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

Tuesday, March 15, 2011
Upon Adjournment of Finance and Audit Committee Meeting
Florida International University
Modesto A. Maidique Campus
Graham Center Ballrooms

Committee Membership:

S. Lawrence Kahn, III, *Chair;* Cesar L. Alvarez, *Vice Chair;* Michael M. Adler; Thomas A. Breslin; Claudia Puig; Helena Ramirez

Liaison:

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

AGENDA

1. **Call to Order and Chair's Remarks**   S. Lawrence Kahn, III

2. **Approval of Minutes**   S. Lawrence Kahn, III

3. **Follow up to Items from Previous Meetings**   S. Lawrence Kahn, III

4. **Action Items**

    AP1. **Tenure as a Condition of Employment**   Douglas Wartzok

    AP2. **M.S. in Health Informatics and Management Systems**   Douglas Wartzok
    New Program Proposal

5. **Information/Discussion Items** *(No Action Required)*

    5.1 **Foundation Report**   Gerald C. Grant, Jr.

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5. **Information/Discussion Items** *(Continued…)*

    5.2 Academic Affairs Reports

         ■ Undergraduate Education Report   **Douglas L. Robertson**

         ■ Graduate School Report   **Kevin O'Shea**

         ■ Research Report   **Andres G. Gil**

         ■ Enrollment Services Report   **Douglas Wartzok**

         ■ Special Report: QBIC Class   **Enrique Villamor**

    5.3 Student Affairs Report   **Rosa L. Jones**

    5.4 Division of Information Technology Report   **Robert Grillo**

    5.5 Engagement Awards Report   **Divina Grossman**

6. **New Business** *(If Any)*   **S. Lawrence Kahn, III**

7. **Closing Remarks and Adjournment**   **S. Lawrence Kahn, III**

Next Academic Policy and Student Affairs Committee Meeting
is scheduled for June 7, 2011

Approval of Minutes

THE FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES
Academic Policy and Student Affairs Committee
March 15, 2011

Subject: Approval of Minutes of Meeting held on December 2, 2010

Proposed Committee Action:

Approval of Minutes of the Academic Policy and Student Affairs Committee meeting held on Thursday, December 2, 2010 at the Modesto A. Maidique Campus, MARC International Pavilion.

Background Information:

Committee members will review and approve the Minutes of the Academic Policy and Student Affairs Committee Meeting held on Thursday, December 2, 2010 at the Modesto A. Maidique Campus, MARC International Pavilion.

Supporting Documentation: Academic Policy and Student Affairs Committee meeting minutes: December 2, 2010

Facilitator/Presenter: Committee Chair S. Lawrence Kahn, III

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FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES
ACADEMIC POLICY AND STUDENT AFFAIRS COMMITTEE
MINUTES
December 2, 2010

1. Call to Order & Chair's Remarks

The Florida International University Board of Trustees' Academic Policy and Student Affairs Committee meeting was called to order by Committee Chair S. Lawrence Kahn, III at 11:36 a.m. on Thursday, December 2, 2010, at the Modesto A. Maidique Campus, MARC International Pavilion.

The following attendance was recorded:

Present	*Excused*
S. Lawrence Kahn, III, *Chair*	Michael M. Adler
Cesar L. Alvarez, *Vice Chair (by phone)*	
Thomas A. Breslin	
Claudia Puig	
Helena Ramirez	

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

Trustee Sukrit Agrawal and President Mark B. Rosenberg were also in attendance.

Committee Chair Kahn welcomed all Trustees, University faculty, and staff. He thanked everyone in attendance for making themselves available for the meeting. Trustee Kahn stated that he was pleased to note that Dr. Delia C. Garcia was recently appointed as Dean of the College of Education. He added that Dr. Garcia served as Interim Dean of the College since June 2010 and made numerous contributions during her career in the fields of urban teacher education and family literacy through grant-funded programs throughout the community.

Committee Chair Kahn announced that Dr. Mike Hampton was recently appointed as Dean of the School of Hospitality and Tourism Management. Committee Chair Kahn noted that Dr. Hampton is currently the Dean of the College of Hospitality Management at Lynn University and also previously served as a member of the FIU faculty. He noted that Dr. Hampton would assume his new role as Dean on January 3, 2011.

2. Approval of Minutes

Committee Chair Kahn asked if there were any additions or corrections to the minutes of the September 8, 2010, Academic Policy and Student Affairs Committee meeting. Hearing none, a motion

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was made and passed to approve the Minutes of the Academic Policy and Student Affairs Committee Meeting held on September 8, 2010.

3. Follow-up to Items from Previous Meetings
There were no follow-up items from previous meetings.

4. Action Items

AP1. Tenure as a Condition of Employment
Provost and Executive Vice President Douglas Wartzok presented the Tenure as a Condition of Employment Nominations for Committee review, noting that the four nominees were new hires who held tenured positions at other institutions, and were selected based on the caliber of their work. Committee Chair Kahn commended the University on the recruitment efforts that yielded such accomplished and talented members of the faculty.

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

AP2. Bachelor of Science in Environmental and Urban Systems Program Termination
Provost Wartzok presented the Bachelor of Science in Environmental and Urban Systems Program Termination for Committee review. He noted that the proposed request was the result of a yearly evaluation of the degree programs inventory conducted in order to streamline program offerings and ensure alignment with the University's mission. He added that the proposed closure would not affect faculty or students as the program has been inactive and without enrollment for over ten years.

A motion was made and passed that the FIU Board of Trustees Academic Policy and Student Affairs Committee recommend for Board of Trustees approval the termination of the Bachelor of Science in Environmental and Urban Systems (CIP 15.0599) and authorization of the University President to take all actions necessary in accordance with Florida Board of Governors regulations.

AP3. The Patricia & Phillip Frost Art Museum Collections Policy
Provost Wartzok presented The Patricia & Phillip Frost Art Museum Collections Policy for Committee review. He stated the Policy was required as part of the Museum's reaccreditation by the American Association of Museums, which, he noted, was expected to be completed by March 2011. Provost Wartzok noted that the Policy would assist the University and Frost Art Museum in ensuring the proper stewardship of valued assets by setting clear guidelines on the acquisition or deaccession of collected works, and was consistent with the Museum's mission and professional museum standards for managing its permanent collection.

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A motion was made and passed that the FIU Board of Trustees Academic Policy and Student Affairs Committee recommend for Board of Trustees approval The Patricia & Phillip Frost Art Museum Collections Policy.

AP4. Florida International University 2010 Annual Report to the Florida Board of Governors

Provost Wartzok presented the Florida International University 2010 Annual Report to the Florida Board of Governors for Committee review, noting that the Annual Report reflected the University's distinctive mission and focused on core strengths within the context of the State University System. Provost Wartzok stated that the Annual Report described the University's progress against articulated goals and summarized key data. He added that the Report contained University milestones for the 09-10 fiscal year, which, he added, included long-term upward trajectory of research growth, increase in degree production while continuing to meet the needs of the community. He noted that the University's most defining commitment is to access and diversity and presented key data reflecting that seventy-seven percent of FIU students are minority students.

A motion was made that the FIU Board of Trustees Academic Policy and Student Affairs Committee recommend that the Board of Trustees submit the 2010 Annual Report to the Florida Board of Governors for approval as provided in the Board materials.

AP5. FIU Worlds Ahead 2010-2015 Strategic Plan

Provost Wartzok presented the FIU Worlds Ahead 2010-2015 Strategic Plan for Committee review, noting that it benefited from the valuable input from members of the Board of Trustees, faculty, staff and students. He stated that the University's Strategic Plan was an elaboration of prior strategic plans that continues to reaffirm FIU's commitment to being a leading public urban research University. He delineated the critical issues and provided an overview on each of the key components.

Trustee Thomas A. Breslin commented that the Strategic Plan was an all-inclusive effort that involved the University community. FIU Foundation, Inc. Board of Directors member Gerald C. Grant, Jr. recommended that the University administration consider increasing the involvement and outreach of professional alumni by inviting them to the classrooms as guest speakers. He noted that this would continue to engage the University's alumni base, while exposing students to expertise and leadership skills that extend beyond the classroom. Provost Wartzok agreed to further discuss and explore this recommendation with the academic Deans.

A motion was made and passed that the FIU Board of Trustees Academic Policy and Student Affairs Committee recommend to the Board of Trustees adoption of the FIU Worlds Ahead 2010-2015 Strategic Plan.

AP6. Student Financial Aid FIU Regulation 1310

Provost Wartzok presented the Student Financial Aid FIU Regulation 1310 for Committee review, noting that the Board of Governors required each university board of trustees to establish by regulation a policy relating to the administration, distribution, and use of student financial aid. He added that the

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proposed Regulation would provide for the distribution and use of financial aid funds and would also establish a financial aid policy committee that would (1) recommend University policy on matters related to institutional financial aid programs; (2) recommend program objectives consistent with the University's mission and work plan; and (3) facilitate the conduct of financial aid activities.

A motion was made and passed that the FIU Board of Trustees Academic Policy and Student Affairs Committee recommend for Board of Trustees approval the Student Financial Aid FIU Regulation 1310.

5. Information/Discussion Items (No Action Required)
Reports

FIU Foundation Director Grant reported on the activities of the Foundation Board since the last meeting of the Academic Policy and Student Affairs Committee. He noted that the First Generation Matching Grant Program brings a university education within reach to many talented students and encouraged all those in attendance to support this innovative program. He also provided an update on the Capital Campaign, noting that seven (7) Annual Giving Development Officers joined the University, adding that the recent hires will offer the critical and continued support efforts for the campaign as well as build the base for future donors. Finally, Director Grant reported on investment returns to date.

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

Dr. William E. Pelham, Jr., Psychology Professor and Director of the Center for Children and Families, provided a brief overview of the Center for Children and Families and introduced a video from NBC6 News which featured the Center's award-winning and comprehensive Summer Treatment Program. Professor Pelham noted that the Summer Treatment Program served children diagnosed with attention deficit hyperactivity disorder (ADHD) as well as their families, to instill positive changes in interaction and behavior that aids in effective management of the disorder.

Trustees commended the work of Professor Pelham and the Center for Children and Families, noting that the services and treatments offered were invaluable to the community. Trustees inquired as to the associated treatment costs. Professor Pelham responded that the Center's goal is to remain cost-effective and to that end offers options for families with limited resources.

6. New Business
Trustee Breslin noted that the University's Faculty Senate and faculty from other SUS institutions were continuing their challenge of a Florida law to ban the use of university funds to pay for or support administration of other funding sources paying for, including grants derived from private Foundations and the US Government, travel to a foreign state that has been identified by the U.S. Department of State as a sponsor of terrorism, including Cuba. Trustee Breslin reported that the American Civil

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Liberties Union, the University's Faculty Senate and faculty from other SUS institutions have joined together to request the U.S. Supreme Court to review the recent decision of the 9th Circuit Court of Appeals that over-ruled the district court's earlier finding that the Florida Travel Ban Law was un-constitutional as to non-state funds. He added that he would report back to the Committee with any further developments.

7. Closing Remarks and Adjournment

With no other business, Committee Chair Kahn adjourned the meeting at 12:46 pm.

Trustee Requests	*Follow-up*	*Completion Date*
1. *FIU Foundation, Inc. Board of Directors member Gerald C. Grant, Jr. recommended that the University administration consider increasing the involvement and outreach of professional alumni by inviting them to the classrooms as guest speakers.*	*Provost and Executive VP Douglas Wartzok*	*March 2011*

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THE FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES
Academic Policy and Student Affairs Committee
March 15, 2011

Subject: Follow-up to Items from Previous Meetings

Proposed Committee Action:
None. Discussion only.

Background Information:
As was requested by FIU Foundation, Inc. Board of Directors member Gerald C. Grant, Jr., Committee Chair S. Lawrence Kahn, III will lead the discussion on the recommendation that the University administration consider increasing the involvement and outreach of professional alumni by inviting them to the classrooms as guest speakers.

Supporting Documentation: N/A

Facilitator/Presenter: Committee Chair S. Lawrence Kahn, III

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THE FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES
Academic Policy and Student Affairs Committee
March 15, 2011

Subject: Tenure as a Condition of Employment Nominations

Proposed Committee Action:
Recommend to the Florida International University Board of Trustees the approval of two (2) candidates for Tenure as a Condition of Employment 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 Tenure as a Condition of Employment (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 (2)

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

Facilitator/Presenter: Douglas Wartzok

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FLORIDA INTERNATIONAL UNIVERSITY
2010 - 2011 TENURE NOMINATIONS
(as a condition of employment)

NAME	DEPARTMENT	PROPOSED RANK
School of Hospitality and Tourism Management		
Terry Michael (Mike) Hampton	n/a	Professor
Robert Stempel College of Publich Health and Social Work		
Mark L. Williams	Health Policy and Management	Professor

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Terry Michael Hampton
School of Hospitality and Tourism Management

Terry Michael (Mike) Hampton, Ed.D., most recently served as the Dean of the College of Hospitality Management at Lynn University. He previously served as Associate Professor at FIU in the School of Hospitality and Tourism Management. Appointments at both universities were with tenure.

Dr. Hampton has over 20 years of experience in the hospitality industry. He founded Hospitality Services of America (HSA) International, a global training and education management organization specializing in the hospitality industry in 1986 – a company acknowledged throughout the hotel and restaurant sectors as one of the leading resources for performance improvement. Through his experience and educational pursuits he has become recognized as an expert in human resources development, sales and revenue management.

Dr. Hampton has been active in industry associations, including the American Society for Training and Development (ASTD), where he has been a champion for the hospitality industry forum; the Council of Hotel and Restaurant Trainers (CHART), where he currently serves as a member of the association's Board of Directors; the American Hotel & Lodging Association (AH&LA); the Hotel Electronic Distribution Network Association (HEDNA); and, the Hospitality Sales & Marketing Association International (HSMAI). He has also been involved in the Institute of Food Technologists (IFT) and the American Statistical Association (ASA).

In the classroom, Dr. Hampton has taught capstone courses and graduate student research projects. He served as the director of distance learning and as the FIU representative to the Hospitality Management in the American Hotel & Lodging Association's Research Alliance for educational institutions (1997 to 2000). He assumed accreditation oversight for the hospitality programs while at FIU as well as at Lynn University.

Dr. Hampton holds a Bachelor of Science degree in business management from Florida State University; a Master of Science degree in hospitality management, and an Educational Doctorate degree in adult education and human resources development, both from Florida International University. He has also received the special designation of Certified Hospitality Educator (CHE) as granted by the Educational Institute of the American Hotel & Lodging Association (AH&LA).

Mark L. Williams
Department of Health Policy and Management
Robert Stempel College of Public Health and Social Work

Mark L. Williams received his doctorate in political science in 1983 from the University of Iowa, Iowa City, Iowa with concentrations in policy analysis and research methods. After finishing his studies, Dr. Williams taught at the University of Rhode Island, Kingston, Rhode Island and the University of St. Thomas, Houston, Texas. He left academia in 1987 for an opportunity to conduct full-time research in the private sector. While working in the private sector, he was appointed Voluntary (adjunct) Associate Professor in the Department of Public Health in the Miller School of Medicine at the University of Miami. Dr. Williams returned to academia full time in 1999 as Associate Professor of Behavioral Science in the School of Public Health at the University of Texas Health Science Center at Houston. He was promoted to Professor in 2003 and awarded tenure in 2006.

Dr. Williams' research is in the areas of behavioral epidemiology, disease prevention, and health promotion in underserved and minority populations. He has conducted research in the United States, Sweden, and Tanzania. Dr. Williams has been Principal Investigator, co-Principal Investigator, or Investigator on 30 studies funded by the National Institute on Drug Abuse, the National Institute of Mental Health, Centers for Disease Control and Prevention, and the Texas Department of Alcohol and Drug Abuse. Of particular note, he was Principal Investigator on two cooperative agreement research projects and Principal Investigator of a national data management center. Dr. Williams has published over 140 peer review articles and book chapters.

Dr. Williams is a past American co-Editor of *AIDS Care* and is presently on the editorial boards of three national and international journals. He is a regular reviewer for more than twenty scholarly journals. Dr. Williams was a permanent member of an NIH study panel from 2004 to 2007, and continues to serve as a post-hoc member for the panel.

Dr. Williams' teaching experience includes doctoral level classes in advanced health promotion and behavioral science theory, research design, qualitative research design, and scientific writing. He has served as advisor to four doctoral students and was a member on seven additional doctoral committees. He was also the Associate Director of the Fogerty Institute (National Institute of Health) supported Center for International Training in AIDS Research. The Center provided doctoral-level training in public health research to more than twenty post-doctoral (M.D.) students from Southeast Asia and sub-Saharan Africa.

THE FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES
Academic Policy and Student Affairs Committee
March 15, 2011

**Subject: Master of Science in Health Informatics and Management Systems
Program Proposal**

Proposed Committee Action:
Recommend to The Florida International University Board of Trustees approval of the
Master of Science in Health Informatics and Management Systems new program proposal.

Background Information:
FIU, public and private health care organizational and individual providers recognize the
need for health informatics specialists in a variety of employment areas in clinical and
administrative roles. This program meets the growing need for health care organizations to
establish meaningful information systems and exchange of electronic health information.
Professionals with information and management systems knowledge and expertise are the
fastest growing workforce need in the health care industry. This degree will address this
critical area of expertise which is currently in short supply.

The proposed MS in Health Informatics and Management Systems will directly support the
State University System Strategic Planning Goals of the Florida Board of Governors, which
are 1) access to and production of degrees; 2) meeting statewide professional and workforce
needs; 3) building world-class academic programs and research capacity; and 4) meeting
community needs and fulfilling unique institutional responsibilities. It is also aligned with
Florida International University's strategic emphasis on the collaborative content area Health
as expressed in the 2010-2015 strategic plan.

Pursuant to Florida Board of Governors Regulation 8.011, New Academic Program
Authorization (4)(b) *Bachelor's, Master's, Advanced Master's, and Specialist Degree Programs* - Each
university board of trustees has the responsibility and authority to approve for
implementation new degree programs at the bachelor's, master's, advanced master's, and
specialist level in accordance with BOG Regulation 8.011(3) and (6).

Supporting Documentation: MS in Health Informatics and Management Systems New
            Program Proposal

Facilitator/Presenter: Douglas Wartzok

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New program proposal: MS in Health Informatics & Systems Management

Executive Summary

The Department of Decision Sciences and Information Systems (DSIS) at Florida International University proposes to implement a new Master of Science in Health Informatics and Management Systems program. No concentrations, tracks or specializations will be offered. The program will require 36 graduate credit hours consisting of 12 three-credit hour courses.

The overall purpose of this program is to meet the growing needs of health care organizations to provide evidence-based care that is delivered with equity, efficiency, quality and cost-effectiveness. Government, insurers and accrediting organizations are requiring health care organizations to establish meaningful information systems and exchange of electronic health information. Professionals with information and management system knowledge and expertise are the fastest growing workforce need in the health care industry. This degree will address this critical area of expertise which is currently in short supply. The program is designed for information systems professionals, physicians, nurses, other clinical personnel and healthcare managers who want to increase their knowledge of health information and management systems and the complex social and organizational issues surrounding the increased emphasis on managing healthcare quality, efficiency and outcomes through information systems.

Health Informatics integrates the domains of information and telecommunication systems with the organizational domains of healthcare delivery processes and leadership and management principles. This interdisciplinary program has been designed to provide both an academic and practical perspective of the field.

Discussions with public health, public and private health care organizational and individual providers have established the need for health informatics specialists in a variety of employment areas in clinical and administrative roles.

The MS Program in Health Informatics and Management Systems will directly support the State University System (SUS) Strategic Planning Goals of the Florida Board of Governors, which are 1) access to and production of degrees; 2) meeting statewide professional and workforce needs; 3) building world-class academic programs and research capacity; and 4) meeting community needs and fulfilling unique institutional responsibilities.

Early government estimates of job opportunities in healthcare information technology and management suggest the creation of more than 200,000 over the next few years (CNN Money Online, January 2009). U.S. News and World Report characterized Health Information Specialist /Manager as one of thirteen "Ahead of the Curve Careers" (December, 2008). Similarly, the U.S. Bureau of Labor Statistics suggests the demand for health information management professionals to increase much faster than the average job market. Careers in health information management are among the 20 occupations projected to grow fastest through 2012. Don Detmer, president and CEO of the American Medical Informatics Association (AMIA), conservatively estimated the need for about 70,000 health informaticians (New York Times, April, 2009).

Faculty and students from FIU's Healthcare Management MBA and Management Information Systems are working with health informatics specialists across the State of Florida and attending conferences at which all have been approached by numerous interested prospective students. The unofficial word of our potential degree offering is receiving attention across the state as Florida has launched (June, 2010) a state initiative for health information exchange which will further increase the call for qualified graduates. A brief survey was opened on the College of Business Administration website for approximately three weeks. In that time, we received a positive response of 42 students who provided contact information and indicated that they would want to apply for the degree in the next two years if offered. In addition, we have received approximately fifteen referrals from the Healthcare MBA program for students who are interested in the program.

Within the College of Business Administration, both the undergraduate business degree and the undergraduate information systems provide a large pool of potential students. As the field of informatics attracts physicians, nurses, and other clinical and public health providers, these programs at FIU and other universities in the region will also provide a source of students (both FIU"s College of Nursing and Health Sciences and the Wertheim College of Medicine are supportive and working with us to advance this degree). Another field of informatics is in Public Health; the Miami Dade Department of Public Health and the Broward Department of Public Health will provide an additional source of students. Word of mouth discussions locally and across Florida are already resulting in phone inquiries each week. The South Florida Health Informatics and Management Systems Society (HIMSS) has expressed an interest in being involved with the program, offering students free membership and providing an annual scholarship opportunity. The network of professionals within this organization will also advance the degree and serve as a student referral source.

One other graduate informatics program is currently available in the State of Florida, a Masters of Science in Health Care Informatics at the University of Central Florida (UCF). The University of West Florida (UWF) houses the Alliance for Medical Informatics which provides certificate programs at both the undergraduate and graduate level. Neither of these universities service the South Florida market and no impact on their enrollments is expected.

Implementation Timeframe	Projected Student Enrollment		Projected Program Costs		
	HC	FTE	Total E&G Funding	Contract & Grants Funding	E&G Cost per FTE
Year 1	20	22.5	$0	$429,644	$0
Year 2	25	28.13			
Year 3	30	33.75			
Year 4	30	33.75			
Year 5	30	33.75	$0	$508,249	$0

THE FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES
Academic Policy and Student Affairs Committee
March 15, 2011

Subject: **Foundation Report**

Proposed Committee Action:
None. Information/Discussion only.

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

Supporting Documentation: N/A

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

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THE FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES
Academic Policy and Student Affairs Committee
March 15, 2011

Subject: Academic Affairs Reports

Proposed Committee Action:
None. Information/Discussion only.

Background Information:

The Undergraduate Education Report discusses the results of a University-wide retention/graduation survey conducted in 2010, and provides an update on a University-wide online tracking tool currently under development that will enable both students and advisors to stay informed of students' academic progress. The Graduate School Report outlines the goals for the University Graduate School, including: measures to improve student retention and success; the use of technology solutions to increase efficiency, including electronic submission of theses and dissertations, offering on-line orientation, and adoption of a communications platform for recruitment of perspective students and communication with current students. The Research Report provides an update on several key Division of Research initiatives aimed at improving research support to faculty, and growing the breadth and quality of the research enterprise at FIU. The Enrollment Services Report summarizes enrollment figures for the Spring 2011 semester, financial aid disbursement figures for Fall 2010 and Spring 2011, and provides an update on the success of the Concierge Enrollment Services initiative during peak enrollment of the Spring 2011 semester. The Special Report: QBIC Class provides an overview of the Quantifying Biology in the Classroom (QBIC) Program at FIU, an innovative new program for undergraduate students pursuing careers in the biological/biomedical sciences.

Supporting Documentation: Undergraduate Education Report

Graduate School Report

Research Report

Enrollment Services Report

Special Report: QBIC Class

Facilitator/Presenter: Douglas L. Robertson
Kevin O'Shea
Andres G. Gil
Douglas Wartzok
Enrique Villamor

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UNDERGRADUATE EDUCATION REPORT

RESEARCH-BASED PATHWAYS TO STUDENT ACADEMIC SUCCESS

FIU's strategic plan places top priority on student academic success as measured by retention and on-time graduation. A 2010 university-wide retention/graduation study revealed that First Time in College (FTIC) students who achieved upper division status within their chosen major were retained at a rate of 91% (at the end of six years), with a six-year graduation rate of 77%. Eighty-seven percent of the students dropping out prior to graduation did so while still in the lower division and before successfully being admitted to a major. Helping students to select appropriate majors as soon as possible clearly correlates positively with student success (as measured by retention and on-time graduation). This FIU finding matches the patterns of student success at other universities.

A major need emerging from the data analysis was for a clear strategy to identify students in the wrong major as early as possible and assist them to re-evaluate their choice of major (and often concomitantly, their choice of career). The strategy requires that "Critical Indicators" predicting a high probability of success (and failure) be identified for each major. Performance below a specified level on a Critical Indicator triggers a flag (or hard hold) on a student and guides them to a conversation with an academic advisor. Discussion with the academic advisor revolves around students' likelihood of success in their chosen major and alternatives ranging from immediate tutoring to a change in major.

Hand-in-hand with identification of Critical Indicators is the need for Major Maps, outlining the specific courses, course options, and assessments a student must complete in order to achieve on-time graduation in their chosen major. An automated tracking system monitors the student's progress along the pathway of the major map, flags Critical Indicators, and pushes students to essential academic advising exactly when it is necessary to keep the student on track and on-time.

FIU is leading the way for other universities by conducting applied social research to inform these Critical Indicators. The Director of Retention in Undergraduate Education is conducting a series of multivariate statistical analyses, with student success measures such as on-time graduation as the dependent variable, to assist program leaders and faculty as they develop their major maps and select Critical Indicators for early identification of those "at risk" in that major. Two cohorts of FTIC students entering in 2003 and 2004 were combined in order to increase the population of the study. Course grades are pulled from PantherSoft pertinent to each undergraduate major in the university and multivariate statistical analyses are used to determine levels of performance that would best serve as a basis for advisor recommendations to students regarding re-evaluation of their academic and career path. Basing these Critical Indicators on

statistical analysis of student academic behavior, rather than on urban legend and taken-for-granted assumptions, is ground-breaking.

FIU has begun the process of developing the university-wide online tracking tool that will:
- Enable students to see and follow a timely academic pathway with full knowledge of the expected performance level each step of the way.
- Immediately alert academic advisors to students at-risk and require those students to consult an academic advisor.
- Provide a centralized advising record that allows students and advisors to record and access notations from each advising session (similar to a universal medical record).
- Provide students and advisors with quantifiable information on their potential to succeed in their chosen major given their level of performance and to identify other majors that may be more in line with their strengths.
- Provide a planning tool and the essential data for program leaders to predict course demand and be responsive to students' registration needs in order to complete their program on time.

Workshops were conducted on February 10 and 11, 2011, by consultants from the Education Advisory Board (a prestigious best-practices research firm located in Washington, DC), FIU Director of Retention, and FIU Dean of Undergraduate Education. Major Maps and Critical Indicators were defined and actual work initiated to complete these maps by March 28, for all FIU undergraduate majors. Participants included over 70 unit leaders and faculty who were assigned the responsibility by the unit Dean to develop Major Maps for each major in their colleges.

Research to identify the Critical Indicators produced results that were in some cases highly intuitive and in other cases surprising. Perhaps the most important development is that the research has moved empirically-based understanding beyond simply identifying critical courses to identifying the level of performance which indicates eventual successful on-time graduation. The following are a few examples:

1. Engineering and Natural Science students earning less than a B- in their first math course have a 22% chance of graduating in six years. C grades yield only a 2% higher success rate than students who fail the course. Those failing their second math course, which could be a repetition of the first, have only a 15% six-year graduation rate.
2. While math attempts are also important in the College of Business Administration, 91% of the business majors start with a low entry-level math course (below trigonometry) and 37% fail their first attempt but show a resilient 40% on-time (six-year) graduation rate. Those making a C- or higher in their first math course jump to a 77% success rate--a 37% improvement in six-year graduation rates.
3. English composition (ENC1101 and ENC1102) were Critical Indicators for most of the other programs such as Journalism, Social Sciences, all of Humanities-related disciplines, and Hospitality Management.
4. Most surprising is that in many majors, students failing ENC1101/1102 had a higher graduation rate than those earning a C and escaping a retake of the course. Apparently, those who retook the course, because of the initial failure, mastered these foundational skills and knowledge at a significantly higher level than those who earned a C in the course. This result calls into question the reading, writing, and research competency

levels reflected in a C grade in English composition at FIU and may point to the need for a broad effort to ensure students passing these classes are capable of succeeding in the more advanced courses that follow.

The undergraduate academic advising system being developed will increase FIU student success (as measured by retention and on-time graduation) within the context of adding 20,000 students over the next ten years. In addition, the use of applied social science research techniques to establish Critical Indicators to student academic success will distinguish FIU as a leader nationally in best practices.

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UNIVERSITY GRADUATE SCHOOL REPORT

I. Introduction

The University has significant growth goals for the graduate population. In order to achieve these enrollment goals and to provide adequate services to the growing graduate population, the University Graduate School (UGS) must achieve increased efficiencies in some areas and expand service provision in others. UGS is using the technology solutions to increase efficiency, including electronic submission of thesis and dissertations, offering on-line orientation, and adoption of the Intelliworks communication platform for recruitment of prospective students and communication with current students. The UGS is also expanding its operation in key areas in order to achieve enrollment goals and to provide support for new and continuing students, i.e., hiring a new Assistant Dean to handle student academic issues and hiring additional professional staff in the areas of recruitment and admissions.

To achieve the University's goals for increased number of graduate degrees granted, the UGS must also expand our programming to include efforts to improve student retention and success. We are using a number of varied approaches to improving student success, i.e., applying for external funding for student support from the National Science Foundation, surveying student satisfaction and making improvements in our internal processes on an on-going basis, and co-hosting Graduate Student Appreciation Week to recognize graduate students' accomplishments and contributions to FIU.

II. Improved and Expanded Service Provision

Electronic Submission of Theses and Dissertations: A majority of US universities require electronic submission of theses and dissertations (ETD). In keeping with this best practice, the UGS has been encouraging electronic submission of theses and dissertations since 2009. Most students have embraced the ETD submission process, eighty-two percent of doctoral students chose electronic over paper submissions in 2010. To provide the highest level of service to FIU graduate students, the UGS has the goal to achieve 100% electronic submission of theses and dissertations by Fall 2011. In support of this goal the UGS is currently searching to fill a new full-time position for an EDT Coordinator with anticipated hiring date of March 15, 2011. This person will handle all aspects of the electronic thesis and dissertation process on behalf of the Graduate School in collaboration with the FIU Libraries. The ETD coordinator will also assist in processing of master and dissertation forms used to chart the progress of master and doctoral students, student support services and commencement. Once the UGS has hired a full-time staff dedicated to assist with the ETD process, electronic submission will be required for all theses and dissertation submissions by Spring 2012.

Academic Support Services: To help meet the increasing demands of our rapidly growing graduate student body, the UGS expanded the administrative staff by hiring a full-time Assistant Dean. Dr. Sonja Montas-Hunter joined the UGS team as the Assistant Dean in November 2010. In this capacity, Dr. Montas-Hunter handles petitions for exception to graduate requirements, student grievances, academic misconduct, master's thesis approvals, TA credentialing, coordination of the South Florida Graduate Education Alliance, AGEP Grant activities, and the McKnight selection process. She is also in charge of the UGS Policies and Procedures revision project. The addition of Dr. Montas-Hunter will enable UGS to continue to provide excellent service to our students and Graduate Faculty, while allowing expansion of efforts in the areas of program review, student recruitment, student retention and student success.

Online Graduate Orientation: SACS expects all institutions with graduate programs to provide a comprehensive orientation to all incoming graduate students as a critical step to assure their academic success. Given the space limitations on campus and travel limitations for on-line, international and out-of-area domestic students, it has been a challenge to provide orientation at times and locations that are convenient to all graduate students. In spring 2010, the UGS established a partnership with FIU Online to create FIU's first Online Graduate Orientation using the Moodle course platform to provide a convenient, effective orientation for all of our graduate students. The Online Orientation was first launched as an alternative to the traditional face-to-face orientation for graduate students entering in fall 2010. For fall 2010, 94 students participated in the Online Orientation. Overall, 84.2% of the students were satisfied with the content and quality of information provided by the Online Orientation according to survey feedback. Feedback and recommendations made by this pilot group were used to improve the online orientation for spring 2011. Two hundred ninety nine students participated in the Online Orientation for spring 2011. For both fall 2010 and spring 2011, students were also directed to pick up supplementary Orientation materials (USB with the 2010-2011 Graduate Catalog, student handbook, meal ticket, etc.) at the UGS office once they had completed the Online module.

McNair Fellowship: In an effort to attract and retain highly qualified minority students into FIU's graduate programs, the University Graduate School is redistributing existing fellowship dollars to create FIU McNair Graduate Fellowships. Beginning fall 2011, UGS will award a limited number of fellowships to new incoming McNair Scholars, who are participating in a McNair Scholars Program at their undergraduate institution and have been admitted to a master's or doctoral program at FIU. Awards to doctoral students include a 4-year fellowship with a $23,000 annual stipend, tuition waiver and individual health insurance. Awards to master's students include a 2-year fellowship with a $15,000 annual stipend, tuition waiver and individual health insurance. Preference will be given to students who are entering a doctoral program. More information about the award is available at: http://gradschool.fiu.edu/Fellowships.html

Recruitment and Admissions: In order to meet FIU's goals of 50,000 students with 18.9% graduate enrollment, new student enrollment will need to increase by 30% over the next 4-5 years. To help achieve the University's goal to grow graduate student enrollment, the UGS hired a new recruiter, Albert Hoyt, in October 2010. Central to the UGS recruiting effort has been the adoption of a versatile communication platform, Intelliworks, and the development and coordination of university-wide and program-specific communication plans for prospective

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students. Luis Casas and his colleagues in the Chapman College of Business have been very helpful in sharing their successful marketing techniques employing Intelliworks, as well as other thriving aspects of their marketing campaigns such as the importance of branding and the use of Social Media. UGS is also working with the Division of External Relations to define a more complete campaign for publications and marketing endeavors in the 2011-2012 academic year.

A new graduate admissions evaluator was hired in February 2011 to help assure that Graduate Admissions has the capacity for timely processing of the increased number of applications that will be required to meet the University's enrollment goals. The new graduate admissions evaluator will provide increased capacity needed for the upcoming year and help relieve the burden put on the admission staff due to steady increases in applications over the last five years without any additional staffing.

Recruitment Initiative: The call for annual UGS Recruitment Initiative proposals was sent out prior to the fall 2010 semester. Programs are eligible for up to $5000 from UGS towards strategic recruitment initiatives with a commitment of matching funds from the unit/college. UGS funded seventeen proposals from individual units and an additional three collaborative proposals in support of recruitment activities. Each of the funded proposals had the required matching funds from the department and/or college. For the 2010-2011 AY, over $76,700 has been transferred to units toward recruitment efforts.

III. Student Success and Retention Initiatives

AGEP (Alliances for Graduate Education and the Professoriate) Planning Grant Submission: In November 2010, the leadership group of the UGS submitted a proposal, "South Florida Alliance to Increase Underrepresented Minority (URM) Students Participation in Graduate STEM", to the National Science Foundation for support of an AGEP planning grant. The application proposed to enhance the capacity of an alliance of six public and private universities in South Florida to plan the design and implementation of a series of coordinated activities to improve the identification, recruitment, mentoring, retention, and the research and professional experiences of underrepresented minority (URM) students in science, technology, engineering and math (STEM) fields. Members of the South Florida Graduate Education Alliance include: Barry University (BU); Florida Atlantic University (FAU); Florida International University (FIU); Florida Memorial University (FMU); Nova Southeastern University (NSU); and Saint Thomas University (STU), which collectively served approximately 110,000 students in 2009.

The alliance will capitalize upon the member universities' proximity (only 55 miles separates the furthest universities) and existing resources and programming in order to meet the unique needs of their underrepresented minority students. Sustainable collaborations across the universities, in the form of joint educational activities and administrative processes, are intended to enhance the number of URM students entering STEM fields, improve the quality of their academic experiences, and increase the graduation rate and professional success of URM students in the STEM fields. Submission for a full AGEP grant is planned for fall 2011.

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Colloquium Initiative: The announcement for annual UGS Colloquium Initiative proposals was posted on the UGS website and electronically delivered to the graduate program directors during the summer of 2010 for the 2010-2011 AY. The UGS provides up to $3000 of support for colloquium proposals given there is a matching commitment from the unit/college. Sixteen colloquium initiative proposals, 13 from individual units and three collaborative, were awarded for 2010-2011 AY. UGS provided a total of $50,000 in support of colloquium proposals from Computer Science, Mechanical and Materials Engineering, History, Physics, Math, Economics, Chemistry and Biochemistry, Public Administration, Modern Languages, Biology, Marine Science, Global and Social cultural Studies, Finance, Nursing, and Social Work.

UGS Customer Satisfaction Efforts: In an effort to enhance overall customer service, the UGS has continued customer satisfaction surveys. For each stage of a student's path through the graduate admissions process, the student is provided with an outlet for providing feedback via email. Two surveys were established during calendar year 2009: one pertaining to the Graduate Admissions Online Application and another which allowed students to provide generic feedback about the Graduate Admissions Process on a whole. A brief summary of student feedback from 2010 is provided in Tables 1 and 2 below.

When surveyed about the online application, most respondents found the application to be user-friendly, easy to navigate and providing easy to follow instructions. Out of 2131 respondents, 96.6% strongly agreed, agreed, or somewhat agreed that the application was user-friendly. Nearly ninety seven percent of respondents agreed that the application could be navigated without issue and 97.7% agreed that the application instructions were clear and concise. When compared to the numbers from 2009, the results varied slightly, but not enough to define any significant change in perception.

Table 1. Summary of Survey Results, Graduate Admissions Online Application (N = 2131)								
Question/Statement	Strongly agree	Agree	Somewhat agree	Neither agree or disagree	Somewhat disagree	Disagree	Strongly disagree	N/A
Application instructions were clear and concise	60.1%	32.7%	4.9%	0.7%	0.8%	0.3%	0.4%	0.0%
I was able to navigate through all of the pages without a problem	65.9%	25.1%	6.0%	1.0%	0.7%	0.7%	0.7%	0.0%
I liked the layout of the online application	59.3%	29.0%	7.7%	2.0%	0.8%	0.6%	0.5%	0.1%
Overall, I felt the application was user-friendly	60.6%	30.8%	5.3%	1.1%	0.9%	0.7%	0.7%	0.0%

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Question/Statement	Strongly agree	Agree	Somewhat agree	Neither agree or disagree	Somewhat disagree	Disagree	Strongly disagree	N/A
Table 2. Summary of Survey Results, Graduate Admissions Process (N = 247)								
Telephone communication with Graduate Admissions staff made me feel respected and valued by FIU	25.1%	27.5%	9.7%	5.3%	4.0%	4.5%	10.1%	13.8%
Telephone communication with Graduate Admissions staff helped resolve my questions and/or concerns	23.9%	25.9%	13.4%	4.9%	3.6%	3.6%	10.9%	13.8%
E-mail communication with Graduate Admissions staff made me feel respected and valued by FIU.	27.9%	29.1%	9.3%	6.5%	4.5%	3.6%	11.7%	7.3%
E-mail communication with Graduate Admissions staff helped resolve my questions and/or concerns	27.9%	27.1%	10.5%	4.5%	4.5%	6.1%	10.9%	8.5%
"Live-chat" communication with Graduate Admissions staff made me feel respected and valued by FIU	9.5%	10.4%	2.9%	8.3%	1.7%	1.7%	7.1%	58.5%
"Live-chat" communication with Graduate Admissions staff helped resolve my questions and/or concerns	9.8%	10.6%	2.9%	8.2%	1.2%	1.6%	7.3%	58.4%
In-person (walk-in) communication with Graduate Admissions staff made me feel respected and valued by FIU	20.9%	16.0%	3.7%	6.1%	2.9%	2.0%	6.1%	42.2%
In-person (walk-in) communication with Graduate Admissions staff helped resolve my questions and/or concerns	20.7%	14.0%	5.0%	6.2%	2.1%	2.9%	6.2%	43.0%
Regular mail communication from Graduate Admissions made me feel respected by FIU.	19.8%	20.6%	8.2%	8.6%	4.5%	4.1%	11.1%	23.0%

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Question/Statement	Strongly agree	Agree	Somewhat agree	Neither agree or disagree	Somewhat disagree	Disagree	Strongly disagree	N/A
Regular mail communication from Graduate Admissions clearly articulated the current status of my application/admission and indicated the actions I needed to take (if applicable).	24.3%	19.3%	7.4%	4.9%	4.9%	4.5%	15.6%	18.9%
The Program Director/Academic Department responded to my questions/concerns in a timely manner	29.0%	24.9%	6.5%	7.8%	2.4%	5.7%	13.1%	10.6%
Information provided by the Program Director/Academic Department conflicted with information provided by Graduate Admissions staff	17.3%	15.6%	3.3%	10.7%	3.7%	11.1%	16.0%	22.2%
I had a positive experience during my graduate application process at FIU	31.7%	25.5%	9.5%	4.9%	3.7%	3.7%	20.2%	0.8%

The survey results for the Graduate Admissions Process were also good, with 67% of respondents agreeing that their overall experience with the process was positive. Survey participants who communicated with the Graduate Admissions Staff by telephone, email or in-person had the highest level of satisfaction in getting their questions or concerns resolved. Respondents rated the communication via Live-chat and regular mail the lowest among the available communication platforms.   In order to address the concerns highlighted in this survey, UGS will continue to provide professional development opportunities and cross-training to all staff members throughout the spring 2011 semester.

Graduate Advisory Board (GAB): The Graduate Advisory Board, composed of MMC and BBC Graduate Student Senators as well as heads of various graduate student organizations on campus, is now in its third year. The GAB has been working together with the Graduate Senators to improve communication to the graduate student body and Graduate Program Directors via various listservs. To this end, a new listserv, specific to graduate students, was created to address the growing need for direct contact with the graduate student community. Also, based on GAB feedback, the UGS will be working with Housing & Residential Life to improve upon the services made available to graduate students.

Over the course of the fall semester, the GAB worked with the Graduate Senators and other board members in putting together an agenda, budget and programming for FIU's first annual *Graduate Student Appreciation Week* (scheduled for 3/28-4/1/11).

Due to the dissolution of the GSA, the GAB has helped to serve as an umbrella advocacy group for graduate students in general. Though the Graduate Senators/Graduate Student Funding Committee is still understood to serve as the primary advocacy group on campus, the GAB has been important in providing the Senators (and UGS) with relevant topics for discussion/support. To that end, the collective GAB group was able to move forward with supporting the first ex officio graduate student member of FIU's Graduate Council. This student will be appointed by the Graduate Senators.

Graduate Student Appreciation Week Schedule: In order to recognize graduate student contributions on campus and promote awareness of graduate student accomplishments, the first Graduate Student Appreciation Week will take place March 28 through April 1, 2011. Graduate students play a critical role in the research and academic mission of the University; to this end, the intention of the week-long slate of activities outlined below is to increase overall awareness and visibility of graduate student life at FIU:

Monday, 3/28:	Scholarly Forum (posters and presentations); STEM, Medicine (including McNair)
Tuesday, 3/29:	Scholarly Forum (posters and presentations); Social Science, Humanities, Law, Education (including McNair)
Wednesday, 3/30:	Graduate Student Resource Fair
Thursday, 3/31:	Recognition Reception (Scholarly Forum, Faculty and Student Awards)
Friday, 4/1:	Global Awareness Session; GradSkellar @ Chili's Too, hosted by the Modern Languages Graduate Student Organization

As part of Graduate Student Appreciation Week, *UGS Provost Graduate Awards* have been created to honor and reward those behaviors that are highly valued by the University Graduate School, i.e., excellence in graduate student scholarship and excellence in mentoring of graduate students. It is anticipated that the award categories will be expanded in the future, but for the 2010-2011 academic year they include:

- *UGS Provost Award for Graduate Student Engagement (student award)*
- *UGS Provost Award for Graduate Student Outstanding Paper or Manuscript (student award)*
- *UGS Provost Award for Mentorship of Graduate Students (faculty award)*

Graduate Grants Center Coordinator: The goal of the Graduate Grants Center will be to help graduate students identify and apply for competitive external fellowships/funding. The Graduate

Grants Coordinator will also provide professional development workshops (in collaboration with campus partners such as the Division of Research and the Academy for the Art of Teaching) and help in the preparation of future faculty. The position of Graduate Grants Center Coordinator was approved and posted. The top candidates will be interviewed within the next few weeks. We plan to hire a coordinator this spring to begin outreach operations for summer 2011. The primary role of the Graduate Grants Coordinator will be to assist advanced FIU graduate students with the development and submission of fellowship applications. Specific duties will include:

- Identifies, investigates, prioritizes, and communicates opportunities for external funding for students engaged in doctoral education, including those sponsored by competitive federally-funded grant mechanisms, private non-profit foundations, as well as state and local governmental agencies.
- Coordinates the development of student resources through research of grant opportunities and specific funding mechanisms. Assists students in the development of grant applications to government and private non-profit organizations.
- Provides writing consultation to advanced graduate students, post-doctoral research associates, and faculty mentors.
- Serves as liaison between the Division of Research for student outreach and research development; and other related activities.
- Serves as liaison to the University Graduate School for pre and post-award fellowship coordination.

DIVISION OF RESEARCH REPORT

The summary below provides an update of several key Division of Research initiatives aimed at improving research support to faculty, and growing the breadth and quality of the research enterprise at FIU. The major goal of the initiatives listed below is to continue the growth trajectory of research at FIU.

- A Core Facilities and Recharge Centers Committee has been established, composed of faculty and administrators. This Committee has been charged with developing and defining a consistent way of charging for the use of research facilities; determining whether these facilities are self-supporting or if they need to be subsidized; determining which facilities are needed by the University and/or by colleges, and developing a system with criteria for new facilities that may come up. As FIU's research enterprise grows in size and complexity, we expect the need for new state-of-the-art core research facilities; thus, this is a critical initiative to our growth.
- As reported to this Committee last year, we are in the process of implementing a new electronic system that will facilitate the submission of grants to funding agencies. This system will facilitate a more efficient internal review of grant applications. An important element of this initiative consists on embedding grant application personnel from the Division of Research into the colleges. The goal of this entire initiative is to decrease the amount of time and effort faculty dedicate to non-scientific matters in the preparation of grant applications. We are on track to have this new system fully implemented throughout the University by June 30, 2011.
- The new Faculty Research Support Program (FRSP) has been launched. This competitive, internally funded program provides funding for pilot studies aimed at obtaining external funding, for mentoring junior faculty pursuing external research funding, as well as for "bridge" funding to maintain laboratory activities between funding cycles for faculty. The next initiative for the FRSP will be to develop a program to support the rapid progression of selected research with high commercialization potential.
- We are in the process of creating a Graduate Grants Center. The Center is an initiative between the University Graduate School and the Division of Research. The Center will provide assistance for graduate students seeking external funding support for their research. Our expectation is that this investment will result in the availability of more external dollars to support graduate education, and that it will enhance the quality of our Ph.D. education programs.

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ENROLLMENT SERVICES REPORT

I. University Enrollment

As of February 14, 41,574 students have enrolled in courses for the spring 2011 term. This represents a 7% increase as compared to spring 2010 enrollment of 38,842.

In addition, the FTEs have increased by 7%, from 10,151 FTEs in spring 2010 to 10,839 in spring 2011. For 2010-2011, the University has an annual target of 25,086 FTEs.

II. New FTIC and Transfer Enrollment

In the spring of 2011, 331 new First-Time in College (FTIC) students, and 2,574 new transfer students enrolled in courses. The entering FTIC students had a high school mean GPA of 3.44 and a SAT mean of 1,542 (three components). The University continues to build both FTIC and Transfer enrollment. We saw a 123.65 % increase in FTICs in the spring 2011 term over spring 2010, and a 25.99 % increase in Transfer students compared to last year. SAT mean scores were 1,473* (three components) in the State of Florida, and 1,432 (three components) in Miami-Dade County, respectively**.

New Student Headcounts	Spring 2010	Spring 2011	% Change
First Time in College	148	331	123.65%
Transfers	2,043	2,574	25.99%
Total New Students	2,191	2,905	32.59%

*College Board **Florida Department of Education

III. Financial Aid

The Financial Aid Office completed the fall 2010 semester disbursing record amounts of aid to a record number of students ($153 million dollars to 27,818 students as compared to $123 million dollars and 24,577 students for fall 2009). Pell Grant was awarded to 14,992 students in fall 2010.

Awarding and disbursing aid continues on a record pace for the spring 2011 semester as $140 million has been disbursed by beginning of February 2011 compared to $120 million by beginning of February 2010.

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Finally, total disbursements are at $299.9 million for 2010-2011, well ahead of this time last year when we had disbursed $243 million in aid.

IV. The Concierge Experience – Spring 2011

The Concierge Enrollment Services initiative returned this spring semester during enrollment peak period (January 3 through January 21). Thirteen employees from the Enrollment/Concierge Services were stationed in the PC hallways and at other high-traffic MMC locations to assist students with their enrollment needs. As during the fall semester initiative, Concierge staff carried iPads that were linked to PantherSoft and were able to inform, research and resolve many problems students faced in enrollment and financial situations, right on the spot.

A few highlights from this semester's activities:
- A "Welcome Desk" was established at the east entrance to PC where Concierge members greeted and assisted students as they came into the building.
- A "Forms" window was created at the Registrar's Office to help students hand in or pick up forms quickly.
- The Health Center staffed the front counter in the Registrar's Office to help students with immunization and insurance hold issues.
- Intense pre-planning and cross-training for the spring Concierge Service began in October 2010 to ensure another successful "peak period" experience for students.
- There were fewer students in line, faster responses to student needs and information disseminated, and generally fewer problems or delays than ever before.

This Concierge Service model serves as a successful planning instrument for the future Student Academic Support Center, and will begin later this spring with the addition of full-time staff members to provide year-round service to our FIU students and faculty.

QUANTIFYING BIOLOGY IN THE CLASSROOM (QBIC) AT FLORIDA INTERNATIONAL UNIVERSITY

PROGRAM HISTORY

Renowned organizations, including the National Academy of Sciences, National Institutes of Health, and the Howard Hughes Medical Institute have concluded that:

- *Interdisciplinary thinking* could produce significant advances in biological knowledge if undergraduate biology curricula are updated to incorporate mathematics, the physical and informational sciences, and statistics.
- Biological Sciences undergraduate programs in the United States need to be *revised and improved*-American undergraduates need to learn the importance of utilizing tools from other disciplines to address biological sciences questions.

In response, FIU has introduced an innovative new program for undergraduates pursuing careers in the biological/biomedical sciences: QBIC.

Q uantifying *B* iology *I* n the *C* lassroom is an accelerated, research-oriented Biology program developed by faculty in the biological sciences, mathematics, chemistry, statistics, physics, computer science, and biomedical engineering departments.

QBIC both *enhances the quality of Biological Sciences education available to its scholars* and functions as a pilot for an eventual reformation of the entire FIU Biological Sciences undergraduate curriculum.

QBIC Scholars just may be the future of Biology in the United States.

QBIC CURRICULUM

In addition to faculty counseling, QBIC scholarships, and free tutoring, QBIC Scholars also have access to a free pre-collegiate summer program. QBSS, or QBIC-Bound Summer Session, is a six-week course designed to acclimatize scholars to the demands of a challenging university curriculum.

QBIC Professors and Instructors design and teach small classes, providing our students with a personalized, unique undergraduate education while benefitting from the resources and low costs of a large state university.

QBIC teaching plans incorporate student presentations, cooperative learning techniques, and problem-based instruction. QBIC graduates will be able to analyze biological problems with conceptual, analytical, and mathematical tools; they will be scientists able to generate and assess biological theories before they even begin PhD or MD/PhD research.

As QBIC courses are integrated, the faculty have arranged them sequentially in a four-year block format. QBIC courses such as Journal Club, taken by QBIC Scholars every semester and in which they learn to read and analyze scientific literature related to concepts learned in their lectures, are entirely new. Other core classes, such as calculus, are modified to include new material and labs in which QBIC Scholars solve biological problems.

The QBIC four-year curriculum fulfills all university requirements to graduate with a BSc in Biology. As many QBIC Scholars are in the Honors College, it also fulfills all Honors requirements.

Our curriculum is composed of distinct blocks:

- The *QBIC Summer Session* prepares scholars for the transition into university-level coursework.
- *Block I* integrates required foundational courses such as Biology, Calculus, General and Organic Chemistry, Ecology, Genetics, and Statistics.
- A summer *Simulation and Modeling Workshop* consolidates the components of Block I while allowing scholars to familiarize themselves with tools from the fields of Biomedical Engineering and Computer Science. This summer workshop also fulfills FIU's Summer Enrollment requirement.
- *Block II* offers a more flexible schedule of upper-division courses and funded research opportunities.

The funded research opportunities available to QBIC Scholars provide a rare chance to gain laboratory and field experience as an undergraduate. Our scholars will be able to develop informed post-graduate goals while building their resumes.

QBIC GOALS

The ultimate goal of our program is to produce graduates who understand and are able to utilize conceptual, analytical, and quantitative tools in order to solve biological problems. *QBIC Scholars will have significant research experience, a firm idea of their academic goals, and an increased likelihood of excelling in PhD and MD/PhD graduate programs.*

QBIC ACCOMPLISHMENTS

- Funded grant through National Institutes of Health (NIH)/National Institute of General Medical Sciences (NIGMS) for *two cohorts* of scholars in the program (2009-2013).
- Funded grant through the National Science Foundation (NSF) for 21 scholarships (2007-2011).
- Three scholars graduated in three years, one year ahead of schedule. Two of the three are currently in Medical School, and one is in Pharmacy School.
- At the end of summer 2011, the graduation rate of the first cohort of QBIC Scholars will be more than three times that of the historic graduation rate of FIU Biological Sciences majors.
- All QBIC Scholars who have applied for research fellowships have been successful, based on academic performance and merit.
- Three QBIC faculty were invited by the AAAS Vision and Change in Undergraduate Biology Advisory Board to participate in the *invitation-only* conference on "Transforming Undergraduate Education in Biology: Mobilizing the Community for Change" in Washington DC July 15-17, 2009.
- QBIC was invited to conduct a *2-hour demonstration session* on "A Quantitative and Integrative Biological Sciences Undergraduate Program: Challenges, Emerging Strategies, and Possible Outcomes" at the Florida Education Research Association annual meeting in Orlando, FL, November 19, 2009. QBIC faculty, TAs, and undergraduate students participated in the demonstration.
- QBIC faculty and staff made four presentations: (1) Emerging Strategies for an Innovative Undergraduate Biology Curriculum at FIU called QBIC, (2) The Teaching Pentagon: A pedagogical technique for integrating undergraduate biology courses, (3) Modeling Instruction in Introductory Physics, and (4) Development of a Rogue's Gallery that Illustrates Practical Errors in Carrying Out TLC Analyses at the Division of Minority Opportunities in Research (MORE)/NIGMS/NIH 2010 *How To* Conference, Chicago, IL, June 9-11, 2010.
- The QBIC program actively involves graduate students (Teaching Assistants-TAs) in pedagogical and curricular activities. This unprecedented policy has led to QBIC TA presentations at four national meetings, as well as submitted peer-reviewed submissions of manuscripts.
- QBIC had its first peer-reviewed manuscript published in the *Journal of Science Education* January 2011.

THE FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES
Academic Policy and Student Affairs Committee
March 15, 2011

Subject: Student Affairs Report

Proposed Committee Action:
None. Information/Discussion only.

Background Information:
The Student Affairs Report provides an overview of the programs and initiatives from the beginning of the Spring 2011 semester to the present.

Supporting Documentation: Student Affairs Report

Facilitator/Presenter: Rosa L. Jones

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INTRODUCTION

The spring semester began with great enthusiasm as Florida International University won its first bowl game, the Little Caesars Pizza Bowl in Detroit. The 20th Annual Rev. Dr. Martin Luther King Commemorative Celebration was held on January 14 with an explosion of activities before and after the breakfast. These two events provided a spectacular beginning to the new semester. This report will underscore programs and initiatives from the beginning of spring semester 2011 to the present.

Multicultural Programs and Services

- **MLK Worlds Ahead Exhibit @ The Patricia & Philip Frost Art Museum**
  The exhibits, "MLK Legacy" included portraits reflecting major events in the life of Dr. King; "Wall of Hope", winning thematic essays written by high school students who matriculated at FIU; "Wall of Fame", reflecting successful alumni of color; and past FIU MLK videos and event posters.

- **MLK Awards Reception @ The Patricia & Philip Frost Art Museum**
  January 13, 2011: The sponsors, MLK Essay winners, Dr. Willie Williams Scholarship recipients, and the MLK Peace and Service award recipients were recognized. The keynote speaker for the Commemorative Breakfast was also introduced.

- **MLK 20th Commemorative Breakfast**
  January 14, 2011: The Graham Center Ballrooms had over 550 guests in attendance. This year's keynote speaker was Patricia Russell-McCloud, motivational speaker and author, who gave a very moving and inspirational address.

- **MLK Parade – Liberty City, Miami**
  January 17, 2011: FIU contingency led by President Mark Rosenberg and his family, along with several members of FIU's leadership team, FIU Marching Band, Cheerleaders, Dazzlers, Roary, over 30 student athletes, and students representing various student organizations participated in the parade.

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- **MLK Youth Forum/Peace Walk – Biscayne Bay Campus**
  January 19, 2011: Over 200 students from area middle and high schools were in attendance. This year's keynote speaker was Ephren W. Taylor, II, a *Wall Street Journal* Best Selling Author who, at 27 years old, is currently the youngest African-American CEO of any publicly traded company in the United States history. Following the Youth Forum, attendees participated in a 10-15 minute peace walk that symbolized the need for peace and unity among people everywhere.

- **MLK Dinner - MMC**
  January 19, 2011: Dinner was coordinated by the Black Student Union. The audience was entertained by a dance performance, as well as video tributes to Coretta Scott King and the Rev. Dr. Martin Luther King, Jr.

Career Services

- **NASA - Engineering Center**
  On January 19, 2011, representatives from the Hispanic College Fund and NASA hosted a NASA Awareness Day at the FIU Engineering Center. The event included a meeting for key faculty, staff and student leaders and a general information session for all interested students. There was also a hands-on tutorial on how to navigate and utilize NASA's One Stop Shopping Initiative for science, technology, engineering, and math students, regarding scholarships, internships and fellowships.

- **Student Interview Panel – Engineering Center**
  Students who have had internships or who are currently part of an internship program facilitated a Student Intern Panel on Wednesday, January 26, 2011. This was an excellent opportunity for students to gain information and suggestions on their searches and career possibilities. It was also an opportunity for students to practice their communication skills and expand their professional network.

- **Summer 2011 Student Internship Program**
  Eleven students were selected from FIU to participate in the summer 2011 Student Internship Program sponsored by the U.S. Department of State. Four will travel overseas and the remaining seven will be in Washington, D.C. Three of the students are among those selected as Distinguished Interns last year. Each received $15,000 to cover the costs of two internships and completed their first internship during the fall 2010 semester.

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Center for Leadership & Service

- **Alternative Break - Winter Break**
  Alternative Break at FIU hosted their largest winter break. There were two MMC sites and two BBC sites. Locations included: Atlanta, GA (two groups), Immokalee, FL, and one international site to Managua, Nicaragua. There were four faculty/staff participants and 36 students who attended. Our groups worked on "Worlds Ahead" issues in the following areas – migrant workers, education, disadvantaged children, poverty, and community development. Our students, faculty, and staff completed over 800 service hours during a five- day period.

- **MLK Day of Service**
  The Center for Leadership & Service (CLS) hosted the 3rd Annual MLK Panther Day of Service on January 15, 2011. CLS collaborated with Miami Dade Parks & Recreation, Service for Peace, AARP, and Student Alumni Association to organize our largest community day of service to date. A total of 371 community volunteers (191 were FIU students, faculty, and staff) came together as one community to complete three beautification projects in Liberty City. The service projects took place at the MLK Park, Arcola Lakes Park, and the signature project took place at the African Heritage Cultural Center. It was a "day on not a day off" as our volunteers completed more than 1,855 service hours.

- **Strong Women Strong Girls**
  Five new AmeriCorps members joined the Strong Women Strong Girls mentoring team. Their membership is now twenty. FIU mentors service the Liberty City, Opa Locka, and North Miami communities as they mentor girls in grades 3 -5 on life skills and academic success.

- **Academy of Leaders**
  Fifty students completed the Academy of Leaders in the Fall 2010 term. The students participated in a weekend leadership retreat and five on-campus leadership sessions. The students also completed service projects in the local community, a means to practice their leadership skills.

- **Dance Marathon**
  The 14th Annual Dance Marathon took place January 29-30, 2011. FIU students raised a total of $187,706.60 to benefit the Miami Children's Hospital Foundation. We had a total of 170 dancers, 20 more than last year.

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The marathon received excellent media coverage. Telemundo aired live from the marathon. NBC, CBS, and Univision also covered the event and aired clips Saturday evening. The Miami Herald was present throughout the event as well as the Beacon and Sports at FIU during Athletes' hour on Sunday, which was a hit with our football student athletes joining us in the line dance and games.

- **Excellence in Civic Engagement Medallion of Distinction**
  Twenty-five graduating students were awarded this recognition at the Fall 2010 commencement (completing a minimum of 200 hours of community service and attaining a 3.0 or higher GPA; 100 hours and a 3.5 GPA respectively for graduate students). 7,247 hours of service were documented and verified by the total of recipients who held an average 3.09 GPA.

- **Student Leader Certificate Program**
  The *FIU Student Leader Certificate* is a new initiative within the Division of Student Affairs which is designed to provide students with an integrated opportunity to learn, practice, and document leadership skills as a foundation for effective performance in campus, community, and career roles. Students who successfully complete the program requirements will receive a certificate. One department representative from each area in Student Affairs has helped create the curriculum for the certificate program. The pilot group consists of 10 students: 4 graduate students (Higher Education, Athletic Training, and Hospitality); 6 undergraduate students (Greek affiliated; transfer students, etc.). After piloting the program during the spring semester, the Student Leadership Certificate will be fully launched in fall 2011.

Housing

- **Housing and Residential Life** occupancy for spring semester at MMC is 97% and at BBC is 86%, with a total of 2,815 students.

- As the University expands enrollment, an increasing number of students will require and seek on campus housing that is convenient, safe and affordable. University Housing along with Facilities is currently developing plans for a new housing project which will consist of two (2) construction phases each accommodating 620 beds totaling 1240 beds, when completed fall term 2016.

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THE FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES
Academic Policy and Student Affairs Committee
March 15, 2011

Subject: Division of Information Technology Report

Proposed Committee Action:
None. Information/Discussion only.

Background Information:
The Division of Information Technology Report provides an update on initiatives and services since the Academic Policy and Student Affairs Committee last met on December 2, 2010.

Supporting Documentation: Division of Information Technology Report

Facilitator/Presenter: Robert Grillo

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UNIVERSITY INFORMATION TECHNOLOGY REPORT

Administrative Software Unit (PantherSoft)

The Administrative Software unit manages the core enterprise-wide applications. Its mission is to facilitate FIU's mission by improving the University's administrative functions and business processes through the implementation of campus solutions, financial management, contracts & grants, human resources, and payroll systems. Many initiatives continue to be developed and provided to the university based on this platform. The new services being provided are as follows:

a) The PantherSoft Degree Audit system went live for advisors February 14th, 2011. This functionality will replace the current Student Academic Support System (SASS) which is a state legacy system. This will allow all student registration and course degree information integrated into one platform. During the summer 2011, this functionality is scheduled to be available to students for degree audit.

b) Undergraduate Education, PantherSoft, and the academic units are working together in the creation of degree major maps with milestones. This information will be used to create a "on & off track" system for advisors and students.

c) The team developed the ability for students to apply for university wide scholarships via an electronic method hosted on the PeopleSoft Application. This initial rollout which took place in 2009 has been enhanced to facilitate the evaluation process for the academic units and control the eligibility periods for the students.

d) The my.fiu.edu portal page has also been enhanced to receive real-time data feeds from news.fiu.edu, which will keep students, faculty, and staff updated with current news.

e) The team implemented the ability for students to verify their degrees online integrating PantherSoft technologies with a National Clearinghouse. This will reduce the number of calls and inquiries within the registrar's office.

f) During the Fall 2010 period, the Controller's office along with PantherSoft delivered E-Bill functionality within the system. This initiative provided students with the functionality that allows them to receive a confirmation email upon registration and information about their current account balance. The system sent over 43,000 emails to students with this notification.

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g) In the financial system an enhancement to improve the ability to assign, transfer and approve assets within departments and organizations utilizing workflow approvals is being developed. The tentative implementation date is April 2011.

h) The internal billing system is the deployment of the Smart Enterprise Resource Billing (ERP) module named 'Smart Billing'. This functionality will introduce an automated inter-departmental billing mechanism within FIU to track invoices and payments to allow for timely billing. The tentative deployment date is Summer 2011.

i) Our mobile technology platform continues to be in the planning phases for additional services to be offered to students, faculty and staff. We are planning to add shopping cart features for course enrollments and the "drop & add" function for students via their mobile devices. In addition, we are developing the ability for financial managers to approve requisitions and travel requests.

j) The research clearance initiative delivers on-line research proposal tracking, approval and award administration functionality for the Division of Research. This is a replacement of the legacy InfoEd pre-award system by the ERP module named 'Smart Grants'. This PeopleSoft bolt-on allows consolidation of all required functions into one system that is seamlessly integrated into the PeopleSoft Pre-Award for Contract & Grants. The tentative deployment date is Spring 2011.

k) The effort reporting system (*ecrt*) from Huron consulting will allow the Division of Research to track effort, certification, and progress of grant funded projects. The *ecrt* system is integrated with our financials and grants systems and serves as an official record for the institution. The tentative deployment date is Spring 2011.

l) The chart of accounts redesign is the development of a new financial structure which will identify, capture and report FIU activities accurately in more detail to provide senior management with the information necessary for financial and management reporting. The project is wrapping up a fit/gap phase with scheduled deployment in Summer 2012.

m) The PantherSoft Human Resources and Payroll project continues to be in the fit/gap analysis phase. We are in the second milestone which includes the discussion of the requirement for time and labor, contracts, general ledger, base human resources, and security.

Enterprise System Operations

a) PeopleSoft Campus Solutions was integrated with MyAccounts as scheduled. This was instrumental in unifying passwords across FIU's ERP system. Previous integrations focused on the Faculty and Staff module. This latest accomplishment makes it easier for students to remember their passwords and lowers the amount of password reset calls to the support center.

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b) FIU phonebook has been successfully integrated with MyAccounts. This gives all faculty and staff the ability to update their phone numbers, office locations and title listed in the phone directory by logging in with their MyAccounts password. This further unifies passwords across FIU's ERP system for faculty and staff.

c) The email upgrade for faculty and staff has been successfully completed for all employees. All voicemail users are on the new MS Exchange voicemail system and all users that have requested unified messaging, now have the ability to receive and check voicemail from their email inbox.

d) The Microsoft SharePoint project to streamline the approval process for tenure-track faculty members is in the design phase. This is a paper based process which will be online for tracking and workflow approvals.

Network Engineering and Telecommunications

a) Upgrading of the network infrastructure to replace obsolete and non-supported network hardware replacement continues. The new hardware ensures that the university continues to have a highly reliable and resilient converged network of data, voice and video, which serves critical applications like the Voice-over-IP (VoIP) telephone system, PantherSoft, Email and Web presence as well as research projects.

b) Upgrading the network connection speed: The two core and the two border network switches and routers have been upgraded to support 10 gigabytes throughput (10 gigabyte per second data transfer rate). As a result of the upgrade, FIU buildings that have high bandwidth requirements for research projects are now connected at a higher data transfer speed. In addition to upgrading the connection speed between FIU buildings, as part of the upgrade to higher bandwidth capacity, the uplink gateway has been upgraded to 10 gigabytes which links to our Internet2 and Florida Lambda research networks. This upgrade made it possible for FIU to connect to many research universities in the nation and around the globe at a fast data transfer speed. In addition, thanks to this upgrade, FIU won the Supercomputing 2010 Bandwidth challenge in November 2010.

c) Upgrading the network security Intrusion Prevention System (IPS) appliances has been completed to support the new 10 gigabyte network connection speed.

d) The data center continues to be redesigned to replace obsolete and non-supported network and security hardware in the enterprise data center. The upgrade makes our data center more cost effective and reduces energy consumption.

e) The Pinnacle System used for internal billing of UTS services was upgraded. This was completed in the Fall of 2010.

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f) FIU has entered into a pilot test of a Digital Signage solution offered by Credelis. We are currently in the process of testing the integration with InformaCast (used for Emergency Communications) with the Credelis Digital Signage system so that in the event of an emergency, the Digital Signage system would be used as another form of emergency communication to the university community.

g) Phase one of the expansion of the wireless network, part of a three-year project funded by the technology fee to cover the entire University with wireless network access, has been completed. A total of 1,051 high-speed (802.11.n) wireless network access points have been installed in various parts of the University. An additional 300 are expected to be installed during Phase II of the project, which is currently underway.

h) The technology infrastructure for Parking Garage 5 which includes the design, cabling, and the network and telephony hardware installation has been completed. We are currently working on the infrastructure for Public Safety and it should be completed by mid-March 2011. The technology infrastructure for Parking Garage 5 Market Station and the health care network build-out is currently underway.

i) The technology infrastructure for the School of International and Public Affairs (SIPA) including the design, cabling, and the network and telephony hardware installation is complete. Faculty and staff began to move here on December 27th, 2010 and classes have been held since January 10, 2011.

j) The technology infrastructure for the Herbert Wertheim College of Medicine (COM) AHC2 1st, 3rd and 4th Floor renovations including the design for the new COM classrooms on the 1st floor of AHC2 and office has been completed. Implementation is underway and should be completed by mid-February 2011.

k) The technology infrastructure for Classroom Renovations at GL100, GC 140, 150 and the ballrooms is underway. The renovations are estimated to be completed by June 2011.

l) The design for the technology infrastructure for College of Business new Downtown Campus at 1101 Brickell Avenue is underway.

Brief updates of ongoing network and telephone service projects
- Business Impact Analysis (BIA) has been developed to be used by the university community to determine their need for disaster recovery services. The BIA is being reviewed for feedback prior to dissemination.
- IT project dashboard is updated monthly and posted on the web
- FIU's disaster recovery site in Tallahassee is set to replace obsolete disaster recovery systems by April 2010. The site is also preparing for the Human Resources module of PantherSoft and a disaster recovery test is planned for July 2011. The deployment of disaster recovery services for College of Medicine is planned for Summer 2011.
- Completed telecommunications work for FPL Call Center in November 2010.

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Network Engineering and Telecommunications Statistics

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Telephony Statistics

From July 1 of 2010 through February 7 of 2011, the University telephone operators received and processed 107,822 calls for directory assistance and general information. In addition, the Service Management Group handled 1,010 telecommunications related service requests and the Voice technicians handled 1,182 telephone related service requests (742 voicemail transition related).

Wireless Network Statistics
Average daily wireless network usage: 985 simultaneous connections
Daily usage at the Student Housing: 576 simultaneous connections
Daily guest usage: 761 simultaneous connections
Unique users of wireless network in November: 49,655
Unique users of wireless network in December: 31,147
Unique users of wireless network in January: 22,090

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Media and Technology Support

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Broadcast Video Production
Broadcast Video Production has offered a broad range of video services including lecture, promotional videos, classroom support, special events, keynote speakers, and student presentations. This service helps to enhance courses and help student achievement, supports research, and engages the community. Some projects include:

a) **New York Times Roundtable –** Recording the weekly NYT Roundtable discussions that are part of the Global Learning initiative. These discussions are accessible to students via FIU iTunesU.

b) **QBIC –** Informational video for the Biology department to play at national conferences highlighting the FIU Quantifying Biology in the Classroom (QBIC) teaching method.

c) **College of Architecture & the Arts –** Documenting the annual Walk on Water event and providing a completed DVD to the College.

d) **Physical Therapy DPT Video –** A how-to video project aimed at Haitian families in Haiti who have children suffering from Cerebral Palsy (in English and Creole).

e) **Physical Therapy Web Tour Video** – An informational video highlighting the benefits of FIU's Physical Therapy program.

f) **Center for Children and Families Training Lectures/FIU Niagara Conference** – A series of stand-alone training seminars that are used to train outside entities who

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deal with the Center for Children and Families services and are used for the FIU Niagara Conference.

g) **iTunesU Cuban Living History project** – Digitizing and adding the Cuban Living History collection to the FIU iTunesU library.

h) **School of Music project** – a two part video project involving an informational video of Nestor Torres' class and FIU Charanga orchestra culminating with the video recording of the Charanga concert scheduled for late April.

Fall 2010 Classes – Course Capturing and/or Distance Learning. The following courses were recorded and Web streamed.

MAC 2233	MAC 2312	FIN 6644
ECO 2013	IDH 1001	EUH 2010
IDH 4007	COM 3110	ART 4945
COT 5407	FIN 6644	COP 4540
NGR 6460	EEL 3135	CCE 4031
CIS 4911	MUR 4286	

Dual Enrollment Summerset Academy
Higher Ed Holdings recordings
Lecture: The Bible and its interpretation in the Dead Sea Scrolls

Spring 2011 Classes – Course Capturing and/or Distance LearningWebcasts:

a) Commencement Ceremonies
b) AVCC Conference
c) Panther Bowl Celebration
d) State of Education/WQBA
e) Oil Crisis
f) Haiti Teach In
g) Geopolitical Summit
h) Dalai Lama
i) Jain Gift
j) Governor's Video Conference
k) Strategic Planning Town Hall Meeting
l) Worlds Ahead Special Event
m) Israeli Ambassador to U.S. Dr. Michael B. Oren
n) Artist Cristio
o) Former President Lech Walesa

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General Statistics of the Broadcast:

a) Duplication services   162 work orders have been processed
b) Production services   349 work orders have been processed
c) Educational services   215 work orders have been processed
d) iTunesU Services   59 work orders have been processed
e) Course Capturing/Distance Learning   92 work orders have been processed.

Educational Technology Services
Educational Technology Services is comprised of Instructional Design, Training, and the Resource Center for Educational Technology.

a) **Moodle Implementation** - We are continuing to migrate faculty members and courses to the Moodle online system, with 509 courses, 271 instructors, and 12,421 students in Moodle by the Spring 2011 semester. We will soon introduce additional communications to faculty and academic deans on the Moodle migration and timetable and services available. In addition, the Moodle pilot program was completed successfully in the Summer 2010 semester. The 28 pilot faculty members taught 33 courses on a variety of subjects to 1194 students over the Summer A, B, and C terms.

b) **Training –** New workshops have been launched on Office 2010 and Windows 7. In the next month, redesigned workshops for the SharePoint 2010 collaboration system will be introduced.

c) **Training Support** – UTS worked with the Office of Student Conduct and Conflict, the Disability Resource Center, the Office of Compliance, and the Division of Research to develop Moodle courses for non-academic training and support.

d) **Voicemail Project** – UTS worked with the voicemail team to develop print and online materials to provide "How to's" and tutorials for the new voicemail system.

e) **Resource Center for Educational Technology (RCET)** – supports faculty and graduate teaching assistants in the use of technology providing one on one support, workshops and open lab space.
   - The RCET staff supports faculty and graduate assistants in video editing, audio recording and editing, and digital film scanning in the RCET lab.
   - The Resource Center has hosted over 200 people per week since the start of Fall 2010.
   - Helped faculty and graduate assistants to develop course content.
   - Assist teaching staff with adding media to their Moodle courses.
   - Provide instruction technology system consultation.

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Enterprise Web Services

Enterprise Web Services (EWS) provides full graphic and web design services for the faculty, courses, research grants, departments and the FIU community. This team collaborates with Broadcast Video with Course Capturing and iTunesU support; Enterprise Operations with Moodle development and support; Instructional Photography for web and print materials such as posters, brochures, flyers, etc.; and the Resource Center to provide web design and development training and workshops for faculty, graduate students and staff. EWS also analyses and makes recommendations for complying with web standards & patching security flaws in FIU websites. EWS continuously updates the technologies used to develop the FIU web presence in an attempt to mitigate security intrusions.

Below is a list of some of the projects completed this year.

Projects:

a) Engagement (http://engagement.fiu.edu)
b) United Way (http://unitedway.fiu.edu)
c) Commencement (http://commencement.fiu.edu)
d) President's website (http://president.fiu.edu)
e) Board of Trustees (http://bot.fiu.edu)
f) Webcast information page (http://webcasts.fiu.edu)
g) Global Learning Initiative (http://goglobal.fiu.edu)
h) Ecommerce portal (http://fiupay.fiu.edu)
i) HR nominations for employee awards and recognition
j) Faculty nominations
k) Center for Children and Families
l) BOT policies manager
m) Lost & found website for the Graham Center
n) President's website gallery
o) College of Education website redesign
p) Alumni mobile website
q) FIU alumni homepage banners
r) MARCU*Star
s) Minority opportunities in biomedical research programs
t) Re-creation of controller's office forms
u) President's holiday celebration RSVP site/form
v) Kappa Delta Pi website
w) Geo-political summit (Summit.fiu.edu)
x) Biscayne Bay Campus recreation (BBCRec.fiu.edu)
y) RSVP's event form requests
z) Shots fired site (what to do if someone enters workplace with a gun)
aa) Go Global Tuesday times roundtable
bb) FIU Health Services 4 site redesign

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cc) American Reading Forum site redesign

dd) Carrier Pigeon Journal website

Maintenance of existing websites:
   a) Community Engagement maintenance
   b) Office of Business Services website updates
   c) CASGROUP maintenance
   d) Commencement (Commencement.fiu.edu)
   e) FIU Webcasts (Webcast.fiu.edu)

Instructional Photography Services

Instructional Photography Services provides a variety of digital photography services that support the enhancement of teaching and learning as well as documenting events to promote community engagement. Below is a list of some of the photography projects completed this year.

   a) **Academic Advising** – Informational content and graphic design support
   b) **ARC School Of Engineers** – Documentation of labs and testing facility
   c) **College of Architecture & the Arts** – Copy work, Document Studio, Design Consultation
   d) **College of Law** – Courtroom competitions
   e) **Physics** – Classroom teaching
   f) **Office of the President** – Roundtable discussions
   g) **Computer Science** – Classroom discussions
   h) **Studio and on-location portraits** -- hundreds of portraits of entering staff, students, for different departments' view books: Residential Life, Peer Advisors, Football, Track and Field, Swimming, Golf, and other athletics teams.
   i) **Custom Portraits** – School of Music "Renowned Amernet String Quartet."
   j) **Custom Group shots for use in Annual Reports and Poster:** Law School Advisory Board, FIU Dazzler's, Golf Team, Swimming & Diving, Engineering Graduate Class, Medical School Entering class, FIU 5, 10, 15 year of Service Groups.
   k) **Editing and Collecting** – assisting FIU Library in identifying and locating photographs for FIU Historical Archive.
   l) **Grant for Department of Physics:** documentation of students engaged in projects with mentors.
   m) **Documenting Events & Ceremonies:** BOT campaign workshops, Herbert Wertheim College of Medicine student orientation, white coat ceremony, securities law enforcement lectures, Freshman Convocation, annual Eric Williams Lecture. Ribbon cutting ceremony for Parking Garage 5 and Market Station, FIU Employee Recognition Awards, 2010 Geopolitical Summit plenary on both campuses, President Mark Rosenberg's town hall meetings, Herbert Wertheim Medical School Students Neighborhood HELP first visit.
   n) **Athletics** – helicopter fly-by aerial photography of FIU campus stadium and 2010 football kick-off season game.

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o) **Presidential VIP acknowledgements:** Torch Award recipients, tenure & promotion, Dali Lama visit to FIU

Photography Statistics

ACADEMIC AFFAIRS DIVISIONS	No. of Hours
Arts and Sciences	133
Architecture and the Arts	21
Hospitality Management	69
Education	27
Engineering	123
School of International Public Affairs (SIPA)	62
College of Law	204
Herbert Wertheim College of Medicine	138
Other Academic Affairs (+ Pines Center)	267

Total	1044

Other University Divisions	
Business and Finance	101
University Advancement	382
Student Affairs	292
President's Office	231
University Technology Services	22

Total	1028

GRAND TOTAL	2072

University Technology Services Labs

UTS Labs provides open labs for students to access software they may not wish to purchase but need for class to complete assignments as well as pay to print services.

The Lab team manages all open labs (PC 413, PC 414, and ACI 293). It supported a total of 80,000 plus students to date. The team also manages the UTS instructional computer labs: PC 416, PC 419, PC422, PC 449 (Mac Lab), GL 263, GL266, ACI 266, and ACI 326. The PC 411 lab was updated and redesigned to partner with the School of Architecture to fulfill a need for a

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mixed lab funded through the technology fee. This partnership will continue until the School can create space in the PC building to accommodate the lab. PC414 is currently being renovated to accommodate a variety of lab services such as student applications training funded through the Tech Fee. This lab will also be scheduled to meet the needs that faculty have for ad hoc lab sessions needed once or twice a semester. The team also maintains most kiosks at FIU and partners with departments to ensure these services are located in high traffic areas to meet student demand.

Virtual Labs is now live with several software packages available to students; Microsoft Office, SPSS, andMiniTab. We are pending the software licensing to add additional software applications to the virtual lab environment. We also provide support to Orientation, Testing Center, Learning Center, Writing Center, Student Athletic Academic Center, UTS Training Center, and Resource Center.

The IT Security Office

The FIU IT Security office has observed a reduction of compromised systems during this period. In addition to the IT Security Office consulting and risk assessment that we conduct on continuous basis, our development in the Microsoft SharePoint and Microsoft Office Communicator projects continue. The IT Security Awareness and Red Flag Identity Theft Prevention training program has led to forensics and notification of a minor breach on a system at the University Police Department.   In April of 2009 we began our Media Sanitization process, to date we have cleaned or destroyed 8533 computer storage devices. We have completed the assessment for the Toshiba Multi Function Printer devices and determined that the Toshiba security implementation works as advertised. We have also been involved with the development of the Paperless Workflow Initiative with the pilot project being the Tenure and Promotions Process and Paperless Catalog modification process.

1. Copyright infringements:

    a. October 2010: 10
    b. November 2010: 4
    c. December 2010: 6
    d. January 2011: 11
    e. February 2011: 2
    f. Total since October = 33

2. Compromised systems:
    a. October 2010: 7
    b. November 2010: 5
    c. December 2010: 11
    d. January 2011: 6
    e. February 2011: 2
    f. Total since October = 31

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THE FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES
Academic Policy and Student Affairs Committee
March 15, 2011

Subject: Engagement Awards Report

Proposed Committee Action:
None. Information/Discussion only.

Background Information:
The Engagement Awards Report provides an overview of the results of the Community Engagement Awards for the 2010 – 2011 academic year.

Supporting Documentation: Engagement Awards Report

Facilitator/Presenter: Divina Grossman

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Engagement Awards Report

COMMUNITY ENGAGEMENT AWARDS 2010-2011

<u>Donor of Award: Kendall Regional Medical Center</u>
Lee Chaykin, CEO of Kendall Regional Medical Center, will participate in the awards presentation. With over 20 years of healthcare finance and management experience, Mr. Chaykin is an alumnus of FIU, having earned his B.S. and M.S. degrees in Health Service Administration here. He has been recognized by the Rotary Club International as a Paul Harris Fellow for his commitment to community service. The Office of Engagement is grateful to Kendall Regional Medical Center for their sponsorship of the awards.

AWARD RECIPIENTS

<u>Center for Diversity in Engineering and Computing (CDEC):</u>
> **Gaining Early Awareness and Readiness for Undergraduate Programs (GEAR UP)**
> **Engaging Latino Communities for Education (ENLACE)**
> **Florida Action for Minorities in Engineering (FLAME)**

FIU Partners: College of Engineering and Computing

Dr. Masoud Milani, Dr. Gustavo Roig, Francisco Fins, Stephanie Strange,
Jorge Nosti, Beatriz Oria

Community Partners: Miami-Dade County Public Schools (MDCPS), Florida Power and Light (FPL), ASPIRA of Florida, Inc., Caterpillar, Inc., CEMEX-USA, Coalition of Florida Farmworker Organizations, Inc., En Familia, Inc., Ford Foundation, Hispanic Association of Colleges and Universities (HACU), Institute of Electrical and Electronic Engineers, Miami-Dade College (MDC), Mujer, Inc., Puello and Associates, Inc., Spanish Broadcasting System, Inc., Texas Instruments, Inc., Non-Violence Program, Yeager Foundation, Inc., XTec, Inc.

Dr. Nick JacAngelo, Alicia Hidalga, Diana Landsberg, Donald Loutsch, Carlos Salgado, Rocio Salgado, Ivan Yaeger

Beginning with FLAME in 1987, the coalition serves and engages with students, teachers, families, and communities in science, technology, engineering, and mathematics education (STEM), while increasing recruitment, retention, and graduation of underrepresented ethnic minorities, gender groups, and students with disabilities. FLAME requires ninth and tenth grade high school students to complete a six-week summer program and enroll in math and science courses, preparing students for advanced studies at FIU during their eleventh and twelfth grade years. ENLACE and GEAR UP aim to increase minority students in STEM areas through tutoring, after school and summer academies, mentoring, parental involvement activities, technology

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integration, teacher professional development and other services. The programs promote involvement of Engineering and Computing faculty and students with Miami-Dade County Public Schools (MDCPS) and increase recruitment, retention, and graduation of students in the Engineering program. GEAR-UP, ENLACE, and FLAME foster faculty and student participation in different programs during each semester as tutors or ambassadors for the engineering and computing professions. Impacting over 2,000 students, the Center currently organizes several on-going programs targeting elementary, middle, and high school-level students. These programs are offered throughout the school year and during the summer, continuously educating participants.

Center for Research on U.S. Latino AIDS/HIV and Drug Abuse (CRUSADA)

FIU Partners: School of Social Work, School of Journalism, Herbert Wertheim College of Medicine. Departments of Dietetics and Nutrition, Psychology, Sociology, Criminal Justice, and Public Administration.

Dr. Mario de la Rosa, Dr. Gustavo Espino, Hilda Tania Lopez, Samuel Martinez, Diana Gutierrez, Yuritzi Guerrero, Maria Antonina Khalona, Sergio Saucedo

Community Partners: Abriendo Puertas Inc., Agape Inc., Borinquen Clinic, Care Resource, Community Action Inc., Connect Familias Inc., Dominican American Foundation, Drug Free Youth Inc., En Familia, City of Homestead, Florida College Career, Here's Help, Lazarus House Ministries, Miami-Dade College, Mujer Inc., Spectrum and Miami Behavioral, Regis House, Vecinos en Accíon, Farmworkers Association of Florida, National Farm Worker Ministry, and Centro Campesino.

Dr. Rhonda Bohs, Emy Pesantes, Susan Rubio, Rocio Tarfu

Since 2003 CRUSADA conducts multi-disciplinary research, education, and community outreach in partnership with community agencies. Working in tandem with partners, the Center is dedicated to eliminate health disparities, substance abuse, and HIV/AIDS that affect Latino minorities in the United States. The Center includes three core components: research, training, and community outreach.   These partnerships include the FIU and Miami-Dade County communities through research surveys, collection of information and data, training community members as researchers, and participation in fairs and other events. These partnerships are successful because there is a constant flow of information and research between the FIU community and the Miami-Dade community. Master's and doctoral students from various disciplines are mentored by CRUSADA staff and affiliated faculty, while obtaining opportunities to publish about and gain knowledge in working with minority groups. The Center is a funded NIH Establishing Exploratory National Center for Minority Health and Health Disparities Research Center of Excellence (P-20). CRUSADA and its partnerships directly affect the Latino communities in South Florida, educating areas most affected by the HIV/AIDS epidemic.

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CRUSADA's impact reaches numerous communities in the region through major radio, television, and other media networks, such as Radio Caracol and Telemundo.

College of Law's Community Service Consortium and Law Clinical Programs:
      Carlos A. Costa Immigration and Human Rights Clinic
      Education Law Clinic
      Community Development Clinic
      Juvenile Justice Clinic
      Immigrant Children's Justice Clinic
      Two Externship Clinics: Criminal Externship and Judicial Clinic

FIU Partners: College of Law

Troy Elder, Michelle Mason and Judge Phyllis Kotey

Community Partners: Florida Rural Legal Services, Florida Immigrant Advocacy Center, Parent to Parent, Miami Bridge, Legal Services of Greater Miami, Miami-Dade County Juvenile Justice Center, Accíon USA, Miami Behavioral Center, Urgent Inc., Public Defender's Office, Christi House, University of Miami Law School Children and Youth Clinic, Boys Town, Florida Legal Services Inc., Florida Center for Survivors of Torture, and Catholic Legal Services.

Started seven years ago, the College of Law's clinical community service programs ensure that College of Law students contribute their legal skills directly with the local community. Each year, students provide an average of 5,000 person-hours of uncompensated community service. The clinics provide essential legal services to underserved residents of South Florida and fill gaps in existing networks of low income legal providers. Law students benefit from their clinical placements through self-reflection, development of professionalism, and an ongoing commitment to the community, while learning how to be effective and ethical advocates. Over 600 FIU Law students have participated in these programs and provided legal aid to 696 clients within the community. As a result, politically persecuted immigrants avoid deportation, community members receive guidance in addressing human rights abuses abroad, minority and female entrepreneurs can pursue business ownership, and juveniles accept assistance in criminal or educational disputes.

Digital Library of the Caribbean (dLOC)

FIU Partner: FIU Libraries, Latin American and Caribbean Center, FIU departments with contributing faculty include: Libraries, International Relations, History, Global Socio-cultural Studies, English, Religious Studies, Modern Languages, and Biology.

Dr. Cristina Eguizábal, Dr. Marisol Floren, Dr. Chantalle Verna, Liesl Picard, Gayle Williams, Paola Salavarria, Adam Silvia, Brooke Wooldridge

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Community Partners: Archives Nationales d'Haïti, Biblioteca Nacional Aruba, Bibliothèque Haïtienne des Pères du Saint-Esprit, Bibliothèque Nationale d'Haïti, Belize National Library Service and Information System, Caribbean Community (CARICOM), Caribbean Studies Association, College of the Bahamas, Fundaciòn Global Desarollo y Democracia, National Library of Jamaica, Pontificia Universidad Católica Madre y Maestra, Universidad de Oriente in Venezuela, Wider Caribbean Sea Turtle Conservation Network, University of the Virgin Islands, University of Central Florida, University of South Florida, and University of Florida.

Dr. Kate Ramsey, Eveline Pierre, Rebecca A. Smith, Daniel Vinat, Kimberly Green

Since 2004 the Digital Library of the Caribbean (dLOC), an international collaboration of education, research, governmental, and non-governmental institutions, provides access to electronic collections about the Caribbean. Digitization allows access to historical and research materials held in archives, libraries, and private collections. Greater access to these materials promotes Caribbean studies and research. Participation in dLOC impacts curriculum, research, academic program, and student learning at collaborating institutions. The availability of freely accessible materials about the Caribbean facilitates faculty in teaching and scholarship. With over 1,250,000 pages of Caribbean materials online and freely accessible with an Internet connection, the project's impact on regional research is substantial. In 2009, the site had over six million page views. Participating institutions learn how to digitize resources for preservation and related metadata, while educating teachers how to use digital resources in the classroom. Since 2007, project staff have trained 350 library and archive staff at 14 Caribbean institutions. Following the Haitian earthquake, dLOC has initiated a Protecting Haitian Patrimony Initiative to share information, raise funds, and coordinate assistance for libraries and archives in Haiti.

South Beach Wine and Food Festival

FIU Partners: School of Hospitality and Tourism Management.

Dale Gomez, Susan Gladstone, Rodney Barchi, Shena Corrado, Margaret Fan, Raquel Hernandez, Laura Manon, Bridget Pietsch, Vanessa Rajnish, Ashley Sanchez, Samantha Sedeno, Amanda Strickland

Community Partners: Partners: Miami-Dade County, Greater Miami and the Beaches Convention and Visitor Bureau, Southern Wine and Spirits, Whole Foods Market, and American Express. Many local hotels, such as the Loews Miami Beach, also take part in the event. Sponsor: Food Network.

Lourdes C. Balepogi, Jovanna Bell, Michele Grimm, Sarita Jailal, Matthew Moran, Michael Moran, Roger Probst

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Beginning in 2002 the South Beach Wine and Food Festival, a four-day national, star-studded extravaganza, celebrating internationally renowned wine and food purveyors, is an international tourist attraction in Miami Beach and raises funds for the School of Hospitality and Tourism Management. This affair has expanded into two events in China: Tianjin Wine and Food Festival and the Qingdao Wine and Food Festival. The event has generated $12 million in revenue for the School of Hospitality and Tourism Management and $440,000 in scholarships and financial aid for students. Students who receive scholarships are able to complete their hospitality management studies and practice their culinary skills, as well as learn the management principles taught in the classroom. In February 2011, the festival celebrated its 10th anniversary. This year's event generated approximately $4.5 million in ticket revenue and $2.8 million in corporate sponsorship revenue. A total of 950 students participated in the festival, filling about 3,000 positions and logging 30,000 hours during the festival week. The festival includes an educational program that addresses childhood obesity, nutrition education, and fitness for over 12,000 children and parents attending the event. It promotes the visibility of South Beach and the city of Miami Beach, increases tourist dollars, raises hotel occupancy, employs residents within the community, and boosts sales tax receipts for Miami-Dade County and the State of Florida.

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