



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

Wednesday, September 5, 2012  
1:00 pm *approximate start time*  
Florida International University  
Modesto A. Maidique Campus  
MARC International Pavilion

**Committee Membership:**

Cesar L. Alvarez, *Chair*; Claudia Puig, *Vice Chair*; Jose J. Armas; Mayi de la Vega; Laura Fariñas;  
C. Delano Gray

**Liaison:**

Carlos B. Castillo, *Foundation Board of Directors*

**AGENDA**

- |   |                      |
|---|----------------------|
| 1. Call to Order and Chair's Remarks  | Cesar L. Alvarez     |
| 2. Approval of Minutes  | Cesar L. Alvarez     |
| 3. Action Items   |                      |
| AP1. Tenure as a Condition of Employment Nominations  | Douglas Wartzok      |
| AP2. Proposed Amendment to the Bylaws of the Florida International University Academic Health Center Health Care Network Faculty Group Practice, Inc. | Douglas Wartzok      |
| AP3. Honorary Degree Nomination   | Douglas Wartzok      |
| 4. Information/Discussion Items ( <i>No Action Required</i> )   |                      |
| 4.1 Foundation Report   | Carlos B. Castillo   |
| 4.2 Academic Affairs Reports  |                      |
| ▪ Special Report: A Golden Panther Experience   | Carlos Gomez         |
| ▪ Graduate Education Report   | Lakshmi N. Reddi     |
| ▪ Undergraduate Education Report  | Douglas L. Robertson |
| ▪ Division of Research Report   | Andres G. Gil        |
| ▪ Enrollment Services Report  | Douglas Wartzok      |

**4. Information/Discussion Items** *(Continued)*

**4.3 Student Affairs Report**

**Larry Lunsford**

**4.4 Division of Information Technology Report**

**Robert Grillo**

**5. New Business** *(If Any)*

**Cesar L. Alvarez**

**6. Concluding Remarks and Adjournment**

**Cesar L. Alvarez**

*Next Academic Policy and Student Affairs Meeting  
is scheduled for Thursday, November 29, 2012*

**THE FLORIDA INTERNATIONAL UNIVERSITY**  
**BOARD OF TRUSTEES**  
**Academic Policy and Student Affairs Committee**  
September 5, 2012

**Subject: Approval of Minutes of Meeting held on June 6, 2012**

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**Proposed Committee Action:**

Approval of Minutes of the Academic Policy and Student Affairs Committee meeting held on Wednesday, June 6, 2012 at the Modesto A. Maidique Campus, MARC International Pavilion.

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**Background Information:**

Committee members will review and approve the Minutes of the Academic Policy and Student Affairs Committee Meeting held on Wednesday, June 6, 2012 at the Modesto A. Maidique Campus, MARC International Pavilion.

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**Supporting Documentation:** Academic Policy and Student Affairs Committee  
Meeting Minutes: June 6, 2012

**Facilitator/Presenter:** Committee Chair Cesar L. Alvarez

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**FLORIDA INTERNATIONAL UNIVERSITY  
BOARD OF TRUSTEES  
ACADEMIC POLICY AND STUDENT AFFAIRS COMMITTEE  
MINUTES  
June 6, 2012**

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

The Florida International University Board of Trustees' Academic Policy and Student Affairs Committee meeting was called to order by Committee Vice Chair Claudia Puig at 11:10 a.m. on Wednesday, June 6, 2012, at the Modesto A. Maidique Campus, MARC International Pavilion.

The following attendance was recorded:

***Present***

Claudia Puig, *Vice Chair*  
Jose J. Armas  
Thomas A. Breslin  
Laura Fariñas

***Absent***

Cesar L. Alvarez, *Chair*  
Mayi de la Vega

Trustee Robert T. Barlick, Jr. and President Mark B. Rosenberg were also in attendance.

Committee Vice Chair Claudia Puig noted that Committee Chair Cesar L. Alvarez sent his regrets as he was not able to attend. She welcomed all Trustees, University faculty, and staff. She welcomed newly appointed student Trustee Laura Fariñas, who was recently elected Student Government President for the Modesto A. Maidique Campus.

Committee Vice Chair Puig noted that Divina Grossman, Vice President for Engagement, was selected to serve as Chancellor of the University of Massachusetts Dartmouth and would assume the role on July 1, 2012. Vice Chair Puig stated that in order to ensure a seamless transition, Vice Provost for Academic Affairs Irma Becerra-Fernandez was appointed to serve as Interim Vice President for Engagement, effective May 14, 2012.

Committee Vice Chair Puig also announced that Elizabeth Bejar was appointed to serve as Vice Provost for Academic Affairs, adding that she was the first Vice Provost for Academic Planning and Accountability and was instrumental in the success of the 2010 Southern Association of Colleges and Schools reaffirmation of accreditation review.

**2. Approval of Minutes**

Committee Vice Chair Puig asked that the Committee approve the Minutes of the meeting held on March 14, 2012. A motion was made and passed to approve the Minutes of the Academic Policy and Student Affairs Committee meeting held on Wednesday, March 14, 2012.

### **3. Action Items**

#### **AP1. Tenure as a Condition of Employment Nomination**

Provost and Executive Vice President Douglas Wartzok presented the Tenure as a Condition of Employment (TACOE) Nomination for Committee review, noting that the nominee was a new hire who was under tenure review at his previous institution. Provost Wartzok noted that based on a thorough review, the candidate was selected to receive TACOE based on the caliber of his work.

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

#### **AP2. Tenure Nominations**

Provost Wartzok presented the Tenure Nominations for Committee review, noting that the University President recommended twenty-three faculty members as qualified for tenure.

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

#### **AP3. 2012 University Work Plan to the Florida Board of Governors**

Provost Wartzok noted that the 2012 Work Plan encompassed a redesigned template that addresses data on Strategy, Key Performance Indicators and Operations. He provided an overview on FIU's strengths and opportunities, and key initiatives and investments, noting that the University's Graduation Success Initiative is a comprehensive program aimed at improving retention and graduation rates at FIU. He also presented information on enrollment planning, and intentions of implementing new academic programs in 2012-13 and in the years 2013-15. He delineated data that addresses FIU-specific goals and system-wide metrics as emphasized by key performance indicators: academic quality, operational efficiency, and return on investment.

Provost Wartzok noted that One Community One Goal (OCOG) created a Targeted Industry Strategic Plan identifying six key industry clusters and skills that will help maximize South Florida's economic growth. He added that as a public institution deeply engaged with the community it serves, FIU embarked on a self-study to ensure that current and future curricula and initiatives align with the OCOG Strategic Plan. University President Mark B. Rosenberg stated that FIU has been engaged in problem-solving relationships to address the critical issues in the community and added that the University is positioned to make immediate and significant contributions to each of the six industry clusters.

Provost Wartzok stated that Board members will be provided with a link to the Board of Governors website, where State University System annual work plans and corresponding presentations would be available.

A motion was made and passed that the FIU Board of Trustees Academic Policy and Student Affairs Committee recommend for Board of Trustees' approval the 2012 University Work Plan.

#### **AP4. Student Code of Conduct, FIU Regulation 2501**

Vice President for Student Affairs Rosa L. Jones presented the Student Code of Conduct, FIU Regulation 2501 for Committee review, noting that the proposed regulation, if approved by the Board of Trustees, would replace the current policy that is included in the University's Student Handbook. VP Jones noted that revisions to the code of conduct included input from students, faculty, and staff, noting that the proposed regulation was in alignment with best practices. She stated that it contains a written description of the rights and responsibilities of students pertaining to student conduct, the standard of conduct expected of them by the University, and a revised list of violations, possible sanctions, and procedures governing student disciplinary proceedings.

Trustee Jose J. Armas inquired as to how instances of substance abuse are handled in the Student Code of Conduct, and if the University offered any avenues of assistance for students engaging in acts of substance abuse. VP Jones stated that she would provide a formal response advising on provisions as described in the new Student Code of Conduct.

A motion was made and passed that the FIU Board of Trustees Academic Policy and Student Affairs Committee recommend for Board of Trustees' approval the Student Code of Conduct, FIU Regulation 2501.

#### **AP5. New Program Proposal Master of Laws**

Provost Wartzok presented the Master of Laws (LL.M.) New Program Proposal for Committee review, noting that the proposed LL.M. is intended for foreign lawyers already holding a first degree in law. He added that the proposed program would provide an introduction to and in-depth study of the law of the United States and would be awarded after one academic year of full-time study.

A motion was made and passed that the FIU Board of Trustees Academic Policy and Student Affairs Committee recommend for Board of Trustees' approval the Master of Laws degree (CIP 22.0101).

### **4. Information/Discussion Items** *(No Action Required)*

#### **4.1 Foundation Report**

Sr. Vice President, University Advancement/President and CEO of the FIU Foundation, Inc. Howard R. Lipman noted that Foundation Liaison to the Board of Trustees Academic Policy and Student Affairs Committee Carlos B. Castillo sent his regrets as he was not able to attend. Sr. VP Lipman provided the Foundation Report, noting that to date \$58.34 million has been raised which surpasses the University's 2011-12 fundraising goal. Sr. VP Lipman reported that the Foundation Board elected new officers for the 2012-13 year. He added that the Foundation Board also approved new members in January and May. He also noted that fiscal year-to-date losses on the Foundation's investment portfolio total approximately (4.86)%, or -\$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.

## **4.2 Academic Affairs Reports**

### **Graduate Education Report**

Dean of the University Graduate School Lakshmi N. Reddi provided an overview on graduate and doctoral degree production, trends, rankings based on faculty scholarly productivity, and national rankings and recognitions.

### **Reports**

Committee Vice Chair Puig requested that the Undergraduate Education, Division of Research, Enrollment Services, Student Affairs and Division of Information Technology Reports provided in the agendas be accepted as written. There were no objections.

## **5. New Business**

No new business was raised.

## **6. Concluding Remarks and Adjournment**

With no other business, Committee Vice Chair Claudia Puig adjourned the meeting of the Florida International University Board of Trustees Academic Policy and Student Affairs Committee on Wednesday, June 6, 2012, at 12:25 pm.

MG  
7/3/12

<b><i>Trustee Request</i></b>	<b><i>Follow-up</i></b>	<b><i>Completion Date</i></b>
<p><i>Trustee Jose J. Armas inquired as to how instances of substance abuse are handled in the Student Code of Conduct, and if the University offered any avenues of assistance for students engaging in acts of substance abuse.</i></p> <p><i>On Friday, June 8, 2012, Vice President for Student Affairs Rosa L. Jones responded via e-mail to Trustee Armas, stating that the new Student Conduct Code contains provisions that encourage students to seek medical assistance when needed due to excessive use of alcohol or drugs. Should a student call for assistance for him/ herself or others, the student may not be charged with an alcohol or drug violation. This type of amnesty is considered a best practice by Student Affairs professionals. She further explained that the Code also affords due process to all students (not just those who have an alcohol or substance abuse violation) by providing a detailed explanation about the charges, offering a list of people who could assist with the procedural aspects of the process, allowing the opportunity to be heard, including an appeal process. If found responsible, the student's sanction is tailored to the violation, while taking into account the student's past conduct history. It is FIU's practice to provide students with appropriate referrals for support. Thus, a sanction for an alcohol violation would include a referral to counseling for alcohol or substance abuse evaluation and follow-up treatment. Vice President Jones added to her response that the Wellness Center at University Health Services provides also offers a range of educational programming focused on substance abuse.</i></p>	<p><i>VP Student Affairs, Rosa L. Jones</i></p>	<p><i>June 8, 2012</i></p>

**THE FLORIDA INTERNATIONAL UNIVERSITY**  
**BOARD OF TRUSTEES**  
**Academic Policy and Student Affairs Committee**  
September 5, 2012

**Subject: Tenure as a Condition of Employment Nominations**

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**Proposed Committee Action:**

Recommend to the Florida International University Board of Trustees the approval of six (6) candidates for Tenure as a Condition of Employment (TACOE).

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**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.

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<b>Supporting Documentation:</b>	Tenure as a Condition of Employment Nominees Attachment 1 – Tenure as a Condition of Employment Nominees' Bios
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<b>Facilitator/Presenter:</b>	Douglas Wartzok
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**Florida International University**  
**2012 - 2013 Tenure (as a Condition of Employment) Nominations**

<b>NAME</b>	<b>DEPARTMENT</b>	<b>PROPOSED RANK</b>
<b>College of Arts &amp; Sciences</b>		
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
<b>College of Business</b>		
David Klock	Finance and Real Estate	Professor
<b>College of Education</b>		
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**

**Academic Policy and Student Affairs Committee**

September 5, 2012

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

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**Proposed Committee Action:**

Recommend to the Florida International University Board of Trustees (the BOT) the approval of 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.

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**Background Information:**

On July 26, 2012, the FIU-HCN approved amendments to their Bylaws. 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 Board of Trustees of FIU, upon recommendation of the President of FIU, prior to their effective date.

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**Supporting Documentation:**

Summary of Proposed Amendment to Bylaws of the  
FIU-HCN

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

**Facilitator/Presenter:**

Douglas Wartzok

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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:

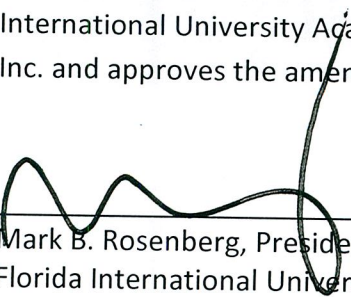
**Change the term for members of the Finance and Audit Committee who do not serve in an *ex-officio* capacity from one year to three years.**

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.



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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 HWCOP 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 HWCOT 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 HWCOT / 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 HWCOT, 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**  
**Academic Policy and Student Affairs Committee**  
September 5, 2012

**Subject: Honorary Degree Nomination**

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**Proposed Committee Action:**

Recommend that the Florida International University Board of Trustees endorse His Majesty Don Juan Carlos I de Borbon of Spain as a recipient of a doctoral degree *honoris causa* from Florida International University.

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**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.

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<b>Supporting Documentation:</b>	Nomination Letter for His Majesty Don Juan Carlos I de Borbon of Spain
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<b>Facilitator/Presenter:</b>	Douglas Wartzok
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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 21<sup>st</sup> 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.

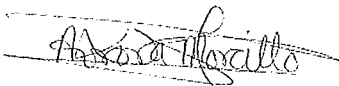
He has been conferred some 30 honorary doctorates from prestigious Spanish and foreign universities. Six United States Universities have awarded HM the King Honorary Doctorates including: Harvard, Georgetown, Tufts, Yeshiva University in New York and NYU. Florida International University would be the 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 500<sup>th</sup> 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**  
**Academic Policy and Student Affairs Committee**  
September 5, 2012

**Subject: Foundation Report**

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**Proposed Committee Action:**  
None. Information/Discussion only.

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**Background Information:**

Carlos B. Castillo, FIU Foundation, Inc. Board of Directors Liaison will report on the activities of the Foundation Board since the last meeting of the Board of Trustees Academic Policy and Student Affairs Committee.

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**Supporting Documentation:** N/A

**Facilitator/Presenter:** Carlos B. Castillo, *FIU Foundation Board of Directors*

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**THE FLORIDA INTERNATIONAL UNIVERSITY**  
**BOARD OF TRUSTEES**  
**Academic Policy and Student Affairs Committee**  
September 5, 2012

**Subject: Academic Affairs Reports**

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**Proposed Committee Action:**  
None. Information/Discussion only.

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**Background Information:**

The Special Report: A Golden Panther Experience will consist of a presentation from alumnus Carlos Gomez on his experiences as a student at Florida International University. The Graduate Education Report summarizes the activities and accomplishments of the University Graduate School for the 2011-12 academic year. The Undergraduate Education Report provides an overview on the Graduation Success Initiative, an innovative program aimed at improving retention and graduation rates for undergraduate students. The Division of Research Report contains an overview of research awards and applications, as well as a summary of key initiatives to improve support efforts associated with the growing research enterprise at the University. The Enrollment Services Report presents data on summer 2012 semester enrollment figures as well as financial aid awarded.

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**Supporting Documentation:**

- Graduate Education Report
- Undergraduate Education Report
- Division of Research Report
- Enrollment Services Report

**Facilitator/Presenter:**

Carlos Gomez  
Lakshmi N. Reddi  
Douglas L. Robertson  
Andres G. Gil  
Douglas Wartzok

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**FLORIDA INTERNATIONAL UNIVERSITY BOARD OF TRUSTEES**  
**ACADEMIC POLICY AND STUDENT AFFAIRS COMMITTEE**  
**GRADUATE EDUCATION REPORT**  
**SEPTEMBER 2012**

## **I. Introduction**

This report summarizes our activities and accomplishments in 2011-12 and our progress relative to the strategic priorities drafted at the end of Summer 2011. Toward the end of Spring 2012, the University Graduate School (UGS) invited the American Association of Collegiate Registrars and Admissions Officers (AACRAO) to conduct a comprehensive review of our goals, processes, and operations. The recommendations from this review are summarized in the second section of this report. The UGS team deliberated on these recommendations thoroughly and studied them in the context of our *Worlds Ahead* 2010-2015 Strategic Plan. This exercise resulted in a set of strategic priorities for 2012-13, which are described in the last section of this report.

## **II. 2011-12 Academic Year In Review**

During the Academic Year (AY) 2011-12, UGS focused on improvements across four strategic priorities: student recruitment, student services, operational efficiency, and effective communication. Our efforts resulted in significant enhancements in each area as well as provided information for implementing additional process improvements in 2012-13. Specific activities corresponding to the four priorities are described below.

### **Student Recruitment**

During AY 2011-12, the UGS recruiter met with the doctoral program directors to develop individualized communication plans for their prospective students. UGS also offered individual doctoral programs up to \$5,000 to help recruit prospective students to doctoral programs. During AY 2011-12, UGS paid a total of \$91,850 in recruitment funding to programs. To further assist programs with doctoral recruitment, UGS also developed an online recruitment resources website to assist program directors in development of recruitment activities and marketing materials.

UGS undertook a thorough analysis of how Graduate Record Examination (GRE) scores were being used in the evaluation of graduate applications. After considerable debate among graduate faculty and the UGS advisory committee, the policies of requiring a minimum threshold score were changed. Consistent with the recommendations of ETS (Educational Testing Service), which administers the GRE throughout the world, the practice of combining scores from multiple sections of the exam was discontinued. UGS believes these reforms in application evaluation procedures will result in increased numbers of enrollment as well as in recruitment of top quality graduate students.

In an effort to attract top-quality undergraduate students from the Honors College to graduate studies, UGS teamed with the Division of Research to establish the H2G fellowship. This fellowship is available for selected Honors College students who are interested in doing research during their undergraduate studies and remaining at FIU for their graduate work. These students will become active members of a research team under the supervision of one or more faculty researchers. Faculty researchers will mentor these students, grooming them for continuing research and future graduate studies at FIU. Students will earn a stipend each semester, as long as they remain in good standing.

The stipends will continue at the same rate during their graduate studies at FIU, making it easy for faculty mentors to retain these students for their research programs. The students will also be eligible for tuition waivers, health insurance, and other benefits.

UGS is a partner in the Florida Education Fund (FEF) McKnight Doctoral Fellows program. The 2012-13 academic year will welcome the largest incoming cohort of McKnight Doctoral fellows to FIU. Eight recipients were chosen by the FEF selection committee to receive the five-year award. The FEF McKnight Doctoral Fellowship selection committee includes all representatives from the State University System and the University of Miami.

In order to encourage students to compete for external fellowships, UGS has developed a policy to grant partial or full tuition waivers in grant proposals that do not allow budget for full tuition, provide full health insurance benefits, and possibly award supplemental funds to bring total stipends on par with departmental teaching assistantships. These benefits, which must be negotiated in the pre-award phase, are administered through the UGS/DoR Graduate Grants Coordinator.

### Student Services

The UGS goal in this area was to develop a Graduate Professional Development Program (PDP) that provides students with resources and services to enhance their graduate experience and prepare them for their post-graduate careers. UGS chose to develop the PDP to focus on four competencies: academic writing and communication, professoriate training, leadership, and well-being. A series of workshops and events for graduate students were implemented in cooperation with our student services partners across campus, such as Career Services, Center of Leadership and Service, Health and Wellness, and the FIU Writing Center. Individual event evaluations as well as an annual program survey were administered to the graduate student body. The overwhelming majority of respondents (96%) who participated in PDP events were satisfied with the experience. Most respondents (89%) agreed or strongly agreed that the workshops or events they attended contributed to their professional development, and 77% stated that they plan to attend another PDP activity in the future. Results from these surveys will be used to plan additional programming content as well as improving scheduling options for future events.

For the 2011-12 academic year, UGS participated in two award competitions organized by the Council of Graduate Schools (CGS). These competitions were aimed at recognizing innovation in graduate student services. At the 51<sup>st</sup> Council of Graduate Schools Annual meeting (2011), UGS received recognition for its Graduate Professional Development Program. Our program received an honorable mention for the *ETS/CGS Award for Innovation in Promoting Success in Graduate Education: From Admission through Completion*.

In March 2012, UGS was awarded \$30,000 to participate in the CGS/NSF *Doctoral Initiative for Minority Attrition and Completion Project (DIMAC)*. UGS will participate in the study along with 21 public and private universities from around the country. The data yielded from this study will assist UGS in expanding its academic support services to minority students in STEM fields. In an effort to expand the student services program, UGS intends to submit an application to the 2012 RFP for the Alliance for Graduate Education and Professoriate (AGEP) program. AGEP is an NSF project that seeks to increase the number of under-represented minority students earning PhDs in the STEM fields.

### Operational Efficiency

Effective Spring 2012, theses and dissertations are required to be transmitted electronically. During Fall 2011 and Spring 2012, UGS streamlined its dissertation/thesis forms, which resulted in a 30% reduction in the number of forms required for submission of a dissertation or thesis. In addition, an electronically submitted “Petition for Exception to Graduate Requirements” has been developed and is currently in the trial-phase, with full implementation expected at the beginning of Fall 2012. UGS expects this development to result in the complete elimination of paper submissions of this commonly used form (averaging 300 submissions per semester) as well as in a significant reduction in the number of returned forms and subsequent processing delays. UGS is also now tracking the number of admissions letters generated with evaluation errors and implemented training and process improvements to reduce the number of errors per letter (currently at a rate of one error per 111 letters).

In an effort to establish a culture of data-driven decision-making, Annual Program Summaries were created for all doctoral programs. These summaries provide snapshots of the doctoral programs by describing the trends in applications, admissions, enrollments, and graduations, and program-specific use of financial aid in the form of graduate assistantships and fellowships. An underlying purpose of these summaries is to allow programs to develop their own strategic plans and to enable them to be prepared for Carnegie reviews and 7-year cycle program assessments.

### Effective Communication

In an effort to engage graduate students and graduate faculty in fulfillment of our strategic priorities, UGS has begun distributing an electronic newsletter to graduate faculty and staff every three weeks. These newsletters are also posted on our website and are made accessible to all interested readers. Important deadlines, new initiatives, and other essential information are circulated in these publications.

UGS also held three faculty forums during AY 2011-12 to share information regarding changes to the GRE and program responsibility and accountability in doctoral admissions procedures. Throughout the year, UGS staff also visited each college to meet with graduate faculty and staff in an effort to improve mutual understanding of the challenges and opportunities encountered by graduate faculty.

In Fall 2011, the UGS Advisory Committee was created with graduate faculty representatives from all colleges. Consisting of 15 graduate faculty members and the UGS leadership team, the committee met three times to advise UGS on policies and procedures. Going forward, the committee will continue to serve as a forum for graduate faculty to share their experiences and insights regarding graduate education at FIU.

A blog was created to engage graduate faculty further on issues of current relevance and importance. UGS realizes that it will take several blog posts to cultivate a culture of engagement, and it plans to continue posting blogs at a reasonable frequency during the coming year.

### **III. External Review of UGS by AACRAO**

During Spring 2012, the UGS contracted the consulting arm of the American Association of Collegiate Registrars and Admissions Officers (AACRAO) to conduct a thorough review of UGS student services and admissions operations. Specific recommendations were sought on how to align services, including recruitment efforts, to support the graduate student enrollment goals for 2015 and beyond.

Based on the consultant's observations and analysis, the following strengths were identified:

- UGS is operationally well-prepared to effectively accommodate the enrollment growth goals outlined by the university.
- UGS exhibits an active culture of continuous improvement.
- New recruiting and admissions technology is being rolled out over the next 18 months, which will improve operational efficiency and likely result in increased enrollment yield rates.
- Student funding is robust, even though it is not currently being used as a strategic recruitment and retention tool.
- UGS policies were recently revised and are now clear and concise.
- UGS is starting to use data to inform decisions.

The following challenges were identified by the consultant:

- Lack of a detailed Strategic Enrollment Management plan to guide recruiting and retention efforts.
- Financial aid leveraging analysis is not being used to inform and support recruiting and retention efforts.
- The UGS physical space is geographically dispersed and undersized to effectively support the current staff size, student population and anticipated future growth.
- No recent capacity studies exist on whether or not the current physical space or faculty workload can support the enrollment growth.
- A program market demand analysis has not been completed.
- The current admissions processes include some non-value added activities.
- Some departments interviewed remarked that one of the challenges faced by UGS is limited "presence" in the minds of other university departments.

The UGS team deliberated over these recommendations thoroughly and studied them in the context of our *Worlds Ahead* 2010-2015 Strategic Plan. This exercise resulted in a set of strategic priorities for 2012-13, which is described in the following section.

### **IV. Strategic Priorities for the 2012-13 Academic Year**

The *Worlds Ahead* 2010-2015 Strategic Plan calls for a total graduate student enrollment of 10,400 by Fall 2015 (total graduate student enrollment in Fall 2011 was 7,571). The Strategic Plan also stipulates the goals for degrees awarded in Fall 2015: 2,874 Master's/Specialist degrees and 177 Research Doctorates. The number of Master's/Specialist degrees awarded in Fall 2011 (2,984) is

greater than our Fall 2015 goal. The number of research doctorates awarded in Fall 2011 is 151, which appears to be on track with the 2015 goal of 177. Meeting the enrollment goal of 10,400 by 2015 requires concerted efforts from all units and UGS. It requires close collaboration between UGS staff and college/unit-level teams. Shared responsibility between the units and UGS has to be clearly articulated, and capacity studies should be conducted to determine how the increased enrollment goals could be met by individual programs.

After extensive deliberations, UGS has identified five areas to focus its efforts in 2012-13:

1. Development and implementation of a strategic recruitment/enrollment plan
2. Alignment of student financial aid with our strategic enrollment goals, and leveraging limited fellowship resources with external funding
3. Efficiency in admissions operations
4. Communications
5. Program assessment

#### 1. Development and implementation of a strategic recruitment/enrollment plan

Considering the diverse needs of graduate programs on campus, any recruitment/enrollment plan should be catered to the specific needs of the individual units and should be driven by the trends and capacities of the units. In the case of units with high capacities but small applicant pools, efforts will be directed to increasing the number of applicants. In the case of units with low yields, a communication plan will be designed to reach out to admitted students. In addition, an international recruitment plan will be developed and implemented for units relying on international students. Specific goals are listed below.

- i. Align recruitment efforts with academic unit capacity and develop enrollment goals via a data-driven strategic recruitment plan. This plan will include five major activities:
  - Reviewing doctoral Annual Program Summaries (APS) for academic unit capacity
  - Revising the UGS Recruitment Enhancement Initiative to increase its impact on enrollment and to include accountability
  - Strategizing recruitment travel based on the regional locations of graduate student applicants and admitted students
  - Identifying and establishing Under-Represented Minority (URM) recruitment goals and incentives.
- ii. Enhance communication with academic units and with both prospective and admitted students.

Communication activities targeting academic units will include:

- Conducting best practices recruitment workshops for graduate program directors every semester, and requiring academic units' participation as an eligibility criterion to receive UGS Recruitment Enhancement Funds.

Communication activities targeting prospective and admitted students will include:

- Hosting discipline-specific open houses for admitted students with possible subsidization of their travel expenses
  - Conducting regional forums/visits for admitted students in Florida
  - Expanding the current communication plan to reach admitted students (emails related to funding, professional development, annual report)
  - Possible subsidization of orientation fees for selected students making early decisions.
- iii. Collaborate with academic units to enhance international recruitment. Efforts within this goal will include:
- Developing recruitment initiatives
  - Targeting current international undergraduates and hosting them at open houses
  - Partnering with research faculty members who have international collaborations to seek their help in reaching out to students at the overseas institutions.

## 2. Alignment and leveraging of student financial aid

UGS recognizes the need to be creative in providing tuition waivers and GA/fellowship awards. It is important not only to use the limited resources to serve the recruitment goals but also to leverage the resources with extramural funds. UGS will work with the Division of Research in 2012-13 to develop and implement strategic initiatives for more effective use of fellowship and tuition funds. Specific tasks identified to fulfill this goal are:

- i. Obtain data to ensure that the current fellowships (Dissertation Year Fellowship, Presidential Fellowship, Dissertation Evidence Acquisition Fellowship) are accomplishing their stated purposes, and revise the selection criteria, if needed.
- ii. Develop and implement one or more initiatives to use tuition waivers as incentives and secure greater levels of doctoral student stipends from extramural grants.
- iii. Develop and establish one or more initiatives to allow faculty investigators to leverage their extramural funds with UGS funds in recruiting doctoral students.

## 3. Efficiency in admission operations

To support growth in masters and doctoral programs, UGS will need to enhance its operational efficiency in the area of admissions. Specific tasks identified to achieve the efficiency are:

- i. Implement a new online application, which will replace our current third-party application. Efficiency will be greatly enhanced by the full integration of the application into PeopleSoft. Since the new application will be built in-house, we will have the ability to customize the application to meet our processing specifications. The data interface issues with the third party vendor will disappear.
- ii. Collaborate with the Graduate Admissions Advisory Committee to review and document all of the preferred application/evaluation procedure variances down to the individual academic department level.

- iii. Implement recommendations for policy and procedural changes based on the review of the GAAC and UGS.
- iv. Collaborate with the International Students and Scholars Services office to identify areas of improvement in the process of issuing visa documents to international admits.

#### 4. Communication

As a continuation of our efforts to engage graduate students and faculty in our strategic priorities, we will broaden our focus on effective communication to include the following new initiatives.

- i. Develop an external advisory board to include graduate student alumni. The purpose of the board will be to promote and implement philanthropic programs resulting in endowments, which could be used to attract outstanding graduate scholars.
- ii. Create student focus groups to provide feedback on marketing materials (for the UGS website), Graduate School recruitment publications, and doctoral program recruitment communication plans.
- iii. Establish a comprehensive social media strategy that serves all of our constituencies and integrates multiple platforms with existing media.

#### 5. Program Assessment

The Annual Program Summaries prepared by the UGS in Spring 2012 were received very well by all doctoral programs on campus. These summaries provide valuable information to the individual programs in their recruitment/retention efforts. The Carnegie reviews and the 7-year Board of Governors assessments will be synchronized to minimize time and effort needed from graduate faculty. The goals for the coming year are to extend the summaries to Masters/Specialist programs and to maintain a steady cycle of Carnegie reviews. Specific tasks identified to accomplish these goals are:

- i. Key indicators will be identified relevant to all of our Masters/Specialist programs for improving and forecasting growth in recruitment, admissions, enrollments, and degree completion; these indicators will be used to design Annual Program Summaries (APS).
- ii. The units will be contacted to review the APS, identify mechanisms for getting student and alumni feedback, and to develop a plan for measuring learning outcomes.
- iii. A combined institutional and Carnegie style review process will be initiated for a new cohort of doctoral programs in fall. To improve the sustainability of our doctoral reviews, UGS will work with academic planning to combine and synchronize the institutional and Carnegie style review processes for doctoral programs.

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**Florida International University**  
**Board of Trustees**  
**Report on Undergraduate Education**  
**Submitted by the Dean of Undergraduate Education**  
**September 2012**

The Graduation Success Initiative (GSI) is a comprehensive, university-wide set of innovations which transform the administration of FIU's undergraduate curriculum with the overarching goal of supporting undergraduate student success as measured by retention and graduation rates (<http://gsi.fiu.edu>).

At the heart of the GSI are a few simple objectives. Students are helped to identify their appropriate majors (majors which fit their abilities, interests, and goals) as early as possible, beginning with admission to the university. With their appropriate goal in mind, students are provided with a clear path (a semester-by-semester major map) to that goal. While on the path, students are provided with immediate feedback if they are straying from their path.

Feedback to the students is provided through integrated systems of high tech/high touch academic advising. The cadre of professional academic advisors is being built steadily to achieve the 300:1 student:advisor ratio which is the national standard of best practice set by the National Association of Academic Advising (NACADA). FIU's current undergraduate ratio is approximately 450:1. The system of academic advising is transitioning from a reactive, drop-in approach to a proactive, caseload-management paradigm in which all students will be assigned an academic advisor at admission and each academic advisor will manage a specific caseload of students, monitoring their progress and reaching out to them to ensure their academic progress in an appropriate major.

My\_eAdvisor is a powerful tracking tool which allows students and advisors to monitor academic progress vis-a-vis the Major Map. The Major Map encapsulates semester-by-semester expectations of what courses need to be taken, what grades need to be earned, and what milestones need to be achieved in order to graduate on-time. My\_eAdvisor is currently being developed through a partnership of Undergraduate Education and University Technology Services and will be deployed in two phases over fall semester, 2012.

Both students and advisors will have My\_eAdvisor dashboards with important summaries and quick access to functionalities.

The student's My\_eAdvisor dashboard includes: (a) the interactive Major Map, which displays curricular specifications, performance levels, and milestones necessary for the student to graduate on-time; (b) advisor messages in addition to automated alerts if the student strays from the Major Map; (c) universal advising notes, the accumulated notes from interactions with all advisors which allows students and any FIU advisor to know what advice the student has received; (d) a scheduler, which allows the student access to interact with the advisor's availability and to make an appointment online; and (e) links to pertinent resources (Figure 1).

The interactive Major Map (Figure 2) is rich in detailed information for students about what they should be doing and whether or not they are doing it. Research demonstrates that the closer to the behavior that feedback occurs the more likely it is that the feedback will be effective. In the case of My\_eAdvisor, feedback is given immediately following each semester, and if students need to register for a course to correct a misstep, they can view the available sections and register for the course seamlessly from My\_eAdvisor. Students receive feedback and the ability to correct it all at the same time. This feature is just one of many noteworthy innovations of My\_eAdvisor which not only make it effective as an advising and planning tool but also give it commercialization potential.

The advisors' My\_eAdvisor dashboard (Figure 3) includes: (a) all students assigned to that advisor, the roster of the advisor's caseload for whom the advisor is held accountable for monitoring the progress and proactively facilitating students' success in graduating on-time in an appropriate major; (b) advisor calendar, used to express advisors' availability and to make appointments online; (c) access to advisor notes for all students; (d) access to sending and receiving messages to students; and (e) advisor's profiles, including their basic contact information.

Initial training for My\_eAdvisor begins in September and will be available continuously in face-to-face and online formats thereafter for students and advisors.

A great deal of information about GSI can be found at <http://gsi.fiu.edu>; see in particular the overall project plan with its nine task clusters, [https://ugrad.fiu.edu/gsi/GSI\\_Project\\_Plan\\_June\\_2011.pdf](https://ugrad.fiu.edu/gsi/GSI_Project_Plan_June_2011.pdf).

Figure 1. My\_eAdvisor student dashboard.

**Student Dashboard**

Program - Engineering  
Major - Mechanical Engineering - BS

Assigned Advisor: [Name]

MyMajor | Messages (1) | Advisor Notes | Appointment Request | Resources

1. Interactive Major Map  
2. Messages with Advisor(s)  
3. Notes from Advisor(s)  
4. Schedule Appointment with Advisor  
5. Links for Students

**Fall Term 2012**  
CHM1045/L pre-requisite: Second year high school or college algebra  
Math placement is based on ALEKS scores. If you do not place in to MAC2311, see your advisor to discuss appropriate courses and major requirements.

Course Group	Subject	Catalog Nbr	Course Description	Units	Course Notes	Critical Indicator	Add to Cart	Official Grade	Course Group Status
UCC First Year Experience	SLS	1501	First Year Exper	1.00			Add to Cart		Details
UCC English Composition	ENC	1101	Writing and Rhetoric I	3.00				C+	Details
Mathematics and Sciences	CHM	1045	Gen Chemistry I	3.00		C		B	Details
Mathematics and Sciences	CHM	1045L	Gen Chem Lab I	1.00		C		B	Details
UCC Quantitative Reasoning	MAC	2311	Calculus I	4.00		C		C	Details
Required Courses	EGN	1100	Intro To Engineering	2.00			Add to Cart		Details

**General Requirements**

\* Critical Indicator is the minimum grade indicated in specific courses to demonstrate proficiency and progress in major. Earning less than the minimum grade is a trigger for a conversation with advisor.\*

Figure 2. My\_eAdvisor interactive Major Map.

**Student Dashboard**

Program - Engineering  
Major - Mechanical Engineering - BS

Assigned Advisor: [Name]

MyMajor | Messages (1) | Advisor Notes | Appointment Request | Resources

Catalog Year: 2012  
College/School: Engineering  
Major: Mechanical Engineering - BS  
Track/Concentration: Four Year Pre-engineering

**Fall Term 2012**  
CHM1045/L pre-requisite: Second year high school or college algebra  
Math placement is based on ALEKS scores. If you do not place in to MAC2311, see your advisor to discuss appropriate courses and major requirements.

Course Group	Subject	Catalog Nbr	Course Description	Units	Course Notes	Critical Indicator	Add to Cart	Official Grade	Course Group Status
UCC First Year Experience	SLS	1501	First Year Exper	1.00			Add to Cart		Details
UCC English Composition	ENC	1101	Writing and Rhetoric I	3.00				C+	Details
Mathematics and Sciences	CHM	1045	Gen Chemistry I	3.00		C		B	Details
Mathematics and Sciences	CHM	1045L	Gen Chem Lab I	1.00		C		B	Details
UCC Quantitative Reasoning	MAC	2311	Calculus I	4.00		C		C	Details
Required Courses	EGN	1100	Intro To Engineering	2.00			Add to Cart		Details

**General Requirements**

\* Critical Indicator is the minimum grade indicated in specific courses to demonstrate proficiency and progress in major. Earning less than the minimum grade is a trigger for a conversation with advisor.\*

Add Course to Cart

Figure 3. My\_eAdvisor advisor dashboard.

FIU **Advisor Dashboard** [New Window](#) | [Help](#) | [Customize Page](#) | [student dashboard search](#)

GSI Advises | **Advisor Calendar** | **Advisor Notes** | **Messages (1)** | **My Info**

1 All students assigned to advisor

2 Calendar used for student appointments

3 Lookup advisor notes

4 Send or read messages

5 Office Location(s) and Phone Number(s)

Find | View All | First 1 of 1 Last

New Student?	Panther ID	Student Name	Next Appointment	New Message	View Msgs	New Note	View Notes	Admit Term	Last Enrolled	Major Map	Student Dashboard
1 NEW								Fall Term 2012		2YR	
2 NEW								Fall Term 2012		2YR	
3 NEW								Fall Term 2012		2YR	
4 NEW			Tue, 7/31/2012 01:00 PM					Fall Term 2012		2YR	

1-100 of 169 Last

# **THE FLORIDA INTERNATIONAL UNIVERSITY BOARD OF TRUSTEES FINANCE AND AUDIT COMMITTEE**

## **DIVISION OF RESEARCH**

### **FISCAL YEAR 2011-2012 REPORT**

#### **I. Introduction**

This document presents Division of Research (DoR) data for Fiscal Year 2011-2012 (FY 2012) and focuses on two areas. In [Section II](#), we present an overview of performance regarding research awards, facilities and administrative costs (F&A), and research grant applications. In [Section III](#), we provide an update and summary of several key DoR initiatives that represent ongoing efforts aimed at improving research support to faculty, and addressing needs associated with the growing breadth and quality of the research enterprise at FIU.

#### **II. Overview of Awards, Applications, F&A and Expenditures**

The data presented in [Table 1](#) compares awards received during FY 2011 with those received during FY 2012. When compared with last fiscal year, overall awards decreased by 3.6% or \$3.7M.

There are several factors influencing the decrease in research awards for this fiscal year. First, budget reductions at the federal level have been impacting research funding for universities dating back to FY 2010, in which most of the Florida universities had reductions in research awards. Second, uncertainties of the federal budget impacting the timing of many research awards have delayed awards from one fiscal year to the next. For example, during FY 2012, the National Institutes of Health (NIH) suspended all automatic cost of living budget increases for new and existing grants. This consisted of a 3% budget decrease to all existing NIH grants at FIU. Additionally, all new grants received automatic budget reductions ranging from 10% to 15%. Furthermore, some existing programs were terminated by federal agencies, which affected several grants that were slated to be funded. However, while federal awards for FY 2012 decreased by 11%, state and local government awards increased by 52%.

Even with this year's decrease in research awards, FIU's growth in research awards between FY 2008 and FY 2012 was 38.5%, and 13.4% between FY 2009 and FY 2012. Moreover, as illustrated on [Table 4](#), the monetary value of applications for FY 2012 increased by 36.7%, and the number of applications submitted increased by 10.6%, from 691 in FY 2011 to 764 in FY 2012.

Preliminary data indicates that research expenditures will exceed the expected increase—from \$110M in FY 2011 to \$114M in FY 2012—and we continue to expect future growth in the size and impact of FIU's research enterprise. As shown in [Figure 1](#), preliminary data indicates \$127.8 million in research expenditures for FY 2012, or a 16.2% increase from the prior fiscal year.

As described on [Section III](#), many of the efforts of DoR have focused on increasing the number of faculty receiving external funding to support their research endeavors. We aim to continue the positive trajectories in this area. During the past four years, the proportion of faculty with external funding has increased from 36% in FY 2009 to 38% in FY 2010, to 41% in FY 2011, to 43% in FY 2012. The proportion of Assistant Professors with external funding has also increased during these past four fiscal years from 15.8% in FY 2009, to 18.5% in FY 2010, to 22.3% in FY 2011, and 22.8% in FY 2012. The increase among Assistant Professors is remarkable during this time of budgetary contraction in which it is very challenging for junior faculty to receive funding from some of the major federal agencies, such as NIH.

[Figure 2](#) presents the changes in new awards for each of the colleges. For instance, the College of Education (CoE) and the College of Engineering and Computing (CEC) experienced increases in awards, 15.4% and 8.4%, respectively. Professor Garcia in the CoE received \$1.20M in continuation awards from the US Department of Education, and Professor Bliss received \$0.45M in a new award from the NSF. Within CEC, Professor Chowdhury (Civil and Environmental Engineering) received a \$400,000 Career Award from the NSF, and Professor Jung (Biomedical Engineering) received \$1.128M from NIH for her research on neural-enabled prostheses.

[Figure 3](#) presents the average award F&A rate (overhead) by college or school. The overall rate increased slightly from 21% to 23%, slightly over the targeted range of 20% to 22%. The college with the highest F&A rate is the Herbert Wertheim College of Medicine (HWCm—38.3%), followed by the Robert Stempel College of Public Health and Social Work (RSCPHSW—29.8%), the College of Engineering and Computing (CEC—24 %), and the College of Arts and Sciences (CAS—23.5%). These values are expected, since the colleges focusing on health-related research have research that is largely funded by NIH, which is more likely to fund grants with the full F&A rate; while CAS has many fields whose research is funded through agencies that are less likely to cover the full F&A rate.

Awards received by Centers, Institutes and Museums are presented by unit in [Table 2](#). Overall, Centers, Institutes and Museums experienced a 5.9% decline. There were several Centers with significant increases, including CRUSADA (200%), the Center for Children and Families (71.5%), the Center for the Administration of Justice (65.3%), and the International Forensic Research Institute (43%). In addition, CIARA—Center for Internet Augmented Research and Assessment—received \$2.24M from the NSF International Research Network Connections Program, reflecting a 192% increase.

[Table 3](#) illustrates the distribution of new research awards by three categories: Federal, State, and Private/Other. During FY 2012, state and local government funds increased by 52.4%, and private/other funds increased by 6.1%. Federal funds, however, decreased by 11.1%.

[Table 4](#) presents the funding value of applications submitted by colleges. The value of applications submitted during FY 2012 increased by 36.7%, and the number of applications submitted increased by 10.6%, from 691 in FY 2011 to 764 in FY 2012.

[Table 5](#) presents the same information on applications submitted by Centers, Institutes, and Museums. Notable increases in applications submitted during FY 2012 include the Frost

Museum, Wolfsonian, the Center for the Administration of Justice, the Center for Children and Families, and the Southeast Environmental Research Center.

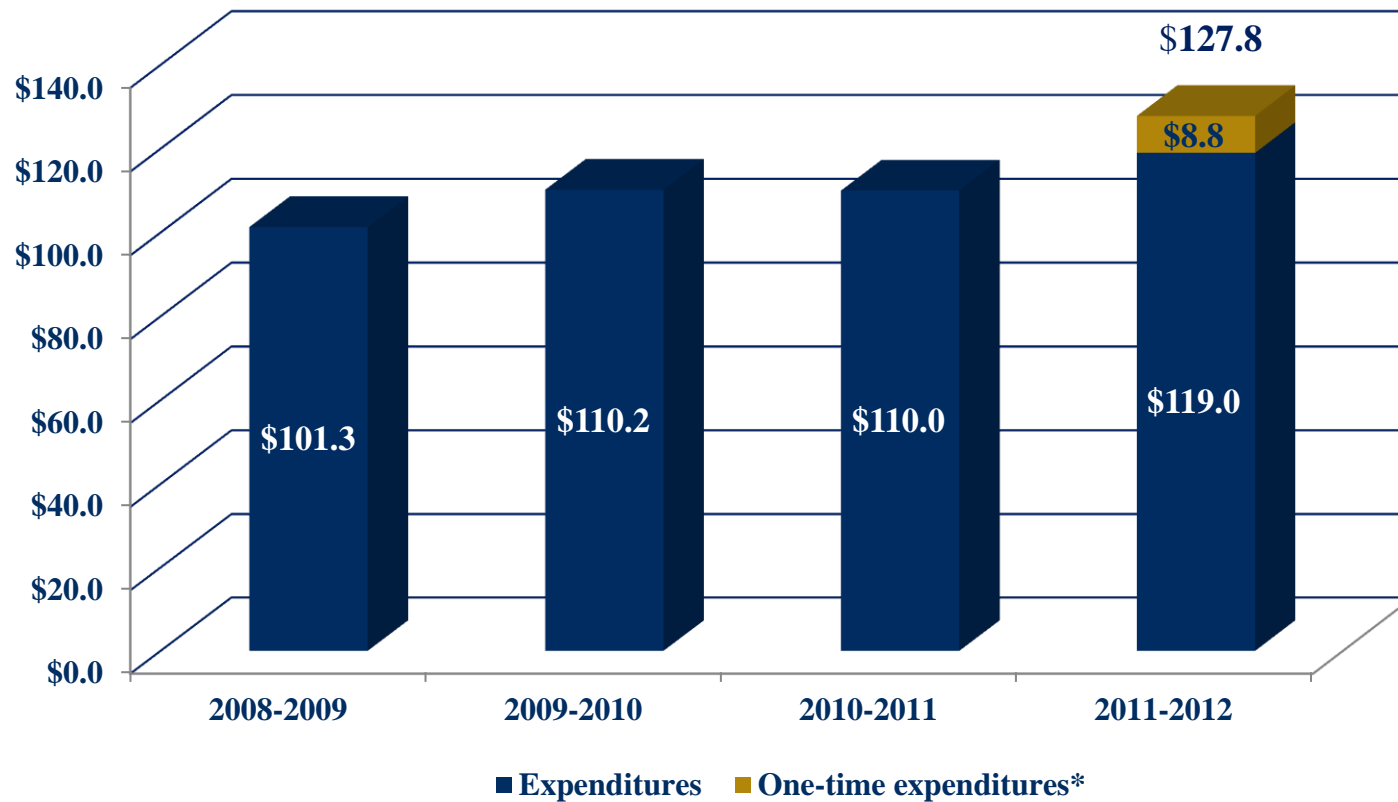
### III. Initiatives Update

1. **Interdisciplinary Research Networks:** As reported to the BOT last year, DoR began efforts to nurture the creation of interdisciplinary networks of faculty with common interests in specific research areas. The goal is to be better prepared to respond to external research funding opportunities. This past FY, DoR assisted in the creation of the Nuclear Research Interdisciplinary Network, which brings together FIU faculty involved in the nuclear research field (nuclear sciences and nuclear medicine, among others). The Network aims to expand the level of knowledge in the nuclear arena by establishing working groups to drive grant proposals, student training programs, and FIU's involvement in the national discussion regarding nuclear sciences. It also provides access to nuclear funding and research opportunities, promotes working partnerships, and sponsors special events such as workshops and guest speakers. During FY 2012, members of the Network submitted grant proposals, one of which was awarded to develop nuclear curricula at FIU. A second proposal was denied, and a third one to establish a Center of Excellence for Radiochemistry Research and Workforce Development & Training is still pending. During the upcoming year (2012-2013), DoR is working to establish two additional networks—Health Disparities and Community Health, and Environmental/Climate Change.
2. **Community Health Research:** Dr. Juan Acuña was appointed Assistant Vice President for Clinical and Community-Based Research within the Division of Research. Dr. Acuña will continue his role of Division of Research and Information and Data Coordinating Center at the Herbert Wertheim College of Medicine (HWCOC). In this additional role with DoR, Dr. Acuña will foster and promote clinical and community-based research throughout the University, seek opportunities for interdisciplinary clinical and community-based research throughout the University by engaging faculty across disciplines, actively seek external funding to support clinical and community-based research, and provide a bridge between the DoR and HWCOC.
3. **Technology Management:** The search for the IP/TT Director concluded successfully. Mr. Pedro P. Hernandez, JD, MBA, was hired and started on February 13, 2012. The Office of Technology Management and Commercialization has set a goal to file 30 patent applications this year. The Office also hired a new technology management and commercialization manager who will be starting at the end of August, and will be dedicated to licensing FIU technology. We will also be starting a new chapter of the National Academy of Inventors, and will have an inauguration ceremony of the new chapter members in the fall semester. The Office plans to start providing intellectual property training seminars to faculty and students during the fall semester. They are also working with other groups within the FIU community to help build a culture of innovation and entrepreneurship across the University.
4. **Faculty Mentoring Efforts:** DoR established the Mentors in Residence Program, which links experienced researchers and junior faculty members interested in submitting proposals to federal agencies. Faculty mentors serve in one of two cohorts consisting of a spring/summer or summer/fall semester term. Mentors provide advice on proposal development, reviews, and assist mentees with any other questions involving the preparation of research

proposals. The Mentors in Residence program works in conjunction with the faculty mentoring program currently run by the College of Arts and Sciences, which provides assistance to junior faculty on other important topics affecting their early careers including, publications, teaching, and student mentoring. DoR also offers grant-writing tutorials and has compiled a collection of successful proposals to help junior and midlevel faculty interested in applying for funding.

5. **VIP Service Initiative:** To support world-class researchers, the DoR has created a VIP Service initiative to assist FIU researchers who are responsible for large research operations. The initiative consists of providing dedicated staff whose sole purpose is facilitating workflow for large research programs—working with individual colleges and departments, Human Resources, Purchasing, Travel and other FIU service units to assure that project timelines are not jeopardized by unnecessary and avoidable delays with paperwork.
6. **Completed F&A proposal to NIH:** In April 2012, we completed and submitted the cost proposal for negotiation of a new F&A rate to the federal government. We expect a site visit and negotiations to take place during December 2012.
7. **FIU/M-DCPS Partnership:** An FIU/M-DCPS Steering Committee for Research Collaboration was created to focus on establishing infrastructure to support collaborative research between FIU and M-DCPS, identifying the strategic focus areas for research collaboration, and establishing mechanisms for streamlining grant applications for research conducted at M-DCPS (e.g., IRB, letters of support, etc.). The Committee is co-chaired by Dr. William Pelham (Director of FIU's Center for Children and Families), and consists of a total of five (5) members from each institution, and a member for the Children's Trust. During FY 2012, the Research Committee focused on developing a joint agreement that details the process and required content for developing letters of recommendation from the District in support of FIU faculty members' research grants. The final text was accepted in May 2012, culminating a year of discussions. The document will be posted on the M-DCPS and the FIU DoR websites to guide requests for letters of support from the M-DCPS.
8. **Creation of Institutional Grant Proposal Team:** A team has been assembled at DoR with the function of focusing on large interdisciplinary grant opportunities. The team will either prepare grant submissions or assist faculty groups within the University in the preparation of such grants. The creation of this team is important given the increase in large multidisciplinary grant opportunities with short submission timelines. Over the past three years, a team with extensive experience in craftsmanship has been developed at DoR.
9. **Research Space Renovations:** More than 20,000 SF (at MMC, BBC, and Engineering Center) were renovated during FY 2012, at a cost of over \$3.33M. For instance, the renovations of the anatomy and biology labs consisted of 2,855 SF, at a cost of over \$0.931M. Renovations for biomedical engineering labs and confocal core laboratories encompassed 3,701 SF, totaling \$1.275M. In addition, the renovation of over 9,000 SF is currently in progress, with an estimated total cost of \$3.11M.

**Figure 1. Research Expenditures (in millions)**



\* consist of Florida Boost awards, ARRA, and other one-time investments

**Table 1: Comparison of Awards Received**

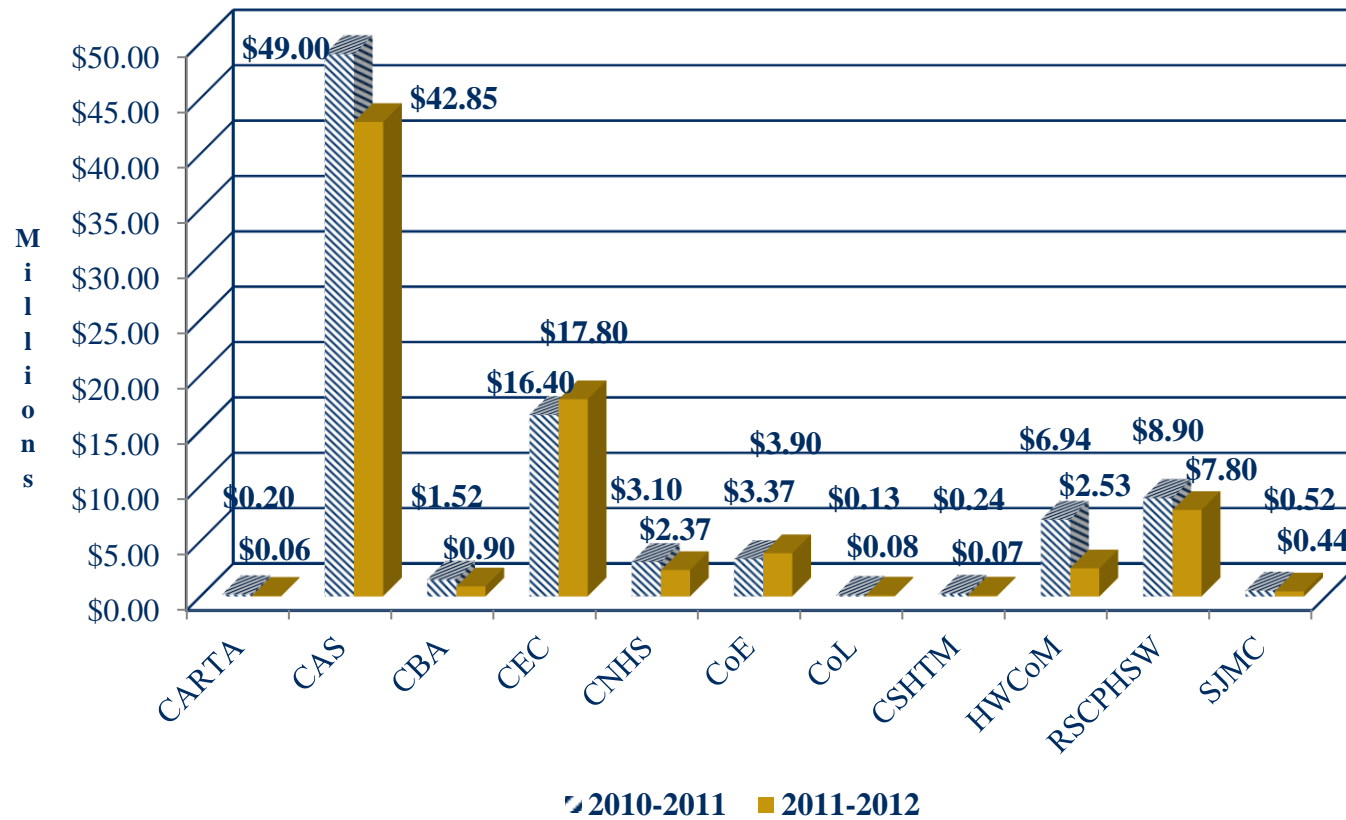
College/Division	July 2010 - June 2011			July 2011 - June 2012			% change
	Direct	F&A	Total	Direct	F&A	Total	
Academic Affairs (AA)	\$11,309,885	\$3,672,638	\$14,982,523	\$12,083,783	\$3,603,115	\$15,686,898	4.7%
Chaplin School of Hospitality & Tourism Management (CSHTM)	\$241,015	\$0	\$241,015	\$71,743	\$0	\$71,743	-70.2%
College of Architecture & the Arts (CARTA)	\$202,051	\$450	\$202,501	\$55,829	\$0	\$55,829	-72.4%
College of Arts & Sciences (CAS) *	\$41,454,438	\$7,553,388	\$49,007,826	\$34,697,037	\$8,149,053	\$42,846,091	-12.6%
College of Business Administration (CBA) *	\$1,366,467	\$159,390	\$1,525,857	\$825,802	\$78,978	\$904,780	-40.7%
College of Education (CoE)	\$3,213,225	\$166,089	\$3,379,314	\$3,617,661	\$280,801	\$3,898,462	15.4%
College of Engineering & Computing (CEC)	\$13,735,835	\$2,666,805	\$16,402,640	\$14,336,076	\$3,446,911	\$17,782,987	8.4%
College of Law (CoL)	\$127,280	\$0	\$127,280	\$79,363	\$0	\$79,363	-37.6%
College of Nursing & Health Sciences (CNHS)	\$2,847,883	\$248,491	\$3,096,374	\$2,052,276	\$313,723	\$2,366,000	-23.6%
Division of Finance (Fin)	\$274,016	\$52,384	\$326,400	\$199,837	\$53,956	\$253,793	-22.2%
Division of IT/CIARA (IT)	\$1,090,461	\$93,811	\$1,184,272	\$3,176,256	\$281,149	\$3,457,405	191.9%
Division of Student Affairs (SA)	\$1,204,406	\$71,297	\$1,275,703	\$1,795,449	\$129,995	\$1,925,444	50.9%
Herbert Wertheim College of Medicine (HWCofM)	\$4,980,498	\$1,957,330	\$6,937,828	\$1,828,693	\$699,862	\$2,528,554	-63.6%
Office of the President	\$0	\$0	\$0	\$102,250	\$0	\$102,250	n/a
Robert Stempel College of Public Health & Social Work (RSCPHSW) *	\$6,934,030	\$1,966,917	\$8,900,947	\$6,010,707	\$1,757,945	\$7,768,652	-12.7%
School of Journalism & Mass Communication (SJMC)	\$419,603	\$97,397	\$517,000	\$360,499	\$78,130	\$438,629	-15.2%
Gifts for Research**				\$5,132,946		\$5,132,946	n/a**
<b>TOTAL</b>	<b>\$86,384,634</b>	<b>\$18,172,959</b>	<b>\$104,557,593</b>	<b>\$82,877,031</b>	<b>\$17,907,031</b>	<b>\$100,784,062</b>	<b>-3.6%</b>
<b>Effective F&amp;A rate of grants &amp; contracts</b>	<b>21%</b>			<b>23%</b>			

\*\* In the past, gifts for research were counted as project grants at the stage in which research accounts were established for the start of the projects. To better conform to national practices, beginning in FY 2012, gifts for research will be counted when the University receives the gift.

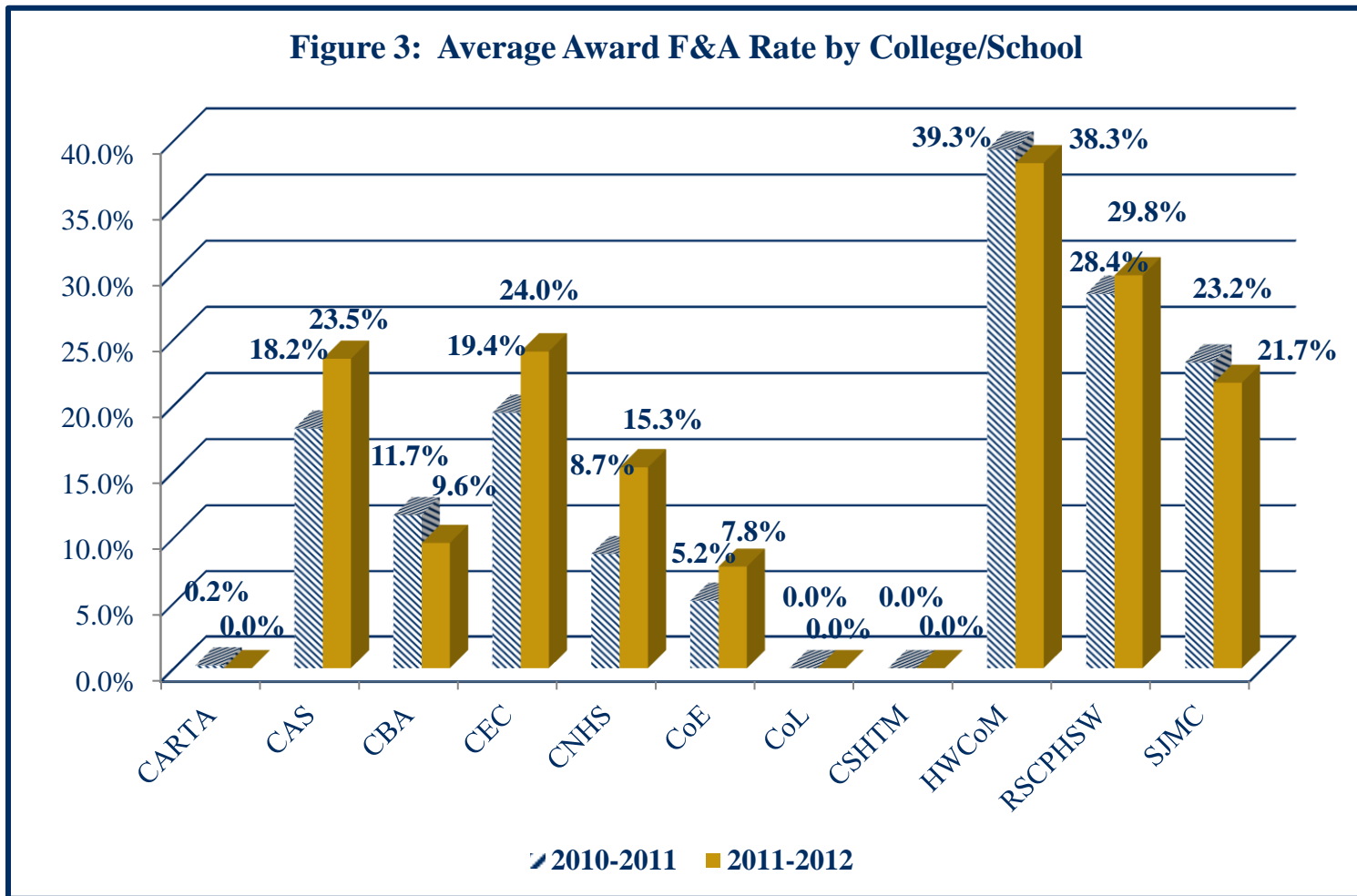
\* The following are **NOT** reflected in the “TOTAL” above, but are included in the respective colleges, thus “double counted.”

	FY 2010-2011 Total	FY 2011-2012 Total
Included in AA (IHRC) and CAS	\$734,620	\$606,270
Included in AA (IHRC) and CBA	\$464,781	\$677,889
Included in AA (IHRC) and CEC	\$1,352,789	\$242,560
Included in AA (CRUSADA) and RSCPHSW	\$992,697	\$2,989,045
Included in AA (CRUSADA) and CAS	\$5,000	\$0

**Figure 2: Comparison of Awards Received by College/School (\$M)**



**Figure 3: Average Award F&A Rate by College/School**



**Table 2: Comparison of Awards Received by Centers, Institutes, Museums**

College/Division	July 2010 - June 2011			July 2011 - June 2012			% change
	Direct	F&A	Total	Direct	F&A	Total	
Academic Affairs							
Applied Research Center (ARC)	\$4,399,202	\$2,206,022	\$6,605,224	\$4,324,481	\$1,825,074	\$6,149,556	-6.9%
CRUSADA*	\$728,027	\$269,670	\$997,697	\$2,200,709	\$788,336	\$2,989,045	199.6%
Frost Art Museum	\$185,158	\$0	\$185,158	\$148,925	\$0	\$148,925	-19.6%
Int’l Hurricane Research Center (IHRC)	\$2,288,432	\$263,758	\$2,552,190	\$1,348,467	\$178,251	\$1,526,718	-40.2%
Wolfsonian	\$414,738	\$15,988	\$430,726	\$868,393	\$0	\$868,393	101.6%
College of Arts & Sciences							
Center for Administration of Justice (CAJ)	\$824,981	\$130,946	\$955,927	\$1,349,961	\$230,609	\$1,580,570	65.3%
Center for Children and Families (CCF)	\$1,275,455	\$386,199	\$1,661,654	\$2,179,746	\$669,875	\$2,849,621	71.5%
Center for Labor Research and Studies (CLRS)	\$184,315	\$8,435	\$192,750	\$90,720	\$1,905	\$92,625	-51.9%
ICHAD	\$444,266	\$182,851	\$627,117	\$121,451	\$54,653	\$176,104	-71.9%
Institute for Asian Studies (IAS)	\$41,647	\$0	\$41,647	\$0	\$0	\$0	-100.0%
Institute for Public Management and Community Service	\$0	\$0	\$0	\$79,401	\$12,062	\$91,463	n/a
Institute for Public Opinion Research (IPOR)	\$46,830	\$2,810	\$49,640	closed in FY 2011-2012			n/a
International Forensic Research Institute (IFRI)	\$797,930	\$175,043	\$972,973	\$1,071,997	\$319,427	\$1,391,424	43.0%
Jack D. Gordon Institute for Public Policy & Citizenship Studies	\$478,483	\$27,798	\$506,281	\$175,273	\$6,807	\$182,080	-64.0%
Latin American and Caribbean Center (LACC)	\$1,954,224	\$366,139	\$2,320,363	\$1,004,905	\$310,737	\$1,315,643	-43.3%
Metropolitan Center	\$83,382	\$13,684	\$97,066	\$114,632	\$20,368	\$135,000	39.1%
Southeast Environmental Research Center (SERC)	\$9,058,772	\$2,584,274	\$11,643,046	\$8,250,669	\$2,816,590	\$11,067,259	-4.9%
Women's Studies Center	\$211,134	\$21,114	\$232,248	\$629,200	\$176,465	\$805,665	246.9%

**Table 2: Comparison of Awards Received by Centers, Institutes, Museums**

College/Division	July 2010 - June 2011			July 2011 - June 2012			% change
	Direct	F&A	Total	Direct	F&A	Total	
College of Business							
Center for International Business Education & Research	\$7,042	\$0	\$7,042	\$0	\$0	\$0	n/a
Eugenio Pino & Global Entrepreneurship Center	\$129,012	\$0	\$129,012	\$0	\$0	\$0	n/a
College of Engineering & Computing							
Center for Diversity in Engineering & Computing	\$1,895,072	\$144,922	\$2,039,994	\$644,211	\$59,336	\$703,546	-65.5%
Division of Student Affairs							
Children's Creative Learning Center (CCLC)	\$273,166	\$21,511	\$294,677	\$272,981	\$21,839	\$294,820	0.0%
School of Journalism & Mass Communication							
International Media Center (IMC)	\$374,603	\$97,397	\$472,000	\$300,499	\$78,130	\$378,629	-19.8%
University Technology Services							
CIARA: Center for Internet Augmented Research	\$1,090,461	\$93,811	\$1,184,272	\$3,176,256	\$281,149	\$3,457,405	191.9%
Total	\$27,186,332	\$7,012,372	\$34,198,704	\$28,352,877	\$7,851,613	\$36,204,491	5.9%
Effective F&A rate	25.8%			27.7%			

\* Includes \$997,697 and \$2,989,045 also credited to the School of Social Work for FY 2010-2011 and 2011-2012, respectively.

**Table 3: Awards by Sponsor Type**

<b>July 2010 - June 2011</b>				
<b>Funding Source</b>	<b>Awarded Direct Costs</b>	<b>Awarded F&amp;A</b>	<b>Awarded Total</b>	<b>Percent</b>
Federal Government	\$68,143,976	\$15,296,955	\$83,440,931	80%
State & Local Government	\$8,120,210	\$969,281	\$9,089,491	9%
Private / Other Sources	\$10,120,448	\$1,906,723	\$12,027,171	12%
<b>TOTAL</b>	<b>\$86,384,634</b>	<b>\$18,172,959</b>	<b>\$104,557,593</b>	<b>100%</b>
<b>July 2011 – June 2012</b>				
Federal Government	\$59,251,600	\$14,919,647	\$74,171,247	74%
State & Local Government	\$11,662,555	\$2,193,329	\$13,855,883	14%
Private / Other Sources	\$11,962,876	\$794,056	\$12,756,932	13%
<b>TOTAL</b>	<b>\$82,877,031</b>	<b>\$17,907,032</b>	<b>\$100,784,062</b>	<b>100%</b>

**Table 4: Comparison of Applications Submitted by Colleges**

College/School/Center/Division	July 2010 - June 2011			July 2011 - June 2012			% change
	Direct	F&A	Total	Direct	F&A	Total	
Academic Affairs	\$42,685,097	\$12,126,239	\$54,811,336	\$39,552,095	\$10,718,284	\$50,270,379	-8.3%
Advancement & External Relations	\$27,230	\$0	\$27,230	\$0	\$0	\$0	N/A
Chaplin School of Hospitality & Tourism Management	\$256,261	\$0	\$256,261	\$0	\$0	\$0	N/A
College of Architecture & the Arts	\$1,020,000	\$260,000	\$1,280,000	\$43,829	\$0	\$43,829	-96.6%
College of Arts & Sciences	\$88,340,317	\$21,125,864	\$109,466,181	\$155,768,070	\$34,804,214	\$190,572,284	74.1%
College of Business Administration	\$598,906	\$58,225	\$657,131	\$1,036,359	\$145,536	\$1,181,895	79.9%
College of Education	\$11,255,628	\$1,440,735	\$12,696,363	\$7,962,020	\$873,669	\$8,835,689	-30.4%
College of Engineering & Computing	\$57,447,634	\$16,595,477	\$74,043,111	\$97,556,819	\$21,984,532	\$119,541,351	61.4%
College of Law	\$186,804	\$0	\$186,804	\$0	\$0	\$0	N/A
College of Nursing & Health Sciences	\$9,271,114	\$1,642,083	\$10,913,197	\$8,727,897	\$1,007,123	\$9,735,020	-10.8%
Division of Finance & Administration	\$53,308	\$14,393	\$67,701	\$23,429	\$3,200	\$26,629	-60.7%
Division of IT/CIARA	\$805,578	\$263,280	\$1,068,858	\$585,911	\$64,088	\$649,999	-39.2%
Division of Student Affairs	\$517,629	\$17,037	\$534,666	\$1,265,456	\$36,526	\$1,301,982	143.5%
Herbert Wertheim College of Medicine	\$11,601,893	\$4,466,383	\$16,068,276	\$19,373,576	\$7,921,933	\$27,295,509	69.9%
Office of the President	\$0	\$0	\$0	\$202,250	\$0	\$202,250	N/A
Robert Stempel College of Public Health & Social Work	\$33,140,753	\$11,386,073	\$44,526,826	\$29,576,512	\$7,631,081	\$37,207,593	-16.4%
School of Journalism & Mass Communication	\$917,799	\$223,027	\$1,140,826	\$899,169	\$193,479	\$1,092,648	-4.2%
<b>TOTAL</b>	<b>\$258,125,951</b>	<b>\$69,618,816</b>	<b>\$327,744,767</b>	<b>\$362,573,392</b>	<b>\$85,383,665</b>	<b>\$447,957,057</b>	<b>36.7%</b>
<b>Effective/average F&amp;A rate</b>	<b>27.0%</b>			<b>24%</b>			

**Table 5: Comparison of Applications Submitted by Centers, Institutes, Museums**

College/Division	July 2010 - June 2011			July 2011 - June 2012			% change
	Direct	F&A	Total	Direct	F&A	Total	
Academic Affairs							
Applied Research Center (ARC)	\$16,837,825	\$5,558,123	\$22,395,948	\$6,277,236	\$2,309,666	\$8,586,902	-61.7%
CRUSADA: Center for Research on US Latino AIDS/HIV/Drug Abuse	\$16,714,186	\$5,627,692	\$22,341,878	\$2,331,519	\$817,834	\$3,149,353	-85.9%
Frost Museum	\$73,806	\$6,467	\$80,273	\$262,725	\$0	\$262,725	227.3%
International Hurricane Research Center (IHRC)	\$863,491	\$151,288	\$1,014,779	\$635,677	\$98,277	\$733,954	-27.7%
The Wolfsonian	\$368,464	\$0	\$368,464	\$1,064,234	\$7,117	\$1,071,351	190.8%
College of Arts & Sciences							
Center for Administration of Justice	\$3,075,968	\$712,131	\$3,788,099	\$19,289,998	\$4,447,604	\$23,737,602	526.6%
Center for Children and Families (CCF)	\$2,173,641	\$822,880	\$2,996,521	\$8,106,581	\$2,716,589	\$10,823,170	261.2%
Center for Labor Research and Studies (CLRS)	\$194,489	\$11,161	\$205,650	\$87,053	\$1,905	\$88,958	-56.7%
Institute for Public Management and Community Service	\$81,411	\$10,052	\$91,463	\$0	\$0	\$0	N/A
Institute for Public Opinion Research (IPOR)	\$162,430	\$36,567	\$198,997	closed in 2012			N/A
International Forensic Research Institute (IFRI)	\$4,519,194	\$546,064	\$5,065,258	\$701,952	\$241,518	\$943,470	-81.4%
Jack D. Gordon Institute for Public Policy & Citizenship Studies	\$983,601	\$220,003	\$1,203,604	\$631,892	\$131,843	\$763,735	-36.5%
Latin American and Caribbean Center (LACC)	\$167,100	\$12,900	\$180,000	\$177,755	\$6,725	\$184,480	2.5%
Metropolitan Center	\$1,488,182	\$206,789	\$1,694,971	\$0	\$0	\$0	N/A
Southeast Environmental Research Center (SERC)	\$7,709,655	\$2,235,215	\$9,944,870	\$15,321,619	\$4,351,670	\$19,673,289	97.8%
Women’s Study Center	\$2,262,071	\$365,038	\$2,627,109	\$0	\$0	\$0	N/A

**Table 5: Comparison of Applications Submitted by Centers, Institutes, Museums**

College/Division	July 2010 - June 2011			July 2011 - June 2012			% change
	Direct	F&A	Total	Direct	F&A	Total	
College of Business Administration							
Eugenio Pino & Global Entrepreneurship Center	\$129,012	\$0	\$129,012	\$0	\$0	\$0	
College of Engineering & Computing							
Center for Diversity in Engineering & Computing	\$2,638,046	\$307,931	\$2,945,977	\$372,094	\$57,022	\$429,116	-85.4%
School of Journalism & Mass Communication							
International Media Center (IMC)	\$872,799	\$223,027	\$1,095,826	\$447,359	\$107,861	\$555,220	-49.3%
Division of Information Technology							
CIARA: Center for Internet Augmented Research	\$805,578	\$263,280	\$1,068,858	\$585,911	\$64,088	\$649,999	-39.2%
Total	\$62,120,949	\$17,316,608	\$79,437,557	\$56,293,605	\$15,359,719	\$71,653,324	-9.8%
Effective F&A rate	28%			27%			

**Florida International University  
Board of Trustees  
Academic Policy and Student Affairs Committee  
Enrollment Services Report  
September 2012**

**I. University Enrollment**

As of August 16, 2012, 32,343 students were enrolled in courses for the summer 2012 term. This represents a .5% decrease compared to summer 2011 when 32,498 students were enrolled around the same time. In addition, full-time equivalent enrollment (FTE) has decreased by 8%, from 5,702 FTEs in summer 2011 to 5,234 in summer 2012. The recent elimination of Pell Grant funding for continuously enrolled full-time students in the summer resulted in a small reduction in summer credit hours.

**II. New FTIC and Transfer Enrollment**

The University announced plans for enrollment growth in 2010 that extends through 2015. Growth for next year has been revised and is expected to be equal to the current year. Despite this, robust recruitment and marketing will continue to strengthen existing school relationships, strengthen markets, and build the quality of applicants. Enrollment targets for the 2012-2013 academic year are set purposefully equal to last year.

As of August 13, 2012, offers to First-Time-in-College (FTIC) students for the 2012-2013 academic year have decreased from 10,723, to 10,148 or -5.36% over the same time period. However, offers to transfer students have increased by 2.0%.

	Admission Offers (as of 8/15/2011)	Admission Offers (as of 8/13/2012)	% Change
	2011-12	2012-13	Point-in-Time
FTICs	10,723	10,148	-5.36%
Transfers	9,207	9,388	1.97%

Also, as of August 13, 2012, the number of newly enrolled FTICs has increased by 2.50% to 4,147, compared to 4,046 new FTICs last year. The number of new transfer students is down -2.35% compared to this time last year; however, transfer students will continue to enroll through the first week of class. Additionally, the University continues to review transfer applications.

	Headcount (as of 8/15/2011)	Headcount (as of 8/13/2012)	% Change	Projected total
	2011-12	2012-13	Point-in-Time	2012-13*
FTICs	4,046	4,147	2.50%	4,528
Transfers	4,806	4,693	-2.35%	5,732
Total	8,852	8,840	-0.14%	10,260

*\*Projected enrollment for 2012-2013 includes the spring 2013 semester.*

**III. Financial Aid**

The Financial Aid Office has seen an unprecedented increase in demand for services as enrollment increased.

For the 2011-2012 academic year 19,963 students have received Pell Grants. Comparatively, the total number of recipients in year 2010-11 was 18,112 students. As of August 16, 2012, students have borrowed \$239.9 million in Federal Direct Loans. Last year students borrowed \$213.5 million in Federal Direct Loans.

The awarding and disbursement of all financial aid continues to increase significantly. As of August 16, 2012, \$400.8 million in aid from all sources has been disbursed to 37,372 students for the 2011-2012 academic year. Comparatively, \$375 million in aid was disbursed to 34,583 students for the 2010-2011 academic year. It is expected that approximately \$430 million in aid will be disbursed to students in 2012-2013.

Financial Aid Office staff members have worked hard to meet the increased production challenges and to serve students through enhanced communications and customer services. Much of this is accomplished by leveraging available technology. Continued refinements in communication campaigns, increased efficiencies in Panthersoft 9.0, utilization of PantherChat (the online Chat system), and expansion of the Call Center phone system have enabled speed in processing and consistency in service standards.

#### **IV. The Concierge Experience**

The Concierge Enrollment Services team has continued to strengthen the infrastructure of our culture of customer support. The staff has expanded by the addition of a business analyst who will help to provide a much needed analytical component to better anticipate the services required of our staff, faculty and students. The need to develop a culture of data driven decision-making is essential to our ability to forecast enrollment service roadblocks, prepare for them and develop procedures and communication protocols that will serve to mitigate them.

This fall the Concierge Team once again called on enrollment services volunteers and over 15 staff members who participated in additional levels of cross-training served the university community during our peak time at the beginning of the semester. This was further enhanced as the administration and students came together during the first week of the semester in what is referred to as Week of Welcome (WOW). With the support from our Human Resources division, Campus Life from Student Affairs, and volunteers from our Student Government Association over 50 volunteers set out across both campuses to ensure a smooth transition for our students in the fall semester.

**THE FLORIDA INTERNATIONAL UNIVERSITY**  
**BOARD OF TRUSTEES**  
**Academic Policy and Student Affairs Committee**  
September 5, 2012

**Subject: Student Affairs Report**

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**Proposed Committee Action:**  
None. Information/Discussion only.

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**Background Information:**

The Student Affairs Report provides an overview of the programs and initiatives which were offered during the summer 2012 term, as well as activities during the beginning of the fall 2012 term.

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**Supporting Documentation:** Student Affairs Report

**Facilitator/Presenter:** Larry Lunsford

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**Florida International University  
Board of Trustees  
Academic Policy and Student Affairs Committee  
Division of Student Affairs – Summary Report  
September, 2012**

## **Introduction**

The summer term has been fast paced and filled with welcoming new students as well as planning for the new academic year. More than 2,500 freshmen and transfer students participated in summer “B” orientations and began classes in June. Orientation for fall freshman and transfer students has been ongoing since June.

The Office of Orientation and Parent Programs sponsored four Panther Camps this summer, including one designed specifically for transfer students. Panther Camp is designed to provide students with an opportunity to have fun while learning about various FIU traditions, learn about student leadership opportunities, and learn how to make the most of the college experience.

**Below are some highlights since the June BOT report:**

## **Campus Life**

- The Department of Campus Life at MMC and BBC collaborated to take our top student leaders on a leadership development and planning retreat at FGCU. Attendance ~ 155.
- The Department of Campus Life hosted a pool party in the housing quad intended to bring summer freshman students together. Attendance ~ 700
- FIU Homecoming Council hosted the annual “Countdown to Homecoming” event. It consisted of a speech by Coach Cristobal, pep rally, giveaways, and tabling by other student organizations. Attendance ~600
- The Department of Campus Life hosted the first SUMMERFEST program on July 17, 2012. This was a concert and DJ event featuring 17 university departments and student organizations giving out information to students about how to become involved and engaged at FIU. Attendance ~2500
- Sorority and fraternities hosted multiple recruitment events over the summer to help new students understand how to get involved. Attendance ~500

- The Student Programming Council showed a weekly movie over most of Summer B to create opportunities for freshmen to get together.  
Attendance~1,500

**Week of Welcome (WOW).** Week of Welcome is a full week of welcoming events hosted by the Department of Campus Life and student leaders. The following activities are planned to begin August 20, 2012:

- FIU Splash, Housing Quad 3:00 p.m. - 10:00 p.m.. Pool party sponsored by Homecoming, IFC, and SPC to welcome students back.
- SGA Welcome back, GC Pit 11:00 a.m. - 2:00 p.m. SGA pep rally, giveaways, introduction of major student organizations, and other speakers.
- Multifaith Council Mix and Mingle, GC 243 2:00 p.m. - 3:00 p.m. Welcome from spiritually based organizations.
- NPHC Yard Show, GC Ballrooms 8:00 p.m. Step show from historically Black fraternities and sororities.
- SPC Pit Event, GC Pit 11:00 a.m. - 2:00 p.m. Promotional items given out to alert students to upcoming events and activities.
- CSO Club Fair, GC Ballrooms/Lawn 11:00 a.m. 3:00 p.m. Over 200 student clubs and organizations share information about how to get involved at FIU.
- Sorority and Fraternity BBQ, GC Ballrooms/Lawn. Welcome to FIU BBQ featuring involvement as sorority and fraternity members.
- Campus Life Bonanza, GC Pit 11:00 a.m. - 1:00 p.m. Games and activities with giveaways including promotional materials for involvement/engagement at FIU.
- SPC Comedy Show, GC Ballrooms 6:00 p.m.
- SPC Hypnotist, GC Ballrooms 9:00 p.m.
- BSU Open Mic, GC Ballrooms 7:00 p.m. A special guest host and students reading spoken word.

## **Career Services**

Career Services participates in “Grad Send-Off” (the “one-stop” shop for students graduating) three times per year in an effort to capture destination information on Spring graduates. During the Spring 2012 event 2,356 students (54% of the graduating class) responded to questions pertaining to current employment, future plans and their use of Career Services. Below are some of the highlights:

- When asked “Which best describes your post-graduation status?” the results were:

- 32% of graduates participating in the survey had full-time positions
  - 29% were not employed and still seeking employment
  - 19% of the graduates were enrolled for further study
  - 17% of the graduates were working part-time
  - 2% of the graduates were not employed and not looking
  - 1% were joining the military
- When asked if they had participated in an internship, study abroad or research opportunity while at FIU the graduates responded as follows:
  - 37% indicated they had participated in an internship
  - 18% indicated they had participated in a research opportunity
  - 10% indicated they had participated in a study-abroad program
- The top three services offered by Career Services most often used by students were:
  - Learning to write or refine resumes/other job search correspondence
  - Learning or improving interview skills
  - Identifying entry level job opportunities
- The Career Services Office collaborated with the United States Department of Agriculture (USDA) in creating a program titled “USDA Careers Workshop”. This event provided 32 internship participants (on a USDA grant) with professional development programming in order to ensure a smooth transition from the classroom to the workplace. This program benefited students and faculty in the sciences and specifically the Agro-Ecology Program at FIU. The event was open to partner schools that are included in the grant; Barry University, Saint Thomas University and Miami Dade College. The Career Services Office created and delivered 3 presentations entitled “Personality Type-MBTI, Maximizing Your Career Opportunities, and Developing Your Career Strategy”. Informational materials and resources were created and provided to participants in the form of a resource guide at the event.
- Eighty-four students and alumni were transported to the Statewide Job Fair held at the University of Central Florida. Students and alumni were given networking tips on the way to the event where they networked and interviewed with over 120 companies, federal agencies and non-profits.
- Career Services hosted the 7th Annual Federal Government Statewide Conference on June 26, 2012. Sixty representatives from 32 Federal agencies spent the day with over 600 students, faculty and administrators from FIU and representatives from 7 universities within the State. The event included

information on federal employment opportunities, internship options, resume writing, speed networking, interviewing and practitioner panels.

Deputy Assistant Secretary of Policy for Veteran's Employment and Training Services opened the day with a key note address during a networking breakfast for over 100 FIU veteran students, faculty members, university administrators and federal representatives. A specialized resume writing workshop helped veterans "translate" their military resume to a "civilian" format.

### **Children's Creative Learning Center**

- Children's Creative Learning Center piloted 'Panther Playroom' in collaboration with the FIU Commencement Committee during Spring Commencement. The Playroom provided a comfortable setting for family members to bring their young children during the ceremony. The program was a success and will become a permanent component of future commencement ceremonies.
- The Center achieved a Voluntary Pre-Kindergarten (VPK) Readiness Rate score of 100. Only 50 schools in Miami Dade County received a score of 100, which is about 5% of the 1,000 VPK Providers.
- The Center held its annual Bike-A-Thon in support of St. Jude Children's Research Hospital in May. The Center has held the annual event for more than 20 years, and to date the Bike-A-Thon has raised over \$17,000 for research at St. Jude's. This year the Center raised a total of \$1,500. The event was not only fun for the more than 50 children who participated but also an opportunity for them to learn about bike safety.

### **Disability Resource Center**

- In 2009 The FIU Dr. Fareed Haj Scholarship Endowment was established with the goal to support and provide scholarships for undergraduate and graduate students enrolled in or accepted for admission to FIU who are blind or visually impaired. This scholarship aims to honor Dr. Haj's commitment and to help FIU's blind and visually impaired students realize their educational goals. Since its establishment, the Dr. Fareed Haj Scholarship Endowment has been awarded to three deserving recipients. Two of the recipients are undergraduate students and the most recent recipient is a graduate student. The most recent scholarship recipient is a stellar representation of our World's Ahead student population served at the DRC. The scholarship recipient graduated this semester with high honors from the Master of International Business program in the Chapman School of Business. Since her graduation, she was selected and has been invited to participate in a prestigious and highly competitive government internship in Washington, D.C.

- Following is a quote from a prior undergraduate student recipient of the FIU Dr. Fareed Haj Scholarship Endowment:  

“The endowment came at a perfect time because I was just starting to understand how college works, considering it was my first year. Because I am a nursing major, my curriculum included some fees for labs and I particularly remember paying for my lab coat with the extra help I received. With the Dr. Fareed Haj Scholarship Endowment I was able to buy books for two semesters and pay for a couple classes. I am so grateful for having the opportunity to even sign up for grants such as the Dr. Fareed Haj Scholarship Endowment through the Disabilities Resource Center because times are tough and it was a big help. Registering with the DRC was one of the best decisions I ever made.”
- The Disability Resource Center is passionate about ensuring seamless participation in the University Community and its opportunities. As such; we established the Accessing the World Scholarship fund through the FIU Ignite Campaign. Students with disabilities are incredibly committed to our World’s Ahead community and global learning opportunities. This scholarship aids students who do not have the funds to study abroad, complete internships, and participate in alternative breaks who might not have the funds available due to their disability requirements. The scholarship fund has an initial goal of \$10,000 with over a thousand dollars raised thus far; in great thanks to the generosity of FIU faculty and staff members who are vested in igniting creativity, discovery and fostering innovation in our students.

### **Graham University Center**

- The Graham Center Student Management Program: The program has been expanded to provide GC student staff with an internship-like environment that complements classroom knowledge with practical hands-on experience. Students receive a one-on-one personalized introduction and manual containing relevant information about GC and all its units: FIU & GC mission and vision; standards and expectations; policies & procedures; how to work in a team setting, good communication and leadership skills and how to answer the phone professionally. Students are tested on skills and strengths, train one week in their units prior to start of academic year and participate in a one day retreat with all GC staff to build affinity and teamwork. The Student Management Program has been highly rated by the students who are asked to complete an orientation survey.

GC Front Office: The GC Front office has been relocated and redesigned and is now a more welcoming center for GC guests.

## **Grants and Precollege**

### **Upward Bound Summer 2012**

- Forty-six low-income and first generation college students were selected to participate in the FIU's Upward Bound residential program. The summer residential program began on June 17<sup>th</sup> and ended on July 21<sup>st</sup>, 2012. The program was extremely successful in familiarizing the students with college life and the rigors and requirements of college students. Students receive high school credit for the time and effort devoted to the program. The program's goal is to offer students insights into realistic preparation and a motivator to apply for college.

### **College Reach Out Program (CROP) 2012 Summer Programs**

- In partnership with the College Board, the College Reach-Out Program was able to offer two summer programs designed for two different grade levels: Middle School Summer Program and Partners in Progress / Dual Enrollment Program for rising seniors.

The Summer Middle School Program included thirty-nine rising 6<sup>th</sup>, 7<sup>th</sup>, and 8<sup>th</sup> graders attending a full day of school each day for four weeks. The first period included a "Path to College" course, where they were engaged in the exploration of many topics critical to their success, including goal setting, time management, college admissions, leadership, and commitment to avoid plagiarism. The rest of the day, they attended classes in Language Arts, Math, and Science courses taught and designed by MDCPS and Pre-College professionals around a central theme: Natural Disasters. Students who attended every day and put forth a strong effort received credit from the local school district.

For the upper level high school students, twenty-four rising seniors on the Modesto Maidique Campus and three on the Biscayne Bay Campus are taking advantage of the PIP/Dual Enrollment program offered through pre-college programs. These students are taking an English Composition course and a Computer Data Analysis course, and will earn college credit before their senior year in high school. Students come from 15 different schools in the district.

### National Achievers Society (NAS) End of the Year Activities

- As the South Florida Center of Excellence, our office sponsors the Florida Education Fund's National Achievers Society (NAS) for our region. The Achievers ended this year in strong fashion, with our 6<sup>th</sup> – 8<sup>th</sup> grade math team coming in 4<sup>th</sup> place at the state level, our 11<sup>th</sup> - 12<sup>th</sup> grade team coming in 3<sup>rd</sup> place received cash scholarships to be used by their desired universities, and our 9<sup>th</sup> – 10<sup>th</sup> grade team finishing in 1<sup>st</sup> place.
- Our Senior Achievers ended the year on a strong note, accepting admission invitations from some of the top schools in the state and the nation. Of those staying in Florida, our Achievers will be headed to FAMU, one to USF, two to FSU, one to FGCU and four will continue here at FIU.
- Two NAS achievers accomplished noteworthy distinctions this year. One student was selected as a Posse Scholar to the University of Pennsylvania; one of the few distinguished young ladies from Miami chosen to attend a post-secondary institution with a group of supportive peers committed to graduating as a "Posse." Another will be attending Brown University in Rhode Island, where his tuition will be covered by multiple scholarships. He plans on majoring in Political Science and minoring in Astronomy and has already secured his space in Brown University's Medical School after completing his undergraduate degree.
- The NAS Parents Association, under the strong guidance of Mrs. Lauris Paige, produced a moving and touching Awards Banquet on May 20<sup>th</sup>. Achievers of all ages were honored for their academic success, leadership, and commitment to the organization. Parents and Board members were also honored for their contributions.

The NAS year ended on a social high note on June 12<sup>th</sup>, as the families came together for a Picnic in Oleta River State Park. Fun, games and delicious food was enjoyed by all on a scenic waterfront pavilion on Biscayne Bay.

### Housing and Residential Life

- The Housing and Residential Life Department is pleased to report an occupancy rate of 100 percent at the Modesto Maidique Campus (MMC). We currently have over 300 students that have not been placed due to maximum capacity.
- Bay Vista Housing has successfully reached an 84 percent occupancy level. Spaces continue to fill and we anticipate this rate to increase as MMC over-flow is being diverted to BBC.

- The University has contracted with CORT Business Services to provide FIU students and staff with off campus housing locating services. This full service company has a broad array of capabilities including a large network of rental properties, rental property ranking system, pre-negotiated rental rates, Settling-In Services, and a robust furniture rental program. Service began 8/17 and will be accessed via the Housing & Residential Life web page.
- Construction of the Parkview residence hall is in full swing and on schedule for a completion date of August 2013. Parkview will add an additional 620 beds and a parking garage with 300 spaces for our students.
- The University Towers has completed its first full refurbishment in over 10 years. This \$1.2 million refurbishment project updated the building with new paint, flooring, appliances, and furniture. We are excited to open our doors this Fall to our students residing in the Towers.

### **International Student & Scholar Services**

- As part of an initiative by the U.S. Department of State, the Global Undergraduate Exchange (UGRAD) program will send undergraduate students from all parts of Pakistan to over 50 campuses in the U.S. Pakistani students will take classes along with American students, do public presentations on the culture and people of Pakistan, and be an active part of the local community.

FIU will host one student who will be arriving in the fall term for a semester of study. Ana Sippin, director of International Student & Scholar services and Hilarion Martinez, Associate Dean of Undergraduate Education submitted an application for FIU and were selected to serve as the campus host and campus coordinator for the program.

Since the program began in 2010, approximately 500 Pakistani students have participated. The fellowship covers all expenses for the student, including travel, lodging, stipend, and tuition. All of the students are required to return to Pakistan to complete their Bachelor's degrees. The students will live on campus and will participate in campus activities and programs to round out their experience in the USA.

## **Leadership and Service**

### **Academy of Leaders Squared (AOL<sup>2</sup>) Summer 2012**

- The Center for Leadership & Service in June 2012 facilitated the annual Advanced Academy of Leaders (AOL<sup>2</sup>; AOL Squared) program for students who have successfully completed the Academy of Leaders program. The Academy of Leaders Squared (AOL<sup>2</sup>) is a 4 week advanced leadership development program. The purpose of this program is to take what students have learned through the Academy of Leaders and put these skills to use through a ropes adventure course, a specialized mentoring relationship, book discussion, and intense follow up leadership workshops. Students completing AOL<sup>2</sup> acquire an understanding of how to utilize their leadership styles in any group setting as well as a better understanding of civic responsibility. Sixteen students graduated from the program this summer. The students were paired with community mentors representing the banking industry, lawyers, non-profits, marketing and media and FIU faculty & staff.

## **Recreation Services BBC**

The Recreation Center at Biscayne Bay hosted the following Summer Programs at the Aquatic Center:

- Eco Academy – School of the Environment, Arts & Society – FIU: 50 students
- Department of Children and Families – STATE OF FLORIDA; Camp of Champs – 50 students
- Center of Children and Families (Department of Psychology – FIU) Summer Treatment Program (GRANT BASED) – 75 students
- Over Town Youth Center – 50 students
- Blue Sharkettes/Synchronized Swim Club – 50 students
- 5 Star Tennis Camp – 30 students
- City of North Miami Parks and Recreation - Arch Creek Parks – 50 students
- City of North Miami Swim Team – 75 students
- FIU Swimming & Diving – University Athletics – 20 students
- FIU Swim Camp – 20 students

## **Recreation Services MMC**

- The MMC Recreation Center had 391,000 uses for the FY 2011/12, 15% higher usage than the previous year. In addition, Intramural Sports participation increased by over 20% and PantherFIT Fitness Class participation increased 42%! Greater student enrollment, more varied activities/classes, and improved marketing (especially through social media) were likely reasons for the increases.

- The opening of the new FIU Bike Shop is on target for Monday, Aug. 20. Through a partnership with the offices of Parking & Transportation and University Sustainability, the Bike Shop will provide bicycle repair services for FIU students, faculty & staff as well as the community. Some services will be free for students and others at deeply discounted prices. The Bike Shop is located in the Recreation Trailer just west of Panther Garage.
- Exterior painting of the Recreation Center is almost complete, changing the reds to FIU Blue and enhancing the yellow/gold color. Landscaping of the west and north faces of the building will commence soon after.
- Recreation Services is partnering with Residential Life and University Health Services in facilitating the inaugural FYRST Wellness Learning Community, to be housed in Panther Hall beginning Fall 2012. Some of the residents' experiences provided through Rec Services will be weekly PantherFIT classes, Intramural Sports teams, and fitness assessments.

### **University Health Services**

- In June of 2012, the Health Compliance and Computer Support Service units launched Phase 3 of the electronic health record implementation project through the utilization of ImageNow to store digital immunization records. The system, which is linked to PantherSoft, allows for direct intercampus document sharing and will reduce the space for paper-based records as well as costs for maintaining printing equipment.
- Based on the most recent recommendations for cervical cancer screening by the American College of Gynecology and Obstetrics, the American Cancer Society, the American Society for Colposcopy and Cervical Pathology, the American Society for Clinical Pathology, the USPSTF US Preventive Services Task Force and evidenced based practice, we have updated and revised our guidelines for Pap screening to provide appropriate services to our population. Included in these new guidelines is another level of patient education to assure understanding and compliance.
- The capability of the department to accept a broader range of health insurance options for students is underway as we have partnered with PyraMED Health Systems (our practice management and electronic health record provider) to provide third party billing.
- A new Revenue Reporting tool was created utilizing data obtained from PyraMED and will be utilized for Fiscal 2012-2013. This report will have information from last year's actual results from all areas: revenue, number of encounters, and prescriptions from the Pharmacy. Last year's results have been set as a benchmark in order to compare with this year's actuals. This will allow the department to monitor the progress in our revenue and operations.

**THE FLORIDA INTERNATIONAL UNIVERSITY**  
**BOARD OF TRUSTEES**  
**Academic Policy and Student Affairs Committee**  
September 5, 2012

**Subject: Division of Information Technology Report**

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**Proposed Committee Action:**  
None. Information/Discussion only.

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**Background Information:**

The Division of Information Technology Report provides an update on current projects which provide continued support to faculty, staff and students in areas such as the Administrative Software Unit (PantherSoft), Information Technology Security Office, and Enterprise System Operations.

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**Supporting Documentation:** Division of Information Technology Report

**Facilitator/Presenter:** Robert Grillo

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**FLORIDA INTERNATIONAL UNIVERSITY BOARD OF TRUSTEES**  
**ACADEMIC POLICY AND STUDENT AFFAIRS COMMITTEE**  
**DIVISION OF INFORMATION TECHNOLOGY REPORT**

**June 2012**

**I. Administrative Software Unit (PantherSoft)**

- A. The FIU Mobile Team is currently working on their 2012 release cycle. The first release of this year includes functionality for Faculty and Staff to view human resources-related information through their mobile device. This new functionality will provide employees with the ability to view leave and sick balances, paychecks, W4 and direct deposit information. This release will also include a tablet-friendly user interface. Visits to the FIU Mobile site continues to increase and our release cycle will improve the overall user experience via mobile devices.
- B. The PantherSoft Campus Solutions Team, along with Undergraduate Admissions, Graduate Admissions and the College of Business are in the planning phase of an implementation to update and enhance the online admissions application for prospects and students. The project is set to start in May 2012 and will provide all units with better functionality, more streamlined business processes and improved integration with the PantherSoft Campus Solutions system.
- C. The PantherSoft Campus Solutions Team recently completed the implementation of multi-term registration in support of the Provost's initiative to allow continuing students in good academic standing to register for Summer and Fall at the end of their Spring Semester. This project allows students returning for the Fall semester the ability to reserve their classes in advance. To date, over 20,000 students have registered for Fall 2012 term.
- D. The PantherSoft Campus Solutions Team is working with Academic Affairs and Enrollment Services to deploy a Parent Login solution for students. This solution will allow students to selectively give access to their parent(s) to be able to view grades, review account information, and pay for tuition and other fees.
- E. The PantherSoft Financials Team has completed the System Testing Phase of the Chart of Accounts Redesign Project. The change management team is in place and is working to ensure the communication of all changes to the University, as well as the scheduling of training and post-go live support in labs is in place. The project also involves the conversion of data for PantherSoft Human Resources and Campus Solutions. The project is meant to develop a financial structure which will identify, capture and report activities of the institution in the University's financial system accurately and in sufficient detail to be used independently or in conjunction with other systems and to provide senior management with information necessary for Financial and Management Reporting.

- F. The PantherSoft Financials Team completed the deployment of fully online Payroll Transfers. This deployment improves and enhances the process of requesting and approving payroll transfers for administrative, academic and research departments by using workflow setup and configuration to submit and approve transfers.
- G. The PantherSoft Database & Technical Team is in the testing phase of a project to improve our systems disaster recovery framework. The goal of the project is to reduce the time to switchover/failover to the disaster recovery environments located in North West Regional Data Center in Tallahassee, Florida.

## **II. Network Engineering and Telecommunications (NET) and Information Technology Security Office (ITSO)**

- A. Network Engineering and Telecommunications continues with the planning, implementation and deployment of an enhanced security strategy that minimizes the risk of FIU's exposure to sensitive data loss. The division is leveraging many security tools to secure workstations and servers. At this time, approximately 3,500 workstations have been updated with new antivirus and Host Intrusion Prevention components. The encryption of hard drives will be deployed soon as well our network based data loss prevention appliances.
- B. The Online Security Awareness training for all faculty and staff is complete. The rollout will begin this summer 2012 and inform the university community the proper methods to utilize information resources within their respective areas and highlight the security required for managing sensitive data.

## **III. Enterprise System Operations**

- A. The division has created the Instructional and Research Computing Center (IRCC) to manage High Performance Computing (HPC) technologies and On-Demand Virtual Computing Labs (VCL) for use in research and instructional computing. The HPC offering is currently being piloted by some professors and students, which cover 5 specific disciplines within economics, bio-informatics, computer science, earth sciences and math sciences.
- B. The division has been developing several “cloud” offerings for students, faculty, researchers, and staff. One particular initiative in the area of research is an agreement with Microsoft and Internet 2 to make cloud computing more accessible and affordable for all researchers and instructors, and is a key step toward supporting the National Science Foundation’s Data Sharing Policy and Data Management Plan Requirements for the greater research community. This arrangement will allow principal investigators involved to manage large data initiatives and can save on storage charges when moving or accessing large data sets.

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