operating Expenses	14,500	13,949	(551)	12,443	(1,507)
Net Operating Income	500	1,113	613	2,682	1,570
Investment Revenues	-	-	-	-	-
Change in Net Assets	500	1,113	613	2,682	1,570
<u>Fund Balance</u>					
Beginning Fund Balance	(2,602)	(1,462)		(350)	
Change in Net Assets	500	1,113		2,682	
Institutional Transfers	(500)				
Total Fund Balance	(\$2,602)	(\$350)		\$2,333	

¹ The amounts for Division of Research are reflected in Total Contracts and Grants.

Financial Highlights

Revenues for the Division of Research administration are directly related to the university's research expenditures and the associated facility and administrative cost rates. Facility and administrative costs derived from sponsored projects supports the administrative costs of Sponsored Research and provides funding to deans, department chairs and faculty in support of research.

The federally negotiated facility and administrative cost reimbursement rate is currently 45%. The University will be submitting a new proposal in late 2011 and it is anticipated the rate will increase. Since not all sponsors reimburse at the federally negotiated rate, the awarded actual recovery rate is currently at 21%. For FY 2011-12 the actual recovery rate is expected to rise to 23%.

The general operating expenses for DoR are budgeted lower in FY 2011-12. The Division of Research currently uses 9% of the F&A return to support administrative offices of the University including positions in the Controller's Office, EH&S, Human Resources, Audit and the University Graduate School.

Net Operating income reflects a planned reserve to be used for future construction.

Florida International University
Financial Summary
Total Student Financial Aid

	Final Budget	Forecast	Forecast vs.	Requested Budget	Forecast vs.
(In thousands of dollars)	2010-11	2010-11	Final Budget	2011-12	Requested Budget
Operating Revenues	\$116,114	\$132,084	\$15,970	\$139,787	\$7,703
<u>Expenditures</u>					
Salaries and Benefits	1,573	1,557	(16)	1,623	67
OPS	1,265	1,079	(187)	1,147	69
Expense	114,630	132,683	18,053	140,241	7,557
OCO	-	4	4	-	(4)
Total Operating Expenses	117,468	135,323	17,854	143,011	7,689
Net Operating Income	(1,355)	(3,238)	(1,884)	(3,224)	14
Investment Revenues	56	42	(14)	36	(6)
Change in Net Assets	(1,298)	(3,196)	(1,898)	(3,188)	8
<u>Fund Balance</u>					
Beginning Fund Balance	10,513	13,413		10,216	
Change in Net Assets	(1,298)	(3,196)		(3,188)	
Total Fund Balance	\$9,214	10,216		\$7,029	

Financial Highlights

The FY 2011-12 budget increase vs. forecast is mostly due to the projected increase in Pell Grants \$9.9M and Bright Futures \$1.6M, offset by two Federal Grants which will be ending in FY 2010-11 (national SMART and Academic Competitiveness Grant (ACG)).

FY 2011-12 projected revenue increases are mainly driven by higher student eligibility in Pell Grants and Bright Futures, \$11.5M and increased Institutional Aid mostly due to higher tuition differential increases, \$2.2M. These increases will be somewhat offset by a decrease in general revenue financial aid appropriation allocation (\$0.7M) and the closure of the National Smart (\$2.5M) and ACG (\$1.5M) programs.

Expenses are higher than forecast mainly due to Pell Grants, Bright Futures, Institutional Grants and the projected spend down of the institutional fund balance. OPS expense includes "authorized" Work Study and administrative expenses.

The fund balances at year-end are carried forward to fund need-based and merit type scholarships in future years. A five-year plan has been prepared to manage the spend down of the fund balance.

Financial Aid Student Loans

Based on Board of Governors guidelines, the University does not budget for student loans since the University acts as an agent with respect to these funds. The FY 2011-12 Student Loans are projected to increase from \$220.8M to \$260.6M.

**Florida International University
Financial Summary
Institutional Financial Aid ¹**

	Final Budget	Forecast	Forecast vs.	Requested Budget	Forecast vs.
<i>(In thousands of dollars)</i>	2010-11	2010-11	Final Budget	2011-12	Requested Budget
Total Revenues	\$17,523	\$19,376	\$1,853	\$20,875	\$1,499
<u>Expenditures</u>					
Expense	18,526	20,181	1,655	23,825	3,644
Total Operating Expenses	18,526	20,181	1,655	23,825	3,644
Net Operating Income	(1,002)	(805)	198	(2,950)	(2,146)
Investment Revenues	56	42	(14)	36	(6)
Change in Net Assets	(946)	(763)	184	(2,914)	(2,151)

Fund Balance

Beginning Fund Balance	7,220	10,725		9,962	
Change in Net Assets	(946)	(763)		(2,914)	
Total Fund Balance	\$6,273	\$9,962		\$7,048	

¹ The Institutional Financial Aid amounts are reflected in the Student Financial Aid totals.

Financial Highlights

Institutional revenues are derived from Financial Aid Fees to Students (net of administrative costs), allocation from Tuition Differential Fee (30% of fees collected) and E&G Tuition Allocation.

FY 2011-12 budgeted revenue is projected to increase by \$1.5M. The increase is mainly driven by higher tuition differential fees \$2.2M, offset by a decrease in general revenue financial aid appropriation allocation (\$0.7M).

Expenditures are expected to exceed revenues by \$3.6M in order to continue to reduce the overall fund balance. A five-year plan has been prepared to manage the spend down of the fund balance.

Florida International University
Financial Summary
Concessions

	Final Budget	Forecast	Forecast vs.	Requested Budget	Forecast vs.
<i>(In thousands of dollars)</i>	2010-11	2010-11	Final Budget	2011-12	Requested Budget
Operating Revenues	\$505	\$482	(\$23)	\$598	\$117
<u>Expenditures</u>					
Salaries and Benefits	-	-	-	-	-
OPS	-	-	-	-	-
Expense	505	490	(14)	598	108
OCO	-	-	-	-	-
Total Operating Expenses	505	490	(14)	598	108
Net Operating Income	0	(9)	(9)	-	9
Investment Revenues	0	-	-	-	-
Change in Net Assets	0	(9)	(9)	0	9
<u>Fund Balance</u>					
Beginning Fund Balance	425	361		352	(9)
Change in Net Assets	0	(9)		(0)	9
Total Fund Balance	\$425	\$352		\$352	(\$0)

Financial Highlights

This activity contains all the commission based revenues from beverage and pouring, snack vending as well as student housing washing machines. The commission revenues in the concession fund are used to support the purchase of food and refreshment items at University wide events, e.g., holiday party, faculty and staff recruitment, commencements, training, lecture series, board of trustees, student housing socials and convocation events.

The beverage pouring and vending contract with Pepsi provides an annual amount for sponsorship in addition to commission on product sales. Pepsi will provide an annual tiered sponsorship for exclusive pouring rights valued at \$5.0M over the life of the contract. The University received \$425k in sponsorship dollars in FY 2010-11 and \$300K was allotted to FIU Athletics Finance Corp. The remaining \$125K is included in the forecasted revenue for FY 2010-11. The University will receive \$525K for sponsorship in FY 2011-12, \$300K will be once again be allotted to FIU Athletic Finance Corp and the remaining \$225K is reflected in FY 2011-12 Concessions Revenue.

Concessions revenue for FY 2010-11 (excluding sponsorship) is slightly higher vs. forecast due to the new beverage contract with Pepsi.

Florida International University
Financial Summary
FIU Athletics Finance Corp

	Final Budget ¹	Forecast	Forecast vs.	Requested Budget	Forecast vs.
(In thousands of dollars)	2010-11	2010-11	Final Budget	2011-12	Requested Budget
Total Revenues	\$3,410	\$3,377	(\$33)	\$3,570	(\$43)
<u>Expenditures</u>					
Salaries	-	-	-	-	-
OPS	-	-	-	-	-
Expense	754	833	79	775	(58)
OCO	-	-	-	10	10
Net Unrealized Investment Loss	-	174	174	-	(174)
Debt Service Interest	1,502	1,516	14	1,583	67
Total Operating Expenses	2,256	2,524	268	2,368	(155)
Net Operating Income	1,154	854	(301)	1,202	112
Principal Payment of Debt ¹	(600)	(600)	0	(618)	(18)
Change in Net Assets	555	254	(301)	584	330
<u>Net Assets</u>					
Beginning Net Assets	718	2,137		2,391	
Change in Net Assets	554	254		584	
Total Net Assets	\$1,273	\$2,391		\$2,975	

¹ FY 2010-2011 Original budget included \$2.1M under Principal Payment of Debt. Final Budget has been adjusted to correctly reflect Principal Payment of Debt \$0.6M and Debt Service Interest (Expense) \$1.5M.

Financial Highlights

The Athletics Finance Corp serves as the entity to finance and operate the FIU Football Stadium. Primary sources of revenues are transferred into the AFC from the university's Athletics Department and include beverage vending and pouring contract support, naming rights, premium suite and ticket revenues and a percentage of athletic student fees (per statute 1010.62). These revenue streams are pledged to the annual debt service associated with the stadium's construction cost and are estimated at \$2.2M for FY 2011-12.

FY 2010-11 forecasted revenue is lower than budgeted mainly due to lower revenue from stadium naming rights and special events which were partially offset by an increase in football ticket sales and premium seating revenue.

The FY 2011-12 budget revenue reflects an increase in expected ticket sales, specials events and revenues from naming rights.

FY 2010-2011 Operating expenses exceeded budget due to an unexpected increase in professional services offset by savings in utilities and general administration. Budgeted expenses for FY2011-12 are similar to those of FY 2010-11 with an increase in game day costs.

Florida International University
Financial Summary
FIU Foundation Inc.

<i>(In Thousands of Dollars)</i>	Final Budget 2010-11	Forecast 2010-11	Forecast vs. Final Budget	Requested Budget 2011-12	Forecast vs. Requested Budget
REVENUES:					
<u>Contributions:</u>					
Endowments	\$15,962	\$16,484	\$522	\$14,661	-\$1,823
Scholarships & Programs (Non-Endowed)	4,866	7,085	2,219	8,496	1,411
Building Funds	855	1,167	312	775	(392)
Annual Fund	415	616	201	716	100
Pledged Revenue	-	11,078	11,078	-	(11,078)
Total Contributions	22,098	36,430	14,332	24,648	(11,782)
<u>Other Revenues:</u>					
MARC Building - Rental Income	1,624	1,635	11	1,711	76
Foundation Enterprise Holdings	-	25		244	
Estimated Investment Returns	6,412	22,652	16,240	10,746	(11,906)
Administrative Fee	1,182	3,551	2,369	2,055	(1,496)
Total Other revenues	9,218	27,863	18,645	14,756	(13,107)
Total Revenues	31,316	64,293	32,977	39,404	(24,889)
EXPENDITURES:					
<u>University Programs:</u>					
Scholarships & Programs	6,499	6,753	254	8,108	1,355
Building Funds	-	57	57	-	(57)
Annual Fund	327	651	324	802	151
Total University programs	6,826	7,461	635	8,910	1,449
<u>Operational:</u>					
MARC Building	727	983	256	997	14
Foundation Enterprise Holdings	-	106		151	
Administrative Reserve	1,583	1,393	(190)	1,575	182
General Reserve	1,394	1,926	532	185	(1,741)
Administrative Fee	-	2,447	2,447	2,055	(392)
Total Operational Expenditures	3,704	6,855	3,151	4,963	(1,892)
Total Operating Expenses	10,530	14,316	3,786	13,873	(443)
Net Operating Income	\$20,786	\$49,977	\$29,191	\$25,531	(\$24,446)

Financial Highlights

Revenues:

The endowment revenue budget is based on pledges, gift agreements, and other certifiable criteria likely to deliver cash. The FY 2011-12 endowment budget is primarily driven by anticipated pledge payments and gifts to the College of Medicine of \$12.3M. State matching dollars have not been included in the budget since there has not been an appropriation from the Major Gifts Challenge Grant Program since 2007.

The board has determined not to budget for the change in pledged receivables. These consist of anticipated gifts that have not yet been signed, offset by the payments of current signed gifts. Cash for contributions received during the fiscal year will continue to be categorized as endowments, scholarships, building funds and annual fund.

The MARC building is currently at 100% occupancy. Rental income for FY 2011-12 is increasing by 2.68% (CPI).

The Foundation Enterprise Holding I, LLC is a wholly-owned subsidiary of the Foundation currently holding commercial real-estate located next to FIU Wolfsonian Museum. Revenues represent rental income.

Investment returns for FY 2011-12 are projected at 6.5% or \$10.7M and is based on a fundamental analysis of each asset class, a \$155M fund value and projected cash flows throughout the year.

Expenses:

Budgeted MARC building expenses are slightly higher than previous year's budget due to upgrades (re-tiling and exterior painting) and higher loan interest payments. The budget excludes the payment for the principal portion of the note payable due during FY 2011-12 of \$605k. The balance in the MARC reserve as of April 30, 2011 is \$4.4M.

Foundation Enterprise Holdings I, LLC expenses include customary costs related to owning commercial real-estate (property taxes, utilities, insurance, management fees and replacement reserve).

Administrative operations in any given year are funded by the Administrative Fee from the previous year. As such, the FY 2010-11 Administrative Fee is funding operations in FY 2011-12 and is based on an 18% investment return and a 3% fee charged to endowments. The Administrative Fee for FY 2011-12 is based on an 6.5% investment return and 2% fee on \$14.7M of endowments.

Florida International University
Financial Summary
FIU Health Care Network

	Final Budget	Forecast	Forecast vs.	Requested Budget	Forecast vs.
(In thousands of dollars)	2010-11	2010-11	Final Budget	2011-12	Requested Budget
Total Revenues	\$82	\$13	(69)	\$1,066	\$1,053
<u>Expenditures</u>					
Salaries	-	-	-	-	-
OPS	35	29	(7)	-	(29)
Expense	86	42	(44)	1,190	1,148
OCO	-	-	-	28	
Debt Service Interest	2	3	1	29	26
Total Operating Expenses	123	73	(50)	1,247	1,145
Net Operating Income	(42)	(61)	(19)	(181)	(120)
Change in Net Assets	(42)	(61)	(19)	(181)	(120)
<u>Net Assets</u>					
Beginning Net Assets	59	17		(39)	
Third Party Transfers	-	5		-	
Change in Net Assets	(42)	(61)		(181)	
Total Net Assets	18	(39)		(219)	

Financial Highlights

The FIU College of Medicine Health Care Network (FIU-HCN) serves as the entity for the collection and administration of income generated from the university's clinical operations. The FIU College of Medicine Faculty Group Practice opens in July 2011 for its first full year of operations in the new location PGV Market Station. The practice offers primary care and select specialty care to faculty and staff. Dependent care will be offered by the end of FY 2011-2012.

Anticipated revenues are approximately \$1.1M based on patient volumes associated with a new location and expanded hours.

Expenses cover practice personnel, incremental startup costs and practice operations.

Change in Net Assets of approximately (\$166k) due to a later start date of July 2011 than originally planned of March 2011. As a result expenses to this amount will be funded by start up loan proceeds. The negative beginning fund balance reflects an encumbrance of \$51K for loan repayments which begin in 2012. The associated cash remains in the accounts of the HCN and when included reflect a positive fund balance.

Florida International University
Financial Summary
FIU Self-Insurance Program

	Final Budget	Forecast	Forecast vs.	Requested Budget	Forecast vs.
<i>(In thousands of dollars)</i>	2010-11	2010-11	Final Budget	2011-12	Requested Budget
Total Revenues	\$79	\$247	\$168	\$260	\$13
<u>Expenditures</u>					
Salaries	-	-	-	-	-
OPS	-	-	-	-	-
Expense (Administrative & Overhead)	50	246	196	260	14
OCO	-	-	-	-	-
Incurred But Not Reported - Contingent Liability Expense	29	-	(29)	-	-
Total Operating Expenses	79	246	167	260	14
Net Operating Income	-	1	1	-	(1)
Change in Net Assets	-	1	1	-	(1)
<u>Fund Balance</u>					
Beginning Fund Balance	291	215		1,216	
Change in Net Assets	-	1		-	
Institutional Transfer	1,000	1,000		-	
Total Fund Balance	\$1,291	\$1,216		\$1,216	

Financial Highlights

The Self-Insurance Program has been established by the Florida Board of Governors regulation 10.001 to provide professional liability protection to the Florida Board of Governors, the FIU Board of Trustees and other authorized entities and individuals. The Self-Insurance Program (SIP) entity serves to record the activities associated with the Self-Insurance Program and is subject to oversight by the SIP Council.

The Self-Insurance Program includes coverage for the clinical activities of the Colleges of Medicine and Nursing, and the University Health Service. Revenues include initial funding and the expenditures covering the cost of Risk / Claims management, annual audit and annual actuarial report.

Florida International University
Financial Summary
FIU Research Foundation, Inc.

	Final Budget	Forecast	Forecast vs.	Requested Budget	Forecast vs.
(In thousands of dollars)	2010-11	2010-11	Final Budget	2011-12	Requested Budget
Total Revenues	\$104	\$84	(\$21)	\$260	\$177
Expenditures					
Expense	66	14	(52)	17	3
Debt Service Interest	4	0	(4)	0	0
Total Expenditures	70	14	(56)	17	3
Net Operating Income	34	69	35	243	174
Principal Payment of Debt	(515)	-	515	-	-
Unrealized Gains & Losses	-	0	0	-	-
Change in Net Assets	(481)	69	550	243	174
Net Assets					
Beginning Net Assets	132	119		188	
Change in Net Assets	(481)	69		243	
Institutional Transfers	515	0		0	
Total Net Assets	\$166	\$188		\$431	

Financial Highlights

Total Revenues represents a transfer from RUGS (Research and University Graduate School) overhead to cover minor transactional and audit expenses and a transfer from RUGS Royalties. Revenues in FY 2010-11 include \$50K of non-operating revenue from royalties and \$34K from Division of Research (DoR) for audit and tax fees. In FY 2011-12, \$260K will be transferred into the Research Foundation from DoR's operating department for Venture Capital start up activity and audit fees.

The last payment of the HCET loan was made late in FY 2009-10 and as such it is not reflected in FY 2010-11 forecast. As of July 1st, 2010, the outstanding loan balance was \$0. The cash transfer to meet this obligation derived from Treasury Operations is in the Auxiliary Trust Fund.

Operating Expenses in FY 2011-12 include \$17K for audit and accounting fees. The FIU Research Foundation serves as an agent with respect to the USAID Tanzania Grant awarded to the University. This activity and the entire amount of the grant is recognized by FIU in the Sponsored Research Development Trust Fund and is not in the budget above.

**Florida International University
Financial Summary
University Treasury Operations**

	Final Budget	Forecast	Forecast vs.	Requested Budget	Forecast vs.
<i>(In thousands of dollars)</i>	2010-11	2010-11	Final Budget	2011-12	Requested Budget
Investment Revenues	\$11,307	\$22,821	\$11,514	\$12,900	(\$9,921)
Operating Expenditures	(\$758)	(\$678)	\$80	(\$648)	\$31
Net Revenues	\$10,549	\$22,142	\$11,594	\$12,252	(\$9,890)
Net Operating Income	10,549	22,142	11,594	12,252	(9,890)
Investment Earnings Distribution	(854)	(862)	(8)	(715)	147
Operational Transfers	(1,900)	(1,900)	-	(1,400)	500
Change in Net Assets	7,794	19,380	11,586	10,137	(9,243)

Institutional Transfers	(515)	0	0
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Financial Highlights

Treasury Operations revenue consists of earnings from the University's investment portfolio. Earnings include interest income, realized gains (which are reinvested each month) and unrealized gains / losses.

Market returns in FY 2010-11 were higher than average, as a result of the continued recovery in the capital markets. The portfolio experienced increases in all asset classes with a forecasted return of 7.5% vs. a budget of 4%. Treasury is projecting a normalized pattern of investment earnings for FY 2011-12 with a 4% return for the portfolio; 5.2% return from the Strategic Capital Pool and 1.5% return from the Working Capital Pool.

Distribution of Investments Earnings includes distributions to E&G (Carry-forward), Auxiliary Enterprises and Financial Aid - Unrestricted.

The last payment of the HCET settlement loan was made in FY 2010-11 in the amount of \$0.5M. In FY 2010-11 Treasury Operations entered into a working capital loan agreement with Athletics in which four annual disbursements will be made totaling \$5.0M. The first and second disbursements will be made in June 2011 and June 2012 in the amounts of \$1.9M and \$1.4M respectively.

Florida International University
Financial Summary
Fixed Capital Outlay

STATE UNIVERSITY SYSTEM PROJECTS
2011-12

PUBLIC EDUCATION CAPITAL OUTLAY

Utilities / Infrastructure / Capital Renewal / Roofs	\$1,676,584
Satellite Chiller Plant Expansion	\$6,000,000 Vetoed
TOTAL	<u><u>\$1,676,584</u></u>

MAINTENANCE REPAIR RENOVATION AND REMODELING ¹

(From Public Education Capital Outlay and Debt Service Trust Fund)

Florida International University	<u><u>\$1,114,764</u></u>
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Notes:

- *Capital Improvement Trust Fund (CITF): Capital Improvement and Building Fees are authorized by Florida Statutes; generally, an appropriation is requested every two or three years based on availability of funds.*
- *Alec P. Courtelis Facility Enhancement Challenge Grant Program: no funds have been allocated to the University in FY 2011-12 for this program.*

**THE FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES**

June 21, 2011

Subject: Tuition and Fee Recommendations for the 2011/12 academic year

Proposed Board Action:

Approve the Amended Regulation FIU-1101 Tuition Fees Schedule and delegate authority to the University President to approve any subsequent amendments that are based on comments to the Regulation received from the Board of Governors as a result of the regulation-making process.

Background Information:

The Florida State Legislature has included the following language in the HB 5001 (General Appropriations Act):

Beginning with the Fall 2011 semester, undergraduate tuition is established at \$103.32 per credit hour for the 2011-2012 fiscal year. Consistent with section 1009.24(4)(b), Florida Statutes, if the tuition increase provided herein becomes law, the statutory increase for inflation will not be made.

In accordance with 2011 HB 5001, Florida Statutes section 1009.24, and the Board of Governors Regulations 1.001, 7.001, and 7.003, recommendations are presented with regard to (a) changing tuition levels effective academic year 2011-12, (b) increasing the tuition differential for undergraduate students enrolling in Fall 2007 or later, (c) increasing the financial aid fee, technology fee, and athletic fee, (d) memorializing the charge for replacement identification cards and for the convenience fee, and establishing the new test preparation fee for students in their last year of law school, and (e) authorizing the University President/designee to approve the amount of the charge when charge is at cost.

In accordance with Florida Statutes §1009.24, and the authority granted to the Florida International University Board of Trustees (the BOT) by the Board of Governors', recommendations are presented with regard to (a) changing tuition levels for AY 2011-12, and (b) implementing the AY 2011-12 Tuition Differential Proposal for undergraduate students enrolling in Fall 2007 or later.

The Regulation includes information on fees and therefore, in accordance with the Florida Board of Governors' Regulation Development Procedure, the University Administration is required to submit the Regulation to the Florida Board of Governors for approval. The University President will report to the BOT at its next regularly scheduled meeting on any substantive change requested or made to the Regulation as a result of comments received from the Board of Governors as part of the regulation-making process

Supporting Documentation: Notice of Change in Proposed Regulation, FIU-1101
Tuition and Fees Schedule 2011-12

Facilitator/Presenter: Sukrit Agrawal, *Finance and Audit Committee Chair*

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**THE FLORIDA INTERNATIONAL UNIVERSITY BOARD OF TRUSTEES
FLORIDA BOARD OF GOVERNORS
NOTICE OF AMENDMENT OF REGULATION**

REGULATION TITLE: Tuition Fees Schedule

REGULATION NO.: FIU-1101

SUMMARY OF THE REGULATION: The regulation provides the tuition and associated fees charged to students attending FIU. The major revisions to the regulation include increasing the tuition, tuition differential, financial aid fee, technology fee, and athletic fee; memorializing the charge for replacement identification cards and for the convenience fee, and establishing the new test preparation fee for students in their last year of law school.

TEXT OF REGULATION: The full text of the Amended Regulation can be viewed below and on the website of The Florida International University Board of Trustees, <http://bot.fiu.edu/regulations/>. If you would like a copy of the Amended Regulation, please contact Eli Deville, Coordinator, Administrative Services, Office of the General Counsel, (305) 348-2103.

AUTHORITY: Board of Governors Regulations 1.001, 7.001, and 7.003 and the 2011 General Appropriations Act.

NAME OF PERSON INITIATING PROPOSED REGULATION: Kenneth Jessell, CFO and Senior Vice President

ANY PERSON SEEKING TO COMMENT ON THE PROPOSED REGULATION MUST SUBMIT COMMENTS IN WRITING TO THE CONTACT PERSON LISTED BELOW. ALL WRITTEN COMMENTS MUST BE RECEIVED BY THE CONTACT PERSON WITHIN 14 CALENDAR DAYS OF THE DATE OF PUBLICATION OF THIS NOTICE.

THE CONTACT PERSON REGARDING THIS REGULATION IS: Eli Deville, Coordinator, Administrative Services, Office of the General Counsel, Florida International University, 11200 SW 8th Street, PC 511, Miami, FL 33199. Email: devillee@fiu.edu. Fax: (305) 348-3272. Phone: 305-348-2103.

DATE OF PUBLICATION: May 16, 2011

THE FULL TEXT OF THE PROPOSED AMENDED REGULATION IS PROVIDED BELOW:

**THE FLORIDA INTERNATIONAL UNIVERSITY BOARD OF TRUSTEES
FLORIDA BOARD OF GOVERNORS
NOTICE OF CHANGE IN PROPOSED REGULATION**

REGULATION TITLE: Tuition Fees Schedule
REGULATION NO.: FIU-1101

SUMMARY OF CHANGES: Florida International University, upon review during the comment period concerning the above regulation, has changed (12) to read as follows:

(~~44~~12) For students who enter a community college or university for the first time in the 2009-2010 academic year or the 2010-2011 academic year~~and thereafter~~, the University shall require the student to pay an excess hour surcharge equal to 50 percent of the tuition rate for each credit hour in excess of 120 percent of the number of credit hours required to complete the baccalaureate degree program in which the student is enrolled.

TEXT OF REGULATION: The full text of the Amended Regulation can be viewed below and on the website of The Florida International University Board of Trustees, <http://bot.fiu.edu/regulations/>. If you would like a copy of the Amended Regulation, please contact Eli Deville, Coordinator, Administrative Services, Office of the General Counsel, (305) 348-2103.

THE CONTACT PERSON REGARDING THIS REGULATION IS: Eli Deville, Coordinator, Administrative Services, Office of the General Counsel, Florida International University, 11200 SW 8th Street, PC 511, Miami, FL 33199. Email: devillee@fiu.edu. Fax: (305) 348-3272. Phone: 305-348-2103.

DATE OF PUBLICATION: May 26, 2011

THE FULL TEXT OF THE CHANGE IN PROPOSED REGULATION IS HIGHLIGHTED IN YELLOW BELOW:

FIU 1101 Tuition Fees Schedule

(1) Tuition is defined as the basic fee charged to a student for enrollment in credit courses provided by the Florida International University and the out-of-state fee assessed to non-residents. Tuition and associated fees consists of the following:

1. Tuition (basic fee);
2. Student Financial Aid Fee;
3. Capital Improvement Trust Fund Fee;
4. Building Fee;
5. Health Fee;
6. Athletic Fee;
7. Activity and Service Fee; and
8. Tuition Differential Fee (Undergraduates); and
9. Technology Fee.

In addition to the fees set forth in 1.-9. above, a non- resident student, as defined by the Florida Board of Governors², will pay the Out-of-State Fee and the Non-Resident Student Financial Aid Fee.

(2) Registration is defined as consisting of two components:

(a) Formal enrollment in one or more credit courses approved and scheduled by the University; and

(b) Payment of tuition and associated fees, or other appropriate arrangements for payment (installment payment, deferment, or third party billing), for the courses in which the student is enrolled.

(3) A student is liable for tuition associated with all courses for which the student is registered at the end of the drop/add period. The fee payment deadline shall be as determined by the University.

(4) The following tuition and associated fees shall be levied and collected on a per credit hour basis, effective the fall semester indicated for each student regularly enrolled, unless provided otherwise by law, or Board of Governors or University regulation.

(a) Undergraduate – Fall ~~2010~~ 2011

Fee - Per Credit Hour	Undergraduate			
	Resident		Non Resident	
Tuition	\$95.67	\$103.32	\$95.67	\$103.32
* Tuition Differential ⁽¹⁾	\$22.00	\$32.00	\$22.00	\$32.00
Out of State fee			\$393.62	
Financial Aid	\$4.78	\$5.16	\$4.78	\$5.16
Out of State Financial Aid			\$19.68	
Capital Improvement Trust Fund	\$2.44		\$2.44	
Building	\$2.32		\$2.32	
Activity & Service	\$11.60		\$11.60	
Athletic	\$14.51	\$15.56	\$14.51	\$15.56
Technology Fee	\$4.78	\$5.16	\$4.78	\$5.16

(b) Graduate – Fall ~~2010~~ 2011 ⁽²⁾

Fee - Per Credit Hour	Graduate			
	Students enrolled prior to Fall 2006			
	Resident		Non Resident	
Tuition	\$295.75	\$319.41	\$295.75	\$319.41
Out of State fee			\$480.08	
Financial Aid	\$14.78	\$15.97	\$14.78	\$15.97
Out of State Financial Aid			\$24.00	
Capital Improvement Trust Fund	\$2.44		\$2.44	
Building	\$2.32		\$2.32	
Activity & Service	\$11.60		\$11.60	
Athletic	\$14.51	\$15.56	\$14.51	\$15.56
Technology Fee	\$14.78	\$15.97	\$14.78	\$15.97

Fee - Per Credit Hour	Graduate			
	Student enrolled in the Fall 06 or thereafter			
	Resident		Non Resident	
Tuition	\$309.81	\$334.59	\$309.81	\$334.59
Out of State fee			\$480.08	
Financial Aid	\$15.49	\$16.72	\$15.49	\$16.72
Out of State Financial Aid			\$24.00	
Capital Improvement Trust Fund	\$2.44		\$2.44	
Building	\$2.32		\$2.32	
Activity & Service	\$11.60		\$11.60	
Athletic	\$14.51	\$15.56	\$14.51	\$15.56
Technology Fee	\$15.49	\$16.72	\$15.49	\$16.72

(c) Law – Fall ~~2010~~ 2011 ⁽³⁾

Fee - Per Credit Hour	Law			
	Students enrolled prior to Fall 2006			
	Resident		Non Resident	
Tuition	\$384.07	\$441.68	\$384.07	\$441.68
Out of State fee			\$437.61	
Financial Aid	\$19.20	\$22.08	\$19.20	\$22.08
Out of State Financial Aid			\$21.88	
Capital Improvement Trust Fund	\$2.44		\$2.44	

Building	\$2.32		\$2.32	
Activity & Service	\$11.60		\$11.60	
Athletic	\$14.51	\$15.56	\$14.51	\$15.56
Technology Fee	\$19.20	\$22.08	\$19.20	\$22.08

Law
Student enrolled in the
Fall 2006 or thereafter

	Resident		Non Resident	
Fee - Per Credit Hour				
Tuition	\$402.35	\$462.70	\$402.35	\$462.70
Out of State fee			\$437.61	
Financial Aid	\$20.11	\$23.13	\$20.11	\$23.13
Out of State Financial Aid			\$21.88	
Capital Improvement Trust Fund	\$2.44		\$2.44	
Building	\$2.32		\$2.32	
Activity & Service	\$11.60		\$11.60	
Athletic	\$14.51	\$15.56	\$14.51	\$15.56
Technology Fee	\$20.11	\$23.13	\$20.11	\$23.13

*(1) Tuition Differential fee shall not be charged to students who are beneficiaries of prepaid tuition contracts and exempt under the requirements as described in Florida Statutes section 1009.24 or to any student who was in attendance at FIU before July 1, 2007, and who maintains *continuous enrollment.*

*(2) The additional Graduate fees for students enrolled in Graduate programs in the Fall 2006 or thereafter shall not apply to a graduate student who was enrolled in a graduate program prior to Fall 2006, and such student's enrollment has not lapsed in four terms before re-enrolling in the same graduate program. Effective Spring term 2009, the additional fees for students enrolled in the fall 2006 or thereafter shall not apply to a graduate student who was enrolled in a graduate program prior to Fall 2006, provided such student maintains *continuous enrollment.*

*(3) The additional Law fees for students enrolled in the law school in the Fall 2006, or thereafter, shall not apply to a law school student who was enrolled in a law program prior to Fall 2006, and such student's enrollment has not lapsed in four terms before re-enrolling in the same law program. Effective Spring term 2009, the additional fees for students enrolled in the fall 2006, or thereafter, shall not apply to a law school student who was enrolled in a law program prior to Fall 2006, provided such student maintains *continuous enrollment.*

**For purposes of the Tuition Differential fee, the Graduate fees, and the Law fees, "continuous enrollment" means the student has not been absent from the University for two (2) or more consecutive terms (excluding summer terms and military withdrawals.)*

(5) The following College of Medicine tuition and associated fees shall be levied and collected on an academic year basis, effective the fall semester indicated for each student regularly enrolled, unless provided otherwise by law, or Board of Governor or University regulation.

College of Medicine - Fall ~~2010~~ 2011

Fee - Per Academic Year	College of Medicine			
	Resident		Non Resident	
Tuition	\$24,150.00	\$27,772.50	\$24,150.00	\$27,772.50
Out of State Fee			\$30,000.00	
Financial Aid	\$1,207.50	\$1,388.62	\$1,207.50	\$1,388.62
Out of State Financial Aid			\$1,500.00	
Capital Improvement Trust Fund	\$122.00		\$122.00	
Building	\$116.00		\$116.00	
A&S	\$580.00		\$580.00	
Athletic	\$755.50	\$808.00	\$755.50	\$808.00
Technology Fee	\$1,207.50	\$1,388.62	\$1,207.50	\$1,388.62
Health	\$249.57		\$249.57	
Total	\$28,388.07	\$32,425.31	\$59,888.07	\$63,925.31

(6) Effective the Fall 2005 term, during any semester in which a graduate nonresident student has been appointed as a Graduate Assistant for at least .25 FT, the Out-of-State fee for the student shall be \$0.00 per credit hour.

(7) Effective the Fall 2009 term, during any semester in which a graduate nonresident is receiving a full fellowship, the Out-of-State fee for the student shall be \$0.00 per credit hour.

(8) The following fees shall be levied and collected on a per semester basis, effective the fall semester indicated for each student regularly enrolled (excluding College of Medicine students, whose fees are charged on an annual basis), unless provided otherwise by law, or Board of Governors or University regulation.

Fall ~~2010~~ 2011

	Resident	Non-Resident
Fee – Per Semester		
Health	\$83.19	\$83.19
Athletic	\$10.00	\$10.00

(9) Effective the Fall Semester 2009, each student enrolled in the same undergraduate course more than twice shall be assessed an additional sum to cover 100 percent of the full cost of

instruction as established by the Board of Governors for each such course in addition to the tuition and associated fees set forth above.

(10) Students in their last year of Law School shall pay a test preparation fee, at cost, to cover test preparation programs offered as part of the law school program of instruction, including a Florida Bar examination preparation course.

~~(4011)~~ Optional fees.

Orientation fee	\$ 35.00
Tuition Installment Service Charge	\$ 15.00
Identification Card <u>(annually)</u> —	\$ 10.00
<u>Replacement</u>	<u>\$ 15.00</u>
Fee for Transcript	\$ 10.00
Fee for Diploma replacement	\$ 10.00
Late Payment fee	\$100.00
Late Registration fee	\$100.00
Off-Campus Fee	cost
Distance Learning Fee	cost
Fingerprinting	cost
Materials and Supplies fee	cost
Equipment Use Fee	cost
<u>Convenience Fee</u>	<u>cost</u>
Library Fines and Penalties	varies

~~(4112)~~ For students who enter a community college or university for the first time in the 2009-2010 academic year or the 2010-2011 academic year, and thereafter, the University shall require the student to pay an excess hour surcharge equal to 50 percent of the tuition rate for each credit hour in excess of 120 percent of the number of credit hours required to complete the baccalaureate degree program in which the student is enrolled.

(13) For students who enter a community college or university for the first time in the 2011-2012 academic year and thereafter, the University shall require the student to pay an excess hour surcharge equal to 100 percent of the tuition rate for each credit hour in excess of 115 percent of the number of credit hours required to complete the baccalaureate degree program in which the student is enrolled.

~~(12143)~~ Throughout the FIU Regulations where the University is charging a fee or service based on cost, the University President / Designee has the authority to approve the amount of the charge.

Authority: Florida Board of Governors Regulations 1.001,7.001, and 7.003 and the ~~2010~~ 2011 General Appropriations Act , History- New 11-3-02, Amended 9-3-03, 8-22-04- 9-1-05, Formerly 6C8-6.010, Amended 6-20-06, 7-20-07,11-20-07, 6-25-08, 9-29-08, 7-14-09, 8-10-10,

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**THE FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES**

June 21, 2011

Subject: Student Athletic Fee

Proposed Board Action:

Approve the proposed Florida International University Athletic Fee increase from the current \$14.51 per student credit hour to \$15.56 per student credit hour effective the Fall term of 2011 for academic year 2011-2012.

Background Information:

The University Fee Committee has approved an increase in the Athletic Fee in the amount of \$1.05 per student credit hour effective with the Fall term 2011. The University President has approved the fee increase after consultation with the Student Government presidents.

The proposed increase will raise the Athletic Fee from \$14.51 per student credit hour to \$15.56 per student credit hour. In accordance with Florida Statutes §1009.24(12) and Board of Governors' Regulation 7.003 Fees, Fines and Penalties, the increase was decided by a fee committee comprised of 50% (4) students and 50% (4) faculty/staff of which one served as chairperson. The following procedure was used by the committee:

1. Two public hearings were advertised (through posters, electronic messaging and the student newspaper) and held at the Modesto A. Maidique campus and Biscayne Bay campus to hear comments and address concerns from the University community.
2. Following the hearings, the fee committee convened to discuss and vote on the proposal. A vote was held by the fee committee, which unanimously approved the increase.
3. The recommendation was forwarded to and approved by the University President.

This increase will be reflected, along with any other changes, in a revised FIU-1101 Tuition Fees Schedule Regulation which will be presented to the Florida International University Board of Trustees for approval. The approved Regulation will then be forwarded to the Board of Governors for its approval.

Supporting Documentation:	Fee Committee Recommendations to University President University Fee Committee, 2010-2011 Summary of Meetings and Activities Calculation of Fee Cap and allowable 5% Increase
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Facilitator/Presenter:	Sukrit Agrawal, <i>Finance and Audit Committee Chair</i>
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FLORIDA
INTERNATIONAL
UNIVERSITY

Undergraduate Education

April 21, 2011

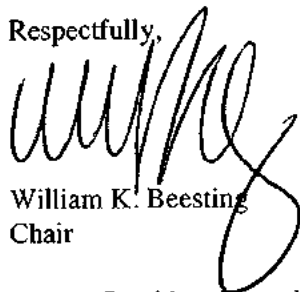
Dear Dr. Jones:

As chair of the University Fees Committee this year, I am pleased to forward our recommendations for student fees for the 2011-12 year. Specifically, the committee has recommended that the student Athletic Fee be increased by three (3) percent, which amounts to \$1.05 per student credit hour. This will increase the per student credit hour athletic fee from \$14.51 to \$15.56, and if approved by the University Board of Trustees, will become effective in the Fall 2011 term.

The additional revenue from the recommended fee increase will be approximately \$1.4 million for 2011-12. The committee members recognized a strong concern from students about the rising cost of education, in particular, student tuition, especially with the possible changes in the Pell Grant and Bright Futures programs. However, students did validate the need to improve Title IX compliance; hence, the determination of the 3% increase.

The committee held a total of four meetings, which included two days for an open forum public hearing at each campus. The hearings were publicized two days in the Beacon, and advertised via placards placed at strategic points in the Graham Center, Green Library, and Wolfe Center, and the hearings were announced through the new LCD displays in the Graham Center, the Wolfe Center and the academic buildings around campus. All eight committee members were present at the initial meeting and at the final meeting, and at least two-thirds of the committee members attended each public hearing. The vote of the committee on the fee increase was eight in favor, none opposed. I attach copies of the Fee Committee membership, the Florida Statute dealing with fees, the calculation of the allowable fee increase, and a summary of the student fees at each SUS institution in 2010. If you have any questions, please contact me.

Respectfully,


William K. Beesting
Chair

c: President Rosenberg
Matilde Gramling
Fee Committee Members

Approved
April 29, 2011
Rosa Jones
APR 21 2011

Office of the Associate Dean of Undergraduate Education

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**University Fee Committee, 2010-11
Summary of Meetings and Activities
April 15, 2011**

The University Fee Committee was appointed by President Rosenberg's designee, Vice President Rosa Jones, in consultation with the Student Government Association in March of 2011. The four student voting members were Helena Ramirez, SGA President MMC and Christin Battle, SGA President BBC, Kevin Gonzalez, Comptroller MMC and Shana Kaplan, Comptroller BBC. The four Faculty/staff voting members were Eric Arneson, Dr. Consuelo Boronat, Dr. Gisela Casines and Dr. William Beesting who was also Chairperson. Other interested parties attending meetings included Silvana Rogelis, Matilde Gramling, and personnel from the Athletics area: Pete Garcia, Julie Berg, Alex Duque and Heath Glick. Dr. Rosa Jones attended the first meeting and gave the opening charge to the committee.

Two meetings were held by the committee, plus two public hearings:

April 1, 2011 – Committee Meeting

Dr. Jones thanked members for agreeing to serve on this committee. She charged the committee with looking at the potential for an Athletic Fee increase. The committee is to make a recommendation that complies with the Florida Statute limiting the maximum increase to five (5) percent. She further explained the University's rotation cycle for consideration of fee increases. FIU rotates the fee increases so that only one of the three areas involved, Athletics, Activity and Service (A&S), and Health fees, is considered at a time and that the Athletic fee, under normal rotation, would not be eligible for consideration of another fee increase for another 3 years. Dr. Jones also explained the time frame by which the committee is request to submit a recommendation.

Relevant information needed for decision-making of the fee increase was provided to the Committee members during this first meeting. This information included: the Committee members roster for 2011, Florida Statute 1009.24 (2010) relating to increasing local fees (Athletics fee, A&S Fee and Health fee), a comparison of FIU local fees to the other State university local fees, and a worksheet showing the calculation of the fee cap and 5% limit which is prescribed in law. The sum of the local fees at FIU when put on a per credit hour basis (we have both credit hour fees

University Fee Committee, 2010-11
Summary of Meetings and Activities
April 15, 2011
Page 2

and per student or headcount fees) is \$35.17. Included in that amount is a \$2.00 per credit hour increase passed by the Legislature in 2004 for moving from Div.IIA to Div. IA in football. This special \$2 increase is, by law, excluded from the fee cap calculation and therefore for comparison purposes the amount representing the FIU total local fees on a credit hour basis is \$33.17. The cap, which is 40% of the undergraduate matriculation fee is \$38.26 ($\$95.67 * 40\%$), which provides \$5.09 of leeway to reach the cap. The allowable increase, however, is only \$1.75 per credit hour or \$17.99 per student head count since we are limited to the lesser of 5% of the existing fees or the cap, whichever is lower. The Athletic Fee at FIU is considered on a per credit hour basis.

As the Chair distributed the Florida Statute pertaining to student fees, the composition of the Committee (4 staff, 4 students) and the SUS comparison of fees, he discussed each item. The Chair explained that the process going forward would include two public hearings on the proposed fee increase, one at MMC and another at BBC, and a final meeting where the committee vote would be recorded.

The Chair then invited the Athletic Director and members of his staff into the meeting. The Director, Mr. Pete Garcia and Ms. Julie Berg, Sr. Associate Athletic Director were the presenters of the Athletics fee increase request. Also in the room and providing information as needed were: Ms. Alex Duque, Associate Vice President and Heath Glick, Chief of Staff for Intercollegiate Athletics.

Mr. Garcia provided a summary of notable events in Athletics. He further elaborated on the recent Athletic Self Study for NCAA, which Athletics is currently undergoing. He further explained the challenges which were noted as a result of the self-assessment. He elaborated that Athletics will need to continue to focus on Title IX compliance. He then presented the summary of the budget request and went through the document to expand on the major reasons for the requested amount. The major items which were noted for the increase were: Capital Improvement (i.e., a multi-purpose track around the soccer field); Title IX initiatives which include hiring 3 new full-time women's coaching staff members and adding Sand Volleyball as a new female varsity sport; Scholarships for student athletes, Cheerleaders; and funds to provide assistance for the Band.

University Fee Committee, 2010-11
Summary of Meetings and Activities
April 15, 2011
Page 3

The committee was then given the opportunity to ask the Athletic representatives further questions. Mr. Garcia summarized that to be in compliance with Title IX, the items noted were the proportionality of men to women's (athletes) sports and the additional opportunity for women's participation as well as the University having shown a history of adding women's sports. Funding questions included: the amount of the total Athletics budget (including the funding sources of the various funding streams), the amount of revenue made from ticket sales and the amount of funding received from football making it to the Sun Belt Championship. The question was raised as to what would happen if the fee was not increased and how it would affect Athletics as well as what would be the effect of a fee increase that is less than the 5% maximum allowable. The Athletics representatives were asked about the additional cost for adding Sand Volleyball. Furthermore, a clarification was requested for the need for increased scholarship money. The committee requested to know the standing of FIU in the Sun Belt Conference in regards to revenues made and expenses paid.

Miscellaneous questions ranged from questions about Athletics plans for sports or events at the BBC campus, the Athletics marketing strategy, and questions regarding the cheerleaders.

The Committee discussed the Athletics Title IX compliance issues, as well as the amount of the fee increase which could be used by all students and not necessarily be restricted to student athletes since the biggest "donor" of their funding are the students. Some of the committee members noted that the Athletics department does not have a good reputation of working well with the various general student groups.

Public Hearings:

The Public Hearings were publicized 2 days in the Beacon, advertised via placards placed at strategic points in the Graham Center, Green Library and Wolfe Center. Electronic announcements of the Hearings were also announced through the LCD displays in the Graham Center, the Wolfe Center and the academic buildings around campus.

April 12, 2011: Biscayne Bay Campus Public Hearing

The first public hearing was held at Biscayne Bay Campus in WUC 157. Eighteen individuals attended the hearing, which commenced at 11:45 a.m. and ended at 12:40 p.m.

The chairperson opened the hearing, introduced the committee members present and introduced the request for an increase of \$1.75 per-student credit hour for Athletics, to be effective in Fall of 2011. He explained the process and opened the floor to questions from the audience. The audience asked where the funds from the increase would be used and questions about Title IX. Questions were asked pertaining to what improvements the University has made to meet Title IX compliance. Mr. Pete Garcia answered questions regarding the location of the track and its total cost. Furthermore, students asked what they could get out of the increase that would impact students at large. One of the student leaders asked the audience how they felt about the proposed increase in relation to the economy. One student in the audience responded that since she was not involved with sports, she just wanted to know why the increases always come from the students. Another student responded that intuitively, he would not want another increase but considering the needs, it warrants consideration. The students asked why Athletics doesn't fund raise more to external benefactors. Further discussion revolved around the issue that this fee increase would benefit MMC students more than BBC students. The response of this question was that the BBC SGA President would work with Athletics about a shuttle to bring BBC students to MMC games. The students questioned if there could be a rowing team at BBC or even having the Sand Volleyball at BBC. The chairperson concluded the meeting with a statement asking the audience to e-mail the Fee Committee panel with any questions/concerns they might still have.

April 13, 2011: Modesto A. Maidique Campus Public Hearing

The second public hearing was held at the MMC in the GC East Ballroom. Thirty two individuals attended the hearing which commenced at 12:15 p.m. and ending at 1:20 p.m. The chairperson introduced the committee members present and introduced the request for the Athletic fee increase. The chairperson explained the process and Mr. Pete Garcia summarized the proposed fee increase and answered questions and listened to comments.

University Fee Committee, 2010-11
Summary of Meetings and Activities
April 15, 2011
Page 5

In these public hearings, some students expressed their dissatisfaction with the responsiveness of personnel in the Athletic area. They felt that questions of facility usage by the various student groups were, in general, dismissed, and, when they were able to use the facility, they were assessed usage charges on top of the current fees. They also expressed dissatisfaction in the manner that the general student body is given the lowest consideration for usage of facilities, with student athletes and outside-paying community given first consideration.

Some students also raised questions about how perhaps Athletics could provide opportunities for students to work there in an effort to show how the Athletic fee could assist more than just the athletes. A student asked where other universities received their sources of Athletic funding.

One student expressed that he “did not agree with an increase at all” when they have an arena that can’t be filled. Many students agreed that they are not in favor of an Athletic fee increase when the cost of tuition is going up and the future of Financial Aid to students seems to be diminishing.

In both public hearings, the students in attendance expressed concern that the process of a Fee Increase appeared to be a “done deal.” In general, students expressed that although Athletics has made general valid points to support the fee increase, they were concerned with the increasing cost of getting a college education and the cuts they experience with the economy and financial aid. Furthermore, the accessibility of athletics for BBC students and the general responsiveness of Athletics to general use of facilities did not produce student support of the requested increase.

April 14, 2011 Committee Meeting

This meeting was called for the purpose to vote on the proposed increase. Prior to the vote, the floor was opened for discussion and any remaining questions. The Chair then asked each member to state their opinions about the need for a fee increase. Each member expressed his/her view. The committee felt that although the fee increase request seemed to be generally justified, Athletics could have presented a more detailed request inasmuch as the requested amount is to net an estimated \$2.2 million (without enrollment increases) and that approximately 70% of the Athletic budget was paid from student fees. The committee felt that although they were willing to support an increase, the 5% maximum could not be justified after hearing the discussions and questions from the students in the public forums.

The committee reviewed the dollar amounts at various percentage increases such as at 1%, 2%, 2.5%, 3%, 3.5%, 4%, and 4.5%. The committee discussed the pros and cons of various levels of increases but not at the maximum allowed. A motion for a 2.5% increase did not receive a second. Further discussion entailed. A second motion was presented for a 3% increase and received serious discussion and debate. Each committee member presented their comfort level with the various percentages. Dr. Boronat moved that the proposed fee be increased by 3%. Dr. Casines and Eric Arneson simultaneously seconded the motion. The vote was passed with all in favor, none opposed with the recommendation that interaction with students be documented and used as a reference for future increases. The committee emphasized that they would like Mr. Garcia and the Athletic department to know that students are their largest stakeholder and their satisfaction is crucial for support of future funding.

The Chairperson thanked the committee for their hard work.

FLORIDA INTERNATIONAL UNIVERSITY
 CALCULATION OF FEE CAP AND ALLOWABLE FEE INCREASE
 FY 2011-12

Draft as of 1.25.2011
 Page 1 of 2

Assuming 5% Tuition increase cap

PER STUDENT CREDIT HOUR

Fall

Spring (E)

Fees per SCH

PER STUDENT HEADCOUNT*

Fall

Spring

Fees per HC

Total Fee Revenue

TOTAL CREDIT HOUR EQUIVALENT FEE (*Total Fee Revenue / Total SCH*)

*Adjust for \$2.00 Legislative Increase not part of Cap***

ADJ. TOTAL CREDIT HOUR EQUIVALENT FEE

40% CAP**

Enrollment Undergraduate Matriculation

40% of Undergraduate Matriculation

Room under the 40% Cap

TUITION INCREASE CAP**

5 % per year or the % increase in undergrad base tuition, whichever is higher

Room under Tuition Increase Cap

MAX FEE INCREASE

Allowable Increase per Credit Hour

Allowable Increase per Headcount

2010-11				
Enrollment	Athletics	Activity and Service Fee	Health Fee	Total Revenues
432,155	\$14.51	\$11.60		
428,288	\$14.51	\$11.60		
860,443	\$12,485,028	\$9,981,139	\$0	\$22,466,167
42,048	\$10.00		\$83.19	
41,645	\$10.00		\$83.19	
83,693	\$836,930		\$6,962,421	\$7,799,351
				\$30,265,517
				\$35.17
				-\$2.00
				\$33.17
				\$95.67
				\$38.26
				<u>\$5.09</u>
			5%	<u>\$1.75</u>
				<u><u>\$1.75</u></u>
				<u><u>\$17.99</u></u>

* Reflects actual headcount, excluding dual enrollment students

** BOG Regulation

7.003 Fees, Fines and Penalties.

"...(4) (b) The sum of the activity and service, health, and athletic fees a student is required to pay to register for a course shall not exceed 40 percent of the tuition. Within the 40 percent cap, universities may not increase the aggregate sum of activity and service, health, and athletic fees more than 5 percent per year or the same percentage increase in tuition, whichever is higher.

(c) A university may increase its athletic fee to defray the costs associated with changing National Collegiate Athletic Association divisions. Any such increase in the athletic fee may exceed both the 40 percent cap and the 5 percent cap imposed by this subsection. Any such increase must be approved by the athletic fee committee in the process outlined in subparagraph (4)(d) and cannot exceed \$2 per credit hour..."

FLORIDA INTERNATIONAL UNIVERSITY
 CALCULATION OF FEE CAP AND ALLOWABLE FEE INCREASE
 FY 2011-12

Draft as of 1.25.2011
 Page 2 of 2

Assuming 5% Tution increase cap

	FY 2010-11	FY 2011-12	Proposed Increase	% Increase
Athletics Credit Hour fee	\$14.51	\$16.26	\$1.75	12.06%
Athletics Headcount Fee	\$10.00	\$10.00	\$0.00	0.00%

INCREMENTAL REVENUES

	2010-11**			2011-12***			Estimated Increase		
	Enrollment	Athletics Fee	Estimated Revenue	Enrollment	Athletics Fee	Estimated Revenue	Due to Enrollment	Due to Fee increase	Total Increase
PER STUDENT CREDIT HOUR									
Fall	432,155	\$14.51	\$6,270,569	449,211	\$16.26	\$7,304,171	\$247,483	\$786,119	\$1,033,602
Spring	428,288	\$14.51	\$6,214,459	427,285	\$16.26	\$6,947,654	-\$14,554	\$747,749	\$733,195
Summer	194,180	\$14.51	\$2,817,552	200,463	\$16.26	\$3,259,528	\$91,166	\$350,810	\$441,977
			\$15,302,580			\$17,511,353	\$324,095	\$1,884,678	\$2,208,774
PER STUDENT HEADCOUNT*									
Fall	42,048	\$10.00	\$420,480	44,028	\$10.00	\$440,280	\$19,800	\$0	\$19,800.00
Spring	41,645	\$10.00	\$416,450	43,057	\$10.00	\$430,570	\$14,120	\$0	\$14,120
Summer	30,972	\$10.00	\$309,720	32,011	\$10.00	\$320,110	\$10,390	\$0	\$10,390
			\$1,146,650			\$1,190,960	\$44,310	\$0	\$44,310
Total Estimated Revenue			\$16,449,230			\$18,702,313	\$368,405	\$1,884,678	\$2,253,084
Bad Debt			-\$246,738			-\$280,535	-\$5,526	-\$28,270	-\$33,796
Net Estimated Revenue			\$16,202,491			\$18,421,779	\$362,879	\$1,856,408	\$2,219,287

* Reflects actual headcount, excluding dual enrollment students

** 2010-11 Revenues are estimated based on Actual enrollment figures for Fall 2010 and estimated enrollment for Spring 2011 and Summer 2011

*** 2011-12 Revenues represent a preliminary estimate; budget assumptions are still pending to be determined.

**THE FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES**

June 21, 2011

Subject: Amendment of University Traffic and Parking Regulation

Proposed Board Action:

Approve the Amendment of the University Traffic and Parking Regulation FIU-1105 and delegate authority to the University President to approve any subsequent amendments that are based on comments to the Regulation received from the Florida Board of Governors and as a result of the regulation-making process.

Background Information:

The University Traffic and Parking Regulation FIU-1105 is being amended to reflect various changes, including: an increase in the Permit Fees charged for temporary permits and vendor and contractor permits; removal of “head in parking only” restriction and corresponding fine; additional requirement for disabled employees and students to obtain/purchase and display a current FIU Registered Disabled sticker; and lowering of the minimum towing or immobilization charge.

Florida Board of Governors Regulation 1.001(3)(k) provides that each board of trustees may govern traffic on the grounds of the university and in other areas in accordance with law and any mutual aid agreements entered into with other law enforcement agencies.

Florida Board of Governors Regulation 7.003(9) provides that each university board of trustees shall establish charges for parking decals, permits and parking fines.

The Regulation includes information on fees and therefore, in accordance with the Florida Board of Governors’ Regulation Development Procedure, the University Administration is required to submit the proposed amendments to the University Traffic and Parking Regulation FIU-1105 to the Florida Board of Governors for approval.

The University President will report to the Florida International University Board of Trustees at its next regularly scheduled meeting on any substantive change requested or made to the Regulation as a result of comments received from the Board of Governors pursuant to the regulation-making process.

Supporting Documentation: Proposed Amendment, University Traffic and Parking Regulation, FIU-1105

Facilitator/Presenter: Sukrit Agrawal, *Finance and Audit Committee Chair*

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**THE FLORIDA INTERNATIONAL UNIVERSITY BOARD OF TRUSTEES
FLORIDA BOARD OF GOVERNORS**

NOTICE OF PROPOSED AMENDMENT

REGULATION NO.: FIU-1105

REGULATION TITLE: University Traffic and Parking Regulation

SUMMARY: This Regulation is being amended to reflect various changes including an increase in the Permit Fees charged for temporary permits and vendor and contractor permits; deleted “head in parking only” restriction and corresponding fine; additional requirement for disabled employees and students to get an FIU Registered Disabled sticker; and lowering of the minimum towing or immobilization charge.

TEXT OF REGULATION: The full text of the Proposed Amended Regulation can be viewed below and on the website of The Florida International University Board of Trustees, <http://bot.fiu.edu/regulations/>. If you would like a copy of the Proposed Amended Regulation, please contact Eli Deville, Coordinator, Administrative Services, Office of the General Counsel, (305) 348-2103.

AUTHORITY: BOG Regulation 1.001(3)(k) and 1001.74(2)(j) and (6), 1006.66 FS.

NAME OF PERSON INITIATING PROPOSED REGULATION: Kenneth Jessell, Chief Financial Officer and Senior Vice President.

ANY PERSON SEEKING TO COMMENT ON THE PROPOSED AMENDED REGULATION MUST SUBMIT COMMENTS IN WRITING TO THE CONTACT PERSON LISTED BELOW. ALL WRITTEN COMMENTS MUST BE RECEIVED BY THE CONTACT PERSON WITHIN 14 CALENDAR DAYS OF THE DATE OF PUBLICATION OF THIS NOTICE.

CONTACT PERSON REGARDING THE PROPOSED AMENDED REGULATION: Eli Deville, Coordinator, Administrative Services, Office of the General Counsel, Florida International University, 11200 SW 8th Street, PC 511, Miami, FL 33199. Email: devillee@fiu.edu Fax: (305) 348-3272. Phone: 305-348-2103.

DATE OF PUBLICATION: April 21, 2011

THE FULL TEXT OF THE PROPOSED AMENDED REGULATION IS PROVIDED BELOW:

FIU-1105 University Traffic and Parking Regulation.

(1) General. This regulation is applicable to all persons who operate or park a motor vehicle on the campuses of Florida International University. All Miami-Dade County traffic and parking ordinances which are not in conflict or inconsistent with University regulations and all provisions of Chapter 316, Florida Statutes, shall extend and be applicable to the University's campuses. The Department of Parking and Transportation is authorized and empowered to enforce all ~~University parking and university~~ traffic ~~and parking~~ regulations as per Florida Statutes Section 1006.66. The University ~~Public Safety Police~~ Department is authorized and empowered to enforce University regulations, all county ordinances and state laws. Copies of the University parking and traffic regulations are available from the Department of Parking and Transportation, the University Police Department ~~of Public Safety~~, the Visitor Information Center and through the Florida International University web site URL <http://parking.fiu.edu>. The University assumes no liability for vehicles parked or operated on University property. The issuance of a decal or permit does not guarantee a place to park.

(2) Registration of Motor Vehicles. Vehicles used by members of the faculty, staff, students, (full or part-time), concessionaire employees and others who regularly operate a vehicle on campus must be registered with the Department of Parking and Transportation during the first day the vehicle is on campus. ~~Vehicle registrations expire on the expiration date indicated on decal or permit. The registration expiration date for a vehicle registered with the Department of Parking and Transportation corresponds with the expiration date of the decal or permit associated with that vehicle.~~ All visitors must use parking meters unless a parking permit has been provided by a University representative. Any motor vehicle parked on University property must display a valid University parking decal or parking permit. Use of a motor vehicle on University property is a privilege, not a right and is made available only under this regulation (FIU-1105).

(a) Decals.

1. Employees: A parking decal must be obtained for each vehicle which is, or may be, parked on the University's campuses. Decals are issued according to the classifications contained in these regulations. A decal will be issued by the Department of Parking and Transportation, upon the following conditions:

- a. The owner or driver registers the vehicle with the Department of Parking and Transportation.
- b. The owner or driver, unless otherwise exempt, pays the appropriate fee and provides proof of the decal classification to which he or she is entitled.
- c. The owner or driver settles all outstanding parking and traffic fines and fees before a current decal or permit will be issued.
- d. When two or more persons who are employed by the University reside in the same household and register more than one vehicle, each is required to purchase a separate original decal; duplicate decals will not be issued for either person except upon proof of replacement of the originally registered vehicle. If two or more persons travel together in one vehicle, only one decal is required but a duplicate decal cannot be purchased except upon proof of replacement of the originally registered vehicle.

2. Students: Students will pay a Transportation Access Fee per semester. A student decal will be issued by the Department of Parking and Transportation to each student under the following conditions, and it is the students' responsibility to properly display the current decal in accordance with this regulation.

- a. The student must be currently enrolled at the University.

b. The student must provide a valid vehicle registration for the vehicle on which the decal will be placed.

c. The student must settle all outstanding parking and traffic fines and fees.

3. Decal Classifications: The issuance of decals is restricted to the classifications specified in these regulations. The following decal classifications are in effect:

a. Faculty/Staff -- An “F/S” decal is available to persons currently employed as regular or adjunct faculty; administrative and professional staff; support staff and other ~~personal~~ personnel services employees. Individuals who are currently employed by vendors or contractors with the University, or who are otherwise required by contract to obtain a decal, are also entitled to obtain a decal in this classification. A one semester or two semester decal is available during an academic school year to employees who do not wish to purchase an annual decal.

b. Student -- An “S” decal will be issued to those persons who are currently enrolled as students. For purposes of this regulation, a person shall be considered a student regardless of the number of hours or courses for which he or she is enrolled at the University. Students residing in the University’s housing complexes are required to display a current semester housing sticker in addition to the current student decal. Students employed at the University ~~at least 15 hours a week~~ may elect to purchase a faculty/staff decal at an additional cost.

c. Alumni -- An “ALUM” decal is available to FIU graduates who are not currently enrolled at the University and entitles the holder to park in spaces designated for student parking.

d. Administrative -- An “A” decal is available to only those employees who desire a higher level of parking service or have special parking needs based upon work requirements. A one semester or two semester decal is available during an academic school year to employees who do not wish to purchase an annual decal.

e. Executive -- An “E” decal is available to only those employees who desire the highest level of parking service or convenience. A one semester or two semester decal is available during an academic school year to employees who do not wish to purchase an annual decal.

f. Duplicate/Replacement Decal -- A Duplicate/Replacement decal is available to persons who have purchased an original decal for that semester or academic year. This category is for additionally owned vehicles used alternately and for situations where the original decal must be replaced due to an accident, the re-painting of the vehicle, stolen vehicles, etc. The address on the vehicle registration for the second vehicle must be the same as that on the registration of the vehicle listed on the original decal application. A vehicle with a duplicate decal is not permitted on campus at the same time as the vehicle with the original decal.

4. Decal Registration Fees:

a. The following are the annual registration fees, exclusive of sales tax, for each decal classification:

	Original	Duplicate/ Replacement
Executive	\$884.00	\$30.00
Administrative	\$406.00	\$20.00
Faculty/Staff (Annual base pay over \$45,000)	\$231.00	\$15.00

Faculty/Staff		
(Annual base pay over \$35,000)	\$206.00	\$15.00
Faculty/Staff		
(Annual base pay over \$25,000)	\$141.00	\$15.00
Faculty/Staff		
(Annual base pay \$25,000 and under)	\$121.00	\$15.00
Alumni	\$236.00	\$15.00
Student	Fall -	N/A
	Spring -	N/A
	Summer A, B, or C -	N/A

b. The following are the one semester registration fees, exclusive of sales tax, for each decal classification:

Executive	\$560.00	\$30.00
Administrative	\$260.00	\$20.00
Faculty/Staff		
(Annual base pay over \$45,000)	\$127.00	\$15.00
Faculty/Staff		
(Annual base pay over \$35,000)	\$113.00	\$15.00
Faculty/Staff		
(Annual base pay over \$25,000)	\$ 91.00	\$15.00
Faculty/Staff		
(Annual base pay \$25,000 and under)	\$ 76.00	\$15.00
Alumni	N/A	N/A
Student	Fall -	N/A
	Spring -	N/A
	Summer A, B, or C -	N/A

c. The following are the two semester registration fees, exclusive of sales tax, for each decal classification:

Executive	\$722.00	\$30.00
Administrative	\$333.00	\$20.00
Faculty/Staff		
(Annual base pay over \$45,000)	\$179.00	\$15.00
Faculty/Staff		
(Annual base pay over \$35,000)	\$160.00	\$15.00
Faculty/Staff		
(Annual base pay over \$25,000)	\$116.00	\$15.00
Faculty/Staff		
(Annual base pay \$25,000 and under)	\$ 98.00	\$15.00
Alumni	N/A	N/A
Student	Fall -	N/A
	Spring -	N/A
	Summer A, B, or C -	N/A

d. ~~Duplicate/Replacement~~ Lost or Stolen Decals. If a decal has been lost or stolen, the incident shall be reported to the Department of Parking and Transportation, and a replacement decal shall be purchased. An "FIU Parking and Transportation Lost or Stolen Decal Affidavit", form PT #11, Revised 06/2010, which is incorporated by reference into this regulation, must be filled out.

e. Change in Decal Status. Any employee requesting an upgrade-change in decal classification shall pay the difference between the fee appropriate to the classification currently in effect and that being requested. The old decal or identifiable parts, including numbers, must be returned to the Department of Parking and Transportation for auditing purposes.

f. Non-Refundable Fees. All fees paid for decal registration shall be non-refundable except for instances where a person has mistakenly made a double payment and the request for refund is made within the same academic year in which the payment was made. The Transportation Access Fee paid by the students is only refunded in the same manner as other University -student fees are refunded.

(b) Permits and Permit Fees.

1. Temporary permits are issued only by the Department of Parking and Transportation to those persons who require temporary parking authorization and who are not otherwise required by these regulations or contract to obtain a decal. Permits must be applied for and are issued for durations that are commensurate with their purposes. Permits may or may not include the payment of parking fees as provided below.

2. The circumstances under which a permit rather than a decal shall be issued include but are not limited to use of a temporary vehicle; parking on the University's campuses for occasional business-related purposes; parking on the University's campuses for attendance at conferences and meetings; and visitors who are not otherwise required to obtain a decal. Any person who has a current decal and needs to use temporary transportation must obtain a temporary parking permit. These temporary parking permits are issued, free of charge, for a maximum of thirty (30) consecutive days.

3. Temporary 30, 60, and 90-day permits are available to persons not otherwise required by these regulations or contract to obtain a parking decal. The following are the permit fees, **exclusive of sales tax**:

30-day permit \$~~22.00~~27.00

60-day permit \$~~40.00~~45.00

90-day permit \$~~60.00~~65.00

4. Specific visitor, vendor and contractor, and volunteer permits will be issued by the Department of Parking and Transportation upon payment of a fee as follows:

a. Visitor fees. Metered parking is available throughout the University at a cost of 25 cents per 15 minutes except in PC Loading which are 50 cents per 15 minutes. Visitors can also park at the multi-space meters for \$1.00 per hour with a maximum of \$ 8.00 per day. University departments hosting an event can purchase garage visitor permits in advance.

b. Vendors and Contractors fees. All vendors and contractors conducting business on campus are required to purchase a contractor permit. The following are the permit fees, **exclusive of sales taxes**:

30-day permit \$~~22.00~~27.00

60-day permit \$~~40.00~~45.00

90-day permit \$~~60.00~~65.00

c. Volunteers' fees. Upon verification, individuals outside the University who volunteer their time at either campus can purchase a volunteer permit for the following fees **exclusive of sales tax**:

30-day permit \$ 5.00

60-day permit \$10.00

90-day permit \$15.00

(c) Vehicle Registration Exemptions. The following persons shall not be required to register their vehicles with the Department of Parking & Transportation:

1. Representatives of news media on official business.

2. Members of the Florida International University Board of Trustees who are on campus to attend meetings and functions of the Board of Trustees. Trustees shall be issued ~~identification-a decal or hang tag~~ which shall be prominently displayed in their vehicles.

3. Members of the FIU Foundation Board of Directors who are on campus to attend meetings and functions of the Foundation. Directors shall be issued ~~identification-a decal or hang tag~~ which shall be prominently displayed in their vehicles.

(3) Decal, Traffic and Parking Regulations, Golf Cart and Garage Parking.

(a) Decal Regulations.

1. Display of Decal. Each driver who regularly parks a vehicle on campus shall display a valid decal or permit. It is the responsibility of the driver to properly display a decal or permit so it is easily visible and readable. Failure to display it correctly may result in a violation for not having a valid decal or permit.

2. Decals shall be permanently affixed to the outside of the vehicle on the left side either on the rear bumper, or the outside of the rear window. Decals must be permanently affixed and not altered. For unusually constructed vehicles, decals shall also be permanently affixed in the manner directed by the Department of Parking and Transportation. Housing stickers shall be permanently affixed adjacent to the current student decal.

3. The entire decal or permit must be displayed unaltered.

4. It is a violation of these regulations to transfer a decal or permit from one vehicle to another; alter a decal or permit, falsify documents to obtain a decal or permit or otherwise obtain or display a decal or permit in violation of the University rules and regulations. Any such act shall constitute decal fraud and will cause the decal or permit to be revoked.

(b) Traffic Regulations:

1. Speed Limit. The speed limit on University property is 25 miles per hour on main roads unless otherwise posted. The speed limit inside the garage is 5 mph. Speed limit inside surface lots is as posted.

2. Right-of-Way. Pedestrians and wildlife have the right-of-way over motor vehicles, including golf-carts. Pedestrians must use crosswalks when crossing a roadway.

3. Barriers. Barriers may be placed by the University at any point deemed necessary for specific temporary use. Except as required for the passage of emergency vehicles, removal of any such barrier without permission is prohibited.

4. Enforcement Directives. A directive given by a police officer or parking patroller or designee supersedes the regulations posted by sign or signal.

(c) Golf-Carts:

1. Golf-carts are restricted by the Florida Department of Highway Safety and Motor Vehicles and Florida International University for use on facility premises only. Golf-carts are used primarily for the ~~T~~ransportation of persons or cargo, are designed and regulated to be

operated at speeds of less than 25 miles per hour, and are generally recognizable as a passenger or utility type cart, vehicle, club car or conveyance.

2. Any person who operates a golf-cart on University premises is deemed, by so doing, to have the knowledge, training and skill to safely operate such vehicle and shall be fully accountable for their actions and the consequences thereof.

3. Golf-cart Enforcement. Golf-carts shall be operated in accordance with the following specific regulations:

a. Golf-carts shall not be parked within 6-8 feet of the entrance or exit of any building, except at loading docks or approved designated golf-cart parking spaces.

b. Operators shall stop golf-carts at all blind intersections and sound their horns before proceeding.

c. Golf-carts shall not be parked or operated in any manner likely to obstruct or interfere with the flow of pedestrian or vehicular traffic in heavily traveled areas.

d. Operators shall not stop for any extended period of time in the middle of roads and walkways. Golf-carts shall not be parked on pedestrian crosswalks.

e. Safety precautions shall be taken while driving golf-carts through parking lots.

f. Golf-carts shall not be driven through buildings except: 1) under circumstances of police or medical emergency, 2) in order to service that specific building wherein equipment and supplies, but not people, are being transported to the work site, or 3) in order to make a delivery of materials which cannot be otherwise transported to a specific location in a building.

g. Where circumstances warrant operation of a golf-cart in or through any University building, as described in "f." above, operators shall take the most unobtrusive route and shall follow all other operating requirements.

(d) Parking Regulations for Surface and Garage Parking.

1. Posted signs, bumper blocks, and other markings designate the various parking areas on campus. Parking areas may be restricted by decal classification, time or purpose.

Parking areas restricted by decal classification, time or purpose shall be considered no parking zones to those individuals who do not fall within the restriction of the decal classification.

Individuals parking in areas so restricted require a decal, hang tag, or permit. The following parking restrictions are found in areas on the University's campuses:

a. Executive

b. Administrative

c. Faculty/Staff

d. Student

e. Meters

f. Disabled

g. Motorcycle/Motorbike/Moped

h. State Vehicles

i. Time Limit Parking

j. Housing Parking

k. Loading Zone

l. Garage Visitors

~~m. Head-In Parking Only~~

~~n. Golf-Cart~~

~~o. Carpool~~

2. Metered parking is for visitors and is enforced daily, from 7:00 a.m. to 10:00 p.m. including weekends and holidays. If a meter is malfunctioning, parking in that space is prohibited. A current FIU parking- decal or permit does not entitle the driver to park in a metered parking space without paying the appropriate fee, unless otherwise specified on the permit.

3. Use of parking areas designated as Faculty/Staff shall be enforced between the hours of 6:00 a.m. to 7:00 p.m., Monday through Friday, unless otherwise indicated by signage.

Parking in all other areas, including Executive and Administrative, shall be observed and enforced at all times.

4. Changes in designated parking areas shall become effective at such time as signage or other identifying markings are posted.

5. No motor vehicles, other than police, emergency, or golf-carts may be operated or parked at any time on the walkways, grass, service areas, driveways or other prohibited zones, except where specifically permitted by signage. No motor vehicle, motorcycle or other type of vehicle, including a bicycle, shall be parked in such a way as to create a hazard or obstruction to traffic or access. Temporary parking areas may be designated in grass areas by the placement of delineating signs, bumper blocks or other identifying marks. Parking adjacent to any University building shall be prohibited except as identified by authorized signs.

6. No person, other than a current housing resident whose vehicle is left in a housing lot, shall leave a vehicle overnight on University property without notifying the ~~Public Safety~~ University Police Department and the Department of Parking and Transportation. Vehicles that are inoperable shall be reported immediately to the ~~Public Safety-University Police~~ Department and the Department of Parking and Transportation. Vehicles left for more than three (3) consecutive days and nights, without prior approval, or which are apparently abandoned shall be subject to towing, impoundment, and disposal at the owner's expense. The University does not assume any responsibility for motor vehicles or their contents while they are parked on campus. Vehicles registered to current housing residents may be left in housing lots during session breaks but in no event for more than three weeks, except with permission from University housing.

7. Major repairs to vehicles shall not be performed on either campus.

8. Double-parking is not allowed at any time.

9. The fact that a person may park or observe others parked in violation of the regulations without receiving a citation does not mean that the regulation is no longer in effect. Observing others illegally parked is not a valid excuse.

10. Parking on lawns, landscaped areas, sidewalks, or other areas not specifically designated by signs or curb markings as parking areas is a violation. The absence of a "No Parking" sign does not mean parking is permissible in an area.

11. Residents of housing shall abide by the parking regulations.

12. Parking a vehicle on campus following failure to pay or appeal any citation for a university traffic infraction within the time provided, or parking on campus with a revoked decal shall be considered illegal parking and is subject to towing.

13. Parking areas designated as disabled are enforced at all times and a current state issued disabled placard/hang-tag or license plate must be visible and properly displayed. In addition, Aall disabled Eemployees and students of the University must obtain/purchase and display a current decal in addition to the disabled placard/hang-tag or license plate and FIU Registered Disabled at FIU sticker.

(e) Garage Parking:

1. A current FIU parking decal is required to park in the garages ~~at no additional cost as restricted by decal classification.~~

2. ~~Current FIU decal holders cannot park in a visitor space without paying the additional fee- A current FIU parking decal or permit does not entitle the driver to park in a metered parking space without paying the appropriate fee, unless otherwise specified on the permit.~~

3. Garage hours: Gold and PG5 Market Station Garages

Open 24 hours a day, 7 days per week

Blue, Red and Panther Garages

6:00 a.m. - 2:00 a.m. Mondays – Fridays

Closed weekends and holidays except for Special Events

4. No overnight parking. Vehicles must be removed from the garage prior to posted closing hours of the facilitygarage. Any vehicle left in the garage after hours will be ticketed and is the vehicle is subject to towing at vehicle owner's expense.

5. Head-in parking only.

5. Garage speed limit is 5 mph. Garage speed is radar-enforced.

6. No sSkateboarding and rollerblading are prohibited in the garages.

(4) Enforcement.

(a) Violations. Failure to abide by any of the provisions of these regulations shall be considered a university parking infraction. The University may enforce university parking infractions through use of warnings, citations and fines, vehicle immobilization, towing and any other means authorized by statute.

(b) Citations. The Public Safety-University Police- Department and the Department of Parking and Transportation are authorized to issue written citations to persons who violate the this university traffic and parking and Transportation regulations. The Public Safety-University Police Department is also empowered to issue citations for violation of Chapter 316, Florida Statutes, and county ordinances. Only one citation per calendar day will be issued for each violation in the same location on the same vehicle.

1. Schedule of Fines. The schedule below establishes fines for the various categories of violations which are considered to be university parking infractions:

No Decal	\$ 20.00
Parking on the Grass	\$ 20.00
Hazardous Parking	\$ 25.00
Overtime Parking (meter)	\$ 20.00
All Moving Violations	\$ 25.00
Restricted/Improper Parking	\$ 25.00
Overtime Parking (garage)	\$ 25.00
Unlawfully Parked in Disabled Space	\$250.00
Decal Fraud	\$100.00
<u>Head-In Parking Only</u>	<u>\$ 15.00</u>
Radar/Speeding Violation	\$ 25.00
Restricted "E" or "A"	\$ 30.00
Golf-Cart	\$ 25.00
Decal/Permit-Improper <u>ly</u> Display <u>ed</u>	\$ 20.00

a. Impoundment and vehicle immobilization charges vary according to type of vehicle, and/or type of tow or immobilization needed for the vehicle, at a minimum \$65.0050.00. If a third party towing company is used, the charge will be as determined by the third party towing company.

b. Any vehicle which remains in violation of the same regulation for more than one calendar day is subject to additional citations. Violations of Chapter 316, Florida Statutes,

and county ordinances are returnable to the Miami-Dade County Court and may carry higher fines or other penalties.

2. Late Charges. If a university citation is not paid or appealed in the time provided by this regulation, a \$5.00 late charge shall be assessed in addition to the fine established for the violation. The assessment of the late charge shall not preclude the University from enforcing these regulations through alternative means such as preventing registration, withholding transcripts, receiving your diploma and/or towing, or immobilizing the vehicle. Finally, the outstanding balance will be sent to a collection agency and additional fees will be assessed.

3. Remedies for Failure to Pay Fines. In addition to the assessment of a late charge fee, and other penalties as provided in this regulation, the following remedies are available to the University:

a. Revoke parking and driving privileges on University property. A person whose parking privileges are revoked may not be issued a new parking decal until all prior outstanding citations are satisfied.

b. Prevent the person from registering as a student.

c. Withhold issuance of transcripts or degrees.

d. Use vehicle immobilizer.

e. Tow and impound the person's car.

f. Take other action as necessary to collect the outstanding fines as delinquent accounts owed to the University such as the use of a collection agency.

4. Responsibility for Citations. The person who registers a motor vehicle with the Department of Parking and Transportation assumes responsibility for all citations issued to that vehicle. If the motor vehicle has not been registered with the Department of Parking and Transportation then the person(s) in whose name the motor vehicle is registered with the State Department of Highway Safety and Motor Vehicles shall be held responsible for citations issued to the vehicle. Employees of FIU operating state university vehicles and golf-carts shall be responsible for citations issued to such vehicle(s).

(c) Procedures for Payment of Fines and Appeals. A person to whom a citation has been issued shall have ten (10) business days from the date of issuance to respond to the citation either by paying the fine or by filing an appeal. If payment or request for an appeal is not received within the allotted time, a late fee shall be assessed, and the University may take any authorized action to enforce the penalty.

1. Payment of Fines. Fines may be paid by credit card through the Florida International University web site URL <http://parking.fiu.edu> or in person at the Department of Parking and Transportation by check, money order, cash payment, the FIU Panther debit card, or credit card. Alternatively, payments may be mailed to the Department of Parking and Transportation located on Modesto Maidique Campus; however, late fees shall be applied in the event payment is not received by the Department of Parking and Transportation within the time provided by these regulations. All payments sent by mail should include the payee's Panther ID number and citation number.

2. Appeals Process and Procedures. Appeals of citations for university parking infractions and towing/vehicle immobilization procedures and charges may be instituted by filing a written appeal through the Florida International University web site URL <http://parking.fiu.edu> or at the Department of Parking and Transportation on the "Florida International University Department of Parking and Transportation CITATION APPEAL FORM", Form PT #04 Appeal Form RVSD. 04/2009, according to the instructions provided on the form. The form is

incorporated by reference into this regulation. County citations are not open to appeal through the University appeal process. County citations must be processed through the Miami-Dade County Court system. The Citation Appeal Form PT #04 may be obtained at the Department of Parking and Transportation, the web site and at other locations throughout the University, such as the Visitor Information Center and ~~Public Safety~~ University Police Department at both campuses. Inability to locate parking spaces or the failure of others to observe these regulations shall not be considered to be valid defenses. The completed Citation Appeal Form must include a current and accurate mailing address or email address where notices can be sent to and received by the Appellant. Complete Citation Appeal Forms will be forwarded by the Department of Parking and Transportation to an Appeal Hearing Officer for review and decision.

a. Appeal Hearing Officers. There shall be appointed on each campus a University Appeal Hearing Officer or Officers who shall be responsible to resolve appeals of citations for university parking infractions and/or towed or immobilized vehicles. The Appeal Hearing Officer(s) of each campus shall be appointed, by the appropriate vice president, to serve a two-year term, and may be appointed for additional terms. It is intended that Appeal Hearing Officers will be members of the University Community.

b. Appeal Hearing Officer Procedures. Appeal Hearing Officers will receive and evaluate written appeals. They will be guided by the Parking Regulations and shall consider any relevant circumstances, as articulated in the written appeal, in making their decision(s). Appeal Hearing Officers may request further information or interview the appellant, witnesses or the citing officer. Appeals will be reviewed and appellants notified by mail.

c. Appeal Hearing Officer Decisions. Following consideration of the grounds for an appeal, the Appeal Hearing Officer shall decide on the appeal. The Appeal Hearing Officer's decision shall contain findings of fact and be reduced to writing and a copy shall be furnished to the appellant by the Department of Parking and Transportation. The decision of the Appeal Hearing Officer is final without further right of review. Upon denial of an appeal, the fine assessed shall be paid within ten (10) business days of the date of notification to the appellant or a late fee will be assessed.

(d) Immobilization, Towing and Impoundment-Appeals. The University may immobilize, tow and/or impound any vehicle which is found to be parked illegally or in violation of these regulations. Parking after failing to pay a parking citation(s) within the allotted time constitutes illegal parking. A person whose vehicle has been immobilized, towed and/or impounded may appeal the tow or immobilization by filing a written appeal within ten (10) business days from the date of the impoundment. An Appeal Hearing Officer shall review the appeal within seventy-two (72) hours of receipt of the written appeal. The appellant shall receive notification of the appeal decision through the mail. If the immobilization or tow appeal is granted, the University shall refund the amount charged for the immobilization or tow. In lieu of the appeal, or pending such appeal, or if the appeal is denied, the owner of the vehicle or his/her authorized agent may obtain release of the vehicle by paying the citation(s), the immobilization and/or towing charges and any applicable delinquent fines.

(e) University Departmental Events. All departments hosting an event, which will require additional visitor parking for guests, will require visitor permits for each vehicle per day. Pre-purchased parking spaces are available by contacting the Department of Parking and Transportation no later than three (3) business days, but preferably five (5) business days before the date of the event. Departments are encouraged to post directional signs for each event.

Specific Authority- BOG Regulation 1.001(3)(k) and 1001.74(2)(j) and (6), 1006.66 FS. Law Implemented 1001.74 (2)(j) and (6), 1006.66 FS. History--Formerly 6P-5.06, 10-1-75, Repromulgated 12-23-76, Amended 1-15-80, 8-20-81, 4-24-83, 8-12-85, Formerly 6C8-5.06, Amended 7-6-86, 8-31-89, 7-17-90, 7-21-91, 8-25-93, 10-26-93, 8-17-94, 8-20-95, 8-11-96, 6-12-97, 7-08-99, 5-16-00, 5-24-01, 7-25-02, 12-2-02, 8-11-03, 6-1-04, 6-1-05, Formerly 6C8-5.006, Amended 6-2-06, 7-12-07, 8-11-08, 6-29-09, 8-10-10,_____.

APPEAL DATE: _____

Florida International University

Department of Parking & Transportation

APPEAL# _____

CITATION APPEAL FORM

VALID DECAL: YES ☐ or NO ☐

DATE ISSUED: _____

AN APPEAL HEARING OFFICER WILL REVIEW THIS APPEAL.

APPELLANTS DO NOT HAVE THE OPTION TO APPEAR IN PERSON.

THIS APPEAL FORM MUST BE SUBMITTED NO LATER THAN 10 BUSINESS DAYS FROM THE DATE OF CITATION

() STUDENT () FACULTY/STAFF () VISITOR () VENDOR/CONTRACTOR

PLEASE PRINT

PANTHER ID #: _____

CITATION #: _____

NAME: _____

DATE OF CITATION: _____

ADDRESS: _____

VEHICLE PLATE #: _____

CITY: _____ ST: _____ ZIP: _____

VIOLATION CODE: _____

HOME PHONE #: _____

VIOLATION DESC. : _____

ALTERNATE PHONE #: _____

LOT #/UNIT #/TIME: _____

E-MAIL: _____

I wish to appeal for the following reason (s): _____

I certify that the statements made above are true and correct to the best of my knowledge and belief. **I understand that the decision of the appeal-hearing officer is final without further right of review.** Once I receive my appeal results, whether denied or reduced, I agree to pay the amount due within 10 business days after receiving the appeal results. If payment is not received within the allotted time, a late fee will be assessed. If appeal status notification has not been received within 2 weeks from signature date, it is the appellant's responsibility to conduct a follow up by calling any of our Parking & Transportation offices at UP Campus (305) 348-3615 or BBC (305) 919-5558.

SIGNATURE: _____

DATE: _____

() DENIED () GRANTED () WARNING: NO FINE ISSUED () REDUCED FINE TO \$ _____

APPEAL HEARING OFFICER COMMENTS: _____



Parking & Transportation

Lost or Stolen Decal Affidavit

The Department of Parking & Transportation has adopted the following policy to deal with situations where a decal is lost in the mail, stolen off of a vehicle, or lost by its recipient. If lost or stolen, the person must purchase a duplicate decal to replace the missing one. Person claiming decal was lost/stolen needs to file a report with FIU Police and bring a copy of the police report to attach to this affidavit.

When the decal is stolen off of a vehicle and is subsequently recovered, the applicant is allowed to apply for a refund for the price paid for the duplicate decal (subject to verification by Parking & Transportation within 30 days of decal purchase.)

In instances where the decal is mailed out, but never received by the applicant, it is considered lost/stolen once an affidavit is filled out. Another decal of the same category will be issued at no charge. (Subject to verification by Parking & Transportation and within 30 days of decal purchase/ordered. After this period a duplicate must be purchased). If the applicant later has possession of the decal, the applicant must report the recovery to the Department of Parking & Transportation. The decal must be returned to Parking & Transportation.

Persons wishing to file a lost or stolen decal report must fill out the affidavit swearing the information contained in the report is true. Furthermore, the person is thus informed that providing false misleading information may result in impoundment of the vehicle, fines totaling \$100.00 or more, and a referral to the University authorities for disciplinary action.

PLEASE PRINT:

_____	_____	_____
Last Name,	First Name	Panther ID

Local Mailing Address		

_____	_____	_____
City	State	Zip Code

		Telephone

Provide a brief explanation: _____

My signature, below, indicates that I have read and understand this Department of Parking & Transportation Lost or Stolen Decal Affidavit.

_____	_____
Signature	Date

FOR OFFICE USE ONLY	
CLERK _____	POLICE REPORT ATTACHED _____
PREVIOUS DECAL # _____	NEW DECAL # _____
LOST IN MAIL _____	STOLEN _____
LOST BY APPLICANT _____	

PT#11 Revised 06/2010

**THE FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES**

June 21, 2011

Subject: Tuition for Market Rate Programs, 2012/13 academic year

Proposed Board Action:

Approve the market rate tuition for the Masters in Mass Communications and the Masters in Engineering Management programs offered through continuing education beginning academic year 2012/13.

Background Information:

According to Florida Statutes §(15)(a):

The Board of Governors may approve:

3. A proposal from a university board of trustees to implement flexible tuition policies, such as ... market tuition rates for graduate-level online courses or graduate-level courses offered through a university's continuing education program...

(b) A proposal developed pursuant to paragraph (a) shall be submitted in accordance with guidelines established by the Board of Governors. Approval by the Board of Governors of such proposal must be made in accordance with the provisions of this subsection.

Pursuant to BOG Regulation 7.001(15) university boards of trustees may submit proposals for market tuition rates for graduate-level courses offered online or through the university's continuing education unit. The proposals must be submitted to the Board of Governors for consideration by the budget committee during the November meeting.

Supporting Documentation:	Proposal for Masters in Mass Communications Program Proposal for Masters in Engineering Management Program
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Facilitator/Presenter:	Sukrit Agrawal, <i>Finance and Audit Committee Chair</i>
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**State University System
Florida Board of Governors
Request to Establish Market Tuition Rates - Regulation 7.001(15)**

University: Florida International University

Date																			
University Board of Trustees approval date:	June 21, 2011																		
Proposed Implementation Date (month/year):	August 2012																		
Description																			
<p>Describe the program in which market tuition is being requested. Has the program been approved pursuant to Regulation 8.011? Does the program lead to initial licensing or certification? Is the program identified as a state critical workforce need? Are the program's admission and graduation requirements the same as other similar programs?</p> <p>The Masters in Mass Communication – Global Strategic Communications track (36 Credits) has been approved pursuant to Regulation 8.011. The program has not been identified as a state critical workforce need and does not lead to initial licensing or certification. The program's admission and graduation requirements are the same as other similar programs and combines traditional courses in mass communications with courses in global communications and strategic decision making. This program will be fully offered on-line.</p>																			
Market Tuition Rate and Process																			
<p>What is the market tuition rate to be charged for each of the next three years? What is the current tuition rate? Explain the process used to determine market tuition. Provide tuition rates from at least five other institutions (private and public).</p> <p>The market tuition rate to be charged is \$30,000 plus up to a 15% increase for each of the years. The market tuition rate was determined by benchmarking against other similar programs. The tuition rates of five other programs are:</p>																			
<table border="1" style="width: 100%; border-collapse: collapse; text-align: center;"> <thead> <tr style="background-color: #d9e1f2;"> <th style="padding: 5px;">University</th> <th style="padding: 5px;">In State</th> <th style="padding: 5px;">Out of State</th> </tr> </thead> <tbody> <tr> <td style="padding: 5px;">George Washington University</td> <td style="padding: 5px;">\$49,460</td> <td style="padding: 5px;">\$49,460</td> </tr> <tr> <td style="padding: 5px;">Drexel University</td> <td style="padding: 5px;">\$40,320</td> <td style="padding: 5px;">\$40,320</td> </tr> <tr> <td style="padding: 5px;">Seton Hall</td> <td style="padding: 5px;">\$35,748</td> <td style="padding: 5px;">\$35,748</td> </tr> <tr> <td style="padding: 5px;">Marists University</td> <td style="padding: 5px;">\$25,020</td> <td style="padding: 5px;">\$25,020</td> </tr> <tr> <td style="padding: 5px;">North Dakota</td> <td style="padding: 5px;">\$13,170</td> <td style="padding: 5px;">\$21,461</td> </tr> </tbody> </table>		University	In State	Out of State	George Washington University	\$49,460	\$49,460	Drexel University	\$40,320	\$40,320	Seton Hall	\$35,748	\$35,748	Marists University	\$25,020	\$25,020	North Dakota	\$13,170	\$21,461
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**State University System
Florida Board of Governors
Request to Establish Market Tuition Rates - Regulation 7.001(15)**

Similar Program(s) Offered by Other State Universities

Describe any similar programs offered by another state university system institution:

There are no similar programs offered in the state of Florida.

Mission Alignment

Describe how offering the proposed program at market tuition aligns with the mission of the university and the Board strategic plan:

The market rate tuition will enable the program to provide career services, greater student support, greater number of master research project supervisors, and professional development for faculty enhancing FIU's commitment to providing quality learning, state of the art research and creative activity, and problem-solving engagement.

Declaratory Statement

Provide a declaratory statement that the policy will not increase the state's fiscal liability or obligation:

The policy will not increase the state's fiscal liability or obligation for this program.

Differentiation Between Resident and Non-resident Students

Explain if there will be a differentiation in market tuition rates between a resident and a non-resident student enrolled in the program:

There will not be a differentiation in market tuition rates between a resident and non-resident student enrolled in the program.

Restrictions / Limitations

Identify any proposed restrictions, limitations, or conditions to be placed on the policy:

There are not any proposed restrictions, limitations or conditions on the policy.

**State University System
Florida Board of Governors
Request to Establish Market Tuition Rates - Regulation 7.001(15)**

Accountability Measures

Indicate how the university will monitor the success of the policy. Provide specific metrics that will be used.

The university will monitor success of the policy using two metrics: 1) Increase in the number of students enrolled and 2) Increase student satisfaction levels. Retention and graduation rates are currently accountability measures for all programs. The EBI Survey will be used to measure student satisfaction.

Course Availability

Explain how the university will ensure that sufficient courses are available to meet student demand and facilitate completion of each program submitted for consideration.

The program will be managed in a lock-step cohort format which will ensure that sufficient courses are available to meet student demand and facilitate completion of the program. All instruction and program administration will be performed by University faculty and staff.

Baseline Enrollments

Provide current enrollments, including a breakout of resident and non-resident enrollment, in the program being submitted for consideration and similar state-funded courses.

The program currently has 210 students enrolled in the regular track, of which 170 are resident and 40 are non-resident students. While a few of the current students may prefer the fully on-line offering, it will be attractive to professionals and students who do not have access to such a program locally.

Economic Impact

Provide economic impact that this proposal will have on the university and the student, anticipated revenue collection, how the revenue will be spent, whether any private vendors will be used, and which budget entity the funds will be budgeted.

This proposal will allow the University to offer the program and provide a needed service to the community. It is expected that the program will generate \$600,000 during the 18 month program. The revenue will be spent to cover the direct and indirect instructional costs, program administration, enhance student, career and academic services, marketing, professional development, facility rental, and support university and college initiatives. No private vendors will be used and the funds will be budgeted in the auxiliary enterprise.

**State University System
Florida Board of Governors
Request to Establish Market Tuition Rates - Regulation 7.001(15)**

Other Information

**State University System
Florida Board of Governors
Request to Establish Market Tuition Rates - Regulation 7.001(15)**

University: Florida International University

Date																												
University Board of Trustees approval date:	June 21, 2011																											
Proposed Implementation Date (month/year):	August 2012																											
Description																												
<p>Describe the program in which market tuition is being requested. Has the program been approved pursuant to Regulation 8.011? Does the program lead to initial licensing or certification? Is the program identified as a state critical workforce need? Are the program's admission and graduation requirements the same as other similar programs?</p> <p>The Master of Science in Engineering Management (30 credits) has been approved pursuant to Regulation 8.011. The program does not lead to initial licensing or certification. This program has not been identified as a state critical workforce need. The program's admission and graduation requirements are the same as other similar programs.</p>																												
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<p>What is the market tuition rate to be charged for each of the next three years? What is the current tuition rate? Explain the process used to determine market tuition. Provide tuition rates from at least five other institutions (private and public).</p> <p>The market tuition rate to be charged, plus up to 15% increase for each of the years, will be based on the location as stated below:</p> <table border="1" style="width: 100%; border-collapse: collapse; margin-top: 10px;"> <thead> <tr style="background-color: #d3d3d3;"> <th style="text-align: left;">Program:</th> <th style="text-align: center;">Total In-State:</th> <th style="text-align: center;">Total Out-of-State:</th> </tr> </thead> <tbody> <tr> <td>Jamaica</td> <td style="text-align: center;">N/A</td> <td style="text-align: center;">\$18,000</td> </tr> <tr> <td>Professional</td> <td style="text-align: center;">\$35,000</td> <td style="text-align: center;">\$35,000</td> </tr> </tbody> </table> <p>The market tuition was determined by benchmarking against other professional management programs nationally and throughout the State of Florida and incorporating all associated costs of managing this program. Approximate tuition rates for other institutions are the following:</p> <table border="1" style="width: 100%; border-collapse: collapse; margin-top: 10px;"> <thead> <tr style="background-color: #b0c4de;"> <th style="text-align: left;">Degree, School, University</th> <th style="text-align: center;">In State</th> <th style="text-align: center;">Out of State</th> </tr> </thead> <tbody> <tr> <td>Penn State University</td> <td style="text-align: center;">\$ 31,020</td> <td style="text-align: center;">\$ 31,020</td> </tr> <tr> <td>University of Miami</td> <td style="text-align: center;">\$ 46,000</td> <td style="text-align: center;">\$ 46,000</td> </tr> <tr> <td>Florida Institute of Technology</td> <td style="text-align: center;">\$ 31,200</td> <td style="text-align: center;">\$ 31,200</td> </tr> <tr> <td>Purdue University</td> <td style="text-align: center;">\$ 32,230</td> <td style="text-align: center;">\$ 32,230</td> </tr> <tr> <td>University of Florida</td> <td style="text-align: center;">\$ 27,520</td> <td style="text-align: center;">\$ 27,520</td> </tr> </tbody> </table>		Program:	Total In-State:	Total Out-of-State:	Jamaica	N/A	\$18,000	Professional	\$35,000	\$35,000	Degree, School, University	In State	Out of State	Penn State University	\$ 31,020	\$ 31,020	University of Miami	\$ 46,000	\$ 46,000	Florida Institute of Technology	\$ 31,200	\$ 31,200	Purdue University	\$ 32,230	\$ 32,230	University of Florida	\$ 27,520	\$ 27,520
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**State University System
Florida Board of Governors
Request to Establish Market Tuition Rates - Regulation 7.001(15)**

Similar Program(s) Offered by Other State Universities

Describe any similar programs offered by another state university system institution:

Below is the only similar program offered by other state university system institution in FL.

University:	Credits:	Duration:
University of Florida	32	24 Months

Mission Alignment

Describe how offering the proposed program at market tuition aligns with the mission of the university and the Board strategic plan:

The market rate tuition will enable the MSEM program to provide the students with better support such as career services, greater number of graduate teaching assistants, and professional development for faculty enhancing FIU's commitment to providing quality learning, state-of-the-art research and creative activity, and problem-solving engagement.

Declaratory Statement

Provide a declaratory statement that the policy will not increase the state's fiscal liability or obligation:

The policy will not increase the state's fiscal liability or obligation for this program.

Differentiation Between Resident and Non-resident Students

Explain if there will be a differentiation in market tuition rates between a resident and a non-resident student enrolled in the program:

There will not be a differentiation in market tuition rates between a resident and non-resident student enrolled in the program.

Restrictions / Limitations

Identify any proposed restrictions, limitations, or conditions to be placed on the policy:

There are not any proposed restrictions, limitations or conditions on the policy.

**State University System
Florida Board of Governors
Request to Establish Market Tuition Rates – Regulation 7.001(15)**

Accountability Measures

Indicate how the university will monitor the success of the policy. Provide specific metrics that will be used.

The university will monitor success of the policy using two metrics: 1) Increase in the number of students enrolled and 2) Increase student satisfaction levels. Retention and graduation rates are currently accountability measures for all programs. The EBI Survey will be used to measure student satisfaction.

Course Availability

Explain how the university will ensure that sufficient courses are available to meet student demand and facilitate completion of each program submitted for consideration.

The program will be managed in a lock-step cohort format which will ensure that sufficient courses are available to meet student demand and facilitate completion of the program. All instruction and program administration will be performed by University faculty and staff.

Baseline Enrollments

Provide current enrollments, including a breakout of resident and non-resident enrollment, in the program being submitted for consideration and similar state-funded courses.

The program currently has 15 students enrolled, of which 14 are resident and 1 is non-resident.

Economic Impact

Provide economic impact that this proposal will have on the university and the student, anticipated revenue collection, how the revenue will be spent, whether any private vendors will be used, and which budget entity the funds will be budgeted.

This proposal will allow the University to offer the program and provide a needed service to the community. It is expected that the program will generate \$420,000 during the one year program. The revenue will be spent to cover the direct and indirect instructional costs, program administration, enhance student, career and academic services, marketing, professional development, facility rental, and support university and college initiatives. The funds will be budgeted between in the auxiliary enterprise.

Other Information

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**THE FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES**

June 21, 2011

Subject: Status Reports, Board Committees

Proposed Board Action:

None. Information only.

Background Information:

These Committees met prior to the regular Board meeting: Personnel; Academic Policy and Student Affairs; Finance and Audit. Summaries of the Committee meetings are being submitted for Board of Trustees review*.

Supporting Documentation: Personnel Committee Meeting Summary

Academic Policy and Student Affairs Committee Meeting Summary

**Due to the new meeting date of the Finance and Audit Committee (Monday, June 20, 2011), a summary will be provided at the Board of Trustees Full Board meeting.*

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Personnel Committee Summary
Tuesday, June 7, 2011

Agenda and materials available online [here](#)

The FIU Board of Trustees Personnel Committee met on Tuesday, June 7, 2011. Committee Chairman Joseph L. Caruncho welcomed Trustee Claudia Puig. He also welcomed Trustees Michael M. Adler and S. Lawrence Kahn, III who were participating telephonically. Committee Chair Caruncho also welcomed non-Committee members Trustees Thomas A. Breslin and newly elected Student Government Association President Patrick O'Keefe to the meeting.

The minutes from the September 8, 2010 meeting were approved as presented and Chair Caruncho proceeded to review the action items.

Vice President for Human Resources Jaffus Hardrick introduced the 2010-11 University Equity Report and requested that Director of EOP and Diversity Shirlyon McWhorter present the Report for the Committee's review. She noted that each public university is required to submit the Report to the Florida Board of Governors on an annual basis. She added that the Report provides status updates and assessments of gender/racial equities for enrollment, employment, and athletics. Trustee Puig inquired as to how FIU compares to other universities. Ms. McWhorter noted that FIU is outperforming most universities. Trustee Breslin also requested clarification on the six-year graduation rates of students classified as White, non-Hispanic. VP Hardrick noted that the University has established policies and practices that will target improvement in this area. He further noted that an update will be provided to the Committee at an upcoming meeting.

Provost, Executive VP and Chief Operating Officer Douglas Wartzok, presented the Ratification of the 2011-2014 Collective Bargaining Agreement between the Florida International University Board of Trustees and the United Faculty of Florida (UFF) – FIU Chapter for Committee review. Provost Wartzok delineated the key amendments to the Agreement and described the proposed changes to the articles and policies. Committee members agreed that this was a collaborative effort and commended the work of the negotiating teams.

Senior VP of Finance and Administration and Chief Financial Office Kenneth A. Jessell presented the last two action items, the Ratification of the 2011-2014 Collective Bargaining Agreements between Florida International University Board of Trustees and the Dade County Police Benevolent Association - PBA – *Rank & File* and PBA –*Lieutenants*, respectively. Sr. VP and CFO Jessell noted that the proposed Agreements provide for wage increases and merit bonuses. He added that changes to the Policies would result in efficiency enhancements, obviating the need to maintain duplicate policies for Union and non-Union employees.



Personnel Committee Summary
Tuesday, June 7, 2011

Action items accepted and recommended for Board of Trustees approval:

- 1) **University Equity Reports**
- 2) **Ratification of the 2011-2014 Collective Bargaining Agreement between Florida International University Board of Trustees and the United Faculty of Florida (UFF) – FIU Chapter**
- 3) **Ratification of the 2011-2014 Collective Bargaining Agreements between Florida International University Board of Trustees and the Dade County Police Benevolent Association (PBA-Rank and File)**
- 4) **Ratification of the 2011-2014 Collective Bargaining Agreements between Florida International University Board of Trustees and the Dade County Police Benevolent Association (PBA-Lieutenants)**



Academic Policy and Student Affairs Committee Summary
Tuesday, June, 7, 2011

Agenda and materials available online [here](#)

FIU Board of Trustees Academic Policy and Student Affairs Committee Chair S. Lawrence Kahn, III convened the meeting telephonically and welcomed all Committee members, particularly those members who are new to the Committee: Trustees Jose J. Armas; Mayi de la Vega; and Patrick O'Keefe, newly-elected Student Government Association President for the Modesto A. Maidique Campus.

Committee Chair Kahn also welcomed to the meeting Gerald C. Grant Jr. who serves as the Foundation Board of Directors liaison. He recognized Mr. Grant for being selected into the 2011 Miami Dade College Hall of Fame for his "outstanding contributions in the field of finance."

Committee Chair Kahn announced that since the last Committee meeting, the University administration has made several new administrative appointments:

The new Dean of the College of Nursing and Health Sciences, Dr. Ora Strickland, and the new Dean of the University Graduate School, Lakshmi Reddi, who will assume their responsibilities on July 1, 2011. After serving as interim dean, Dr. Lesley Northup was appointed as Dean of the Honors College in May.

Committee Chair Kahn reported that on May 2 and 3 the University conducted its Spring commencement ceremonies with roughly 3,300 graduates. Due to the continuous growth of the student body and the increasing interest in attending the ceremonies, he reported that FIU will hold for the first time a Summer commencement, which is planned for August 13.

Upon Chairman Kahn's request, Provost, Executive VP and Chief Operating Officer Douglas Wartzok reported details about his 2-week trip to China where he met with administrators from Tianjin Foreign Studies University, Tianjin University of Commerce and Qingdao University, where FIU was a co-host of the first Qingdao Wine and Food Festival.

Due to his physical absence, Chairman Kahn requested that Vice Chair Alvarez lead the meeting on his behalf.

The minutes from the March 15, 2011 meeting were approved as submitted.



Academic Policy and Student Affairs Committee Summary
Tuesday, June, 7, 2011

Action Item 1:

Tenure as a Condition of Employment was reviewed for the five (5) candidates as presented in the meeting materials and recommended for Board of Trustees approval.

Action Item 2:

Nine (9) candidates who completed the 6-year review process for tenure and recommended for tenure by the University President were recommended for Board of Trustees approval.

Action Item 3:

The proposed Bachelor of Arts in Communication Arts new program was recommended for Board of Trustees approval.

Action Item 4:

The Educational Plant Survey 2010 was recommended for Board of Trustees approval.

Action Item 5:

The proposed amendments to Articles of Incorporation and Bylaws of the FIU College of Medicine Health Care Network Faculty Group Practice, Inc. were recommended for Board of Trustees approval.

Action Item 6:

Provost Wartzok presented a brief overview of the 2011 University Work Plan, which is required annually by the Florida Board of Governors from all SUS institutions. President Mark B Rosenberg will present the Work Plan in person at the upcoming BOG meeting in Tampa on June 22. The Work Plan was recommended for Board of Trustees approval.

Reports:

Foundation Board of Directors liaison Gerald C. Grant, Jr. reported that the Foundation Board welcomed new Officers for the 2011-2012 fiscal year: Justo L. Pozo will serve as Chair, T. Gene Prescott will continue to serve as Vice Chair, Richard Brilliant will continue to serve as Treasurer, and Kathryn G. Dinkin will serve as Secretary. He remarked that to-date \$28.7 million have been raised in new cash gifts and pledges with the return on investments presently at 18.3%, or \$21.3 million. The Foundation Board approved a four (4) percent distribution (based on market value).



Academic Policy and Student Affairs Committee Summary
Tuesday, June, 7, 2011

The Committee members had no additional questions in regard to the reports provided by the academic divisions Undergraduate Education, Graduate Education, Research, Enrollment Services, Student Affairs, and Information Technology.

The special report that is generally part of the Committee's agenda will be presented during the Board of Trustees Full Board meeting on June 21. Three faculty will report on their respective experiences as Fulbright Scholars working abroad.

The next meeting of the FIU Board of Trustees Academic Policy and Student Affairs Committee is scheduled for August 17.

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**THE FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES**

June 21, 2011

Subject: New Business

Proposed Board Action:

Information. Action, as necessary.

Background Information:

Board members will raise new business, if any.

Supporting Documentation: N/A

Facilitators/Presenters: Albert Maury

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**THE FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES**

June 21, 2011

Subject: Concluding Remarks and Adjournment

Proposed Board Action:

None. Information only.

Background Information:

Albert Maury, Chair, FIU Board of Trustees will adjourn the meeting with closing remarks.

Supporting Documentation: N/A

Facilitators/Presenters: Albert Maury, *Chair, FIU Board of Trustees*

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