



FLORIDA INTERNATIONAL UNIVERSITY

BOARD OF TRUSTEES

FULL BOARD MEETING

Tuesday, September 11, 2012
9:00 am

Florida International University
Modesto A. Maidique Campus
Graham Center Ballrooms

AGENDA

- | | |
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| 1. Call to Order and Chair's Remarks | Chairman Albert Maury |
| 2. Comments from State University System Board of Governors Chair | Dean Colson |
| 3. Foundation Report | Justo L. Pozo |
| 4. Public Appearances | Albert Maury |
| 5. President's Report | Mark B. Rosenberg |
| 6. Action Items – Consent Agenda | Albert Maury |
| BT1. Minutes, June 14, 2012 | |
| FA1. Tuition for Market Rate Programs, 2013-14 Academic Year | |
| AP1. Tenure as a Condition of Employment Nominations | |
| AP2. Proposed Amendment to the Bylaws of the Florida
International University Academic Health Center Health Care
Network Faculty Group Practice, Inc. | |
| AP3. Honorary Degree Nomination | |
| 7. Action Items | |
| BT2. President's Management Review, 2011-12 | Michael M. Adler |
| BT3. University Goals, 2012-13 | Michael M. Adler |
| 8. Status Reports, Board Committees | |
| ▪ External Relations Committee Report | Claudia Puig |
| ▪ Finance and Audit Committee Report | Sukrit Agrawal |
| ▪ Academic Policy and Student Affairs Committee Report | Cesar L. Alvarez |

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| 9. New Business <i>(If any)</i> | Albert Maury |
| 10. Concluding Remarks and Adjournment | Albert Maury |

The next FIU Board of Trustees Full Board Meeting is scheduled for November 29, 2012.

**THE FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES**

September 11, 2012

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 11, 2012

Subject: Comments from State University System Board of Governors Chair

Proposed Board Action:

None. Information only.

Background Information:

The Florida International University Board of Trustees welcomes State University System of Florida Board of Governors Chair Dean Colson who will provide remarks.

Supporting Documentation: N/A

Facilitator/Presenter: Dean Colson, *State University System of Florida
Board of Governors Chair*

**THE FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES**

September 11, 2012

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 11, 2012

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 11, 2012

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 11, 2012

Subject: Approval of Minutes of Meeting held June 14, 2012

Proposed Board Action:

Approval of Minutes of the Florida International University Board of Trustees, Full Board meeting held on Thursday, June 14, 2012 at the FIU Modesto A. Maidique Campus, MARC International Pavilion.

Background Information:

Board members will review and approve the Minutes of the Florida International University Board of Trustees, Full Board Meeting held on Thursday, June 14, 2012 at the FIU Modesto A. Maidique Campus, MARC International Pavilion.

Supporting Documentation: Florida International University Board of Trustees Full Board Meeting Minutes: June 14, 2012

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**FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES
FULL BOARD MEETING
JUNE 14, 2012
MINUTES**

1. Call to Order and Chair's Remarks

Vice Chair Michael M. Adler noted that Chairman Albert Maury sent his regrets as he was not able to attend. Vice Chair Adler convened the meeting of the Florida International University Board of Trustees at 9:05 a.m., on Thursday, June 14, 2012, at the Modesto A. Maidique Campus, MARC International Pavilion, Miami, Florida.

The following attendance was recorded:

Present:

Michael M. Adler, *Vice Chair*
Sukrit Agrawal
Robert T. Barlick, Jr.
Thomas A. Breslin
Marcelo Claure
Mayi de la Vega
Laura Fariñas
Gerald C. Grant, Jr.
Claudia Puig

Excused:

Albert Maury, *Chair*
Cesar L. Alvarez
Jose J. Armas
Jorge L. Arrizurieta

Vice Chair Adler welcomed all Trustees, University faculty and staff. He introduced and welcomed newly appointed Trustee Robert T. Barlick, Jr., a Vice-President at Goldman Sachs, who manages investments for high net-worth individuals, endowments, and foundations. Vice Chair Adler also welcomed newly-elected Student Trustee and Student Government President for the Modesto A. Maidique Campus Laura Fariñas, noting that she is a senior pursuing a Bachelor of Arts in Psychology.

Vice Chair Adler noted that Trustee Mayi de la Vega would be arriving late.

2. Foundation Report

Sr. Vice President, University Advancement/President and CEO of the FIU Foundation, Inc. Howard R. Lipman noted that Foundation Chair Justo L. Pozo sent his regrets as he was not able to attend. On behalf of the FIU Foundation, Inc., Sr. VP Lipman provided the Foundation Report, noting that to date \$58.34 million has been raised which surpasses the University's fundraising goal for the 2011-12 academic year. He reported that the Foundation Board elected new officers for the 2012-13 year and also approved new members in January and May. He stated that fiscal year-to-

date losses on the Foundation's investment portfolio total approximately \$8.3 million. He added that the Foundation's governing policies focus on the long-term perspective and that market performance will continue to be monitored closely.

3. Public Appearances

There were no public appearances.

4. President's Report

University President Mark B. Rosenberg reported on recent University news and events, noting that the *Times Higher Education* named FIU as one of the world's 100 best new universities for 2011-12, adding that global scholarship and reputation were emphasized in the assignment of the rankings. He also reported that FIU's undergraduate program in international business ranked eighth in the nation in the 2012 Bloomberg *Businessweek* specialty rankings and added that the Landon Undergraduate School of Business ranked in the top 25 in four specialty areas. He reported that FIU Model United Nations delegates earned the Best Delegation award (first place overall) and the Outstanding Delegation award (first place) respectively in the West Point Security Conference and the National Model United Nations conference.

President Rosenberg congratulated Vice President for Engagement Divina Grossman who was selected to serve as Chancellor of the University of Massachusetts Dartmouth. He noted that during her tenure as Dean of the College of Nursing and Health Sciences, Dr. Grossman oversaw an era of growth and established many programs and partnerships that are still in place for the benefit of the students and community FIU serves. He added that as founding Vice President for Engagement, Dr. Grossman spearheaded FIU's effort to secure the Community Engagement classification by the Carnegie Foundation for the Advancement of Teaching. He stated that Irma Becerra-Fernandez accepted the position of Interim Vice President for Engagement effective May 2012, adding that she was previously the Vice Provost for Academic Affairs.

President Rosenberg reported on research news, noting that Professor James Fourqurean recently completed a study with a team of scientists from across the world that provides the first global analysis of carbon stored in seagrasses. He added that FIU is one of the first universities in the nation to receive the U.S. Department of Agriculture's newly implemented Hispanic-Serving Agricultural Colleges and Universities designation. He further noted that the Society for a Science of Clinical Psychology awarded William E. Pelham, professor of psychology and director of FIU's Center for Children and Families, the Distinguished Scientist Award for 2012. He also reported that with funding from the National Institute of Justice and as recently published in the *Journal of Forensic Sciences*, chemistry Professor Bruce McCord and doctoral candidate Jennifer Greaux discovered a new technique that identifies the chemical signature of the powder inside a bullet.

President Rosenberg introduced Associate Professor of Biomedical Engineering Anuradha Godavarty who was named a Health Care Hero by the Greater Miami Chamber of Commerce. He reported that Professor Godavarty and her team's research efforts have led to multiple inventions of portable, hand-held imaging devices that show early promise in improving the diagnosis of breast cancer and in aiding the pre-screening of sports injuries and other on-site body imaging. Professor Godavarty noted that the new device complements x-ray mammography and has the potential for

cancer diagnostics as well as tumor response therapy studies. She stated that the technology is neither radiative nor invasive, and that the patient experiences no pain or discomfort from breast compressions. She further noted that as the optical imaging tools are relatively inexpensive and portable, the device makes diagnostic testing more feasible and affordable for most patients. Professor Godavarty discussed the extensive research that has been conducted with the use of the handheld optical imager, highlighted imaging studies and with the help of members of her research team, provided a demonstration that measured and provided pulse and venous occlusion outcomes in real-time.

President Rosenberg reported on faculty news, stating that FIU creative writing professor John Dufresne was named a 2012 Guggenheim Fellow and that Meredith Newman, Chair of the Department of Public Administration received the Lifetime Achievement in Public Human Resources Scholarship Award from the American Society for Public Administration. President Rosenberg recognized Professor Sushil K. Gupta who was the recipient of the first Production and Operations Management Society (POMS) Distinguished Service Award and noted that in honor of his dedicated service, all future POMS Distinguished Service awards will be known as the *Sushil K. Gupta POMS Distinguished Service Award*.

President Rosenberg reported on student achievement, noting that Zackari Abeyta, an undergraduate work study student in the Department of Molecular Microbiology and Infectious Disease, was named 2012 Student Employee of the Year and that School of International Relations and Public Affairs student Michael Finch II was one of nine students selected to participate in a nine-day journalism study trip to Japan. He noted that Adam Rosenblatt, Ph.D. candidate in the FIU Department of Biological Sciences, was awarded the 2012 Graduate Student Policy Award and that Caroline Spitzer, senior in the Bachelor of Fine Arts program in FIU Theatre, was the recipient of the highest accolade for costume design at this year's Kennedy Center American College Theatre Regional Festival. He also reported that student-athlete Mike Martinez, Panthers Baseball third baseman, set the record for the all-time hits leader.

President Rosenberg noted that School of International and Public Affairs alumnus, Abdel Perera, '11, earned a Capitol Hill internship experience. President Rosenberg also reported on fundraising news, noting that the Stocker AstroScience Center was made possible due to generous funding from Dr. Carl F. Stocker and that Dean Emeritus and Professor Lillian Lodge Kopenhaver's gift is funding the Center for the Advancement of Women in Communication at the School of Journalism and Mass Communication.

President Rosenberg concluded the University report by introducing a video highlighting the May 2012 Tianjin University of Commerce commencement ceremony for FIU's Chaplin School of Hospitality and Tourism Management, Marriott Tianjin China program, where a record 241 students graduated.

5. Action Items – Consent Agenda

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

Vice Chair Adler asked for comments on any of the 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 14, 2012** – Approve the Minutes of the Florida International University Board of Trustees, Full Board meeting held on Wednesday, March 14, 2012 at the FIU Modesto A. Maidique Campus, Graham Center Ballrooms.
- **FA2. Proposed Regulation, FIU-115 Skateboarding, Skates, Scooters, Ripsticks, and Other Similar Devices and High Risk Activities on University Property** – Approve the proposed Regulation of the Skateboarding, Skates, Scooters, Ripsticks, and Other Similar Devices and High Risk Activities on University Property FIU-115 and delegate authority to the University President to approve any subsequent amendments that are based on comments to the Regulation received from the Florida Board of Governors and as a result of the regulation-making process.
- **FA3. Proposed 2012-13 Fixed Capital Outlay Budget** – Approve Florida International University’s 2012-13 Fixed Capital Outlay Budget and authorize the University President to amend the budget as necessary, consistent with Florida Board of Governors and Florida International University Board of Trustees directives and guidelines.
- **FA4. Request for Approval of Florida International University’s 2013-14 Fixed Capital Outlay Legislative Budget Request, Consisting of the five-year Capital Improvement Plan** – Approve FIU’s 2013-14 Fixed Capital Outlay Legislative Budget Request, consisting of the five-year Capital Improvement Plan and authorize the University President to amend the Legislative Budget Request as necessary, consistent with Florida Board of Governors and Florida International University Board of Trustees directives and guidelines.
- **FA5. Mixed-Use Auxiliary Building – Amendment to Prior Approval** – Approve the request to expand the size and budget of the mixed-use “Management and New Growth Opportunities” (MANGO) building on the west side of the FIU Modesto A. Maidique Campus.
- **AP1. Tenure as a Condition of Employment Nomination** – Approve one (1) candidate for Tenure as a Condition of Employment as specified in the Board materials.
- **AP2. Tenure Nominations** – Approve the Tenure Nominations as specified in the Board materials.
- **AP4. Student Code of Conduct, FIU Regulation 2501** – Approve the Student Code of Conduct, FIU Regulation 2501.
- **AP5. Master of Laws New Program Proposal** – Approve the Master of Laws (LL.M) degree (CIP 22.0101) new program proposal.

- **P1. University Equity Report** – Approve the University Equity Report that encompasses enrollment, gender equity in athletics and employment for the 2011-12 fiscal year.

6. Action Items

FA1. Proposed 2012-2013 Operating Budget

Trustee Sukrit Agrawal, Chair of the Finance and Audit Committee, provided brief highlights from the June 6, 2012 Committee meeting, noting that the Committee approved the Internal Audit Plan for the 2012-13 fiscal year. He reported that the University and direct support organizations' operating revenues were above estimates by \$24.8 million (or four percent), which can be attributed primarily to State match receivables on gifts and other contributions in addition to higher than anticipated demand for market rate and continuing education programs. He also reported that the University and direct support organizations' operating expenses were below estimates by \$15.3 million (or two percent) due to factors such as vacant positions and delays in spending on base operations and critical investments.

Senior Vice President for Finance and Administration and Chief Financial Officer Kenneth A. Jessell provided a comprehensive review of all the components of the proposed 2012-13 Operating Budget and subsequent action items for Board consideration and approval. Trustee Agrawal recommended that all of the action items included within the 2012-13 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 2012-13 Operating Budget and subsequent fees:

A. Proposed 2012-13 University and Direct Support Organizations Operating Budgets

The FIU Board of Trustees approved the FIU 2012-13 University and Direct Support Organizations Operating Budgets and authorized the University President to amend the budget consistent with Legislative, Board of Governors' and Florida International University Board of Trustees' directives and guidelines. The University President shall keep the Board of Trustees informed of any changes in excess of two percent (2%) made to the total approved 2012-13 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. The University Regulation FIU-1101 Tuition Fees Schedule provides the tuition and associated fees charged to students attending FIU. The regulation was amended to increase the Tuition Differential fee for undergraduate students; increase tuition for Graduate, Law and Medicine students; eliminate the Building Fee; and increase the Financial Aid fee (except for undergraduates), the Technology fee (except for undergraduates), the Activity and Service fee, the Capital Improvement Trust Fund fee, and the Athletic fee.

C. Activity and Service Fee

The FIU Board of Trustees approved the proposed Florida International University Activity and Service fee increase from the current \$11.60 per student credit hour to \$12.87 per student credit hour effective the Fall term of 2012 for academic year 2012-13.

D. Athletic Fee

The FIU Board of Trustees approved the proposed Florida International University Athletic fee increase from the current \$15.56 per student credit hour to \$16.10 per student credit hour effective the Fall term of 2012 for academic year 2012-13.

E. 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. The Regulation was amended to reflect various changes, including: to increase the decal fees; to allow vendors and contractors to purchase staff decals; to add the “head in parking only” restriction and corresponding fine; to provide for the towing of vehicles whose owners engage in decal fraud; to revise the provisions concerning golf carts; to delete the applicability of Chapter 316 to campus, except as noted.

F. Capital Improvement Trust Fund Fee

The FIU Board of Trustees approved the proposed Florida International University Capital Improvement Trust Fund fee increase from the current \$4.76 per student credit hour to \$6.76 per student credit hour effective the Fall term of 2012 for academic year 2012-13.

G. Tuition for Market Rate Programs, 2013-14 Academic Year

The FIU Board of Trustees approved market rate tuition for the Master of Science in Management Information Systems, Executive Master of Science in Public Administration and Master of Science in Hospitality and Tourism Management programs offered through continuing education beginning academic year 2013-14.

AP3. 2012-13 University Work Plan

Trustee Claudia Puig, Vice Chair of the Academic Policy and Student Affairs Committee, provided brief highlights from the June 6, 2012 Committee meeting and requested that University President Mark B. Rosenberg present the 2012-13 University Work Plan for Board consideration and approval. President Rosenberg provided an overview of FIU’s institution-specific goals that address State University System key performance indicators and emphasize three primary areas of focus: academic quality, operational efficiency and return on investment. He requested that Provost and Executive Vice President Douglas Wartzok present the MyMajor website tool that is part of the University’s Graduation Success Initiative (GSI). Provost Wartzok noted that the GSI is an extensive, university-wide set of innovations dedicated to student success and includes a suite of technological tools, such as the MyMajor website which helps students and advisors stay connected. He presented an automated demonstration of the MyMajor website, which provides in-depth information on all FIU Undergraduate majors, their admissions criteria, career opportunities, and

their departments' contact information. President Rosenberg introduced FIU physics Ph.D. student Idaykis Rodriguez and undergraduate student Jose Chang and invited them to provide brief remarks on their respective experiences in STEM (Science, Technology, Engineering and Mathematics) education.

A motion was made and passed by the FIU Board of Trustees approving the 2012 University Work Plan.

7. Status Reports, Board Committees

Finance and Audit Committee Report

Provided during the presentation of Agenda Item FA1: Proposed 2012-13 Operating Budget

Academic Policy and Student Affairs Committee Report

Brief highlights were provided during the presentation of Agenda Item AP3: 2012-13 University Work Plan

Personnel Committee Report

Trustee Michael M. Adler, Chair of the Personnel Committee, presented highlights from the Committee's meeting on Wednesday, June 6, 2012. He reported that Shirlyon McWhorter, Director of Equal Opportunity Programs and Diversity, presented the 2011-12 University Equity Report for the Committee's review and provided status updates and assessments of gender/racial equities for enrollment, employment, and athletics. He noted that the Equity Report demonstrates the University's sustained efforts and continued commitment to increasing the recruitment and matriculation of minority students. He stated that sand volleyball was added as a new women's sport to the Athletic Department's sports offerings to address Title IX requirements. He further reported that forty-five employment positions were filled with female and/or minority candidates.

Athletics Committee Report

Trustee Marcelo Claude, Vice Chair of the Athletics Committee, presented highlights from the Committee's meeting on Wednesday, June 6, 2012. He reported that Executive Director of Sports and Entertainment Pete Garcia provided an Athletics overview and led a discussion on the conference re-alignment. He stated that the Committee was introduced to newly hired Coaches Rita Buck-Crockett (Sand Volleyball), Richard Pitino (Men's Basketball) and Trevor Theroulde (Volleyball) who shared their respective past collegiate experiences and provided remarks on their aspirations for the upcoming seasons. Trustee Claude stated that the Committee was pleased to welcome Freshman Johanna Gustafsdottir who discussed the 2011-12 swimming season that culminated in a record-breaking year, further noting that she earned three individual Sun Belt titles and the Panthers broke 10 program records. He stated that the Committee also welcomed Philip Moses, Director of the Student Athlete Academic Center who provided remarks on the Center's service offerings which provide student-athletes with the resources to succeed academically, personally, and professionally.

8. New Business

On behalf of the Board, Vice Chair Adler thanked Dr. Thomas A. Breslin for his four years of service to the Board. Vice Chair Adler added that he looked forward to Dr. Breslin's continued

work as a distinguished and accomplished professor in the University's department of International Relations.

On behalf of the Board, Vice Chair Adler congratulated distinguished alumna and Trustee Mayi de la Vega for being honored at the University's 2012 Entrepreneurship Hall of Fame Awards Ceremony.

BT2. Amendment to Signature Authority – Authorization to Sign Checks for Certain Foreign Research Program Accounts

Trustee Agrawal requested the Board's approval of an amendment to an existing Signature Authority related to the following projects: Rwanda Integrated Water Security Program and the Tanzania Integrated Water Sanitation and Hygiene Program. He noted that access to the bank accounts by local Program staff will be kept to the minimum number of persons necessary to effectively perform the Programs.

A motion was made and passed that the FIU Board of Trustees amend the Signature Authority - Authorization to Sign Checks for Certain Foreign Research Program Accounts to reflect the following changes:

For the Rwanda Integrated Water Security Program:

Approve: Jan Stofkoper – Director

Remove: David Mutekanga – former Director

For the Tanzania Integrated Water Sanitation and Hygiene Program:

Approve: Vincent Vyamana Kavura - Senior Monitoring Research Officer

BT3. Athletics Conference Re-alignment

Trustee Claure noted that FIU accepted an all-sports invitation to join Conference USA and added that the move to Conference USA will provide greater opportunities for the University's student-athletes. He further noted that the increased exposure through Conference USA will also create further awareness of FIU's ground-breaking research, academic programs and service to the community.

A motion was made and passed that the FIU Board of Trustees express its support for joining Conference USA, effective July 1, 2013, and its gratitude to the Sun Belt Conference and its members for a superb 14 year alliance.

The FIU Board of Trustees adopted the following Resolution:

WHEREAS, the Florida International University (FIU) received an all-sports invitation to join as a member of the Conference USA league, effective July 1, 2013; and

WHEREAS, the Conference-USA league is home to nationally prominent, tradition-rich members, all of which sponsor Division I-A football, along with competition in eight other men's programs and eleven women's athletic programs, many of which compete regularly for NCAA Championships; and

WHEREAS, the FIU men's soccer team has been an affiliate member of Conference-USA since 2005; and

WHEREAS, FIU's membership in Conference-USA will provide greater competition opportunities for FIU student-athletes, enhanced academic partnerships, financial growth and greater visibility for FIU, and will permit FIU Athletics to branch out in new states such as North Carolina (ECU, Charlotte), Mississippi (Southern Miss), West Virginia (Marshall), and Oklahoma (Tulsa), while maintaining its presence in Alabama (UAB), Louisiana (Tulane, Louisiana Tech) and Texas (Rice, UTEP, North Texas, UTSA); and

WHEREAS, FIU will compete for one final season against its traditional opponents in the Sun Belt Conference, and is grateful to the Sun Belt Conference and its members for spirited competition since 1998;

NOW, THEREFORE, BE IT RESOLVED that the Florida International University Board of Trustees at its regular meeting this 14th day of June 2012, does hereby express its support for joining Conference USA, effective July 1, 2013, and its gratitude to the Sun Belt Conference and its members for a superb 14 year alliance.

BT4. Fair Relocation Project

Trustee Puig noted that the FIU Board of Trustees External Relations Committee met in March and engaged in a substantive discussion on FIU's expansion efforts. She stated that while FIU currently serves more than 48,000 students, the University's current land and facilities are consistent with a student population of approximately 37,000. She added that the Miami-Dade County Fair & Exposition, Inc. (The Fair) occupies 86 acres adjacent to FIU's Modesto A. Maidique Campus. She further noted that the Fair and FIU in cooperation with Miami-Dade County have partnered to conduct research and an extensive analysis on alternative sites for The Fair and have been meeting for the last 18 months.

A motion was made and passed that the FIU Board of Trustees express its continued support of the parties' efforts to identify sites that will allow for the relocation of the Fair and expansion of FIU onto the current Fair site; and also to express its gratitude to Miami-Dade County for its support of the Fair relocation project and FIU's expansion.

WHEREAS, the Miami-Dade County Fair & Exposition, Inc. (the Fair) and Florida International University (FIU), in cooperation with Miami-Dade County, have partnered to conduct research and an extensive analysis of relocation options for the Fair; and

WHEREAS, including the current Fair site within the FIU Modesto A. Maidique Campus lands is important to the development and expansion of FIU to better serve the community, foster economic development and create jobs; and

WHEREAS, this exploration is focused on identifying viable alternative sites for the Fair, which sites are intended to ensure that the Fair's commitment to enriching Miami-Dade County by promoting education and South Florida agriculture continues to be met.

NOW, THEREFORE, BE IT RESOLVED that the Florida International University Board of Trustees (the BOT) at its regular meeting this 14th day of June 2012, does hereby express its continued support of the parties' efforts to identify sites that will allow for the relocation of the Fair and expansion of FIU onto the current Fair site; and

THEREFORE, BE IT FURTHER RESOLVED that the BOT expresses its gratitude to Miami-Dade County for its support of the Fair relocation project and FIU's expansion.

9. Concluding Remarks and Adjournment

With no other business, Vice Chair Michael M. Adler adjourned the meeting of the Florida International University Board of Trustees on Thursday, June 14, 2012, at 11:38 a.m.

Albert Maury
Chairman
FIU Board of Trustees

Mark B. Rosenberg
Corporate Secretary
FIU Board of Trustees

MB
7.2.12

**THE FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES**

September 11, 2012

Subject: Tuition for Market Rate Programs, 2013-14 Academic Year

Proposed Board Action:

Approve market tuition rates for the Professional Masters of Science in Counseling Psychology and the Master of Science in International Real Estate offered through continuing education beginning academic year 2013-14.

Background Information:

According to Florida Statutes §(15)(a):

The Board of Governors may approve:

3. A proposal from a university board of trustees to implement flexible tuition policies, such as ... market tuition rates for graduate-level online courses or graduate-level courses offered through a university's continuing education program...

(b) A proposal developed pursuant to paragraph (a) shall be submitted in accordance with guidelines established by the Board of Governors. Approval by the Board of Governors of such proposal must be made in accordance with the provisions of this subsection.

Pursuant to Florida Board of Governors (BOG) Regulation 7.001(15) university boards of trustees may submit proposals for market tuition rates for graduate-level courses offered online or through the university's continuing education unit. The proposals must be submitted to the BOG for consideration by the budget committee during the November meeting.

Supporting Documentation:

Request to Establish Market Tuition Rate - Professional Masters of Science in Counseling Psychology

Request to Establish Market Tuition Rate - Master of Science in International Real Estate

FIU Market Rate Tuition Proposals 2013-14, Summary Table

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**State University System
Florida Board of Governors
Request to Establish Market Tuition Rates – Regulation 7.001(15)**

University: Florida International University

Date	
University Board of Trustees approval date:	September 11, 2012
Proposed Implementation Date (month/year):	Fall 2013
Market Tuition Rate Process	
<p>Explain the process used to determine market tuition.</p> <p>The market tuition for the Professional Masters of Science in Counseling Psychology (PMSCP) was determined by benchmarking against other professional counseling psychology programs nationally and throughout the State of Florida and incorporating all associated costs of managing this program.</p> <p>The PMSCP consists of 60 credit hours of graduate study, and its successful completion leads students to become eligible for a license to practice as a Mental Health Counselor (LMHC) in Florida. This license is provided by the Florida Board of Social Work, Marriage & Family Therapy, and Mental Health Counseling.</p> <p>Currently, there are 25 students enrolled in the program which is offered at MMC in a classroom setting. Future plans are to offer an online version. The proposal is for all delivery modes in this degree program to be offered at market tuition rates.</p> <p>For 2013-14, the resident market tuition rate for the PMSCP degree program offered in a regular classroom setting for residents and non-residents will be \$32,000 for completion of the 60 credit program. All of these may be adjusted by up to 15% for 2013-14 and each year thereafter.</p>	
Mission Alignment	
<p>Describe how offering the proposed program at market tuition aligns with the mission of the university and the Board strategic plan:</p> <p>The market rate tuition will enable the PMSCP program to provide the students with better support such as career services, additional graduate teaching assistants, and professional development for faculty to enhance FIU's commitment to providing quality learning, state-of-the-art research and creative activity, and problem-solving engagement.</p>	

**State University System
Florida Board of Governors
Request to Establish Market Tuition Rates – Regulation 7.001(15)**

Declaratory Statement

Provide a declaratory statement that the policy will not increase the state's fiscal liability or obligation:

The policy will not increase the state's fiscal liability or obligation for this program.

Restrictions / Limitations

Identify any proposed restrictions, limitations, or conditions to be placed on the policy:

There are not any proposed restrictions, limitations or conditions on the policy.

Accountability Measures

Indicate how the university will monitor the success of the policy. Provide specific metrics that will be used.

The university will monitor success of the policy using two metrics: 1) Increase in the number of students enrolled and 2) Increase student satisfaction levels. Retention and graduation rates are currently accountability measures for all programs. At the end of the program, a survey will be used to measure student satisfaction.

Course Availability

Explain how the university will ensure that sufficient courses are available to meet student demand and facilitate completion of each program submitted for consideration.

The program will be managed in a lock-step cohort format which will ensure that sufficient courses are available to meet student demand and facilitate completion of the program. All instruction and program administration will be performed by University faculty and staff.

Economic Impact

Provide the economic impact that this proposal will have on the university and the student, anticipated revenue collection, how the revenue will be spent, whether any private vendors will be used, and which budget entity the funds will be budgeted.

This proposal will allow the University to offer the program and provide a needed service to the community. It is expected that the program will generate total revenue of approximately \$800,000 per cohort. The revenue will be spent to cover the direct and indirect instructional costs, program administration, enhance student career and academic services, marketing, professional development, facility rental, and university and college initiatives. A vendor will not be used. The funds will be budgeted in the auxiliary enterprise.

**State University System
Florida Board of Governors
Request to Establish Market Tuition Rates - Regulation 7.001(15)**

Other Information
See Attached Supplemental Form

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**State University System
Florida Board of Governors
Request to Establish Market Tuition Rates - Regulation 7.001(15)**

University: Florida International University

Date	
University Board of Trustees approval date:	September 12, 2012
Proposed Implementation Date (month/year):	Fall 2013
Market Tuition Rate Process	
<p>Explain the process used to determine market tuition.</p> <p>The market tuition for the Master of Science in International Real Estate was determined by benchmarking against other national and State of Florida programs. Hence, revenues are based on comparable market tuition rates of competing schools. All associated costs of managing this program are included in the cost projections.</p> <p>The Master of Science in International Real Estate is a one-year (10-month) program that provides a strong foundation of knowledge and skills required by the real estate industry with a focus on analysis and decision-making. Graduates pursue many career paths in real estate including commercial brokerage, direct and securitized real estate investments, investment management, commercial underwriting, development, property management, residential sales and management and other areas. The program differentiates itself from existing programs by embedding international aspects of the profession into a well-focused skills and knowledge based program.</p> <p>For Fall 2012, we anticipate 59 students to be enrolled in the program in both traditional face to face classroom settings and on-line. FIU is the only AACSB accredited school to provide formal graduate level education in real estate in the on-line format. The proposal is for all delivery modes in this degree program to be offered at market tuition rates.</p> <p>For 2013-14, the resident market tuition rate for the Master of Science in International Real Estate degree program offered in a classroom setting for residents will be \$27,500 and for non-residents will be \$30,000. The on-line tuition will be \$30,000 for residents and non-residents. All of these may be adjusted by up to 15% for 2013-14 and each year thereafter.</p>	
Mission Alignment	
<p>Describe how offering the proposed program at market tuition aligns with the mission of the university and the Board strategic plan:</p> <p>The market rate tuition will enable the Master of Science in International Real Estate program to provide students with better support such as career services, additional graduate teaching assistants, and professional development for faculty to enhance FIU's commitment to providing quality learning, state-of-the-art research and creative activity, and problem-</p>	

**State University System
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Request to Establish Market Tuition Rates - Regulation 7.001(15)**

solving engagement.

Declaratory Statement

Provide a declaratory statement that the policy will not increase the state's fiscal liability or obligation:

The policy will not increase the state's fiscal liability or obligation for this program.

Restrictions / Limitations

Identify any proposed restrictions, limitations, or conditions to be placed on the policy:

There are not any proposed restrictions, limitations or conditions on the policy.

Accountability Measures

Indicate how the university will monitor the success of the policy. Provide specific metrics that will be used.

The university will monitor success of the policy using two metrics: 1) the number of students enrolled and 2) student satisfaction levels. Retention and graduation rates are currently accountability measures for all programs. At the end of the program, a survey will be used to measure student satisfaction. The goal is to enhance a globally recognized graduate program in real estate.

Course Availability

Explain how the university will ensure that sufficient courses are available to meet student demand and facilitate completion of each program submitted for consideration.

The program will be managed in a lock-step cohort format which will ensure that sufficient courses are available to meet student demand and facilitate completion of the program. All instruction and program administration will be performed by University faculty and staff.

Economic Impact

Provide the economic impact that this proposal will have on the university and the student, anticipated revenue collection, how the revenue will be spent, whether any private vendors will be used, and which budget entity the funds will be budgeted.

This proposal will allow the University to offer the program and provide a needed service to the community. It is expected that the program will generate total revenue of approximately \$1.7 million during the one year program. The revenue will be spent to cover direct and

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indirect instructional costs, program administration, enhanced student career and academic services, marketing, professional development, facility rental, and university and college initiatives. A vendor will not be used. The funds will be budgeted in the auxiliary enterprise.

Other Information

See Attached Supplemental Form

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State University System
Market Tuition Proposals

Florida International University - Market Rate Proposals - Summary Table - FY 13-14

	Approved	Approved	Approved	Proposal 4	Proposal 5
1 Degree Program	Master of Science in Management Information Systems	Executive Master in Public Administration	Master of Science in Hospitality and Tourism Management	Professional Master of Counseling Psychology	Master of Science in International Real Estate
2 Has the program been approved pursuant to Regulation 8.011?	Yes	Yes	Yes	Yes	Yes
3 Does the program lead to initial licensing or certification?	No	No	No	Yes	No
4 Is the program identified as a state critical workforce need?	No	No	No	No	No
5 Are the program's admission & graduation requirements the same as other programs?	Yes	Yes	Yes	Yes	Yes
6 Current Tuition Rate	\$25,798 R/ \$29,398 NR	\$0	\$20,000 (30 credits)/ \$32,000 (48 credits)	\$32,000 for R and NR	Face-to-face is \$25,000 R and \$29,000 NR with On-line at \$29,000 R and NR
7 Proposed Market Tuition Rate	up to \$30,000 R and \$33,000 plus up to 15% increase each year thereafter	up to \$32,000 with up to 15% increase each year thereafter	\$30,000 (30 credit hour program) to \$48,000 (48 credit hour program) with up to 15% increase each year thereafter	\$32,000 for R and NR	Face-to-face at \$27,500 R and \$30,000 NR with on-line at \$30,000 for R and NR with up to 15% increase each year thereafter for either offering
8 5 Other Public/Private Rates for Similar Program:					
9 University name and rate:	Drexel - \$45,000	FAU - \$21,123R/\$48,381NR	University of Nevada, Las Vegas - \$25,850R/\$28,518 NR	NOVA SE U, \$33,000	NOVA SE U, \$29,326
10 University name and rate:	USF - \$14,000R/\$28,000 NR	UM - \$59,100R/\$60,100NR	Kansas State University - \$17,460	U Of Miami, \$92,000	UCF (MSRE), \$29,500 R and \$34,000 NR
11 University name and rate:	UF \$36,000	NOVA SE U - \$28,500	Drexel University - \$45,000	St. Thomas U, \$96,000	U of Miami (MSRED) \$53,120 R/NR
12 University name and rate:	UIS - \$15,100 R/ \$30,300 NR	Barry U - \$35,080	Auburn University - \$10,828	Barry U, \$54,000	University of San Diego \$46,080 R/NR
13 University name and rate:	OKS - \$9,500 R/ \$26,000 NR	University of Washington \$40,750	University of North Texas -	U of Central Florida, \$22,000	Depaul University \$44,800 R/NR
14 Length of Program (SCH)	36	42	30-48	60	30
15 Student Enrollment (Headcount):					
16 Resident	71	0	11	25	34
17 Non-Resident	0	0	42	0	23
18 Total	71	0	53	25	57
19 Similar Program at other SUS Institutions (if yes, provide university and program name)	Yes	Yes	No	Yes	Yes
20 University and program name:	UF - Master of Science in Information Systems & Operations Management	FAU - Master of Science in Public Administration	n/a	U of Central Florida - MS in Psychology	UF-MS in Real Estate
21 University and program name:	USF - Master of Science in Information Systems	n/a	n/a	n/a	UCF-MS in Real Estate
22 University and program name:	n/a	n/a	n/a	n/a	USF-MS in Real Estate
23 University and program name:	n/a	n/a	n/a	n/a	n/a
24 Different Rate for Resident vs. Non-Resident (NR)?	\$25,798 R plus up to 15% increase; \$29,398 NR plus up to 15% increase; and up to 15% each year thereafter	No	No	No	Face-to-face at \$27,500 R and \$30,000 NR with on-line at \$30,000 for R and NR with up to 15% increase each year thereafter for either offering

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**THE FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES**

September 11, 2012

Subject: Tenure as a Condition of Employment Nominations

Proposed Board Action:

Approve six (6) candidates for Tenure as a Condition of Employment (TACOE).

Background Information:

Pursuant to Florida Board of Governors Regulation 1.001(5)(a), each board of trustees shall provide for the establishment of the personnel program for all of 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
2012 - 2013 Tenure (as a Condition of Employment) Nominations

NAME	DEPARTMENT	PROPOSED RANK
College of Arts and Sciences		
Jorge Duany	Global and Sociocultural Studies	Professor
Angela R. Laird	Physics	Associate Professor
Virginia C. Mueller-Gathercole	English	Professor
Yuk-Ching Tse-Dinh	Chemistry and Biochemistry	Professor
College of Business		
David Klock	Finance and Real Estate	Professor
College of Education		
Mido Chang	Leadership and Professional Studies	Associate Professor

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Jorge Duany
Department of Global and Sociocultural Studies
College of Arts and Sciences

Jorge Duany earned his Ph.D. in Latin American Studies, specializing in anthropology, at the University of California, Berkeley. He also holds an M.A. in Social Sciences from the University of Chicago and a B.A. in Psychology from Columbia University. Before coming to FIU he previously served as Acting Dean of the College of Social Sciences and Professor of Anthropology at the University of Puerto Rico, Río Piedras. He also served as Director of UPR's Department of Sociology and Anthropology and Director of the journal *Revista de Ciencias Sociales*. He has held visiting teaching and research appointments at several U.S. universities, including Harvard, Connecticut, Wisconsin, Florida, Michigan, Pennsylvania, and the City University of New York. Dr. Duany has been appointed Director of FIU's Cuban Research Institute and Professor of Anthropology in the Department of Global and Sociocultural Studies.

Dr. Duany has published extensively on migration, ethnicity, race, nationalism, and transnationalism in the Caribbean and the United States. He belongs to the editorial boards of academic journals such as *CENTRO: Journal of the Center for Puerto Rican Studies*, *Cuban Studies*, *Latin American and Caribbean Ethnic Studies*, and *Latino Studies*. His latest books are titled *Blurred Borders: Transnational Migration between the Hispanic Caribbean and the United States* (2011) and *La nación en vaivén: Identidad, migración y cultura popular en Puerto Rico* (2010). He recently coedited a volume on *Puerto Rican Florida* (2010) and *How the United States Racializes Latinos: White Hegemony and Its Consequences* (2009). He previously published *The Puerto Rican Nation on the Move: Identities on the Island and in the United States* (2002). He is the coauthor of *Puerto Ricans in Orlando and Central Florida* (2006), *Cubans in Puerto Rico: Ethnic Economy and Cultural Identity* (1997), and *El Barrio Gandul: Economía subterránea y migración indocumentada en Puerto Rico* (1995). He is also the author of *Quisqueya on the Hudson: The Transnational Identity of Dominicans in Washington Heights* (1994/2008). Since February 2003, he writes a monthly editorial column for the newspaper *El Nuevo Día*. In 2010, he received the Bolívar Pagán Prize in Journalism from the Institute of Puerto Rican Literature.

Angela R. Laird
Department of Physics
College of Arts and Sciences

Angela R. Laird, Ph.D., received her B.S. in Physics from Florida State University in 1998, and her Ph.D. in Physics/Medical Physics from the University of Wisconsin-Madison in 2002. She is a cognitive neuroscientist whose research program aims to understand the functional organization of large-scale brain networks. Her work focuses on developing novel data analysis algorithms, neuroscience informatics tools, and neuroimaging ontologies to yield analytic strategies for improving investigations into functional brain networks of healthy individuals, as well as in populations with psychiatric and neurologic diseases and disorders.

Although Dr. Laird was formally trained as a physicist, her postgraduate research has been highly interdisciplinary. The field of human functional neuroimaging involves work relevant not only to physics, but also engineering, statistics, biology, medicine, and psychology. She joined the faculty at the Research Imaging Institute of the University of Texas Health Science Center San Antonio in 2005. In 2010, she was recognized as a “Rising STAR” by the University of Texas System. Dr. Laird is the first author or co-author on over 70 peer-reviewed journal articles published since 2002 (h-index = 26), several of which were published in high impact journals such as the *Proceedings of the National Academy of Sciences*, the *Journal of Neuroscience*, and the *American Journal of Psychiatry*. Dr. Laird reviews for over 25 peer-reviewed journals and is a panel reviewer for the National Science Foundation. In addition, Dr. Laird is the Principal Investigator on 2 R01 awards from the National Institutes of Health, and recently received notice of funding for a third R01 award.

Virginia C. Mueller-Gathercole

Department of English
College of Arts and Sciences

Virginia C. Mueller-Gathercole, Ph.D., holds a Ph.D. in Linguistics, a M. Phil and M.A. in Linguistics from the University of Kansas, and an Honors B.A. in Spanish from St. Louis University. She is an internationally renowned scholar in psycholinguistics. Until recently she was professor in the School of Psychology at Bangor University, Bangor, Gwynedd, Wales. Dr. Gathercole also served as head of the Experimental-developmental research group in the Bilingualism Centre at Bangor. Prior to joining the faculty at Wales in 1995, she was professor and head of the Linguistics Program at Florida International University.

Dr. Gathercole's research focuses on the broad area of psycholinguistics. She is Principal Investigator for two projects: an ESRC funded project exploring the extent of cognitive effects of bilingualism on executive functioning in bilinguals across the lifespan by examining the contributions of language dominance, linguistic and cognitive abilities, and socioeconomic factors to performance; and a funded project focusing on the development of assessment tools for Welsh bilinguals.

Dr. Gathercole has edited and served on the editorial board of several prestigious national and international journals: *International Journal of Bilingual Education and Bilingualism*; *First Language*; *Journal of Child Language*; *British Journal of Developmental Psychology*; and *Language Cognition*. She has edited three books: *Language transmission in bilingual families in Wales*; *Routes to language: Studies in honor of Melissa Bowerman*; and *Bilinguals and assessment: State of the art guide to issues and solutions from around the world* (in preparation). She has authored over 45 articles in reviewed journals; over 30 book chapters, and several articles in *Working Papers in Linguistics*. Also in preparation is a book, *The Development of Linguistic Constructs in Bilinguals*, co-authored with Enlli Mon Thomas and Nadine Laporte. She has been the invited/guest speaker at over 20 national and international conferences, as well as presented over 100 conference papers. Dr. Gathercole is the recipient of numerous fellowships, grants and honors, both nationally and internationally.

Yuk-Ching Tse-Dinh
Department of Chemistry and Biochemistry
College of Arts and Sciences

Yuk-Ching Tse-Dinh earned her Ph.D. from Harvard University. She has served as a research assistant at Brookhaven National Laboratory and Cornell University. After obtaining her Ph.D., she was a Principal Investigator at E.I. DuPont for six years before joining the faculty at New York Medical College where she rose through the ranks to become Professor of Biochemistry and Molecular Biology.

She has more than 80 publications in the area of DNA topoisomerases, beginning with her Ph.D. graduate studies at Harvard under the direction of James C. Wang, who discovered DNA topoisomerases. She has been serving on National Health Institute study sections for grant applications review since 1991.

Dr. Tse-Dinh has been funded by the National Institute of General Medical Sciences since 1990 to study the structure, mechanism and function of type 1A topoisomerases. This class of topoisomerases is essential for maintaining genomic stability in every organism. Stress response for survival also requires the action of DNA topoisomerases. In addition, she is currently funded by the National Institute of Allergy and Infectious Diseases to develop a research program that targets bacterial type 1A topoisomerases for discovery of novel antibiotics for treatment of multi-drug resistant bacterial pathogens. Her research spans the interface of biochemistry, microbiology, biophysics and structural biology. Her research interests include topoisomerase structure and mechanism, physiological functions of topoisomerases, topoisomerase as therapeutic targets, genomic stability, and stress response.

Dr. Tse-Dinh has been named founding director of the Institute of Biomolecular and Biomedical Sciences at FIU.

David Klock
Department of Finance and Real Estate
College of Business

David Klock earned his Ph.D. in Finance from the University of Illinois. He has served as a faculty member at Virginia Polytechnic Institute and State University, University of Florida, Texas Tech University, and the University of Central Florida (UCF). At UCF he was Professor and Chair of the Department of Finance. Since 2008 Dr. Klock has been a tenured professor and Dean of the School of Business at the University of Alabama at Birmingham. He also serves as the Wells Fargo Chair in Business Administration. Dr. Klock has authored four books and over 50 scholarly publications.

Between 1991 and 2004 he was President, then CEO and Chairman of CompBenefits Corporation of America. During his tenure as CEO and/or Chairman, CompBenefits grew from \$30 million in revenue to over \$360 million in revenue, while achieving industry-leading profit margins. Dr. Klock also served as non-management Chairman of CompBenefits from 2004 to 2006 – and subsequently as Chairman Emeritus – until the sale of the company to Fortune 100 member Humana, Inc. in 2007. From 2002 to 2005 he was a Board Member and the Chair of the Audit Committee for hospital operator Province Healthcare (PRV-NYSE), which was acquired by LifePoint Hospitals, Inc. (LPNT-NASDAQ) in early 2005 for \$1.7 billion. Dr. Klock also served Cheesecake Factory, Inc. (NASDAQ-CAKE) as a Member of the Board of Directors, a Member of the Audit Committee, and Chair of the Special Litigation Committee between 2005-2010. He is currently appointed to the Board of Directors of Mayer Electric Supply Company, Inc. in Birmingham, AL.

Dr. Klock will assume the responsibilities as Dean of FIU's College of Business and as Ryder Business Eminent Scholar Chair in Business Administration effective October 1, 2012.

Mido Chang
Department of Leadership and Professional Studies
College of Education

Mido Chang, Ph.D., has earned a B.A. in Home Economics Education and a M.H. in Child Development both from the Korea University Seoul, Korea; a M.Ed. in Teaching English as a Second Language from Rutgers, NJ State University; and a M.S. and Ph.D. both in Measurement, Evaluation, & Statistics from Teachers College, Columbia University. Her research goal is to offer sound policy suggestions by advancing theory and knowledge about the educational achievement of students. She has actively participated in several grant projects. One project on which she works as Co-PI, “Gateways to Algebraic Motivation, Engagement and Success (GAMES): Supporting and Assessing Fraction Proficiency with Game-Based, Mobile Applications and Devices” has been funded for \$1,992,180 from the Discovery Research K-12 Program of the National Science Foundation, and another project (as Co-PI), “Building Child and Family Policy Research Data Capacity for the Commonwealth of Virginia: An Integrated Model” has been funded with an amount of \$645,000 from the U.S. Department of Health and Human Services.

Dr. Chang has published thirty articles in peer-reviewed publications and twelve proceedings. Her research activities at Virginia Tech have been widely recognized by receiving several competitive research awards, including “*Excellence in Research and Creative Scholarship Award*,” “*Promising Scholar Award*,” “*XCaliber Award*,” and “*Scholar of the Week*.” She was recognized as an excellent teacher at Virginia Tech by receiving the award “*Certificate of Teaching Excellence*.” Dr. Chang has served on various committees as well as professional service for journals and funding agencies. She also served as a member of the College Diversity Committee at Virginia Tech which aligns closely with her research. She prepared a ten-year diversity report by obtaining student and faculty data and conducting a statistical analysis of changes that occurred over the prior ten years, and worked with other committee members to prepare the next ten-year diversity goals for the college. She regularly reviews manuscripts for six professional journals, prepares book reviews, and participates in review panels for grant proposals. For last three years, she has served on seven review panels for grants for the National Science Foundation, the US Department of Education, and the National Commission for Scientific and Technological Research of Chile.

**THE FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES**

September 11, 2012

**Subject: Proposed Amendment to the Bylaws of the Florida International University
Academic Health Center Health Care Network Faculty Group Practice, Inc.**

Proposed Board Action:

Approve the Bylaws of the Florida International University Academic Health Center Health Care Network Faculty Group Practice, Inc. (FIU-HCN), as amended and restated on July 26, 2012, and authorize FIU-HCN Management to take all actions necessary pertaining to these amended bylaws.

Background Information:

On July 26, 2012, the FIU-HCN approved amendments to their Bylaws. The Florida International University Board of Trustees (the BOT) must approve any amendments to the FIU-HCN Bylaws before their becoming effective.

Florida Board of Governors Regulation 9.017(2)(b), states in relevant part that each Faculty Practice Plan shall include and/or provide for Articles of Incorporation and Bylaws.

Article XII of the FIU-HCN Bylaws states: The Bylaws of the FIU-HCN shall be made, altered or rescinded by a two-thirds vote of all members of the FIU-HCN Board at any regular or at any special meeting called for that purpose; provided, however, that no bylaw may be adopted, amended or rescinded without the prior written approval of the President of FIU. All amendments to the Bylaws of the FIU-HCN must be approved by the BOT, upon recommendation of the President of FIU, prior to their effective date.

Supporting Documentation:

Summary of Proposed Amendment to Bylaws of the
FIU-HCN

Proposed FIU-HCN Bylaws as Amended and Restated
on the 26th day of July, 2012

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Summary of Proposed Amendment to Bylaws of the FIU Health Care Network

Article VII – Committees

Section 6 –Committees of the Board

6.1 The Finance and Audit Committee.

Proposed amendment to Article VII, Section 6.1:

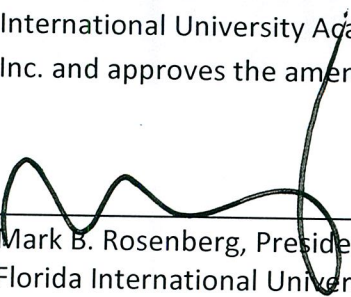
Change the term for members of the Finance and Audit Committee who do not serve in an *ex-officio* capacity from one year to three years.

Current Bylaws: The current term for those members of the Finance and Audit Committee **not** serving in an *ex-officio* capacity is one year. Such members may serve a maximum of two continuous years of service. Such members may not be reappointed until they have been off the Committee for at least one year.

Proposed Amendment: The Board of Directors wishes to amend Article VII, Section 6.1 of the Bylaws to establish a three year term for those members who are not serving in an *ex-officio* capacity with a maximum of six years of continuous years of service. The requirement that such members remain off the Committee for at least one year to be eligible for reappointment is unchanged.

Approval

President Mark B. Rosenberg has reviewed the amendments to the Bylaws of the Florida International University Academic Health Center Health Care Network Faculty Group Practice, Inc. and approves the amendments as indicated by his signature below.



Mark B. Rosenberg, President
Florida International University

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~~SECOND~~THIRD AMENDED AND RESTATED BYLAWS
of

The Florida International University Academic Health Center
Health Care Network Faculty Group Practice, Inc.
(A Non-Profit Corporation)

ARTICLE I
PURPOSE

General Purpose. The Florida International University Academic Health Center Health Care Network Faculty Group Practice, Inc. (FIU-HCN) shall exist exclusively to support the mission of the Florida International University (FIU) and to improve and support health education at the Florida International University in the Herbert Wertheim College of Medicine (HWCOC), the Robert Stempel College of Public Health and Social Work (RSCPHSW), the College of Nursing and Health Sciences (CNHS), and departments in the College of Arts and Sciences (CAS) with clinical activities. It is organized as a not-for-profit corporation under Chapter 617, Florida Statutes.

ARTICLE II
FISCAL YEAR

The fiscal year of the FIU-HCN shall begin on the first day of July and end on the last day of June in each year.

ARTICLE III
MEMBERS

The membership of the FIU-HCN shall consist of all clinical faculty members of the HWCOC who are actively involved in the clinical practice of medicine and faculty in RSCPHSW, CNHS, and CAS who engage in clinical activities as a part of their teaching assignment at FIU. Voluntary or adjunct

faculty members are not eligible to be Members of the FIU-HCN. When any member ceases to be employed by FIU, his/her membership in the FIU-HCN shall be deemed automatically terminated.

ARTICLE IV BOARD OF DIRECTORS

Section 1. Powers and Duties of the Board of Directors. Except as otherwise provided in the Articles of Incorporation and these Bylaws, the direction and management of the affairs of the FIU-HCN and the control and disposition of its assets shall be vested in the Board of Directors (“Board”) which shall be comprised of up to fifteen (15) directors.

The Board shall have the power to hold and to invest and reinvest any monies it receives and to hold any property, to sell or exchange the same, and to invest and reinvest the proceeds of any sale or other conversion of any such property, for the purpose of earning income, which income less operating expenses of the FIU-HCN shall be used to improve and support the HWCOC and clinical activities of FIU faculty in the RSCPHSW, CNHS, and CAS in accordance with the FIU-HCN purpose, applicable State of Florida and federal laws, and the policies of the University and its Board of Trustees. In exercising these powers and performing their duties, the Board of Directors shall have the powers, duties, and responsibilities vested in the directors of Florida not for profit corporations and those set forth in Florida Board of Governors Regulation 9.017 as may be amended from time to time. No part of the net earnings of the Corporation shall inure to the benefit of any member, director, or officer of the FIU-HCN, or to any other private individual.

Without limiting the foregoing, the FIU-HCN shall have the power and authority to:

- a) borrow money by issuing long or short-term notes, bonds, or debentures;
- b) pledge, mortgage, or otherwise encumber its assets within the discretion of the Board and the policies of the University and its Board of Trustees;
and
- c) approve the budget of the FIU-HCN prior to the beginning of each fiscal year;

Section 2. Membership. The members of the Board shall be:

- (a) a designee of the FIU Board of Trustees who shall also serve as a designee of the President.
- (b) the Dean of the HWCOM / Senior Vice President for Medical Affairs;
- (c) the Dean of the CNHS;
- (d) the Dean of the RSCPHSW;
- (e) a clinical faculty member of the College of Arts and Sciences designated by the Dean of the College of Arts and Sciences.
- (f) the Executive Associate Dean of Clinical Affairs of the HWCOM.
- (g) the Provost of FIU or his/her Designee.
- (h) the Chief Financial Officer of FIU or his/her Designee.
- (i) one (1) HWCOM Non-Chair clinical faculty member selected by the HWCOM clinical faculty.
- (j) one (1) FIU-HWCOM Chair faculty member selected by the FIU-HWCOM clinical chairs.
- (k) no more than five (5) additional members as follows:
Four (4) members who shall not be employees of FIU and who are nominated either by the Committee on Nominations or any member of the Board and elected by a majority vote of the

Board (hereinafter “Community Member”). One (1) of the Community Members elected to the Board of Directors must have the financial skills to be designated as the Financial Expert pursuant to the criteria of Sarbanes-Oxley (the “Financial Expert”). The Community Member designated as the Financial Expert shall serve as a member of the Finance and Audit Committee. One additional at large member Board member elected by the Board of Directors who may be a Community Member.

Section 3. Term of Office. The Dean of the HWCOM / Senior Vice President for Medical Affairs, the Dean of the CNHS; the Dean of the RSCPHSW; the CAS clinical faculty member designated by the Dean of the CAS; the Executive Associate Dean of Clinical Affairs of HWCOM; the Provost of FIU or Designee; and the Chief Financial Officer of FIU or Designee shall each serve as a director of the FIU-HCN for such time as each continues to serve *ex-officio* in their respective positions. Should the Provost or the Chief Financial Officer choose Designees to serve as Board members, then those Designees shall serve as Board members for as long as the Provost or the Chief Financial Officer shall determine. For members elected by the Board the term of office will be three (3) years. The initial terms will be staggered with the faculty representative serving one (1) year, the chair representative serving two (2) years and the three (3) Community Members serving staggered terms. One (1) member will serve a term of two (2) years and two (2) members will serve a term of three (3) years.

Section 4. Election. Any elected director whose term of office shall have expired may be elected to another term for a maximum of two (2) consecutive terms. Nothing in the Bylaws or the Articles of Incorporation shall prohibit any elected Board member from being re-elected after two (2) terms so long as such

Board member does not serve on the Board for at least one (1) year between terms.

The Board member representing the HWCOT clinical chairs shall be selected by the HWCOT clinical chairs. The nominee representing the HWCOT clinical faculty shall be selected by the HWCOT clinical faculty.

Section 5. Resignation. A director not serving *ex-officio* may resign at any time upon written notice to the President or Secretary/Treasurer of the FIU-HCN. Unless otherwise specified in the notice, the resignation shall take effect upon receipt. Resignation from the Board will automatically result in resignation from any Board office. The acceptance of a resignation shall not be necessary to make it effective.

Section 6. Vacancy and Removal. A vacancy shall exist on the Board upon the death, resignation, or removal of a director, upon the disability of a director that renders him or her permanently incapacitated or unable to serve, or when a director is no longer qualified to serve as a director. A Community Member director may be removed from the Board by the affirmative vote of a majority of the remaining directors at a properly called meeting of the Board. Whenever any vacancy occurs in the Board, it shall be filled without undue delay. A vacancy of a Community Member director shall be filled by a majority vote of the remaining members of the Board at a special meeting, which shall be called for that purpose. The person so chosen shall hold office for the duration of the previous director's term.

ARTICLE V OFFICERS OF THE BOARD

Section 1. Number and Method of Election. The Officers of the Board shall be President, Vice President, and Secretary/Treasurer. The President shall be the Senior Vice President of Medical Affairs of FIU. The Vice President and Secretary/Treasurer will be elected by the Board. Election will require a majority

vote of the Board. An elected officer shall serve a term of one year. Officers are eligible for election for consecutive terms.

Section 2. Duties of Officers. The duties and powers of the officers of the FIU-HCN shall be as follows:

Dean / Senior Vice President for Medical Affairs. The Dean / Senior Vice President for Medical Affairs of the HWCOM shall serve as President. The President shall preside at the meetings of the Board, and shall be an *ex officio* member of all committees, with no voting power. He/she shall also, at the annual meeting of the FIU-HCN and such other times as he/she deems proper, communicate to the FIU-HCN or to the Board such matters and make such suggestions as may in his/her opinion tend to promote the prosperity and welfare and increase the usefulness of the FIU-HCN and shall perform such other duties as are necessarily incident to the office of the President. The President shall sign all certificates, bonds, deeds, mortgages, leases, and contracts of the FIU-HCN as approved by the Board. The President shall perform all duties, as the Board shall designate. The President of the FIU-HCN may delegate certain duties with the Board's approval.

Vice President. In case of the death or absence of the President, or of his/her inability from any cause to act, the Vice President shall perform the duties of the President.

Secretary/Treasurer. It shall be the duty of the Secretary/Treasurer to give notice of and attend all meetings of the FIU-HCN and all committees and keep a record of their doings; to conduct all correspondence and to carry into execution all orders, votes, and resolutions not otherwise committed; to keep a list of the members of the FIU-HCN; to notify the officers and members of the FIU-HCN of their election; to notify members of the FIU-HCN of their appointment on committees; to furnish the chairman of each committee with the results of the vote

under which the committee is appointed, and at his/her request give notice of the meetings of the committee; and generally to devote his/her best efforts to forwarding the business and advancing the interests of the FIU-HCN. The Secretary/Treasurer shall have the care and custody of the money, funds, valuable paper and documents of the FIU-HCN. The Secretary/Treasurer shall keep accurate books of accounts of the FIU-HCN's transactions, which shall be the property of the FIU-HCN, and shall render financial reports and statements of condition of the FIU-HCN when so requested by the Board or President. In case of absence or disability of the Secretary/Treasurer, the Board shall appoint a Secretary/Treasurer pro tem. The Secretary/Treasurer shall be the keeper of the corporate seal.

Section 3. Bond of Secretary/Treasurer. The Secretary/Treasurer shall give to the FIU-HCN such security for the faithful discharge of his/her duties as the Board may direct.

Section 4. Vacancies. All vacancies in any office shall be filled by the Board without undue delay, at any regular meeting, or at a meeting specially called for that purpose.

Section 5. Compensation of Officers. The officers shall receive such salary or compensation as the Board may determine, pursuant to the policies and regulations of the University and its Board of Trustees and applicable State of Florida and federal law.

ARTICLE VI

POWERS OF THE UNIVERSITY'S PRESIDENT

The President of FIU or designee shall have the following powers and duties: (1) monitor and control the use of university resources by the FIU-HCN; (2) control the use of the university name by the FIU-HCN; (3) monitor compliance of

the FIU-HCN with state and federal laws and regulations; (4) Recommend to the Board of Trustees an annual budget; (5) approve salary supplements and other compensation or benefits paid to university faculty and staff from the FIU-HCN assets, consistent with Board of Trustees' policies; (6) ensure that the FIU-HCN enacts a policy on ethics and conflicts of interest; and (7) ratify all nominees to the Board and all appointments to Board Committees.

ARTICLE VII COMMITTEES

Section 1. Designation and Appointment of Committees. Committees of the Board shall either be Standing Committees, as designated by these Bylaws, or Special Committees, as established by the President of the FIU-HCN Board. Standing Committees or Special Committees shall have the power to establish Sub-Committees. The President of the FIU-HCN Board shall appoint the members of all committees and designate their chairpersons, except as otherwise specified by these Bylaws. A majority of the members of Standing committees, Special Committees and of any sub-committees must be Directors. All members of the committees shall have voting rights. The actions of any committee shall be subject to review and approval by the Board at its next meeting, except when the power to act is specifically granted to a committee by these Bylaws or by action of the Directors. Each committee shall keep approved minutes and submit them to the Directors for review.

Section 2. Standing Committees. At the first meeting of the Board after its election, or as soon thereafter as practicable, the President of the FIU-HCN Board shall appoint such committees as he/she may deem necessary and advisable to assist in the conduct of the FIU-HCN's affairs.

There shall be two (2) standing committees of the Board: the Finance and

Audit Committee and the Committee on Nominations.

Section 3. Special Committees. The President of the FIU-HCN Board may, at any time, appoint other committees to deal with specific issues, for which there is no Standing Committee. Special Committees shall be discharged by the President upon completion of the task for which they are established.

Section 4. Committee Quorum. A majority of any committee of the FIU-HCN shall constitute a quorum for the transaction of business, unless any such committee shall, by a majority of its entire membership, decide otherwise.

Section 5. Committee Vacancies. The authority, which originally appointed a committee, shall have the power to fill any vacancy on the committee.

Section 6. Committees of the Board

6.1 The Finance and Audit Committee. The Finance and Audit Committee shall have at least five (5) members. The President of the FIU-HCN Board shall ~~annually~~ appoint to the Finance and Audit Committee the following:

- a) one (1) member who is a Community Member serving on the Board as a Financial Expert;
- b) two (2) additional Community Members; and
- c) no more than two (2) additional committee members.

In addition, the following Board members shall serve *ex-officio*:

- a) the Chief Financial Officer of FIU or his or her designee; and
- b) the Secretary-Treasurer of the Board if not appointed as one of the members listed above.

Members who do not serve *ex officio* may be appointed for two (2) successive ~~three (3) year~~ terms and reappointed after two (2) terms so long as such Committee member does not serve on the Committee for at least one (1) year between terms.

An audit shall be conducted annually by outside public accountants

and presented to the Finance and Audit Committee, which shall in turn present the report of audit, including the scope of the examination, to the members of the FIU-HCN at their next meeting with such recommendations as the Finance and Audit Committee shall deem appropriate. Thereafter, the annual audit report shall be submitted by the University President to the Board of Trustees for review no later than the end of the fourth month following the close of the organization's fiscal year. It shall address and oversee financial and administrative policy matters for the FIU-HCN.

The Committee shall, subject to overall guidance by the Board, establish the fees and/or methodology to establish fees for clinical services provided by clinical faculty members supported by the FIU-HCN and for facility fees. It shall, subject to guidance from the Board, establish a billing and collection policy. The Finance and Audit Committee shall be responsible for the periodic review of the FIU-HCN's financial performance, and provide advice and recommendations to the Board on financial matters. The Finance and Audit Committee shall approve the FIU-HCN's annual budget and thereafter periodically review actual performance against the budget. The budget shall be reviewed and recommended to the Board before the beginning of the FIU-HCN's fiscal year. Each year the budget shall be approved by the Board and recommended by the University President to the Board of Trustees no later than sixty (60) days following the beginning of the FIU-HCN's fiscal year. The Board of Trustees must approve the FIU-HCN's budget before it can be enacted.

The Executive Associate Dean for Finance shall be an ex officio non-voting member of the Finance Committee. The Committee shall keep a record of its proceedings and may appoint the Secretary/Treasurer for that purpose.

6.2 Committee on Nominations. Prior to the Annual Meeting, the President of the FIU-HCN shall appoint a Committee of Nominations of at least three (3) and no more than five (5) members whose duty it shall be to nominate candidates to fill vacancies in the Community Board Member positions. The President of the FIU-HCN Board shall name the Chair of the Committee who shall be a Board member.

Section 7. Composition of Committees. Individuals other than Directors shall be eligible to serve on committees. However, the Chairperson of the Committees shall be a Director.

ARTICLE VIII MEETINGS OF THE FIU-HCN

Section 1. Annual Meeting of the FIU-HCN. There shall be an annual meeting for receiving the annual reports of officers, directors and committees, and the transaction of other business. Notice of the meeting, signed by the Secretary/Treasurer, shall be mailed by U.S. Mail or delivered electronically, except as herein or by statute otherwise provided, to the last recorded physical or electronic address of each member at least ten (10) days and not more than fifty (50) days before the time appointed for the meeting. All notices of meetings shall set forth the place, date, time and purpose of the meeting.

Section 2. Regular Meetings. Regular meetings of the Board shall be held no less often than quarterly. Notice of the meeting, signed by the Secretary/Treasurer, shall be mailed by U.S. Mail or delivered electronically, except as herein or by statute otherwise provided, to the last recorded physical or

electronic address of each member at least ten (10) days and not more than fifty (50) days before the time appointed for the meeting. The purpose of regular meetings shall be for the transaction of such business as may lawfully come before each meeting. The Secretary/Treasurer of the FIU-HCN shall provide the directors with a schedule of the regular meetings.

Section 3. Special Meetings. The President of FIU-HCN, the President of FIU or any two (2) Board members may call special meetings of the Board. No business other than that specified in the notice of meeting shall be transacted at any special meeting of the Board.

Section 4. Telephone Meetings. The Board and Committee meetings may be conducted by telephone conference or similar communications facilities if the President or the Chairperson of the Committee determines it is appropriate and if all persons participating in such meetings are able to hear each other as if the meeting were held in person.

Section 5. Waiver. A Member, Officer or Director may not waive any notice required to be given by law or under these Bylaws.

Section 6. Quorum. The presence in person, or telephonically, if Chairperson has permitted participation by telephone, of a majority of the Directors of the FIU-HCN entitled to vote shall be necessary to constitute a quorum for the transaction of business.

Section 7. Voting. If the manner of deciding any question has not otherwise been prescribed, it shall be decided by a majority of the votes cast at a meeting at which a quorum is present.

Section 8. Action by Written Consent. All actions required or permitted to be taken by the Board must be taken at a meeting of the Board or of any committee designated by the Board.

Section 9. Order of Business. Roberts Rules or Order will be followed at all

the meetings of the FIU-HCN and the Board.

The Chair without debate shall decide any question as to priority of business.

This order of business may be altered or suspended at any meeting by a majority vote of the members present.

Section 10. Agenda and Minutes. A written agenda of the matters to be considered at a Board or committee meeting shall be delivered to members thereof prior to such meeting.

Written minutes of the proceedings of the Board and committees shall be maintained and all actions taken at Board and committee meetings shall be properly recorded in the minutes.

ARTICLE IX ADMINISTRATION POLICIES

Section 1. Chief Executive Officer. The Board shall appoint a Chief Executive Officer (“CEO”) of the FIU-HCN. The appointment is subject to the approval of the Dean of the HWCOR / Senior Vice President for Medical Affairs. As CEO, he/she shall oversee all day-to-day affairs of the FIU-HCN.

Section 2. Affairs and Operations. Notwithstanding any other provision of these Bylaws to the contrary, the affairs and operations of the FIU-HCN shall be conducted in strict compliance with the policy and regulations of the Florida Board of Governors and the University concerning the faculty practice plan for the HWCOR, approved at the January 24, 2008, meeting, as it may hereafter be amended. Any employee of the State of Florida who is assigned to work on FIU-HCN matters shall provide services on behalf of the FIU clinical faculty practices and will not be considered an employee of the FIU-HCN.

Section 3. Financial Audits and Reports. All financial records of the FIU-HCN shall be available to the appropriate personnel of the University from time to

time as determined by the Dean of the HWCOT / Senior Vice President for Medical Affairs. The Board shall engage an independent certified public accountant (CPA) to perform an annual audit of the organization's financial statements, with the objective being to render an opinion on the financial statements. The cost of the audit shall be borne by the FIU-HCN as an operating expense. Copies of each annual audited financial report shall be promptly provided to the President of the University and the Dean of the HWCOT / Senior Vice President for Medical Affairs for their review.

Section 4. Distribution of Net Receipts. The accumulation, expenditure and distribution of all funds of FIU-HCN shall be exclusively for the improvement and support of medical education at colleges and departments generating the income and shall be made only after approval by the Dean of HWCOT / Senior Vice President for Medical Affairs or his/her designee.

ARTICLE X SEAL

The seal of the FIU-HCN shall be as more particularly shown in the following impression.

ARTICLE XI COMMITMENT TO COMPLIANCE

The FIU-HCN is a tax-exempt organization dedicated to providing high quality clinical services to the South Florida community. The FIU-HCN is committed to meeting the highest ethical standards in all of its operations and clinical services. It is committed to compliance with the laws, rules and regulations that govern its operations and committed to establishing a compliance

program that will provide the FIU-HCN employees with tools to understand and comply with such laws.

ARTICLE XII AMENDMENTS

The Bylaws of the FIU-HCN shall be made, altered or rescinded by a two-thirds vote of all members of the Board at any regular or at any special meeting called for that purpose; provided, however, that no bylaw may be adopted, amended or rescinded without the prior written approval of the President of FIU. All amendments to the Bylaws of the FIU-HCN must be approved by the Board of Trustees of FIU, upon recommendation of the President of FIU prior to their effective date.

ARTICLE XIII INDEMNIFICATION

The indemnification of any director, officer or employee of the FIU-HCN shall be as provided by law.

ARTICLE XIV DISSOLUTION

In the event that the FIU-HCN shall dissolve or otherwise terminate its corporate existence, subject to the provisions of Chapter 617, Florida Statutes, the FIU-HCN shall distribute all its existing assets as provided in the Articles of Incorporation in compliance with applicable State of Florida and federal law.

Presidential Approval	<u>July 20, 2012</u>
Board of Directors Approval	<u>July __, 2012</u>
FIU Board of Trustees Approval	<u>September __, 2012</u>

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**THE FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES**

September 11, 2012

Subject: Honorary Degree Nomination

Proposed Board Action:

Endorse His Majesty Don Juan Carlos I de Borbon of Spain as a recipient of a doctoral degree *honoris causa* from Florida International University.

Background Information:

The nomination was recommended by the Faculty Senate on Tuesday, June 12, 2012.

The nominee was approved by the University President and Provost to receive an honorary degree at Commencement.

Florida Board of Governors Regulation 3.004, Honorary Degrees, provides that each university board of trustees shall establish policies and procedures for recommending candidates for honorary degrees.

Supporting Documentation:

Nomination Letter for His Majesty Don Juan Carlos I de Borbon of Spain

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March 27, 2012

Dear Honorary Degree and Awards Committee,

It is my privilege and humbling honor to nominate His Majesty Don Juan Carlos I de Borbon of Spain for the honorary degree "Doctor Honoris Causa" at Florida International University. My career as an historian of modern Spain makes me particularly enthusiastic in putting forward this proposal since I have studied closely for the last twenty five years the lives of the peoples of Spain and witnessed in my lifetime, as a Spaniard myself, how His Majesty has been most instrumental in securing the successful transition to democracy after the long dictatorship of General Francisco Franco (1939-1975).

As a living historical figure in the recent past of Spain, King Juan Carlos I occupies the throne of one of the oldest monarchies in Europe. HM the king has earned the admiration of Spaniards and the world for his steadfast and gracious ruling of a country still trying to find reconciliation over the bloody civil war that ushered in forty years of dictatorship.

HM the king was born on 5 January 1938 in Rome where the Royal Family had exiled when the Republic was proclaimed in 1931. His parents were Don Juan de Borbon y Battenberg, Count of Barcelona and Head of the Spanish Royal Household, and Maria de las Mercedes de Borbon y Orleans. Don Juan Carlos did not enjoy a typical childhood, being educated for his role as a future monarch under the watchful eye of the dictator Francisco Franco and the regime's apparatus since the age of ten when he moved by himself to Spain.

The education of the prince consisted of a rigorous course of study at the Military Academies and Colleges of the Army, the Navy, and the Air Force to become commander in Chief of the three branches of the Armed Forces; a most crucial role he would put to the test when he stopped a coup in 1981. He completed his higher education in the early sixties at the Complutense University, Madrid (the largest urban, research, public university in the country) where he studied constitutional and international law, economics and taxation. In 1962, he married HRH Princess Sofia of Greece, the eldest daughter of King Paul I and Queen Federica. Their first daughter, HRH the Infanta Elena, was born in 1963, followed two years later by HRH the Infanta Cristina and in 1968 by HRH Prince Felipe.

On 22 November 1975 HM the King addressed the nation for the first time as new Head of the State. In the Spanish Parliament, and televised to an expectant people, the Monarch declared the basic ideals of his reign to be the restoration of democracy, and to become "the King of all Spaniards, without exception." The Transition to Democracy was thus inaugurated with Don Juan Carlos at the country's helm. Under the guidance of a new Government led by Adolfo Suarez, a series of laws paved the way starting with the 1976 Law for Political Reform. In June 1977 the first democratic elections since 1936 were held. The resulting Constituent Assembly drew up a new Constitution. Approved by referendum on 6 December 1978 the new Constitution received the royal sanction in a solemn session of the Parliament on 27 December of the same year. Article 1.3. of the Spanish Constitution of 1978 declares that "...the political form of the Spanish State is that of a Parliamentary Monarchy." In his message to Parliament, King Juan Carlos firmly proclaimed his intention to obey and serve the new Constitution. In fact it was King Juan Carlos I who saved the Constitution and democracy during the night of 23 February 1981 when the Parliament was held hostage in an attempted coup. This courageous defense of liberty and constitutional law on the part of His Majesty Don Juan Carlos affirmed him as "King of All Spaniards."

As an international leader HM the King has promoted a new style in relations with Latin America, emphasizing the identity of an ancestral cultural community based on a common language; stressing the need to generate joint ventures and suitable cooperation. This is the motivation behind the Ibero-American Summit Conferences, the first held in Guadalajara in Mexico in 1991. HM the King, accompanied by Queen Sofia, attended the 21st Ibero-American Summit celebrated in Paraguay in 2011.

King Juan Carlos has been as well committed to maintaining Spain's European vocation throughout its history, and under his reign Spain joined the European Community in 1986. The king has been a staunch supporter of closer ties between the European Union and Latin America through Spain's important role as an intermediary—a message stressed by the King in many of his speeches.

HM the king's international profile and his role in the restoration of democracy in Spain have been acknowledged through many International Awards including the Simon Bolivar Award (1983), the UNESCO Peace Award (1995), the "JEAN MONNET Award" (1996) and the PREMIO "ESTADISTA MUNDIAL" (New York, 1997)

King Juan Carlos pays close attention to intellectual, artistic and technological developments. HM the king maintains close ties with cultural circles and especially with universities and is Patron of the Royal Academies of History and Languages. Promoting the Spanish heritage and enhancing the intellectual and scientific development of Spanish-speaking communities around the world are subjects of special significance to him. As a Patron of the Cervantes Institute, which promotes the dissemination of the Spanish language throughout the world, he presents the Cervantes Award each year to the best writers in the Spanish language.

He has been conferred some 30 honorary doctorates from prestigious Spanish and foreign universities. Six United States Universities have awarded HM the King Honorary Doctorates including: Harvard, Georgetown, Tufts, Yeshiva University in New York and NYU. Florida International University would be the first preeminently Hispanic serving public university to award an Honoris Causa doctorate to His Majesty King Juan Carlos.

There are several reasons to award this distinction to King Juan Carlos in the next year.

- Conferring an Honorary degree to King Juan Carlos will increase the strength, visibility, and significance of FIU as an institution that honors the Spanish culture and heritage in Florida, the US, and the entire Western Hemisphere.
- It would be a fitting recognition of Spain's broad influence on the growth of the US and its ongoing cultural stamp through the various Latin American and Caribbean immigrant groups who trace linguistic and cultural roots to Spain.
- The 500th Anniversary of Spain's presence in Florida will be celebrated in the year 2013. Florida is the fourth most populace state in the US and features its most diverse Hispanic population. Miami's physical, cultural, and political proximity to Latin America and the Caribbean—the "other" Mediterranean Sea—makes it the ideal location for this Royal Academic enterprise.
- Honoring His Majesty the king will add FIU to the other prestigious US Universities that have done so until now.

It is for all these reasons that I am submitting this letter of nomination for an honorary Doctor Honoris Causa award for His Majesty King Juan Carlos I of Spain to be conferred during the 2013 final celebrations of the 500th Anniversary of Spain's presence in Florida. This nomination is the culmination of a larger effort between Florida International University School of International and Public Affairs and the Spanish Consulate in Miami to create closer intellectual and cultural ties between the Spanish government and FIU. It is hoped that with the support of H.M. the king, FIU will advance the study of Spanish culture and heritage in the Americas.

Respectfully yours,



Aurora G. Morcillo, Ph.D.
Professor of History
Tel. (305) 348 3768
Morcillo@fiu.edu

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THE FLORIDA INTERNATIONAL UNIVERSITY BOARD OF TRUSTEES

September 11, 2012

SUBJECT: President's Management Review, 2011-2012

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 2011-2012 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:

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.

For this year, the BOT has elected to evaluate the President's performance as a Full Board in lieu of having the evaluation performed by the BOT's Personnel Committee. The President has agreed to this modification in the evaluation process for the current year.

Supporting Documentation: President's Management Report, Academic Year 2011-2012
University and President Performance Goal and Results 2011-2012 Academic Year, *Self Evaluation Scorecard*
Executive Performance Ratings

Facilitator/Presenter: Michael M. Adler, *Personnel Committee Chair*

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The Florida International University

Board of Trustees

September 11, 2012
President's Management Report, Academic Year 2011-2012

Executive Summary

I am pleased to provide the President's Management Report for the 2011-12 academic year. This report reflects another year of tremendous university successes on many fronts for our FIU. I am proud of our faculty, professional staff, and leadership team who are responsible for the remarkable achievements delineated here. This executive summary focuses our collective achievements into the three major categories listed below.

- **Financial Base and Infrastructure:** We achieved our fundraising goals despite the weak economic climate. It is another indication that our internal and external partners and friends are committed to our success. Our state legislators and local officials remain dedicated as we received the total requested incremental recurring funds of \$1 million for the Herbert Wertheim College of Medicine (HWCOM). The HWCOM expects to receive full LCME accreditation in 2013. We reached \$100.3M of our targeted research funding goal of \$111M. Despite falling short of our research goal, this can be considered a success because federal awards have significantly decreased throughout the country and other State University System institutions experienced significant reductions in research funding. FIU fared better than other institutions in part because of the 106 percent increase in applications.

Executive Summary

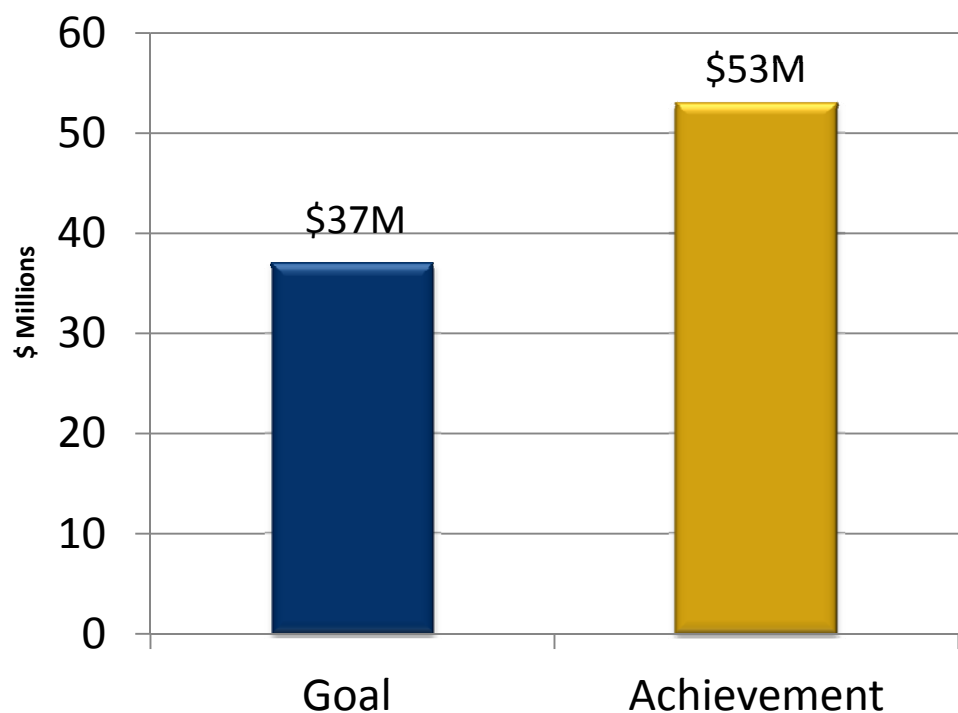
- **Student Success:** At FIU, every student counts! The University continues to make investments to improve our student graduation rates. Some of these strategies include the hiring of new faculty and advisors as well as the increased efforts to encourage students to declare their majors earlier. Additionally, we invested in the retention of our outstanding faculty and talented staff to help ensure that not only our students succeed but that all areas of the University are Worlds Ahead. As reflected in our student retention goals, we have been trending downward over the past couple of years. Further analyses are being conducted in order to determine the cause and identify appropriate strategies to improve student retention in the early years by helping students remain academically focused and successful.

Executive Summary

- **Engaged University:** FIU continues to have a positive impact on the south Florida landscape – both through civic engagement activities and as a vital economic engine. Our partnership with Miami-Dade County Public Schools (MDCPS) has yielded great transformation in Miami Northwestern Senior High School and contributed significantly to their transition from a “D” rated school in 2010 to a “B” rated school in 2011. Additionally, we provided workshops for 400 MDCPS teachers and graduated 29 principals from the Principals Leadership Development Program. The University also continues to have an impact on the global front as we have expanded academic programming in China. We are proud to report that we’ve filled 461 administrative and staff positions and hired 64 new faculty. We did so amidst a challenging economic climate where most south Florida employers were downsizing and freezing hiring opportunities.

Revitalize and Expand FIU's Infrastructure and Financial Base

Reach Fundraising target of \$37 million, excluding state matching funds, an increase of approximately 6 percent



Achievements:

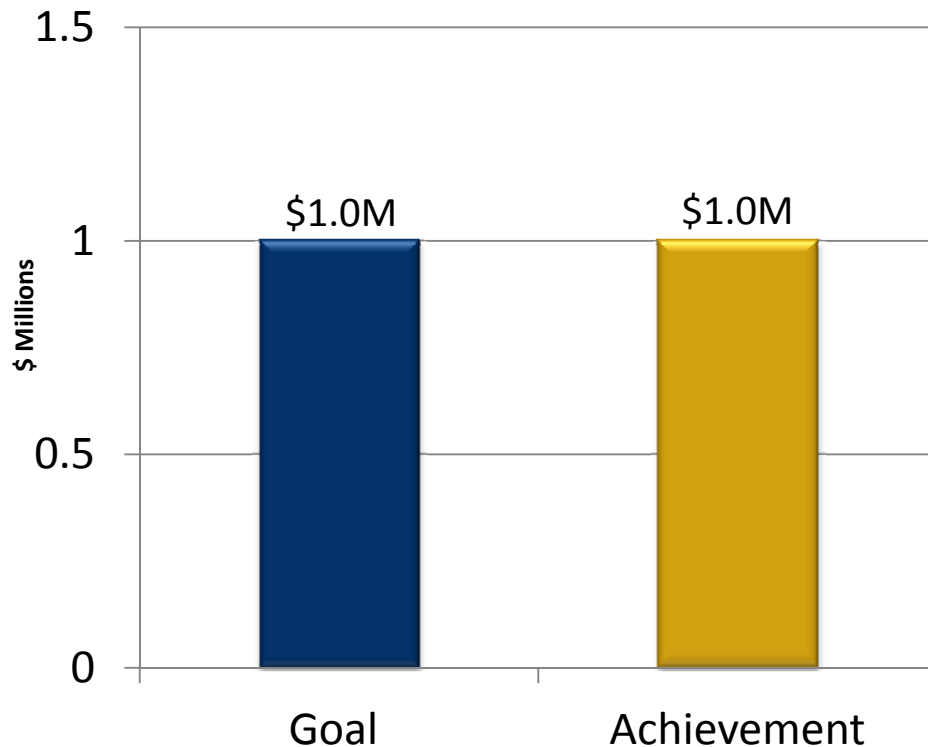
- ✓ Florida International University Foundation raised \$53 million, which is 143 percent of intended goal of \$37 million
- ✓ University gifts include:
 - Cash - \$ 6,022,444
 - Pledges - \$ 13,958,365
 - Planned Gifts - \$ 10,426,353
 - Gifts-in-kind - \$ 22,653,233
- ✓ The gifts and pledges received this fiscal year are in support of the University's educational mission
- ✓ Major gifts over \$1 million include:
 - Jewish Museum of Florida-FIU (\$21M)
 - First Generation Scholarship Fund (\$3.2M)
 - Florida Keys Marine Education & Research Center (\$2.75M)
 - Tibor Hollo Research Fellows in Real Estate (\$2.5M)

Revitalize and Expand FIU's Infrastructure and Financial Base

Obtain \$1.0 million in state funding for the Herbert Wertheim College of Medicine for FY 2012-13

Achievements:

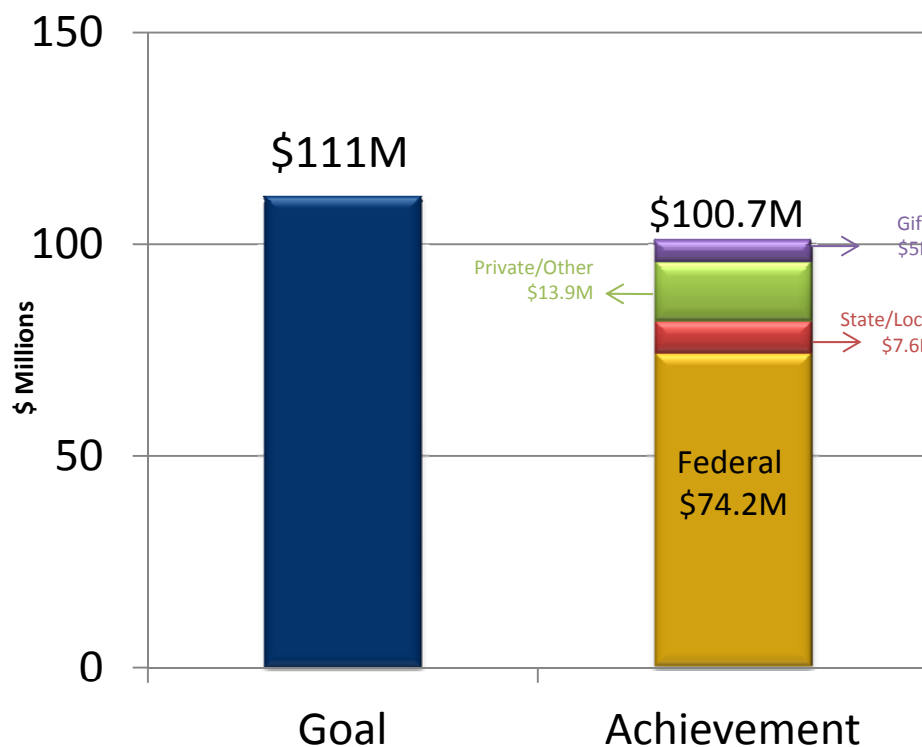
- ✓ Florida International University successfully obtained \$1 million in recurring state funds for the continued implementation of the Herbert Wertheim College of Medicine (HWCOM)
- ✓ The additional \$1 million in recurring state funding takes the total HWCOM Education and General operating budget (state appropriations and tuition) to \$36.4 million to support approximately 287 medical students for Fall 2012



Revitalize and Expand FIU's Infrastructure and Financial Base

Increase total federal, state and other grant awards from \$105 million, to \$111 million

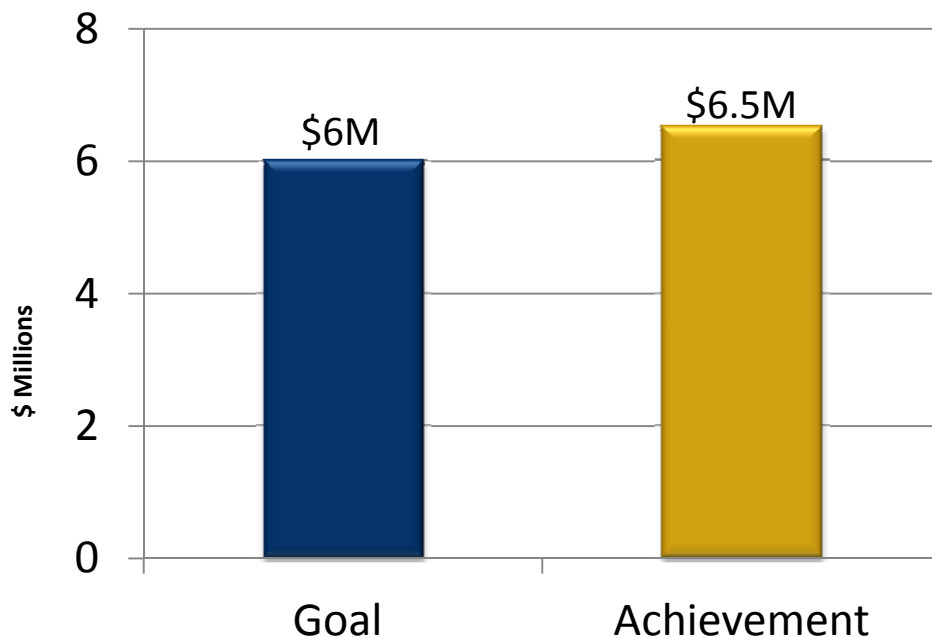
Highlights:



- ✓ Total applications increased by 10.6 percent to 764
- ✓ Total awards decreased by 3.6 percent to \$100.7 million
- ✓ Achieved 90.7 percent of this year's \$111 million goal
- ✓ Gift awards were \$5M
- ✓ Private and Other awards increased by 17 percent to \$13.9 million
- ✓ Federal, State, and Local awards decreased by 12 percent to \$81.8 million

Revitalize and Expand FIU's Infrastructure and Financial Base

Increase business services auxiliary revenue by at least 10 percent, from \$5.2 million to \$6 million by increasing sales revenue in retail operations



Achievements:

- ✓ Revenue increased to \$6.5M from retail operations, a 12.8 percent increase over prior year
- ✓ Remodeled and expanded Barnes & Noble at the Biscayne Bay Campus to include an expanded convenience store area, merchandising displays and new Pantherization inside and out
- ✓ Added four new food venues and renovated or expanded an additional five food venues
- ✓ Secured a new contract for office supplies, lowering prices and extending 10 percent discount at retail stores to faculty, staff, students and alumni

Revitalize and Expand FIU's Infrastructure and Financial Base

Strengthen processes to recruit and retain world class faculty and outstanding staff:

- ✓ Implementation of best-in-class recruitment and retention
- ✓ Establish faculty mentoring program

Achievements:

RECRUITMENT:

- ✓ Implemented new PeopleSoft HR System to automate and streamline recruitment processes
- ✓ Strengthened recruitment infrastructure by hiring Assistant Director of Recruitment Services and one additional Senior Recruiter
- ✓ Enhanced Search and Screen process for administrative positions by utilizing recruitment plans and dedicated recruiters to guide the process
- ✓ Filled 461 administrative and staff positions

Revitalize and Expand FIU's Infrastructure and Financial Base

Strengthen processes to recruit and retain world class faculty and outstanding staff:

- ✓ Implementation of best-in-class recruitment and retention
- ✓ Establish faculty mentoring program

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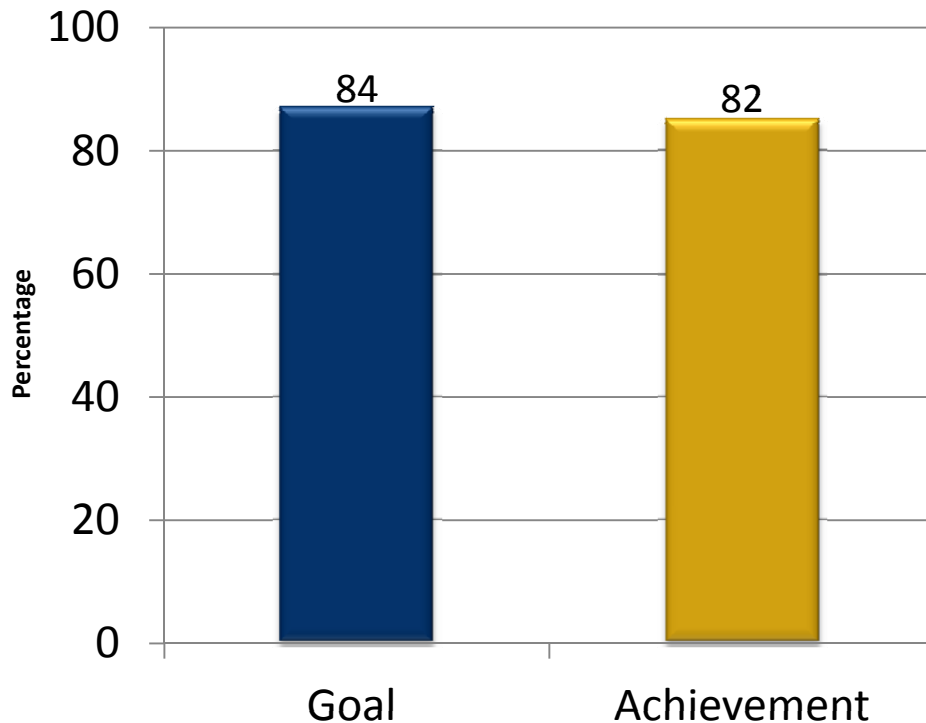
RETENTION:

- ✓ Implemented FIU Leadership Development Institute to strengthen the skills of our leadership teams
- ✓ 1,200 faculty and staff attended FIU-sponsored professional development seminars
- ✓ Efforts to grow our own workforce led to 46 percent of 461 total staff positions being filled by internal promotions and transfers
- ✓ Invested \$5.2M in the retention of 170 outstanding faculty and 442 high-performing administrative and staff employees
- ✓ All colleges/schools have faculty mentoring programs with over 200 faculty participating



Achieve Enhanced Student Learning and Academic Excellence

Improve student retention by 1 percent for first to second year from 83 percent to 84 percent

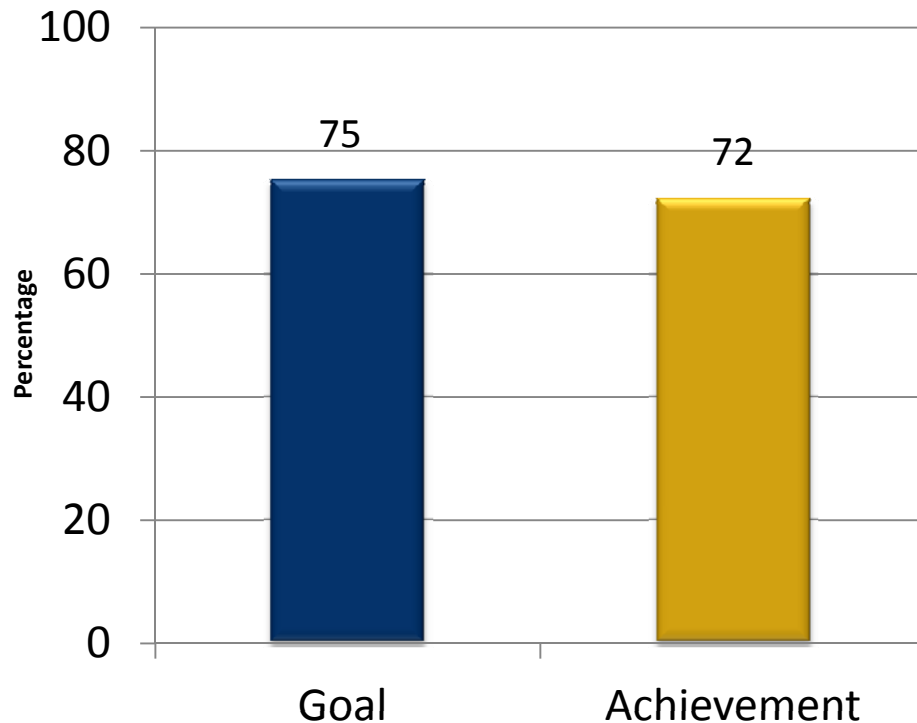


Highlights:

- ✓ The number of first year students who returned for the second year decreased from 83 percent to 82 percent
- ✓ Retention goal was maintained but retention definition was standardized to align with 2012-13 University Work Plan and Board of Governor's definition
- ✓ Many students just above the minimum admission qualification had difficulty with our academically rigorous curriculum

Achieve Enhanced Student Learning and Academic Excellence

Improve student retention by 1 percent for second to third year from 74 percent to 75 percent

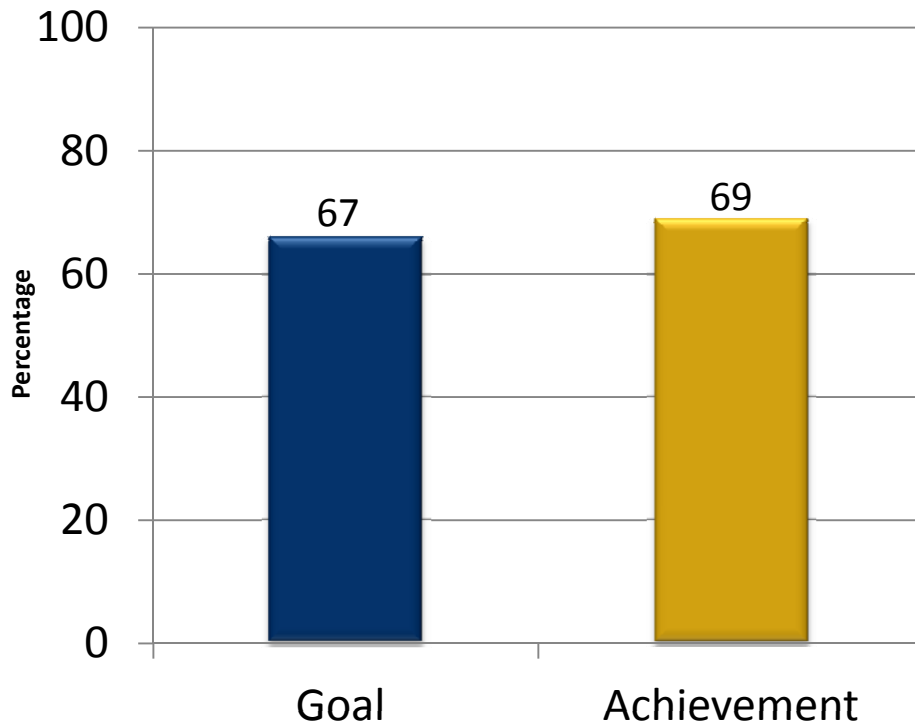


Highlights:

- ✓ The number of second year students who returned for the third year decreased from 74 percent to 72 percent
- ✓ Retention goal was maintained but retention definition was standardized to align with 2012-13 University Work Plan and Board of Governor's definition
- ✓ We are analyzing the retention data to better understand the factors contributing to this decline

Achieve Enhanced Student Learning and Academic Excellence

Improve student retention by 1 percent for third to fourth year from 66 percent to 67 percent



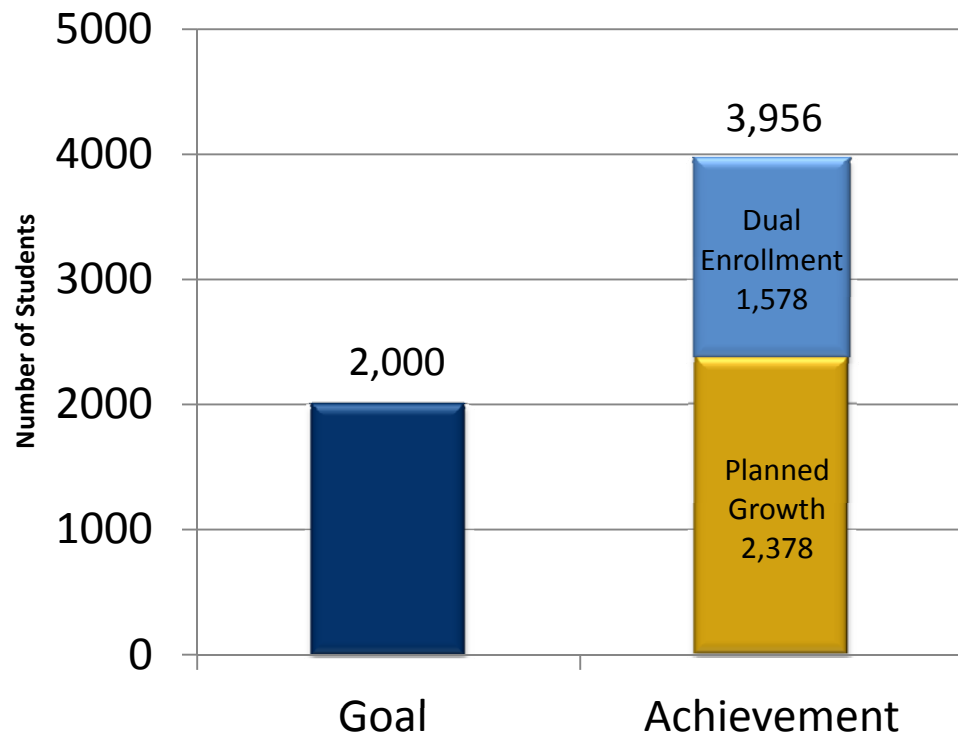
Achievement:

- ✓ Third year retention increased from 66 percent to 69 percent
- ✓ Improvement was achieved because of increased efforts to encourage students to declare their majors earlier



Achieve Enhanced Student Learning and Academic Excellence

Grow student body by 2,000 students



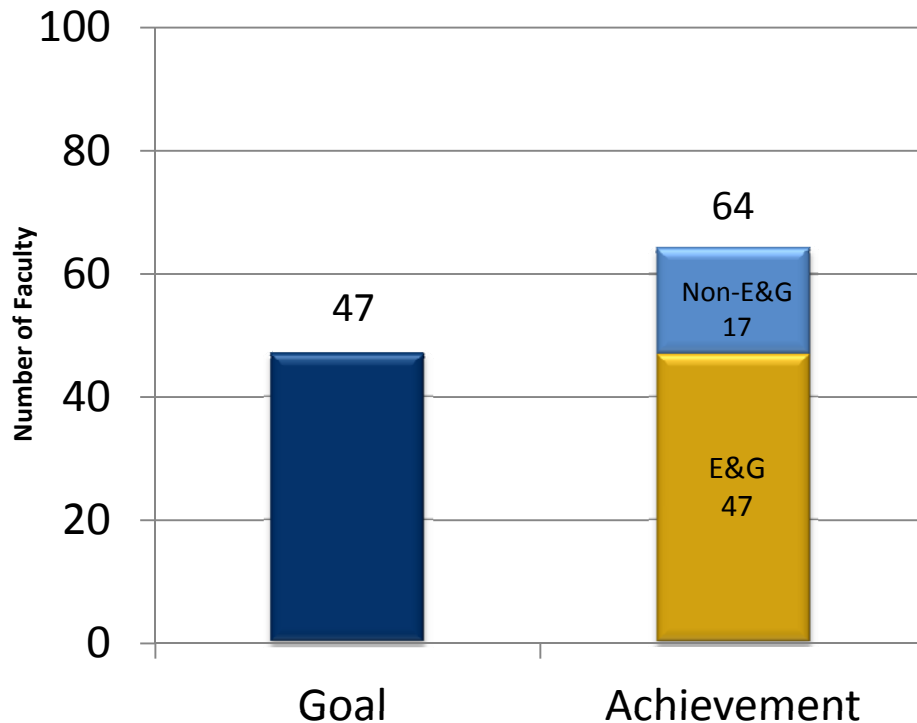
Achievements:

- ✓ The total student body increased to 3,956 students from Fall 2010 to Fall 2011
- ✓ Of total students enrolled, 2,378 were planned growth and 1,578 were dual enrollment
- ✓ Student enrollment for Fall 2011 totaled 47,966



Achieve Enhanced Student Learning and Academic Excellence

Hire 47 new E&G funded faculty



Achievements:

- ✓ Hired total of 64 new faculty of which 47 were E&G funded
- ✓ Additional 17 new faculty positions were created with non-E&G funding

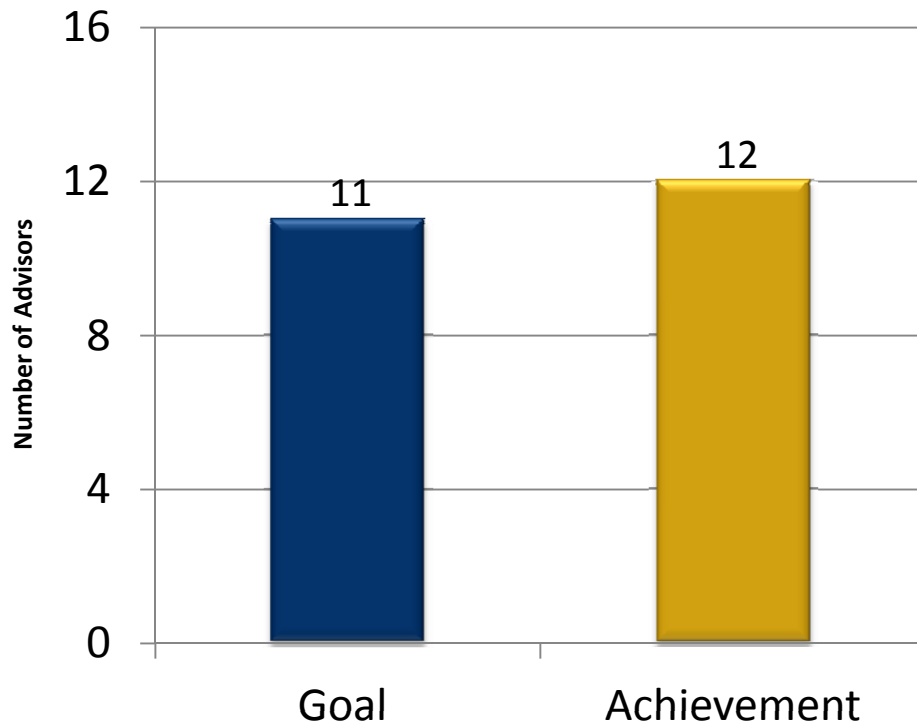


Achieve Enhanced Student Learning and Academic Excellence

Hire 11 new advisors

Achievements:

- ✓ Hired 12 academic advisors, all of whom hold masters degrees



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

Achievements:

- ✓ Completed an inventory of the STEM initiatives for all member institutions
- ✓ Launched the LSSF website (www.lifesciencessf.org), which has been visited 963 times to-date
- ✓ LSSF is featured as a strategic theme in FIU's response to the One Community One Goal target industry study
- ✓ Proposal submitted for Small Business Administration grant in support of LSSF industry cluster and virtual incubator for \$385,000

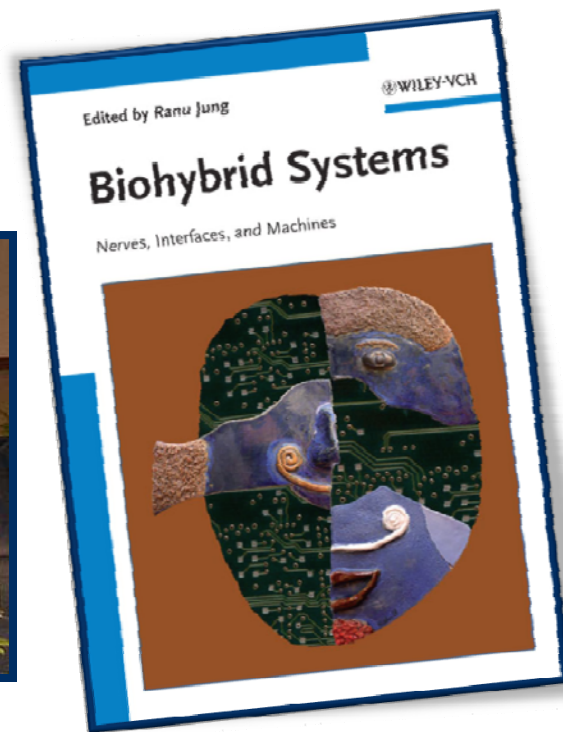


Enhance the Quality, Quantity and Impact of Research and Creative Initiatives

Obtain Board of Governors approval for new PhD program in Biomedical Sciences

Achievement:

- ✓ FIU received approval from the FIU Board of Trustees on September 8, 2011 and the Board of Governors on January 19, 2012

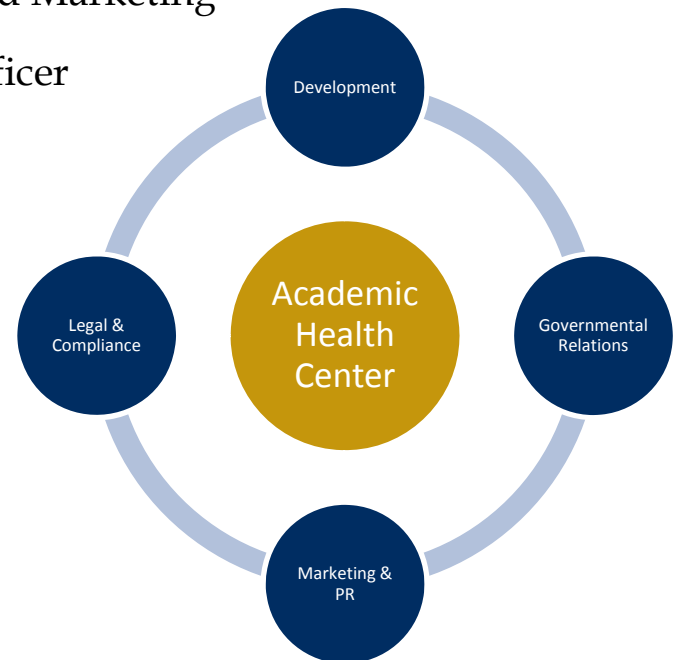


Enhance the Quality, Quantity and Impact of Research and Creative Initiatives

Integrate at least 5 duplicative college administrative areas into the Academic Health Center in order to achieve greater efficiencies

Achievements:

- ✓ Consolidated activities in the following areas by hiring:
 - ✓ Assistant Vice President of Development
 - ✓ Assistant Vice President of Health Policy and Governmental Affairs
 - ✓ Associate Director of Public Relations and Marketing
 - ✓ Academic Health Center Compliance Officer
 - ✓ Associate General Counsel



Engage with the Community in Collaborative Problem Solving

Complete the framework for land exchange involving the Miami-Dade County Fair and Exposition

Achievements:

- ✓ The Miami-Dade County Fair & Exposition, Inc. (The Fair), Florida International University and Miami-Dade County have been meeting regularly
- ✓ 16 potential site options for relocating the fair have been identified and additional locations are being considered
- ✓ The FIU Board of Trustees approved a resolution on June 14th supporting the continued efforts to identify sites that will allow for the relocation of The Fair
- ✓ A commitment from the Florida Department of Environmental Protection Division of State Lands was secured during the 2012 legislative session for the transfer of the Bird Basin property to FIU at no cost

Engage with the Community in Collaborative Problem Solving

Continue partnership with Miami-Dade County Public Schools to prepare students for academic success at the collegiate level

Achievements:

- ✓ FIU's *Education Effect* initiative, funded by a \$1M grant from JP Morgan/Chase, has helped convert Miami Northwestern Senior High School from a D rating in 2010 to B rating in 2011



- ✓ The number of MDCPS schools participating in dual enrollment increased from 23 to 31 and the number of courses from 69 to 113

Engage with the Community in Collaborative Problem Solving

Continue partnership with Miami-Dade County Public Schools to prepare students for academic success at the collegiate level *(Cont'd)*

Achievements:

- ✓ Development of FIU STEM certificates (Mathematics Education and Science Education) for K-8 in-service teachers; 85 teachers enrolled (exceeded goal of 30 teachers)
- ✓ Delivered training workshops for 400 MDCPS counselors and staff on disruptive behavior, violence prevention, and character development by CCF experts and staff
- ✓ Under the leadership of FIU's Writing Program, over 40 MDCPS teachers have been trained as writing coaches
- ✓ FIU Center for Leadership graduated 29 primary and secondary MDCPS principals from its Principals Leadership Development Program



Engage with the Community in Collaborative Problem Solving

Implement the Academy for Advanced Academics at BBC

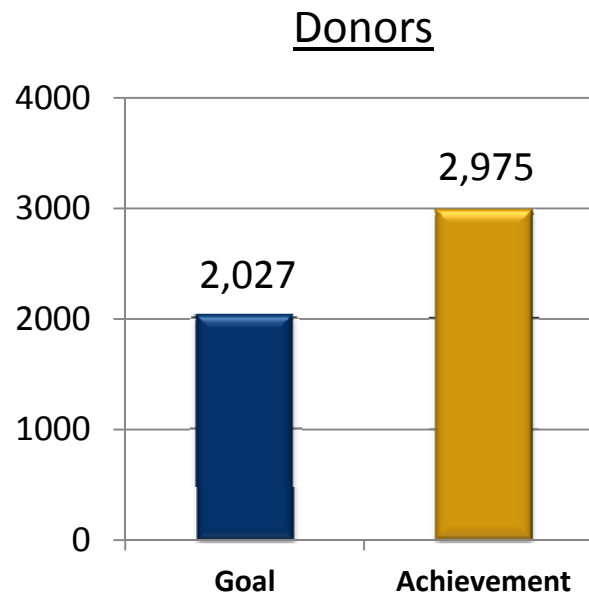
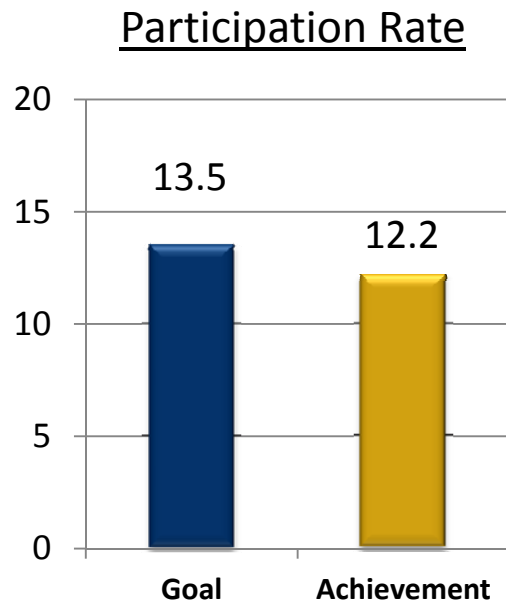
Achievement:

- ✓ The Academy for Advanced Academics at the Biscayne Bay Campus began fall 2011 with 13 students
- ✓ Expectation is 50-60 students for fall 2012



Engage with the Community in Collaborative Problem Solving

Increase the alumni participation rate to 13.5 percent and alumni donors by 10 percent



- ✓ Alumni participation decreased from 12.5 percent to 12.2 percent
- ✓ Alumni annual giving donors increased from 1,842 to 2,975, which represents a 61.5 percent increase

University and President Performance Goal and Results, Academic Year 11-12
Self Evaluation Scorecard

OBJECTIVE	Not Achieved	Partially Achieved	Achieved	Exceeded	Far Exceeded
REVITALIZE AND EXPAND INFRASTRUCTURE AND FINANCIAL BASE					
GOAL: Reach fundraising target of \$37 million, excluding state matching funds, an increase of approximately 6 percent The FIU Foundation achieved 143 percent of its \$37 million goal, totaling \$53 million for the reporting year			✓		
GOAL: Obtain \$1.0 million in state funding for the Herbert Wertheim College of Medicine for FY 2012-2013 FIU secured funding of \$1 million			✓		
GOAL: Increase total federal, state and other grant awards from \$105 million to \$111 million Total awards decreased by 3.6 percent to \$100.7 million	✓				
GOAL: Increase business services auxiliary revenue from \$5.2 million to \$6 million Revenue increased to \$6.5 million from retail operations, a 12.8 percent increase over prior year			✓		
GOAL: Strengthen processes to recruit and retain world class faculty and outstanding staff through (1) implementation of best-in-class recruitment and retention practices, and (2) establish faculty mentoring program RECRUITMENT: Implemented new PeopleSoft HR System to automate and streamline recruitment processes. Strengthened recruitment infrastructure by hiring Assistant Director and one additional recruiter. Enhanced Search & Screen process for administrative positions by utilizing recruitment plans and dedicated recruiters for each search. Filled 461 administrative and staff positions. RETENTION: Implemented FIU Leadership Development Institute to strengthen the skills of our leadership teams. This year 1,200 faculty and staff attended FIU-sponsored professional development seminars. Efforts to grow our own workforce led to 46 percent of 461 total staff positions being filled by internal promotions and transfers. Invested \$5.2M in the retention of 170 outstanding faculty and 442 high-performing administrative and staff employees. All colleges and schools have mentoring programs with over 200 faculty participating		✓			

University and President Performance Goal and Results, Academic Year 11-12
Self Evaluation Scorecard

OBJECTIVE	Not Achieved	Partially Achieved	Achieved	Exceeded	Far Exceeded
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ACHIEVE ENHANCED STUDENT LEARNING AND ACADEMIC EXCELLENCE

GOAL: Improve student retention by 1 percent each for first to second year (from 83 to 84 percent), second to third year (from 74 to 75 percent), and third to fourth year (from 66 to 67 percent)



First year to second year retention decreased from 83 percent to 82 percent

Second year to third year retention decreased from 74 percent to 72 percent

Third year to fourth year retention increased from 66 percent to 69 percent

GOAL: Grow student body by 2,000 students



The total student body grew by 3,956 (2,378 planned growth and 1,578 dual enrollment) students from Fall 2010 to Fall 2011, bringing total student enrollment to 47,966

GOAL: Hire 47 new E&G funded faculty



Hired 64 new faculty of which 47 were E&G funded. An additional 17 new faculty positions were created with non-E&G funding

GOAL: Hire 11 new advisors



Hired 12 academic advisors, all of whom hold masters degrees

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ENHANCE QUALITY, QUANTITY, AND IMPACT OF RESEARCH AND CREATIVE INITIATIVES					
<p>GOAL: Continue collaborative work on the 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</p> <p>Completed an inventory of STEM initiatives for all member institution. Launched the LSSF website which has been visited 963 times-to-date. LSSF is featured as a strategic theme in FIU's response to the One Community One goal target industry study. Proposal submitted for Small Business Administration grant in support of LSSF industry cluster and virtual incubator for \$385,000.</p>			✓		
<p>GOAL: Obtain Board of Governors approval for new PhD program in Biomedical Sciences</p> <p>FIU received approval from the FIU Board of Trustees on September 8, 2011 and the Board of Governors on January 19, 2012</p>			✓		
<p>GOAL: Integrate at least 5 duplicative college administrative areas into the Academic Health Center in order to achieve greater efficiencies</p> <p>Consolidate activities in the following areas by hiring: Assistant Vice President for Development, Assistant Vice President of Health Policy and Governmental Affairs, Associate Director of Public Relations and Marketing, Academic Health Center Compliance Officer and an Associate General Counsel</p>			✓		

University and President Performance Goal and Results, Academic Year 11-12
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OBJECTIVE	Not Achieved	Partially Achieved	Achieved	Exceeded	Far Exceeded
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ENGAGE THE COMMUNITY IN COLLABORATIVE PROBLEM SOLVING

GOAL: Complete the framework for land exchange involving the Miami-Dade County Fair & Exposition



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Self Evaluation Scorecard

OBJECTIVE	Not Achieved	Partially Achieved	Achieved	Exceeded	Far Exceeded
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GOAL: Implement the Academy for Advanced Academics (AAA) at the Biscayne Bay Campus (BBC)

AAA at BBC began Fall 2011 with 13 students. Expectation is 50-60 students for Fall 2012



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Executive Performance Ratings

Performance Rating
Superior
Very Good
Satisfactory
Less than Satisfactory
Unsatisfactory

PERFORMANCE RATINGS

Determined relative to approved performance goals

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

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

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

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

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

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**THE FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES**

September 11, 2012

SUBJECT: University Goals, 2012-2013

Proposed Board Action:

Adopt the University Goals for the 2012-13 academic year as presented by President Mark B. Rosenberg and as included in the Board materials.

Background Information:

The University Goals are directed towards achieving the University's strategic plan and are being presented for adoption by the Florida International University Board of Trustees (the BOT). Furthermore, the approved University Goals will be one component of the President's Management Review by the Board for the 2012-13 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.

For this year, the BOT has elected to review the list of proposed goals and objectives as a Full Board in lieu of presenting to the BOT's Personnel Committee. The President has agreed to this modification in the process for the current year.

Supporting Documentation: University Goals Report, 2012-13 Academic Year

Facilitator/Presenter: Michael M. Adler, *Personnel Committee Chair*

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The Florida International University

Board of Trustees

UNIVERSITY GOALS

Academic Year 2012-13

Mission

The FIU work plan serves as the road map for the University through academic year 2012-2013. During the next year, the University will pursue the specific initiatives outlined in our work 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 Work Plan identifies a path to implement the mission and achieve the vision of FIU. The various actions are organized following the BOG format under the following initiatives:

- ✓ **Academic Quality**
- ✓ **Operational Efficiency**
- ✓ **Return on Investment**

Academic Quality

- ✓ Maintain average FTIC SAT score of 1699
- ✓ Maintain average FTIC high school GPA of 3.7 (on 4.0 scale)
- ✓ Three out of four professional/licensure exams will have a pass rate above the national average

Operational Efficiency

- ✓ Maintain freshman (first to second year) retention rate of 82%
- ✓ Increase FTIC 4-year graduation rate from 19% to 20%
- ✓ Increase FTIC 6-year graduation rate from 43% to 44%
- ✓ Maintain AA transfer 2-year graduation rate of 20%
- ✓ Maintain AA transfer 4-year graduation rate of 59%
- ✓ Increase bachelor's degrees awarded from 6,940 to 7,257
- ✓ Increase percent of bachelor's degrees in STEM from 17% to 17.5%
- ✓ Increase graduate degrees awarded from 3,321 to 3,513
- ✓ Increase percent of graduate degrees in STEM from 16% to 16.5%
- ✓ Increase bachelor's degrees awarded to minorities from 5,459 to 5,764
- ✓ Increase bachelor's degrees awarded in areas of strategic emphasis from 4,474 to 4,688
- ✓ Increase graduate degrees awarded in areas of strategic emphasis from 2,264 to 2,969
- ✓ Increase percentage of student credit hours offered fully online from 19% to 19.25%

Return on Investment

- ✓ Increase bachelor's degrees awarded from 6,940 to 7,257
- ✓ Increase percent of bachelor's degrees in STEM from 17% to 17.5%
- ✓ Increase graduate degrees awarded from 3,321 to 3,513
- ✓ Increase percent of graduate degrees in STEM from 16% to 16.5%
- ✓ Increase bachelor's degrees awarded to minorities from 5,459 to 5,764
- ✓ Increase bachelor's degrees awarded in areas of strategic emphasis from 4,474 to 4,688
- ✓ Increase graduate degrees awarded in areas of strategic emphasis from 2,264 to 2,969

Return on Investment

- ✓ Increase total research expenditures from \$114M to \$120M
- ✓ Increase science & engineering research expenditures from \$103M to \$109M
- ✓ Increase patents issued and licenses/options executed from 1 to 2 each
- ✓ Increase licensing income received from \$10,000 to \$30,000
- ✓ Increase number of start-up companies from 1 to 2
- ✓ Increase science & engineering R&D expenditures in non-medical/health sciences from \$63.5M to \$69M
- ✓ Increase research doctoral degrees awarded from 151 to 159
- ✓ Increase professional doctoral degrees awarded from 232 to 256

Return on Investment

- ✓ Increase annual gifts received from \$14.9 million to \$24.1 million
- ✓ Increase endowment from \$140.9 million to \$163.4 million

**THE FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES**

September 11, 2012

Subject: Status Reports, Board Committees

Proposed Board Action:

None. Information only.

Background Information:

These Committees met prior to the regular Board meeting: External Relations; Finance and Audit; and Academic Policy and Student Affairs. The Committee Chairs will present status reports.

Supporting Documentation: N/A

Facilitator/Presenter: **Claudia Puig**, *External Relations Committee Chair*
Sukrit Agrawal, *Finance and Audit Committee Chair*
Cesar L. Alvarez, *Academic Policy and Student Affairs Committee Chair*

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**THE FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES**

September 11, 2012

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 11, 2012

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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