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

Friday, March 11, 2016
10:00 a.m. **approximate start time*
Florida International University
Modesto A. Maidique Campus
Parkview Hall, Multipurpose Room

Committee Membership:
Cesar L. Alvarez, *Chair;* Natasha Lowell, *Vice Chair;* Jose J. Armas; Alexis Calatayud; Mayi de la Vega; Michael G. Joseph; Kathleen L. Wilson

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 Nomination   **Kenneth G. Furton**

    AP2. New Program Proposal: Master of Science in Logistics Engineering   **Elizabeth M. Bejar**

    AP3. Exception to 120 Credit Hours to Degree: Dietetics and Nutrition   **Elizabeth M. Bejar**

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

    4.1 Academic Affairs Regular Reports

    - FIU*BeyondPossible*2020   **Pablo Ortiz**

    - Student Success   **Elizabeth M. Bejar**

    - Engagement   **Saif Y. Ishoof**

    - Enrollment Management and Services   **Luisa M. Havens**

    - Information Technology   **Robert Grillo**

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

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

        ■ Research and Economic Development / University   **Andres G. Gil**
            Graduate School

        ■ Student Affairs   **Larry Lunsford**

    4.2 **Academic Affairs Special Report**

        ■ Title IX Presentation   **Shirlyon McWhorter**

5. **New Business** *(If Any)*   **Cesar L. Alvarez**

6. **Concluding Remarks and Adjournment**   **Cesar L. Alvarez**

The next Academic Policy and Student Affairs Committee Meeting is scheduled for Thursday, June 2, 2016

Approval of Minutes

Academic Policy and Student Affairs Committee Meeting

Date: March 11, 2016

Subject: Approval of Minutes of Meeting held December 9, 2015

Proposed Committee Action:
Approval of Minutes of the Academic Policy and Student Affairs Committee meeting held on Wednesday, December 9, 2015 at the Modesto A. Maidique Campus, Graham Center Ballrooms.

Background Information:
Committee members will review and approve the Minutes of the Academic Policy and Student Affairs Committee meeting held on Wednesday, December 9, 2015 at the Modesto A. Maidique Campus, Graham Center Ballrooms.

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FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES
ACADEMIC POLICY AND STUDENT AFFAIRS COMMITTEE
MINUTES
DECEMBER 9, 2015

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 Chair Cesar L. Alvarez at 11:12 a.m. on Wednesday, December 9, 2015, at the Modesto A. Maidique Campus, Graham Center Ballrooms.

The following attendance was recorded:

Present	*Excused*
Cesar L. Alvarez, *Chair*	Mayi de la Vega
Claudia Puig, *Vice Chair*	Michael G. Joseph
Jose J. Armas	
Alexis Calatayud	
Natasha Lowell	
Kathleen L. Wilson	

Trustees Jorge L. Arrizurieta, Leonard Boord and Justo L. Pozo, and University President Mark B. Rosenberg were also in attendance.

Committee Chair Alvarez welcomed all Trustees, University faculty and staff.

Committee Chair Alvarez congratulated Dr. Suzanna M. Rose on her appointment as the new Associate Provost for the Office to Advance Women, Equity, and Diversity.

2. Approval of Minutes

Committee Chair Alvarez asked that the Committee approve the minutes of the meeting held on September 10, 2015. A motion was made and passed to approve the minutes of the Academic Policy and Student Affairs Committee meeting held on Thursday, September 10, 2015 at the Modesto A. Maidique Campus, Graham Center Ballrooms.

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3. Action Items
AP1. Tenure as a Condition of Employment Nomination
Provost and Executive Vice President Kenneth G. Furton presented the Tenure as a Condition of Employment (TACOE) Nomination for Committee review, noting that the nominee had tenure at his previous institution and has been selected to receive TACOE based on the caliber of his work.

A motion was made and passed that the FIU Board of Trustees Academic Policy and Student Affairs Committee recommend that the Board of Trustees approve one (1) candidate for Tenure as a Condition of Employment, as specified in the Board materials.

AP2. Approval of the Educational Plant Survey 2015
Provost Furton presented the request for approval of the 2015 Educational Plant Survey for Committee review. He stated that the Educational Plant Survey is a systematic study of present educational and ancillary plants and the determination of future needs to provide an appropriate educational program and services for each student based on projected capital outlay Full-Time Equivalents (FTE) approved by the Board of Governors (BOG).

Provost Furton noted that the purpose of the survey is to aid in the formulation of five-year plans to house the educational program and student population, faculty, staff, and auxiliary and ancillary services of the campus.

Committee Chair Alvarez requested data on the current square footage per FTE compared against that of 10 years ago.

A motion was made and passed that the FIU Board of Trustees Academic Policy and Student Affairs Committee recommend that the Board of Trustees approve the Educational Plant Survey 2015.

Committee Chair Alvarez requested that the three new program proposals be reviewed and voted on in one motion. There were no objections.

AP3. New Program Proposal: Bachelor of Science in Biochemistry
Vice President for Academic Affairs Elizabeth M. Bejar presented the New Program Proposal: Bachelor of Science in Biochemistry for committee review. She stated that the proposed program would prepare students to obtain positions in the expanding biotechnology hub in South Florida, would allow students to attain better scores in the revised Medical College Admission Test and would provide talented students for Biochemistry Ph.D. programs, including the University's program.

VP Bejar stated that the implementation of the B.S. in Biochemistry supports the BOG's critical goals for 2025: Excellence, Productivity, and Strategic Priorities for a Knowledge Economy noting that since biochemistry is a STEM field, this major will increase the number of degrees in an area of strategic emphasis.

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VP Bejar referred to an example of the Tchir family noting that both parents are FIU alumni and that the couple's two youngest children, are eager to begin the Bachelor of Science in Biochemistry degree program.

A motion was made and passed that the FIU Board of Trustees Academic Policy and Student Affairs Committee recommend that the Board of Trustees approve the Bachelor of Science in Biochemistry (CIP 26.0202) new program proposal.

AP4. New Program Proposal: Juris Master

VP Bejar presented the Juris Master (J.M.) new program proposal for Committee review. She stated that the proposed program will offer non-lawyers a rigorous one-year graduate education focused on the skills demanded by today's business and legal environments. She further stated that the J.M. degree is designed for professionals whose careers would benefit from increased legal knowledge, expertise and know-how, but who neither need nor desire a law degree.

VP Bejar noted that the development of the J.M. degree will be self-supporting and will enable the College of Law to reallocate resources by spreading expenses over a broader student body.

A motion was made and passed that the FIU Board of Trustees Academic Policy and Student Affairs Committee recommend that the Board of Trustees approve the Juris Master degree (CIP 22.0201) new program proposal.

AP5. Limited Access Status for the Bachelor of Fine Arts

VP Bejar presented the Limited Access Status for the Bachelor of Fine Arts for Committee review. She stated that the College of Architecture + the Arts is proposing to assign Limited Access Status to all tracks within the Bachelor of Fine Arts (BFA). She noted that the BFA program is the only one in the College that is a professional level program that is not limited access.

VP Bejar explained that the nature of much of the studio instruction in the fields of both visual art and design is such that it requires a small class environment and that the number of students in studio classes must be limited to the number that the faculty can reasonably support.

A motion was made and passed that the FIU Board of Trustees Academic Policy and Student Affairs Committee recommend that the Board of Trustees approve the Limited Access Status for the Bachelor of Fine Arts (CIP 50.0702).

4. Information/Discussion Items *(No Action Required)*
4.1 Academic Affairs Regular Reports

Committee Chair Alvarez thanked the Deans and Vice Presidents who provided academic affairs updates and reports. He asked if there were any questions or comments. Hearing no questions or comments he requested that the Academic Affairs Regular Reports be accepted as written. There were no objections.

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4.2 Academic Affairs Special Report
Transcranial Magnetic Stimulation: Brain Mapping and Curative Protocols in Neurological Disorders
Provost Furton introduced Dr. Malek Adjouadi, noting that Dr. Adjouadi is a Professor in the College of Electrical and Computing Engineering as well as the founding Director of the Center for Advanced Technology and Education. He added that Professor Adjouadi will be presenting his research on noninvasive ways to view the brain and translational research in neuroimaging.

Professor Adjouadi presented an overview of his work on Transcranial Magnetic Stimulation (TMS) technology noting that the mapping of brain function can offer optimized surgical outcomes and allows for brain stimulation to be performed on patients with neurological disorders as curative interventions.

Professor Adjouadi also presented on his translational research including brain studies on Alzheimer's disease and Epilepsy.

5. New Business
No new business was raised.

6. Concluding Remarks and Adjournment
With no other business, Committee Chair Cesar L. Alvarez adjourned the meeting of the Florida International University Board of Trustees Academic Policy and Student Affairs Committee on Wednesday, December 9, 2015 at 12:13 pm.

Trustee Request	*Follow-up*	*Completion Date*
Committee Chair Cesar L. Alvarez requested data on the current square footage per FTE compared against that of 10 years ago.	*Provost and Executive Vice President Kenneth G. Furton*	*Spring 2016*

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Academic Policy and Student Affairs Committee

Date: March 11, 2016

Subject: Tenure as a Condition of Employment Nomination

Proposed Committee Action:

Recommend to the Florida International University Board of Trustees the approval of one (1) candidate for Tenure as a Condition of Employment (TACOE).

Background Information:

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

The TACOE nominee had tenure at his previous institution or has been selected to receive TACOE based on the caliber of his scholarly work.

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Florida International University
2015-2016 Tenure (as a Condition of Employment) Nomination

Name	College	Department	Proposed Rank
Demian D. Chapman	College of Arts and Sciences	Biological Sciences	Associate Professor

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Demian D. Chapman
Department of Biological Sciences
College of Arts and Sciences

Demian D. Chapman earned a bachelor's degree in zoology and ecology from Victoria University of Wellington, New Zealand, and a master's and Ph.D. degree in oceanography and marine biology from Nova Southeastern University, Ft. Lauderdale, Florida. Dr. Chapman comes to FIU from Stony Brook University, where he was a tenured professor at the associate rank at the School of Marine and Atmospheric Science and also served as the Assistant Director of the Institute for Ocean Conservation Science and head of the Institute's Shark Research Program.

Dr. Chapman is an internationally recognized shark expert and has published over 50 papers and one book chapter on shark genetics, virgin births, the shark fin trade, and shark tracking, among other topics in peer-reviewed journals such as Molecular Ecology, PLOS ONE, Biology Letters, and Science. His overall career research funding exceeds $15 million, mostly as Principal Investigator, and is supported by the National Marine Fisheries Service, the Florida Wildlife Conservation Commission, the Paul G. Allen Foundation and other private foundations or trusts. Dr. Chapman integrates molecular biology and telemetry tracking to address research questions related to the dispersal and reproduction of sharks and rays. He is particularly interested in how shark reproduction and movements affect population dynamics, genetic diversity and geographic structure, and their implications for conservation. He currently manages field research projects on sharks in Belize, the Bahamas, New Zealand and Florida and his work has contributed to the establishment of marine reserves in Belize and the Bahamas.

Dr. Chapman is recommended for Associate Professor in the Department of Biological Sciences in the College of Arts and Sciences.

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Academic Policy and Student Affairs Committee

Date: March 11, 2016

Subject: New Program Proposal: Master of Science in Logistics Engineering

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Proposed Committee Action:

Recommend to the Florida International University Board of Trustees approval of the Master of Science in Logistics Engineering (CIP 14.2701) new program proposal.

Background Information:

The College of Engineering and Computing is proposing to offer a Master of Science in Logistics Engineering (MSLE). The proposed program would directly support the State University System Goals in Teaching and Learning, specifically advancing the strategic priority of increasing the number of graduate STEM degrees in the critical area of logistics.

This degree program will prepare students for a career in the logistics industry as a logistics systems engineer, supply network analyst, logistics planner, or operations manager. The primary purpose of the proposed program is to prepare its students for employment or career enhancement in this diversified logistics industry. The secondary purpose of this program is to prepare its students for further education opportunities, such as pursuing a Ph.D. degree in a logistics related engineering, technology and management field.

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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New Degree Proposal: Master of Science in Logistics Engineering (CIP 14.2701)
College of Engineering and Computing

EXECUTIVE SUMMARY

The College of Engineering and Computing proposes to offer a Master of Science in Logistics Engineering (MSLE) degree. This degree program will prepare students for a career in the logistics industry as a logistics systems engineer, supply network analyst, logistics planner, or operations manager. This proposed program will concentrate on logistics engineering, technology, and operations.

The MSLE program aims to attract recent graduates with a BS degree from a relevant engineering or closely related business field to prepare them for a career in the logistics industry, or attract working professionals in the logistics and supply chain management industry for further career opportunities. Logistics is a major business function in a wide variety of industries and non-profit organizations, including the distribution (wholesale and retail) sector, the transportation sector (cruise lines, airlines, sea lines, landlines, and railroad operators), the entertainment sector (such as Disney and Royal Caribbean), port authorities, the US Post Office, as well as third party logistics service providers, fourth party logistics service integrators, and numerous forwarders. The primary purpose of the proposed program is to prepare its students for employment or career enhancement in this diversified logistics industry. The secondary purpose of this program is to prepare its students for further education opportunities, such as pursuing a Ph.D. degree in a logistics related engineering, technology and management field.

The MSLE program directly supports State University System (SUS) Goals in Teaching and Learning, specifically advancing the strategic priority of increasing the number of graduate Science, Technology, Engineering, and Math (STEM) degrees in the critical area of logistics. It directly supports community & business engagement by increasing the community workforce to address the industry's critical manpower need in this area. This proposed program will also support the SUS Goals in Scholarship, Research, and Innovation through collaborative efforts on developing new engineering tools and technologies needed in the logistics industry to address its emerging challenges. The proposed degree program is in the STEM areas of Systems Engineering. It aims to cultivate in-depth technical and mathematical skills for developing rigorous solutions to challenging problems in logistics engineering and technology.

Miami is a logistics gateway in Florida and the nation. The state has been holding annual logistics summits and conferences. The Port of Miami is getting ready to "capture Panama trade," by preparing to welcome deep ocean vessels to the Port of Miami upon completion of the Panama Canal widening project. MIA already is a major hub in the nation for handling both passengers and cargo. Miami is strategically positioned with excellent air, rail, sea and land based transportation infrastructure; it

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has been chosen as a major operation hub by many global logistics companies. Trade and logistics is identified as a theme in FIU's One Community One Goal Targeted Industry Strategic Plan. In several recent Beacon Council academic planning committee meetings, industry leaders also have been calling on local universities to develop logistics degree programs. Several recent academic planning meetings organized by the Beacon Council strongly asked local universities to offer logistics programs such that their companies can hire local talents. This program proposal is a response to the call.

Implementation Timeframe	Projected Enrollment (From Table 1)		Projected Program Costs (From Table 2)				
	HC	FTE	E&G Cost per FTE	E&G Funds	Contract & Grants Funds	Auxiliary Funds	Total Cost
Year 1	25	23.44	0	0	0	498,822	498,822
Year 2	25	23.44					
Year 3	30	28.13					
Year 4	30	28.13					
Year 5	35	32.81	0	0	0	668,297	668,297

Academic Policy and Student Affairs Committee

Date: March 11, 2016

Subject: Exception to 120 Credit Hours to Degree: Dietetics and Nutrition

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Proposed Committee Action:
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Recommend to the Florida International University Board of Trustees the approval of an exception to the 120 credit hour limit for the Bachelor of Science in Dietetics and Nutrition (CIP 51.3101).

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Background Information:
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Pursuant to the Florida Board of Governors Regulation 8.014, the Board of Governors may approve a request by a university board of trustees for a bachelor's degree program to exceed 120 credit hours to degree. Programs may be approved for the following reasons:

(a) Additional courses are required to meet specialized accreditation standards for program content and such accreditation is expected or required for program graduates to become employed in the profession for which they are being prepared (e.g. Engineering, Architecture); or

(b) Additional courses are required to meet state or federal mandated criteria for professional licensing (e.g., Teacher Education); or

(c) The degree program offers unique and innovative learning experience, such as honors programs, individualized study and other non-traditional approaches to education.

Approval for an exception to the 120 credit hours to degree is requested for the Bachelor of Science in Dietetics and Nutrition. FIU does offer a 120 credit hour degree in Dietetics and Nutrition which is consistent with other traditional degrees in the field in the State University System (SUS). However students can apply to a special track called the Coordinated Program (CP) which requires an additional 12 hours of supervised practice experience above the 120 credit hours of didactic coursework. These supervised practice courses are required for licensure to meet specialized accreditation by the Accreditation Council for Education in Nutrition and Dietetics for the CP. (FIU offers the only CP in the SUS.)

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Exception to 120 Credit Hours to Degree: Dietetics and Nutrition (CIP 51.3101)
Supporting Documentation

Academic Policy and Student Affairs Committee
March 11, 2016

Since the university opened in 1972, the Coordinated Program in Dietetics provided both the coursework and supervised practice experience for graduates to sit for the Registration Examination for Dietitians*. The program requires 72 credits of upper division coursework to meet the requirements for accreditation and licensure.

        Upper Division Program
        Required Courses: (72 credits)
        FOS 3021 Fundamentals of Food 3
        FOS 3021L Fundamentals of Food Lab 1
        HUN 4403 Life Cycle Nutrition 3
        FOS 4041 Food Science 3
        FOS 4041L Food Science Lab 1
        FSS 3233C Institutional Food service Production 3
        HUN 4240 Nutrition and Biochemistry 3
        DIE 3005 Orientation to Dietetics 1
        DIE 3125 Management of Dietary Systems 3
        DIE 3125L Management of Dietary Systems Lab 1
        DIE 3310 Dietetics in Community Health 3
        DIE 3244 Medical Nutrition Therapy 3
        DIE 3244L Medical Nutrition Therapy Lab 1
        DIE 3434 Nutrition Education – GL 2
        DIE 3434L Nutrition Education Lab 1
        HUN 4241 Advanced Nutrition 3
        DIE 4246 Clinical Nutrition 3
        DIE 4246L Clinical Nutrition Lab 1
        DIE 4435 Nutrition Counseling 3
        DIE 4435L Nutrition Counseling Lab 1
        HUN 4404 Nutrition, Physical Activity and Special Populations 3
        DIE 4365 Dietetic Management of Nutrition Programs 3
        DIE 4377 Applied Dietetic Management of Nutrition Programs 1
        DIE 4506 Seminar in Dietetics and Nutrition 3
        DIE 4564 Evidence Based Research in Dietetics 3
        DIE 4963 Comprehensive Dietetic Examination 1

DIE 4537 Supervised Dietetics Practice I 6
DIE 4538 Supervised Dietetics Practice II 6

The Department of Dietetics and Nutrition also offers a degree that is just 120 credits (Didactic Program in Dietetics). In prior years, FIU was allowed to provide an explanation for the 18 undergraduate students with 132 credits each year. However, BOG staff have now requested that formal approval be obtained from FIU's Board of Trustees for this program to exceed the standard 120 credits.

FIU is the only public university in Florida that provides students with the opportunity to graduate ready to complete the Examination for Registered Dietitians and enter the job market at the undergraduate level through a Coordinated Program. In order to comply with the accreditation standards set by ACEND students must complete 132 credit hours of didactic coursework and supervised practicum. FIU is requesting approval to exceed the 120 credit hour limit by 12 credit hours, bringing the total for this limited access program to 132 credit hours.

The Registered Dietician Licensure credential is required to work in accredited hospitals, long-term care facilities, public health departments, and private practice nutrition counseling settings.

Florida International University
Board of Trustees
Academic Policy and Student Affairs Committee
March 2016

Academic Affairs Report

A. Unit Reports
 I. **FIU***BeyondPossible***2020**
 II. **Student Success**
 III. **Engagement**
 IV. **Enrollment Management and Services**
 V. **Information Technology**
 VI. **Research and Economic Development / University Graduate School**
 VII. **Student Affairs**

I. FIU*BEYONDPOSSIBLE***2020**

1. Project Plans and new Budget model

The strategic planning implementation process has progressed with continued success and engagement from all six committees. All project plans were ranked using the methodology below.
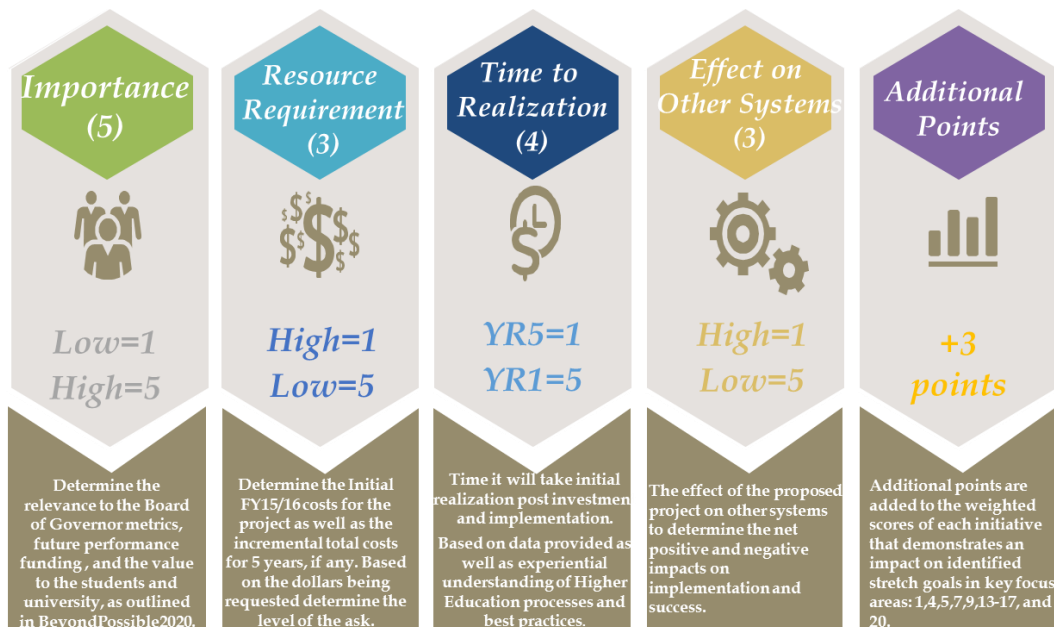

Importance (5)	Resource Requirement (3)	Time to Realization (4)	Effect on Other Systems (3)	Additional Points
Low=1 High=5	High=1 Low=5	YR5=1 YR1=5	High=1 Low=5	+3 points
Determine the relevance to the Board of Governor metrics, future performance funding, and the value to the students and university, as outlined in BeyondPossible2020.	Determine the Initial FY15/16 costs for the project as well as the incremental total costs for 5 years, if any. Based on the dollars being requested determine the level of the ask.	Time it will take initial realization post investment and implementation. Based on data provided as well as experiential understanding of Higher Education processes and best practices.	The effect of the proposed project on other systems to determine the net positive and negative impacts on implementation and success.	Additional points are added to the weighted scores of each initiative that demonstrates an impact on identified stretch goals in key focus areas: 1,4,5,7,9,13-17, and 20.

Figure 1: Methodology used to rank projects

Ranked plans have been vetted by the strategic implementation steering committee and presented to the President for final approval. The group has kicked-off a new budget model and is currently in the process of value-engineering key priorities for funding in FY 17. The new budget model has 2 phases. Phase I will be implemented immediately and has three components:

- Withholding 50% of unfilled faculty position budgets, based on a snapshot of that budget as of January 31, 2016
- Placing 1.5% of FY 17 base budget for academic units at risk
- Immediate elimination of the Salary float for academic affairs

Phase II, will include non-academic units and implementation of a revenue allocation model.

2. FIUComPASS

The FIU leadership has convened and decided on and adopted a new data accountability forum called ComPASS (Communication Protocol for Accountability and Strategic Support). ComPASS is a statistics-based management process that will be used by the President, Provost, College Deans, Vice Presidents and Staff in an open forum setting. The protocol will be used to support the University's current instructional, curricular, and operational needs while monitoring FIU's position relative to the State's Performance Funding Model and its commitment to the vision and mission of the Strategic Plan Goals. It is expected that ComPASS will create a venue for open, regularly scheduled conversations and strategic interactions at least once per semester to occur directly between the head of each academic unit and the President and Provost along with Vice Presidents of all the supporting units. ComPASS will allow for an ongoing process to ask strategic questions and will reinforce the use of pertinent data to make informed timely decisions.

3. AshokaU

FIU has now been designated as an AshokaU Changemaker Campus. This is in recognition of its long standing commitment and innovative approaches to social change for the betterment of society. Along with Northeastern University, FIU now joins 34 other Changemaker Campuses around the world. This designation recognizes the way FIU creates high-impact through research, teaching, and service to act as a solutions center for South Florida and beyond. The AshokaU Changemaker Campus designation recognizes leading institutions committed to social innovation and entrepreneurship and advances Ashoka's mission to create an "Everyone a Changemaker™ world, a world that responds quickly and effectively to social challenges." Ashoka is the world's largest network of social entrepreneurs, with nearly 3,300 Ashoka Fellows in 70 countries putting their system changing ideas into practice on a global scale.

II. STUDENT SUCCESS REPORT

1. Freshman Fall to Spring Retention Initiatives

Several initiatives took place throughout the fall semester to ensure that students were aware of their enrollment window and received proactive advising prior to registration. These initiatives were a collaboration between the Student Success Initiative (SSI), Office of the Provost; Office of Analysis and Information Management (AIM); OneStop; and undergraduate advising. Beginning in early December 2015, SSI and AIM provided a list of non-enrolled freshman students, who were part of the 2015 BOG cohort, to each advising lead. The advising leads instructed their advisors to contact each student and return the data back to SSI. After the advisors contacted the students, SSI then began a second reach out process. Students were contacted via targeted e-mail and phone messages throughout the spring cancellation period. SSI, OneStop, and advisors worked closely together to ensure that student issues were solved efficiently and effectively.

2. Preliminary Freshman Fall to Spring Retention Data

2015 Fulltime FTIC Freshman Cohort							
Enrollment							
	Enrolled	**Percent Enrolled**		**Not Enrolled**	**Percent Not Enrolled**		**Total**	
GPA								
2.0 or Higher	3293	86.64%		91	2.39%		3384	89.03%
Less than 2.0	352	9.26%		65	1.71%		417	10.97%
Grand Total	**3645**	**95.90%**		**156**	**4.10%**		**3801**	**100.00%**

*Data is preliminary as of 02/08/2016 and subject to change

The fall to spring enrollment for the 2015 FTIC cohort demonstrates that 95.90% of this cohort has enrolled for spring classes, with 86.64% beginning their second semester with a 2.0 GPA or higher. These figures exceed the 2014-15 cohort fall to spring retention rates by .26 percent for overall retention, and 2.9 percent for retention with a 2.0 GPA or higher.

3. APLU/USU Award for "Using Predictive Analytics to Schedule Success (UPASS@FIU)" Project

FIU was awarded $60,000 in funding from APLU/USU for our proposed Using Predictive Analytics to Schedule Success (UPASS) project. The funds will be used to purchase a student assessment tool that collects data related to motivation and other behavioral factors, demonstrated to be predictive of student success. The data from this assessment will be incorporated into the AIM model that advisors use to help students choose a "moderate" or "difficult" course schedule. According to retention and graduation literature, helping students succeed in their first year is highly predictive of their long term success; the UPASS@FIU project will ensure that students are successful by helping them choose the right schedule from the start.

III. ENGAGEMENT REPORT

1. Startup Weekend @ FIU

In an effort to foster new development in technology, innovation and entrepreneurship, FIU hosted the first-ever Startup Weekend @ FIU, a three-day event held at the university's $3 million innovation hub, Tech Station, from November 20-22, 2015. Part of an international community of startup events in more than 150 countries, Startup Weekend @ FIU was designed to enable developers, designers and entrepreneurs to create, pitch and launch their startup ideas. More than 200 people – developers, designers, coders, investors and entrepreneurs – attended the event, sponsored by the Office of Engagement in collaboration with the School of Journalism and Mass Communication, the College of Engineering & Computing and the Office of Research and Economic Development. Eighty participants competed in 16 teams, with a group of FIU students taking first prize and moving on to a global startup competition. The event received significant coverage in the *Miami Herald*, including a guest column by FIU student Tara Demren, a successful student entrepreneur who has been recognized at numerous startup events. Startup Weekend @ FIU is part of the university's larger commitment to expanding the culture of innovation and supporting entrepreneurship as part of its *BeyondPossible*2020 strategic goals.

2. One Community One Goal Academic Leaders Council

Working with our academic and industry partners in Miami-Dade County through the One Community One Goal (OCOG) Academic Leaders Council (ALC), FIU continues to break new ground in its collaborative efforts to improve student success and access. On November 10, 2015, FIU joined the Beacon Council in hosting the OCOG ALC Committee Dinner with leaders from the business, economic development and education communities. During the event, the ALC continued its dialogue with industry leaders to identify roadblocks to student graduation and find innovative solutions to promote student retention and success. With a goal of creating a world-class educational ecosystem, the ALC met again in February 2016. President Mark B. Rosenberg, chairman of the ALC, has challenged members to collect data related to student success and report on initiatives their institutions are pursuing in support of OCOG goals. In the area of trade and logistics, one of OCOG's seven targeted industries, FIU is working to create an online certificate program to be taught by industry practitioners.

3. Talent Development Network

The Talent Development Network (TDN), the regional internship program created in partnership with six other academic institutions in Miami-Dade County, has progressed in recent months from conceptualization to actualization with a focus on delivering top local talent to leading industry partners. Now at the mid-point of our two-year pilot, more than 115 employers have registered at the online portal, TDNmiami.com, including most recently the Biltmore Hotel, Miami Heat, Miami Marlins and the law firm of Becker & Poliakoff. Across TDN's partner institutions, more than 300 students have registered on the site. One hundred and forty students have applied for more than 100 internship positions, 85 percent of which are paid. Twenty-one of these positions have been filled. This month, we will host a Talent Fair for students and employers in collaboration with the New Tropic, a Miami media and event company. In addition, TDN is finalizing terms of a test pilot project with Uber to provide students free rides to interviews. Finally, TDN continues to present information on the program throughout the state, including the Florida Higher Education Coordinating Council, local chambers of commerce, technology conference Emerge Americas and the Smart City Startups Festival.

IV. ENROLLMENT MANAGEMENT AND SERVICES REPORT

1. University Enrollment

Spring 2016
As of January 29, 2016, the final report date for the 2015-16 academic year, 228 new FTIC students enrolled in the Spring 2016 term. In addition, 2,687 new transfer students enrolled. This is flat when compared to spring 2015.

In terms of University Wide Enrollment, as of February 09, 2016, 48,217 students have enrolled in courses for the Spring 2016 term. This represents a 2.81% or 1,320 student increase as compared to Spring 2015 enrollment of 46,897. In addition, FTE has increased by 1% or 91.50 when compared point in time to spring 2015.

Summer 2016
As of February 5, 2016, 1,431 new FTIC and 642 new transfer students have been admitted to the summer term. Of those admitted, 350 new FTIC and 226 new transfer students have matriculated. Matriculation of both FTIC and transfer students for summer are higher at this point in time than in 2015.

Fall 2016
As of February 5, 2016, 6,637 new FTIC and 1,024 new transfer students have been admitted to the fall term. Of those admitted, 755 new FTIC and 206 new transfer students have matriculated. The matriculation rate of FTIC represents a 30.59% or 232 student increase over 2015. Transfer student matriculation rate has increased 6.91% or 30 over 2015.

2. OneStop

Panther 360 (Salesforce)
In an effort to increase student retention and graduation rates through service excellence, the OneStop office launched Panther 360 (Salesforce CRM) on October 27, 2015, to capture operational transactions that occur in person, via chat and via phone. Each of these interactions is recorded as a student case. The data stored in Panther 360 provides the FIU employee a 360° view of each student's needs and previous interactions by recording details regarding their inquiries and allowing the sharing and transfer of information between Enrollment Management and Services departments. This in turn leads to a more effective approach to providing service to the students by using past interactions to anticipate future needs. For the first time since the establishment of the office in 2013, OneStop is able to record a variety of transaction volume using Panther 360.

The following transactions were recorded during October 27th –January 14th:

Phones Total (25,028)
October – 1,841*; November – 7,885; December - 8,273; January - 7,029*

Chat Total (6,530)
Oct – 180*; Nov. 1,711; Dec. – 2,073; Jan. 2,566*

In-person Total (MMC & BBC 13,093)
MMC Total (10,909)
October – 995*; November – 3,648; December – 2,719; January – 3,547*
BBC Total (2,184)
October – 117*; November - 577, December – 631; January – 859*

Email Total (4,305)
Oct – Jan. Currently not in Panther 360.
*Represents only 2 weeks of the month

To be able to account for each student case has been invaluable for all offices and instrumental in creating additional training plans and coaching opportunities to improve services. Process timelines are being reviewed more frequently as well as messaging through calls, email, web, MyFIU and social media, allowing us to monitor effectiveness and improve response times.

Frequently asked questions for OneStop have also been added to the Panther 360 knowledge base which is a public web-based compilation of informational articles dealing with the most common student-related transactions, dates and services. The articles are accessible and used by potential and current students as well as staff. There are roughly 100 articles currently in the system and more are being added daily. After three months of being accessible to the public, there have been 10,675 views. The goal of the knowledge base is to provide online self-service to student questions any day or time. Furthermore, the knowledge base will be carefully monitored for quality information and tracked and edited based on student survey feedback.

Delegated Access/Parent Access Portal

Delegated Access/Parent Access Portal is a Panthersoft application that allows students to grant access to parents and other delegates of their choosing, to view or update select areas of their student record. The portal went live late Fall 2015 through a soft launch and has already produced 3,122 student initiated delegations for 9 different transactions. The most popular delegation transaction is providing a third

party to have the option to read the Charges Due/Make a Payment followed by Emergency Contacts and View Financial Aid. There have also been 107 views on "What is delegated access" in the Knowledge base. The full campaign announcement will happen throughout Spring 2016 in preparation for the new academic year. The adoption of Delegated Access provides enhanced service to FIU students as it streamlines the FERPA authorization process and facilitates parents' ability to be involved in their students' college experience and interactions.

3. Financial Aid

Disbursement

The first Spring 2016 loan disbursement on January 4, 2016 resulted in $88.7 million being disbursed vs. $87.5 million as compared to the same first Spring 2015 disbursement last year, a 1.4% increase.

For Fall 2015, 19,132 students received $41.7 million in Pell grant. A 2.2% increase over the 18,750 students receiving $40.8 million compared to Fall 2014.

Satisfactory Academic Progress Pace

In an effort to support student retention and success, the Office of Financial Aid together with the Office of Retention and Graduation Success, the Academic Advising Technology Office, and the Panthersoft Financial Aid Technical support teams revised the Satisfactory Academic Progress (SAP) Pace policy effective Fall 2015.

SAP Pace is a measure of a student's progress towards degree completion as required for all Title IV Federal Financial Aid recipients. Pace measures all FIU (and transfer credits accepted by FIU) credits attempted against all credits passed. A student must pass 67% of all attempted credits. Prior to Fall 2015, FIU measured this once a year and students who did not meet the standard were disqualified from receiving financial aid. To assist with retention, the following changes were made:

- SAP Pace was changed from checking once a year to checking after each Fall/Spring/Summer semester. This enables a new warning semester for those who do not pass 67% of courses attempted which keeps a student aid eligible while attempting to get back to the 67% pass ratio. Students are now notified sooner.
- Academic advisors were trained on the new policy and were alerted of the students who fell below 67% after Fall 2015. Advisors can now provide direct intervention by reaching out and working with the students.

- Communications were sent to let students know they were in warning for SAP Pace. Emails, letters and message boards were updated to inform students.

This change enabled us to alert 461 students who went on warning between the Fall and Spring semesters so they might meet with their advisors to form a plan to meet the 67% Pace requirement by the end of Spring, thereby enabling them to continue to receive aid for the next fall and return to FIU.

Default Rate

FIU's 3-Year Cohort Default rate continues to go down as our Default Prevention Coordinator works with former students in repayment.

This table shows comparison to all 4-year public institutions and the national rates for all institutions.

	2010 Cohort	2011 Cohort	2012 Cohort
FIU	10.5%	8.9%	6.8%
4-Year Publics	9.3%	8.9%	7.6%
National All	14.7%	13.7%	11.8%

4. Registrar

On October 6, 2015, the Office Registrar placed the Excess Credit Hour Management System into production. The system will support our efforts to increase the "percentage of students graduating without excess credit hours" (FLBOG Performance Funding Metric 9-Board of Governors Choice).

During the first of three notifications for the fall term, we provided 7,870 newly admitted students with information concerning excess credit hour policies and procedures. Through this new satellite system, we provided 2,385 students with a notification that they reached the 100% of required credit hours threshold. Through our previous Excel-based system, these communications and their associated calculations consumed 1/3 of one professional staff member's time; the current system processes the relevant credit hour counters and emails via one overnight process.

This Excess Credit Hour Management system provides us with the capacity to automatically calculate credit hours, track communications concerning excess credit hours, track advisor communications with students, and manage excess credit hour petitions. The excess credit hour system includes a dashboard for both students and their advisors. These dashboards provide relevant constituents with information

necessary to anticipate (and potentially rectify) conditions that will result in excess credit hours.

By harnessing new technology to support students and advisors in their efforts to identify and follow the most efficient paths to earning degrees, the Office of the Registrar will:

- Provide more timely communications and updated credit hour counters at a lower cost in terms of professional staff time.
- Capture information that can support long-term efforts to increase the percentage of students that graduate with zero excess credit hours.
- Minimize the number of excess credit hours that students accrue as they pursue undergraduate degrees.

V. INFORMATION TECHNOLOGY REPORT

1. IT Security Enhancement Strategy Update

The Division of IT continues to be at the forefront in safeguarding our University's sensitive information. Currently, we are in the final stages of implementing a technology called Two-Factor Authentication also referred to as 2FA or 2-Step Verification. Two-Factor Authentication is a technology that provides identification of users by means of the combination of two different components. These components may be something that the user knows, something that the user possesses or something that is inseparable from the user. An example would be similar to withdrawing cash from an ATM. The combination of a bank card (something that the user possess) and a personal identification number (something that the user knows) would allow the transaction to be completed.

Additionally, the Division is also in the process of implementing mobile phone two-factor authentication, which uses devices such as mobile phones and smartphones to serve as "something that the user possesses." If users want to authenticate themselves, they can use their personal access license (i.e. something that only the individual user knows) plus a one-time-valid, dynamic passcode consisting of digits. The code can be sent to their mobile device by SMS or via a special application. This two-factor authentication solution also ensures that there is always a valid passcode available for users. If the user has already used a sequence of digits (passcode), this is automatically deleted and the system sends a new code to the mobile device. Subsequently, if the new code is not entered within a specified time limit, the system automatically replaces it. This ensures that no old, previously used codes, are left on mobile devices.

For added security, it is possible to specify how many incorrect entries are permitted before the system blocks access.

2. CrashPlan PROe

Data protection is a vital component in today's world of information technology. In continuing to advance FIU as a leader in technology, the Division of IT has invested in a data backup and restore solution. CrashPlan PROe is an online cloud storage solution that allows users to back up selected files stored on their FIU-owned PC and Mac computers. Once installed, CrashPlan silently and continuously backs up files while the user continues with their daily operations. The backed up files are encrypted before leaving the device and stay encrypted in transit and at rest. In the event the original file is lost, damaged or deleted, the file can be easily retrieved. Only the user has access to their files. Currently, the Division of IT is piloting CrashPlan PROe with information technology administrators from the academic and business units.

3. National Science Foundation (NSF) Campus Cyberinfrastructure – Network Infrastructure and Engineering (CC-NIE) Program: FlowWave: Enabling High Bandwidth Science Data Flows

The Division of IT recently completed work on a project that enhances the campus network by creating a distinct and dedicated light wave for research circuits. This enhanced network supports targeted science application drivers towards increasing science flows and data-driven discoveries. The initial suite of science applications includes the domains for high-energy physics, optical astronomy, climate modeling, real-time large-scale network simulation and cloud computing.

The *FlowWave: Enabling High Bandwidth Science Data Flows* project was funded by a $276,000 NSF Campus Cyberinfrastructure – Network Infrastructure and Engineering (CC-NIE) Program Award. It called for the installation of a Dense Wavelength Division Multiplexing (DWDM) optical system, which separates the circuits dedicated for interconnecting research resources from daily and routine University traffic. This NSF award allows for faculty researchers and their students at FIU to access and share resources for at-scale experiments across regional, national and international science networks over the dedicated light wave. At the same time, FIU-based IT staff are assured that experiments executed on the science cyber-infrastructure will not affect local production services.

VI. RESEARCH AND ECONOMIC DEVELOPMENT / UNIVERSITY GRADUATE SCHOOL

1. Research Accomplishments and External Grant Awards' Performance

The Carnegie Classification™ has been the leading framework for recognizing and describing U.S. higher education for the past four and a half decades. On February 1, 2016 the new Carnegie Classification of Universities was published. In the new classification FIU moved up to the top tier doctoral research universities, to the classification of "R1: Doctoral Universities – Highest Research Activity." This accomplishment represents an early achievement of a major goal of the FIUBeyondPossible2020 Strategic Plan.

Awards received by FIU researchers through December 31, 2015 increased by 24% when compared with the same period last year ($58.5M vs. $47.3M). The facilities and administrative (F&A) rate was also higher this period, 21%, when compared with 17% during the first 6 months of last fiscal year. Awards for Centers, Institutes and Museums increased by 67%, from $13.76M last fiscal year to $22.97M this fiscal year.

The National Science Foundation Higher Education Research and Development Survey was completed and submitted in February 2016, reporting $163M in research expenditures for fiscal year 2014-2015. This total exceeds our FY 2015 goal of $136.5M by 19%.

2. University Graduate School Initiatives

The Office of Research and University Graduate School are in a process of merging. This will reduce administrative costs, and will also allow for more effective and efficient coordination of graduate student recruitment by moving some of the Graduate School operations into University Enrollment Management. The merger should be finalized by the end of the current fiscal year.

The University Graduate School has subscribed to Versatile PhD, the largest web-based community dedicated to providing valuable resources to graduate students and PhDs who are interested in pursuing careers outside of the academy. Joined by a network of more than 70 subscribing institutions, which includes Michigan State University, University of Pennsylvania, Duke, Yale, and Harvard, the founding subscribers to Versatile PhD, FIU graduate students will now have an opportunity to access Versatile PhD to explore and prepare for non-academic career paths. Additionally, they will be able to join online discussion boards with like-minded scholars and professionals at both beginning and advanced levels; attend online panels offered throughout the year; access job postings and opportunities appropriate for PhD and ABD candidates; and network with a community of over 50,000 successful non-academic PhD contacts and mentors. Access to Versatile PhD is

expected to be made available to the graduate student community by February 2016, following technology set up and piloting.

3. Innovation and Commercialization

The Innovation and Economic Development unit continues developing the StartUP FIU Initiative. StartUP FIU will provide support to early stage startups in an effort to harness FIU's unique resources to strengthen Miami's innovation and entrepreneurship ecosystem. Plans are underway to convert 8,000 sq. ft. of office space into collaboration space that will house select companies and deliver programs aimed to take them to the next level. The space and programs are being designed to synergistically blend faculty expertise and student talent with the ingenuity found within the startup ecosystem. Together these activities will develop a talent pipeline to local startup companies, translate faculty knowledge and innovation into commercially viable enterprises, and help local startup companies grow into high impact companies in the region. Miami MedTech (MMT), a medical device company, is the first company to join StartUP FIU. Under the terms of an agreement executed with the Office of Research and Economic Development, MMT will be housed in the Owa Ehan (OE) building where its employees will work alongside FIU faculty and students. MMT is currently developing a product that will provide 150,000 otherwise ineligible patients with access to a cardiovascular treatment device that is far less invasive than conventional approaches. The FIU-MMT agreement marks the beginning of a regional initiative to foster healthcare innovation in South Florida through private/academic partnerships. The goal is to create the ideal incubator-type ecosystem for inventive and entrepreneurial scientists, researchers and medical professionals to realize the commercial potential of their medical device ideas. In addition, through the end of December 2015, FIU researchers had disclosed 33 inventions, filed 32 patent applications and were granted 4 patents.

VII. STUDENT AFFAIRS REPORT

1. Student Affairs 25th MLK Events Successful

FIU's commemorative celebration of the life and legacy of Rev. Dr. Martin Luther King, Jr., began 25 years ago and has evolved into a month-long campus-wide collaboration with the South Florida community. This year's theme was "Let Love and Justice Roll." The keynote address for the annual MLK Commemorative Breakfast was delivered by Marian Wright Edelman, founder and president of the Children's Defense Fund. The Yale University Law School graduate was the first black woman admitted to the Mississippi state bar association. Ms. Edelman called for people to gather like fleas—"strategic fleas"—as part of a movement to end child poverty.

The first breakfast held at FIU was keynoted by then Dade County Commissioner, Arthur E. Teele, Jr., and over the past 25 years, such notable speakers as Dr. Bernice King, Dr. Cornel West, Julian Bond, presidential candidate Dr. Ben Carson, and Ambassador Andrew Young have spoken. This sold-out event was supported by community civic and business partners. Local luminaries participating in FIU's contingency at the MLK Parade, a signature event for the Liberty City community, included President Mark B. Rosenberg.

Donovan Campbell, FIU alumnus and Channel 7 sportscaster, was the keynote speaker for the annual MLK Youth Forum and Peace Walk held at the Biscayne Bay Campus.

Over 3,000 individuals participated in the various events held during January.

2. Practice Placement Exchange

The Practice Placement Exchange is a large-scale practice interview program designed to simulate actual interviews for graduate students pursuing jobs in Student Affairs. FIU sent 50 graduate students in Higher Education Administration and over 40 professional Student Affairs staff to the event held at Nova Southeastern University on January 22. Originally an FIU event, FIU partnered with Nova Southeastern University and Florida Atlantic University to create a learning experience for our students. FIU students interviewed with professionals from the three universities and received feedback on their interviewing strengths and weaknesses. The goal of the program is to increase the students' skills and competitiveness in the job market.

3. Graham Center "Pit" Gets Major Renovation

The Graham Center "Pit," officially known as GC 100, has been the center of student and university events since the 1974 opening of the Graham University Center, originally named University House.

This 20-foot by 30-foot event space is 24 inches below the surrounding floor level; thus, its nickname. On January 11, the GC Pit was rededicated to unveil a $250,000 renovation project that encompasses structural, acoustical, and audiovisual features that enhance the over 200 various programs that are annually held there.

The project's most visible feature is a 15-foot-wide, floor-to-ceiling acoustical wood panel system, which curves and expands to cover the entire 21-foot high ceiling. A prominent, 165-inch diagonal LED video wall, comprised of nine, high-definition LED screens, has the ability display movies, news and sports channels, and in-house video content. There is new area lighting as well as theatrical, color lights concealed within

the ceiling system. The renovation project was funded by the Student Government Association.

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B. Key Performance Indicators

Performance Goals Academic Year 2013-14 (for 2015-16 funding)
Florida International University

	FIU	EXCELLENCE (Achieving System Goals)					IMPROVEMENT (Recognizing Annual Improvement)				
		5	4	3	2	1	5	4	3	2	1
Key Metrics Common to All Universities											
1 Percent of Bachelor's Graduates Employed and/or Continuing their Education Further 1 Yr after Graduation	77%	80%	75%	70%	65%	60%	5%	4%	3%	2%	1%
2 Median Average Full-time Wages of Undergraduates Employed in Florida 1 Yr after Graduation	36,200	$40,000	$35,000	$30,000	$25,000	$20,000	5%	4%	3%	2%	1%
3 Average Cost per Undergraduate Degree to the Institution	25,580	$20,600	$23,175	$25,750	$28,325	$30,900	5%	4%	3%	2%	1%
4 Six Year Graduation Rate *Full-time and Part-time FTIC*	53%	70%	67.5%	65%	62.5%	60%	5%	4%	3%	2%	1%
5 Academic Progress Rate 2nd Year Retention with GPA Above 2.0	79%	90%	87.5%	85%	82.5%	80%	5%	4%	3%	2%	1%
6 Bachelor's Degrees Awarded in Areas of Strategic Emphasis *(includes STEM)*	46%	50%	45%	40%	35%	30%	5%	4%	3%	2%	1%
7 University Access Rate Percent of Undergraduates with a Pell-grant	51%	30%	27.5%	25%	22.5%	20%	5%	4%	3%	2%	1%
8 Graduate Degrees Awarded in Areas of Strategic Emphasis *(includes STEM)*	52%	60%	55%	50%	45%	40%	5%	4%	3%	2%	1%
Institution-Specific Metrics											
9 BOG Choice - Percent of Bachelor's Degrees without Excess Hours	68%	80%	75%	70%	65%	60%	5%	4%	3%	2%	1%
10 BOT Choice - Bachelor's Degrees Awarded to Minorities	6,221	6,100	6,050	6,000	5,950	5,900	200	175	150	125	100

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