



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

Thursday, June 2, 2016
10:30 a.m. **approximate start time*
Florida International University
Modesto A. Maidique Campus
The Patricia & Phillip Frost Art Museum, Room 105-107

Committee Membership:

Cesar L. Alvarez, *Chair*; Natasha Lowell, *Vice Chair*; Jose J. Armas; Alian Collazo; Michael G. Joseph; Marc D. Sarnoff; Kathleen L. Wilson

AGENDA

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|---|--------------------|
| 1. Call to Order and Chair's Remarks | Cesar L. Alvarez |
| 2. Approval of Minutes | Cesar L. Alvarez |
| 3. Action Items | |
| AP1. Tenure Nominations | Kenneth G. Furton |
| AP2. Tenure as a Condition of Employment Nomination | Kenneth G. Furton |
| AP3. New Program Proposal: Doctorate of Business Administration in International Business | Elizabeth M. Bejar |
| 4. Information/Discussion Items <i>(No Action Required)</i> | |
| 4.1 Academic Affairs Regular Reports | |
| ▪ FIU <i>Beyond Possible 2020</i> | Pablo Ortiz |
| ▪ Student Success | Elizabeth M. Bejar |
| ▪ Engagement | Saif Y. Ishoof |
| ▪ Enrollment Management and Services | Luisa M. Havens |
| ▪ Information Technology | Robert Grillo |
| ▪ Research and Economic Development / University Graduate School | Andres G. Gil |
| ▪ Student Affairs | Larry Lunsford |

4.2 Academic Affairs Special Report

- Achieving Highest Carnegie Research Classification and Striving for Emerging Preeminent Research University Designation

**Kenneth G. Furton
Andres G. Gil**

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, September 1, 2016

Approval of Minutes

Academic Policy and Student Affairs Committee Meeting

Date: June 2, 2016

Subject: Approval of Minutes of Meeting held March 11, 2016

Proposed Committee Action:

Approval of Minutes of the Academic Policy and Student Affairs Committee meeting held on Friday, March 11, 2016 at the Modesto A. Maidique Campus, Parkview Hall, Multipurpose Room.

Background Information:

Committee members will review and approve the Minutes of the Academic Policy and Student Affairs Committee meeting held on Friday, March 11, 2016 at the Modesto A. Maidique Campus, Parkview Hall, Multipurpose Room.

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**FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES
ACADEMIC POLICY AND STUDENT AFFAIRS COMMITTEE
MINUTES
MARCH 11, 2016**

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 11:00 a.m. on Friday, March 11, 2016, at the Modesto A. Maidique Campus, Parkview Hall, Multipurpose Room.

The following attendance was recorded:

Present

Cesar L. Alvarez, *Chair*
Natasha Lowell, *Vice Chair*
Alexis Calatayud
Kathleen L. Wilson

Excused

Jose J. Armas
Mayi de la Vega
Michael G. Joseph

Trustees Jorge L. Arrizurieta, Leonard Boord and Gerald C. Grant Jr., and University President Mark B. Rosenberg were also in attendance.

Committee Chair Alvarez welcomed all Trustees, University faculty and staff. He also thanked Trustee Natasha Lowell for agreeing to serve as the Committee's Vice Chair.

Committee Chair Alvarez recognized Professor John F. Stack, Jr. on his recent appointment as Inaugural Dean of the Steven J. Green School of International and Public Affairs. He also recognized Professor Laura Dinehart who was recently named the Interim Executive Director of the School of Education. He acknowledged Associate Professor Juliet Pinto who was named Interim Executive Director of the School of Journalism and Mass Communication.

2. Approval of Minutes

Committee Chair Alvarez asked that the Committee approve the minutes of the meeting held on December 9, 2015. A motion was made and passed to 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.

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. New Program Proposal: Master of Science in Logistics Engineering

Vice President for Academic Affairs Elizabeth M. Bejar presented the Master of Science in Logistics Engineering new program proposal for Committee review. She noted that the proposed program will prepare students for a career in the logistics industry as a logistics systems engineer, supply network analyst, logistics planner, or operations manager. She stated that the proposed program would directly support the State University System goals in teaching and learning, specifically, she added advancing the strategic priority of increasing the number of graduate STEM degrees in the critical area of logistics.

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 Master of Science in Logistics Engineering (CIP 14.2701) new program proposal.

AP3. Exception to 120 Credit Hours to Degree: Dietetics and Nutrition

VP Bejar presented the Exception to 120 Credit Hours to Degree: Dietetics and Nutrition for Committee review. She stated that 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. She noted that the program requires 72 credits of upper division coursework to meet the requirements for accreditation and licensure, resulting in students graduating with 132 credits. She further noted that in order to comply with the accreditation standards set by ACEND students must complete 132 credit hours of didactic coursework and supervised practicum.

VP Bejar stated that in prior years, FIU was allowed to provide an explanation for the Dietetics and Nutrition Program students graduating with 132 credits each year. She added that Board of Governors staff have now requested that the Board of Trustees approve the exception to the standard 120 credit hours for this 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 exception to the 120 credit hour limit for the Bachelor of Science in Dietetics and Nutrition (CIP 51.3101).

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.

4.2 Academic Affairs Special Report: Title IX Presentation

Director of Equal Opportunity Programs and Diversity, Shirlyon McWhorter provided an overview of the University's efforts both to comply with Title IX and how to ensure excellence related to issues of access and gender equality at FIU. She stated that some of the Title IX efforts included developing a newly revised regulation and training program under FIU-105, creating the Clery/Violence Against Women Act Sub-Committee of the Title IX Task Force, and launching the "It's on Us" Campaign which addresses sexual assault and bystander behavior. She presented key aspects of the "It's on Us" campaign, outreach efforts, training, and campus resources.

Ms. McWhorter recognized some of the Title IX committee members.

Committee Chair Alvarez recommended mandatory Title IX training for students. Vice President of Student Affairs Larry Lunsford noted that the University's Executive Committee will be reviewing the Title IX training processes, adding that prevention and awareness programs will be mandatory for existing and incoming students. Committee Chair Alvarez requested periodic updates on the progress of Title IX training and awareness efforts.

5. New Business

Provost Furton presented an overview of the University's progress towards goals articulated in the strategic plan, delineating three specific goals that have already been met. He noted that the University has been classified as an R1: Doctoral Universities - Highest Research Activity in the Carnegie Classification of Institutions of Higher Education. He further noted that approximately 300 top research universities in the United States are evaluated and only about 115 universities receive this classification.

Provost Furton stated that the University has also increased in individual faculty research funding to support student researchers, noting that over half of all the faculty have received external funding for research.

Provost Furton also noted that the University has now been designated as one of the 35 AshokaU Changemaker Campuses. He stated that this designation recognizes FIU for creating high-impact through research, teaching, and service to act as a solutions center for South Florida and beyond. He added that the AshokaU Changemaker Campus designation recognizes leading institutions committed to social innovation and entrepreneurship. He discussed the four components of the Change team.

President Mark B. Rosenberg acknowledged and thanked Trustee Alexis Calatayud for her participation in the AshokaU Changemaker accomplishment.

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 at 11:44 am.

<i>Trustee Request</i>	<i>Follow-up</i>	<i>Completion Date</i>
<i>Committee Chair Alvarez requested periodic updates on the progress of Title IX training and awareness efforts.</i>	<i>Director of Equal Opportunity Programs and Diversity, Shirlyon McWhorter</i>	<i>Ongoing</i>

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03.23.15

Academic Policy and Student Affairs Committee

Date: June 2, 2016

Subject: Tenure Nominations

Proposed Committee Action:

Recommend to The Florida International University Board of Trustees approval of the Tenure Nominations as specified in the Board materials.

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 University President is recommending the granting of Tenure for nineteen (19) nominees as specified in the Board materials.

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2015-2016 Tenure Candidates			
First Name	Last Name	Department	Proposed Rank
College of Architecture + The Arts			
Sigal	Segev	Advertising and Public Relations	Associate Professor
Moses	Shumow	Journalism	Associate Professor
Weiru	Wang	Advertising and Public Relations	Associate Professor
College of Arts, Sciences and Education			
Eric	Bishop-von Wettberg	Biology	Associate Professor
Anthony	Dick	Psychology	Associate Professor
Lei	Guo	Physics	Associate Professor
Yuan	Liu	Chemistry and Biochemistry	Associate Professor
DeEtta	Mills	Biology	Associate Professor
Shannon	Pruden	Psychology	Associate Professor
Mauricio	Rodriguez-Lanetty	Biology	Associate Professor
Zhongming	Wang	Mathematics and Statistics	Associate Professor
College of Business			
Hock-Peng	Sin	Management and International Business	Associate Professor
Nicole Wertheim College of Nursing and Health Sciences			
Inae Caroline	Gadotti	Physical Therapy	Associate Professor
Edgar	Vieira	Physical Therapy	Associate Professor
Steven J. Green School of International and Public Affairs			
Melissa	Baralt	Modern Languages	Associate Professor
Ferial	Boutaghou	Modern Languages	Associate Professor
Ryan C.	Meldrum	Criminal Justice	Associate Professor
April	Merleaux	History	Associate Professor
Ulrich	Oslender	Global and Sociocultural Studies	Associate Professor

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Sigal Segev
Department of Advertising and Public Relations
College of Architecture + the Arts

Sigal Segev holds an M.A. in Political Science and Arabic Language from Tel Aviv University, Israel, an M.S. in Mass Communication from FIU, and a Ph.D. in Mass Communication from Leicester University, UK. Prior to joining FIU, she worked as the Director of Marketing Communication at Surf Communication Solutions, Inc., an Israel-based hi-tech company which operates globally and as a Public and Community Relations Officer at the Consulate General of Israel in Miami.

Dr. Segev's research interests focus on culture and consumer behavior and environmental (green) advertising, topics that she also investigates in new media contexts. She has published 11 peer-reviewed articles in leading advertising and marketing journals both in the U.S. and Europe, 18 peer-reviewed proceedings and a book chapter. Dr. Segev serves as a reviewer for numerous academic journals as well as for nationally and internationally renowned conferences. She has been also serving on the American Academy of Advertising's Research Committee for the past four years. As the director of the Global Strategic Communication (GSC)-Creative Track Master's program (2007-2010), she chaired 30 professional projects. Since becoming a tenure-track faculty member, she has chaired 12 graduate-level professional projects and Master's theses, and served as a committee member of 14 professional projects and theses. Dr. Segev also serves as an Associate Director for the Lillian Lodge Kopenhagen Center for the Advancement of Women in Communications where she plays a leading role in the development and execution of various programs such as the Webinar Leadership Series, the Leadership Fellows Program, The Status of Women in Communication Benchmark Study, and the Communication Leadership Power Program.

Moses Shumow
Department of Journalism
College of Architecture + the Arts

Moses Shumow earned a B.A. in Spanish and Journalism from New Mexico State University, an M.A. in Broadcast Journalism from Emerson College, and a Ph.D. in Communication from the School of Communication at the University of Miami. Dr. Shumow arrived at FIU with significant professional experience, having worked in documentary filmmaking for nearly a decade prior to beginning his doctoral work at the University of Miami. During that time, he helped to produce programming for nationally broadcast networks and series, including PBS's *American Experience* and *Frontline*, National Geographic, Discovery, and History Channel. Because of this background in high-end television production, which included work on projects that won both regional and national television awards, Dr. Shumow was able to immediately contribute to the School of Journalism and Mass Communication's efforts to ramp up multimedia and digital media teaching efforts, and earned the school's "Award of Excellence for Exceptional Teaching" at the beginning of his second year on the faculty.

Dr. Shumow's research agenda is focused on immigrant media and journalistic practices. Given the complex issues of migration and media production found throughout the region, his research agenda was already on a strong trajectory upon his arrival at FIU. He has published 11 peer-reviewed articles in some of the top journals within his disciplines, one book and one book chapter on the topics of immigration and media, transnational migration, Spanish-language media, and the confluence of geography and culture that defines Miami and South Florida. Dr. Shumow has presented papers and given lectures nationally and internationally in numerous level professional settings, including the annual conferences for the International Communication Association and National Communication Association. Dr. Shumow has received summer research grants from the School of Journalism and Mass Communication, a research productivity award from the school, and in 2014, was presented with the FIU Faculty Award for Excellence in Engagement at the Faculty Convocation. Dr. has worked closely with the Office of Global Learning, serving on the Global Learning Curriculum Oversight Committee and receiving a Global Learning Faculty Fellowship in 2011.

Weirui Wang
Department of Advertising and Public Relations
College of Architecture + the Arts

Weirui Wang holds a B.A. in Journalism from Fudan University in Shanghai, China, an M.A. in Communication Studies from Virginia Tech, and a Ph.D. in Mass Communication from the Pennsylvania State University. Her research focuses on information seeking and processing in health and persuasive communication, stigma reduction for social change, and new media technology and media effects. During her five years at FIU, she has published ten refereed journal articles and three refereed conference proceedings, and is preparing four manuscripts for journal resubmission. Much of Dr. Wang's scholarship appears in top journals in the field, as well as other peer-reviewed ISI journals from well-known publishers such as Taylor & Francis.

Since joining FIU in 2010, Dr. Wang has made significant contributions to online education by developing the online Principles of Public Relations course for Quality Matters certification in 2015 and the online Multi-Cultural Communication course in 2013. In total, she has taught three different online courses. Dr. Wang chaired twelve M.A. committees, served as a committee member for another twelve M.A. students and supervised independent studies for two graduate students. Dr. Wang is a frequent reviewer for the annual conferences of the leading professional organizations in the field including the National Communication Association, International Communication Association and Association for Education in Journalism and Mass Communication. She is also an ad hoc reviewer for four peer-reviewed journals. Since 2015, she has served on the editorial board of the *Western Journal of Communication*. In 2012, Dr. Wang was recognized as an emerging scholar from the leading professional association in the field, the Association for Education in Journalism and Mass Communication. The same year, she was named one of FIU's top scholars.

Eric Bishop-von Wettberg
Department of Biology
College of Arts, Sciences, and Education

Eric Bishop-von Wettberg received a B.A. in Biology from Swarthmore College and a Ph.D. in Ecology and Evolutionary Biology from Brown University and was a NIH National Research Service Award postdoc at the University of California at Davis from 2007-2009. He is an evolutionary ecologist with a research program focused on the consequences of genetic bottlenecks for wild relatives of crops and endangered species. He was a Fulbright scholar in 1999-2000, an EPA-STAR graduate research fellow from 2004-2007, a Howard Hughes Medical Institute faculty teaching scholar in 2012-2013, and a visiting faculty member at Ecole Nacional Superieure Agronomique de Toulouse in 2011.

Dr. von Wettberg's research program has three main emphases: lack of genetic variation which reduces resilience of crops to expected effects of climate change, the loss of genetic variation in rare and endangered plants in Florida and the Caribbean, and the consequences of bottlenecks from introductions into new geographic regions or habitats in model plants. Dr. von Wettberg has attracted over \$1.5 million in grant money in his time at FIU from sources such as NSF and USAID. With this support his group has included six graduate students, a postdoc, four research assistants, and numerous undergraduate students. Dr. von Wettberg is the author of 38 articles and book chapters. Outreach to the international plant breeding community, the conservation and management communities, secondary school educators, and the broader public are key activities for his research group. He reviews numerous manuscripts every year, is a regular *ad hoc* grant reviewer for several agencies, and has served on three National Science Foundation panels. Dr. von Wettberg is the chair of the Botanical Society of America (BSA) Genetics committee, a recent member of the BSA strategic planning committee, and a member of BSA recruitment committee.

Anthony S. Dick
Department of Psychology
College of Arts, Sciences, and Education

Anthony Dick holds a B.S. in Psychology and a B.A. in Music both from Ohio State University, and a Ph.D. in Developmental Psychology from Temple University. He completed a National Institute on Deafness and Other Communication Disorders National Research Service Award postdoctoral fellowship in The University of Chicago Pritzker School of Medicine Department of Neurology. Dr. Dick's research focuses on brain and behavioral development in typical and atypical populations. His work investigates the development of speech and language, and the development of executive function, from the preschool period thru early adolescence. His research examines both children who are typically developing, and children who have speech and language disorders and disorders of attention.

Dr. Dick is currently Co-Investigator on a NIDA U01 project, the largest single grant ever awarded to FIU, to study brain development of substance abuse. He has published 21 peer reviewed articles and seven book chapters and proceedings, and presented 70 talks and posters at national and international conferences and meetings. His publications have appeared in the top developmental psychology and cognitive neuroscience journals. Dr. Dick's research has been influential especially in the field of the neurobiology of language, as evidenced by multiple invited lectures at internationally-recognized research institutions (e.g., Max Planck Institute, Leipzig, Germany; University of Trento, Italy; University of Guadalajara, Mexico; and Université Laval, Quebec City, Canada). Dr. Dick has served or is serving as chair or committee member on seven masters and five dissertation committees, and has mentored two McNair scholars. He serves on the steering committee and as webmaster for the Society for the Study of Human Development, and has organized two international conferences. He has served as a grant reviewer to the National Science Foundation and to the Human Brain Project (European Union). He serves on the Review Editorial Board of *Frontiers in Brain Imaging Methods*, and as *ad hoc* reviewer of over 20 journals. He is Co-Chair of the Cognitive Neuroscience Committee in the School of Integrated Science and Humanity, and founding director of both the Cognitive Neuroscience Program in Psychology, and the interdisciplinary Graduate Certificate in Cognitive Neuroscience. Dr. Dick currently also serves as the Director of the FIU Developmental Cognitive Neuroscience Laboratory, Director of the Cognitive Neuroscience Program in Psychology, and Director of the Graduate Certificate in Cognitive Neuroscience.

Lei Guo
Department of Physics
College of Arts, Sciences, and Education

Lei Guo earned a B.S. in Physics from Peking University, China, an M.S. and Ph.D. in Physics both from Vanderbilt University. He completed a post-doctoral fellowship at Jefferson Lab in Virginia and completed four years as a post-doctoral research associate at Los Alamos National Laboratory in New Mexico. Dr. Guo's research focuses on experimental nuclear physics with a particular interest in hadron spectroscopy, including the search for particles containing multiple strange quarks, the polarization observables for these strange baryons in photo production, antibaryon photoproduction, exotic meson photoproduction, and medium modification

Dr. Guo has attracted grant funding as co-investigator in the amount of \$3.9 million and as principal investigator in the amount of \$270,000 from DOE and Jefferson Lab. Over his entire research career, he has collaborated in over 130 publications with the majority in high impact journals in addition to four conference proceedings. He has given 26 presentations (of which nine were invited) at national and international meetings. He graduated one Ph.D. student and is the main advisor for one Ph.D. student and a co-advisor for two others, while also serving on another four graduate student committees. He has created a faculty-student mentoring program designed to help students graduate in a timely manner. Dr. Guo's professional service record is substantial, including at the Jefferson Laboratory and his participating in a Congressional visit in Washington DC to promote nuclear physics research at the national level.

Yuan Liu
Department of Chemistry and Biochemistry
College of Arts, Sciences, and Education

Yuan Liu received her Bachelor of Medicine and Master of Medicine degree in Environmental Medicine and Environmental Health from Tongji Medical University, Wuhan, China. She received her Ph.D. degree in Biochemistry from the University of Rochester School of Medicine and Dentistry, Rochester, New York. She obtained her postdoctoral training in Biochemistry and Cellular Biology of DNA base excision repair at the National Institute of Environmental Health Sciences/National Institutes of Health, North Carolina. Throughout her entire career, Dr. Liu has been conducting research on understanding how environmental and endogenous stressors can lead to human neurodegeneration and cancer and how the degenerative diseases can be prevented and treated through cellular protection mechanisms.

Dr. Liu has published 44 peer-reviewed research and review articles and one book chapter. Her research has been funded by NIH R01 and NIH R00 grants as well as by the Community Foundation of Broward County, Florida. Dr. Liu's study on trinucleotide repeat instability via environmentally and endogenously-induced DNA damage and base excision repair at FIU has obtained substantial recognition by the scientific community. The *in vitro* systems established by her group have been used by research groups worldwide. Dr. Liu has successfully mentored one Ph.D. student in Chemistry, one visiting Ph.D. student in Biomedical Sciences from Sichuan University in China and one master student in Chemistry since she joined FIU. The research conducted by her students led to a good number of publications in the field of DNA damage and repair. This includes the publications in the journals of *Nucleic Acid Research*, *DNA repair*, *PLoS One* among others. Dr. Liu is currently mentoring one postdoc fellow and five Biochemistry Ph.D. students and three undergraduate students in Biomedical Engineering, Biology and Chemistry. She also serves as an ad hoc reviewer of a number of journals in the field of biochemistry, molecular biology, molecular genetics, nucleic acid structures and metabolism. In addition, she served as a reviewer at the NIH Bio-Behavioral Mechanisms of Emotion, Stress and Health Study Section. Dr. Liu has served on several departmental committees including the safety, recruitment, public relation and web page committees and department radiation safety officer. She has been serving on the Biochemistry Ph.D. Program committee since 2012 and steering committee of the BSI at the School of Integrated Science and Humanity since 2014. She is also an alternate member of the Institutional Biosafety Committee of FIU.

DeEtta Mills
Department of Biology
College of Arts, Sciences, and Education

DeEtta (Dee) Mills received her B.S. degree in Biology from the University of Kansas, Lawrence, and an M.S. in Biology from Texas Christian University. Upon completion of her Master's, she worked for the Radiation Biology Branch, Food and Drug Administration, Rockville, MD, assessing the safety of using UV-emitting devices on HIV-infected individuals. In 1996, Dr. Mills began her doctoral studies at George Mason University. During that time, she optimized several molecular tools to study the microbial community dynamics and the subsequent degradation of hydrocarbons during bioremediation of the contaminants. Dr. Mills' research spans several different disciplines but is based in molecular microbiology and forensic biology. Her core research interest is elucidating the link between microbial gene function and the environmental drivers that influence those functions within ecosystems.

Early into her academic career Dr. Mills was awarded the prestigious NSF ADVANCE fellowship for women that funded her research from 2004-2008. Dr. Mills has been awarded \$1.8M in grants/contracts either as PI, co-PI or a subcontractor by agencies such as DOD, NSF and NIJ. Her current funding is focused on developing novel methods to detect an invasive fungal pathogen that has killed $\approx 500M$ wild laurel trees in the US and is now affecting the economically important avocado industry in South Florida. Two intellectual property applications from that research have been filed. She has 24 peer-reviewed articles, one book chapter, four proceedings and many presentations and lectures to her record. Dr. Mills is a Howard Hughes Medical Institute scholar and is reformatting all of her classes to inquiry based/'active-learning' classes. She mentors high school, undergraduates, graduate students and post-doctoral fellows. Her professional services include assistance to the local crime laboratories in animal cruelty cases, being a peer reviewer for various journals and NSF grants serving on two NSF Chemical, Bioengineering, Environmental, and Transport Systems review panels. Dr. Mills was also appointed Director of the Forensic DNA Profiling Facility in 2004 within the International Forensic Research Institute.

Shannon M. Pruden
Department of Psychology
College of Arts, Sciences, and Education

Shannon Pruden earned B.A.s in Cognitive Science and Psychology from the University of California, an M.A. in Developmental Psychology from San Francisco State University, and a Ph.D. in Developmental Psychology from Temple University. Dr. Pruden's primary research interests lie at the intersection between developmental psychology, cognitive science, linguistics, and education. In her recent research, Dr. Pruden examines how various cognitive, biological, and environmental factors influence the development of children's early language, number, and spatial concepts.

Dr. Pruden's current research program, TEAM-UP for Kids (Twenty-first century education to advance math/science in underserved and underrepresented populations), funded by a *Ware Foundation Grant*, examines the effects of adult language input in formal learning environments on children's growth of numeracy and spatial skills. Dr. Pruden is funded by both private grants (i.e., Ware Foundation grant) and federal grants with the awarding of a 3-year co-PI National Science Foundation grant in 2014 (\$594,547; with Dr. Angie Laird, Dr. Eric Brewé) to study the mental rotation skills, as well as intelligence (IQ), of undergraduate students completing a traditional, lecture-style Introductory Physics course versus a hands-on, modeling-instruction Introductory Physics course. Dr. Pruden has a successful track record of publishing in high-impact journals in her field. To date, she has 23 publications (many with her trainees) and over 100 presentations at local, national and international conferences. Dr. Pruden has a history of successful recruitment, retention and placement of undergraduate and graduate students in her lab, the *Project on Language and Spatial Development*. During her five-year tenure at FIU, she has been the primary supervisor for three doctoral students, with one, Dr. Alina Nazareth (placement: post-doc at the National Science Foundation funded Spatial Intelligence Learning Center at Temple University), receiving recognition as a Worlds Ahead Graduate in summer 2015. Her two other doctoral students have advanced to candidacy and are conducting their dissertation research, with one student funded by the competitive and prestigious National Science Foundation Graduate Research Fellowship.

Mauricio Rodriguez-Lanetty
Department of Biology
College of Arts, Sciences, and Education

Mauricio Rodriguez-Lanetty obtained his B.A. in Biology from Universidad Simon Bolivar, Caracas. He completed his Ph.D. in Marine Sciences at the University of Queensland, Australia. From 2002 to 2008, he worked as Postdoctoral Fellow in several universities including Ewha Womans University (South Korea), Oregon State University, and then at the ARC Centre of Excellence for Coral Reef Studies from the University of Queensland, Australia. Dr. Rodriguez-Lanetty's research focuses on discerning the physiological and adaptive basis of tolerance and resistance to abiotic and biotic stressors of cnidarian organisms, in particular but not restricted to reef-building corals. Findings from his research have contributed particularly to the field of coral biology and comparative immunology.

Dr. Rodriguez-Lanetty has secured over the last 6 years a total of \$1.16 million in research funds from the National Science Foundation. This includes a NSF CAREER grant (\$575k) recently awarded to him in April 2015. He has presented the results of his research at several international conferences and published 36 peer reviewed publications with some published in high impact journals including Science, Proceedings of the Royal Society of London: Biology, Trends in Ecology and Evolution (TREE) and Molecular Ecology. From 2009 to 2014, the average citation of his publications was 102 per year; with a total of 1256 citations since the year he finished his Ph.D. His current h-index is 21. Dr. Rodriguez-Lanetty's research group consists of a diverse group of undergraduate, graduate students and postdocs. He has graduated one Ph.D. student and has currently five Ph.D. students in several stages of their research programs. Over the last 6 years he has mentored, along with his graduate students, more than 30 undergraduate students working on small research projects. He is an active reviewer of scientific manuscripts for more than 20 journals, and he is also an editorial reviewer for the journal of Frontiers in Marine Sciences. He has been invited as a panel member to four different NSF panel review programs at Washington DC. His involvement in proposal reviewing also goes beyond national borders as he has reviewed research grants for the national science agencies of Australia, Colombia and Sweden. Dr. Rodriguez-Lanetty is a member of four different national and international societies including the American Society for Microbiology, International Symbiosis Society, Society for Integrative and Comparative Biology, and the International Society for Reef Studies.

Zhongming Wang
Department of Mathematics and Statistics
College of Arts, Sciences, and Education

Zhongming Wang received his B.S. in Computing Mathematics from City University of Hong Kong and a Ph.D. in Applied Mathematics from Iowa State University. He was a Postdoctoral Fellow at the University of California, San Diego from 2008 to 2011. Dr. Wang's research focuses on computational mathematics, applied mathematics and mathematical biology. One category of his work is on designing accurate and efficient numerical schemes to partial differential equations arising from physical applications.

Dr. Wang has published 13 papers in referred journals with two more submitted and one more preprint. He has 19 invited presentations in various conferences, seminars and workshops, many supported by travel awards. In summer 2015, he visited the Beijing Computational Science Research Center for about two months with full financial support. Dr. Wang has taught a large variety of courses, ranging from PreCalculus Algebra to Calculus, and to Graduate level courses. He has served on several departmental committees (undergraduate, graduate, master thesis, etc.) and hosted an international intern student. Professionally, he has co-organized a special session in the eleventh AIMS conference and served as a reviewer for several academic journals. Currently he is also an editorial board member of the *Journal of Mathematics Research*.

Hock-Peng Sin
Department of Management and International Business
College of Business

Hock-Peng Sin obtained a B.S. and M.S. in Psychology from National University of Singapore, and an M.S. and Ph.D. in Industrial/Organizational Psychology from The Pennsylvania State University. His major research interests and contributions span across three major streams: leadership, organizational research method regarding within-group agreement, and impacts of individual differences on employee outcomes.

Dr. Sin has a total of 11 peer-reviewed publications of which eight are published in top journals in the management field. Of the eight top journal publications, two are in the UT Dallas Journals List (*Academy of Management Review* and *Strategic Management Journal*) and an additional two are in the Financial Times Journals List (both *Journal of Applied Psychology*). His work is gaining increasing recognition and has garnered 1129 scholarly citations according to the Google Scholar index and 405 scholarly citations according to the Web of Science index (as of August 19, 2015). Dr. Sin is the recipient of several best paper awards including the *Leadership Quarterly* (A journal) Best Paper Award for a paper published in 2011. Dr. Sin has served on the dissertation committees of four students. He is an editorial board member for the *Journal of Applied Psychology*, the *Organizational Research Methods*, and the *Journal of Business and Psychology*. In addition, Dr. Sin also sits on the Academic Advisory Board of the FIU Center for Leadership and regularly teaches in three of the Center's flagship leadership development programs [The High Potential Leader program, Leading Decisions (for C-level executives), and the Principals Leadership Development Program (for public school principals in Miami-Dade)] as well as the Miami Fellows Program: all of which serve the University and broader community simultaneously.

Inae Caroline Gadotti
Department of Physical Therapy
Nicole Wertheim College of Nursing and Health Sciences

Inae Caroline Gadotti was awarded her B.S. in Physical Therapy from the Methodist University of Piracicaba, Brazil, her M.S. in Physical Therapy from the Federal University of Sao Carlos, Brazil, and her Ph.D. in Rehabilitation Sciences from the University of Alberta, Canada. In her Ph.D. research, she validated head and neck posture measures using photogrammetry compared to radiographic measurements with funding from the Physiotherapy Foundation of Canada, and the Alberta Training Program in Bone and Joint Health from the Canadian Institutes of Health Research.

At FIU, Dr. Gadotti's current research includes an integrated assessment of eye, head, and trunk movement control with associated psychological and cognitive limitations in subjects with chronic whiplash injury due to motor vehicle accidents. Dr. Gadotti has established collaborative research partnerships with the Lehman Center for Transportation Research from FIU's College of Engineering and Computing to use the driving simulator, and with colleagues from FIU's Department of Occupational Therapy, Electrical Engineering and Public Health. Her research proposal "Eye, head, and trunk coordination and its effect on driving related performance in subjects with chronic whiplash – Implications for rehabilitation" was well received by faculty mentors at the NIH Training in Grantsmanship for Rehabilitation Research, and an R15 was recently submitted to NIH and scored (Impact Score: 48; Percentile: 34 +). Dr. Gadotti has published 21 peer reviewed scientific journal articles and co-authored a book chapter in the treatment of temporomandibular disorders in an internationally recognized textbook edited by Dr. David Magee, and she revised her chapter for the 2nd edition of the book. She presented and published 10 abstracts at national and international conferences. Dr. Gadotti serves as a manuscript reviewer for several scientific journals including Physical Therapy Journal, and was a guest speaker at several conferences including the International Congress of Physical Therapy in Brazil. Locally she presented at the Baptist Health South Florida's Dentistry and Medicine Conference Series in 2013.

Edgar Vieira
Department of Physical Therapy
Nicole Wertheim College of Nursing and Health Sciences

Edgar Vieira received a B.Sc. in Physical Therapy from the Methodist University of Piracicaba, Brazil, an M.Sc. in Preventive Physical Therapy from the Federal University of Sao Carlos, also in Brazil, and a Ph.D. in Rehabilitation Science from the University of Alberta (UofA) in Edmonton, Canada. Dr. Vieira's main research focus is risk assessment and prevention of functional decline and falls in older adults helping them stay independent, slowing the progression of physical decline and reducing fall-related injuries. His other research interests include work-related musculoskeletal disorders, systematic reviews, meta-analysis, and evaluating risks for health conditions (e.g. falls, injuries, asthma, diabetes) using large data sets.

Since his initial appointment at FIU in 2010, Dr. Vieira had 10 research grants funded by agencies such as the U.S. Department of Health and Human Services and South Florida Health Foundation, and the Florida Department of Health, totaling \$348,000. Dr. Vieira has 67 peer-reviewed papers in scientific journals of which 16 were cited at least 16 times (h-index), and 20 were cited at least 10 times (i10-index); over 1150 citations in total. He published 40 papers in scientific journals, gave 30 presentations at scientific conferences and 25 invited talks in international, national and local conferences. He provides funding for students and they are co-authors on his publications. Since joining FIU, Dr. Vieira has supervised over 50 Doctorate of Physical Therapy, nine Doctor of Nursing Practice students, two Ph.D. students, two post-doctoral fellows, and two visiting professors. Dr. Vieira has recently been appointed as the Graduate Program Director in charge of student admissions. He is a member of FIU's Aging Initiative, FIU's Engagement Task Force, FIU's Latin American and Caribbean Center Interdisciplinary Group for Brazilian Relations, and FIU's Precision Medicine Task Force. At the regional level, he is in the Steering Committee of the Health Foundation of South Florida's Age-Friendly Initiative. At the State level, he is a member of the Florida Department of Health's Older Adult Falls Prevention Team, a member of the Florida Department of Transportation's Safe Mobility for Life Coalition, and a member of the Florida Physical Therapy Association's Falls Prevention Task Force. In addition, he is a reviewer for research funding agencies, 33 scientific journals, and is an editorial board member of five journals.

Melissa Baralt
Department of Modern Languages
Steven J. Green School of International and Public Affairs

Melissa Baralt received a B.A. in Spanish Linguistics from the University of Virginia, and an M.S. and Ph.D. in Applied Linguistics, both from Georgetown University. Prior to joining FIU, Dr. Baralt worked as a first grade and ESL teacher in Ciudad Ojeda, Venezuela. She then taught Spanish and linguistics courses for five years at Georgetown University. Dr. Baralt's research specialties encompass psycholinguistics, language learning and teaching, bilingual education, and the cognitive benefits of bilingualism.

Dr. Baralt is currently the PI and co-PI on two grants, totaling \$110,000, to test for the first time the hypothesis that bilingualism may help children born prematurely in the area of executive function. Dr. Baralt's research aims to serve her community. She offers multiple teacher training workshops for language teachers at the K-12 level, to include teachers of ESL, Spanish, Portuguese, Italian, and Chinese. She also gives several workshops annually to local schools, parents, and practitioners on the benefits of bilingualism and how to maintain bilingualism in Miami. She has 15 published articles, eight book chapters in these areas, and has co-edited two books on language learning. Dr. Baralt was invited to give five conference symposium presentations all over the world, has given eight peer-reviewed conference presentations and three invited plenary talks. Dr. Baralt is responsible for training all graduate students that teach foreign languages. Examples of her courses are: Foreign Language Teaching Methodology, Task-Based Language Teaching, The Acquisition of Spanish as a Foreign Language, and Applying Linguistics in Miami.

Ferial Boutaghou
Department of Modern Languages
Steven J. Green School of International and Public Affairs

Ferial Boutaghou received a Master's degree in Comparative Literature from Sorbonne University, France, and her Ph.D. in Comparative Literature from the University of Limoges, France. She then was awarded a two-year Andrew W. Mellon postdoctoral fellowship from the University of California Los Angeles. Dr. Boutaghou's scholarship contributes to an original conception of Comparative Literature and Women's and Gender Studies within the domain of postcolonial literatures, creating unusual conduits of comparison and challenging European concepts from a contrapuntal position (cosmopolitanism, world literature, multiculturalism, plurilingualism).

To date Dr. Boutaghou has published one book, one special issue, and a total of four sole-authored articles in top-ranking peer-reviewed journals as well as eleven book chapters in peer-reviewed collections. She has co-organized two major international conferences at FIU, as well as coordinating panels at major international conferences in Comparative Literature and Middle East Studies. She is on the editorial board of two emerging international journals in Comparative Literature and has served as a reviewer for journals in her field. In the winter of 2012 she was a Visiting Professor in Comparative Literature at the University of Orléans, France. As a Comparative Literature scholar with expertise in Arabic, she has assisted in the development of a course on Arabic literature and culture, creating the very first program of its kind at FIU and establishing the University's first Certificate in North African Languages and Cultures. She has taught ten new courses, six of which had a graduate component. She has developed five new courses. She has also served on two Dissertation committees, participated in one MA committee across several departments, and supervised one Honor Thesis in Modern Languages.

Ryan C. Meldrum
Department of Criminal Justice
Steven J. Green School of International and Public Affairs

Ryan C. Meldrum received a B.S. in Sociology from Oregon State University, an M.S. in Criminology from Florida State University, and M.S. and Ph.D. degrees from the College of Criminology and Criminal Justice at Florida State University. While at Florida State University, he worked as a graduate research assistant at The Center for Criminology and Public Policy Research. At the Center he worked on the Florida Safe and Drug-Free Schools Quality Data Management Project, a federally funded multi-year grant with the primary aim of increasing the capacity of Florida's schools and communities to collect, analyze, and use data to improve the quality of drug and violence prevention and intervention programs.

Dr. Meldrum's research involves the study of juvenile delinquency and child and adolescent development, with particular emphasis on the role of self-control and peer associations. His research has been published in nearly 30 peer-reviewed articles in criminology journals and several multidisciplinary journals. Dr. Meldrum has given 13 presented papers at professional conferences at the national level. In terms of professional service, he is a member of the American Society of Criminology, Academy of Criminal Justice Sciences, and the Biosocial Criminology Association. He is an editorial board member for *Journal of Youth and Adolescence*, *Journal of Criminal Justice*, and *Adolescent Research Review*. He also serves as a reviewer for other journals including, but not limited to, *Criminology*, *Journal of Research in Crime and Delinquency*, *Justice Quarterly*, and *Youth and Society*.

April Merleaux
Department of History
Steven J. Green School of International and Public Affairs

April Merleaux received a B.A. in History from Reed College in Portland, Oregon, an M.S. in Agriculture, Food and Environment from Tufts University, and an M.Phil., M.A. and Ph.D. degree in American Studies from Yale University. Dr. Merleaux is a historian specializing in modern United States history with particular interests in the international dimensions of history and further specializations in the study of race, commodities, food, agriculture, and environment.

Dr. Merleaux's public event series "Ecohumanities for Cities in Crisis" was accepted and funded with \$162,000 by the National Endowment for the Humanities Initiative on the Humanities in the Public Square. It brings together humanities scholars and the public in Miami to discuss environmental issues in the region. Dr. Merleaux's first book, *Sugar and Civilization: American Empire and the Cultural Politics of Sweetness* (Chapel Hill: University of North Carolina Press, 2015), represents substantial archival research and writing. She has published three peer-reviewed journal articles. Based on her expertise in the politics of sugar, Dr. Merleaux has been asked to review several scholarly books for peer-reviewed journals and to contribute encyclopedia entries to a peer-reviewed publication. Dr. Merleaux has presented at 20 professional meetings, and has served as panel organizer for seven conference panels. She is a member of the American Historical Association and the American Studies Association. She has regularly been an invited guest speaker in courses and at conferences, and lectured for public school teachers, museum attendees, and public audiences in Miami. In addition, she curated an exhibit, "Modern Meals: Remaking American Foods from Farm to Kitchen," in The Wolfsonian Teaching Gallery at FIU's Frost Art Museum and at the Wolfsonian-FIU in Miami Beach. She advises M.A. students pursuing the public history track in the history department, and she supervises students doing public history internships. Dr. Merleaux is a member of the National Council for Public History. She has developed interdisciplinary courses with faculty in the School of Education on history and pedagogy for Miami-Dade County Public Schools social studies teachers. She served as Co-Principle Investigator on a grant through which a cohort of teachers earned an M.A. in history.

Ulrich Oslender
Department of Global and Sociocultural Studies
Steven J. Green School of International and Public Affairs

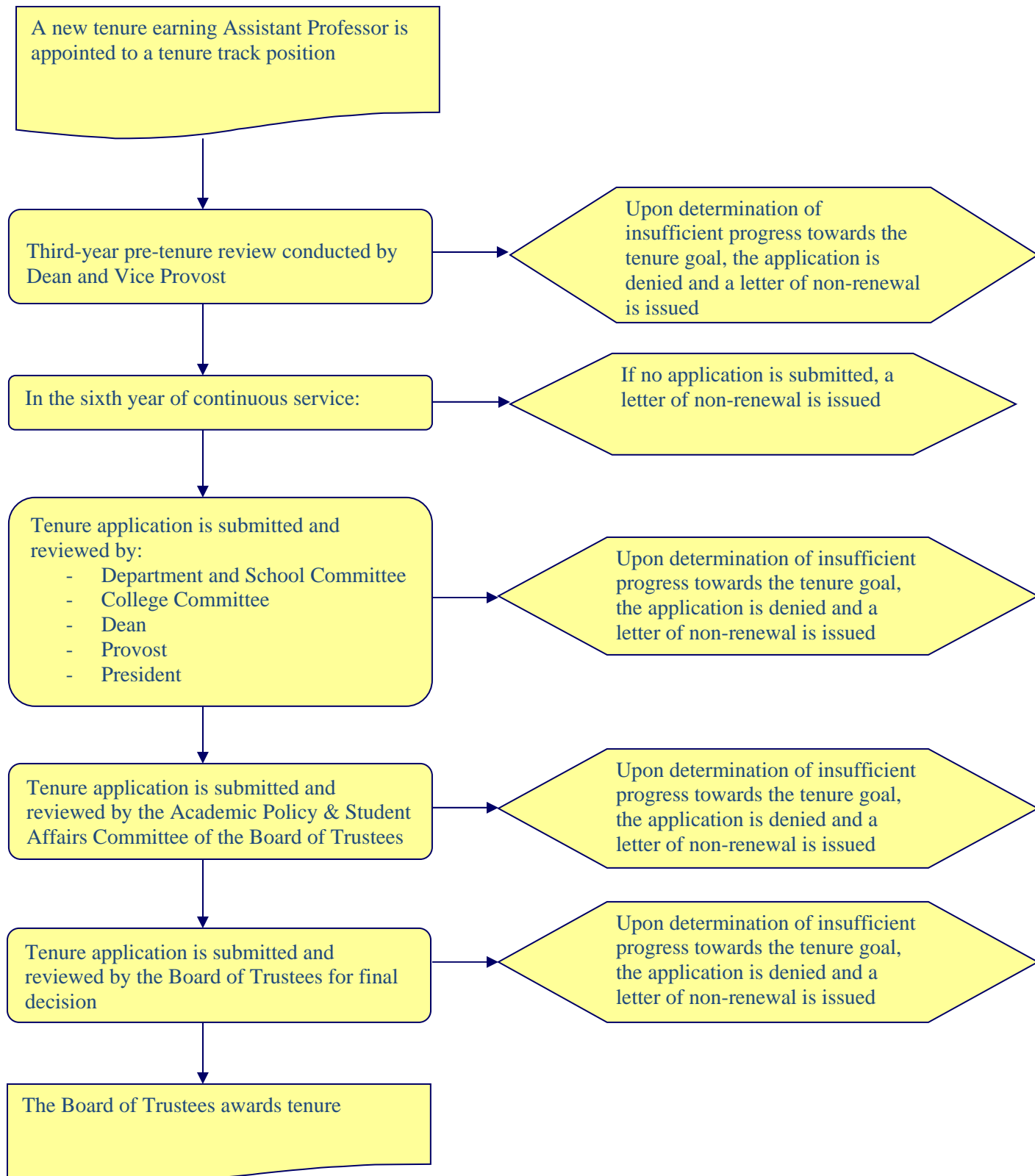
Ulrich Oslender obtained an M.A. in Geography-Hispanic Studies and a Ph.D. in Geography from the University of Glasgow, Scotland. Since gaining his Ph.D. he has been awarded a number of competitive fellowships including a prestigious Marie Curie International Fellowship, funded within the 6th European Community Framework Program. He is a political and cultural geographer with regional interests in Latin America.

Dr. Oslender has published over forty articles and book chapters in both English and Spanish (including ten double-blind, peer-reviewed journal articles). He has also written two books and co-edited one other. He is a frequent conference presenter nationally and internationally, has organized a symposium in Medellin, Colombia, and has given 30 invited lectures and paper presentations in the US, Europe and South America. Dr. Oslender has developed and taught undergraduate and graduate level courses. At the graduate level, he has regularly taught a seminar on Critical Geopolitics, and more recently began to teach an interdisciplinary seminar on Landscapes of Violence and Hope in the Americas. He is currently supervising one doctoral dissertation in GSS as Major Professor (ABD), and has served on three other doctoral and one MA dissertation committees. He has also served as external referee on doctoral dissertation committees at the University of British Columbia, Canada (2012), and the University of Copenhagen, Denmark (2014), and for a MA dissertation at the Universidad de Antioquia in Medellín, Colombia (2010). In terms of service to his profession, Dr. Oslender is on the editorial board of the Bogotá-based social science journal *Tabula Rasa: Revista de Humanidades*, and is an International Advisory Board member of the journals *Guaraguao: Revista de Cultura Latinoamericana* (based in Barcelona, Spain), and *Geopolíticas* (Universidad Complutense de Madrid, Spain). He has also frequently worked with the media and produced, amongst others, programs on black cultural politics in Colombia for the BBC World Service.

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Attachment 2

Tenure Process



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Academic Policy and Student Affairs Committee

Date: June 2, 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 and 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
George M. Marakas	College of Business	Department of Information Systems and Business Analytics	Professor

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George M. Marakas
Department of Information Systems and Business Analytics
College of Business

Dr. George M. Marakas received his MBA from Colorado State University and Ph.D. in Information Systems from Florida International University. Prior to his appointment at FIU, he was a tenured professor at the University of Kansas and the Kelley School of Business at Indiana University, as well as an assistant professor at University of Maryland and adjunct faculty member at Helsinki School of Economics. His corporate experience in the banking and real estate industries, prior to joining academia, includes senior management positions with Continental Illinois National Bank and the Federal Deposit Insurance Corporation. In addition, Dr. Marakas served as President and CEO for CMC Group, Inc., a major real estate development firm in Miami, FL for three years.

Professor Marakas is an active researcher in the area of Systems Analysis Methods, Data Mining and Visualization, Creativity Enhancement, Conceptual Data Modeling, Technology Acceptance, and Computer Self-Efficacy. His research publications include 35 peer reviewed articles, many of which have appeared in high impact journals within his field including *Information Systems Research*, *MIS Quarterly*, and *Management Science*. He is also the author of five best-selling textbooks in information systems: *Decision Support Systems for the 21st Century*, *Systems Analysis and Design: An Active Approach*, *Data Warehousing, Mining, and Visualization: Core Concepts* and *Management Information Systems* and *Introduction to Information Systems* with Professor James O'Brien. He is currently working on a three-book series focusing on IT audit and risk management. He further has produced nearly 30 conference proceedings and given close to 60 invited presentations all over the world. He has attracted \$424,000 in funding from his institutions in support of his research. In terms of teaching, Professor Marakas has received numerous national awards. Beyond his academic endeavors, he is also an active consultant and has served as an advisor to a number of organizations including the Central Intelligence Agency, British-American Tobacco, the Department of the Treasury, the Department of Defense, Xavier University, Citibank Asia-Pacific, Nokia Corporation, Heineken International, Professional Records Storage, Inc., and United Information Systems, among others. His consulting activities are concentrated primarily on global IT strategy, design and deployment of global IT architectures, workflow reengineering, e-Business strategy, and ERP and CASE tool integration.

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Academic Policy and Student Affairs Committee

Date: June 2, 2016

Subject: New Program Proposal: Doctorate of Business Administration in International Business (CIP 52.1101)

Proposed Committee Action:

Recommend to the Florida International University Board of Trustees approval of the Doctorate of Business Administration in International Business (CIP 52.1101) new program proposal.

Background Information:

The College of Business is proposing to offer a Doctorate of Business Administration in International Business (DBA). The DBA is a three-year program targeted to individuals with long-standing successful careers in management who wish to enhance their careers through a terminal degree positioned as the “Global Executive DBA.” The new program will provide its participants the skills necessary for developing applied theory through managerial research with an emphasis in the global marketplace.

Through the DBA, FIU will be able to increase the number of degrees awarded in international business, an area of strategic emphasis. FIU will build on its nationally recognized International Business experience where it is ranked nationally in the top 15 for its undergraduate and graduate International Business programs.

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

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New Degree Proposal: Doctorate of Business Administration

International Business (CIP 52.1101)

College of Business

EXECUTIVE SUMMARY

The proposed Doctor of Business Administration [DBA] is a three-year program that will provide rigorous graduate education focusing on integration of business functions and concepts targeting executives and senior managers. It will be a lockstep program with the first two years focused on core course work and the third year focused on the dissertation. The new program is fundamentally different from FIU's traditional PhD program. Professional doctorate-level educational programs are growing in popularity due to the increasing need for advanced research skills within the professional business setting. The DBA targets individuals with long-standing successful careers in management who wish to enhance their careers through a terminal degree, but cannot afford a significant break in career trajectory. The traditional PhD in Business Administration is not intended as a practitioner degree, it focuses on teaching and academic research, often establishing new theory. This new professional doctoral degree provides the skills necessary for developing applied theory through managerial research with an emphasis in the global marketplace. Therefore, the program is positioned as the "Global Executive DBA." The skills obtained in the program can provide advanced career opportunities such as, Senior Consultant (including partner level), C-Suite or President level assignments, Board of Director appointments, or Research/Teaching assignments in graduate programs at accredited colleges and universities.

Within the State of Florida there are currently five institutions offering a Doctorate of Business Administration (DBA), two of which are in the SUS; University of South Florida (USF) and University of Florida (UF). This program will differ significantly from the existing DBA programs in the SUS. The new DBA program will build on FIU's national recognition in "International Business [IB]." FIU's national recognition is based on our top 20 ranking for the undergraduate IB program and our globally networked Master of International Business program. By positioning the DBA conceptually as an IB program FIU will emphasize our global focus and aspirations. The programs at USF and UF currently focus on general business.

The DBA program fully integrates with the strategic plan of Florida's State University System related to Teaching and Learning, Strategic Priorities; Scholarship, Research, and Innovation, Productivity; and Community and Business Engagement, Productivity. Through the DBA, FIU will be able to increase the number of degrees awarded in international business, which is included as an area of strategic emphasis. FIU will build on its nationally recognized International Business experience where it is ranked nationally in the top 15 for its undergraduate and graduate International Business programs.

As a doctoral-level program, it will increase research activity and assist FIU in maintaining its “**Carnegie Research Very High**” status. FIU already offers a traditional PhD in Business administration as well as an Executive MBA. The DBA program will differ from these programs and enhance the portfolio of advanced programs offered in the College of Business. The DBA program goes beyond what is taught in an MBA and will provide skills of **creating applied management science theory**. The managerial research skills that the program develops for its participants will enable students to address business challenges and create best practice. Unlike the traditional PhD, the DBA is a practitioner degree and **emphasizes managerial research methodologies**. It trains students to develop new theory from managerial research and prepares for senior positions in business and/or continuing careers in academia.

The landscape of the global marketplace is changing and the demand for executives to have analytical and research skills is on the rise. FIU would serve not only the immediate area of Miami-Dade County, but the entire southern half of Florida. Surveys to FIU’s College of Business (COB) master’s-level alumni indicated that of the 1,949 responses, 221 (11%) would be interested. Given the 15,000+ master’s-level COB alumni, the program should easily attract sufficient applicants for the 25 slots as there are no other SUS institutions in the southern half of the Florida peninsula offering a DBA program. Additionally, the global focus that the FIU program will draw from the Americas will set it apart from the other programs offered in the state.

Implementation Timeframe	Projected Enrollment	
	HC	FTE
Year 1	25	18.75
Year 2	45	33.75
Year 3	65	48.75
Year 4	65	48.75
Year 5	65	48.75

Projected Program Costs				
E&G Cost per FTE	E&G Funds	Contract & Grants Funds	Auxiliary Funds	Total Cost
\$0	\$0	\$0	\$773,901	\$773,901
\$0	\$0	\$0	\$1,991,704	\$1,991,704

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

Academic Affairs Report

A. Unit Reports

- I. FIUBeyondPossible2020**
- 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. FIUBEYONDPOSSIBLE2020

1. FIUComPASS

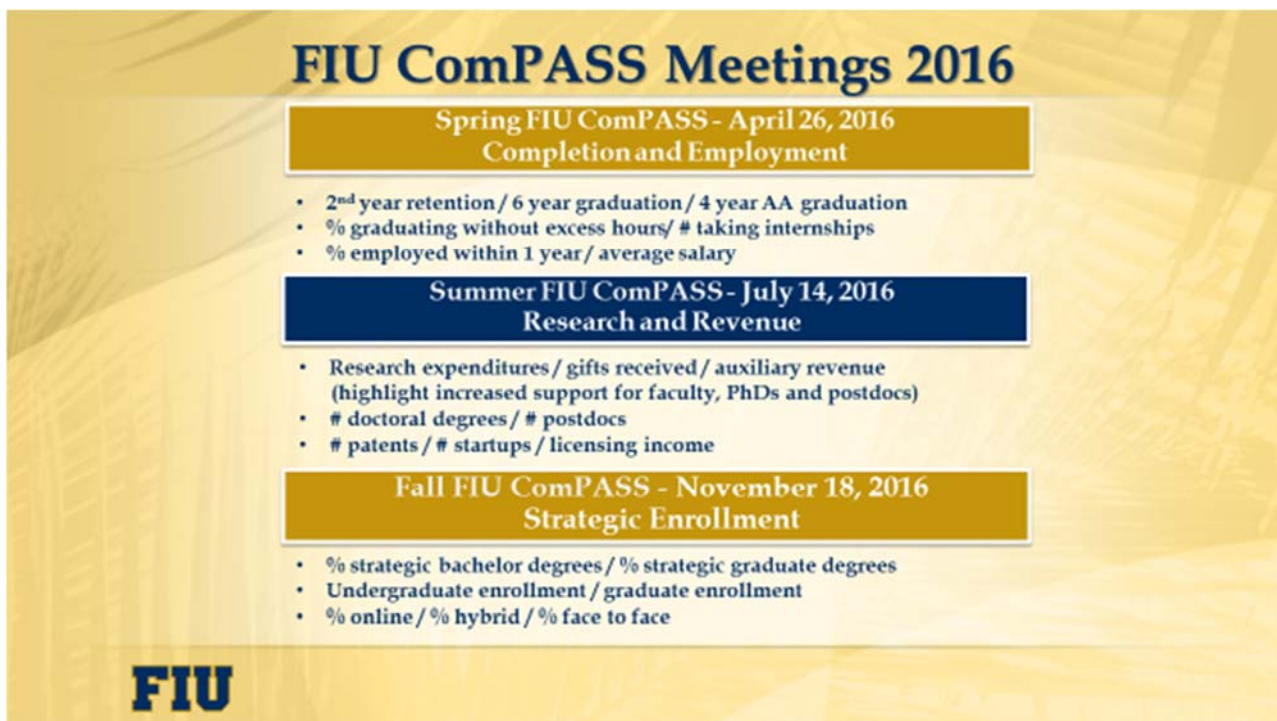
The first successful session of the Communication Protocol for Accountability and Strategic Support (ComPASS) was held on April 26. These ComPASS sessions are focused on using data to make informed decisions that impact the critical performance indicator goals detailed in the FIUBeyondPossible2020 strategic plan. The first ComPASS served as a barometer on how we can focus our collective energy on strategies that will provide the greatest return in our investments. Eight colleges were involved for this first session:

1. College of Architecture + The Arts
2. College of Business
3. Chaplin School of Hospitality and Tourism Management
4. Steven J. Green School of International and Public Affairs
5. College of Arts, Sciences and Education
6. College of Engineering and Computing
7. Nicole Wertheim College of Nursing and Health Sciences
8. Robert Stempel College of Public Health and Social Work

Three metrics were evaluated for this first session: 2nd year retention rates, Percent of bachelors graduating without excess hours, Percent of bachelors employed within one year and/or enrolled in graduate studies. The session was well attended by all deans and the department chairs. Additionally, all Vice Presidents along with the President and Provost attended the full day of strategic interactions. Specific priorities and action steps from this first session included:

- Sharing graduate studies and employment data collected from graduates directly with the deans
- Furthering integration of Career Services with each of the departments/colleges and beginning the career advising process earlier for students
- Developing a common template for advisor evaluations and a plan to reduce advisor attrition
- Enhancing the first year experience including improved integration with students' declared major
- Expanding successful models such as master classes and learning assistants to additional critical courses, particularly mathematics
- Improving the student advising dashboard to include financial information and critical indicators information
- Expanding use of Portfolium and LinkedIn to all FIU students to better prepare students for the job market and facilitate communication with students and alumni
- Promoting accelerated master's (4+1) programs, rather than additional majors/minors/certificates in order to reduce excess hours and improve student employability

Plans are already underway to hold a ComPASS session at the end of each semester with the next session currently scheduled for July 14, 2016 to focus on research and revenue. The Fall 2016 session, scheduled for November 18, 2016, will focus on strategic enrollment growth.



FIU ComPASS Meetings 2016

Spring FIU ComPASS - April 26, 2016
Completion and Employment

- 2nd year retention / 6 year graduation / 4 year AA graduation
- % graduating without excess hours / # taking internships
- % employed within 1 year / average salary

Summer FIU ComPASS - July 14, 2016
Research and Revenue

- Research expenditures / gifts received / auxiliary revenue (highlight increased support for faculty, PhDs and postdocs)
- # doctoral degrees / # postdocs
- # patents / # startups / licensing income

Fall FIU ComPASS - November 18, 2016
Strategic Enrollment

- % strategic bachelor degrees / % strategic graduate degrees
- Undergraduate enrollment / graduate enrollment
- % online / % hybrid / % face to face

FIU

2. Strategic Implementation Project Plans

The strategic implementation steering committee recommended the approval of 33 project plans totaling \$6.04Million. These project plans were approved by the President, Provost and Chief Financial Officer for funding in fiscal year 2017. All approved projects will be reviewed annually and renewals subject to demonstrated performance and available funding. The steering committee will have quarterly meetings to evaluate project plans while the chairs of each committee will have monthly meetings with the Provost to ensure smooth implementation of all approved projects.

3. Incentive Based Budget Model

As reported previously on March 11, Phase 1 of the new Incentive Based Budget Model has been successfully implemented with all academic units. Fifty percent (50%) of the budget from all vacant faculty positions has been withheld. Requests for the strategic reallocation of the withheld budget into areas of Research and Student Success are currently being evaluated by the Provost, Vice Presidents for Academic Affairs and Research and Economic Development.

II. STUDENT SUCCESS REPORT

1. USU/APLU Completion Grant Seed Funds

FIU was awarded \$50,000 to improve upon the Graduation Success Initiative (GSI) graduation grant available to eligible graduating seniors. The grant is for a two-year period, with a goal of awarding 40% of eligible seniors with grants to assist them with graduating by the end of this period. To accomplish this goal, FIU will be mentored by Georgia State University, who has successfully implemented a similar program.

2. Graduating Student Outreach

The Student Success Initiative has worked closely with undergraduate advising to perform outreach to seniors in the 2010 and 2011 FTIC cohorts who applied for graduation in 2015, but were denied. Advisors were asked to reach out to these students and review the reason for the denial, as well as ensure that they have applied for spring 2016 graduation if they had not already. This outreach will continuously occur after each graduation certification.

3. Summer Success Workshops

The Student Success Initiative has partnered with the Center for Academic Success and other campus units to develop a summer workshop series for FTIC students. These workshops will target students who may have struggled academically in the fall and spring semesters, but are attending in summer to raise their GPAs. In addition to these workshops, students will be offered personalized student success coaching.

III. ENGAGEMENT REPORT

1. Black Tech Week

Black Tech Week, a startup business conference geared toward minority business people in science, technology, engineering, and math (STEM) fields was hosted at FIU's Biscayne Bay Campus from Feb 17-20, 2016. This was an opportunity for students, faculty and the community to come together during Black History Month to learn from entrepreneurial experts and network with peers in the startup field. As we continue to push to become leaders in inclusive STEM programs, our partnership with Black Tech Week is a natural extension of the commitment we have to building the next generation of entrepreneurs and business leaders; people who are reflective of our community.

The Office of Engagement co-sponsored the event. For the conference we had a total of 576 registered attendees, out of which approximately 110 were FIU students and 1900 total participants in the entire week of programming.

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 Academic Leaders Council (OCOG ALC), FIU continues to break new ground in its collaborative efforts to improve student success and access. On Friday, February 26, and Monday, March 14, FIU joined the Beacon Council in hosting the OCOG ALC committee meetings with leaders from the business, economic development, and education communities. During the meeting, members reported on data regarding their institutions' retention and attrition rates. Members discussed ways to collectively address common factors leading to student attrition. The Talent Development Network Program Coordinator reported on the current successes of the ALC-wide internship program, while the group also discussed the creation of career portals – an online program designed to help students of all ages, parents and academic advisors plan school to career pathways. The ALC's goal is to create a world-class educational ecosystem – and by continuing to open up dialogue among the presidents and superintendent of each of the seven ALC institutions, important strides toward that end, for our students, are being accomplished.

3. Life Sciences South Florida

Life Sciences South Florida (LSSF): LSSF continues to focus its programming and activities on supporting the growth of life sciences in the region, with the goal of increasing student opportunities in this arena. LSSF hosted its fourth annual STEM Undergraduate Student Research Symposium on Saturday, April 2. Students from LSSF member institutions convened at Broward College to present their original

research to expert judges, as well as to learn from exceptional keynote speakers. Additionally, LSSF held its first annual Lifees event during the eMerge Americas Conference on Monday, April 18. The Lifees event recognized members of the life sciences industry for excellent collaboration with life sciences students and college/university programs. LSSF member students, faculty, and administration were able to learn from a panel of expert women in STEM, hear from keynote speakers, and sit among life sciences industry and supporters.

4. The Miami Job Flea

The Talent Development Network (TDN), in partnership with The New Tropic and the Arts & Entertainment District, hosted the “The Miami Job Flea,” a job and internship fair for students and young professionals across Miami-Dade County. More than 1,000 students indicated they would attend. The event was an enormous success in attracting Miami’s young talent and connecting them with jobs and internship opportunities with employers as diverse as the Miami Heat, Adrienne Arsht Center, Uber, and more. The event culminated in an hour-long lightning round speaker series on talent in Miami featuring the Knight Foundation’s Matt Haggman, FIU VP for Engagement Saif Ishoof, and Pandwe Gibson of EcoTech Visions.

The event directly led to:

- 33 new internships being posted on TDNMiami.com
- 33 new employer registrations
- 53 new registered students
- 115 applications processed

IV. ENROLLMENT MANAGEMENT AND SERVICES REPORT

1. University Enrollment

Spring 2016

As of March 30th, 51,573 students have enrolled in courses for the Spring 2016 term. This represents a 1.30% or 663 student increase as compared to the Spring 2015 enrollment of 50,910. In terms of FTE’s, these have remained flat at 12, 276.30 in Spring 2016.

New Student Trends - Summer 2016

As of March 29th, 4,198 students applied for the Summer 2016 term which is being rebranded as Early Fall Start for new FTIC as their profile and enrollment patterns are similar to those who enroll in the August Fall start. One thousand nine-hundred three (1,903) students have been admitted and 846 (44%) have already matriculated. The goal for Early Fall is to enroll 1,357 new FTIC and we are currently halfway toward the goal. As of the same date, 2,597 transfer applications has been received, One thousand

six-hundred six (1,606) students have been admitted and 875 (54%) have already matriculated. The goal for new transfer students for the summer 2016 term is 1,238.

New Student Trends- Fall 2016

As of March 29th, 16,629 students applied for the Fall 2016 term. Seven thousand five-hundred ninety-nine (7,599) FTIC students have been admitted and 1,557 (20.49%) have matriculated. The goal for Fall is to enroll 3,005 new FTIC and we are halfway toward our Fall goal. As of the same date, 4,264 transfer students applied, 2,284 students have been admitted and 693 (30%) have already matriculated. The goal for new transfer students for the Fall 2016 term is 4,733.

The Office of Undergraduate Admissions is currently conducting high touch yield activities to convert applicants to matriculated students. The Office of Financial Aid has sent out financial aid packages to new FTIC students, who are also FAFSA filers entering in either the Early Fall or Fall term. Sending out awards before May 1 gives students ample time to review and compare the FIU financial aid package with other schools they may be considering.

2. OneStop

Panther 360 (Salesforce) OneStop is entering its sixth month of using Panther 360 (Salesforce CRM). Spring 2016 will be the first full semester in which OneStop will be able to track and assess its impact on student services using phones, chat, and in-person transactions at both the Modesto A. Maidique Campus (MMC) and Biscayne Bay Campus (BBC). For the first three months of the Spring 2016 semester, OneStop has recorded 52,848 student interactions. The largest communication has been phone calls (24,735) followed by in-person (16,951) of which 80% of those interactions happening at MMC.

Based on the current Salesforce data, OneStop has been able to forecast staffing needs and create additional staff trainings on high volume questions from students.

3. Financial Aid

Disbursement As of March 28th, the Financial Aid Office has disbursed \$389 million to 37,878 students. For the same time period last year \$385.5 million was disbursed to 37,169 students. This represents a 2% increase in students receiving some form of assistance.

Fall 2016 Awarding

The initial awarding run for Fall 2016 new students has been completed.

Awarding Group	# Students
Early Fall Freshman	249
Fall Freshman	2,614
Fall Transfers	517
Total	3,380

We will continue to award new incoming Fall 2016 students on a weekly basis throughout the Spring and Summer.

Raise.me

FIU's partnership with the Raise.me micro scholarship program has yielded impressive results for the first group of students who are admitted for Fall 2016. 689 Fall 2016 admitted students earned Raise.me micro scholarships for enrollment at FIU. Of that number 474 had the academic credentials to receive a Gold and Blue scholarship. The other 215 students earned a total of \$273,503 through Raise.me micro scholarships. Students earned between \$360 - \$2500, with an average earned of \$636 per year.

Default Rate

FIU's 3-Year Cohort Default rate continues to decline as our Default Prevention Coordinator works with former students on repayment. Our most recent DRAFT 3-year rate is 5.5%, a 20% reduction from our previous final rate.

This table shows the progress in reducing our rates.

	2010 Cohort	2011 Cohort	2012 Cohort	2013 Draft Cohort
FIU	10.5%	8.9%	6.8%	5.5%

*3-Year Cohort Default rate is the percentage of a school's borrowers who go into repayment in the cohort year measured and default within the 3 year period measured

4. Registrar

On March 22, 2016, Summer and Fall 2016 registration opened for students in all priority groups. Graduate students, seniors, and transfer students who have completed the online orientation began registering for courses on March 28, 2016. The following list summarizes the remaining registration priorities for Summer and Fall:

- i. April 4, 2016 Juniors
- ii. April 11, 2016 Sophomores
- iii. April 18, 2016 Freshmen
- iv. April 25, 2016 Certificate and Affiliated Students
- v. May 12, 2016 Non-Degree Seeking Students (Summer only)

On March 28, 29, and 30, the Office of the Registrar participated in a commencement fair hosted at MMC by Community Relations and Special Events. During this fair, we provided 2,459 students with commencement passes. A similar commencement fair

was held at BBC on April 5th and 6th. FIU hosted a final commencement fair at MMC on April 27th. As of April 4, 2016, we received 4,932 applications for graduation.

V. INFORMATION TECHNOLOGY REPORT

1. IT Security Enhancement Strategy Update

As part of our ongoing mission to protect the University's data and improve information security, the Division of Information Technology has implemented a Two-Factor Authentication technology for select users, platforms, and applications. Two-Factor is one of the only ways to ensure the true identity of a person logging in. The concept behind Two-Factor is that a user will be challenged by something they know and something they have. Two-Factor authentication 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. All Virtual Private Network (VPN) users are now required to login using the Two-Factor authentication method. Two-Factor enhances the security when authenticating to sites by preventing the use of compromised accounts. Our goal is to ultimately have all students, faculty and staff authenticate to our systems using the Two-Factor method. We will continue to roll-out Two-Factor authentication to additional applications and services and will also standardize the login page for FIU to reduce the potential for phishing attacks.

2. Human Resources 9.2 Upgrade Update

The Division of Information Technology, along with the Division of Human Resources went live with the Panthersoft Human Resources 9.2 upgrade on March 21, 2016. This nine-month project successfully upgraded and deployed the new PeopleSoft Human Capital Management (HCM) version, in addition to upgrading hardware, storage, operating systems, and databases. The added features and functionalities to modules (recruitment, time and labor, payroll, embedded analytics, and development tools) in this upgrade will ensure our operational processes and technologies are more efficient and will continue to help streamline FIU's operations.

3. Student Academic Success Center (SASC) Classroom Technology

The Division of Information Technology will be providing all of the classroom technology integration for the new Student Academic Success Center (SASC) building. The new SASC building will feature a 750-seat lecture hall and will be equipped with state-of-the-art presentation and video conferencing capabilities. Classrooms in the SASC building will be modeled to allow for "active style" learning and teaching. Once major construction has been finalized, the Division of IT will begin the integration phase.

VI. RESEARCH AND ECONOMIC DEVELOPMENT / UNIVERSITY GRADUATE SCHOOL

1. External Grant Awards' Performance

Awards received by FIU researchers through February 2016 increased by 18% to \$67.7M when compared with awards received during the same period last fiscal year. The effective facilities and administrative costs rate (F&A) also increased to 20%, whereas last fiscal year through February 2015 it was 18%. Notable increases include 62% in the Nicole Wertheim College of Nursing and Health Sciences; 60% in the Herbert Wertheim College of Medicine; 40% in the College of Architecture + The Arts; 39% in the Chaplin School of Hospitality and Tourism Management; and 34% in the College of Engineering and Computing. Awards received by centers, institutes and museums increased by 54% through February 2016—\$27.4M versus \$17.8M received through February 2015. Centers, institutes and museums with notable increases include Biomolecular Sciences Institute (657%), CIARA (378%), Center for Women's and Gender Studies (226%), STEM Transformation Institute (127%), ARC (124%), International Forensic Research Institute (85%), Center for Children and Families (46%), Extreme Events Institute/International Hurricane Research Center (40%), Center for Diversity in Engineering (39%), and the Institute for Public Management and Community Service (32%).

2. Research Accomplishments

The National Institutes of Health (NIH) awarded FIU a \$9.5 million endowment for an FIU Health Disparities Initiative (FIU-HDI) that will expand FIU's capacity to conduct health disparities community-based participatory research. The study will have a direct impact in reducing the high rates of HIV, substance abuse, and obesity among African Americans, Latinos, Haitians, and all underserved communities in South Florida and the Caribbean region. In addition, the FIU-HDI will increase in the number of doctoral-level trained health disparities researchers whose research will provide valuable information to health care providers and policymakers in developing effective interventions leading to reductions in the rates of HIV, substance abuse, and obesity in vulnerable populations in South Florida and the Caribbean region. The endowment will support three endowed faculty positions with expertise in health disparities and the establishment of a doctoral track in health disparities at the Robert Stempel College of Public Health and Social Work. FIU-HDI will also expand and strengthen the Herbert Wertheim College of Medicine curriculum by exposing medical students to health disparities research.

The endowment will also allow the FIU-HDI to establish a health disparities innovation and technology transfer initiative within ORED focused on the development and commercialization of technologies that will help reduce health disparities for populations in South Florida and the Caribbean. The health disparities technology component will focus on programs that deliberately addresses the gap between treatments (i.e., theory and basic science) and the services being provided to populations (i.e., practice).

3. University Graduate School (UGS) Initiatives

During the last week of March 2016, the University celebrated graduate student research by hosting a series of scholarly and social events during Graduate Student Appreciation Week (GSAW). Over 1,000 students, faculty, and staff joined the Graduate and Professional Student Committee (GPSC) and UGS to take part in the week's major events. The week kicked off with the Graduate Scholarly Forum, a two-day conference during which a total of 236 graduate students competed and presented their research to a panel of 72 FIU faculty judges. GSAW concluded with the UGS Provost Awards Recognition Reception, during which the Provost, the UGS Dean and Vice President of Research, and the GPSC recognized the 2016 graduate faculty and student awardees for outstanding mentorship, research, teaching, community engagement, and scholarship. This year's recognition reception included keynote speaker and graduate education expert Dr. Suzanne Ortega, President of the Council of Graduate Schools, who engaged the audience in a dialogue on the importance of graduate research and post graduate career placement.

4. Innovation and Economic Development

Thus far this fiscal year, FIU researchers have filed for 44 patents (reaching 73% of our FY 2015-2016 goal of 60), have presented 49 disclosures, and have been issued 11 patents. To continue to increase faculty and student innovation and entrepreneurship activities, ORED has delivered multiple trainings and workshops on patents, grants for commercialization of intellectual property, and general entrepreneurship. On February 22, ORED hosted a highly-anticipated half-day workshop for academic innovators and entrepreneurs. The "standing room only" event attracted approximately 70 attendees. Faculty from FIU were joined by their colleagues at the University of Miami, staff from Nicklaus Children's Hospital, managers from regional scientific institutes, and representatives from technology-based companies as they engaged with leaders from the Offices of Small Business Innovation Research (SBIR) and Small Business Technology Transfer Research (STTR) at three institutes of the National Institutes of Health. In the afternoon, 19 FIU faculty members met individually with the pertinent NIH visitors to discuss the potential commercial value of his or her research activity. As a follow up, FIU received a grant to conduct a full-day workshop similar to the one held with NIH. Rounding out these efforts, FIU, in partnership with UCF, launched a 5-week mini NSF I-Corps program comprised of eight teams (three to four members each) of faculty, students and entrepreneurship mentors to work on performing customer discovery on their technologies. In addition to this work, significant strides have been made to formally launch FIU's entrepreneurship hub at MMC, StartUP FIU, by Fall 2016 aimed at creating new high-impact companies and successfully growing early-stage technology startups. Plans are also underway to develop two other hubs, one with a private partner around food innovation and entrepreneurship at BBC, and the other with industry partners around computer science and engineering in the West End Innovation District of Miami.

VII. STUDENT AFFAIRS REPORT

1. FIU Sorority and Fraternity System Growing

FIU's administration is well aware of the importance of its Greek system to campus life. The system has grown to 39 chapters and boasts 2,890 members. The Greek community assists with the development of strong campus and community leaders who are known to give back to FIU as alumni through service and with their donations. For Fall 2015 semester, the combined fraternity grade point average was 2.86 while the combined sorority GPA was 3.00. The MMC Campus Life office has three full-time employees and one graduate student who work with the sorority and fraternity community. They held 43 workshops in Fall 2015 for the Greek students. One outside consultant provided a report with several recommendations for the system, and another report that reviewed the traditional African-American/black Greek organizations was done. FIU has two fraternity houses located on campus and is investigating constructing a building to house individual suites for the Greeks to meet and hold events.

2. Children's Creative Learning Center Reaccredited

The Children's Creative Learning Center (CCLC) at FIU hosted an external review team from the AdvancED Accreditation Commission, and we are pleased to report that the team has recommended that the CCLC be given accreditation for a five-year term. There are only 60 Early Learning Schools with this distinction in Florida. The AdvancED accreditation standards require that a center have effective and responsive leadership; have a rigorous curriculum taught through sound research-based methods; collect, report, and use performance results; provide adequate resources and support for its educational programs; value and communicate with stakeholders; and have a commitment to continuously improve.

The CCLC enrolls 60 children between the ages of two and five. It is comprised of children of FIU students (27%), faculty/staff (31%), alumni (22%), and community (20%).

3. Bowling Green State University Exchange

The Division of Student Affairs provided support for 22 FIU higher education graduate students to attend an annual exchange with Bowling Green State University. The BGSU exchange is in its seventh year and serves as an opportunity for FIU students to gain invaluable experience to supplement their coursework in a different college setting during Spring break. Each participant was assigned an office in the Division of Student Affairs at BGSU and spent a week immersed in that experience and then returned to FIU and compared that experience to their education and how FIU operates similar offices. The program was a success and an opportunity for our students to put theory into practice in a professional setting. Dr. Eric Arneson, assistant vice president for Student Affairs, accompanied the students on the trip.

B. Key Performance Indicators

Performance Based Funding Model 2016-17 Florida International University												
Points	FIU	Excellence						Improvement				
		10	9	8	7	6	5	10	9	8	7	
Key Metrics Common to All Universities												
	2013-14											
1	Percent of Bachelor's Graduates Employed and/or Continuing their Education 1 Yr after Graduation	75.67%	80%	77.5%	75%	72.5%	70%	67.5%	5.0%	4.5%	4.0%	3.5%
	2013-14											
2	Median Average Full-time Wages of Undergraduates Employed in Florida 1 Yr after Graduation	\$ 36,900	\$ 40,000	\$ 37,500	\$ 35,000	\$ 32,500	\$ 30,000	\$ 27,500	5.0%	4.5%	4.0%	3.5%
	2011-15											
3	Average Cost per Undergraduate Degree to the Institution	\$ 25,990	\$ 21,589	\$ 22,939	\$ 24,287	\$ 25,637	\$ 26,986	\$ 28,336	5.0%	4.5%	4.0%	3.5%
	2009-15											
4	Six-Year Graduation Rate <i>Full-time and Part-time FTIC</i>	56.83%	70%	68.8%	67.5%	66.3%	65%	63.8%	5.0%	4.5%	4.0%	3.5%
	2014-15											
5	Academic Progress Rate <i>2nd Year Retention with GPA Above 2.0</i>	80.38%	90%	88.8%	87.5%	86.3%	85%	83.8%	5.0%	4.5%	4.0%	3.5%
	2014-15											
6	Bachelor's Degrees Awarded in Areas of Strategic Emphasis <i>(includes STEM)</i>	46.90%	50%	47.5%	45.0%	42.5%	40%	37.5%	5.0%	4.5%	4.0%	3.5%
	Fall 2014											
7	University Access Rate <i>% of Undergraduates with a Pell-Grant</i>	50.53%	30%	28.8%	27.5%	26.3%	25%	23.8%	5.0%	4.5%	4.0%	3.5%
	2014-15											
8	Graduate Degrees Awarded within Programs of Strategic Emphasis <i>(includes STEM)</i>	54.10%	60%	57.5%	55%	52.5%	50%	47.5%	5.0%	4.5%	4.0%	3.5%
Institution-Specific Metrics												
	2014-15											
9	BOG Choice - Percent of Bachelor's Degrees Without Excess Hours	68.93%	80%	77.5%	75%	72.5%	70%	67.5%	5.0%	4.5%	4.0%	3.5%
	2014-15											
10	BOT Choice - Bachelor's Degrees Awarded to Minorities	85.31%	40%	37.5%	35%	32.5%	30%	27.5%	5.0%	4.5%	4.0%	3.5%

Total FIU Points

76