



FLORIDA INTERNATIONAL UNIVERSITY

BOARD OF TRUSTEES

FULL BOARD MEETING

Thursday, September 8, 2011
9:00 am

Florida International University
Modesto A. Maidique Campus
Graham Center Ballrooms

AGENDA

- | | |
|--|------------------------------|
| 1. Call to Order and Chair's Remarks | Chairman Albert Maury |
| 2. Foundation Report | Justo L. Pozo |
| 3. Public Appearances | Albert Maury |
| 4. President's Report | Mark B. Rosenberg |
| 5. Action Items – Consent Agenda | Albert Maury |
| BT1. Minutes, June 21, 2011 | |
| AP1. Tenure as a Condition of Employment Nominations | |
| AP2. New Program Proposal: PhD in Basic Biomedical Sciences | |
| 6. Action Items | |
| P1. President's Management Review, 2010-2011 | Joseph L. Caruncho |
| P2. University Goals, 2011-2012 | Joseph L. Caruncho |
| 7. Status Reports, Board Committees (<i>For Information Only</i>) | |
| ▪ Finance and Audit Committee Report | |
| ▪ Academic Policy and Student Affairs Committee Report | |
| ▪ Personnel Committee Report | |
| ▪ External Relations Committee Report | |
| 8. New Business (<i>If any</i>) | Albert Maury |
| 9. Concluding Remarks and Adjournment | Albert Maury |

The next FIU Board of Trustees Full Board meeting is scheduled for Tuesday, November 22, 2011

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**THE FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES**

September 8, 2011

Subject: Call to Order and Chair's Remarks

Proposed Board Action:

None. Information only.

Background Information:

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

Supporting Documentation: N/A

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

**THE FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES**

September 8, 2011

Subject: Foundation Report

Proposed Board Action:

None. Information only.

Background Information:

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

Supporting Documentation: N/A

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

**THE FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES**

September 8, 2011

Subject: Public Appearances

Proposed Board Action:

None. Information only.

Background Information:

Public Comment Period (if timely requested and approved)

Supporting Documentation: N/A

Facilitator/Presenter: Albert Maury

**THE FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES**

September 8, 2011

Subject: President's Report

Proposed Board Action:

None. Information only.

Background Information:

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

Supporting Documentation: N/A

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

**THE FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES**

September 8, 2011

Subject: Approval of Minutes of Meeting held June 21, 2011

Proposed Board Action:

Approval of Minutes of the Florida International University Board of Trustees, Full Board meeting held on Tuesday, June 21, 2011 at the FIU Modesto A. Maidique Campus, College of Business Complex, Special Events Center, room 232.

Background Information:

Board members will review and approve the Minutes of the Florida International University Board of Trustees, Full Board Meeting held on Tuesday, June 21, 2011 at the FIU Modesto A. Maidique Campus, College of Business Complex, Special Events Center, room 232.

Supporting Documentation:

Florida International University Board of Trustees Full Board Meeting Minutes: June 21, 2011

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**FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES
FULL BOARD MEETING
JUNE 21, 2011
MINUTES**

1. Call to Order

Chairman Albert Maury convened the meeting of the Florida International University Board of Trustees at 9:00 a.m., on Tuesday, June 21, 2011, at the Modesto A. Maidique Campus, College of Business Complex, Special Events Center, Room 232, Miami, Florida.

The following attendance was recorded:

Present:

Albert Maury, *Chair*
Michael M. Adler, *Vice Chair*
Sukrit Agrawal
Cesar L. Alvarez
Jose J. Armas
Jorge L. Arrizurieta
Thomas A. Breslin
Joseph L. Caruncho
Mayi de la Vega
Patrick O'Keefe
Claudia Puig
Justo L. Pozo, FIU Foundation, Inc. Board of Directors Chairman

Excused:

Marcelo Claure
S. Lawrence Kahn, III

Chairman Maury welcomed Student Trustee and President of the Student Government Association for the Modesto A. Maidique Campus, Patrick O'Keefe. Chairman Maury also welcomed newly-elected Chairman of the FIU Foundation Board of Directors Justo L. Pozo. He noted that Chairman Pozo is the co-founder and President of Preferred Care Partners, Inc and has served on the Foundation Board since May 2007. Chairman Maury congratulated Mr. Robert Grillo on his appointment as the University's Vice President for Information Technology and Chief Information Officer. Chairman Maury noted that Mr. Grillo has served as Interim VP since January 2011, adding that under his leadership the Division of Information Technology has, not only maintained, but continued to lead initiatives that are at the forefront nationally in using IT to improve the efficiency of university operations.

Chairman Maury announced that FIU will host the Florida Board of Governors for their September 14-15, 2011 Board and Committee meetings, adding that new trustee orientation sessions will be held concurrently. He noted that the orientation sessions are required of all newly appointed Trustees and would offer participants the unique opportunity to connect with other trustees and

university leaders within the State University System.

Chairman Maury noted that despite diminishing State resources, the University remained committed to increasing access to higher education. He noted that in order to achieve key priority goals as detailed in the *FIU Worlds Ahead Strategic Plan*, the University plans to increase enrollment by 2,000 academically qualified students per year. Additionally, he noted that the University plans to increase the annual production of baccalaureate degrees from 5,663 to 7,308 by the year 2015.

2. Foundation Report

FIU Foundation, Inc. Board of Directors Chairman Justo L. Pozo provided comments on the significance of each Board member's role in the success of the University. He discussed the importance of engaging the University's growing alumni base and the urgency for aggressive and dynamic fundraising. He provided updates on recent gifts, fundraising and investments.

3. Public Appearances

There were no public appearances.

4. President's Report

President Mark B. Rosenberg welcomed all in attendance to the College of Business complex, noting that *U.S. News & World Report* (2011) ranked FIU among the best business schools in the U.S. for international business. He provided brief remarks regarding the final State budget and its impact on the University. He reported that for the first time the University's proposed 2011-12 operating budget exceeded \$1 billion. He noted that despite State funding reductions, the University has continued to invest in high priority areas that are necessary to enhance the student learning experience.

President Rosenberg reported on recent university news and events. He noted that the FIU Herbert Wertheim College of Medicine received provisional accreditation and achieved the fourth step in the five-step accreditation process in the fastest time allowed. He announced that the Miami Bayside Foundation created a fund to support the First Generation Matching Grant Program, adding that the fund will support the establishment of an endowment for students interested in pursuing careers in business and entrepreneurship, in addition to provide funding to facilitate access to higher education for first generation students from the City of Miami. He reported that PG5 Market Station was the recipient of the 2011 National Association of College and University Business Officers (NACUBO) Innovation Award, adding that PG5 Market Station was recognized as an innovative multi-use facility creating a destination neighborhood hub that has effectively generated additional revenues and helped to satisfy the campus community's demand for services.

President Rosenberg reported on the recent commencement ceremonies, noting that approximately 3,300 undergraduate and graduate students participated in spring commencement. He added that 230 students participated in the graduation ceremony at the School of Hospitality and Tourism Management in Tianjin, China. He further noted that FIU's College of Law graduated 175 lawyers, noting that many of the recent graduates have already secured positions at major law firms and public interest organizations. He also reported that Kristian Herrera was among the youngest

graduates in FIU history, adding that at 18 years of age, Herrera received a bachelor's degree in physics, along with three minors: biology, mathematics and chemistry and has been accepted into Harvard University's graduate program in molecular biology.

President Rosenberg reported on the University's expansion efforts, noting that the University will occupy three floors at 1101 Brickell Ave beginning in the Fall 2011, adding that the new space will house College of Business Administration and School of International and Public Affairs programs, as well as the Metropolitan Center. He announced that the FIU College of Architecture + The Arts will occupy 16,000 square feet of space at 420 Lincoln Road, adding that the facility will house a design studio, a gallery with exhibition and performance space, studio space for graduate visual arts students and music practice rooms.

President Rosenberg reported on research news, noting that *The Chronicle of Higher Education* featured FIU as an example of a university with a successful research growth strategy. He added that the *Chronicle* reported that FIU's efforts over the past decade to invest in growing federally funded scientific and engineering research has yielded excellent results. He noted that Professor Malek Adjouadi, from the Department of Electrical and Computer Engineering, has been conducting extensive research on the use of computer applications to assist with neurosurgery, visual impairment, and motor disability. He added that the National Science Foundation awarded Professor Adjouadi a 3 million dollar grant this year for the development of a 5-D brain-processing instrument.

President Rosenberg reported on faculty news, noting that 15 faculty members were featured in *The Miami Herald* as part of a new Worlds Ahead advertising series, adding that the 15, full-page ads were aimed to showcase FIU's exceptional faculty to the community. He reported that three FIU professors have received prestigious Fulbright Scholar grants to teach and conduct research overseas this year: David B. Bray; Elizabeth Price Foley; and Emmanuel Roussakis.

President Rosenberg reported on student achievement, noting that team FIU bested more than 183 delegations from around the world to dominate the competition at the 2011 National Model United Nations event. He reported that FIU's Student Government Association raised more than \$61,000 for the First Generation Scholarship Fund, noting that it is the only remaining program in Florida for which the State matches private donations 100 percent. President Rosenberg reported on the release of the seventh-annual Academic Progress Rate (APR) report as announced by the National College Athletic Association, noting that the University registered its highest multi-year scores across the board in the 7-year history of the APR.

President Rosenberg reported that health sciences alumnus Raul Chavez '80 and his wife, Dr. Angela Martinez, pledged \$650,000 to the Alumni Association, noting that the planned-giving donation will be used to support the FIU Alumni Center. President Rosenberg noted that the Council of Alumni Association Executives annual survey results indicated that the University has the second largest dues paying membership numbers in the State.

President Rosenberg concluded the University Report by introducing a video that captured the sense of pride and accomplishment that both the students and University community share during commencement ceremonies.

5. Special Report – Fulbright Scholars

President Rosenberg introduced Professor Elizabeth Price Foley, Professor Suzanne Koptur and Associate Professor and Associate Chair in the Department of Politics and International Relations Paul A. Kowert. Professor Price Foley participated in the meeting via Skype and noted that she is serving as a Fulbright Scholar at the College of Law of the National University of Ireland, Galway. Professor Price Foley discussed her research of Ireland's healthcare system as it relates to the topic of medical futility. Professor Koptur discussed her experience as a Fulbright Garcia Robles Research Fellow for the 2008-09 academic year and elaborated on her research work on the tritrophic interactions of sennas, a group of plants, at the Instituto de Ecologia in Xalapa, the capital city of Veracruz State, Mexico. Professor Kowert discussed his experience as a Fulbright visiting fellow during the 2008-09 academic year, noting that his work consisted of teaching classes in American politics and international relations, while also conducting research on national identity and Japan-U.S. relations.

6. Action Items – Consent Agenda

Chairman Maury noted that two additional items were included in the Consent Agenda: The Florida International University Executive Deferred Compensation Plan and the Approval of a Resolution Requesting an Amendment to the Employment Agreement for University President Mark B. Rosenberg. He further noted that the items were reviewed by the Finance and Audit Committee and recommended for Board of Trustees' approval. A motion was made and passed to amend the Consent Agenda.

Chairman Maury noted that the Personnel Committee, Academic Policy and Student Affairs Committee, and Finance and Audit Committee each recommended approval by the Board of the respective action items contained in the Consent Agenda.

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

- **BT1. Minutes, March 30, 2011** - Approval of Minutes of the Florida International University Board of Trustees, Full Board meeting held on Wednesday, March 30, 2011 at the FIU Modesto A. Maidique Campus, Graham Center Ballrooms
- **P1. University Equity Reports** – Approval of the University Equity Reports that encompass Enrollment, Gender Equity in Athletics, and Employment for the 2010-11 fiscal year
- **P2. Ratification of the 2011-14 Collective Bargaining Agreement between The Florida International University Board of Trustees and the United Faculty of Florida – *FIU Chapter***
- **P3. Ratification of the 2011-2014 Collective Bargaining Agreement between The Florida International University Board of Trustees and The Dade County Police Benevolent Association Law Enforcement Bargaining Unit (*PBA – Rank and File*)**

- **P4. Ratification of the 2011-2014 Collective Bargaining Agreement between The Florida International University Board of Trustees and The Dade County Police Benevolent Association Lieutenants Bargaining Unit (*PBA – Lieutenants*)**
- **AP1. Tenure as a Condition of Employment Nominations** – Approval of five (5) candidates for Tenure as a Condition of Employment as specified in the Board materials
- **AP2. Tenure nominations** – Approval of nine (9) Tenure Nominations as specified in the Board materials
- **AP3. B.A. in Communication Arts New Program Proposal** – Approval of the Bachelor of Arts in Communication Arts (CIP 09.0101) degree program
- **AP4. Approval of the Educational Plant Survey 2010**
- **AP5. Approval of the Amendments to the Articles of Incorporation and Bylaws of the Florida International University College of Medicine Health Care Network Faculty Group Practice, Inc.,** as amended and restated on April 20, 2011
- **FA2. Proposed 2011-2012 - Fixed Capital Outlay Budget** – Approval of the University's 2011-2012 Fixed Capital Outlay Budget and authorization for the University President to amend the budget as necessary, consistent with Florida Board of Governors and Florida International University Board of Trustees directives and guidelines
- **FA3. Request for Approval of Florida International University's 2012-2013 Fixed Capital Outlay Legislative Budget Request, consisting of the 5-year Capital Improvement Plan** – Approval of the University's 2012-2013 Fixed Capital Outlay Legislative Budget Request, consisting of the 5-year Capital Improvement Plan and authorization for the University President to amend the Legislative Budget Request as necessary, consistent with Florida Board of Governors and Florida International University Board of Trustees directives and guidelines
- **FA4. Approval of the Amendment to the Bylaws of the Florida International University Foundation Inc.** – Approval of the Florida International University Foundation Inc. Bylaws as amended and restated on May 25, 2011 and authorization for the President and CEO of the Foundation to take all actions necessary pertaining to these amended Bylaws
- **FA5. Approval of the Florida International University Executive Deferred Compensation Plan**
- **FA6. Approval of Resolution Requesting an Amendment to the Employment Agreement for University President Mark B. Rosenberg** – Approval of a Resolution requesting an amendment to the President's employment agreement that allows for funds credited to the FIU Executive Deferred Compensation Plan to be invested in any investment authorized under the Plan

7. Action Items

AP6. 2011 University Work Plan

Trustee Cesar L. Alvarez, Vice Chair of the Academic Policy and Student Affairs Committee, provided brief highlights from the June 7, 2011 Committee meeting and requested that Provost and Executive Vice President Douglas Wartzok present the 2011 University Work Plan for Board consideration and approval. Provost Wartzok noted that the Work Plan outlines the University's top priorities, strategic directions, and specific actions and financial plans for achieving those priorities, as well as performance expectations and outcomes on institutional and System-wide goals.

A motion was made and passed by the FIU Board of Trustees approving the 2011 University Work Plan.

FA1. Proposed 2011-2012 Operating Budget

Trustee Sukrit Agrawal, Chair of the Finance and Audit Committee, provided brief highlights from the June 20, 2011 Committee meeting and requested that Senior Vice President for Finance and Administration and Chief Financial Officer Kenneth A. Jessell present the Proposed 2011-2012 Operating Budget and subsequent action items for Board consideration and approval. Trustee Agrawal recommended that all of the action items included within the 2011-12 Operating Budget be voted on in one (1) motion. There were no objections.

A motion was made and passed by the FIU Board of Trustees approving the proposed 2011-2012 Operating Budget and subsequent fees:

A. Proposed 2011-2012 University and Direct Support Organizations Operating Budgets

The FIU Board of Trustees approved the 2011-12 University and Direct Support Organizations Operating Budgets and authorized the University President to amend the budget consistent with Legislative, Board of Governors' and Board of Trustees' directives and guidelines. The University President shall keep the Board of Trustees informed of any changes in excess of 2% made to the total approved 2011-2012 Operating Budget during the operating year.

B. University Tuition Fee

The FIU Board of Trustees approved the Amended Regulation FIU-1101 Tuition Fees Schedule and delegated authority to the University President to approve any subsequent amendments that are based on comments to the Regulation received from the Board of Governors as a result of the regulation-making process.

C. Student Athletic Fee

The FIU Board of Trustees approved the proposed Florida International University Athletic Fee increase from the current \$14.51 per student credit hour to \$15.56 per student credit hour effective the Fall term of 2011 for academic year 2011-2012.

D. Amendment of University Traffic and Parking Regulation

The FIU Board of Trustees approved the Amendment of the University Traffic and Parking Regulation FIU-1105 and delegated authority to the University President to approve any subsequent amendments that are based on comments to the Regulation received from the Florida Board of Governors and as a result of the regulation-making process.

E. Tuition for Market Rate Programs, 2012/13 academic year

The FIU Board of Trustees approved market rate tuition for the Masters in Mass Communications and the Masters in Engineering Management programs offered through continuing education beginning academic year 2012/13.

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

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

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

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

9. New Business

President Rosenberg introduced student athlete Ceedrick Davis, who concluded the Florida International University Board of Trustees meeting with a piano performance.

10. Concluding Remarks and Adjournment

Since there was no other business, the meeting of the Florida International University Board of Trustees was adjourned on Tuesday, June 21, 2011 at 10:50 a.m.

Albert Maury
Chairman
FIU Board of Trustees

Mark B. Rosenberg
Corporate Secretary
FIU Board of Trustees

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6.23.11

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**THE FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES**

September 8, 2011

Subject: Tenure as a Condition of Employment Nominations

Proposed Board Action:

Approve four (4) candidates for Tenure as a Condition of Employment (TACOE).

Background Information:

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

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

Supporting Documentation:

Tenure as a Condition of Employment Nominees

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

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Florida International University
2011 - 2012 Tenure (as a Condition of Employment) Nominations

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

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

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

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

David Ralston

Department of Management and International Business
College of Business Administration

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

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

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

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

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

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

Tawia Baidoe Ansah

College of Law

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

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

**THE FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES**

September 8, 2011

Subject: New Program Proposal: PhD in Basic Biomedical Sciences

Proposed Board Action:

Approve the PhD in Basic Biomedical Sciences (CIP 26.0102) new program proposal.

Background Information:

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

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

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

Supporting Documentation: Executive Summary: PhD in Basic Biomedical Sciences (CIP 26.0102) New Program Proposal

Florida Board of Governors Request to Offer a New Degree Program

Memorandum from FIU Provost & Executive Vice President Douglas Wartzok regarding PhD in Basic Biomedical Sciences External Review and Response

Letter of support from the University of Central Florida endorsing FIU's new program proposal for a PhD in Basic Biomedical Sciences

Letter of support from the University of Florida endorsing FIU's new program proposal for a PhD in Basic Biomedical Sciences

Letter of support from the University of South Florida endorsing FIU's new program proposal for a PhD in Basic Biomedical Sciences

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Executive Summary
New Program Proposal: PhD in Basic Biomedical Sciences (CIP 26.0102)
Herbert Wertheim College of Medicine

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

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

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

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

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

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

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

Florida Board of Governors

Request to Offer a New Degree Program

Florida International University

University Submitting Proposal

Fall, 2012

Proposed Implementation Date

Herbert Wertheim College of Medicine

Name of College or School

Basic Science Departments

Name of Department(s)

Biomedical Sciences

Academic Specialty or Field

Ph.D. Program in Basic Biomedical Sciences (CIP codes 26 and 51)

Complete Name of Degree
(Include Proposed CIP Code)

The submission of this proposal constitutes a commitment by the university that, if the proposal is approved, the necessary financial resources and the criteria for establishing new programs have been met prior to the initiation of the program.

Date Approved by the University Board of Trustees

President

8-11-11
Date

Signature of Chair, Board of Trustees

Date

Provost & Executive Vice President

11/21/11
Date

Provide headcount (HC) and full-time equivalent (FTE) student estimates of majors for Years 1 through 5. HC and FTE estimates should be identical to those in Table 1. Indicate the program costs for the first and the fifth years of implementation as shown in the appropriate columns in Table 2. Calculate an Educational and General (E&G) cost per FTE for Years 1 and 5 (Total E&G divided by FTE).

Implementation
Timeframe

Projected Student
Enrollment (From Table 1)

	HC	FTE
Year 1	4	3
Year 2	8	6
Year 3	12	9
Year 4	16	12
Year 5	20	15

Projected Program Costs
(From Table 2)

Total E&G Funding	Contract & Grants Funding	E&G Cost per FTE
\$414,063	0	\$138,021
\$855,549	\$534,404	\$57,037

TABLE 1-B
PROJECTED HEADCOUNT FROM POTENTIAL SOURCES
(Graduate Degree Program)

Source of Students (Non-duplicated headcount in any given year)*	Year 1		Year 2		Year 3		Year 4		Year 5	
	HC	FTE	HC	FTE	HC	FTE	HC	FTE	HC	FTE
Individuals drawn from agencies/industries in your service area (e.g., older returning students)	0	0	0	0	0	0	0	0	0	0
Students who transfer from other graduate programs within the university**	0	0	0	0	0	0	0	0	0	0
Individuals who have recently graduated from preceding degree programs at this university	0	0	1	0.75	2	1.5	3	2.25	4	3.00
Individuals who graduated from preceding degree programs at other Florida public universities	0	0	0	0	0	0	1	0.75	2	1.50
Individuals who graduated from preceding degree programs at non-public Florida institutions	0	0	0	0	0	0	0	0	0	0
Additional in-state residents***	3	2.25	6	4.50	8	6.00	10	7.50	11	8.25
Additional out-of-state residents***	0	0	0	0	0	0	0	0	0	0
Additional foreign residents***	1	0.75	1	0.75	2	1.50	2	1.50	3	2.25
Other (Explain)***	0	0	0	0	0	0	0	0	0	0
Totals	4	3	8	6	12	9.00	16	12.00	20	15.00

* List projected yearly cumulative ENROLLMENTS instead of admissions

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

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

** FTHC are students taking 9 credits per term (excluding summer); PTHC are students taking about half the number of credits taken

**** Students in program take 24 credits which relate to $24/32=0.75$ FTE

**TABLE 2
PROJECTED COSTS AND FUNDING SOURCES**

Instruction & Research Costs (non-cumulative)	Year 1						Year 5				
	Funding Source					Subtotal E&G and C&G	Funding Source				Subtotal E&G and C&G
	Reallocated Base* (E&G)	Enrollment Growth (E&G)	Other New Recurring (E&G)	New Non- Recurring (E&G)	Contracts & Grants (C&G)		Continuing Base** (E&G)	New Enrollment Growth (E&G)	Other*** (E&G)	Contracts & Grants (C&G)	
Faculty Salaries and Benefits	228,213	18,463	0	0	0	\$246,676	356,333	18,463	0		\$374,796
A & P Salaries and Benefits	0	6,594	0	0	0	\$6,594	0	34,984	0	0	\$34,984
USPS Salaries and Benefits	0	4,439	0	0	0	\$4,439	0	23,499	0	0	\$23,499
Other Personnel Services	0	0	0	0	0	\$0	0	0	0	0	\$0
Assistantships & Fellowships	0	103,023	0	0	0	\$103,023	0	218,689	0	328,033	\$546,722
Library	0	0	0	0	0	\$0	0	0	0	0	\$0
Expenses	0	14,000	0	0	0	\$14,000	0	66,000	0	0	\$66,000
Operating Capital Outlay	0	0	0	0	0	\$0	0	0	0	0	\$0
Graduate Asst Waivers	0	39,331	0		0	\$39,331	0	137,581		206,371	\$343,952
Total Costs	\$228,213	\$185,850	\$0	\$0	\$0	\$414,063	\$356,333	\$499,216	\$0	\$534,404	\$1,389,953

*Identify reallocation sources in Table 3.

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

***Identify if non-recurring.

Faculty and Staff Summary

Total Positions (person-years)	Year 1	Year 5
Faculty	1.05	1.55
A & P	0.1	0.5
USPS	0.1	0.5

Calculated Cost per Student FTE

	Year 1	Year 5
Total E&G Funding	\$414,063	\$855,549
Annual Student FTE	3	15.00
E&G Cost per FTE	\$138,021	\$57,037

TABLE 3
ANTICIPATED REALLOCATION OF EDUCATION & GENERAL FUNDS

Program and/or E&G account from which current funds will be reallocated during Year 1	Base before reallocation	Amount to be reallocated	Base after reallocation
555-555 World exploration fund (example)	0	0	\$0
COM E&G Current	26,100,000	228,213	\$25,871,787
	0	0	\$0
	0	0	\$0
	0	0	\$0
	0	0	
Totals	\$26,100,000	\$228,213	\$25,871,787


**TABLE 4
ANTICIPATED FACULTY PARTICIPATION**

Faculty Code	Faculty Name or "New Hire" Highest Degree Held Academic Discipline or Speciality	Rank	Contract Status	Initial Date for Participation in Program	Mos. Contract Year 1	FTE Year 1	% Effort for Prg. Year 1	PY Year 1	Mos. Contract Year 5	FTE Year 5	% Effort for Prg. Year 5	PY Year 5
A	Juan Acuna ,M.D.	Assoc. Prof	Tenured	Fall 2012	12	1.00	0.10	0.10	12	1.00	0.10	0.10
	Genetics											
A	Alexander I. Agoulnik, Ph.D	Professor	Tenured	Fall 2012	12	1.00	0.10	0.10	12	1.00	0.10	0.10
	Genetics											
A	Irina Agoulnik, Ph.D.	Assoc. Prof	Ten Track	Fall 2012	12	1.00	0.10	0.10	12	1.00	0.10	0.10
	Cell Biology											
A	Rene J. Herrera, Ph.D.	Professor	Tenured	Fall 2012	12	1.00	0.10	0.10	12	1.00	0.10	0.10
	Genetics											
A	Kalai Mathee, Ph.D.	Professor	Tenured	Fall 2012	12	1.00	0.10	0.10	12	1.00	0.10	0.10
	Microbiology											
A	Rita Mukhopadhyay, Ph.D.	Assoc. Prof	Tenured	Fall 2012	12	1.00	0.10	0.10	12	1.00	0.10	0.10
	Microbiology											
A	Madhavan Nair, Ph.D.	Professor	Tenured	Fall 2012	12	1.00	0.00	0.00	12	1.00	0.10	0.10
	Immunology											
A	Barry P. Rosen, Ph.D	Professor	Tenured	Fall 2012	12	1.00	0.10	0.10	12	1.00	0.10	0.10
	Biochemistry											
A	Joe Leigh Simpson, M.D.	Professor	Tenured	Fall 2012	12	1.00	0.05	0.05	12	1.00	0.05	0.05
	Genetics											
A	Helen Tempest, Ph.D.	Asst. Prof.	Ten Track	Fall 2012	12	1.00	0.10	0.10	12	1.00	0.10	0.10
	Genetics											
A	Fall 2011 Hire, Ph.D.	Open	Ten Track	Fall 2012	12	1.00	0.10	0.10	12	1.00	0.10	0.10
	Infectious Disease											
B	New Hire, Ph.D. or M.D.	Open	Ten Track	Fall 2012	12	1.00	0.10	0.10	12	1.00	0.10	0.10
	Enviromental Toxicology											
B	New Hire, Ph.D. or M.D.	Open	Ten Track	Fall 2013	12	1.00	0.00	0.00	12	1.00	0.10	0.10
	Reproductive Biology											
B	New Hire, Ph.D. or M.D.	Open	Ten Track	Fall 2014	12	1.00	0.00	0.00	12	1.00	0.10	0.10
	Human Genetics											
B	New Hire, Ph.D. or M.D.	Open	Ten Track	Fall 2015	12	1.00	0.00	0.00	12	1.00	0.10	0.10
	Immunology											
B	New Hire, Ph.D. or M.D.	Open	Ten Track	Fall 2016	12	1.00	0.00	0.00	12	1.00	0.10	0.10
	Infectious Disease											
	Total Person-Years (PY)							1.05				1.55

Faculty Code		Source of Funding	PY Workload by Budget Classification	
			Year 1	Year 5
A	Existing faculty on a regular line	Current Education & General Revenue	0.95	1.45
B	New faculty to be hired on a vacant line	Current Education & General Revenue	0.10	0.10
C	New faculty to be hired on a new line	New Education & General Revenue	0.00	0.00
D	Existing faculty hired on contracts/grants	Contracts/Grants	0.00	0.00
E	New faculty to be hired on contracts/grants	Contracts/Grants	0.00	0.00
Overall Totals for			Year 1 1.05	Year 5 1.55

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MEMORANDUM

To: FIU Board of Trustees
From: Doug Wartzok 
Date: 22 August 2011
Subject: PhD in Basic Biomedical Sciences External Review and Response

The proposed PhD in Basic Biomedical Sciences was reviewed by Daniel A. Walz, Associate Dean for Research and Graduate Programs at Wayne State University. His summary conclusion is:

It is thus without reservation that I strongly recommend the implementation of the proposal to establish a Ph.D. program in Basic Biomedical Sciences in the College of Medicine at Florida International University.

Dr. Walz identified the faculty and their research programs and external funding as strengths of the program. He also identified the diverse student population, many of whom are traditionally underrepresented in biomedical sciences, as a strength for the program.

In terms of weaknesses, he noted that all those identified were relatively minor. These included the need for a more fully developed recruitment plan; better cross-university advertising of seminars and other educational offerings; explicit examples of existing collaborations between the College of Medicine faculty and faculty elsewhere in FIU and at other universities; and requiring all students to take a course in bioinformatics.

Associate Dean Barry Rosen responded to each of these suggestions by explaining in more detail the recruitment plan; describing what currently happens in terms of advertising seminars across the university; providing examples of collaboration across various colleges in FIU and collaboration with colleagues at other universities; and noting that while not required, a course in bioinformatics will be highly recommended for students in this program.

The full report and response are available in my office and will be circulated should any Board member so request.

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Office of the Provost and Vice President
for Academic Affairs

August 2, 2011

Dr. Douglas Wartzok
Provost and Executive Vice President
Florida International University
Office of the Provost
University Park
Miami, FL 33199

Dear Doug:

I shared your proposal to start a Ph.D. program in Basic Biomedical Sciences at Florida International University with Dr. Deborah German, Dean of our College of Medicine, and Dr. P. E. Kolattukudy, Director of the Burnett School of Biomedical Sciences in the College of Medicine. Both of them feel the addition of this program is appropriate for the Herbert Wertheim College of Medicine and that any impact on enrollment in UCF's Ph.D. program in Biomedical Sciences would be minimal. I concur with their assessment.

Best of luck with this new program. Please do not hesitate to contact me if we can help in any way.

Regards,

A handwritten signature in black ink, appearing to read 'Tony G. Waldrop'.

Tony G. Waldrop, Ph.D.
Provost and Vice President for Academic Affairs
Professor of Biomedical Sciences

c: Vice President and Dean Deborah German
Dr. P. E. Kolattukudy

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Office of the Provost
and Senior Vice President

235 Tigert Hall
PO Box 113175
Gainesville FL 32611-3175
352-392-2404 Tel
352-392-8735 Fax

August 4, 2011

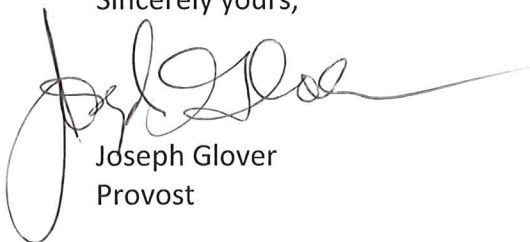
Douglas Wartzok, Ph.D.
Provost and Executive Vice President
Chief Operating Officer
Florida International University
Modesto A. Maidique Campus, PC 526
Miami, FL 33199

Dear Doug:

I am writing in response to your letter dated July 27, 2011 regarding FIU's proposed PhD in Basic Biomedical Sciences.

We do not see any conflict with UF graduate programs. Since we believe your program will further the state's goals to grow a STEM workforce with advanced training and to enhance an atmosphere attractive to high-tech industry, we endorse the creation of this new doctoral program.

Sincerely yours,



Joseph Glover
Provost

xc: Dean Michael Good

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August 30, 2011

Douglas Wartzok, PhD
Provost and Executive Vice President
Florida International University
Modesto A. Maidique Campus, PC 526
Miami, Florida 33199

Dear Provost Wartzok:

We are in receipt of the proposal for your new PhD program in Basic Biomedical Sciences through the Herbert Wertheim College of Medicine and pleased to inform you that we believe this degree program has the potential to make important contributions to the SUS and to the State of Florida.

The proposal has been shared with our Graduate School and the USF College of Medicine who report that this proposal demonstrates a quality program with a new approach to training doctoral students in the basic medical sciences through a "bench to bedside" focus. This will be effectively accomplished by training doctoral students alongside medical students and could lead to an enhanced team approach, integrating the basic and clinical sciences in terms of research and education.

We believe that this program will help meet important workforce needs of the State in terms of developing a cadre of high quality life science researchers for both academe and industry. This additional doctoral program will further strengthen the State's reputation in the medical sciences and is a valuable complement to existing doctoral programs at other state institutions. At this time we know of no conflict with the USF Ph.D. in Medical Sciences and look forward to future opportunities for collaboration.

We wish you the best of luck in your new endeavor, and if we can be of assistance, please feel free to contact me.

Sincerely,

A handwritten signature in blue ink, appearing to read "R. Wilcox", with a stylized flourish extending to the right.

Ralph C. Wilcox, Ph.D.
Provost and Executive Vice President

Office of the Provost and Executive Vice President

University of South Florida · 4202 East Fowler Avenue, CGS 401 · Tampa, Florida 33620-6100
(813) 974-2154 · FAX (813) 974-5093

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THE FLORIDA INTERNATIONAL UNIVERSITY BOARD OF TRUSTEES

September 8, 2011

SUBJECT: President's Management Review, 2010-2011

Proposed Board Action:

In accordance with the Operating Procedures of the Florida International University Board of Trustees (the BOT), the BOT will (1) conduct an annual evaluation of President Mark B. Rosenberg for the 2010-2011 academic year; (2) grant a performance rating based on his achievement of the mutually agreed upon specified goals and such other criteria as the BOT deems appropriate; and (3) authorize the Vice President for Human Resources to submit the evaluation of the President to the Florida Board of Governors.

Background Information:

The Personnel Committee of the BOT met on Wednesday, August 17, 2011 to initiate the President's evaluation process for the 2010-2011 academic year. Committee members reviewed and discussed the President's performance during the 2010-2011 academic year. The Committee is presenting its written assessment and recommended performance rating for Board of Trustees approval.

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

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

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

Supporting Documentation: President's Management Report, Academic Year 2010-2011
University and President Performance Goal and Results 2010-2011 Academic Year, *Self Evaluation Scorecard*
Executive Performance Ratings

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

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The Florida International University

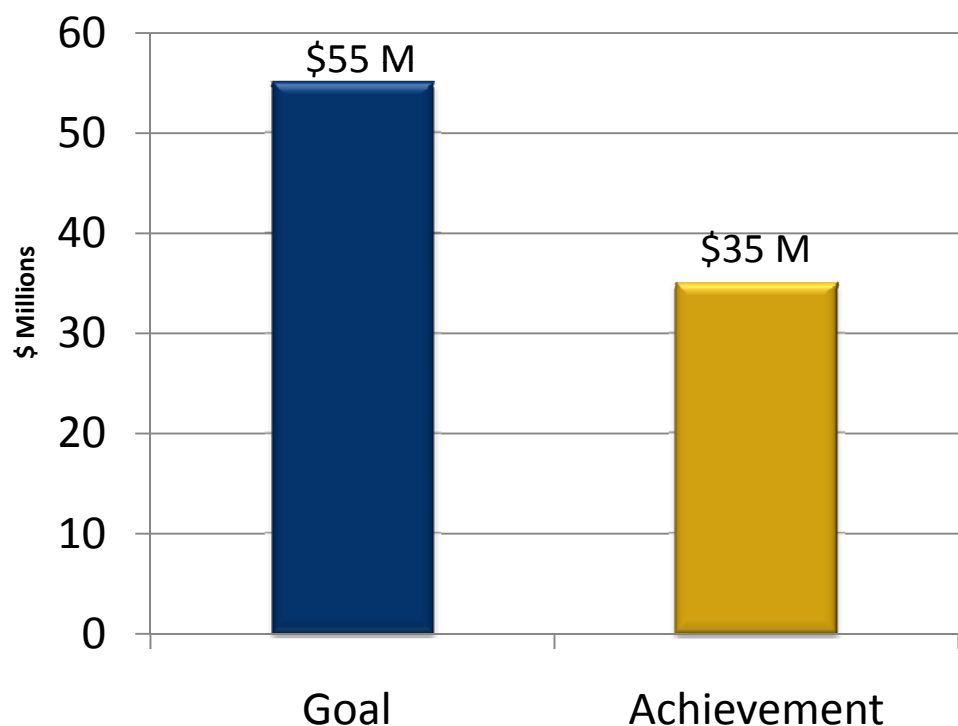
Board of Trustees



**President's Management Review
Academic Year 2010-2011**

Revitalize and Expand Financial Base

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



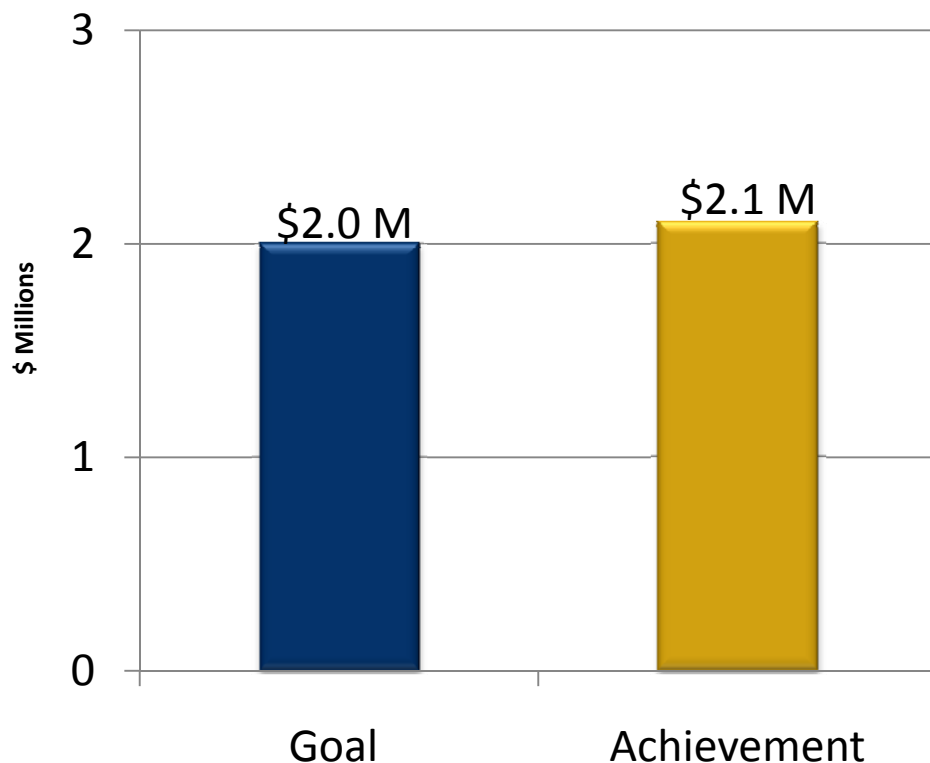
Highlights:

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

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

Revitalize and Expand Financial Base

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

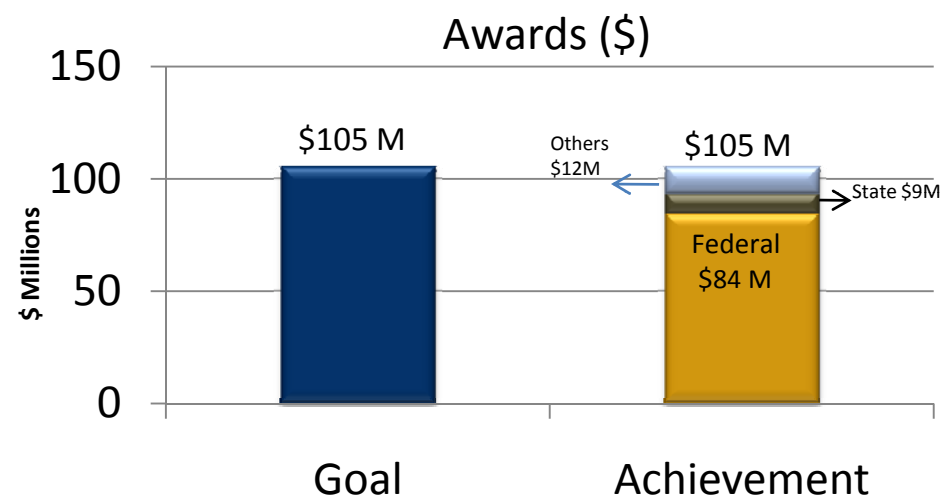
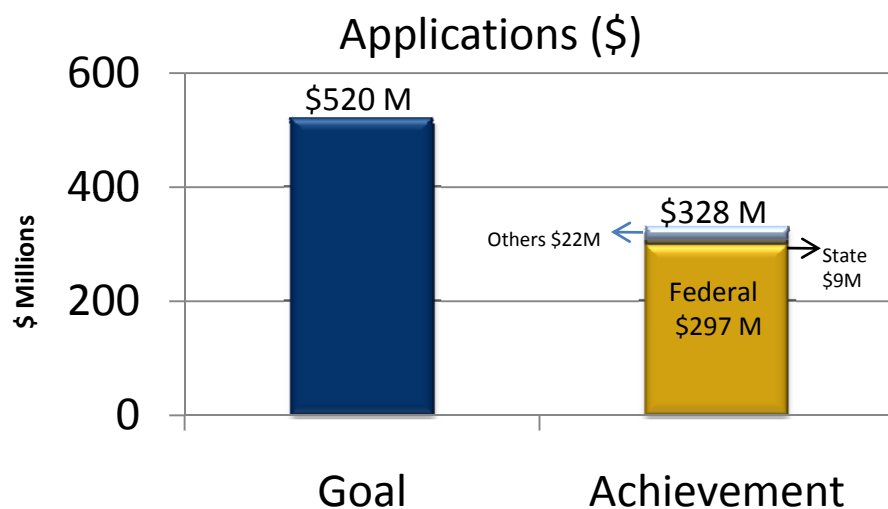


Highlights:

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

Revitalize and Expand Financial Base

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



Highlights:

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

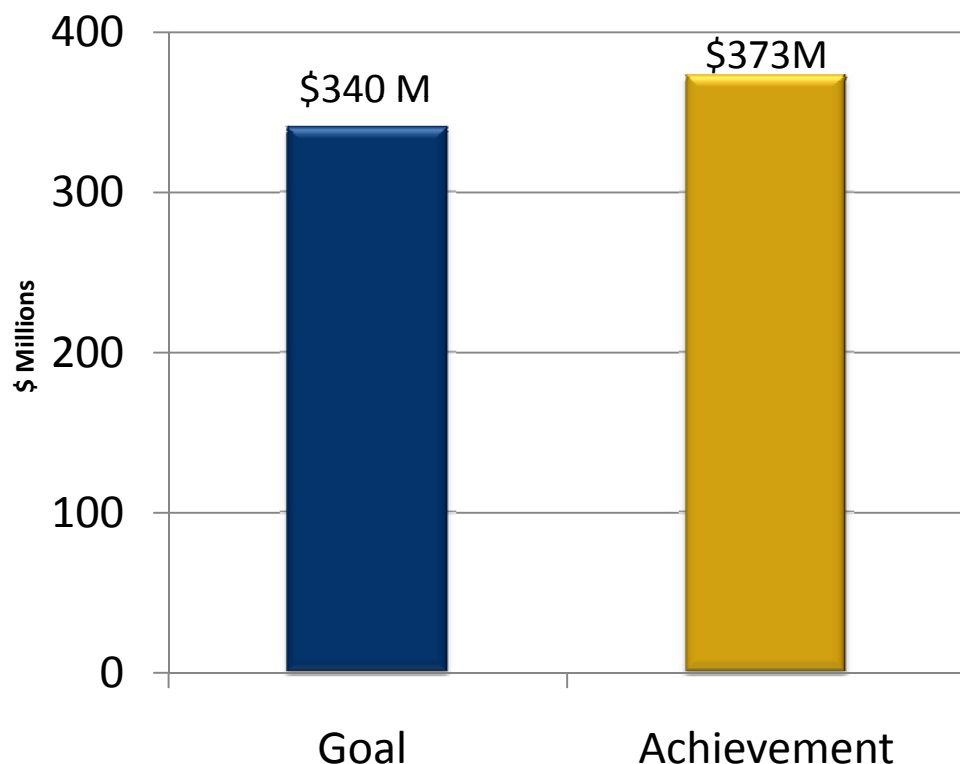
* Total applications and awards include federal, state, and all other funding sources.

Revitalize and Expand Financial Base

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

Highlights:

- ✓ Financial Aid awarded to students increased 20 percent
- ✓ Increases in need-based financial aid from Board of Trustees approved differential tuition, year round Pell, and increased enrollment contributed to the significant increase in awards
- ✓ The economic situation in South Florida contributed to a 27 percent increase in Pell Grant eligible students and a 16 percent increase in student borrowing
- ✓ Number of students who received financial aid increased from 30,299 to 34,452

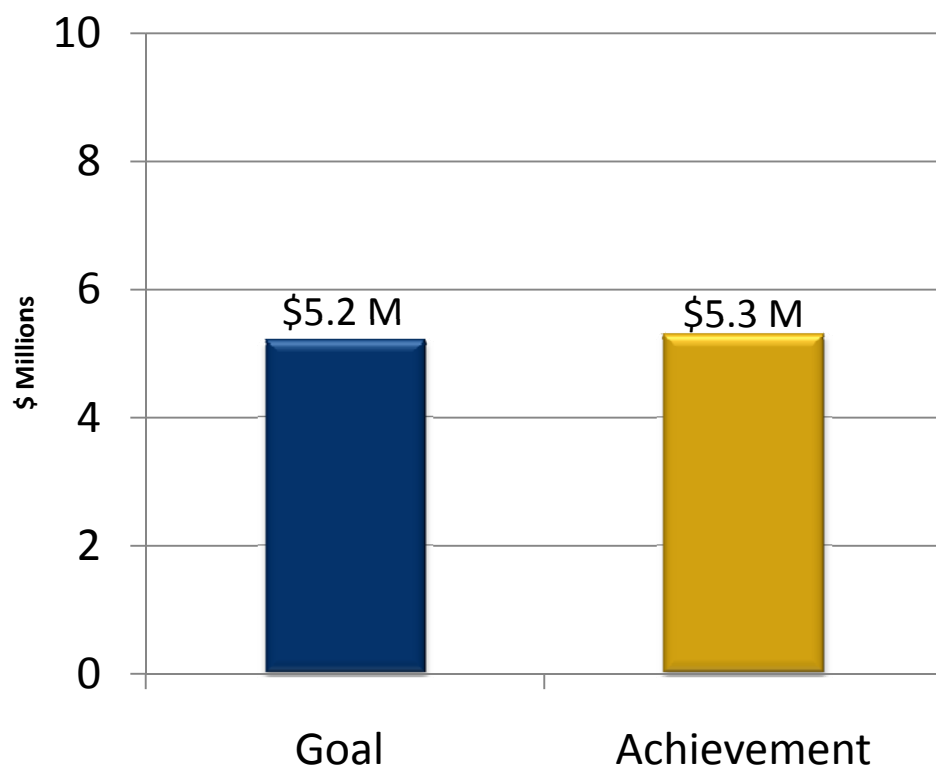


Revitalize and Expand Financial Base

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

Highlights:

- ✓ Revenue increased to \$5.3M from retail operations, a 12.8% increase over prior year
- ✓ Opened PG-5 *Market Station* as a premier destination hub offering six new food venues, 3 classrooms and space to eat, gather and collaborate
- ✓ Added eco-friendly car wash services
- ✓ Remodeled and expanded seven food venues
- ✓ Secured a contract with Wells Fargo to provide integrated banking services with the Student ID and establish an on-campus branch
- ✓ Remodeled and expanded Barnes and Noble including the addition of GameStop
- ✓ Secured a new contract for snack vending, expanding service and selection, including 6 healthy snack options

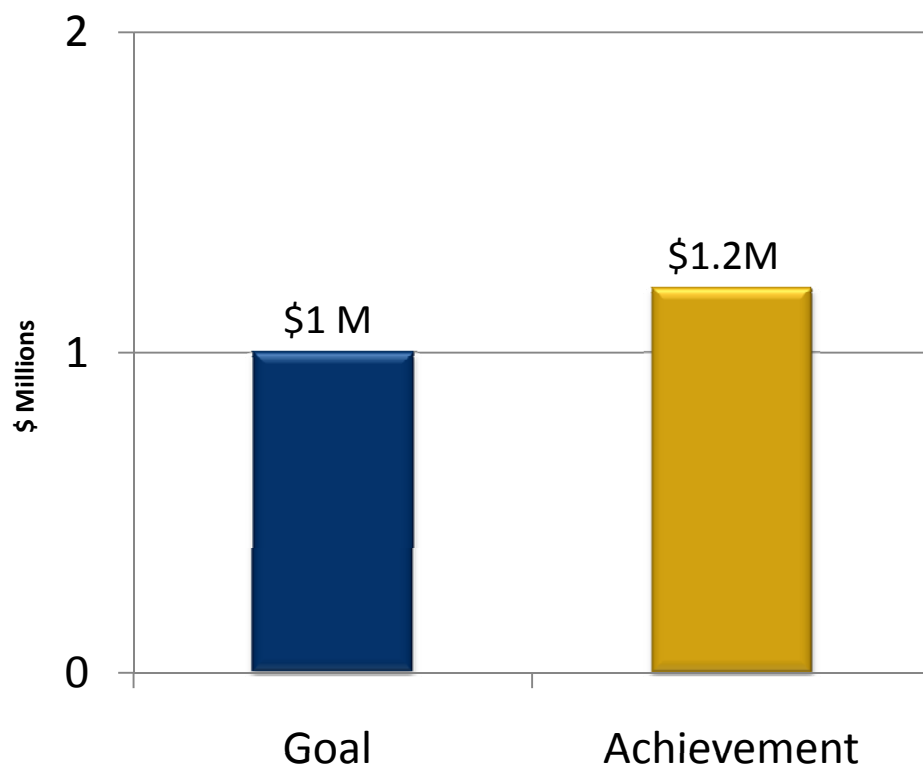


Revitalize and Expand Financial Base

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

Highlights:

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



Achieve Results-Oriented Student-Centered Academic Excellence

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

Achievement:

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

Achieve Results-Oriented Student-Centered Academic Excellence

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

Achievement:

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

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

Achieve Results-Oriented Student-Centered Academic Excellence

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

Achievement:

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

Achieve Results-Oriented Student-Centered Academic Excellence

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

Achievement:

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

Note:

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

Achieve Results-Oriented Student-Centered Academic Excellence

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

Achievement:

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

Achieve Results-Oriented Student-Centered Academic Excellence

Modernize three teaching labs to improve student science education

Achievement:

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

Achieve Results-Oriented Student-Centered Academic Excellence

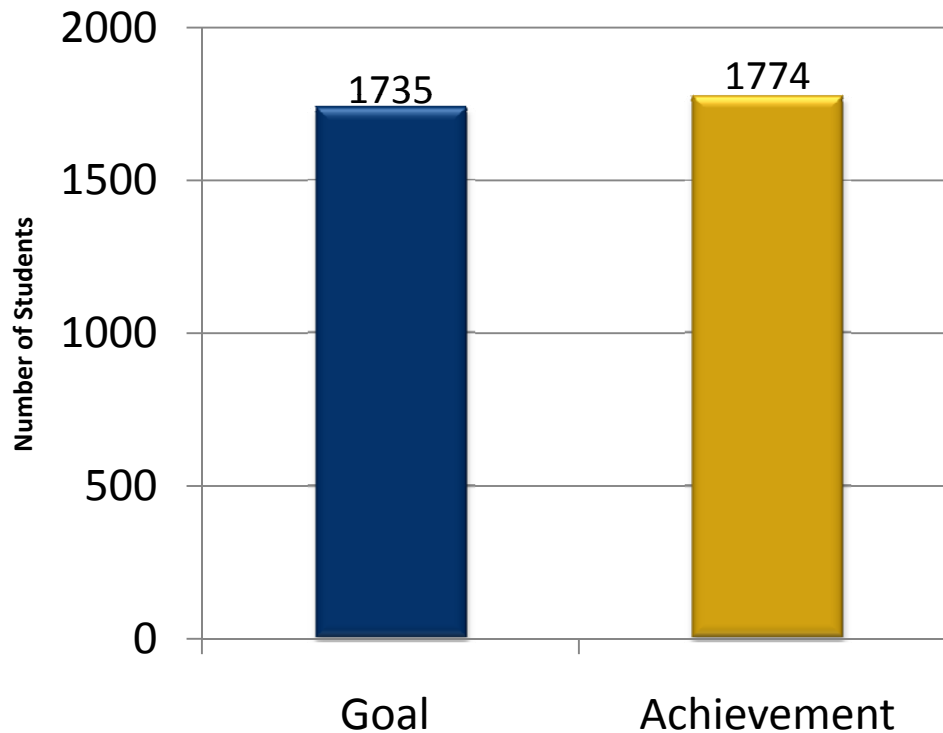
Receive Liaison Committee on Medical Education (LCME) Provisional Accreditation status for the Herbert Wertheim College of Medicine

Achievement:

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

Achieve Results-Oriented Student-Centered Academic Excellence

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



Highlights:

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

Enhance Quality and Impact of Research and Creative Initiatives

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

Achievement:

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

Enhance Quality and Impact of Research and Creative Initiatives

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

Achievement:

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

Enhance Quality and Impact of Research and Creative Initiatives

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

Achievement:

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

Engage the Community

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

Achievement:

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

Engage the Community

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

Achievement:

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

Engage the Community

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

Achievement:

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

Engage the Community

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

Achievement:

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

Engage the Community

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

Achievement:

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

Engage the Community

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

Achievement:

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

Engage the Community

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

Achievement:

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

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University and President Performance Goal and Results, Academic Year 10-11
Self Evaluation Scorecard

OBJECTIVE	<div> <div>(-)</div> <div>Not Achieved</div> <div>Partially Achieved</div> <div>Achieved</div> <div>Exceeded</div> <div>Far Exceeded</div> <div>(+)</div> </div>				
	Not Achieved	Partially Achieved	Achieved	Exceeded	Far Exceeded
REVITALIZE AND EXPAND FINANCIAL BASE					
GOAL: Reach fundraising target of \$55 million, excluding state matching funds					
The FIU Foundation achieved 64 percent of its \$55 million goal	✓				
GOAL: Obtain \$2.0 million in state funding for the Herbert Wertheim College of Medicine for FY 2011-2012					
FIU secured funding of \$2.1 million, surpassing the goal of \$2.0 million			✓		
GOAL: Increase total federal, state, and other grant applications and awards by 5 percent from \$496 M to \$520 M (applications) and from \$100 M to \$105 M (awards)					
Total applications decreased by 34 percent to \$328 million	✓				
Total awards increased by 5 percent to \$105 million			✓		
GOAL: Increase Financial Aid awarded to students by at least 10 percent from \$310 million to \$340 million					
Financial Aid awarded to students increased from \$310 million to \$373 million, thus far exceeding the goal of a 10 percent increase.			✓		
GOAL: Increase business services auxiliary revenue by at least 10 percent, from \$4.7 million to \$5.2 million by increasing sales revenue in retail operations					
Revenue increased to \$5.3 million from retail operations, a 12.8 percent increase over prior year			✓		
GOAL: Generate new auxiliary and enterprise revenues of at least \$1 million through marketing and licensing agreements, partnership initiatives, and development of the FIU Health Care Network Faculty Practice Plan					
Received into the FIU Foundation \$1.1 million for FIU – Osher Lifelong Learning Institute. Generated \$215,000 from FPL, Urban Television Broadcast Communications, and Heraeus Holdings. Established the FIU Health Care Network Faculty Practice Plan.			✓		

University and President Performance Goal and Results, Academic Year 10-11
Self Evaluation Scorecard

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

ACHIEVE RESULTS-ORIENTED, STUDENT-CENTERED ACADEMIC EXCELLENCE

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

Hired 46 new instructional faculty



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

Hired 12 masters-level, professional academic advisors



First year to second year retention increased from 84 percent to 86 percent



Second year to third year retention increased from 71.2 percent to 74 percent



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

Hired 23 new staff



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

Six year graduation rates for student athletes averaged 41 percent compared to 46 percent for the general student population but more importantly first year retention of student athletes exceeded that of the general student population (88.7% cf. 86%) and second to third year retention of student athletes exceeded that of the general student population (87.5% cf. 74%)



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

Modernized 17 classrooms



GOAL: Modernize three teaching labs to improve student science education

Modernized 5 teaching labs



University and President Performance Goal and Results, Academic Year 10-11
Self Evaluation Scorecard

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

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

Provisional LCME accreditation was received for the Herbert Wertheim
College of Medicine



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

The total number of students participating in internships increased from
1,579 to 1,774, a 12 percent increase



University and President Performance Goal and Results, Academic Year 10-11
Self Evaluation Scorecard

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

ENHANCE QUALITY AND IMPACT OF RESEARCH AND CREATIVE INITIATIVES

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

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



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

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



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

Modernized 24 research labs



University and President Performance Goal and Results, Academic Year 10-11
Self Evaluation Scorecard

OBJECTIVE	<div style="display: flex; justify-content: space-between;"> (-) (+) </div>				
	Not Achieved	Partially Achieved	Achieved	Exceeded	Far Exceeded

ENGAGE THE COMMUNITY

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

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



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

FIU received the coveted Carnegie Foundation's Community Engagement classification



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

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



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

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



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

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



University and President Performance Goal and Results, Academic Year 10-11
Self Evaluation Scorecard

OBJECTIVE	(-)		(+)		
	Not Achieved	Partially Achieved	Achieved	Exceeded	Far Exceeded
The number of alumni contributors increased from 641 to 1,783, which represents a 180 percent increase					✓
GOAL: The College of Architecture + The Arts will establish a graduate design studio, art gallery, and performance presence in downtown or midtown Miami to engage the South Florida community in the process of creating, appreciating, and exploring design and the visual and performing arts					
The FIU College of Architecture + The Arts created the Miami Beach Urban Studios, providing space for design, exhibition and performance			✓		

Executive Performance Ratings

Performance Rating
Superior
Very Good
Satisfactory
Less than Satisfactory
Unsatisfactory

PERFORMANCE RATINGS

Determined relative to approved performance goals

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

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

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

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

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

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**THE FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES**

September 8, 2011

SUBJECT: University Goals, 2011-2012

Proposed Board Action:

Adopt the University Goals for the 2011-12 academic year as presented by President Mark B. Rosenberg and as included in the Board materials.

Background Information:

The Personnel Committee of the Florida International University Board of Trustees met on Wednesday, August 17, 2011 to review the proposed University Goals for the 2011-12 academic year. The Personnel Committee and President Rosenberg discussed and agreed upon the University Goals for the 2011-12 academic year. The agreed upon goals are directed towards achieving the University's strategic plan and are being presented for adoption by the Board of Trustees. Furthermore, the approved University Goals will be one component of the President's Management Review by the Board for the 2011-12 academic year.

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

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

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

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

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The Florida International University

Board of Trustees



University Goals
Academic Year 2011-2012

Mission

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

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

Objectives

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

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

Revitalize and Expand FIU'S Infrastructure and Financial Base

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

Achieve Enhanced Student Learning and Academic Excellence

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

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

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

Engage with the Community in Collaborative Problem Solving

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

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**THE FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES**

September 8, 2011

Subject: Status Reports, Board Committees

Proposed Board Action:

None. Information only.

Background Information:

These Committees met prior to the regular Board meeting: Finance and Audit; Academic Policy and Student Affairs; Personnel; and External Relations. Summaries of the Committee meetings are being submitted for Board of Trustees review.

Supporting Documentation:

Finance and Audit Committee Meeting Summary

Academic Policy and Student Affairs Committee Meeting Summary

Personnel Committee Meeting Summary

External Relations Committee Meeting Summary

- Office of Engagement's Update for the Board of Trustees' External Relations Committee

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Finance and Audit Committee Summary
Wednesday, August 17, 2011

Agenda and materials available online [here](#)

The FIU Board of Trustees Finance and Audit Committee met on Wednesday, August 17, 2011. Committee Chair Sukrit Agrawal welcomed members and non-members of the Committee. The minutes from the June 20, 2011 were reviewed and approved. Chair Agrawal proceeded to review the discussion items. There were no action items that required the Committee's review at this meeting.

Discussion items:

- 1) Office of Internal Audit Status Report.** Director Office of Internal Audit, Allen Vann, presented the Internal Audit Report which consisted of three recently completed audits: Panther Card Financial, Operational and Information Systems Controls; The Audit of the Disbursement Controls over FIU Foundation Cash and Investment Accounts; and the Fuel Inventory Controls. The Office of Internal Audit is currently consulting and/or assisting the University's Management on several initiatives: preparation of a NIH application for a \$25 million grant; PeopleSoft HR Implementation Project; Chart of Accounts Redesign; and sharing an overview of the audit process and plan with the Finance Managers.
- 2) FY 10-11 Financial Performance Review:** Senior VP for Finance and Administration and CFO Kenneth A. Jessell presented the Budget Variance Analysis for last fiscal year ending June 30, 2011 and provided the highlights of University revenues and expenditures. In terms of E&G revenues, he noted that the University experienced a positive variance of approximately \$74 million (10 percent) due to an increase of non-resident and resident undergraduate enrollment, differential tuition and state appropriations amendments for insurance, benefits and Scholars Boost Awards. Also, he mentioned that Auxiliaries experienced revenue growth attributed to new academic programs and on-line enrollment expansion. He reported that operating expenses were below estimates by \$2 million (0 percent) mainly due to vacant positions, undistributed critical investments, timing on legislative budget requests and Scholars Boost Awards. He further noted that Student Financial Aid at year end was above estimates by \$28 million in expenses with revenues up by \$25 million due to timing issues.
- 3) Foundation Report:** Richard Brilliant, FIU Foundation, Inc. Board of Directors Treasurer presented an update on fundraising and investments. He reported that annual investment gains through June 30, 2011 totaled approximately \$26.4 million (21 percent), adding that this was a record high year for the Foundation's investment performance. He noted that despite the downturn in the market last week, losses on the Foundation's investment portfolio through the middle of August are estimated at \$10.2 million (5.2 percent) and the Foundation continues to closely monitor market performance. Director Brilliant mentioned that Senior VP, University Advancement; President & CEO, FIU Foundation, Inc. Howard R. Lipman is working closely with the Board of Directors to continue to build the infrastructure that is essential to a successful fundraising program and the capital campaign.



Finance and Audit Committee Summary
Wednesday, August 17, 2011

Agenda and materials available online [here](#)

- 4) Capital Campaign Update:** Senior VP Lipman reported that Bentz Whaley Flessner prepared a study with the objective of assessing FIU Foundation's and FIU's preparedness for a \$750 million campaign. He noted that the Study detailed recommendations that included using the *Worlds Ahead* Strategic Plan to build upon the University's philanthropic agenda. He added that the Study concluded that the University community supports the President's vision and that Deans and other senior administrators are anxious to expand their respective roles in fundraising.

Lastly, the Committee met with Senior Management without the presence of staff members from the Office of Internal Audit as mandated by the Finance and Audit Committee Charter.



Academic Policy and Student Affairs Committee Summary

Wednesday, August 17, 2011

Agenda and materials available online [here](#)

Committee Vice Chair Cesar L. Alvarez, Trustees Jose J. Armas, Thomas A. Breslin, Patrick O'Keefe and Claudia Puig were in attendance. Trustee Mayi de la Vega was absent. Two additional Trustees joined the Committee meeting as well: Trustee Sukrit Agrawal participated in person, and Trustee Michael M. Adler participated by phone.

Committee Vice Chair Alvarez announced that the University had welcomed several new administrative appointments since the last meeting of the Committee and introduced Dr. Lakshmi N. Reddi, Dean of the University Graduate School. He noted that Dr. Ora L. Strickland, who was appointed Dean of the College of Nursing and Health Sciences, could not attend the meeting due to a full-day faculty retreat at the Biscayne Bay Campus.

No changes or corrections to the minutes of the meeting held on June 7, 2011 were requested and no follow-up items were presented.

Action Items:

Action Item 1: The Tenure as a Condition of Employment for 4 candidates (Ronaldo Parente, David Ralston, Sitharama S. Iyengar, Tawia B. Ansah) was recommended for Board of Trustees approval.

Action Item 2: The New Program Proposal: PhD in Basic Biomedical Sciences was recommended for Board of Trustees approval.

Reports:

Foundation Board of Directors liaison Gerald C. Grant, Jr. provided an update on Foundation business. He noted that investment gains through June 30, 2011 totaled approximately 21.0%, or \$26.4 million, a record high year for Foundation investment performance. He also reported that as of yesterday, losses on the Foundation's investment portfolio through the middle of August were estimated at 5.2%, or \$10.2 million.

The Undergraduate Education, Graduate Education, Research, Enrollment Services, Student Affairs, and Division of Information Technology Reports were accepted as written without any further questions or discussion.



Academic Policy and Student Affairs Committee Summary

Wednesday, August 17, 2011

Provost and Executive Vice President Douglas Wartzok introduced the Special Report: Student STEM (Science, Technology, Engineering and Mathematics) Research, adding that FIU Faculty not only provide quality instruction but play a critical role in serving as mentors for the next generation of researchers. He introduced three students: Carlos Granados (PhD, Physics); Debrupa Lahiri (PhD, Materials Science); and Jairo Pava (B.S., Computer Science) and requested that they discuss their respective research and academic experiences at FIU.

Without any new business the meeting was adjourned.



Personnel Committee Summary
Wednesday, August 17, 2011

Agenda and materials available online [here](#)

The FIU Board of Trustees Personnel Committee met on Wednesday, August 17, 2011. Committee Chair Joseph L. Caruncho welcomed Committee members Michael M. Adler (participated telephonically) and Claudia Puig. Chair Caruncho also welcomed the Committee's Liaison from the Foundation Board of Directors Marcos A. Perez. Chair Caruncho also welcomed Board of Trustees Chair Albert Maury and Trustees Sukrit Agrawal and Thomas A. Breslin. Chair Caruncho noted that *The Chronicle of Higher Education* named FIU as one of the best colleges for diversity.

The Committee approved the Minutes of the Personnel Committee Meeting held on Tuesday, June 7, 2011.

Action items approved:

P1./P2. President's Management Report and Review, 2010-2011 Academic Year. Each academic year, University President Mark B. Rosenberg is required to initiate the annual evaluation process by submitting to the FIU Board of Trustees Personnel Committee a self-appraisal report of the prior academic year's performance. President Rosenberg presented a report on the University's performance, based on the Board approved goals for the 2010-2011 academic year. Chair Caruncho led the discussion on the President's Management Review for AY2010-2011, requesting that President Rosenberg excuse himself from this portion of the meeting. The Committee discussed the President's performance and Chair Caruncho noted that he will prepare an official management review report for presentation to the Board of Trustees. Committee members commended President Rosenberg for his outstanding leadership and performance despite the difficult economic climate. The Committee recommended to the FIU Board of Trustees the granting of a **Superior** performance rating for President Rosenberg for his leadership of Florida International University during the 2010-2011 academic year.

P3./P4. University Goals, 2011-2012 Academic Year. President Rosenberg presented the University Goals for the 2011-2012 academic year, which were reviewed by the Committee and recommended for Board of Trustees adoption.

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External Relations Committee Summary
Wednesday, August 17, 2011

Agenda and materials available online [here](#)

The FIU Board of Trustees External Relations Committee met on Wednesday, August 17, 2011. Committee Chair Claudia Puig welcomed members and non-members of the Committee. The minutes from the December 2, 2010 were reviewed and approved without any further discussion.

University President Mark B. Rosenberg noted that the State's economic outlook remained an area of concern. He further noted that the University recognized significant funding challenges, adding that FIU is poised to make a substantive contribution to addressing the challenges that lie ahead for the community at large. He added that the University's leadership provides the opportunity and responsibility to engage locally and globally. He added that FIU embraces its role as an anchor institution in Greater Miami and the Caribbean Basin. He further noted as the University launched the 2010-2015 Strategic Plan, the FIU Board of Trustees External Relations Committee's focus would extend beyond reviewing policies relating to local, state and federal legislation.

President Rosenberg asked three questions of the Committee members and liaisons to help frame the external relations discussion: (1) where do you see our community in the next ten years?; (2) identify areas where you see us playing a role as an anchor institution; and (3) are there specific initiatives or partnerships that we should consider?

Committee members and liaisons discussed the need for increased community engagement and provided feedback on strategies for building enhanced and creating new relationships. Meeting participants discussed the importance of building an image in the community. Participants also recognized the University's growing alumni base and the large college-aged population in Miami-Dade County as untapped resources that will gain in significance in the coming years.

Committee members noted that the University should consider aggressive marketing efforts when appropriate, suggesting to increase visibility through the use of signage and securing signature speakers at Commencement ceremonies as possible approaches. Trustees also noted the importance of student internships as a critical component of preparation for entering the workforce, adding that this also allows for employers to preview the work skills and have access to students that exemplify the level of quality education provided at FIU. Trustees also commented that professional programs that prepare students in specific skills or with focused training can create a number of career paths that fulfill a need in the community.



External Relations Committee Summary
Wednesday, August 17, 2011

Agenda and materials available online [here](#)

Trustees also discussed the importance of necessary infrastructure, specifically the building of an access road that is critical as the University continues to expand and deepen its connection with the community. Trustees agreed that the University should be at the forefront of important issues that impact the community and recommended the hosting of town hall meetings whenever possible as this would provide the venue where stakeholders can join the discussion.

Provost and Executive Vice President Douglas Wartzok stated that the University administration greatly benefited from the Board's input and feedback. He noted that the innovative companies doing business in Latin America and South Florida were encouraged to apply for an opportunity to present at FIU's second annual Americas Venture Capital Conference. He added that the Conference would be held November 16-17, 2011 at the Biltmore Hotel and seeks to build a community that invests and nurtures innovative ideas and leaders.

Provost and Exec. VP Wartzok noted that the Graduate Certificate in Healthcare Management is designed for working healthcare professionals and prepares students for a career in a healthcare environment by providing additional management skills and knowledge of the current factors affecting the healthcare delivery system. He added that this is a very practically oriented degree and fulfills a need in the community. He further noted that a collaborative effort with the Faculty Senate is underway to ensure that students have the necessary writing and mathematics skills upon graduation.

Vice President for Engagement Divina Grossman provided an update on internship opportunities in development and new relationships with local, national and international organizations. She noted that FIU, in partnership with MDCPS, received a \$1 million grant from JP Morgan/ Chase to implement a university-assisted community school initiative at Miami Northwestern Senior High School. She added that Life Tech Florida (formerly the Life Sciences Corridor Initiative) aims to establish an industry cluster in South Florida focused on biotechnology, pharmaceuticals, diagnostics, and information technology. For a detailed summary on internship opportunities in development, the JP Morgan/Chase – Liberty City Project and Life Tech Florida, please refer to the Office of Engagement's Update for the Board of Trustees' External Relations Committee.

President Rosenberg thanked the Committee members and liaisons for their hard work and dedication on behalf of the University and noted that he looked forward to continuing the discussion on external relations.



External Relations Committee Summary
Wednesday, August 17, 2011

Agenda and materials available online [here](#)

President Rosenberg noted that based on the comments, the University must remain intentional in its approach, leverage more who we are and what we do and engaging more the strength of FIU. He added that the University's Strategic Plan delineated the areas of focus for the next several years and is based on institutional strengths that form the groundwork for future innovation, economic development and job creation in the region. He concluded that as the University continues on its current growth trajectory, FIU remains committed to providing accessible high quality educational experiences, while addressing our region's most crucial issues.

UPDATE FOR THE BOARD OF TRUSTEES' EXTERNAL RELATIONS COMMITTEE

Internship Opportunities in Development

Development and new relationships with local, national and international organizations continues in order to generate new internship opportunities for our students.

Local Internships:

- **Zoo Miami** – In progress. Meeting held on 8/9/11 to discuss internships.
- **YMCA** - 10 internships. Had meeting with them on 8/5/11.
- **MDCPS Educational Transformation Office** – 25 new paid tutor/internships
- **Miami Beach Chamber of Commerce** – Currently placing students for special event mini-internships; working on longer internship possibilities.
- **Coral Gables Chamber of Commerce** – In progress. Will be 12-15 internships.
- **City of Miami** – Will be 16 FIU interns working with the City of Miami this year.
- **City of Coral Gables** – In progress with ongoing discussions.
- **City of Pinecrest** - In progress. Possible internships being created for Public Works and IT/GIS Administration.

National Internships:

- **USDA** (requested by Vladimir Diaz, USDA) – (Work force development)
- **InterAmerican Development Bank** – Had meeting and conference call with them 7/20/11.
- **U.S. Department of State (in DC)** – Fall 2011 - 3 students in various bureaus.
- **Chair of the House Foreign Relations Committee, U.S. Congress, D.C.** – One paid internship for both Summer 2011 in DC and Summer 2012 at any U.S. embassy abroad. Includes fully-funded Master's degree program at American University.
- **Congressional Hispanic Caucus Internships** – Summer 2011 - one paid intern with Congress.
- **Congressional Hispanic Leadership Institute, Global Leaders Congressional Interns, D.C.** - Two interns for Fall 2011: fully-funded positions and tuition for 1-2 classes at George Washington University.

International Internships:

- **U.S. Department of State (abroad)** - Summer 2011 - four FIU students posted at U.S. embassies abroad (Chile, Tokyo and Taipei). Fall 2011 - two FIU students U.S. embassies in Montevideo and San Salvador.
- **Congressional Hispanic Leadership Institute, Seville, Spain** – Summer 2011 - five interns in Seville for internship and mentored research program in public relations and advertising.
- **Foreign Diplomatic Missions** – Fall 2011 - four interns in Miami in the Consulate General of Spain and several being hired now for the Consulate General of France. Recent meeting held with Dean of the Miami Consular Corps to discuss potentially hundreds of new internships.

JP Morgan/Chase – Liberty City Project

FIU, in partnership with MDCPS, received a \$1 million grant from JP Morgan/Chase to implement a university-assisted community school initiative at Miami Northwestern Senior High School. Starting this Fall 2011, the partnership aims to transform the school and its feeder pattern into places of high academic achievement for all students. FIU is making an investment in the Liberty City community and Miami Northwestern Senior High School's current and future students to provide them with an opportunity to receive a high caliber education to improve academic performance and prepare for college and a career. The initial three years of the comprehensive partnership will improve pedagogy and student achievement, engage parents and community, remove barriers to learning, and promote an environment of success at Miami Northwestern Senior High School and the feeder schools. Funded projects include: creation of an aquaponics/community garden project for science education; financial literacy and student-managed investment funds; alignment of service-learning courses; increased dual enrollment offerings, "Panther for a Day" programming that will bring every MNW student to FIU for a campus visit; and support for marketing the partnership.

Life Tech Florida (formerly the Life Sciences Corridor Initiative)

The Life Tech Florida economic development initiative aims to establish an industry cluster in South Florida focused on biotechnology, pharmaceuticals, diagnostics, and information technology. Biotechnology is defined as "any technological application that uses biological systems, living organisms, or derivatives thereof, to make or modify products or processes for specific use" (United Nations Convention on Biologic Diversity, 1992).

- 1) The Life Tech Florida Work Group conducted meetings and conference calls on February 1, May 25, July 15 and August 16, 2011.
- 2) A P.R. firm, Curley & Pynn completed a naming and branding study, which resulted in the name "Life Tech Florida."
- 3) An Executive Committee with 16 members was appointed, representing the following institutions:
 - Beacon Council
 - Broward College
 - Business Development Board of Palm Beach County
 - Florida Atlantic Research and Development Authority
 - Florida Atlantic University
 - Florida Gulf Coast University
 - Florida International University
 - Max Planck Florida Institute
 - Miami Dade College
 - Nova SE University
 - Palm Beach State College
 - Scripps Florida
 - University of Miami.

- 4) Asset mapping for life sciences and technology was completed, which included:
- Educational programs in life sciences and numbers of graduates for 2009-2010 and 2010-2011
 - Research capabilities, facilities, and strengths
 - Research parks
 - Venture capital companies
 - Life Sciences companies, derived from
 - a) Florida BioDatabase, and b) Hoover's Life Science Database.

**THE FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES**

September 8, 2011

Subject: New Business

Proposed Board Action:

Information. Action, as necessary.

Background Information:

Board members will raise new business, if any.

Supporting Documentation: N/A

Facilitators/Presenters: Albert Maury

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**THE FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES**

September 8, 2011

Subject: Concluding Remarks and Adjournment

Proposed Board Action:

None. Information only.

Background Information:

Albert Maury, Chair, FIU Board of Trustees will adjourn the meeting with closing remarks.

Supporting Documentation: N/A

Facilitators/Presenters: Albert Maury, *Chair, FIU Board of Trustees*

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