



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

Thursday, March 27, 2014  
11:00 am *approximate start time*  
Florida International University  
Engineering Center  
10555 West Flagler Street, EC 2300  
Miami, Florida 33174

**Committee Membership:**

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

**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. Master in Physician Assistant Studies New Program Proposal  | Douglas Wartzok      |
| AP3. Amendment to Regulations: Student Code of Conduct, FIU-2501; and Disruptive Student Conduct, FIU-2520 | Douglas Wartzok      |
| AP4. Amendment to Demonstrations Regulation, FIU-110   | M. Kristina Raattama |
| AP5. Proposed Camping Regulation, FIU-111  | M. Kristina Raattama |
| AP6. Approval of Relocation of FIU Broward (Pines Center) Educational Site                                 | Douglas Wartzok      |
| 4. Information/Discussion Items <i>(No Action Required)</i>  |                      |
| 4.1 Academic Affairs Regular Reports   |                      |
| ▪ Undergraduate Education  | Douglas L. Robertson |
| ▪ Graduate Education   | Lakshmi N. Reddi     |

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

**4.1 Academic Affairs Regular Reports** *(Continued...)*

- |                          |                        |
|--------------------------|------------------------|
| ▪ Engagement             | Irma Becerra-Fernandez |
| ▪ Enrollment Services    | Luisa M. Havens        |
| ▪ Information Technology | Robert Grillo          |
| ▪ Research               | Andres G. Gil          |
| ▪ Student Affairs        | Larry Lunsford         |

**4.2 Academic Affairs Special Report**

- |  |                              |
|--|------------------------------|
| ▪ Aesthetics and Values Honors College Seminar | John Bailly<br>Fay Goldstein |
|--|------------------------------|

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

Cesar L. Alvarez

**6. Concluding Remarks and Adjournment**

Cesar L. Alvarez

*Next Academic Policy and Student Affairs Committee Meeting is scheduled for Tuesday, June 3, 2014*

**THE FLORIDA INTERNATIONAL UNIVERSITY**  
**BOARD OF TRUSTEES**  
**Academic Policy and Student Affairs Committee**

March 27, 2014

**Subject: Approval of Minutes of Meetings held: October 14, 2013 and January 9, 2014**

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**Proposed Committee Action:**

Approval of Minutes of the Academic Policy and Student Affairs Committee meeting held on Monday, October 14, 2013 via conference call and the Academic Policy and Student Affairs Committee meeting held on Thursday, January 9, 2014 at the Modesto A. Maidique Campus, Graham Center Ballrooms.

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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 Monday, October 14, 2013 via conference call and the Academic Policy and Student Affairs Committee meeting held on Thursday, January 9, 2014 at the Modesto A. Maidique Campus, Graham Center Ballrooms.

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<b>Supporting Documentation:</b>	Academic Policy and Student Affairs Committee Meeting Minutes: October 14, 2013 and January 9, 2014
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<b>Facilitator/Presenter:</b>	Committee Chair Cesar L. Alvarez
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**FLORIDA INTERNATIONAL UNIVERSITY  
BOARD OF TRUSTEES  
ACADEMIC POLICY AND STUDENT AFFAIRS COMMITTEE MEETING  
OCTOBER 14, 2013  
MINUTES**

**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 2:07 p.m., on Monday, October 14, 2013, via conference call.

The following attendance was recorded:

**Present:**

Claudia Puig, *Vice Chair*  
Mayi de la Vega  
C. Delano Gray  
Liane M. Sippin

**Excused:**

Cesar L. Alvarez, *Chair*  
Jose J. Armas

Committee Vice Chair Puig welcomed all Trustees, University faculty and staff to the telephonic meeting. She noted that Committee Chair Cesar L. Alvarez sends his regrets that he could not participate in the call.

**2. Action Items**

**AP1. Naming of the College of Nursing and Health Sciences as the "Nicole Wertheim College of Nursing and Health Sciences"**

Committee Vice Chair Puig stated that Trustee Emeritus Dr. Herbert A. Wertheim and his wife, Nicole Wertheim, generously donated \$10 million to endow the University's College of Nursing and Health Sciences. She added that the gift would allow the institution to advance its educational mission as well as offer continued support to faculty and students in nursing and the health sciences.

Provost and Executive Vice President Douglas Wartzok indicated that as the University moves forward with the next steps in the capital campaign, this gift will not only advance FIU's mission but also support the College's continued growth trajectory. He added that the gift will help fund student research and clinical work, while supporting faculty research. He stated that the College received a perfect score from the Commission on Collegiate Nursing Education during its accreditation review.

Dean of the College of Nursing and Health Sciences Ora L. Strickland stated that the transformational gift will allow the College to expand its graduate programs and research portfolio, while further positioning the College as a solutions center for healthcare and the local community. On behalf of the Committee, Vice Chair Puig thanked Dr. Herbert and Nicole Wertheim for their unwavering commitment, noting that the gift will create a lasting legacy for thousands of students to come.

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 naming of the College of Nursing and Health Sciences as the "Nicole Wertheim College of Nursing and Health Sciences" in accordance with the related gift agreement.

Provost Wartzok stated that the College's continued success and recent accomplishments will culminate on October 19, 2013 when the University community will unite to celebrate the 30<sup>th</sup> anniversary of nursing at FIU.

### **AP2. Performance Funding Metric**

Committee Vice Chair Puig noted that the State University System (SUS) of Florida Board of Governors (BOG) has instituted a Performance Funding Model consisting of eight metrics common to all SUS institutions and two specific to each university. She indicated that the BOG selected as FIU's institution-specific metric "Percent of bachelor's degrees without excess hours" in September 2013 and added that the FIU Board of Trustees is now required to select the second metric in October.

Provost Wartzok stated that the BOG Performance Funding Model includes 10 metrics that evaluate the SUS institutions on a range of issues such as six-year graduation rates and cost per undergraduate degree. He indicated that an important metric included in the model is the Board of Trustees Choice Metric, which he noted provides an opportunity for each institution's Board to customize the model with a metric that best suits the individual goals and challenges of each institution. He provided an overview of the metrics associated with the Accountability Reports from which Trustees may choose. He added that University President Mark B. Rosenberg recommends the "Bachelor's degrees awarded to minorities" as the final institution-specific indicator as this best responds to FIU's unique mission and identity.

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 selection of "Bachelor's degrees awarded to minorities" as the FIU Board of Trustees Metric for the Board of Governors Performance Funding Model.

### **3. New Business**

*No new business was raised.*

### **4. Concluding Remarks and Adjournment**

With no other business, Committee Vice Chair Puig adjourned the meeting of the Florida International University Board of Trustees Academic Policy and Student Affairs Committee on Monday, October 14, 2013, at 2:19 p.m.

*MG*  
*12.18.13*



**FLORIDA INTERNATIONAL UNIVERSITY  
BOARD OF TRUSTEES  
ACADEMIC POLICY AND STUDENT AFFAIRS COMMITTEE  
MINUTES  
JANUARY 9, 2014**

**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 11:12 a.m. on Thursday, January 9, 2014, at the Modesto A. Maidique Campus, Graham Center Ballrooms.

The following attendance was recorded:

***Present***

Claudia Puig, *Vice Chair*  
Jose J. Armas  
C. Delano Gray  
Liane M. Sippin

***Excused***

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

Trustee Jorge L. Arrizurieta and University President Mark B. Rosenberg were also in attendance.

Committee Vice Chair Claudia Puig noted that Trustee Cesar Alvarez sent his regrets as he was unable to attend. She added that in his absence, she would serve as Chair for the meeting. She welcomed all Trustees, University faculty, and staff.

Committee Vice Chair Puig congratulated Vice President for Human Resources, Dr. Jaffus Hardrick, on his additional role as Vice Provost for Access and Success. She noted that as Vice Provost for Access and Success, VP Hardrick will work to enhance access to FIU for students from the community who are currently not receiving optimal preparation towards a college career. Committee Vice Chair Puig also congratulated Associate Vice President for Planning and Institutional Research, Dr. Jeffery Gonzalez, who accepted additional responsibilities as Vice Provost for Planning and Institutional Research. She indicated that in addition to Institutional Research, Enrollment Planning, Classroom Management and Academic Space, Dr. Gonzalez will now oversee Program Review, Curricular Changes, New Program Proposals and Catalog Changes.

Committee Vice Chair Puig provided a follow-up update to Trustee Mayi de la Vega's inquiry as to the existence of a policy that delineates established minimum contributions for the naming of an FIU building. Committee Vice Chair Puig noted that the Foundation Board of Directors is currently in the process of developing a comprehensive University naming policy. She noted that

the naming policy will be presented for Board of Trustees review and approval at the next regularly scheduled meeting.

## **2. Approval of Minutes**

Committee Vice Chair Puig asked that the Committee approve the minutes of the meetings held on September 10, 2013. A motion was made and passed to approve the Minutes of the Academic Policy and Student Affairs Committee meeting held on Tuesday, September 10, 2013.

## **3. Action Items**

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

Provost and Executive Vice President Douglas Wartzok presented the Tenure as a Condition of Employment (TACOE) Nominations for Committee review, noting that the three nominees had tenure at their previous institutions or have been selected to receive TACOE based on the caliber of their 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 three (3) candidates for Tenure as a Condition of Employment, as specified in the Board materials.

### **AP2. Florida International University 2012-13 Annual Accountability Report to the Florida Board of Governors**

Provost Wartzok presented FIU's 2012-13 Annual Accountability Report for Committee review, stating that the report was submitted to the Florida Board of Governors (BOG) on December 18, 2013 and required formal approval by the Board of Trustees. Provost Wartzok presented key achievements for the reporting period, noting that rankings continue to improve and that the University continues to lead the nation in granting bachelor's degrees to underrepresented minorities, including in Science, Technology, Engineering and Math (STEM) fields. He also presented the State University System (SUS) of Florida's Performance Funding Model, delineating how the University was projected to score on the key metrics common to all universities in addition to two institution specific metrics.

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 FIU 2012-13 Annual Accountability Report as provided in the Board materials and a delegation of authority to the University President to edit as needed and to amend the report consistent with comments received from the BOG.

### **AP3. Wolfsonian-FIU Education Site Proposal**

Provost Wartzok presented the Wolfsonian-FIU Education Site Proposal for Committee review. He noted that the BOG defines a special purpose site as a unit of the university, apart from the main campus, that provides educational or community outreach services other than instruction in facilities not owned by the university. He added that previously, the FIU Board of Trustees designated this site as a "special purpose center". He stated that after discussion with the BOG, the site is being re-classified as a Special Purpose Site.



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 reclassification of the Special Purpose Center The Wolfsonian-FIU facility in downtown Miami, Florida, as a Special Purpose Site.

**AP4. New Program Proposal: Professional Science Master in Forensic Science**

Provost Wartzok presented the new program proposal for the Professional Science Master (PSM) in Forensic Science for Committee review, noting that the proposed program will have a focus on interdisciplinary training and will better prepare professionals for positions such as laboratory managers or directors within the forensic sciences industry or other biotechnical fields. He added that the proposed PSM in Forensic Science directly supports each of the three State University System areas of programmatic strategic emphasis: critical needs – security and emergency services; economic development – regional workforce demand; and STEM.

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 Professional Science Master in Forensic Science degree (CIP 43.0106) new program proposal.

**AP5. New Program Proposal: Professional Science Master in Environmental Policy and Management**

Provost Wartzok presented the new program proposal for the Professional Science Master in Environmental Policy and Management, noting that the proposed program will provide a combination of academic and skill based training to its graduates to increase their employability in the area of environmental policy and management. He added that the PSM in Environmental Policy and Management program is not offered anywhere else in the State of Florida.

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 Professional Science Master in Environmental Policy and Management degree (CIP 03.0201) new program proposal.

**AP6. New Program Proposal: Ph.D. in Linguistics**

Provost Wartzok presented the new program proposal for the Ph.D. in Linguistics, noting that the proposed program will have emphases in Bilingualism, Psycholinguistics, and Sociolinguistics and will respond to the professional and workforce needs of an increasingly diverse and multilingual society. He added that the State of Florida, Miami-Dade County, and the greater South Florida metropolitan area are regions in which specialized training in the language sciences is urgently needed. He stated that employment and educational opportunities for graduates of the program include work in a diverse spectrum of areas. He further noted that there are also particularly pressing needs in the realms of linguistic training for speech-language therapists and for educators.

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 Ph.D. in Linguistics (CIP 16.0102) new program proposal.

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

##### **4.1 Academic Affairs Reports**

Committee Vice Chair Puig requested that the Undergraduate Education, Graduate Education, Engagement, Enrollment Services, Information Technology, Research and Student Affairs reports provided in the agendas be accepted as written. There were no objections. Provost Wartzok requested the Trustees to review the new format for these reports in which no more than three particularly relevant items for Committee and Board consideration are included under each report. He also noted that this and future reports to the Committee will include a dashboard presentation that tracks the University's progress towards the annual goals in the BOG Work Plan for the year.

##### **4.2 Academic Affairs Special Reports**

###### **■ Graduation Success Initiative (GSI)**

Undergraduate Education Dean Douglas L. Robertson reported that the University's GSI received the Most Visible Progress Award from the Association of Public and Land-Grant Universities. He provided an overview of the initiative's framework, adding that in the first two years after implementation, the First Time in College six-year graduation rate experienced a nine percent increase. Dean Robertson introduced Brian Matilla, stating that Mr. Matilla is a McNair Scholar, majoring in Atmospheric Science. Mr. Matilla provided brief remarks regarding his positive experiences utilizing the various different GSI tools and resources.

###### **■ Academy of Graduates for Integrative Learning Experiences (AGILE)**

University Graduate School Dean Lakshmi N. Reddi presented a program overview, noting that AGILE is designed to provide integrative learning experiences while creating a synergistic learning community of graduate scholars. He defined the program's goal as minimizing attrition and time-to-degree completion of graduate students, in particular, those from underrepresented groups. Dean Reddi introduced Chaundra L. Whitehead, stating that Ms. Whitehead is currently completing the Adult Education and Human Resource Development Ed.D. program. Ms. Whitehead provided brief remarks relating her experience as an AGILE scholar, noting that her program goals include: connection; professoriate skills; and leadership.

#### **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 Thursday, January 9, 2014 at 12:47 pm.

*Trustee requests:*

*There were no Trustee requests.*

MB  
1.27.14

**THE FLORIDA INTERNATIONAL UNIVERSITY**  
**BOARD OF TRUSTEES**  
**Academic Policy and Student Affairs Committee**  
March 27, 2014

**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 two (2) candidates for Tenure as a Condition of Employment (TACOE).

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**Background Information:**

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

The TACOE nominees have been selected to receive TACOE based on the caliber of their work.

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**Supporting Documentation:**

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

**Facilitator/Presenter:**

Douglas Wartzok

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**Florida International University**  
**2013 - 2014 Tenure (as a Condition of Employment) Nominations**

<b>NAME</b>	<b>DEPARTMENT</b>	<b>PROPOSED RANK</b>
<b>College of Law</b>		
Charles C. Jalloh	n/a	Associate Professor
Kalyani Robbins	n/a	Associate Professor

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## Attachment 1

### Charles Chernor Jalloh College of Law

Charles C. Jalloh holds a B.A. in International Development Studies from the University of Guelph, Canada; and Bachelor of Laws and Bachelor of Civil Law degrees from McGill University in Montreal. He earned a Master's in International Human Rights Law at Oxford University, where he was also a Chevening Scholar and graduated with Distinction. He comes to FIU from the University of Pittsburgh, School of Law, where he was selected as the Buchanan Ingersoll & Rooney Faculty Scholar for 2013-2014 and affiliate faculty in the Graduate School of Public and International Affairs and the African Studies Program. He has a distinguished academic career as a Fellow of the Sierra Leone Institute of International Law, he has taught as an invited Visiting Professor in Southwestern Law School's Vancouver Summer Program, University of British Columbia; at the International Law Institute in Kampala, Uganda; a Research Fellow at the University of Pretoria Faculty of Law, South Africa and as the RJ Reynolds Distinguished Visiting Professor at North Carolina Central University School of Law.

An expert on criminal law and international law, Professor Jalloh has written extensively on questions of jurisdiction and selectivity in international criminal justice. A prolific scholar, who was also Founding Editor-in-Chief of the refereed interdisciplinary *African Journal of Legal Studies*, he has authored or co-authored over 5 books and 10 articles in preeminent peer-reviewed journals in his field and numerous shorter articles, essays, and case comments. His peer-reviewed books and chapter contributions have been published by top publishers, including Martinus Nijhoff Brill, Cambridge University Press and Edward Elgar. His scholarly articles have appeared in, among others, *The American Journal of International Law*, *American University International Law Review*, *Criminal Law Forum*, *International Criminal Law Review*, *Marquette Law Review*, *Michigan Journal of International Law*, *Penn State Law Review* and *Vanderbilt Journal of Transnational Law*. Jalloh's scholarship has been cited widely and includes top 10 SSRN downloads in many categories. His most recent edited book, *The Sierra Leone Special Court and Its Legacy: The Impact for Africa and International Criminal Law* (Cambridge University Press, 2013) was described as a "path breaking work that sets a new benchmark for future assessments of the contributions of these courts to the advancement of the principle of individual criminal responsibility at the international level and the architecture of modern international criminal law".

Professor Jalloh's scholarship seeks to bridge theory with practice drawing from his experience as an attorney in high profile trials. He has been Counsel in the Crimes Against Humanity and War Crimes Section, Canadian Department of Justice; an Associate Legal Officer in Trial Chamber I assisting judges in historic trials involving the 1994 Rwandan genocide at the UN International Criminal Tribunal for Rwanda in Tanzania; the Legal Advisor to the Defense Office in the Special Court for Sierra Leone, where he also served as court-appointed duty counsel to former Liberian President Charles Taylor; and a Visiting Professional in the International Criminal Court based in The Hague. A frequently invited speaker, consultant and media commentator, he has given over 50 presentations in 11 countries on 3 continents in under five years. Institutions that hosted him range from Yale, Pennsylvania and Vanderbilt Universities to the US State Department, the United Nations General Assembly, the Assembly of States Parties of the International Criminal Court and the African Union. He actively contributes as a leader in the international criminal bar serving pro bono on the Advisory Board to the President of the International Criminal Tribunal for the former Yugoslavia; the Advisory Board of the War Crimes Committee, International Bar Association; and as an elected Co-Chair of the American Society of International Law's International Criminal Law Interest Group.

## Attachment 1

**Kalyani Robbins**  
College of Law

Kalyani Robbins received her B.A. from the University of California at Berkley, her J.D. from Stanford Law School (where she was an Articles Editor for the Stanford Law Review), and her LL.M. in Environmental and Nature Resources Law, cum laude, from Lewis & Clark Law School, the top program in the field. She has been admitted to the California and New York bars. Prior to joining the Akron Law faculty, Professor Robbins served as Assistant District Attorney in the Manhattan District Attorney's Office and was Legal Director for Sequoia ForestKeeper, an environmental nonprofit. She also clerked for the Honorable Norman H. Stahl of the United States Court of Appeals for the First Circuit and The Honorable Faith S. Hochberg of the United States District Court for the District of New Jersey.

At the University of Akron School of Law, Professor Robbins taught Environmental Law, Natural Resources Law, Criminal Law, and Criminal Procedures, as well as various related seminars. She has focused much of her research on Wildlife Law (biodiversity and ecosystem management) and the intersection of Law, Science, and the Environment. After publishing a series of law review articles addressing endangered species policy issues from an interdisciplinary perspective, she has turned to tackling emerging policy questions raised by the ecological problems developing as a result of global climate change. Professor Robbins travels frequently for speaking engagements, serves in leadership roles within both the American Bar Association and the Association of American Law Schools, and has published two books this year: *The Laws of Nature: Reflections on the Evolution of Ecosystem Management Law and Policy* (University of Akron Press, 2013); and *The Law of Biodiversity and Ecosystem Management* (Foundation Press University Casebook Series, Third Edition, 2013) (with John Copeland Nagle and J.B. Ruhl). Her third book, *The Law and Policy of Environmental Federalism: A Comparative Analysis*, is in progress.



**THE FLORIDA INTERNATIONAL UNIVERSITY  
BOARD OF TRUSTEES**

**Academic Policy and Student Affairs Committee**

March 27, 2014

**Subject: New Program Proposal: Master in Physician Assistant Studies**

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**Proposed Committee Action:**

Recommend to the Florida International University Board of Trustees approval of the Master in Physician Assistant Studies degree (CIP 51.09.12) new program proposal.

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**Background Information:**

The FIU Herbert Wertheim College of Medicine (HWCOC) is proposing to offer a Physician Assistant Program leading to a Master's of Physician Assistant Studies. The national shortage of physicians, the aging population of baby boomers, and the increased demand for health care providers created by the Patient Protection and Affordable Care Act have made the physician assistant (PA) one of the fastest growing professions. The Bureau of Labor Statistics predicts that PAs will be the second-fastest-growing profession in the next decade, with employment of PAs expected to increase 30 percent from 2010 to 2020, much faster than the average for all occupations. In 2012, *Forbes* magazine rated the Physician Assistant Degree as the number one Master's Degree for jobs.

By combining the present medical model and utilizing some of the same resources already in place, the HWCOC will be able to help meet the upcoming demand for health care providers while at the same time creating a collaborative College of Medicine/Physician Assistant Program which will be unique in the nation. And, FIU will be able to partner with other local institutions of higher learning, to help them bridge the gap to award a Master's degree level to their students.

The proposed Master in Physician Assistant Studies degree advances the educational mission of FIU and directly supports institutional goals and Florida's State University System Strategic Planning priorities and accountability measures.

Each university board of trustees shall approve for implementation new degree programs at the bachelor's, master's, advanced master's, and specialist levels in accordance with sections (3) and (5) of Florida Board of Governors Regulation 8.011 – *Authorization of New Academic Degree Programs and Other Curricular Offerings*

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**Supporting Documentation:** Executive Summary: Master in Physician Assistant Studies (CIP 51.09.12) New Program Proposal

**Facilitator/Presenter:** Douglas Wartzok

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## New Program Proposal: Master in Physician Assistant Studies (CIP: 51.09.12)

### Herbert Wertheim College of Medicine

#### Executive Summary

Herbert Wertheim College of Medicine (HWCOM) at Florida International University proposes to implement a new Master in Physician Assistant Studies program. The overall purpose of this program is to meet the growing needs of health care organizations to provide evidence-based care that is delivered with equity, efficiency, quality, and cost-effectiveness. This program will augment the HWCOM mission by training physician assistants who support medical professionals in caring for the expanding, aging population of Florida and the increasing demands on health care providers. As health care reform takes place over the next few years, the growing demand for mid-level health care providers such as physician assistants will increase exponentially. The HWCOM Master in Physician Assistant Studies program's recruitment efforts will target the large number of medically trained Armed Forces personnel who want to continue their careers in medicine. Government tuition support is available for training military veterans. This new program also will create opportunities for cross-training from other health career fields and collaboration with other institutes of higher education that wish to facilitate the pursuit of master's-level physician assistant education for their graduates.

Discussions with public and private health care organizations and individual providers have established the need for Physician Assistants to fill the gap that presently exists in the medical field.

The Master in Physician Assistant Studies will directly support the State University System (SUS) Strategic Planning Goals of the Florida Board of Governors, which include (1) access to and production of degrees; (2) meeting statewide professional and workforce needs; (3) building world-class academic programs; and (4) meeting community needs and fulfilling unique institutional responsibilities.

One of the founding strategic goals of HWCOM is to ameliorate South Florida's current and anticipated physician shortages. It is predicted that health care reform will increase demand and opportunities for mid-level health care providers, including Physician Assistants. According to the United States Bureau of Labor Statistics, the employment of Physician Assistants is expected to grow 30 percent from 2010 to 2020, much faster than the average for all occupations. Thus, the purpose of initiating a Master in Physician Assistant Studies program at HWCOM is to provide opportunities for students to acquire the knowledge, skills, and credentials required for employment in this high-demand career field.

According to the Association of American Medical Colleges' projections reported in 2010,

“America will face a shortage of more than 90,000 doctors in 10 years” and “there will be 45,000 too few primary care physicians” by 2020. Physicians are not the only health providers in high demand. Our country also needs more nurses, physician assistants, and other health care professionals prepared to provide interdisciplinary care demanded by health care reforms. Local demand for physician assistant education is high, as demonstrated by a surge of recent applicants seeking entrance into one of the four physician assistant education programs in South Florida: Nova Southeastern University offers Physician Assistant programs at four campuses and received over 1,400 applications for 260 slots; Kaiser University received over 250 applications for approximately 35 slots; Miami Dade College received over 600 applicants for 48 slots; Barry University received over 400 applications for approximately 40 slots. The proposed HWCOP Physician Assistant program will increase capacity for Physician Assistant training in South Florida, providing additional opportunities for FIU students to prepare for this high-demand career field.

Implementation Timeframe	Projected Enrollment		Projected Program Costs				
	HC	FTE	E&G Cost per FTE	E&G Funds	Contract & Grants Funds	Auxiliary Funds	Total Cost
Year 1 (2015)	45	67.5	\$16,140	\$1,089,140	0	0	\$1,089,140
Year 2 (2016)	90	129.38					
Year 3 (2017)	90	129.38					
Year 4 (2018)	90	129.38					
Year 5 (2019)	90	129.38	\$9,189	\$1,188,819	0	0	\$1,188,819

**THE FLORIDA INTERNATIONAL UNIVERSITY  
BOARD OF TRUSTEES**

**Academic Policy and Student Affairs Committee**

March 27, 2014

**Subject: Amendment to Regulations: Student Code of Conduct, FIU-2501 and  
Disruptive Student Conduct, FIU-2520**

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**Proposed Committee Action:**

Recommend that that the Florida International University Board of Trustees (the BOT) amend the Student Code of Conduct Regulation, FIU-2501 and the Disruptive Student Conduct Regulation, FIU-2520.

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**Background information:**

In accordance with Florida Statutes Section 790.115, students are prohibited from possessing firearms on University property (i.e., land, buildings, facilities, and other property in the possession of or owned, used, or controlled by the University) except as provided by Florida Statutes Section 790.25(5).

FIU Regulations 2501 and 2520 set forth the University's student disciplinary system. The proposed revisions to FIU 2501 and 2520 are being submitted to the BOT in response to a recent court case pertaining to the control of firearms in vehicles on university campuses and conform the regulations to the University's policy regarding firearms on campus.

Florida Board of Governors Regulation 6.0105, Student Conduct and Discipline, states that in furtherance of the educational mission of the universities, each university board of trustees shall establish a student disciplinary system, including a code of conduct.

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**Supporting Documentation:** Student Code of Conduct Regulation, FIU-2501  
Disruptive Student Conduct Regulation, FIU-2520

**Facilitator/Presenter:** Douglas Wartzok

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**THE FLORIDA INTERNATIONAL UNIVERSITY BOARD OF TRUSTEES  
FLORIDA BOARD OF GOVERNORS**

**NOTICE OF PROPOSED AMENDMENT TO REGULATION**

**REGULATION NO.:** FIU-2501

**REGULATION TITLE:** Student Code of Conduct

**SUMMARY:** This amendment to the Regulation is to clarify when Florida International University may impose sanctions against a student who possesses weapons or firearms. This amendment will be brought before the FIU Board of Trustees at its March 27, 2014 meeting.

**TEXT OF REGULATION:** The full text of the Proposed Regulation can be viewed below and on the website of The Florida International University Board of Trustees, <http://regulations.fiu.edu>. If you would like a copy of the Proposed Regulation, please contact Eli Deville, Chief of Staff, Office of the General Counsel at (305) 348-2103.

**AUTHORITY:** Florida Board of Governors Regulation 6.0105 Student Conduct and Discipline; Florida Board of Governors Regulation 6.010 Student Affairs Administration; Florida Board of Governors Regulation 1.001(4)(a)(10); and Section 7(d), Article IX, Florida Constitution.

**NAME OF PERSON INITIATING PROPOSED REGULATION:** Dr. Larry Lunsford, Vice President for Student Affairs.

ANY PERSON SEEKING TO COMMENT ON THE PROPOSED REGULATION MUST SUBMIT COMMENTS IN WRITING TO THE CONTACT PERSON LISTED BELOW. ALL WRITTEN COMMENTS MUST BE RECEIVED BY THE CONTACT PERSON WITHIN 14 CALENDAR DAYS OF THE DATE OF PUBLICATION OF THIS NOTICE.

**CONTACT PERSON REGARDING THE PROPOSED REGULATION:** Eli Deville, Chief of Staff, Office of the General Counsel, Florida International University, 11200 SW 8<sup>th</sup> Street, PC 511, Miami, FL 33199. Email: [devillee@fiu.edu](mailto:devillee@fiu.edu) Fax: (305) 348-3272. Phone: 305-348-2103.

**DATE OF PUBLICATION:** December 26, 2013

**THE FULL TEXT OF THE REGULATION IS PROVIDED BELOW:**

2. Other conduct considered stalking under the stalking laws as outlined in Section 784.048, Florida Statutes.

**(q) Theft**

1. Removal or use of the property or services of another person or of the University without prior written consent or authorization.
2. Possession or sale of property or services of another person or of the University without prior written consent or authorization.

**(r) Vandalism/Damage**

1. Damage, destruction or defacing of property of another person, group or the University.

**(s) Weapons, Firearms, Explosives**

1. Possession, storage or use of firearms (except as provided in (6)(s)(2)), explosives, ammunition or other weapons or dangerous articles or substances, including, but not limited to tasers, switchblade knives and non-lethal weapons such as fireworks, paintball guns, air guns, archery equipment, BB guns, any dangerous chemical or biological agents, corrosive agents, compressed gas, sling shots, Chinese stars, or any other item used as a weapon.
2. In accordance with Florida Statutes Section 790.115, students are prohibited from possessing firearms on University property (i.e., land, buildings, facilities, and other property in the possession of or owned, used, or controlled by the University) except as provided by Florida Statutes Section 790.25(5). Driving or parking vehicles that contain or store firearms on University Premises. Possession of a concealed weapon or firearm on the University Premises even if the Student possesses a concealed weapon license. The University specifically waives the statutory exception provided in Section 790.115(2)(a)(3), Florida Statutes, which allows a person to have such a firearm in a vehicle.
3. Notwithstanding the foregoing, weapons, including non-functioning antique display weapons, may be used for classroom instructional purposes or other University sanctioned activities (e.g., firearms under the direct supervision of ROTC, a diver's knife for a scuba divers' class) but only with prior approval by the appropriate University Official (e.g., firearms under the direct supervision of ROTC, a diver's knife for a scuba divers' class).

**(t) On-Campus Housing (University Housing and Greek Houses) Policies**

1. Violation(s) of any Department of Housing and Residential Life or Sorority and Fraternity Life/Campus Life Policies published in hard copy or available electronically via the Department of Housing and Residence Life website <http://www.housing.fiu.edu/> and/or Sorority and Fraternity Life/Campus Life website [campuslife.fiu.edu/greeks.fiu.edu](http://campuslife.fiu.edu/greeks.fiu.edu).

**(u) Student and Greek Organizations/Clubs Policies**

1. Violation(s) of any Campus Life/Sorority and Fraternity Life Policies published in hard copy or available electronically via the Campus Life/Sorority and Fraternity Life website. See [campuslife.fiu.edu/greeks.fiu.edu](http://campuslife.fiu.edu/greeks.fiu.edu).

**(v) Gambling**

1. Soliciting, placing or accepting a bet on any high school, intercollegiate or professional athletic contest on University Premises or at a University or Student or Greek Organization-sponsored activity or event. Soliciting, facilitating or participating in any illegal gambling, bookmaking or illegal betting whether through a bookmaker, a parlay card, a pool or any other method of organized gambling on University Premises or at a University or Student or Greek Organization-sponsored activity or event.

**(w) Trespassing/Unauthorized Use**

1. Unauthorized presence in or unauthorized use of University Premises, facilities, or restricted areas.



**THE FLORIDA INTERNATIONAL UNIVERSITY BOARD OF TRUSTEES  
FLORIDA BOARD OF GOVERNORS**

**NOTICE OF PROPOSED AMENDMENT TO REGULATION**

**REGULATION NO.:** FIU-2520

**REGULATION TITLE:** Disruptive Student Conduct

**SUMMARY:** This amendment to the Regulation is to clarify when Florida International University may impose sanctions against a student who possesses weapons or firearms. This amendment will be brought before the FIU Board of Trustees at its March 27, 2014 meeting.

**TEXT OF REGULATION:** The full text of the Proposed Regulation can be viewed below and on the website of The Florida International University Board of Trustees, <http://regulations.fiu.edu>. If you would like a copy of the Proposed Regulation, please contact Eli Deville, Chief of Staff, Office of the General Counsel at (305) 348-2103.

**AUTHORITY:** Florida Board of Governors Regulation 6.0105 Student Conduct and Discipline; Florida Board of Governors Regulation 6.010 Student Affairs Administration; Florida Board of Governors Regulation 1.001(4)(a)(10); and Section 7(d), Article IX, Florida Constitution.

**NAME OF PERSON INITIATING PROPOSED REGULATION:** Dr. Larry Lunsford, Vice President for Student Affairs.

ANY PERSON SEEKING TO COMMENT ON THE PROPOSED REGULATION MUST SUBMIT COMMENTS IN WRITING TO THE CONTACT PERSON LISTED BELOW. ALL WRITTEN COMMENTS MUST BE RECEIVED BY THE CONTACT PERSON WITHIN 14 CALENDAR DAYS OF THE DATE OF PUBLICATION OF THIS NOTICE.

**CONTACT PERSON REGARDING THE PROPOSED REGULATION:** Eli Deville, Chief of Staff, Office of the General Counsel, Florida International University, 11200 SW 8<sup>th</sup> Street, PC 511, Miami, FL 33199. Email: [devillee@fiu.edu](mailto:devillee@fiu.edu) Fax: (305) 348-3272. Phone: 305-348-2103.

**DATE OF PUBLICATION:** December 26, 2013

**THE FULL TEXT OF THE REGULATION IS PROVIDED BELOW:**

## **FIU-2520 Disruptive Student Conduct.**

(1) The University is authorized to discipline for misconduct any student who intentionally acts to impair, interfere with, or obstruct the orderly conduct, processes, and functions of the University. Disruptive conduct shall include, but not be limited to, the following:

(a) Endangerment.

1. Physical violence toward another person or group.
2. Action(s) that endanger the health, safety, or welfare of self or others.
3. Interference with the freedom of another person or group to move about in a lawful manner.

(b) Personal Abuse .

1. Verbal or written abuse of any person, including, but not limited to, indecent or obscene expressions (which includes postings on the internet) or conduct.

2. Conduct directed at a group or member of the University community which is intended to cause fear, distress, or intimidation and would cause fear, distress, or intimidation to a reasonable person or would place a reasonable person in fear of injury or death. (c) Hazing. Any group or individual action or activity that inflicts, or intends to inflict, physical or mental harm or discomfort or which may demean, disgrace, or degrade any person, regardless of location, intent, or consent of the participant(s).

(d) Stalking. Activities occurring on more than one occasion that collectively instill fear in the victim and/or threaten his or her safety, mental health, or physical health.

(e) Sexual Misconduct.

1. Any sexual act that occurs, regardless of personal relationship, without the consent of the other person, or that occurs when the other person is unable to give consent.

2. Conduct of a sexual nature that creates an intimidating, hostile, or offensive campus, educational, or working environment for another person.

3. Obscene or indecent behavior, which includes, but is not limited to, exposure of one's sexual organs or the display of sexual behavior that would reasonably be offensive to others.

(f) Weapons, Firearms, Explosives. Possession, storage or use of firearms, explosives, ammunition or other weapons or dangerous articles or substances, including non-lethal weapons such as pellet guns. In accordance with Florida Statutes Section 790.115, students are prohibited from possessing firearms on University property (i.e., land, buildings, facilities, and other property in the possession of or owned, used, or controlled by the University) except as provided by Florida Statutes Section 790.25(5). Notwithstanding the foregoing, weapons, including non-functioning antique display weapons, may be used for classroom instructional purposes or other University sanctioned activities (e.g., firearms under the direct supervision of ROTC, a diver's knife for a scuba divers' class) but only with prior approval by the appropriate University Official

(g) Drugs.

1. Possession or use of illegal drugs or prescription drugs without a prescription.

2. Distribution, delivery, or sale of illegal drugs, or prescription drugs without a prescription.

3. Possession or use of drug paraphernalia.

(h) Theft.

1. Removal or use of the property or services of another person or of the University without prior written consent or authorization.

2. Possession or sale of property or services of another person or of the University without prior written consent or authorization.

(i) Interference with, or disruption of, the University's disciplinary process, including, but not limited to, harassment and/or intimidation of any member of the judicial board, witness, or University personnel before, during or after a proceeding, or attempting to coerce or influence any person(s) in order to discourage his or her participation in any disciplinary proceeding.

(j) Interference with, or disturbance, impairment or disruption of the orderly conduct, processes, and functions within the classroom or laboratory, including interference with the academic mission of the University or individual classroom, or interference with a faculty member or instructor's role in carrying out the normal academic or educational functions of his/her classroom or laboratory.

(k) Interference with, or disruption, disturbance, or impairment of the rights of other members of the University community.

(l) Alcohol

1. Possession, use, or consumption of alcohol when under the legal drinking age as provided by Florida law.

2. Dispensing, selling or supplying alcoholic beverages to an individual who is under the legal drinking age as provided by Florida law.

(m) Any similar behavior that disturbs the peace.(2) This regulation shall apply to acts conducted on or off campus when relevant to the orderly conduct, processes and functions of the University.

*Specific Authority Resolution of the Florida Board of Governors dated January 7, 2003.  
Board of Governors Regulation 6.0105, Law Implemented Board of Governors  
Regulation 6.0105, History—New 10-22-03, Formerly 6C8-11.007, Amended 12-16-08,*

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**THE FLORIDA INTERNATIONAL UNIVERSITY**  
**BOARD OF TRUSTEES**  
**Academic Policy and Student Affairs Committee**  
March 27, 2014

**Subject: Proposed Amendment to Demonstrations Regulation, FIU-110**

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**Proposed Committee Action:**

Recommend that the Florida International University Board of Trustees amend the Demonstrations Regulation, FIU-110.

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**Background Information:**

This regulation addresses free speech /demonstration activities on FIU's campuses. Key changes in the regulation are: (1) adjust areas for conducting demonstrations, (2) designate hours for demonstrations between 8 am and 10 pm, and (3) memorialize the important role in our society of, but potential consequences for engaging in, civil disobedience.

Authority for this regulation is based on Board of Governors Regulation 1.001(3)(j) authorizing board of trustees to promulgate university regulations in accordance with the Regulation Development Procedure adopted by the Board of Governors and Board of Governors Regulation 1.001(7)(g) authorizing boards of trustees to regulate the use of university grounds and buildings.

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<b>Supporting Documentation:</b>	Proposed Amendment to Demonstrations Regulation, FIU-110
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<b>Facilitator/Presenter:</b>	M. Kristina Raattama
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**THE FLORIDA INTERNATIONAL UNIVERSITY BOARD OF TRUSTEES  
FLORIDA BOARD OF GOVERNORS**

**NOTICE OF PROPOSED AMENDMENT TO REGULATION**

**REGULATION NO.:** FIU-110

**REGULATION TITLE:** Demonstrations

**SUMMARY:** This regulation addresses free speech /demonstration activities on FIU's campuses. The Regulation is being updated to: (1) add a new area for conducting demonstrations and relocating another one, (2) confirm the University's desire to continue to provide designated free speech areas and the authority to relocate demonstration areas as needed to accommodate future campus development, (3) designate hours for demonstrations between 8 am and 10 pm, and (4) memorialize the important role in our society of, but potential consequences for engaging in, civil disobedience.

**TEXT OF REGULATION:** The full text of the Proposed Amended Regulation can be viewed below and on the website of The Florida International University Board of Trustees, <http://regulations.fiu.edu/>. If you would like a copy of the Proposed Regulation, please contact Eli Deville, Chief of Staff, Office of the General Counsel, (305) 348-2103.

**AUTHORITY:** Board of Governors Regulation 1.001(7)(g)

**NAME OF PERSON INITIATING PROPOSED REGULATION:** M. Kristina Raattama, General Counsel.

ANY PERSON SEEKING TO COMMENT ON THE PROPOSED REGULATION MUST SUBMIT COMMENTS IN WRITING TO THE CONTACT PERSON LISTED BELOW. ALL WRITTEN COMMENTS MUST BE RECEIVED BY THE CONTACT PERSON WITHIN 14 CALENDAR DAYS OF THE DATE OF PUBLICATION OF THIS NOTICE.

**CONTACT PERSON REGARDING THE PROPOSED REGULATION:** Eli Deville, Chief of Staff, Office of the General Counsel, Florida International University, 11200 SW 8th Street, PC 511, Miami, FL 33199. Email: [devillee@fiu.edu](mailto:devillee@fiu.edu) Phone: 305-348-2103 | Fax: (305) 348-3272.

**DATE OF PUBLICATION:** February 14, 2014

**THE FULL TEXT OF THE REGULATION IS PROVIDED BELOW:**

## **FIU-110 Demonstrations.**

(1) Definitions: For purposes of this regulation, the following definitions shall apply:

- (a) Demonstrations: Demonstrations are activities such as assemblies, exercises of free speech, protests, parades, marches, and picketing.
- (b) University Community: The University Community consists of Florida International University faculty, staff and students.
- (c) University Organization(s): University Organization(s) are recognized University faculty and staff organizations and registered University student organizations. This definition excludes individuals, groups, and/or organizations sponsored by or affiliated with University Organization(s).

(2) Subject to the terms of this regulation and related University regulations:

- (a) the University Community and University Organizations may use University grounds to conduct demonstrations, except as specified below.
- (b) non-University persons and non-University Organizations may conduct demonstrations in those areas of the University designated as “Free Assembly Areas,” as specified below.

(3) In no event shall campus buildings, indoor facilities, parking facilities/areas, athletic or recreational facilities, fields and/or stadiums be used for demonstrations unless specifically permitted in writing by the Vice President of Student Affairs or his or her designee.

(4) Subject to the other provisions of this regulation, including sections (8), (9) and (10), tThe University Community and University Organizations may organize, conduct, or participate in demonstrations on University grounds, except for grounds within fifty (50) feet of the following (unless a greater distance is required by applicable laws):

- (a) University residential facilities;
- (b) Buildings, facilities, or areas where such use could impair entrance to or exit from the building, facility or area, or interfere with activities therein;
- (c) The Children’s Creative Learning Center;
- (d) Buildings wherein child care services, elderly care services and health care services including, without limitation, mental health and substance abuse services, take place; and
- (e) The FIU Libraries.



(5) Subject to University regulations, policies and procedures, non-University persons and non-University Organizations are limited to the “Free Assembly Areas” listed below for purposes of organizing and conducting demonstrations on University grounds:

- (a) The Fountain Area located immediately north of the Charles Perry Building on the ~~University Park~~ Modesto A. Maidique Campus;
- (b) The portion of the open grassy area directly ~~north of behind~~ the Graham Center Ballrooms entrance, east of the sidewalk leading from the Graham Center to Owa Ehan and west of the sidewalk leading from the Graham Center to Chemistry and Physics;
- (c) The portion of the grassy open area directly north of the Graham Center parking lot, east of the sidewalk leading from the Graham Center to Chemistry and Physics and south of the Health & Life Sciences I Building;
- (d) The open grassy area directly west of the Gold Parking Garage, east of the MARC building, south of the covered walkway between the Gold Parking Garage and the Primera Casa building, and north of Southwest 17<sup>th</sup> Street;
- (e) The paved area immediately north of Academic Building I at the Biscayne Bay Campus; and,
- ~~(e)~~ (f) The open grassy area westnorth of the Marine Biology Building between Wolfe University Center at the Biscayne Bay Campus. Academic Building I and Academic Building II.

(6) The Free Assembly Areas may also be used for demonstrations by the University Community and University Organizations. The use of these Free Assembly Areas is subject to availability. Free Assembly Areas will be provided on the University campuses, provided the University reserves the right to re-locate Free Assembly Areas from time to time when determined to be in the best interest of the University, including, but not limited to, accommodating development of new buildings on the University campus and accommodating the needs of the University’s educational and other programs.

~~(6)~~ (7) Events on the University’s campuses occasionally draw attention from the University Community and general public and demonstrations may result. Where necessary to ensure crowd control and the safety and security of persons on campus and to ensure an opportunity for demonstrators to communicate regarding the event(s), the University may designate specific areas situated in close proximity to the event. On these occasions, demonstrations related to the event(s) must be conducted in the areas specified by the University.

(8) All persons and organizations conducting demonstrations on University grounds must abide by the general requirement that no such activities may interfere with, disrupt, or impede

the normal operations of the University or otherwise interfere with or infringe on the rights of others. Interference with, disruption of, or impeding the normal operations of the University and/or interference with the rights of others includes, without limitation:

- (a) obstruction of vehicular, bicycle, pedestrian, or other traffic;
- (b) obstruction of entrances or exits to buildings or driveways or impeding entry to or exit from any building or parking lot or vehicular path;
- (c) obstruction or disruption of any educational, research, or administrative activities inside or outside any building;
- (d) violation of a law, rule, regulation, or ordinance; violation of Board of Governors regulations, or violation of a University regulation, policy and/or procedure;
- (e) posing an environmental hazard or a health or safety threat to the University, the University Community, University Organizations, or the general public;
- (f) interference with or precluding a scheduled speaker from being heard;
- (g) threatening persons or using fighting words which are those words that by their mere utterance inflict violence or would tend to incite a reasonable person to violence or other breach of peace;
- (h) damaging property of the University or on University grounds; or
- (i) utilizing sound amplification, including bullhorns, except as approved in advance in writing as set forth below and within sound limits that will not disrupt normal University operations.

~~(7)~~ (9) No demonstrations are permitted on the University campuses between the hours of 10:00 pm and 8 am.

(10) All persons and organizations conducting demonstrations on University grounds, must:

~~(a)~~ — comply with all applicable federal, state and local laws, all Board of Governors regulations, and all other applicable University regulations, policies and/or procedures; and. The University recognizes, respects and values the right of individuals to express themselves on its campuses. While civil disobedience sometimes plays a role in demonstrations, civil disobedience involves a refusal to comply with laws or regulations as a form of protest. The failure to comply with law or regulation when exercising rights under this regulation shall be grounds for the University to take appropriate action as described in Sections 11, 12 and 13.

~~(b)~~ — procure and comply with federal, state, local or University licensure/permit/insurance requirements, to the extent applicable.

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(11) If a demonstration is disrupting normal University operations or infringing on the rights of others contrary to the requirements of this regulation, the President or his or her designated representative has authority to:

- (a) identify himself or herself to the demonstrators, providing the person's name and official position;
- (b) inform the demonstrators that they are in violation of the University regulation(s), policies and/or procedures, Board of Governors regulations or applicable law and specify the nature of the violation;
- (c) request that the violation cease (which could include relocation of the activity to avoid the disruption); and/or;
- (d) in the event of non-compliance with this request, enlist the assistance of the University Department of Public Safety and/or law enforcement personnel in restoring order and enforcing the law.

(912) In the event of a disruption, the University Department of Public Safety or other law enforcement personnel has authority to:

- (a) require that any individual identify himself or herself by presenting appropriate documentation such as identification cards;
- (b) declare a demonstration to be disruptive, disorderly, or in violation of the University regulation or law and request all participants to cease and desist and to disperse and clear the area, including leaving the University grounds immediately, or be subject to arrest; ~~and;~~
- (c) arrest any participants observed to be in violation of applicable federal, state or local laws; ~~and/or;~~
- (d) enlist the assistance of outside law enforcement agencies, as may be necessary.

Nothing contained in this regulation is intended to limit or restrict the authority of the University Department of Public Safety or other law enforcement personnel under applicable laws or University regulations, policies and procedures.

(4013) University Community members or University Organizations who intentionally act to impair, interfere with, or obstruct the orderly conduct, processes, and functions of the University or interfere with, or infringe upon, the rights of others, are subject to appropriate disciplinary action by the University authorities.

(14) In order to coordinate University events and other activities taking place on

University grounds, with due consideration for the health and safety of all individuals, any person or organization who intends to demonstrate on University grounds must notify the University at least two (2) business days in advance if: (a) the demonstration event shall involve a group consisting of more than 30 participants; or (b) if sound amplification equipment shall be used.

Notification must be provided on the designated notification form which is available in any one of the following Offices. The notification must be submitted in writing to the designated University representative noted below at the applicable University Campus:

Modesto A. Maidique ~~University Park~~ Campus: Attention: Vice President of  
Student Affairs or his or her designee  
11200 S.W. 8<sup>th</sup> Street  
Graham Center Room 1215  
Miami, Florida 33199

Biscayne Bay Campus: Attention: Vice Provost of the Biscayne Bay Campus or  
his or her designee  
3000 N.E. 151<sup>st</sup> Street  
Library Room 315  
North Miami, Florida 33181

The designated University representative at each applicable University Campus may deny the request to demonstrate on the University grounds within two (2) business days after receipt of the notice for the following reasons:

- (a) The use or activity would interfere with the normal operations of the University and/or interfere with the rights of others due to one of the reasons enumerated in ~~s~~Subsection ~~8~~6 above;
- (b) The use or activity would conflict with previously planned programs, activities and/or events organized and conducted by the University and/or University Organizations and previously scheduled for the same time and place; and
- (c) A fully executed prior notification for the same time and place has been received and processed granting the prior requestor the authorization to use the area.

(~~12~~15) Any person or organization that is denied permission to demonstrate may appeal such denial in writing to the Provost or his or her designee. The appeal must be made within two (2) business days after receipt of a written denial from the University's designated representative. The Provost's or his or her designee's decision on this matter shall be final.

*Specific Authority Board of Governors Resolution dated 1-07-03 History: New 12-23-76, Amended 8-7-83, Formerly 6C8-5.008, Amended 9-12-08, 11-14-08-                    .*

**THE FLORIDA INTERNATIONAL UNIVERSITY**  
**BOARD OF TRUSTEES**  
**Academic Policy and Student Affairs Committee**  
March 27, 2014

**Subject: Proposed Camping Regulation, FIU-111**

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**Proposed Committee Action:**

Recommend that the Florida International University Board of Trustees approve the Camping Regulation, FIU-111.

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**Background Information:**

In conjunction with updates to FIU Regulation FIU-110 - Demonstrations, this regulation is being added to the University's regulations to address camping and overnight use of University grounds. Overnight use of University grounds by University organizations (faculty/staff and/or student groups) may be permitted if approval is obtained by the appropriate Vice President or designee. Otherwise, camping and overnight use of University grounds are not permitted on the University's grounds.

Authority for this regulation is based on Board of Governors Regulation 1.001(3)(j) authorizing boards of trustees to promulgate university regulations in accordance with the Regulation Development Procedure adopted by the Board of Governors and Board of Governors Regulation 1.001(7)(g) authorizing boards of trustees to regulate the use of university grounds and buildings.

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**Supporting Documentation:** Proposed Camping Regulation, FIU-111

**Facilitator/Presenter:** M. Kristina Raattama

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**THE FLORIDA INTERNATIONAL UNIVERSITY BOARD OF TRUSTEES  
FLORIDA BOARD OF GOVERNORS**

**NOTICE OF PROPOSED REGULATION**

**REGULATION NO.:** FIU-111

**REGULATION TITLE:** Camping

**SUMMARY:** In conjunction with updates to FIU Regulation FIU-110, this regulation is being added to the University's regulations to address camping and overnight use of University grounds. Overnight use of University grounds by University organizations (faculty/staff and/or student groups) may be permitted if approval is obtained by the appropriate Vice President or designee. Otherwise, camping and overnight use of University grounds are not permitted on the University's grounds.

**TEXT OF REGULATION:** The full text of the Proposed Regulation can be viewed below and on the website of The Florida International University Board of Trustees, <http://regulations.fiu.edu/>. If you would like a copy of the Proposed Regulation, please contact Eli Deville, Chief of Staff, Office of the General Counsel, (305) 348-2103.

**AUTHORITY:** Board of Governors Regulation 1.001(7)(g)

**NAME OF PERSON INITIATING PROPOSED REGULATION:** M. Kristina Raattama, General Counsel.

ANY PERSON SEEKING TO COMMENT ON THE PROPOSED REGULATION MUST SUBMIT COMMENTS IN WRITING TO THE CONTACT PERSON LISTED BELOW. ALL WRITTEN COMMENTS MUST BE RECEIVED BY THE CONTACT PERSON WITHIN 14 CALENDAR DAYS OF THE DATE OF PUBLICATION OF THIS NOTICE.

**CONTACT PERSON REGARDING THE PROPOSED REGULATION:** Eli Deville, Chief of Staff, Office of the General Counsel, Florida International University, 11200 SW 8<sup>th</sup> Street, PC 511, Miami, FL 33199. Email: [devillee@fiu.edu](mailto:devillee@fiu.edu) Fax: (305) 348-3272. Phone: 305-348-2103.

**DATE OF PUBLICATION:** February 19, 2014

**THE FULL TEXT OF THE REGULATION IS PROVIDED BELOW:**

## **FIU-111 Camping**

1. Definitions: For purposes of this regulation, the following definitions shall apply:
  - a. University Organization(s): University Organization(s) are recognized University faculty and staff organizations and registered University student organizations. This definition excludes individuals, groups, and/or organizations sponsored by or affiliated with University Organization(s).
  - b. Camping: Use of University grounds for the purpose of living accommodation, no matter the duration, such as sleeping, storing personal belongings, and cooking, and specifically including, without limitation, erecting tents and temporary structures.
2. Except as provided in this regulation, Camping is not permitted on University grounds.
3. University Organizations may receive approval from the Vice President for Students Affairs or Designee or Sr. Vice President for Finance and Administration or Designee, as applicable, for events involving overnight use of the University's Modesto A. Maidique Campus or the Biscayne Bay Campus. To receive approval, the use must be consistent with the University's mission and not be detrimental to the health, safety or welfare of event participants or the University community.
4. The limits on Camping in this regulation are not intended to restrict the ability to place symbolic tents or other temporary structures in Free Assembly Areas during demonstrations in accordance with all of the requirements specified in FIU-110 Demonstrations and University policies and procedures adopted pursuant thereto.

*Authority:* Board of Governors Regulation 1.001(7)(g). *History:* New \_\_\_\_\_.



**THE FLORIDA INTERNATIONAL UNIVERSITY**  
**BOARD OF TRUSTEES**  
**Academic Policy and Student Affairs Committee**  
March 27, 2014

**Subject: Approval of Relocation of FIU Broward (Pines Center) Educational Site**

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**Proposed Committee Action:**

Recommend that the Florida International University Board of Trustees (the BOT) (i) approve, and request that the Florida Board of Governors (BOG) approve, the relocation of the FIU Broward (Pines Center) Educational Site located in Pembroke Pines to the new Broward College Educational Facility located in Miramar; and (ii) delegate to the University President the authority to submit all documents and take all actions necessary or desirable to obtain BOG's approval of the relocation.

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**Background Information:**

To provide enhanced instructional space to improve the quality of educational programs in the same service area at roughly the same cost, the University intends to relocate the FIU Broward Pines Center from the City of Pembroke Pines Center to a new facility being constructed by Broward College in the same general vicinity. The new facility provides FIU with approximately 40,000 dedicated square feet compared to 12,000 dedicated square feet and the shared use of high school classrooms beginning at 4:00 pm on weekdays and on weekends in the current facility.

In addition to significantly enhancing the quality of the facility at a rental cost comparable to the current rent, the new space will improve the programs and services being offered by the University by accommodating more students, providing state-of-the-art facilities and greatly expanding the times during which instruction may be offered. Additionally, the co-location with Broward College offers the University the opportunity to further expand its successful 2+2 programs to Associate of Arts degree holders in a seamless transition to upper division studies. We believe that these facility improvements and partnership opportunities will encourage student success, improve graduation rates, increase baccalaureate degrees awarded to minorities, and minimize excess hours through expanded course availability and better on-site advising for potential transfer students.

Through the FIU Broward Pines Center, the University currently offers non-traditional undergraduate and graduate students a distinctive higher educational experience. At the Broward Pines Center, FIU's College of Arts and Sciences, College of Business, College of Education, and College of Engineering and Computing offer select, high-demand degree programs.

The structure of the FIU bachelor's and master's programs offered at the Center have successfully made the lives of working adults easier by scheduling class-time around working hours. Evening and weekend courses, as well as fast-track programs are available to accommodate non-traditional adult students who lead busy lifestyles. Students attending the Center benefit from convenient scheduling and high-tech computer labs as well as access to the resources of the FIU libraries and a wide array of online services.

As noted above, co-locating with Broward College is also expected to provide additional opportunities for our 2+2 programs. Broward College is ranked as one of the top 10 community colleges in the U.S. by the prestigious Washington, D.C.-based Aspen Institute. Broward College is also ranked in the top 10 community colleges in the nation for number of associate's degrees awarded to minorities (Community College Week).

On August 6, 2013, the University entered into a 20-year lease with Broward College which is scheduled to commence on July 1, 2014, the date the current Pembroke Pines lease expires.

Approval of the relocation of this educational site by the BOT and BOG was not originally identified as a requirement given that the character and service area of the educational site are unchanged. However, the BOG recently informed the University that such approval would be required pursuant to BOG Regulation 8.009(3)(d).

As required by BOG Regulation 8.009, the President consulted with the Chancellor of the State University System. This consultation took place on March 11, 2014. Following approval by the BOT, a request for approval of the relocation will be forwarded to the BOG.

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**Supporting Documentation:** N/A

**Facilitator/Presenter:** Douglas Wartzok

**THE FLORIDA INTERNATIONAL UNIVERSITY**  
**BOARD OF TRUSTEES**  
**Academic Policy and Student Affairs Committee**  
March 27, 2014

**Subject: Academic Affairs Regular Reports**

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

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**Background Information:**  
The Academic Affairs Regular Reports consist of the following:

**Undergraduate Education**

*Douglas L. Robertson*

**Graduate Education**

*Lakshmi N. Reddi*

**Engagement**

*Irma Becerra-Fernandez*

**Enrollment Services**

*Luisa M. Havens*

**Information Technology**

*Robert Grillo*

**Research**

*Andres G. Gil*

**Student Affairs**

*Larry Lunsford*

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**Supporting Documentation:** Academic Affairs Regular Reports

**Facilitator/Presenter:** Douglas L. Robertson  
Lakshmi N. Reddi  
Irma Becerra-Fernandez  
Luisa M. Havens  
Robert Grillo  
Andres G. Gil  
Larry Lunsford

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**Florida International University  
Board of Trustees  
Academic Policy and Student Affairs Committee  
March 2014**

**Academic Affairs Report**

**A. Unit Reports**

- I. Undergraduate Education**
- II. Graduate Education**
- III. Engagement**
- IV. Enrollment Services**
- V. Information Technology**
- VI. Research**
- VII. Student Affairs**

**I. UNDERGRADUATE EDUCATION REPORT**

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**1. Promising First Time in College (FTIC) Six-Year Graduation Rate Posted**

In the first two years of the Graduation Success Initiative (GSI), the FTIC six-year graduation rate increased by nine (9) points, from FIU's historical low (41%) to its historical high (50%). The six-year FTIC graduation rate is an important metric which the Board of Governors has tied to performance-based funding, and the GSI helped FIU to do well in this year's allocations. The possibility exists that these two performances constitute an artificial peak, not a true trajectory, and that the performances will be followed by a decline. Therefore, the FTIC six-year graduation rate of the most recent FTIC Cohort (2008-2014) is important to track as it goes through this year. In this regard, the report is encouraging.

The five-year graduation rate for the next FTIC Cohort (2008-2014) was 44% at the beginning of this academic year (Fall 2013). The additional points added in the 6<sup>th</sup> year normally amount to 10%. FIU has three graduations each year: two large (Fall and Spring) and one medium (Summer). The FTIC ix-year graduation rate for the 2008-2014 Cohort after the first of three graduations (Fall 2013) now sits at 48%.

Based on past performance (10 points in the 6<sup>th</sup> year), it would be reasonable to project six points more in the next two graduations (Spring and Summer, 2014). Significant work remains this academic year to achieve the desired graduation rate increases. However, achieving a FTIC six-year graduation rate of 53% (five points in two graduations) is realistic. Achieving this rate would produce a 12 point increase from 41% to 53% in the GSI's first three years and another historically high FTIC six-year graduation rate.

## **2. Implementation of the GSI Graduation Grant and the GSI Course Availability Grant**

In every Cohort, students exist who are poised to graduate but who have a gap between their available funds and what they need to pay for their final courses (tuition, fees, and books). Normally, the amount is not large but can be sufficient to prevent the student from on-time graduation. The GSI Graduation Grant (up to \$1,200) removes this barrier for these students.

The Office of Retention and Graduation Success and several Enrollment Services offices collaborate to identify students who fall into this category. One Stop Advisors reach out to these students and work with them to see if the GSI Graduation Grant is necessary and appropriate in order for them to graduate. Other targeting procedures are used to identify specific students who are well positioned to graduate and who have this financial gap.

In addition, the Office of Retention and Graduation Success conducts an analysis of the courses that students who are well positioned to graduate need in order to finish on time. In a survey (Fall 2013) of 8,700 FIU undergraduates who were poised to graduate on-time this academic year, 62% identified course unavailability as an anticipated barrier to their graduation success; in contrast, 31% cited financial issues. A GSI Course Availability Grant, which can provide funding if necessary for additional sections in these critical courses, has been created to ensure that courses are available so that these students graduate on-time.

## **3. The Florida Consortium of Metropolitan Research Universities**

Florida International University, University of Central Florida, and University of South Florida have joined together to form the Florida Consortium of Metropolitan Research Universities (aka the Consortium). These three large, urban-serving, public research universities share significant features in common and represent together nearly half of the State University System's (SUS's) students in the following important variables:

- Total headcount (Consortium = 46%, other SUS = 54%)
- Undergraduate Minorities (Consortium = 54%, other SUS = 46%)
- New Florida College System Transfers (Consortium = 47%, other SUS = 53%)
- Undergraduates Receiving Pell (Consortium = 47%, other SUS = 53%)
- Bachelor's Degrees (Consortium = 48%, other SUS = 52%)
- Graduate Degrees (Consortium = 42%, other SUS = 58%)

The Consortium Leadership Team comprises the three universities' Presidents, Government Relations Leads, and Student Success Leads. The Leadership Team has created a prospectus which focuses on work force development and undergraduate student success. The prospectus and other supporting materials are being used in the current legislative session to support Consortium lobbying and a request for \$12 million in the following four areas of emphasis:

- Predictive Analytics, \$1 million
- High Tech Pathways, \$3 million
- Targeted Support, \$3 million
- Career-Readiness, \$5 million

The Consortium is making history in the state of Florida and has already received funding as a Consortium by the Helios Education Foundation. Helios is convening a group of large funding agencies such as Gates and Lumina in order to meet Consortium leadership and explore further funding. In addition, the three institutions have worked together to submit joint projects to the Board of Governors in accounting (funded for \$3.8 million) and computer/IT (funded for \$5.1 million). The Consortium represents a significant step in establishing the pre-eminence of Florida's major metropolitan research universities in addition to, and different from, its traditional flagship universities.

## **II. GRADUATE EDUCATION REPORT**

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### **1. Doctoral Stipend Allocation Revised**

Based on a thorough examination of our stipend allocation practice, the University Graduate School (UGS) has developed a comprehensive performance rubric that rates doctoral programs on such parameters as enrollment growth, research assistantships, and time to degree completion. Future allocations of stipends to doctoral programs will

now be based on these ratings. This analysis will allow the UGS to increase the number of dissertation year fellowships it offers annually to promote timely completion of doctoral degrees and to sustain the increasing numbers of McKnight Scholars at FIU.

### **Doctoral Applications Increase**

The number of applications to FIU's doctoral programs is experiencing a growth spurt for the coming 2014-15 academic year. Already for next year, the number of applications received has reached 2,465, close to a 22% increase over this year's total. The number will continue to increase with the spring 2015 application deadline still pending. The programs with the largest percentage increases are Higher Education (110%), Modern Languages (71%), Global and Sociocultural Studies (67%), Public Health (38%) and Social Welfare (38%). The program with the largest increase in absolute numbers of applications is Physical Therapy with 217 (33%).

## **2. FIU Celebrates Graduate Student Appreciation Week (GSAW)**

In unison with the Graduate Professional and Student Committee (GPSC) and Campus Life, the UGS is celebrating GSAW this year from March 31 through April 4.

Emphasizing the contributions, impact, and value of graduate and professional students on campus, this year's GSAW opens with the Scholarly Forum – two days of oral presentations and poster sessions during which graduate students showcase their research to the FIU community and compete for cash prizes. The Forum will be followed by a full-day Graduate Symposium, during which we will host an industry panel of business, Science, Technology, Engineering and Mathematics (STEM), and social science field experts who also will be meeting with students to discuss how they can prepare for job market competitiveness upon graduation. The Symposium also features a panel of experts on fellowships and external funding opportunities. The week culminates with the GSAW signature event, the Provost Awards Recognition Reception, which will acknowledge the exceptional impact of outstanding FIU mentors and graduate program directors, as well as the remarkable research, teaching talent, and engagement demonstrated by FIU graduate students on campus and in our community.



### **III. ENGAGEMENT REPORT**

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#### **1. ACCESS - Achieving Community Collaboration in Education and Student Success**

As part of the ACCESS partnership between FIU and Miami-Dade County Public Schools (MDCPS), a leadership meeting between President Mark B. Rosenberg, Superintendent Alberto M. Carvalho and executive teams and workgroup members from both institutions, took place at FIU on January 27, 2014. The partnership now includes 20 strategic workgroups, each with a unique vision and goals, which are overseen by the respective leadership teams from both institutions. Through this partnership, MDCPS high school students are able to take college level courses at no cost, taught by credentialed MDCPS teachers and FIU professors and earn Dual Enrollment (DE) credit. For every \$1 invested in the program by the institutions, students save \$10 which is equivalent to savings of 3.2 million dollars per year to the high school students. From Fall 2009 to Fall 2013, DE with FIU college courses has expanded from 425 to 6,232 instances of enrollment, 16 to 135 courses, and 6 to 32 schools. Among other successes of the ACCESS partnerships, Fostering Panther Pride (FPP) has made significant progress. Through FPP, an initiative to address and support the physical, emotional, social and academic needs of current and former foster care and homeless youth, we have hired a success coach who will manage this initiative and assist the students until they graduate from FIU. MDCPS is also in the process of hiring a success coach who will work with high school students in this population for a seamless transition from high school to university.

#### **2. The Education Effect @ Booker T. Washington**

In anticipation of launching The Education Effect at Booker T. Washington (BTW) Senior High School, a university-school-community partnership in Overtown, Florida, FIU convened with community leaders, and executives and alumni from FIU and BTW, on Thursday, February 13, 2014 at the high school. The gathering included more than 40 attendees and topics of discussion included school needs and community support. The partnership is funded by a gift from The Lennar Foundation and we are currently in the process of hiring the partnership director. President Rosenberg was invited to The White House on January 16<sup>th</sup> to talk about this initiative at a summit organized to mobilize efforts by higher education as well as the private sector, city and state leaders, and philanthropy to come together to help connect more low-income students with college and ensure they succeed once they get there.

### **3. Academic Leaders Council (ALC)**

In support of the recommendations of the One Community One Goal (OCOG) Targeted Industry Strategic Plan, the ALC was created to provide academic leadership collaboration with lead businesses and economic development. ALC had a meeting on February 3, 2014, with all seven member institutions (Miami Dade College, Florida Memorial University; Barry University; St. Thomas University; University of Miami; Miami-Dade County Public Schools and Florida International University) represented. Progress continues to be made on the Talent Development Network (TDN), the regional internship program that will provide students from all the universities in the Miami area with meaningful work experience in key, targeted industries. The challenge grant agreement with The Miami Foundation has been finalized, it includes the disbursements of funds as the match is raised. A proposal for a planning grant from the Helios foundation is being drafted. ALC is also preparing a joint panel to address the Greater Miami Chamber of Commerce IT Workforce Survey which looks to identify key factors affecting South Florida's IT workforce, including education.

## **IV. ENROLLMENT SERVICES REPORT**

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### **1. University Enrollment**

Our final report to the Florida Board of Governors shows 52,980 students enrolled in courses for the fall 2013 term. This represents an increase of 5.13% compared to fall 2012 when 50,394 students had enrolled. In addition, full-time equivalent enrollment (FTE) increased by 5.67%, from 12,235 FTEs in fall 2012 to 12,929 FTEs in fall 2013. With respect to Spring 2014, as of February 26<sup>th</sup>, 45,601 students have enrolled in courses for the term. This represents an increase of 2.33% compared to spring 2013 when 44,563 students had enrolled. In addition, full-time equivalent enrollment (FTE) has increased by 3.61%, from 11,267.30 FTEs in spring 2013 to 11,673.70 FTEs in spring 2014.

### **2. New FTIC and Transfer Enrollment**

As of February 03, 2014, the final point in time comparisons of FTIC enrollment for 2013-14 showed an increase of 3.64% compared to 2012-13, from 4,618 to 4,786 or 168 students. Specific to fall FTICs, an increase of 14.42% or 377 new students enrolled for fall 2013 at 2,991, when compared to the same time last year for fall 2012 of 2,614. Final point in time comparisons of Transfer enrollment for 2013-14 showed an increase of 5.17% compared to 2012-13, from 8,001 to 8,415 or 414 students. Specific to fall Transfer students, an increase of 15.80% or 668 new students enrolled for fall 2013 at 4,895, compared to the same time last year for fall 2012 of 4,227. Final combined FTIC and

Transfer 2013-14 enrollments have increased by 4.61% or 582 new students compared to the same time period last year for 2012-13, from 12,619 to 13,201.

### **3. Financial Aid and Packaging Redesign Project**

As of February 27, 2014, we have disbursed \$377 million to 37,113 students for the 2013-14 academic year compared to \$348 million to 34,896 students at the same time last year for 2012-13. Our yearly Free Application for Federal Student Aid (FAFSA) Campaign to encourage students to apply early is in full swing for the 2014-15 academic year. The goal is to increase the number of applications submitted by the March 1<sup>st</sup> priority deadline.

The Office of Financial Aid is redesigning the aid packaging approach to maximize the limited resources available while at the same time supporting FIU's strategic initiatives. There are two dimensions to the redesigned priority packaging strategy. First, funding sources and types are assigned a specific priority to maximize federal and state funds while institutional moneys are used as "gap" aid aimed at covering any additional critical need. Then, aid-packaging groups are defined and assigned a specific priority to leverage the aid for students who would contribute most to achieving the strategic priorities of the institution. The redesign will result in aid packages that aim to:

- Cover between 90% and 100% of tuition and Fees, books and transportation costs (\$10,714 in total awards) for in-state students;
- Promote STEM student success, retention and graduation;
- Mitigate loss of bright futures eligibility;
- Promote access by providing the greatest financial assistance possible to our neediest new and continuing students.

The redesigned approach will be piloted in the 2014-15 aid period and closely monitored to benchmark effectiveness.

## **V. INFORMATION TECHNOLOGY REPORT**

### **1. FIU Panther TECH**

On January 6, 2014, FIU Panther TECH, located in the Graham Center, opened its doors to the FIU community. As an authorized dealer for Apple, Dell, Lenovo and Hewlett Packard products, FIU Panther TECH is faculty, staff and students' one-stop shop for computers, tablets, printers, and accessories. In addition to providing technology at low

prices, FIU Panther TECH will also be introducing payment plans via payroll deduction to faculty and staff wishing to purchase items from the store. The store is part of the Division of IT's efforts to provide convenient services and learning tools. By partnering with high-tech companies, FIU Panther TECH has brought students the resources necessary to study in a World's Ahead environment without having to look elsewhere. The store also helps the Division of IT better understand the students' as well as the University's academic and administrative units' needs.

## **2. Classroom Course Capture Systems**

During the 2013 spring and fall semesters the Division of IT led a committee consisting of IT personnel and faculty through an evaluation of several classroom course capture systems that are leaders in the current marketplace and currently in use at FIU. A university course capture system allows students and faculty to document and record all activities during a lecture including content materials for future view and course review. After consideration of all available systems, and a presentation made to a committee of deans, a decision was made to standardize on Crestron Capture HD as the supported system for course capture at FIU. Recently, the Division of IT successfully migrated classrooms to Crestron Capture HD and will continue to expand the availability of course capture throughout 2014. Several academic units such as the Chaplin School of Hospitality and Tourism Management, College of Arts and Sciences, and the College of Engineering and Computing FEEDS program have already adopted or transitioned to this technology. The benefits of utilizing one course capture system university-wide include reduced operating costs for the University's academic units and the capability to scale when needed.

## **3. IT Security Strategy**

During the fall of 2012 semester, the Division of IT made an online Security Awareness Training module available to help employees understand security policies and procedures, identify university sensitive data and prevent the loss of such data, as well as protect existing resources in their roles as data stewards. Safeguarding the security of our university's data is of the utmost importance. In order to maintain a secure computing environment, it is essential that all members of our university community be responsible for the data they manage. As such, the Division's Security Office (ITSO), under the direction of the new Information Security Officer & HIPAA Officer, Charles Young, will continue to create awareness through this training. Mr. Young served as the Chief Information Security Officer and University HIPAA Officer for Tufts University. At Tufts, Mr. Young led many efforts to modernize security policies, deploy secure networks and services, and provide application security support for key technology

upgrades and rollouts. Collaboration amongst the division's ITSO and all faculty and staff will ensure a safer and more secure computing environment.

## **VI. RESEARCH REPORT**

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### **1. External Grant Award Performance**

External contracts and grants for the first six months of FY 2013-14 decreased by 14% when compared with last fiscal year – from \$47.1M (July-December 2012) to \$40.4M (July-December 2013). Nonetheless, several centers and institutes received large grants during this period, when compared with the same period last fiscal year. For instance, The Applied Research Center increased awards from \$0.266 to \$1.86M, CIARA from \$0.67 to \$2.14M; the International Hurricane Center from \$0.65 to \$2.84M, and CRUSADA received a \$1.09 award from the National Institutes of Health. This performance during the first six months of the fiscal year is not necessarily indicative of what the final performance will be for the year given the uneven nature of the receipt of grant awards.

### **2. National Science Foundation (NSF) Higher Education Research and Development Survey (HERD)**

The 2012-13 HERD report was submitted to the NSF, reflecting an 8.5% increase and a total of \$128M in research expenditures. Of the total research expenditures, 34% were for basic research (research to acquire new knowledge), 50% for applied research (research to gain knowledge on specific and recognized needs), and 16% spent on development – utilizing knowledge gained toward production of useful materials, devices, systems, methods, etc.

### **3. Division of Research (DOR) Initiatives**

DoR continues to be actively engaged in promoting, facilitating, and enhancing research efforts at FIU. During the fall and thus far in the spring semester, DoR has been successfully involved in the following initiatives:

- ASSIST\* 2013 Industry Workshop: FIU hosted over 80 researchers and students from across the US for two days in November 2013, where they presented state-of-the-art developments in areas such as low power sensing, computation and communication, high-density storage and energy harvesting. The workshop included two keynote speakers and interactive panel sessions to highlight industrial perspectives on the areas ASSIST is developing. (\*The NSF Nanosystems

Engineering Research Center for Advanced Self-Powered Systems of Integrated Sensors and Technologies (ASSIST) will develop and employ nano-enabled energy harvesting, energy storage, nanodevices and sensors to create innovative battery-free, body-powered, and wearable health monitoring systems.)

- Hosted Dr. Henry Rodriguez from NIH, who discussed his research with over 35 attendees.
- Almost 50 participants attended Professor O. Dale Williams' talk regarding "Developing a Testable Hypothesis." Dr. Williams is chair of biostatistics at the Stempel College of Public Health and Social Work.
- Organized and hosted the 2014 Workshop on Origami Design for Integration of Self-Assembling Systems for Engineering Innovation ." Over two days, DoR hosted representatives from NSF, the Air Force Office of Scientific Research , Penn State, MIT, Georgia Tech, Cal Tech, Texas A&M, and Brigham Young, among others. FIU Assistant Professor Stavros V. Georgakopoulos presented his innovative research on reconfigurable and multiband electromagnetic systems for cognitive intelligence applications.
- Hosted the Southern HIV and Alcohol Research Consortium research conference, which was organized with the University of Florida. Over 60 participants discussed the progress of their research, with the ultimate goal of identifying methods to improve health outcomes, demonstrating the effectiveness of interventions, and translating intervention options into clinical practice for people living with HIV. In addition, FIU and University of Florida students presented their research posters.
- Additionally, DoR hosted Dr. Katherine R. Spindler from the University of Michigan Medical School who discussed "*LAUNCH: Individualized Mentoring Teams for New Faculty*;" Dr. Catarina I. Kiefe from the University of Massachusetts Medical School who discussed "*Tips for Writing Grants*," and Dr. Kathie L. Olsen, founder and managing director of ScienceWorks and former NSF deputy director and chief operating officer, who offered a 3-hour workshop to over 50 participants discussing the federal research funding environment, with emphasis on the NSF and its funding priorities, opportunities, review processes, and selection criteria.
- Upcoming research speakers include Dr. David Shaw from the Mississippi State University who will talk about "*Team Science*."



## **VII. STUDENT AFFAIRS REPORT**

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### **1. Rev. Dr. Martin Luther King, Jr. Events**

What began 23 years ago as a commemorative breakfast to celebrate the life of the Rev. Dr. Martin Luther King, Jr., has evolved into a month-long campus-wide collaboration with the South Florida community. This year's theme was "50 years Later...Can We Dream Together?" The annual commemorative breakfast featured nationally renowned Dr. Clarence Jones, speech writer and personal counselor for Dr. King, a sold-out event supported by community civic and business partners. An engaging, interactive performance was presented by Frederick Ingram, president, United Teachers of Dade, to over 500 students from MDCPS during the MLK Youth Forum, held at the Biscayne Bay Campus. Local luminaries participating in the FIU contingency at the MLK Parade, a signature event for the Liberty City community, with thousands in attendance, included Congresswoman Ileana Ros-Lehtinen, FIU Trustee Gerald C. Grant, Jr. and his wife Jennifer Adger Grant, and President Rosenberg. MLK at the Patricia & Phillip Frost Art Museum exemplifies the many collaborative partnerships within the FIU family. In support of learning through the arts, more than 300 youths from MDCPS toured the museum and the Modesto A. Maidique Campus (MMC) during January.

### **2. Recharge for Finals and Midnight Breakfasts**

Each Fall and Spring semester, the Department of Campus Life on both the Biscayne Bay Campus (BBC) and MMC prepare a series of events to support student success during finals. The highlight of the events on each campus is a "Midnight Breakfast/Recharge for Finals" where administrators, including President Rosenberg, help serve students breakfast at midnight to give them energy to study for final exams and projects at this stressful time. For the Fall 2013 final week of classes, Student Affairs hosted a series of eight programs on both campuses. BBC had over 1,100 participants and MMC had 1,003 students at their respective midnight breakfasts. The Engineering Center had 330 meals served. Students were appreciative, not only for the meals, but also seeing administrators giving time to show their support.

### **3. Career Services**

Career Services held six major events at MMC and BBC this semester, including career fairs on both campuses. The department interacted with 185 employers and over 2,400 students and alumni at the various events.

## B. Key Performance Indicators

Note: Fields shaded in gray indicate a change since the last report.

Academic Quality				
	2012-13 Actual	2013-14 Goal	2013-14 Projected	OT (On target) BT (Below target) AT (Above target)
Avg. SAT Score (for 3 subtests)	1,704	1,710	1,714	AT
Avg. High School GPA	3.7	3.7	3.8	AT

Return on Investment				
	2012-13 Actual	2013-14 Goal	2013-14 Projected	OT (On target) BT (Below target) AT (Above target)
Graduate Degrees Awarded	3,440	3,987	3,500	BT
Percent of Graduate Degrees in STEM	11.89%	15.25%	11.95%	BT
Percent of Bachelor's Degrees in STEM	15.5%	16.25%	16.25%	OT
Percent of Baccalaureate Graduates Employed in Florida	65% <sup>1</sup>	67%	67%	OT
Percent of Baccalaureate Graduates Continuing their Education in Florida	19% <sup>1</sup>	21%	21%	OT

<sup>1</sup>Most recent FETPIP data available is for 2011-2012 graduates.



Return on Investment				
	2012-13 Actual	2013-14 Goal	2013-14 Projected	OT (On target)  BT (Below target)  AT (Above target)
Total Research Expenditures (\$M)	\$128,070	\$126,440	\$126,440	OT
Science & Engineering Research Expenditures (\$M)	\$92,463	\$89,583	\$89,583	OT
Science & Engineering R&D Expenditures in Non-Medical/ Health Sciences (\$M)	\$86,000	\$82,541	\$82,541	OT
Percent of Research Expenditures Funded from External Sources	68%	70%	70%	OT
Patents Issued	1	3	1	BT
Licenses/Options Executed	3	3	0	BT
Licensing Income Received (\$M)	\$0.020	\$0.055	\$0.008	BT
Number of Start-up Companies	1	2	0	BT
National Rank is Higher than Predicted by the Financial Resources Ranking  <i>(based on U.S. News &amp; World Report)</i>	n/a	n/a	n/a	n/a

<b>Operational Efficiency</b>				
	2012-13 Actual	2013-14 Goal	2013-14 Projected	OT (On target) BT (Below target) AT (Above target)
FTIC Graduation Rates				
In 4 years (or less)	27%	24%	27%	AT
In 6 years (or less)	50%	49%	52%	AT
AA Transfer Graduation Rates				
In 2 years (or less)	21%	23%	23%	OT
In 4 years (or less)	61%	63%	63%	OT
Percent of Bachelor's Degrees Without Excess Hours	70%	56%	70%	AT
Average Time to Degree (for FTIC)	5.5	5.5	5.4	AT

**THE FLORIDA INTERNATIONAL UNIVERSITY**  
**BOARD OF TRUSTEES**  
**Academic Policy and Student Affairs Committee**

March 27, 2014

**Subject: Academic Affairs Special Report**

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**Proposed Committee Action:**

None. Information/Discussion only.

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**Background Information:**

Senior Instructor in the Honors College, John Bailly, will be joined by Honors College student Fay Goldstein, to provide an overview on the Aesthetics and Values Honors College Seminar.

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**Supporting Documentation:** N/A

**Facilitator/Presenter:** John Bailly  
Fay Goldstein

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**THE FLORIDA INTERNATIONAL UNIVERSITY**  
**BOARD OF TRUSTEES**  
**Academic Policy and Student Affairs Committee**  
March 27, 2014

**Subject: Honorary Degree Nomination**

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**Proposed Committee Action:**

Recommend that the Florida International University Board of Trustees endorse Mr. Alberto M. Carvalho 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, March 25, 2014.

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. The recommendation to confer this honorary degree was made in accordance with the FIU policies and procedures for honorary degrees.

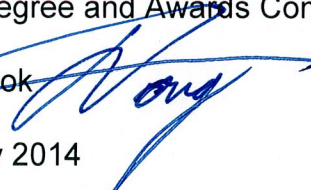
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<b>Supporting Documentation:</b>	Nomination Letter for Mr. Alberto M. Carvalho Curriculum Vitae, Mr. Alberto M. Carvalho
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<b>Facilitator/Presenter:</b>	Douglas Wartzok
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## MEMORANDUM

**To:** Honorary Degree and Awards Committee

**From:** Doug Wartzok 

**Date:** 25 February 2014

**Subject:** Honorary Doctorate for Alberto M. Carvalho

Based on the Faculty Senate criterion for award of an honorary doctorate "the emphasis is on extraordinary distinction in the field of endeavor," I am recommending Alberto M. Carvalho for an honorary doctorate. Mr. Carvalho is the Superintendent of Miami-Dade County Public Schools. He has received a number of extraordinary distinctions in his career, the most recent being recognized as Florida's 2014 Superintendent of the Year and the National 2014 Superintendent of the Year. He has been named by *Scholastic Administrator* as one of "The Fantastic Five" educators making a difference in America. He has been honored by the President of Portugal with the *Ordem de Mérito Civil* and by Mexico with the *Othli Award*, the highest award for a civilian living outside of Mexico.

Under Mr. Carvalho's leadership, Miami-Dade County Public Schools, the fourth largest school district in the nation, was the 2012 winner of the Broad Prize for Urban Education and in 2014 it was recognized as the College Board Advanced Placement Equity and Excellence District of the Year.

The outstanding performance of Miami-Dade County Public Schools convinced Miami-Dade County voters to pass a \$1.2 Billion Bond Referendum for school construction.

President Rosenberg and Superintendent Carvalho have partnered in the ACCESS (Achieving Community Collaboration in Education and Student Success) program which has received national attention for its university engagement in urban school improvement. This program has twenty strategic workgroups ranging from Clinical Internships to Dual Enrollment to Teacher Development in STEM.

Mr. Carvalho has clearly achieved extraordinary distinction in his field of endeavor and is an important partner in the expanded engagement of FIU with our community. With the concurrence of the Faculty Senate and the FIU Board of Trustees, we would like to present this honorary doctoral degree at the Spring 2014 commencement.

## ALBERTO M. CARVALHO

Office Phone (305) 995-2940 Email: Acarvalho@dadeschools.net

### PROFESSIONAL EXPERIENCE

#### 2008 – Present **Superintendent of Schools** – *Miami-Dade County Public Schools*

- Leads the nation's fourth largest school system, Miami-Dade County Public Schools, the 2014 College Board Advanced Placement Equity and Excellence District of the Year and winner of the 2012 Broad Prize for Urban Education; a diverse urban school district of over 350 schools, 400,000 PreK-Adult students, and 53,000 employees.
- Spearheads data-driven decision making across all schools to ensure improved student achievement as the District's instructional leader.
- Manages district finances of \$4.3 billion, resulting in a balanced budget, increased reserves from \$4 million to \$114 million in less than two years, and an improved and maintained credit rating from negative to stable during a recessive economy statewide.
- Leads the implementation of a \$1.2 billion school construction bond program approved by referendum on November 6, 2012, with nearly 70 percent voter approval.
- Works with the elected nine-member School Board to define and implement a high-quality program of education for Miami-Dade County.
- Ensures broad-based community stakeholder engagement in district activities and policy development.

#### 2009 – Present **Principal** - *iPreparatory Academy High School and Miami-Dade County Public Schools Primary Learning Center* (Concurrent with role of Superintendent of Schools)

- Serves as instructional leader of each school.
- Plans, organizes, administers, and directs all activities and functions at the school level which are essential to the operation of an effective and innovative learning environment ensuring maximum opportunities for student growth and achievement.

#### 2004 – 2008 **Associate Superintendent** – *Miami-Dade County Public Schools, Intergovernmental Affairs, Grants, Marketing and Community Services*

- Participates, as a member of Cabinet, in the development and execution of key initiatives designed to improve the effectiveness and efficiency of teaching and learning district-wide.
- Oversees district-wide public relations.
- Briefs Board Members and Superintendent on potential impacts of pending policy discussions.
- Negotiates and implements education compacts (inter-local agreements) with local municipalities.
- Responsible for the creation and launching of The Parent Academy.
- Responsible for the development of partnerships with business and community groups, as well as improving and expanding the district's internship, volunteer, and mentorship programs.
- Led school district to a record-breaking supplemental funding level of over \$400 million.
- Directs the implementation of NCLB Supplemental Educational Services (SES) to over 130 schools and ensures compliance with federal requirements.

*The duties above are in addition to those associated with the two previously held positions.*

**Alberto M. Carvalho**

**2003- 2004 Assistant Superintendent – Miami-Dade County Public Schools, Intergovernmental Affairs, and Grants Administration**

- Responsible for advocating for the school district's interests at the local, county, state, and federal levels of government as lead lobbyist for the district.
- Develops and coordinates the district's state, local, and federal legislative programs in conjunction with the Superintendent and School Board.
- Interacts with elected officials and agency staff to ensure the success of the School Board's stated policy objectives.
- Establishes liaisons with state, federal, and local entities.
- Assists in development of the strategic plan to increase and align partnerships with businesses, governments, and community-based organizations in support of the district strategic initiatives.
- Coordinates with various district departments, including the Office of Budget Management, to ensure the acquisition and alignment of entitlement and other supplemental funds appropriate to the school improvement initiatives.

*The duties above are in addition to those associated with the previously held position.*

**2002- 2003 Administrative Director - Miami-Dade County Public Schools, Grants Administration, and Federal Legislative Affairs**

- Responsible for securing supplemental and special funding to assist in supporting the educational programs and special projects of the district.
- Supervises the implementation of grant-funded projects for compliance with regulations and sound fiscal management of funds.
- Develops and submits grants to federal, state, foundation, and local funding agencies.
- Analyzes pending federal/state legislation, rules, and regulations that impact the procurement of supplemental funding and its use in accordance with the best interests of the district.
- Represents the Superintendent and School Board before national organizations including the National School Boards Association, Council of Great City Schools, and the Association for Supervision and Curriculum Development.

**2000 - 2002 Chief Communications Officer - Miami-Dade County Public Schools**

- Established and staffed the district's first Office of Public Relations.
- Responsible for guiding internal and external communications for the district.
- Supervised news media relations, information services, community outreach and marketing.
- Represented the Superintendent as directed.
- Launched the district's first online newsroom ([www.dadeschoolsnews.net](http://www.dadeschoolsnews.net)).
- Implemented the district's first comprehensive marketing plan.
- Advised the Superintendent and Board Members on sensitive public relations issues.



## **Alberto M. Carvalho**

### **1998- 2000 Administrative Director for Federal Programs, Title I – Miami-Dade County Public Schools**

- Responsible for management of \$82 million in federal allocations (Title I).
- Responsible for supplemental educational programming in more than 150 schools and specialized programs to promote student achievement and parental involvement in high-poverty schools.
- Chaired and organized the 25<sup>th</sup> Annual National Coalition of Title I/Chapter I Parents Conference.

### **1996-1999 Consultant/Presenter**

- Delivered presentations on whole school reform and school-to-careers at 19 conferences in 15 states.
- Delivered keynote addresses and consulted with the U.S. Department of Education at various state and university symposiums.

1998 **Principal Intern** - Miami Norland Senior High School - North Miami, FL

1996-1998 **Vice Principal/Assistant Principal** - William Turner Technical Arts High School - Miami, FL

1994-1996 **Assistant Principal** - Jose Marti Middle School - Hialeah, FL

1990-1994 **Teacher, Science Department Chair** - Miami Jackson Senior High School - Miami, FL

## **EDUCATION**

1992-1994 **Nova Southeastern University** (Miami, FL) Masters of Educational Leadership

1988-1990 **Barry University** (Miami, FL) Bachelor of Science, biology/biomedical sciences

## **PROFESSIONAL/CIVIC ACTIVITIES/BOARDS**

2012 - Present	Florida Council of 100
2012 – Present	Florida Association of District School Superintendents - Area Director (Area VII)
2011 – Present	The Honorable Order of Kentucky Colonels
2011 - Present	Honorary Member, Rotary Club of Coral Gables
2010 – 2012	Chair, Florida Task Force on Education Excellence (Governor Appointee)
2010 – 2012	Member, Leadership Policy Advisory Committee for Assessment and Accountability, (Commissioner of Education Appointee)
2010 – 2010	Chair, Governor's Race to the Top Working Group (Governor Appointee)
2009 – Present	Association of Latino Administrators and Superintendents (ALAS), President (2011-13)
2008 – Present	Member, The Children's Trust Board of Directors
2008 – Present	Member, The Homeless Trust Board of Directors
2006 – Present	Member, United Way of Miami Board of Trustees
2006 – Present	Member, Greater Miami Chamber of Commerce Board of Trustees
2008 – 2010	Member At-Large, National PTA Board (President's Appointee)
2008 – 2009	Member, Miami-Dade YMCA Vision Council
2007 – 2008	Member, Scholastic's National Board of Advisors
2004 – 2008	Member, Board of Directors, Florida Fund for Minority Teachers, Inc.
1990 - Present	Florida Educator's Certificate: Biology (6-12); Chemistry (6-12); Educational Leadership

**SELECTED AWARDS AND ACCOMPLISHMENTS**

- 2014 National Superintendent of the Year
- 2014 Florida Superintendent of the Year
- 2013 Hispanic Heritage Education Award
- 2013 Scholastic Administrator – “one of *The Fantastic Five* educators making a difference in America”
- 2013 “Othli Award” Mexico’s highest award for a civilian living outside of Mexico
- 2013 Best Public Servant – Miami Life
- 2013 The Rotary Foundation of Rotary International – Paul Harris Fellow
- 2013 National Labor Committee Ronald H. Brown Award
- 2012 Child of America Honoree
- 2012 “Ordem de Mérito Civil” bestowed by the President of Portugal
- 2012 South Florida Business Journal’s Ultimate CEO
- 2012 Public Administrator of the Year Latin Builders Association
- 2012 Broad Prize in Urban Education Winner
- 2012 Miami Coalition of Christians and Jews Silver Medallion Award
- 2012 Jesse Trice Heroes Award
- 2012 City Year Everyday Hero Award
- 2012 Arts for Learning Ray of Light Award
- 2011 Broad Prize in Urban Education Finalist
- 2011 Finalist, National Assessment Governing Board
- 2011 Finalist Florida Data Leader of the Year
- 2011 Miami-Dade Chamber of Commerce Distinguished Service Award
- 2011 Florida Art Education Association Superintendent of the Year
- 2011 Boy Scouts Hispanic Heritage Award
- 2011 Essie Silva Community Builder Award
- 2011 People United to Lead the Struggle for Equality (PULSE) Choice Award
- 2011 Named as one of the Top 10 Tech Savvy Superintendents in the US by *eSchool News*
- 2011 Selected to participate in the Anti-Defamation League Latino Leadership Mission to Israel
- 2010 Greater Miami “Visionary Leader of the Year”
- 2010 Finalist “District Data Leader of the Year”
- 2010 March of Dimes “Humanitarian of the Year”
- 2010 Posse Foundation “Posse Star”
- 2009 Named to “100 People Who Will Move Florida Forward” *Florida International Magazine*
- 2007 Named as “Best Educator” by *Miami Today*
- 2007 Completed the Program on Negotiation for Senior Executives, Harvard Law School.
- 2007 Invited to provide training to the Bridgeport, Connecticut Board of Education in fiscal management, Title I administration, community engagement, and food and nutrition.
- 2007 “Outstanding Educator Award” presented by Nova Southeastern University.
- 2005 Appointed by Governor Jeb Bush to the Board of Directors, Florida Fund for Minority Teachers, Inc. Reappointed by Governor Charlie Crist in 2007.
- 2004 “Pat Spengler Award” for outstanding leadership in education advocacy.
- Recommended for Presidential appointment as National School-to-Work Director (U.S. Secretary of Education’s recommendation).
- Recognized by National School Public Relations Association.
- Recipient of “Gold Medal Award” from *Saludos Hispanos Magazine*.
- Responsible for William H. Turner Technical Arts High School’s national recognition as one of 10 Prestigious New American High Schools, one of five nationally ranked New Urban High Schools, and one of three National Schools of Choice by the American Federation of Teachers.

## **Alberto M. Carvalho**

### **FEATURED SPEAKER/PANELIST**

- 2014 Florida Philanthropy Network Annual Conference, Orland Florida
- 2013 Education Braintrust Forum, Washington D.C.
- 2013 Public Relations Society of America, Miami, FL.
- 2013 Annual Meeting of ACT, Inc., Iowa City, IA.
- 2013 America's Promise Grad Nation Education Summit, Miami, FL
- 2013 Greater Twin Cities United Way Education Forum, Minneapolis/St. Paul, MN.
- 2013 National Association for Bilingual Education (NABE) Conference – Lake Buena Vista, Florida
- 2012 TESOL International Convention, Philadelphia, PA.
- 2012 National Association of Secondary School Principals Annual Conference, Tampa, Florida
- 2012 Building a Grad Nation Summit, Washington D.C.
- 2012 Education Nation Summit, New York, NY.
- 2011 Education Week Leadership Forum, Chicago, IL.
- 2011, 2012, 2013 Congressional Black Caucus, Washington D.C.
- 2011 United States House Committee for Education & the Workforce, Washington D.C.
- 2011 United Way Annual Million Dollar Round Table, Miami, FL.
- 2011 What is Working in Educational Leadership, Phi Delta Kappa International, Ft. Lauderdale, FL.
- 2011 Mc Graw-Hill Research Foundation Innovation in Education Summit, New York, NY.
- 2011 Anti-Defamation League (ADL) National Executive Committee Meeting
- 2011 United States Department of Education Webinar on School Turnaround.
- 2010, 2011, 2012, 2013 NBC Education Nation Summit, New York, NY.
- 2010 South Florida Association of Financial Professional, Miami, FL.
- 2010 Florida Race to the Top Presentation, Washington D.C.
- 2010 Harvard Kennedy School of Government, American Cities – Public Education: Keeping America Competitive, Cambridge, MA.
- 2009 Leadership in Difficult Times, Keynote Speaker, Tallahassee, FL.
- 2009 SmarterCities Conference, New York, NY.
- 2009 ValueAct Capital Investor Conference, San Francisco, CA
- 2008 Florida PTA Dads Summit, Orlando, FL
- 2007 Scholastic en Latin America, San Juan, Puerto Rico.
- 2007 United States Conference of Mayors Summit on At-Risk Youth, Miami, FL
- 2007 Jornadas de Inspeccion Educativa, Ministerio de Educacion y Ciencias, Madrid, Spain
- 2005 Educational Leadership Forum/Institute for Educational Leadership, Miami, FL
- 1999 Regional Conference on Improving America's Schools, Tampa, FL
- 1998 School to Work Entrepreneurship Forum, Washington, D.C.
- 1998 New American High School – U.S. Department of Education, San Francisco, CA
- 1998 Leadership II Conference for Federal Initiatives in Workforce Education, Columbia, MO
- 1998 Fourth Annual Conference on School-to-Careers/Tech Prep., Orem, UT
- 1998 New Urban High Schools National Meeting, Kiawah, SC
- 1998 Capital Programs evaluation for Alcoa City Schools, Alcoa, TN
- 1998 Technical Education Team Evaluation on Haiti, Miami, FL
- 1998 Oahu Central District Education Officers Conference - Keynote Speaker , Honolulu, HI
- 1997 School to Work National Meeting, Atlanta, GA
- 1997 National Career Academy Conference, Philadelphia, PA

### **LANGUAGE SKILLS**

- Fluent in English, Spanish, Portuguese and French.