



FLORIDA INTERNATIONAL UNIVERSITY

BOARD OF TRUSTEES

FULL BOARD MEETING

Thursday, June 2, 2016

2:00 pm **approximate start time*

Florida International University
Modesto A. Maidique Campus
MARC International Pavilion

AGENDA

- | | |
|---|---------------------------|
| 1. Call to Order and Chair's Remarks | Chair Claudia Puig |
| 2. Foundation Report | Thomas M. Cornish |
| 3. Public Appearances | Claudia Puig |
| 4. President's Report | Mark B. Rosenberg |
| 5. Action Items – Consent Agenda | Claudia Puig |
- BT1. Minutes, February 10, 2016
 - BT2. Minutes, March 11, 2016
 - FA2. Proposed 2016-17 Fixed Capital Outlay Budget
 - FA3. Request for Approval of FIU's 2017-18 Fixed Capital Outlay Legislative Budget Request, Consisting of the five-year Capital Improvement Plan
 - FA4. Approval for FIU to Undertake a Competitive Bid Process to Sublease the Wolfsonian-FIU Annex Building and Parking Lot
 - AP1. Tenure Nominations
 - AP2. Tenure as a Condition of Employment Nomination
 - AP3. New Program Proposal: Doctorate of Business Administration in International Business

6. Action Items

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| FA1. Proposed 2016-17 University and DSO Operating Budgets | Gerald C. Grant, Jr. |
| G1. 2016-17 University Work Plan | Claudia Puig |
| G2. University and President's Performance Goals, 2016-17 | Claudia Puig |

7. Status Reports, Board Committees

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| ▪ Finance and Audit Committee Report | Gerald C. Grant, Jr. |
| ▪ Academic Policy and Student Affairs Committee Report | Cesar L. Alvarez |
| ▪ Health Affairs Committee Report | Jose J. Armas |
| ▪ Governance Committee Report | Claudia Puig |

8. New Business <i>(If any)</i>	Claudia Puig
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9. Concluding Remarks and Adjournment	Claudia Puig
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The next Full Board Meeting is scheduled for Thursday, September 1, 2016

FULL BOARD Meeting

Date: June 2, 2016

Subject: Approval of Minutes of Meeting held on February 10, 2016

Proposed Board Action:

Approval of Minutes of the Florida International University Board of Trustees, Full Board meeting held on Wednesday, February 10, 2016 via conference call.

Background Information:

Board members will review and approve the Minutes of the Florida International University Board of Trustees, Full Board meeting held on Wednesday, February 10, 2016 via conference call.

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**FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES
FULL BOARD MEETING
FEBRUARY 10, 2016
MINUTES**

1. Call to Order and Chair's Remarks

Board Chair Claudia Puig convened the meeting of the Florida International University Board of Trustees at 10:47 a.m., on Wednesday, February 10, 2016, via conference call.

The following attendance was recorded:

Present:

Claudia Puig, Chair
Cesar L. Alvarez
Jose J. Armas
Leonard Boord
Gerald C. Grant, Jr.
Michael G. Joseph
Natasha Lowell
Albert Maury
Justo L. Pozo
Kathleen L. Wilson

Excused:

Jorge L. Arrizurieta
Alexis Calatayud
Mayi de la Vega

Chair Puig welcomed all Trustees, University faculty and staff. She thanked all Trustees for making themselves available to participate in the conference call.

On behalf of the Board, Chair Puig congratulated Trustee Gerald C. Grant, Jr., noting that he was recently reappointed by the Florida Board of Governors to serve a second term on the FIU Board of Trustees.

Chair Puig stated that it was through the dedicated efforts of the University's leadership and the important contributions of the faculty, staff and doctoral students, that FIU has joined the top tier of research universities in the U.S. by achieving the Carnegie Basic Classification of R1: Doctoral Universities – Highest Research Activity.

2. Public Appearances

There were no public appearances.

3. Action Items – Consent Agenda

Chair Puig noted that the Governance Committee met earlier in the day and recommended approval by the Board of the actions contained in the Consent Agenda.

Chair Puig asked for comments on any of the items included in the Consent Agenda. Hearing none, a motion was made and passed to accept the Consent Agenda, and members of the Board concurred with the following actions:

- **Ratification of the 2015-2018 Collective Bargaining Agreement between the Florida International University Board of Trustees and the United Faculty of Florida – FIU Chapter** - Ratify the 2015-2018 Collective Bargaining Agreement between the Florida International University Board of Trustees and the United Faculty of Florida – *FIU Chapter*.
- **Ratification of the 2015-2018 Collective Bargaining Agreement between the Florida International University Board of Trustees and the Dade County Police Benevolent Association Law Enforcement Bargaining Unit** - Ratify the 2015-2018 Collective Bargaining Agreement between the Florida International University Board of Trustees and the Dade County Police Benevolent Association Law Enforcement Bargaining Unit (PBA Rank and File Unit).
- **Ratification of a Memorandum of Understanding between the Florida International University Board of Trustees and the Dade County Police Benevolent Association Lieutenants Law Enforcement Bargaining Unit** - Ratify the Memorandum of Understanding between the Florida International University Board of Trustees and the Dade County Police Benevolent Association Lieutenants Law Enforcement Bargaining Unit (PBA Lts) providing parity with the wage provisions for the PBA Lts and the PBA Rank and File Unit.

4. New Business

No new business was raised.

5. Concluding Remarks and Adjournment

With no other business, Board Chair Claudia Puig adjourned the meeting of the Florida International University Board of Trustees on Wednesday, February 10, 2016 at 10:51 a.m.

Claudia Puig
Chair
FIU Board of Trustees

Mark B. Rosenberg
Corporate Secretary
FIU Board of Trustees

MB
2.11.16

FULL BOARD Meeting

Date: June 2, 2016

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

Proposed Board Action:

Approval of Minutes of the Florida International University Board of Trustees, Full Board meeting held on Friday, March 11, 2016 at the Modesto A. Maidique Campus, Parkview Hall, Multipurpose Room.

Background Information:

Board members will review and approve the Minutes of the Florida International University Board of Trustees, Full Board 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
FULL BOARD MEETING
MARCH 11, 2016
MINUTES**

1. Call to Order and Chair's Remarks

Board Chair Claudia Puig convened the meeting of the Florida International University Board of Trustees at 2:14 p.m., on Friday, March 11, 2016, at the Modesto A. Maidique Campus, Parkview Hall, Multipurpose Room, Miami, Florida.

The following attendance was recorded:

Present:

Claudia Puig, *Chair*
Cesar L. Alvarez
Jorge L. Arrizurieta
Leonard Boord
Alexis Calatayud
Gerald C. Grant, Jr.
Natasha Lowell
Albert Maury
Kathleen L. Wilson

Excused:

Jose J. Armas
Mayi de la Vega
Michael G. Joseph
Justo L. Pozo

Chair Puig welcomed all Trustees, University faculty and staff. On behalf of the Board, she congratulated Trustee Jose J. Armas and Trustee Gerald C. Grant, Jr., noting that they were recently reappointed to serve a respective second term on the FIU Board of Trustees. She thanked the members of the FIU Board of Trustees who traveled to Tallahassee for FIU Day with the delegation of students, administrators, and faculty to advocate for the University's legislative priorities. On behalf of the FIU Board of Trustees, Chair Puig extended her gratitude to Student Trustee and Student Government President for the Modesto A. Maidique Campus, Alexis Calatayud for her leadership and dedication to the Board, to the University and to the students.

2. Foundation Report

FIU Foundation, Inc. Board of Directors Vice Chair Richard Brilliant provided the Foundation Report. He presented a campaign and fundraising update. He stated that as of March 4, 2016, the Foundation's investment portfolio totaled approximately \$233 million, down an estimated 6.1% fiscal year-to-date. He added that \$16 million has been raised towards the \$56 million fundraising goal, adding that to date the fundraising total is \$310 million.

3. Public Appearances

Ms. Jacquelyn Amie Esteves, junior majoring in Agricultural Sciences, addressed the Board to express her opposition to the agenda item pertaining to the approval of Amendment to the 2010-20 Campus Master Plan for the Modesto A. Maidique Campus to accommodate the construction of two intramural/athletics department practice fields.

4. President's Report

University President Mark B. Rosenberg requested that Vice President for Governmental Relations Michelle L. Palacio provide a legislative update. VP Palacio reported that the State Legislature appropriated \$28 million in new funding for FIU in the 2016-17 state budget, adding that \$20 million of that appropriation was designated for infrastructure projects. She noted that the University expects to receive approximately \$9 million for Performance Funding, in addition to funding for numerous FIU projects: the University Paradigm: Learn, Interact, Facilitate, Transform (FIU UP:LIFT) initiative; Hurricane Research Mitigation Projects including the Wall of Wind and Public Loss Model; and Startup FIU. She thanked the State Legislature, especially the Miami-Dade delegation, for championing FIU's priorities. She added that the budget will require the final approval of the Governor, further noting that all funded projects with the exception of FIU UP:LIFT are subject to a potential veto.

President Rosenberg noted that FIU continues to advocate the importance of relocating the Fair in order to realize the academic and economic benefits to the community through FIU's expansion. He added that in order to meet the rapidly growing demand of jobs requiring science and engineering skills, it is anticipated that the Board of Trustees will discuss the expansion of the University's Engineering Center at a future meeting.

Associate Vice President for Advancement/Alumni Affairs Duane Wiles noted that Trustee Gerald C. Grant, Jr.'s leadership has played a critical role in propelling Panther Alumni Week (PAW) forward. Mr. Wiles noted that during PAW's week of service, alumni are invited to return as guest speakers to inspire students and share career advice. He introduced President's Council member Mr. Michael A. Hernandez '04, MPA '11, who serves as the Director of Communications for the Office of Miami-Dade County Mayor Carlos Gimenez and freshman and Student Ambassador Ms. Amanda Silva. Ms. Silva and Mr. Hernandez discussed their respective experiences with PAW.

President Rosenberg reported that the FIU community recently celebrated the opening of the world-class exhibition *Predators and Prey: A Roman Mosaic from Lod, Israel* at the Frost Art Museum. He noted that William Shakespeare's *First Folio* was on display in February at the FIU Patricia & Phillip Frost Art Museum, adding that the University was the only site in Florida to host a first edition of his collected works.

5. Action Items – Consent Agenda

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

Chair Puig asked for comments on any of the items included in the Consent Agenda. Hearing none, a motion was made and passed to accept the Consent Agenda, and members of the Board concurred with the following actions:

- **BT1. Minutes, December 9, 2015** - Approve the Minutes of the Florida International University Board of Trustees, Full Board meeting held on Wednesday, December 9, 2015 at the Modesto A. Maidique Campus, Graham Center Ballrooms.
- **FA3. Proposed Amendment to Regulation - FIU-115 Skateboarding, Skates, Scooters, Ripstiks, Hoverboards, and other Similar Devices and High Risk Activities on University Property** - Approve the proposed Amendment to the Regulation of the Skateboarding, Skates, Scooters, Ripstiks, Hoverboards, and other Similar Devices and High Risk Activities on University Property FIU-115 and delegate authority to the University President to approve any subsequent amendments that are based on comments to the Regulation received from the Florida Board of Governors and as a result of the regulation-making process.
- **AP1. Tenure as a Condition of Employment Nomination** - Approve one (1) candidate for Tenure as a Condition of Employment (TACOE).
- **AP2. New Program Proposal: Master of Science in Logistics Engineering** - 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** - Approve an exception to the 120 credit hour limit for the Bachelor of Science in Dietetics and Nutrition (CIP 51.3101).

6. Action Items

FA1. Finance and Audit Committee Charter

University General Counsel M. Kristina Raattama provided an overview of the proposed revisions to the Finance and Audit Committee Charter, delineating key changes. She added that the Finance and Audit Committee amended the proposed Charter revisions to increase the minimum committee membership from four to five and to maintain the separate sessions with the Chief Audit Executive and with senior management as currently prescribed in the Charter.

A motion was made and passed that the FIU Board of Trustees approve the proposed revisions to the Finance and Audit Committee Charter, as amended.

FA4. Approval of Amendment to the 2010-20 Campus Master Plan for the Modesto A. Maidique Campus to accommodate the construction of two intramural/athletics department practice fields

Senior Vice President of Administration and Chief Financial Officer Kenneth A. Jessell presented the Approval of Amendment to the 2010-20 Campus Master Plan for the Modesto A. Maidique Campus to accommodate the construction of two (2) intramural/athletics department practice fields (the Project) for Committee review. He noted that on December 9, 2015, the Florida International

University Board of Trustees approved the construction of two recreational/practice fields on the MMC campus and also delegated to the University President the authority to amend the construction program as required in order to consider and implement alternative lower-cost opportunities for the Project that achieve the same objectives.

Sr. VP and CFO Jessell stated that the practice fields will serve both the recreational needs of students engaged in intramural athletics programs as well as the needs of football and other athletics programs. He added that while developing the program, additional limitations with the original site were identified and, alternative options and locations were considered. He indicated that meetings were held with Miami-Dade County Parks and Recreation officials to discuss the viability of sharing existing intramural fields at Tamiami Park, noting that this option was later deemed unfeasible due to annual restoration caused by the fair patron parking and non-exclusive use.

Sr. VP and CFO Jessell noted that the amendment to the Campus Master Plan reflects the re-location of the Project to the northern part of the area on campus identified as the Preserve, an area containing approximately 2.82 acres. He further noted that the area includes a man-made pond and is over-grown with extensive invasive and exotic trees that have been under a removal program. He indicated that an additional land area south and west of the Preserve, comprising approximately 2.95 acres, will be reclassified as Preserve area to offset the currently open space to be utilized for the Project and that the location change will achieve an approximate \$900,000 savings to the Project after completing \$400,000 mitigation efforts in the newly created Preserve area. Additionally, he stated, since environment and sustainability are areas of strategic emphasis, the University will allocate from existing operating funds \$80,000 annually to maintain and enhance the Preserve in support of the teaching and research activities that take place there.

Sr. VP and CFO Jessell further stated that multiple meetings with the Faculty Senate and a town hall with student government were held in order to hear comments and address concerns from the University community. He stated that during its March 8, 2016 meeting, the Faculty Senate voted in support of the Project, adding that the Project will move forward with the cooperation of FIU faculty and staff to ensure successful outcomes of mitigation and long-term strategies to fulfill Preserve goals. Trustee Leonard Boord commented that protections should be put in place to ensure no further encroachment on the newly defined preserve boundaries.

Various Trustees thanked the students present for their involvement and concurred that the process to re-locate the Project was transparent and allowed key University stakeholders the opportunity to raise questions and voice their concerns. Sr. VP and CFO Jessell read an excerpt of an email message sent from Professor Phillip K. Stoddard to Ms. Roxanna Hinzman of the U.S. Fish and Wildlife Service on March 9, 2016. Sr. VP and CFO Jessell noted that Professor Stoddard states in the email that the area under consideration for conversion to practice fields is the least ecologically valuable part of the Preserve and that the area is greater than 90% invasive exotic trees of three species.

A motion was made and passed that the FIU Board of Trustees approve an amendment to the Campus Master Plan for the Modesto A. Maidique Campus to accommodate the construction of two (2) intramural/athletics department practice fields.

G1. Amendment to the Bylaws of the Florida International University Board of Trustees

Ms. Raattama presented the Amendment to the Bylaws of the Florida International University Board of Trustees (the BOT) for Committee review. The proposed amendment, she noted, provides that the Vice Chair of the Board will serve temporarily when a vacancy in the Board Chair position occurs and that an election will be held as soon as possible following a vacancy in the office of Board Chair and/or Vice Chair. She stated that this may result in the Board Chair and Vice Chair terms of office not running concurrently.

A motion was made and passed that the FIU Board of Trustees approve the amendment to the Bylaws of the BOT.

G2. Florida International University 2014-15 Annual Accountability Report

Trustee Cesar L. Alvarez, Chair of the Academic Policy and Student Affairs Committee, noted that the Committee met earlier in the day to review FIU's 2014-15 Annual Accountability Report, which he stated was submitted to the Florida Board of Governors on February 15, 2016. He requested that Provost and Executive Vice President Kenneth G. Furton present an overview of the document.

Provost Furton provided an overview of the data dashboard highlights with principal University metrics. He presented key institutional achievements, noting that FIU is the top university in the continental U.S. in graduating Hispanics with bachelor's and master's degrees in STEM according to *Excellencia in Education*. He stated that the \$20 million gift from Ambassador Steven J. Green, his wife Dorothea Green, daughter Kimberly Green and the Green Family Foundation, will help propel the Steven J. Green School of International and Public Affairs forward as one of the world's top academic centers. He indicated that FIU and M-DCPS continue to collaborate to increase the success of at risk high school students leading to a 442% increase in dual enrollment participation over the last five years.

Provost Furton provided an overview on the data on performance metric scores. He stated that overall, the University improved in seven of the 10 metrics and that nine of the 10 metrics are ranked as part of the Excellence category. He added that it is expected that the University's performance scoring will total 76 points out of 100. He indicated that until the BOG's final rankings are released, it is only a projection, but anticipates that this score will keep the University among the top 5 institutions in the state.

A motion was made and passed by the FIU Board of Trustees approving Florida International University's 2014-15 Annual Accountability Report as provided in the Board materials and delegate authority to the University President to perform finish editing as needed and to amend consistent with any comments received from the Board of Governors.

G3. President's Management Review, 2014-15

Board Chair Puig noted that the Board's Governance Committee met earlier in the day to undertake the assessment of President Rosenberg's accomplishments for the 2014-15 academic year relative to the Board-approved goals and his overall performance.

Board Chair Puig noted that as is required by the BOG, she discussed the President's annual evaluation with the Chair of the Board of Governors. She stated that the cooperation enabled the BOG to provide input in the President's evaluation prior to Board of Trustees review. Board Chair Puig added that the BOG Chair provided positive feedback and noted specifically the BOG's satisfaction with the FIU process for evaluating the President's performance as it aligned with the BOG's performance funding metrics.

A motion was made and passed by the FIU Board of Trustees granting a "Superior" performance rating to President Mark B. Rosenberg for his leadership of Florida International University during the 2014-15 academic year.

Board Chair Puig noted that as per the third amendment to Dr. Rosenberg's contract, the Board may, in its discretion, annually award Dr. Rosenberg incentive compensation of up to \$100,000 for the 2014-15 academic year. Board Chair Puig added that the Board has delegated the Governance Committee with the responsibility of carrying out the review and award of incentive compensation. She reported that the Governance Committee awarded President Rosenberg \$100,000 in incentive compensation for the 2014-15 academic year.

7. Election of Board Vice Chair

Board Chair Puig noted that in accordance with the recently amended Board's Bylaws, an election to fill the vacancy in the office of Vice Chair was required. She noted that upon election by the Board, the Vice Chair will serve for a two year term effective immediately. She then opened the floor for nominations for Board Vice Chair. Trustee Natasha Lowell nominated Trustee Jorge L. Arrizurieta for the office of Vice Chair and he was unanimously elected. On behalf of the Board, Chair Puig congratulated Trustee Arrizurieta.

8. Status Reports, Board Committees

Athletics Committee Report

Trustee Jorge L. Arrizurieta, Chair of the Athletics Committee, presented highlights from the Committee's meeting earlier in the day. He reported that FIU men's soccer coach Scott Calabrese, 2015 NSCAA Southeast Region Coach of the Year, discussed the men's soccer team season, which he noted ended with a 7-0 record that qualified them for the C-USA tournament that FIU won for the first time in a decade. Trustee Arrizurieta added that the Committee also met Mr. Marvin Hezel, captain of the men's soccer team. Trustee Arrizurieta also stated that the Committee received several reports, including an update on the seven-year agreement between Van Wagner Sports and Entertainment and FIU Athletics.

Finance and Audit Committee Report

Trustee Gerald C. Grant Jr., Chair of the Finance and Audit Committee, presented highlights from the Committee's meeting earlier in the day. He noted that the Committee tabled the proposed amendment to the University's Investment Policy in order to allow for further review prior to consideration by the Board. He reported that Sr. VP and CFO Jessell provided an update on the budget variance for the second quarter of FY 2015-16, noting that operating revenues were below estimates by \$7.1M (or 1 percent) and that expenses were below estimates by \$26.2M (or 5 percent).

He stated that as is stipulated in the Finance and Audit Committee Charter, the Committee met separately with the Chief Audit Executive without the presence of senior management.

Academic Policy and Student Affairs Committee Report

Trustee Cesar L. Alvarez, Chair of the Academic Policy and Student Affairs Committee, presented highlights from the Committee's meeting earlier in the day. He reported that Equal Opportunity Programs and Diversity Title IX Coordinator Shirlyon McWhorter provided an overview of the University's Title IX program, noting that Ms. McWhorter's presentation addressed the University's efforts in the areas of training, education and awareness.

9. New Business

Chair Puig announced that she wished to bring forth a new business item for the Board's review and consideration. She added that the Board's Bylaws state that the Board shall have special member categories of Chairperson Emeritus and Trustee Emeritus for honorary purposes to recognize past chairpersons and Trustees who have provided extraordinary service and contributions to the University and are no longer serving in that capacity. She presented a Resolution for Board approval, noting that she wishes to recognize Trustee Albert Maury's pivotal contributions to the University and commitment to higher education.

A motion was made and passed by the FIU Board of Trustees adopted the following Resolution:

WHEREAS, Mr. Albert Maury, has served dutifully as a member of the Florida International University Board of Trustees (the BOT) for over eight years in various capacities; and

WHEREAS, Mr. Maury is an FIU alumnus who has demonstrated his passion and unyielding commitment to FIU by selflessly giving of his time and service; and

WHEREAS, in addition to his numerous professional accomplishments, Mr. Maury, a staunch advocate for children, was recognized with an FIU medallion for his leadership and work in the community; and

WHEREAS, during his tenure as BOT Chair, Mr. Maury distinguished himself in numerous ways by leading with transparency in the spirit of collaboration and shared governance;

NOW, THEREFORE, BE IT RESOLVED that the BOT at its regular meeting this 11th day of March 2016, does hereby recognize, commend and express its gratitude to Mr. Albert Maury for his contributions to Florida International University,

BE IT FURTHER RESOLVED, that the BOT grants Mr. Albert Maury the status of Chairperson Emeritus of this Board with all the rights, honors and privileges thereunto appertaining; and

BE IT FURTHER RESOLVED that the University Administration take all actions necessary to give effect to this Resolution.

President Rosenberg introduced a video that featured local news coverage of William Shakespeare's First Folio at FIU.

10. Concluding Remarks and Adjournment

With no other business, Board Chair Claudia Puig adjourned the meeting of the Florida International University Board of Trustees on Friday, March 11, 2016 at 4:13 p.m.

There were no Trustee requests.

Claudia Puig
Chair
FIU Board of Trustees

Mark B. Rosenberg
Corporate Secretary
FIU Board of Trustees

MB
3.23.16

FULL BOARD Meeting

Date: June 2, 2016

Subject: Proposed 2016-17 - Fixed Capital Outlay Budget / Capital Improvement

Proposed Board Action:

Approve Florida International University's 2016-17 Fixed Capital Outlay Budget and authorize the University President to amend the budget as necessary, consistent with Legislative, Florida Board of Governors' and Florida International University Board of Trustees (the BOT) directives and guidelines.

Background Information:

Section 1013.61, Florida Statutes, requires that the BOT adopt a capital outlay budget for the ensuing year in order that the capital outlay needs of the BOT for the entire year may be well understood by the public.

Florida Board of Governors Regulation 1.001(6)(a) provides, in relevant part, that each board of trustees shall submit an institutional budget request, including a request for fixed capital outlay, to the Board of Governors for approval in accordance with the guidelines established by the Board of Governors.

The capital outlay budget is part of the annual budget and shall be based upon and in harmony with the BOT's capital outlay plan. The budget shall designate the proposed capital outlay expenditures by project for 2016-17 from all fund sources, as amended.

The Capital Outlay Budget governs the University's capital expenditures during the year.

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FLORIDA INTERNATIONAL UNIVERSITY BOARD OF TRUSTEES**PUBLIC EDUCATION CAPITAL OUTLAY PROJECTS (PECO) / CAPITAL IMPROVEMENT**

Critical Deferred Maintenance	\$4,889,537
Satellite Chiller Plant Expansion (MMC)	\$7,062,041

TOTAL 2016-17 CAPITAL OUTLAY BUDGET (PECO)/ CAPITAL IMPROVEMENT	\$11,951,578
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CAPITAL IMPROVEMENT TRUST FUND PROJECTS (CITF)

Recreation Center Expansion MMC	\$3,700,000
Health and Wellness Walk MMC	\$1,102,996

TOTAL CITF	\$4,802,996
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TOTAL 2016-17 CAPITAL OUTLAY BUDGET	\$16,754,574
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FULL BOARD Meeting

Date: June 2, 2016

Subject: Request for Approval of Florida International University's 2017-2018 Fixed Capital Outlay Legislative Budget Request, consisting of the 5-year Capital Improvement Plan

Proposed Board Action:

Approve FIU's 2017-2018 Fixed Capital Outlay Legislative Budget Request, consisting of the 5- year Capital Improvement Plan (CIP) and authorize the University President to amend the Legislative Budget Request as necessary, consistent with Florida Board of Governors and Florida International University Board of Trustees (the BOT) directives and guidelines.

Background Information:

Section 1013.64(4)(a), Florida Statutes, requires the BOT to update annually its fixed capital outlay budget request. In addition to Public Education Capital Outlay (PECO) projects, the capital request will include Capital Improvement Trust Fund (CITF) projects, projects from other state sources and projects from non-state sources including debt. It is anticipated that Florida International University will have the opportunity to submit a revised Fixed Capital Outlay Budget Request to the Florida Board of Governors in December 2016.

The Fixed Capital Outlay Budget Request governs the University's proposed capital expenditures during the next five years. The Fixed Capital Outlay Budget Request must be approved annually by the BOT.

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STATE UNIVERSITY SYSTEM

Five-Year Capital Improvement Plan (CIP-2) and Legislative Budget Request

Fiscal Years 2017-18 through 2021-22

Florida International University

PECO-ELIGIBLE PROJECT REQUESTS

BOT APPROVAL

DRAFT 5/13/2016

Priority No.	Project Title	2017-18	2018-19	2019-20	2020-21	2021-22
1	* FACILITIES INFRASTRUCTURE /CAPITAL RENEWAL - UW (P,C,E)	\$11,100,000	\$16,900,000	\$10,500,000	\$10,500,000	\$10,500,000
2	STRATEGIC LAND ACQUISITION - UW (A)	\$20,000,000	\$20,000,000			
3	** SCHOOL OF INTERNATIONAL & PUBLIC AFFAIRS (SIPA), "MATCH" Phase II - MMC (P,C)(C,E)	\$15,000,000				
4	*** ENGINEERING BUILDING - Phase I & II (P)(C,E) "MATCH"	\$3,500,000	\$56,000,000	\$45,500,000		
5	REMODEL./RENOV. OF EXIST. EDUC. SPACE - MMC (P,C,E)(P,C,E)	\$19,000,000	\$19,000,000	\$19,000,000		
6	REMODEL./RENOV. OF EXIST. EDUC. SPACE - BBC (P,C,E)(P,C,E)	\$14,000,000	\$14,000,000	\$14,000,000		
7	GREEN LIBRARY ADDITION - MMC (P)(C)(E)			\$15,000,000	\$25,000,000	\$22,300,000
8	ACADEMIC HEALTH CENTER STUDY COMPLEX - MMC (P,C)(C,E)			\$10,280,000	\$14,120,000	
9	SCIENCE LABORATORY COMPLEX - MMC (P,C)(C)(C,E)			\$15,150,000	\$19,300,000	\$34,450,000
10	CLASSROOM/OFFICE, (ACADEMIC III) - BBC (P,C)(C,E)			\$3,420,000	\$23,000,000	\$7,130,000
11	REMODEL./RENOV. OF ACADEMIC DATA CENTER - MMC (P,C,E)(P,C,E)				\$12,775,000	\$7,557,500
12	FACULTY AND STAFF TRAINING AND DEVELOPMENT CENTER - MMC (P,C)(P,C,E)				\$1,250,000	\$21,450,000
13	HONORS COLLEGE - MMC (P,C)(C,E)				\$2,000,000	\$37,750,000
14	HUMANITIES CTR., (SCIENCE, TECH., ENG., ARTS & MATH.) - MMC (P,C)(C,E)				\$24,300,000	\$17,550,000
TOTAL		\$82,600,000	\$125,900,002	\$132,850,000	\$132,245,000	\$158,687,500

CITF PROJECT REQUESTS

Priority No.	Project Title	2017-18	2018-19	2019-20	2020-21	2021-22
1	GRAHAM UNIVERSITY CENTER - MMC (P,C,E)	\$12,000,000	\$12,000,000			
2	WOLFE UNIVERSITY CENTER RENOVATIONS - BBC (P,C,E)	\$3,000,000	\$3,000,000			
3	RECREATION CENTER EXPANSION - BBC (P,C,E)	\$1,000,000	\$1,000,000			
4	RECREATION CENTER REMODELING - MMC (P,C,E)	\$1,000,000				
TOTAL		\$17,000,000	\$ 16,000,000	0	0	0

REQUESTS FROM OTHER STATE SOURCES

Priority No.	Project Title	2017-18	2018-19	2019-20	2020-21	2021-22
1	PARKVIEW HOUSING II - MMC (P,C,E)					
2	RESEARCH 1 - MMC, (P,C,E)					
TOTAL		0	0	0	0	0

REQUESTS FROM NON-STATE SOURCES, INCLUDING DEBT

Priority No.	Project Title	2017-18	2018-19	2019-20	2020-21	2021-22
1	HOTEL/CONFERENCE CENTER - MMC (P,C,E)					
2	MEDICAL ARTS PAVILION - MMC, (P,C E)					
3	HONORS COLLEGE HOUSING AND SUPPORT AREAS - MMC (P,C,E)					
TOTAL		0	0	0	0	0

* Includes BBC Lift Station and Sewer Line Repair of \$4 million and Engineering And Computer Science Building Envelope of \$3 million.

** Amount reflects 50 percent PECO; remaining 50 percent private funding.

*** Amount reflects 70 percent PECO; remaining 30 percent private funding.

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FULL BOARD Meeting

Date: June 2, 2016

Subject: Approval for the Florida International University (the “University”) to undertake a competitive bid process to sublease the Florida International University Wolfsonian Museum (“Wolfsonian-FIU”) Annex building and parking lot, located at 1500 and 1538 Lenox Avenue, Miami Beach, Florida, (the “Property”) leased by The Florida International University Board of Trustees (FIU BOT) from the Board of Trustees of the Internal Improvement Trust Fund of the State of Florida (TIITF); a finding that the sublease of the Property is necessary and desirable to serve the needs and purposes of the University; approval for the University to seek TIITF’s confirmation that it is not exercising its right of rejection as provided in the lease between FIU BOT and TIITF; upon the successful completion of the competitive bid process, the University will seek approval from the FIU BOT and the Florida Board of Governors to enter into the sublease with the selected sublessee

Proposed Board Action:

Approve the following:

- (a) The undertaking of a competitive bid process to sublease the Property for the purpose of generating revenue that (i) will allow for the leasing of a collections storage facility, which will be designed and outfitted with the appropriate environmental and physical systems to provide a more secure and protected space for the museum collections, and will meet the standards of the American Association of Museums for collections management and storage; and (ii) will help sustain and grow the educational activities of the Wolfsonian-FIU through its exhibitions, University and public programs and collections care and research;
- (b) A finding that the sublease of the Property is necessary and desirable to serve the needs and purposes of the University;
- (c) The University seeking TIITF’s confirmation that it is not exercising its right of rejection as provided in the lease between FIU BOT and TIITF; and
- (d) Upon the successful completion of the competitive bid process, the University seeking approval from FIU BOT and the Florida Board of Governors to enter into the sublease with the selected sublessee

Background Information:

The University is seeking to sublease the Property currently leased by FIU BOT under FIU BOT’s Lease Agreement with TIITF, Lease No. 2727, (the “Master Lease”). The Property was acquired by TIITF in March of 2004 for the benefit of the Wolfsonian-FIU. The purchase price for the Property was \$892,000.00. FIU BOT received \$426,303.00 in the form of a gift from the estate of Malcom Brinnin to acquire the Property. These funds were subsequently matched in full through the State of Florida Courtelis Facilities Enhancement Challenge Grant Program. Private funds were used to cover the difference. The building located on the Property was constructed as a warehouse for the Washington Moving and Storage Company in or around 1927. It consists of approximately 35,000 square feet and is currently being used for museum collections storage. The parking lot located on

the Property consists of approximately 15,000 square feet and is primarily used by staff members when working in the building, although, on most days, it is relatively empty.

Based on a condition assessment report previously conducted of the building, the building is inadequate as a collections storage facility due to significant deferred maintenance and functional obsolescence, including life safety and code violations. The building also fails to meet the standards of the American Association of Museums for collections management and storage. At the time the report was generated, over \$3,500,000.00 worth of required and renewal improvements were identified, a substantial investment which could eventually detrimentally affect the museum collections if not undertaken. Given the condition of the building, coupled with the commercial value of the Property and the Wolfsonian-FIU's long term strategic plan (further described below), the most desirable outcome that will best serve the needs and purposes of the University is to allow private development of the Property through a sublease of the Property.

The revenues generated from the sublease will be used by FIU BOT (i) to lease a collections storage facility, which will be designed and outfitted with environmental and physical systems to provide a better, more secure and protected space for the museum collections, and will meet the standards of the American Association of Museums for collections management and storage; and (ii) to enable the Wolfsonian-FIU to sustain and grow the educational activities of the museum through its exhibitions, University and public programs, and collections care and research. The inclusion of sublease revenue in the Wolfsonian-FIU's annual operating budget is also critical to demonstrate a sustainable financial model to Miami-Dade County in order to access the \$10,000,000.00 county bond committed to the University in 2004 through the voter approved Miami-Dade County Building Better Communities Bonds. These bond funds, once received, will be invested at the Wolfsonian-FIU main museum building located at 1001 Washington Avenue, also part of the Master Lease. The bond funds will help enhance the museum building by increasing public exhibition spaces by 25,000 square feet, significantly increasing the amount of the collection on display, improving the visitor experience, creating a more pedestrian-friendly ground floor, and creating high-value event space available to the community. These enhancements are part of the Wolfsonian-FIU's long-term strategic plan, which is supported by the local Miami Beach community.

As provided above, the proposed sublease between FIU BOT and a private developer will serve the needs and purposes of the University. Not only will the private developer invest a substantial amount of money in completing capital improvements to a state owned Property that FIU BOT would have otherwise had to make, but more importantly, the revenue generated from the sublease will help maintain and safeguard the museum collection currently located in the Property as well as significantly impact the sustainability and growth of the Wolfsonian-FIU. The museum has a national and international presence with over 1000 researchers using its collections each year and which works closely with FIU faculty and students to integrate the collections and exhibitions of the museum into the curriculum of FIU courses and other South Florida institutions of higher education.

FIU BOT will proceed through the competitive bid process to select the sublessee. To assist the University in the solicitation process, the University obtained a market value estimate of the leasehold interests, completed in January 2016 by Gallaher and Birch, Inc. Prior to dedicating the time, effort and financial resources in engaging in this process, FIU BOT will be requesting that TITF authorize

FIU BOT to move forward with the sublease by not exercising its right of rejection under the Master Lease. Over the past several months, FIU has been working and will continue working with TITF staff on the framework for the University's request.

In pursuing and moving forward with the competitive bid process, FIU will also work collaboratively with the City of Miami Beach to ensure that the defined uses by the sublessee are consistent with the vision for the City of Miami Beach and representative of FIU's and the State of Florida's intention to be good neighbors to the community.

The University President or his designee is authorized to undertake all steps necessary or desirable to complete the competitive solicitation process.

LEGAL AUTHORITY:

Florida Statutes, Section 1013.171, provides that each university board of trustees is authorized to enter into agreements to lease land to for-profit corporations for the purpose of erecting thereon facilities and accommodations necessary and desirable to serve the needs and purposes of the university.

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FULL BOARD Meeting

Date: June 2, 2016

Subject: Tenure Nominations

Proposed Board Action:

Approve 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 Kopenhaver 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 ≈ 500 M 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 Brewe) 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-Principal 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

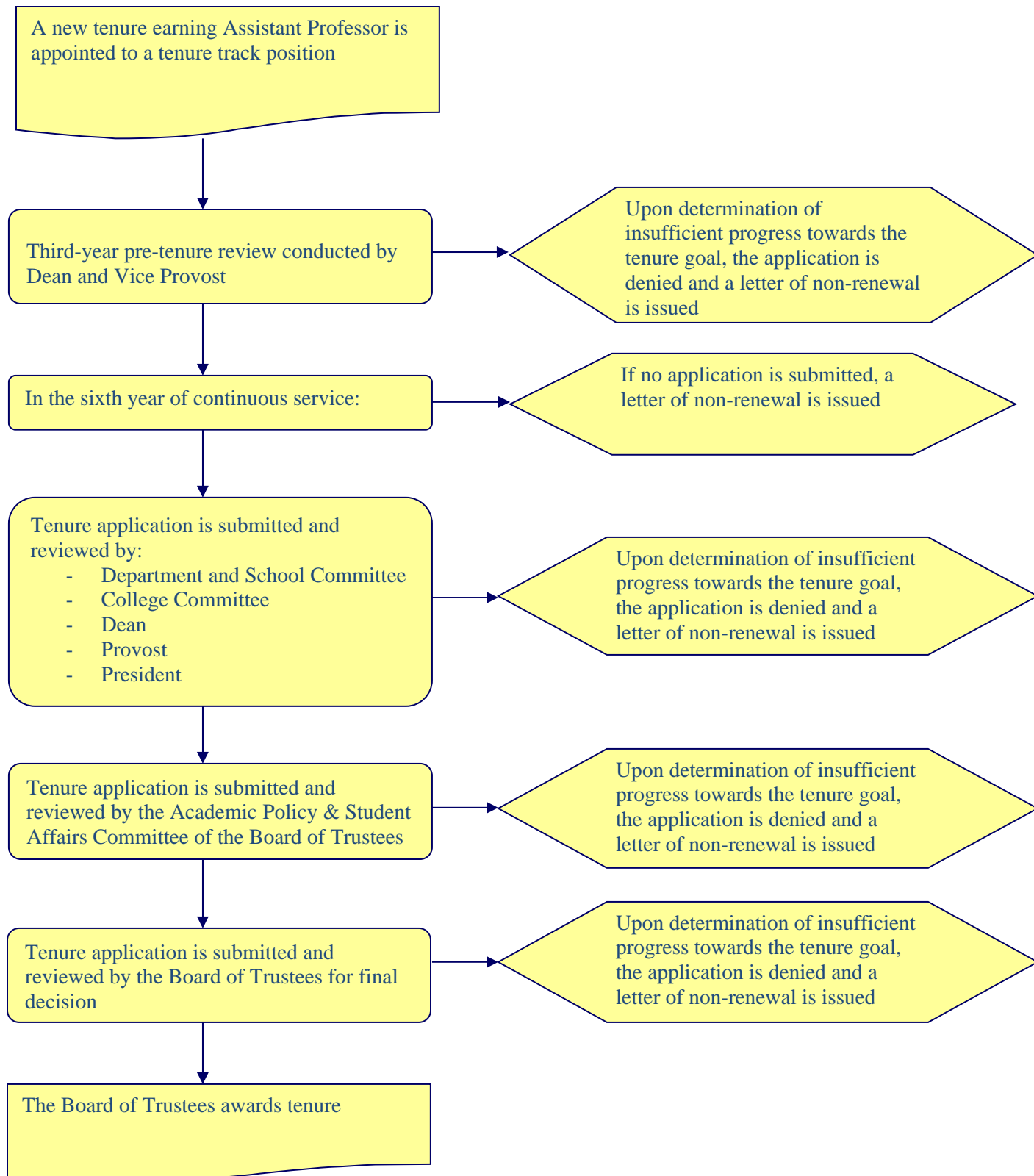
Ulrich Oslender obtained an M.A. in Geography-Hispanic Studies and a Ph.D. in Geography from the University of Glasgow, Scotland. Since gaining his Ph.D. he has been awarded a number of competitive fellowships including a prestigious Marie Curie International Fellowship, funded within the 6th European 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 Medellín, 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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FULL BOARD Meeting

Date: June 2, 2016

Subject: Tenure as a Condition of Employment Nomination

Proposed Board Action:

Approve 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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FULL BOARD Meeting

Date: June 2, 2016

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

Proposed Board Action:

Approve 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		Projected Program Costs				
	HC	FTE	E&G Cost per FTE	E&G Funds	Contract & Grants Funds	Auxiliary Funds	Total Cost
Year 1	25	18.75	\$0	\$0	\$0	\$773,901	\$773,901
Year 2	45	33.75					
Year 3	65	48.75					
Year 4	65	48.75					
Year 5	65	48.75	\$0	\$0	\$0	\$1,991,704	\$1,991,704

FULL BOARD Meeting

Date: June 2, 2016

Subject: Proposed 2016-2017 University and Direct Support Organizations Operating Budgets

Proposed Board Action:

Approve the FIU 2016-17 University and Direct Support Organizations (DSO) Operating Budgets and authorize the University President to amend the budgets consistent with Legislative, Board of Governors' and Florida International University Board of Trustees (the BOT) directives and guidelines.

Background Information:

The BOT is required to adopt an annual budget for the general operation of the University prior to submission to the Florida Board of Governors. The FY 2016-17 Proposed Operating Budget for the University is due to the Florida Board of Governors on June 23, 2016.

The DSOs (FIU Athletics Finance Corp., FIU Foundation, Inc., and FIU Research Foundation, Inc.) and The Florida International University Academic Health Center Health Care Network Faculty Group Practice, Inc. budgets are incorporated into the University's Operating Budget.

The following budgetary funding groups are included:

- A. Educational and General (E&G)
- B. Auxiliary Enterprises
- C. Intercollegiate Athletics
- D. Activity and Service
- E. Technology Fee
- F. Board Approved Fees
- G. Contracts and Grants
- H. Student Financial Aid
- I. Concessions
- J. FIU Athletics Finance Corp.
- K. FIU Foundation, Inc.
- L. FIU Health Care Network
- M. FIU Self-Insurance Program
- N. FIU Research Foundation, Inc.
- O. University Treasury Operations

Authority for the University President to amend the budgets is necessary to accommodate changes in revenues, expenditures, and statutory budget amendments. The University President shall keep the BOT informed of the status of the operating budgets through quarterly updates and will notify the BOT of any changes in excess of two percent (2%) made to the total approved 2016-2017 Operating Budget during the operating year.

Florida Statute 1011.40(2) provides that “each university board of trustees shall adopt an operating budget for the operation of the university as prescribed by law and rules of the Board of Governors.” The University has prepared the proposed 2016-2017 Operating Budget in accordance with the requirements set forth in Florida Board of Governors Regulations 9.007 and 9.011.

Florida International University
Board of Trustees Financial Summary
2016-17 Budget

Overview¹

	Final Budget ²	Forecast	Forecast vs.	Requested Budget	Forecast vs.
(In millions of dollars)	2015-16	2015-16	Final Budget	2016-17	Requested Budget
<u>Revenue / Receipts</u>					
University					
Educational and General (net) ³	\$ 489.6	\$ 490.2	\$ 0.6	\$ 507.0	\$ 16.8
University	439.8	440.9	1.1	457.1	16.2
College of Medicine	49.8	49.3	(0.5)	49.9	0.6
FIU Self-Insurance Program	0.3	1.3	1.0	0.4	(0.9)
Auxiliary Enterprises	206.9	212.1	5.2	215.6	3.5
Intercollegiate Athletics	26.2	27.0	0.8	27.3	0.3
Activities and Service	18.6	18.6	-	19.7	1.1
Technology Fee	9.5	9.5	-	10.0	0.5
Board Approved Fees	0.4	0.4	-	0.4	-
Contracts and Grants	115.9	117.9	2.0	118.4	0.5
Student Financial Aid	159.5	159.6	0.1	164.2	4.6
Concessions	0.8	0.9	0.1	0.9	-
Direct Support Organizations / Component Units					
FIU Athletics Finance Corp	3.5	4.1	0.6	4.6	0.5
FIU Foundation Inc.	29.2	27.6	(1.6)	28.8	1.2
FIU Health Care Network	4.0	5.1	1.1	6.6	1.5
FIU Research Foundation Inc.	-	-	-	-	-
Interfund Adjustments ⁴	(5.7)	(5.7)	-	(5.8)	(0.1)
Total Operating Revenues	1,058.7	1,068.6	9.9	1,098.1	29.5
University (net)	7.2	(21.9)	(29.1)	4.9	26.8
FIU Foundation Inc.	12.2	(7.5)	(19.7)	9.7	17.2
Total Investment Revenues	19.4	(29.4)	(48.8)	14.6	44.0
Student Loans ⁵	297.8	287.9	(9.9)	298.5	10.6
Total Revenues / Receipts	1,375.9	1,327.1	(48.8)	1,411.2	84.1
<u>Expenses</u>					
University					
Educational and General	\$ 489.6	450.7	(38.9)	507.0	56.3
University	439.8	405.9	(33.9)	457.1	51.2
College of Medicine	49.8	44.8	(5.0)	49.9	5.1
FIU Self-Insurance Program	0.3	0.4	0.1	0.4	-
Auxiliary Enterprises	184.3	181.5	(2.8)	195.4	13.9
Intercollegiate Athletics	23.7	22.5	(1.2)	25.7	3.2
Activities and Service	19.5	18.0	(1.5)	19.7	1.7
Technology Fee	11.3	8.5	(2.8)	9.7	1.2
Board Approved Fees	0.4	0.4	-	0.4	-
Contracts and Grants	118.7	119.4	0.7	117.2	(2.2)
Student Financial Aid	159.2	160.1	0.9	166.1	6.0
Concessions	0.8	0.7	(0.1)	0.9	0.2
Direct Support Organizations / Component Units					
FIU Athletics Finance Corp	2.2	2.4	0.2	2.4	-
FIU Foundation Inc.	27.9	29.2	1.3	27.6	(1.6)
FIU Health Care Network	3.1	3.5	0.4	4.6	1.1
FIU Research Foundation Inc.	-	-	-	-	-
Interfund Adjustments ⁴	(5.7)	(5.7)	-	(5.8)	(0.1)
Total Operating Expenses	1,035.3	991.6	(43.7)	1,071.3	79.7
Principal Payment of Debt ⁶	9.3	9.4	0.1	7.5	(1.9)
Student Loans ⁵	297.8	287.9	(9.9)	298.5	10.6
Total Expenses	1,342.4	1,288.9	(53.5)	1,377.3	88.4
Change in Net Assets (incl. Investments)	\$ 33.5	\$ 38.2	\$ 4.7	\$ 33.9	\$ (4.3)
Change in Net Assets (excl. Investments)	\$ 14.1	\$ 67.6	\$ 53.5	\$ 19.3	\$ (48.3)

Florida International University
Board of Trustees Financial Summary
2016-17 Budget
Overview¹

Notes:

¹ *The financials presented above reflects the state budgeting methodology which differs from full accrual Financial Statements. The following have the most significant impact:*

- *Depreciation of Assets: For budgeting purposes equipment purchases are fully expensed in their acquisition year, therefore depreciation is not included in the budget.*
- *Unrealized gains and losses: The investment results are recognized as revenues in the budget however GASB accounting principles require that it be recorded as a non-operating revenue / expense.*

² *FY 2015-16 state appropriations are increased by \$6.1M (\$4.8M University and \$1.3M College of Medicine) from the approved operating budget to reflect the final appropriations bill passed after the June 2015 Board of Trustees meeting. Additionally, the FY 2015-16 University state appropriations include a \$2.3M reduction in FY 2015-16 performance funds. This was due to a recalculation by the Florida Board of Governors of one of the metrics for four institutions which changed the final rankings and performance funds allocations. The issue is still to be approved by the Florida Board of Governors. E&G Expenses have also been adjusted accordingly to balance the budget.*

³ *E&G revenues include State Funding and Tuition and are net of waivers, uncollectible amounts, credit card surcharge, and 30% financial aid need-based amounts per Florida statute 1009.24 (16)(a).*

⁴ *Interfund transactions have been included in the individual funds to allow for individual fund performance analysis. This has resulted in higher revenues and expenses by fund. The Interfund Adjustments eliminate this double counting of revenues and expenses with the exception of interfund transactions for auxiliary services provided to other units and Direct Support Organizations which have not been eliminated.*

⁵ *Student loans represent a pass through for the university.*

⁶ *Principal payment of debt is reflected above per Florida Board of Governors requirement that debt service payments be shown on a cash basis.*

Florida International University
Financial Summary
2016-17 E&G Revenue Growth

	General Revenue	Educational Enhancement (Lottery)	Total State Funding	Student Fee (net) ¹	Total
<i>(In thousands of dollars)</i>					
<u>I. University (ex-Legislative Items: Risk Management & Financial Aid)</u>					
2015 - 16 Base Budget ²	\$ 198,099	\$ 29,495	\$ 227,593	\$ 212,502	\$ 440,096
Deduct Prior Year Non-Recurring	(900)	-	(900)		(900)
2015 - 16 Performance Funds Adjustment ³	(2,348)		(2,348)		(2,348)
2015 - 16 Adjusted Base Budget	\$ 194,851	\$ 29,495	\$ 224,345	\$ 212,502	\$ 436,848
2016 - 17 Incremental Changes					
Tuition ³				4,528	4,528
Performance Based Funding ⁴					
Reduction Prior Year State Investment	(16,252)		(16,252)		(16,252)
Current Year - State Investment	25,254		25,254		25,254
Transfer Base Funding to Performance	(30,866)		(30,866)		(30,866)
Current Year - Institutional Investment	30,866		30,866		30,866
Legislative Line Items			-		-
FIU - Washington Center Scholarship Program	355		355		355
FIU - UP:LIFT (University Paradigm: Learn, Interact, Facilitate)	3,000		3,000		3,000
FSU/UCF/FIU - University Security Management Technology	300		300		300
Plant Operations & Maintenance (PO&M) - New Space	-		-		-
Florida Retirement System Adjustment	567		567		567
Educational Enhancement Trust Fund adj.	(3,706)	3,706	-		-
Total Incremental Changes	9,518	3,706	13,224	4,528	17,752
2016 - 17 Base Budget	\$ 204,369	\$ 33,200	\$ 237,569	\$ 217,031	\$ 454,600

II. University (Legislative Items: Risk Management & Financial Aid)

2015 - 16 Base Budget	\$ 2,065		\$ 2,065		\$ 2,065
Adjustment to Risk Management Insurance Base	393		393		393
2015 - 16 Adjusted Base Budget	\$ 2,459	\$ -	\$ 2,459	\$ -	\$ 2,459
2016 - 17 Base Budget	\$ 2,459	\$ -	\$ 2,459	\$ -	\$ 2,459

<u>I. & II. University</u>					
2015 - 16 Base Budget ²	\$ 200,164	\$ 29,495	\$ 229,659	\$ 212,502	\$ 442,161
Adjustments to Base Budget	(2,854)	-	(2,854)	-	(2,854)
2015 - 16 Adjusted Base Budget	\$ 197,310	\$ 29,495	\$ 226,804	\$ 212,502	\$ 439,307
Total Incremental Changes	9,518	3,706	13,224	4,528	17,752
2016 - 17 Base Budget	\$ 206,828	\$ 33,200	\$ 240,028	\$ 217,031	\$ 457,059

¹ Tuition revenues are net of waivers, uncollectible amounts, credit card surcharge, and 30% financial aid need-based amounts per Florida statute 1009.24 (16)(a).

² FY 2015-16 University State Appropriations excluding the College of Medicine are increased by \$4.8M from the approved operating budget to reflect the final appropriations bill passed after the June 2015 BOT meeting.

³ FY 2015-16 performance funds adjustment is a \$2.3M reduction due to a recalculation of one of the metrics which resulted in a change in the final rankings and performance funds allocations. The issue is still to be approved by the Florida Board of Governors.

⁴ Performance based funding is the allocation to FIU of the State Investment of \$225M (\$75M new funds and \$150M prior year allocation) and \$275M Institutional Investment (reallocation of base funds). Performance funds allocations to institutions are subject to approval by the Florida Board of Governors in their June 2016 meeting.

Florida International University
Financial Summary
2016-17 E&G Revenue Growth

	General Revenue	Educational Enhancement (Lottery)	Total State Funding	Student Fee (net) ¹	Total
<i>(In thousands of dollars)</i>					
<u>III. College of Medicine (ex-Legislative Items: Risk Management)</u>					
2015 - 16 Base Budget ²	\$ 31,349		\$ 31,349	\$ 18,376	\$ 49,725
Deduct Prior Year Non-Recurring	(800)	-	(800)		(800)
2015 - 16 Adjusted Base Budget	\$ 30,549	\$ -	\$ 30,549	\$ 18,376	\$ 48,925
2016 - 17 Incremental Changes					
Tuition			-	(138)	(138)
Legislative Line Items					-
FIU - Neuroscience Centers of Florida Foundation	1,000		1,000		1,000
Florida Retirement System Adjustment	70		70		70
Total Incremental Changes	1,070	-	1,070	(138)	931
2016 - 17 Base Budget	\$ 31,618	\$ -	\$ 31,618	\$ 18,238	\$ 49,856

IV. College of Medicine (Legislative Items: Risk Management)

2015 - 16 Base Budget	\$ 38		\$ 38		\$ 38
Adjustment to Risk Management Base	23		23		23
2015 - 16 Adjusted Base Budget	\$ 60	\$ -	\$ 60	\$ -	\$ 60

<u>III. & IV. College of Medicine</u>					
2015 - 16 Base Budget ²	\$ 31,387	\$ -	\$ 31,387	\$ 18,376	\$ 49,763
Adjustments to Base Budget	(777)	-	(777)	-	(777)
2015 - 16 Adjusted Base Budget	\$ 30,609	\$ -	\$ 30,609	\$ 18,376	\$ 48,985
Total Incremental Changes	1,070	-	1,070	(138)	931
2016 - 17 Base Budget	\$ 31,679	\$ -	\$ 31,679	\$ 18,238	\$ 49,916

¹ Tuition revenues are net of waivers, uncollectible amounts, and credit card surcharge.

² FY 2015-16 College of Medicine State Appropriations are increased by \$1.3M from the approved operating budget to reflect the final appropriations bill passed after the June 2015 BOT meeting.

Florida International University
Financial Summary
E&G Summary

	Final Budget ¹	Forecast	Forecast vs.	Requested Budget ²	Forecast vs.
(In millions of dollars)	2015-16	2015-16	Final Budget	2016-17	Requested Budget
<u>I. University:</u>					
Revenues					
General Revenues ²	\$ 192.7	\$ 193.1	\$ 0.4	\$ 203.2	\$ 10.1
General Revenues - Legislative Line Item	5.1	5.1	-	3.7	(1.4)
Educational Enhancement (Lottery) ²	29.5	29.5	(0.0)	33.2	3.7
Gross Tuition	261.2	260.1	(1.1)	270.1	10.0
Waivers	(30.4)	(28.6)	1.8	(34.2)	(5.5)
Financial Aid (30%)	(18.2)	(18.3)	(0.0)	(18.9)	(0.6)
Net tuition ³	212.5	213.2	0.7	217.0	3.9
Total Revenue Available	\$ 439.8	\$ 440.9	\$ 1.0	\$ 457.1	\$ 16.2
Expenses					
Salaries and Benefits	306.2	286.1	(20.1)	319.7	33.6
Other Personal Services (OPS)	37.7	37.1	(0.6)	40.7	3.6
Other Expenses	87.8	75.3	(12.5)	88.9	13.6
Operating Capital Outlay (OCO)	8.1	7.4	(0.7)	7.8	0.4
Total Operating Expenses	\$ 439.8	\$ 405.9	\$ (33.9)	\$ 457.1	\$ 51.2
Net Assets	\$ 0.0	\$ 35.0	\$ 35.0	\$ 0.0	\$ (35.0)

II. College of Medicine:

Revenues					
General Revenues	30.1	30.1	-	30.7	0.6
General Revenues - Legislative Line Item	1.3	1.3	-	1.0	(0.3)
Gross Tuition	18.4	18.1	(0.3)	18.4	0.3
Waivers	-	(0.2)	(0.2)	(0.2)	0.0
Net tuition ³	18.4	17.9	(0.5)	18.2	0.3
Total Revenue Available	\$ 49.8	\$ 49.3	\$ (0.5)	\$ 49.9	\$ 0.6
Expenses					
Salaries and Benefits	38.4	34.5	(3.9)	40.4	5.9
Other Personal Services (OPS)	2.2	2.8	0.6	2.6	(0.2)
Other Expenses	9.2	7.4	(1.7)	6.9	(0.5)
Operating Capital Outlay (OCO)	-	0.1	0.1	-	(0.1)
Total Operating Expenses	\$ 49.8	\$ 44.8	\$ (4.9)	\$ 49.9	\$ 5.1
Net Assets	\$ 0.0	\$ 4.5	\$ 4.5	\$ 0.0	\$ (4.5)

Notes:

¹ FY 2015-16 state appropriations are increased by \$6.1M (\$4.8M University and \$1.3M College of Medicine) from the approved operating budget to reflect the final appropriations bill passed after the June 2015 Board of Trustees meeting. Additionally, the University state appropriations include a \$2.3M reduction in FY 2015-16 performance funds. This was due to a recalculation by the Florida Board of Governors of one of the metrics for four institutions which changed the final rankings and performance funds allocations. The issue is still to be approved by the Florida Board of Governors. Expenses have also been adjusted accordingly to balance the budget.

² The amounts reported as state appropriations are based on the appropriations bill approved by the legislature (HB 5001). FY 2016-17 state appropriations for the University include \$56.1M of performance funding, which is contingent upon approval by the Florida Board of Governors at their June 2016 meeting.

³ Net tuition revenues are gross tuition revenues net of waivers, uncollectible amounts, credit card surcharge, and 30% financial aid need-based amounts per Florida statute 1009.24 (16)(a).

Florida International University
Financial Summary
E&G Summary

(In millions of dollars)

I. University Carry Forward:

FY 2015-16 Beginning Balance	\$ 50.0
Carry Forward Expenditure Forecast FY 2015-16	(16.6)
Estimated Unused FY 2015-16 Current Year Funds	34.9
FY 2016-17 Estimated Beginning Balance	\$ 68.4
FY 2016-17 Expenses	(24.0)
• Legislative Earmarked Funds	(4.8)
• Strategic Plan / Performance Investment	(6.0)
• College and Area Commitments	(5.7)
• Minor Projects and Information Technology Infrastructure	(3.9)
• Capital Campaign	(3.6)
Estimated Available Balance	\$ 44.3
Minimum Statutory Reserve	\$ 23.8

II. College of Medicine Carry Forward:

FY 2015-16 Beginning Balance	\$ 8.6
Carry Forward Expenditure Forecast FY 2015-16	(6.1)
Estimated Unused FY 2015-16 Current Year Funds	4.5
Estimated Tuition beyond Legislative Authority from FY 2015-16	0.0
FY 2016-17 Estimated Beginning Balance	\$ 7.0
FY 2016-17 Expenses	(7.0)
• Legislative Earmarked Funds	(1.9)
• Tuition Remission	(1.9)
• Strategic Initiatives	(1.9)
• Contractual Commitments	(0.4)
• Operating Expenses	(0.9)
Estimated Available Balance	\$ (0.0)
Minimum Statutory Reserve	\$ 2.5

**Florida International University
Financial Summary
Total Auxiliary Enterprises**

<i>(In thousands of dollars)</i>	Final Budget 2015-16	Forecast 2015-16	Forecast vs. Final Budget	Requested Budget 2016-17	Forecast vs. Requested Budget
Operating Revenues	\$ 206,867	\$ 212,104	\$ 5,237	\$ 215,571	\$ 3,466
<u>Expenses</u>					
Salaries and Benefits	73,499	71,353	(2,146)	80,800	9,446
Other Personal Services (OPS)	14,705	13,618	(1,088)	15,229	1,612
Other Expenses	86,420	87,731	1,312	89,561	1,829
Operating Capital Outlay (OCO)	1,689	1,205	(484)	2,368	1,163
Debt Service Interest	7,995	7,613	(382)	7,438	(175)
Total Operating Expenses	184,308	181,520	(2,788)	195,394	13,875
Net Operating Income	22,559	30,584	8,025	20,176	(10,409)
Investment Revenues	79	48	(29)	30	(18)
Principal Payment of Debt	(8,615)	(8,465)	150	(6,885)	1,580
Operational Transfers	0	-	1	-	(1)
Change in Net Assets	14,023	22,168	8,146	13,321	(8,848)
<u>Fund Balance</u>					
Beginning Fund Balance	127,021	126,936		138,565	
Change in Net Assets	14,023	22,168		13,321	
Capital Expenses	(10,704)	(9,787)		(4,710)	
Third Party Transfers	-	-		-	
Institutional Transfers	288	(752)		422	
Ending Fund Balance	\$ 130,628	\$ 138,565		\$ 147,599	
<u>Notes</u>					

Budget figures represent total revenue and Expenses for all Auxiliary activities, hence interdepartmental transactions have not been eliminated.

Financial Highlights

FY 2015-16 revenue is \$5.2M greater than budget and mostly due to other academic auxiliaries and higher than budgeted occupancy across all residence halls at the Modesto M. Maidique Campus. Academic auxiliaries like the Academic Affairs overhead (overhead collected to support central office operations) and FIU Global First Year (G1Y – a program that matches international students with FIU) were not budgeted, plus various new and existing academic programs have seen enrollment growth including those in the College of Business (Corporate MBA, MACC, MSF and the new MS in Marketing) and College of Medicine (American University of Antigua and International Tropical Medicine). The increase in academic auxiliary revenue is partially offset by declines in certain online programs that have seen enrollment declines, mainly in the College of Business (MIB Online, Healthcare MBA Online, MSIRE), that will likely rebound with renewed marketing efforts and retooling, and programs that budgeted for additional cohorts that did not materialize. Additionally, Parking revenue is greater due to the implementation of a new parking enforcement technology, which is offset completely by less than budgeted revenues from other auxiliaries in UTS and Business Services.

Total operating expenses in FY 2015-16 are \$2.8M below budget. The majority of the savings is due to postponed UTS capital refresh projects deferred to FY 2016-17, savings related to utilities for Bay View housing at Biscayne Bay Campus that will not be online until FY 2016-17, and vacancies in Business Services throughout the fiscal year. Additionally, savings due to vacancies in Student Health Services partially due to the transition to a managed services model with the FIU Health Care Network, and savings across academic auxiliary programs, mostly in the College of Business, are contributing to this favorable variance. These savings are in part offset by overages in Parking and Transportation, which are due to unbudgeted employee payouts and additional OPS staffing needed to offer greater Golden Panther Express routes.

Florida International University
Financial Summary

Operating revenue for FY 2016-17 is \$3.5M higher and mostly attributable to other auxiliary activities including growth in Business Services retail operations, food services, and vehicle services, Facilities Construction Services growth associated with new projects, and other various auxiliaries including the shared services fee commensurate with greater expenditures. In addition, new academic programs going online in FY 2016-17 including the College of Business MS in Marketing, COM Biomedical Certificate, College of Nursing and Health Sciences (CNHS) Masters of Health Services Administration, and College of Law's new Juris Masters program, along with targeted growth in existing academic auxiliaries like the COM Physician Assistant program and COB executive and professional education programs contribute to revenue growth. The growth in both academic and other auxiliary programs is in part offset by the loss of Vehicle Services revenue for Parking and Transportation due to the contracting with a third party for fleet management services.

Growth from new and existing auxiliaries is largely offset by a state mandated reduction in the FIU Distance Learning fee from \$53.33 to \$30.00 per credit hour.

Total operating expenses for FY 2016-17 are \$13.9M greater than FY 2015-16 forecast. This increase is largely driven by new academic programs like the COM Biomedical Certificate, COB MS in Marketing, CNHS Masters of Health Services Administration, and the College of Law's Juris Masters program, plus growth in existing programs like the COM Physician Assistant program and COB MSF, MACC, MSIRE, and Corporate MBA graduate programs. Housing operating costs are greater due to vacancies that will become filled, higher fringe benefit costs, OPS expenses associated with Residential Life, and on-going maintenance and renovation projects. Additionally, expenses in other auxiliaries are also up as a result of filling vacant positions, infrastructure projects in UTS and Facilities, South Beach Wine and Food Festival event redesign costs, and greater Business Services costs from retail operations expansion.

In FY 2016-17, capital expenditures are mainly related to Business Services bookstore and food venue renovations and the Aquatic Center and Recreational Sports Center at Biscayne Bay Campus.

**Florida International University
Financial Summary
Academic Auxiliaries**

<i>(In thousands of dollars)</i>	Final Budget 2015-16	Forecast 2015-16	Forecast vs. Final Budget	Requested Budget 2016-17	Forecast vs. Requested Budget
Operating Revenues	\$ 97,983	\$ 101,243	\$ 3,260	\$ 102,737	\$ 1,494
<u>Expenses</u>					
Salaries and Benefits	41,454	41,230	(225)	47,606	6,376
Other Personal Services (OPS)	10,309	9,525	(785)	10,962	1,437
Other Expenses	40,925	41,001	76	41,773	772
Operating Capital Outlay (OCO)	237	190	(46)	364	174
Debt Service Interest	-	-	-	-	-
Total Operating Expenses	92,925	91,946	(980)	100,704	8,758
Net Operating Income	5,058	9,297	4,239	2,033	(7,264)
Investment Revenues	6	8	2	7	(1)
Principal Payment of Debt	-	-	-	-	-
Operational Transfers	(1,175)	(194)	981	438	632
Change in Net Assets	3,889	9,111	5,222	2,478	(6,633)

Fund Balance

Beginning Fund balance	34,138	36,015		44,384	
Change in Net Assets	3,889	9,111		2,478	
Capital Expenditures	-	(704)		-	
Third Party Transfers	-	-		-	
Institutional Transfers	288	(38)		422	
Ending Fund Balance	\$ 38,314	\$ 44,384		\$ 47,284	

Academic Auxiliary programs are comprised primarily of market rate programs, web based courses, conferences, labs, recharge centers, and distance learning programs. The revenues generated serve to support the actual programs and their growth.

Financial Highlights

FY 2015-16 operating revenues are \$3.3M greater than budget primarily due to other academic fees and other academic auxiliaries partially offset by declines in self-supporting and market rate programs. The largest drivers of this increase are in other academic auxiliaries including unbudgeted Academic Affairs overhead (revenue collected to support central office functions for academic auxiliaries), unbudgeted revenue for the new FIU Global First Year (G1Y) program, various study abroad programs, and College of Medicine International Tropical Medicine conference and International American University of Antigua program. This positive variance is offset by an overall decline in self-supporting programs in College of Engineering (dual degree, MS in Engineering Management Online and MS in Information Technology), and College of Law Legal Studies Institute (all due to lower enrollment), partially offset by the new College of Business (COB) MS in Marketing program. Similarly, market rate programs are down as compared to budget and mainly driven by lower than targeted enrollment in College of Business online programs such as MIB online, Healthcare MBA online, and MS in International Real Estate Online (MSIRE). These COB market rate program revenue declines are, in part, offset by higher enrollment in the Corporate MBA, MACC, and MSF programs. Outside of COB, market rate programs in College of Arts, Science, and Education (CASE) (Masters in Curriculum and Instruction online) and College of Engineering's MS in Construction Management online are also below budget.

FY 2015-16 overall academic auxiliary operating expenses are under budget by \$1.0M compared to budget. These savings are driven by College of Business efforts to reduce operating costs across multiple academic programs and central office functions, FIU Online savings in personnel and professional services, and savings in the Hospitality Koven's Center, partially offset by unbudgeted expenses related to new programs like FIU Global First Year (G1Y).

Capital expenditures in FY 2015-16 represent FIU Online contributions to the Management and New Growth Opportunities (MANGO) Building.

Florida International University
Financial Summary

Operating revenues for FY 2016-17 are projected to increase by \$1.5M as compared to FY 2015-16 forecast. This revenue increase is driven primarily by greater enrollment in existing programs, new programs, and new auxiliary endeavors. In the College of Business, revenue growth is driven by programs both on premise and online (e.g. MIB online) as a result of new marketing efforts, the new MS in Marketing first full year of operations, greater emphasis on promoting executive and professional education programs, and new auxiliary initiatives like the ATOM Think Tank, which pairs faculty and students together to provide consulting services to the community, plus growth in existing programs like the College of Medicine Physician Assistant program. In addition, there are several new academic programs like the College of Engineering online Ortho and Prosthetics program, College of Law's Juris Masters program, College of Medicine Biomedical Certificate, and the College of Nursing and Health Sciences (CNHS) Masters of Health Services and Administration.

Unfortunately, this growth in new and existing academic auxiliaries is almost completely offset by a state mandated reduction in the FIU Distance Learning fee from \$53.33 to \$30.00 per credit hour resulting in less support for FIU Online operations in addition to support provided directly to the colleges and programs to grow and create new online programs.

Operating Expenses for FY 2016-17 are projected to increase by \$8.8M as compared to FY 2015-16 forecast. The majority of the increase is driven by new academic programs (like the COM Biomedical Certificate, COB MS in Marketing, CNHS Masters Health of Services and Administration, and College of Law Juris Master's program) and projected growth in existing programs (like the COM Physician Assistant program, COB MSF, MACC, MSIRE, Corporate MBA). The increases are in part offset by a drop in FIU Online expenses as the result of the state mandated reduction in the FIU Distance Learning fee from \$53.33 to \$30.00 per credit hour. Reductions were absorbed centrally while impact to programs was minimized.

**Florida International University
Financial Summary
Housing**

<i>(In thousands of dollars)</i>	Final Budget 2015-16	Forecast 2015-16	Forecast vs. Final Budget	Requested Budget 2016-17	Forecast vs. Requested Budget
Operating Revenues	\$ 28,347	\$ 30,123	\$ 1,776	\$ 29,897	\$ (226)
<u>Expenses</u>					
Salaries and Benefits	3,980	3,632	(348)	4,244	611
Other Personal Services (OPS)	1,236	1,162	(74)	1,326	164
Other Expenses	11,444	12,293	850	14,279	1,986
Operating Capital Outlay (OCO)	-	-	-	38	38
Debt Service Interest	4,079	3,840	(239)	3,668	(171)
Total Operating Expenses	20,738	20,927	188	23,554	2,628
Net Operating Income	7,609	9,197	1,588	6,343	(2,854)
Investment Revenues	6	5	(1)	8	3
Principal Payment of Debt	(5,615)	(5,465)	150	(3,750)	1,715
Operational Transfers	35	41	8	35	(7)
Change in Net Assets	2,035	3,778	1,743	2,635	(1,143)
<u>Fund Balance</u>					
Beginning Fund balance	17	20,903		22,904	
Change in Net Assets	2,035	3,778		2,635	
Capital Expenditures	(1,679)	(1,777)		(3,499)	
Third Party Transfers	-	-		-	
Institutional Transfers	-	-		-	
Ending Fund Balance	\$ 16,957	\$ 22,904		\$ 22,040	

The Housing Auxiliary generates revenues in the form of rental income from students seeking housing accommodations on campus and from summer conference housing.

Financial Highlights

Housing occupancy in FY 2015-16 averaged 99.7% and 98.7% for the fall and spring semesters, respectively, at the Modesto A. Maidique Campus (MMC). The average occupancy rate was 2.10% and 1.24% higher than budget for fall and spring semesters, respectively, and driven by the greater than budgeted occupancy across all residence halls. For FY 2015-16, Housing revenue is \$1.8M greater than budget commensurate with higher than budgeted occupancy and prior year conference revenue that was not realized until FY 2015-16. Operating expenses are \$0.2M greater than budget and driven by unanticipated repairs and maintenance at Panther Hall and greater meal plan expenses, partially offset by vacancies and OPS savings.

Capital expenditures in FY 2015-16 are \$0.1M greater than budget and covered projects including roof and HVAC replacements for the University Apartments, fire alarms in the Panther Hall, pool and outdoor furniture, and replacements of furniture at the Panther Hall.

Expected average occupancy in FY 2016-17 is projected to be 99.08% for MMC, which is in line with the average actual occupancy for FY 2015-16. Housing rates increased by an average of 0.4% in FY 2016-17 and is the result of small rate increases for housing units in high demand offset by decreases in rates for units with less demand. Meal plans rates are not increasing in FY 2016-17. Overall revenue is declining compared to forecast by \$0.2M, which is due to the absence of one-time prior year conference revenue discussed in FY 2015-16 forecast.

FY 2016-17 operating expenses are \$2.6M greater than FY 2015-16 forecast and is due to increases in salaries associated with vacancies that will be filled and increased fringe benefits costs, higher OPS expenses driven by greater need for Residential Life support, and maintenance, renovation, and facilities related projects that will be completed in-house.

Florida International University
Financial Summary

Capital expenditures in FY 2016-17 represent renovation projects that rolled over from FY 2015-16, but also new projects for Lakeview (reconfiguration of office and employee space, replacing showers, adding community kitchens, HVAC, Wi-Fi improvements, and elevators), Panther Hall (lobby restrooms), Parkview Hall (fraternity suite buildout and lounge renovations), University Towers (general renovations including HVAC and lighting), and Everglades Hall (lounge renovations and furniture).

Housing continues to have sufficient operating revenues to cover the debt service payment and meet required debt service ratios. The fund balance is held as a reserve as required as part of the bond indenture for major repairs and capital replacement, and for future expansion of Housing facilities.

**Florida International University
Financial Summary
Parking and Transportation**

<i>(In thousands of dollars)</i>	Final Budget 2015-16	Forecast 2015-16	Forecast vs. Final Budget	Requested Budget 2016-17	Forecast vs. Requested Budget
Operating Revenues	\$ 14,883	\$ 15,312	\$ 430	\$ 13,894	\$ (1,418)
<u>Expenses</u>					
Salaries and Benefits	3,022	3,362	339	2,618	(744)
Other Personal Services (OPS)	598	697	97	762	65
Other Expenses	5,046	5,322	276	4,194	(1,128)
Operating Capital Outlay (OCO)	46	71	25	77	6
Debt Service Interest	3,916	3,774	(142)	3,770	(4)
Total Operating Expenses	12,629	13,224	595	11,420	(1,804)
Net Operating Income	2,254	2,088	(166)	2,474	386
Investment Revenues	3	2	(1)	4	1
Principal Payment of Debt	(3,000)	(3,000)	-	(3,135)	(135)
Operational Transfers	168	168	-	65	(103)
Change in Net Assets	(575)	(742)	(166)	(592)	150
<u>Fund Balance</u>					
Beginning Fund balance	8,056	10,003		5,756	
Change in Net Assets	(575)	(742)		(592)	
Capital Expenditures	(3,000)	(3,506)		-	
Third Party Transfers	-	-		-	
Institutional Transfers	-	-		-	
Ending Fund Balance	\$ 4,480	\$ 5,756		\$ 5,164	

The Parking and Transportation auxiliary operating revenues are primarily generated from parking access fees charged to students, faculty, staff and visitors. There are currently 6 garages and 52 parking lots in operation totaling 16,242 parking spaces. In addition, this auxiliary also services all vehicles owned by the University. Parking Garage 6 (PG-6) opened in January 2015 adding 2,058 additional parking spaces.

Financial Highlights

Favorable revenue variance in FY 2015-16 of \$0.4M is mostly attributable to additional student access fee revenue as a result of greater than projected headcount enrollment, greater employee parking fee revenue due to a change in the mix and number of permits purchased by employees, and greater penalty/fines resulting from the transition to a new parking enforcement system (tag recognition and transition away from parking decals).

Operating expenses are over budget in FY 2015-16 by \$0.6M and mostly due to unbudgeted employee payouts in Vehicle Services, additional drivers for CATs shuttle, more OPS support needed for additional Golden Panther Express routes, and other operating expenses including greater utilities costs for garages and unbudgeted repairs and maintenance.

In FY 2012-13, the Board of Governors approved the issuance of a fixed rate revenue bond not to exceed \$33.5M for the purpose of financing Parking Garage 6 on Modesto A. Maidique Campus and with the restriction that student parking access fees will not increase for the next six fiscal years; three years remain on the restriction.

For FY 2016-17, operating revenues are projected to be \$1.4M less than FY 2015-16 forecast. This is due to the transition to Business Services and the contracting with a third party for Vehicle Services. This is partially offset by greater penalty/fines as a result of the new parking enforcement system now completely implemented, and growth in employee parking fee revenue. Student Parking Access Fee revenue is in line with FY 2015-16 forecast.

Florida International University
Financial Summary

Lower operating expenses in FY 2016-17 of \$1.8M are due to the transition and outsourcing of Vehicle Services resulting in savings in both salaries and benefits and materials and supplies, plus anticipated savings with repairs and maintenance of garages. These savings are partially offset by additional OPS cost due to additional Golden Panther Express routes.

Capital expenditures in FY 2015-16 were greater than budget due to the timing of transfers to Facilities for the construction of PG-6. No capital expenditures are planned for FY 2016-17.

Parking continues to have sufficient operating revenues to cover the debt service payment and meet required debt service ratios. The fund balance is held as a reserve as required as part of the bond indenture for major repairs and capital replacement, and for future expansion of parking facilities.

**Florida International University
Financial Summary
Student Health Services**

<i>(In thousands of dollars)</i>	Final Budget 2015-16	Forecast 2015-16	Forecast vs. Final Budget	Requested Budget 2016-17	Forecast vs. Requested Budget
Operating Revenues	\$ 11,740	\$ 11,811	\$ 71	\$ 11,645	\$ (166)
<u>Expenses</u>					
Salaries and Benefits	7,426	6,478	(948)	7,874	1,396
Other Personal Services (OPS)	809	653	(157)	551	(101)
Other Expenses	3,159	3,742	583	2,889	(854)
Operating Capital Outlay (OCO)	43	53	11	41	(12)
Debt Service Interest	-	-	-	-	-
Total Operating Expenses	11,437	10,926	(512)	11,355	429
Net Operating Income	303	886	583	290	(596)
Investment Revenues	-	-	-	-	-
Principal Payment of Debt	-	-	-	-	-
Operational Transfers	-	-	-	-	-
Change in Net Assets	303	886	583	290	(596)
<u>Fund Balance</u>					
Beginning Fund balance	\$ 7,828	5,885		6,771	
Change in Net Assets	303	886		290	
Capital Expenditures	-	-		-	
Third Party Transfers	-	-		-	
Institutional Transfers	-	-		-	
Ending Fund Balance	\$ 8,131	\$ 6,771		\$ 7,061	

The Student Health Centers at the Modesto A. Maidique Campus (MMC) and Biscayne Bay Campus (BBC) provide health, wellness, and mental health care services to students, who fund the operations through a health fee paid each semester. Services provided at no additional cost include routine medical exams, certain screenings, medical education, and counseling and disability services. Other clinical services, such as laboratory tests, immunization and pharmacy services, are available for a nominal fee. In FY 2015-16, clinical operations of Student Health Services transitioned to FIU Health Care Network as part of a management agreement with Student Affairs.

Financial Highlights

FY 2015-16 operating revenues are in line with budget. Operating expenses for FY 2015-16 are down by \$0.5M due to multiple unfilled positions across both the fee for service and clinical operations of Student Health.

The student health fee remains unchanged in FY 2016-17 at \$93.69 per semester. FY 2016-17 operating revenues decreased by \$0.2M as compared to FY 2015-16 forecast due to less MMC Pharmacy and fee for service revenue. Operating expenses are up by \$0.4M due to currently vacant positions that are anticipated to be filled, partially offset by operating expense savings as a result of the transition to the FIU Health Care Network for clinical management services.

Florida International University
Financial Summary
Other Auxiliaries

<i>(In thousands of dollars)</i>	Final Budget 2015-16	Forecast 2015-16	Forecast vs. Final Budget	Requested Budget 2016-17	Forecast vs. Requested Budget
Operating Revenues	\$ 53,915	\$ 53,615	\$ (300)	\$ 57,398	\$ 3,783
<u>Expenses</u>					
Salaries and Benefits	17,617	16,652	(965)	18,458	1,806
Other Personal Services (OPS)	1,752	1,582	(170)	1,628	46
Other Expenses	25,845	25,373	(473)	26,426	1,054
Operating Capital Outlay (OCO)	1,364	891	(473)	1,848	957
Debt Service Interest	-	-	-	-	-
Total Operating Expenses	46,579	44,498	(2,080)	48,361	3,863
Net Operating Income	7,336	9,116	1,781	9,037	(79)
Investment Revenues	63	33	(30)	11	(22)
Principal Payment of Debt	-	-	-	-	-
Operational Transfers	972	(16)	(988)	(538)	(523)
Change in Net Assets	8,372	9,134	762	8,510	(625)
<u>Fund Balance</u>					
Beginning Fund balance	\$ 60,397	54,130		58,750	
Change in Net Assets	8,372	9,134		8,510	
Capital Expenditures	(6,025)	(3,800)		(1,210)	
Third Party Transfers	-	-		-	
Institutional Transfers	-	(714)		-	
Ending Fund Balance	\$ 62,744	\$ 58,750		\$ 66,050	

Other auxiliaries include the remaining activities which have the following revenue streams:

- Commission and rental earnings from food service, bookstore and retail operations managed by the Office of Business Services.
- Interdepartmental services such as information technology and telecom, construction service reimbursement charges (CSR), and the Auxiliary Shared Services Fee. The shared services fee funds the pro-rata share of university-wide services indirectly benefitting auxiliary businesses (such as functions performed by legal, finance, human resources, etc.) along with funding special projects.
- Other auxiliary enterprises support marketing and sponsorship activities, such as the operations of the PantherTech computer store, South Beach Wine and Food Festival, alumni activities and miscellaneous university-wide initiatives.

Financial Highlights

FY 2015-16 forecasted unfavorable revenue variance of \$0.3M is within tolerance and mainly driven by higher waivers for incidental revenue in the Controllers Area (late payment fee and bad check fines), delays in revenue collection for UTS network and voice services (\$0.8M), lower Shared Services Fee as a result of lower forecasted auxiliary expenses (\$0.7M), lower inflows at IHTER (\$0.5M) and Business Services (Bookstore and Retail Operations) (\$0.3M), and delays in construction projects resulting in less CSR fee revenue (\$0.4M). These are partially offset by unbudgeted revenue from Network Printing services \$0.8M, greater sales at the PantherTech computer store \$0.7M, higher than expected demand for UTS media services (photography/video and event staging), and External Relations publication services \$0.3M.

FY 2015-16 savings of \$2.1M in operating expenses is mainly driven by UTS capital refresh projects deferred to next fiscal year, delays in College of Medicine Objective Structures Clinical Examination (OSCE) lab expansion, savings in the spending of utilities for Bay View Housing that will not occur until it is operational, and vacancies in Business Services, Facilities (CSR), and Children's Creative Learning Center. Higher than budgeted expenses in External Relations and PantherTech Computer store are due to greater than anticipated sales, unforeseen expenses for South Beach Wine and Food Festival, and unbudgeted operations related to Network Printing are partially offsetting this favorable variance.

Capital expenditures for FY 2015-16 are mainly related to Business Services new retail and food venues on campus such as PG-6, costs related to the chiller plant construction for Bay View Housing at Biscayne Bay Campus, costs for the Management and New Growth Opportunities (MANGO) building from Business Services, additional funding for the TIGER Grant project, refurbishment of Ilan Averbuch artwork, and IT-NET renovation expenses. Capital expenditures are below budget due to projects that have been postponed.

Florida International University
Financial Summary

In FY 2016-17, revenues are budgeted to increase by \$3.8M as compared to FY 2015-16 forecast. This growth is driven by University College overhead (recognized as revenue instead of transfers in, and now reported under Other Auxiliaries instead of Academic Auxiliaries), increase in Shared Services Fee revenue driven by a corresponding increase in operational expenditures by all auxiliaries, additional Business Services revenues associated with food services, retail operations and vehicle services, and construction projects (CSR). The increase in revenues is partially offset by a conservative budget for Network Printing, South Beach Wine and Food Festival, Office of Publications, UTS Media and Technology Support, and Networking/Voice Services.

FY 2016-17 operating expenses are up by \$3.9M as compared to FY 2015-16 forecast. This growth is due to vacancies expected to be filled, increased fringe benefit costs, increases in other expenditures in UTS - mainly network infrastructure projects, construction projects resulting in greater CSR expenses, South Beach Wine and Food Festival event redesign costs, Bay View Housing expenses, and greater Business Service costs from retail operations and vehicle services expansion. These are partially offset by the absence of one-time expenditures from FY 2015-16 such as University Advancement Capital Campaign.

Capital expenditures in FY 2016-17 are mainly related to Business Services bookstore and food venues renovations and the Aquatic Center and Recreational Sports Center at Biscayne Bay Campus.

**Florida International University
Financial Summary
Intercollegiate Athletics**

	Final Budget	Forecast	Forecast vs.	Requested Budget	Forecast vs.
<i>(In thousands of dollars)</i>	2015-16	2015-16	Final Budget	2016-17	Requested Budget
Operating Revenues	\$ 26,244	\$ 27,028	\$ 784	\$ 27,287	\$ 259
<u>Expenses</u>					
Salaries and Benefits	8,591	8,548	(43)	9,113	565
Other Personal Services (OPS)	1,175	768	(407)	1,019	251
Other Expenses	13,970	13,110	(860)	15,560	2,450
Operating Capital Outlay (OCO)	-	78	78	-	(78)
Total Operating Expenses	23,735	22,504	(1,232)	25,692	3,188
Net Operating Income	2,509	4,525	2,016	1,595	(2,929)
Investment Revenues	1	1	(0)	1	0
Change in Net Assets	2,510	4,525	2,015	1,596	(2,928)
<u>Fund Balance</u>					
Beginning Fund Balance	\$ 109	1,094		3,053	
Change in Net Assets	2,510	4,525		1,596	
Capital Expenditures	-	(1,000)		-	
Institutional Transfers	(1,565)	(1,566)		(2,520)	
Ending Fund Balance	\$ 1,053	\$ 3,053		\$ 2,129	

Intercollegiate Athletics is the functional area of the University responsible for team sports and their support activities. The principle revenue sources for this fund are a per credit hour and a per semester athletics fee charged to students excluding those admitted to fully online programs. The Athletics Stadium operations and its associated bonds are reflected in the Athletics Finance Corp., a Direct Support Organization (DSO) within FIU.

Financial Highlights

FY 2015-16 revenues are \$0.8M greater than budget primarily due to an unbudgeted transfer of conference revenue from the Athletics Finance Corporation (AFC) to the University plus additional ticket sales revenue, and less bad debt, offset by a minor decline in Athletic Fee revenue due to lower student credit hour enrollment.

FY 2015-16 expenses are below budget by \$1.2M. Savings are driven by less scholarship disbursements resulting from lower student athlete course loads and offsets from other forms of financial aid, and OPS savings due to less bonuses for coaches (bonuses are a function of how many teams make it to the conference playoffs).

Institutional transfers in FY 2015-16 consist primarily of payments to the AFC of pledged revenues applied towards the payment of Stadium debt service payments and funding of the FIU marching band, offset by a transfer in from the School of Hospitality and Tourism Management for scholarships.

Athletics Fees remain unchanged in FY 2016-17 at \$16.10 per credit hour and \$10 per semester. In FY 2016-17, revenues are projected to increase by \$0.3M, which is driven by one-time conference and NCAA distributions for cost of attendance, new revenue from athletic training services, transfer of conference revenue from the AFC back to Athletics, and additional Athletic Fee revenue associated with growth in student credit hour enrollment. These increases are partially offset by less game guarantee revenue. Expenses are increasing by \$3.2M as a result of greater home football games (5 versus 7), increases due to cost of attendance mandates across all sports, and the payout of additional game guarantees.

Institutional transfers in FY 2016-17 primarily consist of payments to the AFC of pledged revenues applied towards the payment of Stadium debt service payments and funding of the FIU marching band, offset by a transfer in from the School of Hospitality and Tourism Management for scholarships.

**Florida International University
Financial Summary
Activity and Service**

	Final Budget	Forecast	Forecast vs.	Requested Budget	Forecast vs.
<i>(In thousands of dollars)</i>	2015-16	2015-16	Final Budget	2016-17	Requested Budget
Operating Revenues	\$ 18,592	\$ 18,620	\$ 28	\$ 19,703	\$ 1,082
<u>Expenses</u>					
Salaries and Benefits	7,407	7,180	(227)	8,297	1,117
Other Personal Services (OPS)	2,798	2,660	(138)	2,453	(207)
Other Expenses	9,266	8,155	(1,111)	8,907	752
Operating Capital Outlay (OCO)	-	51	51	12	(39)
Total Operating Expenses	19,471	18,046	(1,425)	19,669	1,623
Net Operating Income	(879)	574	1,453	34	(541)
Investment Revenues	-	-	-	-	-
Change in Net Assets	(879)	574	1,453	34	(541)
<u>Fund Balance</u>					
Beginning Fund Balance	\$ 7,070	7,108		6,522	
Change in Net Assets	(879)	574		34	
Capital Expenditures	-	(1,361)		(2,132)	
Institutional Transfers	164	200		206	
Ending Fund Balance	\$ 6,355	\$ 6,522		\$ 4,629	

The Activity and Service Fee fund is the student life component of the University which supports clubs, organizations, student centers and recreational sports for all campuses. The purpose of this activity is to provide students with the opportunity to enhance learning through co-curricular activities. The principle revenue source for this fund is a per credit hour activity and service fee charged to all students excluding those admitted to fully online programs.

Financial Highlights

Forecast revenues in FY 2015-16 are on target vs. budget. Higher orientation program revenues and other unbudgeted student activity revenues are offset by lower than anticipated fees (lower student credit hour enrollment) and homecoming revenues.

FY 2015-16 forecasted expenses are \$1.4M lower than budget as the indoor track at the Recreation Center at Modesto M. Maidique campus was budgeted under operating expenses but actual charges are reflected under Capital Expenditures. Additionally, expenses related to other student activity operations are lower than projected due to postponed projects and vacant positions.

FY 2015-16 forecast capital expenditures include the indoor track which was incorrectly budgeted under Other Expenses and unbudgeted capital expenditures related to the construction project at Wolfe University Center.

The Activity and Service Fee remains unchanged at \$14.85 per credit hour for FY 2016-17. Revenues in FY 2016-17 vs. FY 2015-16 forecast are \$1.1M higher due to the activity and service fee now being charged to fully online students and greater student credit hour enrollment, offset by lower orientation program revenue and conservative budgeting of fund raising from student clubs and organizations.

Expenses in FY 2016-17 are \$1.6M higher than FY 2015-16 forecast due to budgeting of expenses associated with the activity and service fee now charged to fully online students, currently vacant positions, and higher fringe benefit rates, offset by one-time expenditures in the forecast.

Planned capital expenditures in FY 2016-17 are related to the continuation of the installation of the indoor track at the Recreation Center at Modesto M. Maidique campus, Graham Center renovations, and construction of Intramural fields. These capital projects will contribute to the well-being of the students.

The fund balance is held as a reserve to cover unexpected repairs and building maintenance at the Wolfe University Center, Graham Center and both Modesto A. Maidique Campus and Biscayne Bay Campus wellness and recreation centers.

**Florida International University
Financial Summary
Technology Fee**

	Final Budget	Forecast	Forecast vs.	Requested Budget	Forecast vs.
<i>(In thousands of dollars)</i>	2015-16	2015-16	Final Budget	2016-17	Requested Budget
Operating Revenues	\$ 9,492	\$ 9,496	\$ 4	\$ 9,959	\$ 463
<u>Expenses</u>					
Salaries and Benefits	932	758	(173)	935	177
Other Personal Services (OPS)	204	303	99	275	(28)
Other Expenses	8,529	6,474	(2,055)	7,683	1,209
Operating Capital Outlay (OCO)	1,594	930	(663)	846	(84)
Total Operating Expenses	11,259	8,466	(2,793)	9,739	1,273
Net Operating Income	(1,766)	1,030	2,796	220	(810)
Investment Revenues	-	-	-	-	-
Change in Net Assets	(1,766)	1,030	2,796	220	(810)
<u>Fund Balance</u>					
Beginning Fund Balance	\$ 3,822	4,208		5,159	
Change in Net Assets	(1,766)	1,030		220	
Capital Expenditures	-	(78)		-	
Institutional Transfers					
Ending Fund Balance	\$ 2,055	\$ 5,159		\$ 5,380	

Technology fee revenues are 5% of resident base tuition. The fee revenues are used to enhance instructional technology resources for students and faculty. Project proposals are reviewed by the Technology Fee Committee which makes investment recommendations to the President for final approval. The Committee is composed of 12 members (6 students & 6 Faculty / Staff) from across the University.

Financial Highlights

Current projects include the renovation of classrooms and computer labs with state-of-the art technology, Math Mastery Lab technology infrastructure, Student Academic Support Complex (SASC) audio visual equipment, and classroom maintenance and enhancement, etc.

FY 2015-16 forecast revenues are in line with budget.

Operating expenditures for FY 2015-16 are \$2.8M less than budgeted as a result of timing of expenditures for multi-year projects.

FY 2015-16 institutional transfer is related to an unbudgeted transfer to Facilities for an Engineering Campus computer lab project.

FY 2016-17 revenues are \$0.5M higher than forecast due to the technology fee now being charged to fully online students and an increase in overall student credit hour enrollment over FY 2015-16.

Operating expenses are \$1.3M greater than forecast due to budgeting of expenses associated with the technology fee now charged to fully online students, project extensions, and spending on multi-year projects.

Florida International University
Financial Summary
Board Approved Fees

	Final Budget	Forecast	Forecast vs.	Requested Budget	Forecast vs.
(In thousands of dollars)	2015-16	2015-16	Final Budget	2016-17	Requested Budget
Operating Revenues	\$ 377	\$ 363	\$ (14)	\$ 420	\$ 57
<u>Expenses</u>					
Salaries and Benefits	-	-	-	-	-
Other Personal Services (OPS)	-	-	-	-	-
Other Expenses	377	417	(40)	420	(3)
Operating Capital Outlay (OCO)	-	-	-	-	-
Total Operating Expenses	377	417	(40)	420	(3)
Net Operating Income	-	(54)	54	-	54
Investment Revenues	-	-	-	-	-
Change in Net Assets	-	(54)	(54)	-	54
<u>Fund Balance</u>					
Beginning Fund Balance		54		0	
Change in Net Assets	-	(54)		-	
Capital Expenditures	-	-		-	
Institutional Transfers	-	-		-	
Ending Fund Balance	\$ -	\$ 0		\$ 0	

Board Approved Fees are fees specific to the University and have been approved by the Board of Governors.

This fee currently consists of the Florida Bar Test Preparation Fee.

Only those students in certain programs where licensing to practice requires successful completion of an examination and where FIU provides this preparation through a third party vendor are charged the fee. Only students in the College of Law are required to pay the fee.

The purpose of the test preparation fee is to increase accessibility to test preparation courses in programs where students are expected to obtain specific preparation for a practice-based examination. By making the test preparation a required activity in the final semester of the program, the fee will be part of the cost of attendance and thus eligible for financial aid.

Financial Highlights

FY 2015-16 revenue is in line with budget. Revenue for FY 2016-17 is \$0.1M greater than forecast due to increased costs for bar prep courses.

FY 2015-16 expenses are greater than budgeted (pass-thru payments to third-party vendors) to spend down fund balance resulting from the timing of fee collections and bar prep course payments to vendors. FY 2016-17 expenses are in line with FY 2015-16 forecast and mirror FY 2016-17 revenue.

**Florida International University
Financial Summary
Contracts & Grants**

	Final Budget	Forecast	Forecast vs.	Requested Budget	Forecast vs.
<i>(In thousands of dollars)</i>	2015-16	2015-16	Final Budget	2016-17	Requested Budget
Operating Revenues	\$ 115,895	\$ 117,936	\$ 2,041	\$ 118,401	\$ 464
<u>Expenses</u>					
Salaries and Benefits	55,963	58,893	2,930	61,934	3,041
Other Personal Services (OPS)	13,678	14,472	794	12,940	(1,532)
Other Expenses	46,841	43,499	(3,342)	40,507	(2,992)
Operating Capital Outlay (OCO)	2,225	2,519	293	1,852	(667)
Debt Service Interest	-	45	45	-	(45)
Total Operating Expenses	118,707	119,428	722	117,233	(2,195)
Net Operating Income	(2,811)	(1,492)	1,319	1,168	2,660
Investment Revenues	-	0	0	-	(0)
Principal Payment of Debt	-	(205)	(205)	(205)	0
Change in Net Assets	(2,811)	(1,698)	1,114	963	2,660
<u>Fund Balance</u>					
Beginning Fund Balance	\$ 9,652	10,871		9,103	
Change in Net Assets	(2,811)	(1,698)		963	
Capital Expenditures		(17)		(400)	
Third Party Transfers	-	-		-	
Institutional Transfers	(356)	(53)		(532)	
Ending Fund Balance	\$ 6,484	\$ 9,103		\$ 9,134	

Contracts and grants include sponsored research, public service and training activities, incidental non-research initiatives, and direct support organization (DSO) reimbursements.

Sponsored research revenues are derived from federal, state, local and private sources in support of the sponsored programs of the University. The use of these funds is restricted to the specific purpose for which they are awarded. Sponsored research awards are comprised of direct costs and facilities & administrative (F&A) costs. Direct costs are those costs directly related to research projects such as the salaries and benefits of researchers and supplies, while F&A costs represent the University's overhead costs, which are not directly allocable to a specific project such as administrative functions, utilities, etc.

Expenditure levels of the Office of Research and Economic Development (ORED) administration are driven by the University's direct research expenditures and the associated F&A cost recovery. F&A cost recovery derived from sponsored research projects supports the administrative costs of sponsored research and provides funding to deans, department chairs, and faculty in support of research.

Incidental non-research activities receive revenue from external sources in exchange for goods or services.

DSO Reimbursements are revenues received from the University's 501c3 Direct Support Organizations and the FIU Health Care Network, which exist solely to support the University's mission.

Financial Highlights

The federally negotiated F&A cost reimbursement rate for on-campus research is currently 45%, negotiations are still underway with the Department of Health and Human Services (DHHS) and will likely increase the F&A reimbursement rate. This new rate would impact the F&A reimbursement rate over time as currently executed sponsored research projects would continue with current rates.

Since state and other private sponsors often reimburse for FIU's overhead at a lower rate than the federal negotiated rate, the FY 2015-16 forecasted actual recovery rate is 16.9%. The projected FY 2016-17 effective F&A return on sponsored projects is \$14.5M, which is equivalent to a blended rate of 15.8%.

Florida International University

Financial Summary

Contracts & Grants

FY 2015-16 favorable revenue variance of \$2.0M is primarily driven by College of Medicine Faculty Group Practice due to recent strategic realignment and reorganization, and Camillus House project. DSO reimbursements are higher than budget due to unbudgeted revenue for Student Access and Success and additional reimbursements from DSO's for the Museums (Wolfsonian and Jewish), College of Business, College of Engineering, Advancement, and College of Architecture + The Arts (CARTA). Overall, the favorable variance in incidental and DSO reimbursements is partially offset by the federal and other private sponsored research revenues which are less than expected, lower contractual revenue generated from the Center for Internet Augmented Research (CIARA), and less reimbursements for College of Medicine in support of programs like Neighborhood Help.

FY 2015-16 expenditures are \$0.7M greater than budget mainly due to greater spending on sponsored research projects, greater DSO and incidental revenue related spending in Advancement, across multiple colleges, and the Wolfsonian and Jewish Museums. These overages are offset, in part, by less expenses related to the College of Medicine Neighborhood Help program, CIARA due to the timing of contracted services to be provided and overall less demand, and the School of Hospitality and Tourism Management as a result of cost saving measures.

FY 2016-17 revenue is \$0.5M as compared to FY 2015-16 forecast. This increase is mainly due to growth in the College of Medicine Faculty Practice and other clinical operations, additional DSO reimbursement revenue from the FIU Health Care Network due to growth in managed clinical services throughout the University, Capital Campaign, and increases in Neighborhood Help projects across multiple colleges. This positive variance is offset by a decline in sponsored research commensurate with less expenditures (cost reimbursement) and less demand for services from CIARA.

FY 2016-17 expenditures are \$2.2M lower as compared to FY 2015-16 forecast. This decline is mainly due to a decrease in sponsored research activity and less expenditures in CIARA due to a decline in demand for their contracted services. This savings is offset, in part, by higher DSO reimbursable expenses with the FIU Health Care Network as a result of greater clinical services activity and new business lines, Neighborhood Help programs across multiple colleges, increased activity in support of the Capital Campaign, and various other College of Medicine reimbursements such as the Pediatrics and Leon Geriatrics chairs. In addition, growth in College of Medicine Faculty Practice is resulting in greater expenses compared to FY 2015-16.

Office of Research and Economic Development (ORED) will apply 32% of F&A collected to directly support research at the University, which includes support for areas outside of ORED that directly support research activity such as the Controller's office, Environmental Health and Safety (EH&S), Internal Audit, and the Applied Research Center (ARC). The remaining 68% of the \$14.5M in F&A will support ORED internal operations including the newly created Innovation and Economic Development Unit.

FY 2016-17 capital expenditures are for the Ambulatory Care Center construction.

**Florida International University
Financial Summary
Student Financial Aid**

	Final Budget	Forecast	Forecast vs.	Requested Budget	Forecast vs.
<i>(In thousands of dollars)</i>	2015-16	2015-16	Final Budget	2016-17	Requested Budget
Operating Revenues	\$ 159,506	\$ 159,631	\$ 125	\$ 164,166	\$ 4,535
<u>Expenses</u>					
Salaries and Benefits	2,078	2,064	(14)	2,117	53
Other Personal Services (OPS)	1,995	2,130	135	2,038	(92)
Other Expenses	155,151	155,947	795	161,920	5,973
Operating Capital Outlay (OCO)	-	-	-	-	-
Total Operating Expenses	159,224	160,140	916	166,075	5,934
Net Operating Income	282	(509)	(791)	(1,908)	(1,399)
Investment Revenues	4	3	(1)	5	2
Change in Net Assets	286	(506)	(793)	(1,903)	(1,397)
<u>Fund Balance</u>					
Beginning Fund Balance	\$ 6,476	10,623		10,358	
Institutional Transfers	\$ -	241		-	
Change in Net Assets	286	(506)		(1,903)	
Ending Fund Balance	\$ 6,762	\$ 10,358		\$ 8,455	

Student Financial Aid is the functional area of the University responsible for administering Financial Aid to students. It is comprised of funding from student financial aid fees (5% of base tuition and out-of-state fee), support from federal and state financial aid awards, institutional programs, as well as numerous private scholarships.

Financial Highlights

In FY 2015-16, the increase in revenues vs. budget is mainly driven by a higher than anticipated allocation from the state for Florida Student Assistance Grant (FSAG) \$2.1M and departmental scholarships \$1.5M. These are offset by lower than expected institutional scholarships of \$2.0M. The increase in departmental scholarships is due to higher donor related scholarships. The \$0.9M increase in expenses is driven by the same factors as revenues and the planned spend down of financial aid fund balances associated with departmental and need-based scholarships.

FY 2015-16 forecast institutional transfers represent one-time transfers to clear old scholarship balances.

Revenue projections for FY 2016-17 are \$4.5M higher than FY 2015-16 forecast. The enrollment strategy to increase the number of high achieving students through merit-based scholarships is reflected in an increased institutional aid investment of \$2.9M. An increase in the maximum Pell Grant award of \$40 to \$5,815 generates an additional \$3.2M of revenue. These are offset by lower departmental scholarships, \$1.0M, due to the planned spend down of fund balances in FY 2016-17. Bright Futures Scholarships revenues are \$0.5M lower as we continue to see the impact of stricter eligibility requirements - a cohort with less strict requirements graduates and is replaced with a new cohort under the new requirements. FY 2016-17 expenses are \$5.9M higher than FY 2015-16 forecast and reflect the changes described above for revenues and the planned spend down of institutional aid fund balances.

OPS expenses include Federal Work Study. The University and department match of 25% of the award - using other departmental funding sources - was implemented to offset award obligations after federal funding cuts and a lack of historical supplemental funding, this process continues into FY 2016-17.

Student Financial Aid includes institutional aid revenues which are derived from financial aid fees to students (net of administrative costs), 30% allocation of tuition differential fees collected (by Florida statute), University strategic allocations, and E&G tuition allocations. FY 2016-17 budgeted institutional aid revenue of \$39.8M is projected to increase by \$0.9M vs. FY 2015-16 budget, mainly driven by higher student credit hour enrollment.

**Florida International University
Financial Summary
Concessions**

	Final Budget	Forecast	Forecast vs.	Requested Budget	Forecast vs.
<i>(In thousands of dollars)</i>	2015-16	2015-16	Final Budget	2016-17	Requested Budget
Operating Revenues	806	\$ 878	\$ 72	896	\$ 18
<u>Expenses</u>					
Salaries and Benefits	-	0	0	-	(0)
Other Personal Services (OPS)	-	1	1	-	(1)
Other Expenses	806	652	(154)	896	244
Operating Capital Outlay (OCO)	-	-	-	-	-
Total Operating Expenses	806	654	(152)	896	243
Net Operating Income	-	224	224	-	(224)
Investment Revenues	-	-	-	-	-
Change in Net Assets	-	224	224	-	(224)
<u>Fund Balance</u>					
Beginning Fund Balance	\$ 812	892		992	
Institutional Transfers	-	(125)		-	
Change in Net Assets	-	224		-	
Ending Fund Balance	\$ 812	\$ 992		\$ 992	

This activity contains all the commission based revenues from beverage and pouring, snack vending as well as student housing laundry machines. The commission revenues in the concession fund are used to support the purchase of food and refreshment items at university-wide events, faculty and staff recruitment, commencements, training, lecture series, board of trustees, student housing socials and convocation events.

Financial Highlights

The beverage pouring and vending contract with Pepsi provides an annual amount for sponsorship in addition to commissions on product sales. Pepsi will provide an annual sponsorship for exclusive pouring rights valued at \$2.7M over the life of the contract which ends March 15, 2019. The Concessions fund will receive \$325K of Pepsi sponsorship revenue in FY 2016-17.

The increase in forecast revenues for FY 2015-16 is due to an 8% increase in snack vending commissions as a result of a new snack vending agreement and more credit card readers on the vending machines. The favorable variance in expenses represents savings in utilities, repairs and maintenance in vending operations, and unallocated revenues.

Institutional transfers in FY 2015-16 reflect a correction of a prior year entry related to the Pepsi sponsorship.

The increase in revenues for FY 2016-17 vs. FY 2015-16 forecast is driven primarily by higher snack sales due to more cashless transactions. FY 2016-17 expenses are expected to increase vs. FY 2015-16 forecast as incremental revenues and prior year savings are allocated in support of university-wide events and vending operations.

**Florida International University
Financial Summary
FIU Athletics Finance Corp**

	Final Budget	Forecast	Forecast vs.	Requested Budget	Forecast vs.
<i>(In thousands of dollars)</i>	2015-16	2015-16	Final Budget	2016-17	Requested Budget
Total Revenues	\$ 3,451	\$ 4,126	\$ 675	\$ 4,566	\$ 440
<u>Expenses</u>					
Salaries	-	-	-	-	-
Other Personal Services (OPS)	-	-	-	-	-
Other Expenses	776	1,040	264	1,233	193
Operating Capital Outlay (OCO)	-	-	-	-	-
Net Unrealized Investment Loss	-	(69)	(69)	-	69
Debt Service Interest	1,438	1,438	(1)	1,146	(292)
Total Operating Expenses	2,214	2,409	195	2,379	(31)
Net Operating Income	1,237	1,716	480	2,187	471
Principal Payment of Debt	(697)	(697)	-	(371)	327
Change in Net Assets	539	1,019	480	1,816	797
<u>Net Assets</u>					
Beginning Net Assets	\$ 5,758	6,078		6,347	
Change in Net Assets	539	1,019		1,816	
Operational Transfers	-	(750)		(1,125)	
Total Net Assets	\$ 6,297	\$ 6,347		\$ 7,038	

The Athletics Finance Corp serves as the entity to finance and operate the FIU Football Stadium. Primary sources of revenues are transferred into the AFC from the University's Athletics Department and include beverage vending and pouring contract support, naming rights, premium suite and ticket revenues and a percentage of athletic student fees (per statute 1010.62). These revenue streams are pledged for the annual debt service associated with the stadium's construction cost.

Financial Highlights

FY 2015-16 revenue is forecasted to be \$0.7M over budget mainly due an unbudgeted transfer from the Trustee of the AFC of conference revenue reserves. This is partially offset by less than anticipated football ticket sales, premium seating revenue, and sponsorships.

FY 2015-16 operating expenses are up \$0.2M over budget due to unanticipated stadium video board and HVAC repairs.

FY 2015-16 unbudgeted operational transfers of \$0.8M is the result of conference revenue reserves being transferred to the University to support operations.

FY 2016-17 revenues are projected to be \$0.4M greater than current year forecast due to two additional home games (5 versus 7 games) and the associated increase in premium seating, ticket sales, and concessions, growth in other rental income due to the Miami FC soccer team, and the transfer of additional conference revenue from the University to the AFC (this is a pass through and may return to the University by year-end).

FY 2016-17 expenses are in line with forecast and include additional budget for stadium upgrades and greater game day management costs as a result of more home games, which are offset by savings due to debt restructuring.

FY 2016-17 operational transfers of \$1.1M represent the return of conference revenue transfer to the University from the AFC.

Florida International University
Financial Summary
FIU Foundation Inc.

	Final Budget	Forecast	Forecast vs.	Requested Budget	Forecast vs.
(In thousands of dollars)	2015-16	2015-16	Final Budget	2016-17	Requested Budget
REVENUES:					
<u>Contributions:</u>					
Endowments	\$ 9,958	\$ 7,222	\$ (2,736)	\$ 4,592	\$ (2,630)
Scholarships & Programs (Non-Endowed)	15,230	17,008	1,778	16,749	(259)
Building Funds	782	147	(635)	3,697	3,550
Annual Fund	1,030	963	(67)	908	(55)
Pledged Revenue	-	-	-	-	-
Total Contributions	27,000	25,340	(1,660)	25,946	606
<u>Other Revenues:</u>					
MARC Building - Rental Income	1,694	1,781	86	1,699	(82)
Foundation Enterprise Holdings I	197	217	20	200	(18)
Foundation Enterprise Holdings II	56	58	1	58	1
Foundation Enterprise Holdings III	215	216	1	875	659
Foundation Enterprise Holdings IV	43	20	(23)	27	6
Estimated Investment Returns	12,220	(7,500)	(19,720)	9,744	17,245
Total Other revenues	14,425	(5,208)	(19,634)	12,602	17,810
Total Revenues	41,425	20,132	(21,293)	38,548	18,416
EXPENSES:					
<u>University Programs:</u>					
Scholarships & Programs	15,976	17,518	1,542	17,164	(353)
Building Funds	1,243	849	(394)	1,660	811
Annual Fund	2,171	2,129	(42)	2,171	43
Total University programs	19,390	20,495	1,105	20,995	500
<u>Operational:</u>					
MARC Building	608	507	(102)	498	(8)
Foundation Enterprise Holdings I	178	194	15	178	(16)
Foundation Enterprise Holdings II	55	139	83	56	(83)
Foundation Enterprise Holdings III	176	205	29	710	505
Foundation Enterprise Holdings IV	43	20	(22)	26	7
Administrative Reserve	1,599	1,516	(82)	1,784	268
General Reserve	5,828	6,078	251	3,396	(2,682)
Total Operational Expenditures	8,488	8,659	171	6,648	(2,010)
Total Operating Expenses	27,878	29,154	1,277	27,643	(1,510)
Net Operating Income	\$ 13,548	\$ (9,022)	\$ (22,570)	\$ 10,905	\$ 19,929

Notes: Pending Foundation Board of Directors approval.

Florida International University
Financial Summary
FIU Foundation Inc.

Financial Highlights

Revenues:

Cash contributions for FY 2016-17 are comprised of pledge payments on existing receivables, cash installments on expected new gifts, and other outright cash gifts to the Foundation. Of the \$26.0M budgeted, 18% or \$4.6M is endowed, 65% or \$16.7M is non-endowed, 14% or \$3.7M is for buildings, and the remaining 3% is unrestricted annual revenues.

MARC building rental income is projected to be \$1.7M for fiscal year 2016-17, which is a 0.3% increase over the prior year. Tenants of the MARC building consist of the Office of Research and Economic Development, College of Business, FIU Online, University College, Treasury, University Advancement, the Foundation office, and FPL. The MARC Building is currently operating at 100% occupancy; however a 5% vacancy rate has been built into the budget.

Foundation Subsidiaries represent the operating budget of several properties acquired since 2011, and which are included in the Foundation budget.

Foundation Enterprise Holdings I is a wholly-owned subsidiary of the Foundation consisting of 5,353 square feet of commercial real-estate on Washington Avenue on Miami Beach. Budgeted revenues for FY 2016-17 include rental income from three building tenants, common area maintenance (CAM); there is a vacancy rate of 10% built into the budget.

Foundation Enterprise Holdings II is a single member LLC currently holding the Jewish Museum of Florida-FIU (JMOF) - FIU building. Budgeted revenues in FY 2016-17 of \$58K are derived from transfers made from the Foundation to support building expenses.

Foundation Enterprise Holding III is a single member LLC currently holding real property located on 100 East Flagler Street. In January 2016 the Foundation Board of Directors voted to sell the asset and use the proceeds towards the Wolfsonian capital expansion plant. Revenues for FY 2016-17 are \$0.9M, which is comprised of \$0.2M in plant operations and maintenance (PO&M) and \$0.7M from the proceeds from the sale.

Foundation Enterprise Holdings IV (FEH IV) is a single member LLC currently holding real property in Islamorada that supports the Aquarius Reef Base project.

Investment returns for FY 2016-17 are projected at 4% or \$9.7M and assume a \$237M beginning fund value and net cash flows into the portfolio consistent with budgeted cash receipts and expenses. The Foundation is forecasting a 3.5% or \$(7.5M) loss based on fiscal year to date investments as of April 30, 2016.

Expenses:

Scholarships and Programs expenses for FY 2016-17 are increasing by 7.4% over FY 2015-16 forecast and are budgeted at \$17.2M. The College of Medicine, Jewish Museum of Florida, Wolfsonian-FIU, College of Business, and College of Nursing and Health Sciences account for 61% of the total Scholarships and Programs expense.

Donated building funds proceeds of \$1.7M, which is \$0.5M more than the current year budget, has been requested to cover \$1.2M for Hospitality Management Beverage Lab, \$0.2M for CBA Building Complex, and \$0.3M for the World of Tropical Botany Building (ITCB).

MARC building expenses are expected to total approximately \$0.5M in FY 2016-17, which represents an 18% decrease relative to the current year budget. Current year savings were mainly a result of the loan maturity on the swap portion of the MARC Building loan and a decrease in utilities expenses. Budgeted expenses for the MARC building include utilities, repairs and maintenance, custodial services, interest on loan, insurance for the building, overhead and bank fees. It should be noted that the budget does not include the payment for the principal portion of the note payable due in FY 2016-17 of \$785,000 as well as approximately \$600,000 in MARC first floor renovations.

Foundation Enterprise Holdings expenses reflect customary costs related to owning commercial real estate including management fees, replacement reserve, bank fees, repairs and maintenance, other building costs, and real estate taxes. In FY 2016-17, expenses related to the Washington Avenue Properties have been budgeted at \$178K, Jewish Museum of Florida-FIU at \$56K, Wolfson properties at \$710K with a large portion due to the movement of the collection and legal and title fees related to the expected sale of the property, and the Islamorada site at \$26K.

**Florida International University
Financial Summary
FIU Health Care Network**

	Final Budget	Forecast	Forecast vs.	Requested Budget	Forecast vs.
<i>(In thousands of dollars)</i>	2015-16	2015-16	Final Budget	2016-17	Requested Budget
Total Revenues	\$ 3,959	\$ 5,108	\$ 1,149	\$ 6,593	\$ 1,484
<u>Expenses</u>					
Salaries and Benefits	1,175	1,140	(34)	2,265	1,124
Other Personal Services (OPS)	76	-	(76)	-	-
Other Expenses	1,705	2,184	480	2,198	14
Operating Capital Outlay (OCO)	-	-	-	-	-
Debt Service Interest	180	173	(7)	167	(6)
Total Operating Expenses	3,136	3,497	361	4,629	1,132
Net Operating Income	823	1,611	789	1,964	353
Change in Net Assets	823	1,611	789	1,964	353
<u>Net Assets</u>					
Beginning Net Assets	\$ 1,381	761		2,373	
Institutional Transfers	-	-		(1,264)	
Change in Net Assets	823	1,611		1,964	
Total Net Assets	\$ 2,203	\$ 2,373		\$ 3,072	

The FIU Health Care Network (HCN) serves as the entity for the collection and administration of income generated from the University's clinical operations. Pursuant to Florida Board of Governors regulation 9.017 governing SUS Faculty Practices, the distribution of all faculty practice funds will be for the improvement and support of the academic mission of FIU.

HCN provides management and staffing (non-clinical staff only) services to support clinical operations, including Student Health Services, throughout the University. The budget reflects the management services portion provided by HCN and does not include clinical services.

Financial Highlights

FY 2015-16 revenues are \$1.1M higher than expectations. HCN has seen a significant increase in international programs enrollment with more than 300 completed rotations of foreign medical students over budget. Additionally, greater clinical activity related to Student Health Services and across the faculty practice locations has resulted in greater than expected management services revenue.

FY 2015-16 operating expenses are \$0.4M greater than budget driven by unexpected relocation costs due to the move of the Modesto M. Maidique Campus (MMC) faculty practice to the Ambulatory Care Center (ACC), greater instructional costs driven by additional international program volume, and other expenses such as licenses for billing services/system for all clinical sites, and greater banking fees resulting from more international transactions.

For FY 2016-17, HCN revenue is budgeted to increase by \$1.5M compared to FY 2015-16 forecast. In FY 2016-17, as seen in FY 2015-16, international program revenue is anticipated to comprise a significant portion of HCN's revenue as demand continues to be strong. Additionally, management services revenue is anticipated to increase as we see new clinical activities coming online along with growth in current clinical programs.

Operating expenses are \$1.1M greater than FY 2015-16 forecast and are driven by greater international student program activity, new clinical service opportunities, and the continued transition of HCN to a management services organization that includes staffing and management, excluding clinical providers.

Institutional transfers in FY 2016-17 represent cash transfers from HCN's gain in net assets due to international operations to the University to support clinical operations in the Faculty Group Practice.

Florida International University
Financial Summary
FIU Self-Insurance Program

	Final Budget	Forecast	Forecast vs.	Requested Budget	Forecast vs.
(In thousands of dollars)	2015-16	2015-16	Final Budget	2016-17	Requested Budget
Total Revenues	\$ 332	\$ 1,256	\$ 923	\$ 393	\$ (862)
Expenses					
Salaries and Benefits	-	-	-	-	-
Other Personal Services (OPS)	-	-	-	-	-
Expense (Admin. & Overhead)	-	-	-	-	-
Operating Capital Outlay (OCO)	-	-	-	-	-
Incurred But Not Reported - Contingent Liability Expense	332	378	46	393	16
Total Operating Expenses	332	378	46	393	15
Net Operating Income	-	878	878	-	(876)
Investment Earnings	-	-	-	-	(0)
Change in Net Assets	-	878	878	-	(876)
Fund Balance					
Beginning Fund Balance	-	-		878	
Change in Net Assets	-	878		-	
Institutional Transfer	-	-		-	
Ending Fund Balance	\$ -	\$ 878		\$ 878	

The Self-Insurance Program has been established by the Florida Board of Governors regulation 10.001 to provide professional liability protection to the Florida Board of Governors, the FIU Board of Trustees, and other authorized entities and individuals. The Self-Insurance Program (SIP) entity serves to record the activities associated with the Self-Insurance Program and is subject to oversight by the SIP Council.

The SIP includes coverage for the clinical activities of the Colleges of Medicine, Nursing, and University Health Services. Revenues include funding for premium contributions, claims, and insurance premiums directly associated with the SIP. In addition, provisions are made for administrative expenses primarily for the University of Florida as the SIP administrator.

Financial Highlights

FY 2015-16 revenue is \$0.9M greater than budget due to an unbudgeted cash transfer to meet minimum capitalization requirements.

FY 2015-16 forecast operating expenses are in line with budget.

FY 2016-17 budgeted revenues are based on current estimates of SIP related costs as the SIP Council has not approved premiums for FY 2016-17. Excluding the unbudgeted cash transfer to meet capitalization requirements, FY 2016-17 budget is in line with FY 2015-16 actuals.

FY 2016-17 operating expenses mirror revenues and are based on current estimates since the SIP Council has not approved premiums for FY 2016-17.

**Florida International University
Financial Summary
FIU Research Foundation, Inc.**

	Final Budget	Forecast	Forecast vs.	Requested Budget	Forecast vs.
<i>(In thousands of dollars)</i>	2015-16	2015-16	Final Budget	2016-17	Requested Budget
Total Revenues	\$ 30	\$ 30	\$ -	\$ 30	\$ -
<u>Expenses</u>					
Expense	29	19	(10)	25	6
Debt Service Interest	-	-	-	-	-
Total Expenditures	29	19	(10)	25	6
Net Operating Income	1	11	10	5	(6)
Principal Payment of Debt	-	-	-	-	-
Unrealized Gains & Losses	-	-	-	-	-
Change in Net Assets	1	11	10	5	(6)
<u>Net Assets</u>					
Beginning Net Assets	\$ 77	76		87	
Change in Net Assets	1	11		5	
Institutional Transfers	-	-		-	
Total Net Assets	\$ 78	\$ 87		\$ 92	

The FIU Research Foundation serves as an agent with respect to special grants awarded to the University. These activities and the entire amount of the grant is recognized by FIU in the Sponsored Research Development Trust Fund and is not in the budget above.

Financial Highlights

FY 2015-16 revenue funding is from royalty income received by Office of Research and Economic Development plus additional cash transfers to cover audit, accounting, professional development, and economic development efforts.

FY 2015-16 operating expenses include audit and accounting fees, travel related to international research partnerships, and professional services related to research development, technology management, and commercialization.

FY 2016-17 projected revenues are expected to come from royalty income for technology management, commercialization, and research development efforts.

FY 2016-17 projected operating expenses are for audit and accounting fees, foreign country ventures, and professional services related to research development, technology management, and commercialization activities.

**Florida International University
Financial Summary
University Treasury Operations**

	Final Budget	Forecast	Forecast vs.	Requested Budget	Forecast vs.
<i>(In thousands of dollars)</i>	2015-16	2015-16	Final Budget	2016-17	Requested Budget
Investment Revenues	\$ 14,260	\$ (15,043)	\$ (29,304)	\$ 11,994	\$ 27,036
Operating Expenses	\$ (7,089)	\$ (6,893)	\$ 197	\$ (7,106)	\$ (213)
Net Revenues	\$ 7,171	\$ (21,936)	\$ (29,107)	\$ 4,889	\$ 26,824
Net Operating Income	7,171	(21,936)	(29,107)	4,889	26,824
Investment Earnings Distribution	(223)	(400)	(178)	(223)	178
Operational Transfers	-	-	-	(6,300)	(6,300)
Change in Net Assets	\$ 6,949	\$ (22,336)	\$ (29,284)	\$ (1,634)	\$ 20,702

Treasury operations revenue consists of earnings from the University's investment portfolio. Earnings include interest income, realized gains (which are reinvested each month) and unrealized gains / losses.

Financial Highlights

Investment earnings in FY 2015-16 are expected to be lower than budget due to unrealized losses in the Strategic Capital and Reserve Pools. Overall, net investment returns are projected to be lower than the budget (-5.0% versus 4.0%). The Strategic Capital and Reserve Pools are projected to have losses of 7.2% and the Working Capital Pool gains of 0.5%. FY 2015-16 forecasted expenses are expected to be lower than budget due to vacancies \$0.2M.

Investment earnings are projected to be 3.6% in FY 2016-17. FY 2016-17 expenses are expected to increase versus FY 2015-16 forecast mostly due to the filling of vacant positions and the planned purchase of a new financial analysis software package.

Investments earnings are distributed to Educational and General (E&G) carry forward, Auxiliary Enterprises and Financial Aid funds. E&G funds receive the State Treasury Special Purpose Investment Account (SPIA) rate and the non-E&G funds receive the risk free rate (30-Day T-Bill). FY 2015-16 distributions are forecasted to be higher than planned due to higher projected T-Bill rates and lower operating expenses. FY 2016-17 distributions are projected to be slightly lower than FY 2015-16 forecast due to higher expenses.

In FY 2016-17, \$6.3M in operational transfers will be made to Facilities to fund a portion of the practice fields being constructed on the southwest side of the Modesto M. Maidique Campus. This transfer is funded by Treasury's unrestricted fund balance.

In FY 2010-11, Treasury Operations entered into a working capital agreement with Athletics, in which four annual disbursements were made totaling \$5.0M. The first, second, third and fourth disbursements were made in June 2011, December 2011, June 2013 and June 2014 in the amounts of \$1.9M, \$1.8M, \$0.9M, and \$0.4M respectively. These disbursements were reflected as operational transfers.

In FY 2013-14, Treasury Operations agreed to support Financial Aid merit-based scholarship initiatives from FY 2015-16 through FY 2017-18 with maximum annual funding of \$5.0M. The funding from Treasury is dependent on available returns as determined by investment market conditions.

In FY 2013-14, Treasury agreed to fund the redemption of the Series 1995 Parking Bonds (\$1.8M) and to pay the accrued interest on the Series 1999 and 2002 Parking Bonds (\$0.2M) as part of refunding provisions in the Series 2013 Parking Bonds. Treasury will be reimbursed by the semi-annual Build America Bonds subsidy payments.

FULL BOARD Meeting

Date: June 2, 2016

Subject: 2016-17 University Work Plan

Proposed Board Action:

Approve the 2016-17 University Work Plan.

Background Information:

The Florida Board of Governors requires that all State University System institutions submit an annual work plan.

Florida Board of Governors Regulation 2.002(3), University Work Plans and Annual Reports, provides that each board of trustees shall prepare a work plan and submit updates on an annual basis for consideration by the Board of Governors. The work plan shall outline the university's top priorities, strategic directions, and specific actions and financial plans for achieving those priorities, as well as performance expectations and outcomes on institutional and System-wide goals.

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FIU

2016 Work Plan



Florida International University

University Work Plan Presentation

for Board of Governors June 2016 Meeting

STATE UNIVERSITY SYSTEM of FLORIDA | **Board of Governors**



INTRODUCTION

The State University System of Florida has developed three tools that aid in guiding the System's future.

- 1) The Board of Governors' 2025 System Strategic Plan is driven by goals and associated metrics that stake out where the System is headed;*
- 2) The Board's Annual Accountability Report provides yearly tracking for how the System is progressing toward its goals;*
- 3) Institutional Work Plans connect the two and create an opportunity for greater dialogue relative to how each institution contributes to the System's overall vision.*

These three documents assist the Board with strategic planning and with setting short-, mid- and long-term goals. The Board will use these documents to help advocate for all System institutions and foster even greater coordination with the institutions and their Boards of Trustees.

Longer-term goals will inform future agendas of the Board's Strategic Planning Committee. The Board's acceptance of a work plan does not constitute approval of any particular component, nor does it supersede any necessary approval processes that may be required for each component.



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MISSION STATEMENT (What is your purpose?)

Florida International University is an urban, multi-campus, public research university serving its students and the diverse population of South Florida. We are committed to high-quality teaching, state-of-the-art research and creative activity, and collaborative engagement with our local and global communities.

VISION STATEMENT (What do you aspire to?)

Florida International University will be a leading urban public research university focused on student learning, innovation, and collaboration.

STATEMENT OF STRATEGY (How will you get there?)

Given your mission, vision, strengths and available resources, provide a brief description of your market and your strategy for addressing and leading it.

As Miami's first and only public research university, offering bachelor's, master's, and doctoral degrees, FIU is worlds ahead in its service to the academic and local community. Designated as a top-tier institution by the Carnegie Foundation, FIU emphasizes research as a major component in the university's mission.

For over four decades, FIU has positioned itself as one of South Florida's anchor institutions. We are dedicated to enriching the lives of the local and global community. With a student body of nearly 54,000, we are among the 10 largest universities in the nation and have collectively graduated more than 200,000 alumni, 115,000 of whom live and work in South Florida. FIU graduates more Hispanics than any other university in the nation.

In the FIU *Beyond Possible 2020* Strategic Plan, FIU determined that we need to increase the number of graduates by 20% by 2020 to meet the educated workforce needs of South Florida. Every year, FIU adds 2,000 students. By 2020, we project we will have 65,000 students.

FIU is a local and national solutions center. As one of the largest employers in South Florida, FIU plays a leadership role in our community competing, succeeding, and leading in the 21st century economy. We are a catalyst for innovation and entrepreneurship. FIU takes its responsibility to our community seriously and has invested in efforts to be responsive, effective and efficient, to support student success and economic development. FIU has taken action both in accepting a leadership role in a number of existing community and industry initiatives and in creating new strategies that are pivotal to the community's success. For example, this coming year President Mark B. Rosenberg has been asked to serve as Chair of the Greater Miami Chamber of Commerce, which serves as a social and economic engine guiding South Florida to be a global business and finance hub of the 21st Century. He also serves as the Chair of the Beacon Council's Academic Leaders Council, whose aim is to create an educational ecosystem that aligns with the business needs in order to ensure workers availability and the required set of skills. At a national level President Rosenberg chairs the National Academies of Sciences Committee on Developing Indicators for Undergraduate STEM Education. FIU's STEM Transformation Institute Director, Dr. Laird Kramer, also is recognized nationally and provides leadership through his appointment on the National Academies of Sciences Committee for Strengthening Research Experiences for Undergraduate STEM Students.



In the new Carnegie Basic Classification of universities, FIU joined the top tier of doctoral research universities in the U.S. with the designation of R1: Doctoral Universities – Highest Research Activity. With this designation, FIU is now one of the five universities in the State University System ranked in the top tier for research. As an R1 university, FIU is focused on achieving BOG Emerging Preeminence and, ultimately, Preeminence status. Significant progress has been made in several of the preeminence metrics and we expect to achieve emerging preeminence within the next few years. Below are data on several of the metrics:

- For FY 2014-15 FIU reported to the National Science Foundation (NSF) 117 postdoctoral fellows. That is a growth of 30% from the prior year.
- During the past three years FIU submitted 127 patent applications to the USPTO and in 2014-15 obtained 11 patents, the most in FIU's history in a single year.
- In 2014 FIU had four of eight NSF Science and Engineering (S&E) disciplines ranked in the top 100 nationally. We expect that when the 2015 report is made public by the NSF later this year that five disciplines will be in the top 100.
- Number of doctorates up from 414 in 2015 to 472 in 2016
- Total research expenditures up from \$133M in 2015 to \$163M in 2016
- Total S&E research expenditures up from \$107M in 2015 to \$125M in 2016

STRENGTHS AND OPPORTUNITIES *(within 3 years)*

What are your core capabilities, opportunities and challenges for improvement?

FIU is a beacon of hope and opportunity for our students and their families. We create impact through groundbreaking research, win-win partnerships with other anchor institutions, businesses and local governments, and the high quality education we provide our students. FIU leverages institutional priorities in the context of a dynamically growing community. We are a solutions center. Research and innovation are the driving engines of these efforts.

FIU is proud to be ranked by Forbes magazine as the second best Florida employer in this year's "America's Best Employers" list. FIU moved up 30 spots from being 64th on last year's list, and we are the highest ranking university in Florida this year. FIU is on this list because of the commitment to excellence that our faculty and staff members demonstrate on a daily basis, making our FIU a dynamic and desirable place to work.

FIU is a mirror of its community with a student body that represents the future of American public universities as global citizens. FIU also mirrors the entrepreneurial spirit of Miami so it is necessary not only to prepare generations of students to take good jobs but also to create their own companies. The combination of a diverse student body, entrepreneurial thinking, and a global city gives FIU a unique advantage to be a 21st century workforce-ready college graduate.

We take pride in our faculty and their students' achievements: our graduates are leaders in their fields. As a majority-minority institution of higher education with a global outlook, we send the message that diversity and excellence can co-exist: our FIU Panthers embody this. Our graduates demand higher salaries than any of the other SUS graduates. We are ranked 17th by Washington Monthly for our engagement and contributions to our community through social mobility, research and service.

Our world-class faculty members are engaged in cutting-edge research, scholarships, and creative activity and are recognized nationally and internationally. Arif Sarwat, an assistant professor in Electrical and Computer Engineering received a National Science Foundation (NSF) CAREER award for his work on "Cyber Physical Solution for High Penetration Renewables in Smart Grid." The NSF also recognized



FIU with an award of \$6 million to build an integrated neuroimaging instrument to help understand normal and pathological brain mapping, led by professor Malek Adjouadi. The National Institutes of Health has recognized FIU through its \$12.7 million award as part of a multi-year national landmark study on substance use and adolescent brain development led by Raúl González, associate professor of psychology, and director of the Substance Use and HIV Neuropsychology Lab.

We are representative of our middle name. FIU has been awarded the 2016 Andrew Heiskell Award by the Institute of International Education (IIE). The award distinguishes our Global Learning for Global Citizenship initiative as a best practice for successful campus internationalization. Having been given to only 17 institutions to date, this award recognizes the individual and collective efforts of our faculty, staff, and students who have developed and continue to expand the many ways we provide global learning to all. FIU was also recognized by the U.S. Department of State as a top producer of Fulbright U.S. Scholars for 2015-2016 with six Fulbright Scholars in 2016.

FIU was asked to join the prestigious Ashoka University Changemaker Campus consortium. Ashoka U builds upon the mission of Ashoka, the world's largest network of social entrepreneurs, to further a culture of social innovation in higher education. FIU students have shown time and again they are ready to make a difference at home or abroad long before they graduate and now FIU has been recognized as a leader in fostering the opportunities that help its students impact the world.

KEY INITIATIVES & INVESTMENTS *(within 3 years)*

Describe your top three key initiatives for the next three years that will drive improvement in Academic Quality, Operational Efficiency, and Return on Investment.

1 Student Success: The Obama administration recognized FIU for providing an accessible, affordable education to lower-income students. The Department of Education report highlighted FIU as one of the top institutions in the nation that incorporates strategies to increase college access and ensure student success. FIU is providing the support needed for better student outcomes.

FIU continues to excel and deepen its commitment to ambitious and unprecedented student success goals. As a result, FIU has committed to UP:LIFT (University Paradigm: Learn, Interact, Facilitate, Transform). FIU UP:LIFT is an initiative to deploy state-of-the-art, evidence-based instruction, learning technologies, and advanced classroom assessment throughout critical gateway and STEM courses. The critical gateway courses are high enrollment, foundational courses that have been found to have high failure rates and/or are predictors of students leaving college. The state's economic prosperity drives us to target both the foundational and STEM courses. The initiative integrates FIU's two most impactful student success initiatives, the Graduation Success Initiative (GSI) and the STEM Transformation Institute, to create a new institution-wide paradigm for classroom instruction and student success.

UP:LIFT prepares faculty to implement the best instructional and assessment practices in their gateway and STEM courses to improve student success, graduation rates, and programmatic efficiencies so that FIU students develop real-world skills through timely, cost-effective programs. The initiative's ultimate goal is to be a sustained producer of a highly skilled and highly adaptable workforce that will serve as a launch pad for innovation and startups as well as attract high-tech companies to South Florida.

FIU, UCF, and USF, the state's three largest metropolitan research universities, have partnered to create the Florida Consortium of Metropolitan Research Universities. To fuel the state's economy and increase the number of career-ready graduates in high-demand areas, members of the consortium are sharing



and creating best practices and innovative solutions, policies, and programs. Together, the Consortium has set out to graduate more students in high-demand areas and build a stronger workforce and increase the number of under-represented students graduating with the skills and credentials required by Florida's employers.

2 Preeminent Programs: FIU's goal is to be a Worlds Ahead university that creates an innovation nexus where preeminent programs and teams drive research, creativity, innovation, and education. FIU already has distinguished programs whose national rankings and research breakthroughs bring prestige to the university. These programs help our university serve our community, our state, our nation, and our world. Moreover, they provide opportunities for winning grants and support, provide focus for the Next Horizon capital campaign, and support student success.

Building preeminent programs and teams will strengthen FIU's capacity to provide high-quality teaching, engage in state-of-the-art research and creative activity, and collaborate with our local and global communities. We will design and chart our best future as a university by identifying and leveraging those FIU programs that will help us become a leading urban public research university in the 21st century.

FIU's drive toward preeminence will require recruitment of the highest quality faculty, graduate students, and postdoctoral fellows. As part of the FIU *Beyond Possible 2020* Strategic Plan, FIU is embarking on a Cluster Hiring Initiative which will dedicate replacement and new faculty lines into the university's preeminent programs. This initiative will be coordinated with StartUP FIU, our third key initiative, by recruiting faculty whose research has high potential for innovation and technology transfer.

This initiative will be the core of FIU's aspirations of research preeminence, and this also will include a focus on the growth of postdoctoral scholars and increased doctoral student recruitment and graduation. High quality research faculty is symbiotic with high quality postdoctoral scholars and graduate education.

3 StartUP FIU: StartUP FIU is a collaborative effort across the university that is a major component of FIU's coordinated research innovation and economic development program. This initiative is fundamental to FIU's continued growth in research and to the achievement of FIU *Beyond Possible 2020*'s research-related goals. The core mission of StartUP FIU is to foster a culture of innovation and entrepreneurship at FIU and beyond through collaboration and partnerships with existing institutional units and prospective partners. It will be a resource for students, faculty, and community members, including alumni, who are passionate about bringing their ideas to market or interested in mentoring or assisting startups get to the next level. Central to the mission of StartUP FIU is the goal of bringing together creative people by providing programming and facilities for collaboration, ideation, and incubation to obtain the right support in the innovation and entrepreneurial ecosystem within Miami.

StartUP FIU will facilitate and support student and faculty innovation efforts. This will include assisting in the various elements needed for patent application, as well as the steps needed to form new companies, such as determining the feasibility of a technology or concept, establishing business plans, and developing proof of concept and product market analyses. Companies created to move an FIU technology to market (AUTM criteria) will be critical to meeting our goals and to establishing a foundation for a future positive net revenue stream when the program matures. To establish this revenue stream we will seek Small Business Innovation Research (SBIR) and Small Business Technology Transfer (STTR) grants from federal agencies to support startup companies.



PERFORMANCE BASED FUNDING METRICS

	2015 ACTUAL	2016 ACTUAL	2017 GOALS	2018 GOALS	2019 GOALS	2020 GOALS
Percent of Bachelor's Graduates Enrolled or Employed (\$25,000+) within the U.S. One Year After Graduation	70.9% 2012-13	68.4% 2013-14	69.5% 2014-15	71% 2015-16	72.5% 2016-17	74% 2017-18
Median Wages of Bachelor's Graduates Employed Full-time in Florida One-Year After Graduation	\$36,200 2012-13	\$36,900 2013-14	\$37,000 2014-15	\$37,500 2015-16	\$39,000 2016-17	\$40,000 2017-18
Cost per Bachelor's Degree <i>Costs to the University</i>	\$25,470 2010-14	\$25,990 2011-15	\$26,100 2012-16	\$26,200 2013-17	\$26,300 2014-18	\$26,400 2015-19
FTIC 6 year Graduation Rate <i>for full- and part-time students</i>	53.1% 2008-14	56.8% 2009-15	52% 2010-16	54% 2011-17	62% 2012-18	70% 2013-19
Academic Progress Rate <i>FTIC 2 year Retention Rate with GPA>2</i>	76.9% 2013-14	80.4% 2014-15	83% 2015-16	86% 2016-17	88% 2017-18	90% 2018-19
Bachelor's Degrees Awarded Within Programs of Strategic Emphasis	46.1% 2013-14	46.9% 2014-15	48% 2015-16	48% 2016-17	49% 2017-18	50% 2018-19
University Access Rate <i>Percent of Fall Undergraduates with a Pell grant</i>	51.0% Fall 2013	50.5% Fall 2014	52% Fall 2015	53% Fall 2016	53% Fall 2017	53% Fall 2018
Graduate Degrees Awarded Within Programs of Strategic Emphasis	52.4% 2013-14	54.1% 2014-15	56% 2015-16	58% 2016-17	60% 2017-18	60% 2018-19
BOG METRIC: Percent of Bachelor's Degrees Without Excess Hours	67.6% 2013-14	68.9% 2014-15	71% 2015-16	74% 2016-17	78% 2017-18	80% 2018-19
UBOT METRIC: Bachelor's Degrees Awarded To Minorities	84.0% 2013-14	85.3% 2014-15	86% 2015-16	86% 2016-17	86% 2017-18	87% 2018-19

Note: Metrics are defined in appendix. For more information about the PBF model visit: http://www.flbog.edu/about/budget/performance_funding.php.



PREEMINENT RESEARCH UNIVERSITY FUNDING METRICS

	BENCH- MARKS	2016 ACTUAL	2017 GOALS	2018 GOALS	2019 GOALS	2020 GOALS
Average GPA and SAT Score <i>for incoming freshman in Fall semester</i>	4.0 GPA 1200 SAT	3.9 1120 Fall 2015	3.96 1140 Fall 2016	3.99 1160 Fall 2017	4.0 1180 Fall 2018	4.0 1200 Fall 2019
Public University National Ranking <i>in more than one national ranking</i>	Top 50	1 2016	1 2017	1 2018	1 2019	1 2020
Freshman Retention Rate <i>Full-time, FTIC</i>	90%	87% 2014-15	88% 2015-16	90% 2016-17	91% 2017-18	92% 2018-19
6-year Graduation Rate <i>Full-time, FTIC</i>	70%	58% 2009-15	53.5% 2010-16	55.5% 2011-17	63.5% 2012-18	70% 2013-19
National Academy Memberships	6	1 2016	1 2017	2 2018	3 2019	6 2020
Science & Engineering Research Expenditures (\$M)	\$200 M	\$125 2014-15	\$130 2015-16	\$138 2016-17	\$149 2017-18	\$163 2018-19
Non-Medical Science & Engineering Research Expenditures (\$M)	\$150 M	\$116 2014-15	\$122 2015-16	\$129 2016-17	\$139 2017-18	\$151 2018-19
National Ranking in S.T.E.M. Research Expenditures <i>includes public & private institutions</i>	Top 100 in 5 of 8 disciplines	4 of 8 2013-14	5 of 8 2014-15	5 of 8 2015-16	5 of 8 2016-17	6 of 8 2017-18
Patents Awarded <i>over 3 year period</i>	100	11 2013-15	23 2014-16	34 2015-17	52 2016-18	75 2017-19
Doctoral Degrees Awarded Annually	400	327 2014-15	326 2015-16	337 2016-17	400 2017-18	420 2018-19
Number of Post-Doctoral Appointees	200	55 Fall 2012	49 Fall 2013	64 Fall 2014	74 Fall 2015	200 Fall 2016
Endowment Size (\$M)	\$500 M	\$179 2014-15	\$225 2015-16	\$250 2016-17	\$275 2017-18	\$275 2018-19
NUMBER OF METRICS ABOVE THE BENCHMARK		0	1	2	3	8

Note: Metrics are defined in appendix. For more information about Preeminent state research universities, see 1001.7065 Florida Statutes.



KEY PERFORMANCE INDICATORS

Teaching & Learning Metrics (from 2025 System Strategic Plan that are not included in PBF or Preeminence)

	2015 ACTUAL	2016 ACTUAL	2017 GOALS	2018 GOALS	2019 GOALS	2020 GOALS
Freshmen in Top 10% of Graduating High School Class	21% Fall 2014	18% Fall 2015	19% Fall 2016	20% Fall 2017	21% Fall 2018	22% Fall 2019
Professional Licensure & Certification Exam Pass Rates Above Benchmarks	5 of 6 2013-14	3 of 6 2014-15	5 of 6 2015-16	6 of 6 2016-17	6 of 6 2017-18	6 of 6 2018-19
Time to Degree <i>Mean Years for FTICs in 120hr programs</i>	5.4 2013-14	5.3 2014-15	4.5 2015-16	4.5 2016-17	4.4 2017-18	4.4 2018-19
Four-Year FTIC Graduation Rates <i>full- and part-time students</i>	24% 2010-14	26% 2011-15	28% 2012-16	31% 2013-17	33% 2014-18	35% 2015-19
Bachelor's Degrees Awarded <i>First Majors Only</i>	8,067 2013-14	8,494 2014-15	8,600 2015-16	8,800 2016-17	8,900 2017-18	9,000 2018-19
Graduate Degrees Awarded <i>First Majors Only</i>	3,610 2013-14	3,684 2014-15	3,597 2015-16	3,596 2016-17	3,628 2017-18	3,638 2018-19
Percent Adult (Aged 25+) Undergraduates Enrolled	24% Fall 2013	24% Fall-2014	24% Fall-2015	24% Fall-2016	24% Fall-2017	24% Fall-2018
Percent of Undergraduate FTE in Online Courses	24% 2013-14	25% 2014-15	28% 2015-16	31% 2016-17	35% 2017-18	40% 2017-18
Percent of Bachelor's Degrees in STEM & Health	22% 2013-14	24% 2014-15	24% 2015-16	24.3% 2016-17	24.7% 2017-18	25% 2018-19
Percent of Graduate Degrees in STEM & Health	31% 2013-14	32% 2014-15	33% 2015-16	33.5% 2016-17	34% 2017-18	34.5% 2018-19
IMPROVING METRICS		7 of 10	7 of 10	7 of 10	8 of 10	7 of 10



KEY PERFORMANCE INDICATORS (continued)

Scholarship, Research and Innovation Metrics (from the 2025 System Strategic Plan)

	2015 ACTUAL	2016 ACTUAL	2017 GOALS	2018 GOALS	2019 GOALS	2020 GOALS
Faculty Awards	8 2012	4 2013	8 2014	8 2015	8 2016	8 2017
Total Research Expenditures (\$M)	\$133 2013-14	\$163 2014-15	\$166 2015-16	\$173 2016-17	\$183 2017-18	\$200 2018-19
Research Expenditures Funded from External Sources	64% 2013-14	52% 2014-15	53% 2015-16	54% 2016-17	55% 2017-18	57% 2018-19
Licenses/Options Executed	3 2012-13	3 2013-14	2 2014-15	3 2015-16	4 2016-17	4 2017-18
Number of Start-up Companies Created	1 2013-14	2 2014-15	2 2015-16	3 2016-17	3 2017-18	4 2018-19
IMPROVING METRICS		2 of 5	3 of 5	4 of 5	3 of 5	3 of 5



Institution Specific Goals *(optional)*

To further distinguish the university's distinctive mission, the university may choose to provide additional narrative and metric goals that are based on the university's own strategic plan.

	FIVE YEAR TREND	2016 ACTUAL	2017 GOALS	2018 GOALS	2019 GOALS	2020 GOALS
Metric #1: Bachelor's Degrees Awarded to Minorities	35%	6,669 (2014-15)	6,802 (2015-16)	6,935 (2016-17)	7,068 (2017-18)	7,200 (2018-19)
Metric #2: Bachelor's Degrees in Areas of Strategic Emphasis	23%	4,250 2014-15	4,430 2015-16	4,533 2016-17	4,680 2017-18	4,829 2018-19
Metric #3: Graduate Degrees in Areas of Strategic Emphasis	25%	1,992 2014-15	2,079 2015-16	2,170 2016-17	2,262 2017-18	2,280 2018-19

Narrative Goals.

	FIVE YEAR TREND	2016 ACTUAL	2017 GOALS	2018 GOALS	2019 GOALS	2020 GOALS
Metric: Increase Percent of Student Credits Hours on Hybrid and Online Education	7% (Online)	25% (Online)	30% (Online)	36% (Online)	39% (Online)	40% (Online)
	2% (Hybrid)	8% (Hybrid)	17% (Hybrid)	26% (Hybrid)	26% (Hybrid)	30% (Hybrid)
		Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018
Metric: Expand Internships	5%	4,986 2014-15	5,242 2014-15	5,495 2015-16	5,747 2016-17	6,000 2017-18



ENROLLMENT PLANNING

Planned Headcount Enrollment by Student Type *(for all students at all campuses)*

	FALL 2013 ACTUAL	FALL 2014 ACTUAL	FALL 2015 ACTUAL	FALL 2016 PLAN	FALL 2017 PLAN	FALL 2018 PLAN	FALL 2019 PLAN
UNDERGRADUATE							
FTIC	16,703	16,857	16,932	17,651	17,904	18,291	18,661
AA Transfers ¹	13,326	13,891	14,585	13,653	14,569	14,885	15,186
Other ²	8,188	8,333	8,714	9,240	9,052	9,248	9,435
Subtotal	38,217	39,081	40,231	40,544	41,525	42,424	43,282
GRADUATE³							
Master's	5,960	5,929	6,030	6,141	6,560	6,928	7,443
Research Doctoral	1,301	1,323	1,292	1,414	1,453	1,534	1,648
Professional Doctoral	1,056	1,115	1,138	1,155	1,217	1,285	1,381
Subtotal	8,317	8,367	8,460	8,710	9,230	9,748	10,472
UNCLASSIFIED							
H.S. Dual Enrolled	5,436	5,608	4,399	5,856	6,197	6,674	7,346
Other ⁴	1,010	1,043	968	1,377	1,037	1,037	1,037
Subtotal	6,446	6,651	5,367	7,233	7,234	7,711	8,383
TOTAL	52,980	54,099	54,058	56,487	57,989	59,883	62,137

Notes: This table reports the number of students enrolled at the university by student type categories. The determination for undergraduate, graduate and unclassified is based on the institutional class level values. Unclassified refers to a student who has not yet been formally admitted into a degree program but is enrolled. The student type for undergraduates is based on the Type of Student at Time of Most Recent Admission. The student type for graduates is based on the degree that is sought and the student CIP code. (1) Includes AA Transfers from the Florida College System. (2) Undergraduate – Other includes Post-Baccalaureates who are seeking a degree. (3) Includes Medical students. (4) Unclassified – Other includes Post-Baccalaureates who are not seeking a degree.

Planned FTE Enrollment by Method of Instruction *(for all students at all campuses)*

	2012-13 ACTUAL	2013-14 ACTUAL	2014-15 ACTUAL	2015-16 PLAN	2016-17 PLAN	2017-18 PLAN	2018-19 PLAN
UNDERGRADUATE							
Distance (80-100%)	7,104	8,396	9,192	10,226	11,460	14,018	15,559
Hybrid (50-79%)	545	689	1,457	4,382	6,494	10,124	10,372
Traditional (0-50%)	26,481	26,552	25,608	21,912	20,247	14,796	13,963
Subtotal	34,130	35,637	36,257	36,520	38,201	38,938	39,894
GRADUATE							
Distance (80-100%)	1,422	1,469	1,502	2,249	2,606	3,123	3,466
Hybrid (50-79%)	72	60	77	964	1,476	2,255	2,311
Traditional (0-50%)	6,453	6,438	6,437	4,819	4,603	3,296	3,110
Subtotal	7,946	7,967	8,015	8,032	8,685	8,674	8,887

Note: Full-time Equivalent (FTE) student is a measure of instructional activity that is based on the number of credit hours that students enroll. FTE is based on the national standard definition, which divides undergraduate credit hours by 40 and graduate credit hours by 32. **Distance Learning** is a course in which at least 80 percent of the direct instruction of the course is delivered using some form of technology when the student and instructor are separated by time or space, or both (per 1009.24(17), F.S.). **Hybrid** is a course where 50% to 79% of the instruction is delivered using some form of technology, when the student and instructor are separated by time or space, or both (per SUDS data element 2052). **Traditional** refers to primarily face to face instruction utilizing some form of technology for delivery of supplemental course materials for no more than 49% of instruction (per SUDS data element 2052).



ENROLLMENT PLANNING (continued)

Planned FTE Enrollment Plan by Student Level

	2014-15 ACTUAL	2015-16 ESTIMATE	2016-17 PLAN	2017-18 PLAN	2018-19 PLAN	2019-20 PLAN	2020-21 PLAN	2021-22 PLAN	Planned Annual Growth Rate*
STATE FUNDABLE									
RESIDENT									
LOWER	12,395	12,130	11,295	12,582	12,890	13,241	13,763	13,996	4%
UPPER	20,263	20,652	22,475	22,234	22,780	23,400	24,323	24,733	2%
GRAD I	2,869	2,870	3,104	3,102	3,178	3,265	3,394	3,451	2%
GRAD II	1,237	1,197	1,264	1,298	1,330	1,366	1,420	1,444	3%
TOTAL	36,764	36,849	38,138	39,216	40,178	41,272	42,900	43,623	3%
NON RESIDENT									
LOWER	976	1,007	968	1,046	1,071	1,101	1,144	1,163	4%
UPPER	1,330	1,482	2,092	1,700	1,742	1,790	1,860	1,892	-2%
GRAD I	808	779	1,049	921	943	969	1,007	1,024	0%
GRAD II	671	682	714	730	748	768	798	812	3%
TOTAL	3,784	3,950	4,824	4,397	4,504	4,627	4,810	4,891	0%
TOTAL									
LOWER	13,371	13,137	12,263	13,624	13,959	14,339	14,904	15,155	4%
UPPER	21,593	22,134	24,567	23,941	24,529	25,196	26,190	26,632	2%
GRAD I	3,677	3,649	4,153	4,024	4,123	4,235	4,402	4,476	2%
GRAD II	1,907	1,879	1,978	2,023	2,072	2,129	2,213	2,250	3%
TOTAL	40,548	40,799	42,962	43,612	44,683	45,899	47,709	48,514	2%
NOT STATE FUNDABLE									
LOWER	558	584	534	589	603	620	644	655	4%
UPPER	735	665	837	784	803	825	857	872	1%
GRAD I	2,413	2,495	2,539	2,613	2,677	2,750	2,859	2,907	3%
GRAD II	18	9	15	15	15	16	16	16	2%
TOTAL	3,724	3,753	3,924	4,000	4,098	4,210	4,376	4,450	3%

Note: Full-time Equivalent (FTE) student is a measure of instructional activity that is based on the number of credit hours that students enroll. FTE is based on the standard national definition, which divides undergraduate credit hours by 30 and graduate credit hours by 24. Note*: The Planned Annual Growth Rate is a compounded rate based on the following formula: $(2021-22 \text{ value divided by the } 2016-17 \text{ value}) \text{ to the } (1/5) \text{ exponent minus one}$.

Medical Student Headcount Enrollments

	2014-15 ACTUAL	2015-16 ESTIMATE	2016-17 PLAN	2017-18 PLAN	2018-19 PLAN	2019-20 PLAN	2020-21 PLAN	2021-22 PLAN	Annual Growth Rate*
MEDICAL DOCTORATES									
RESIDENT	362	395	395	395	395	395	395	395	0%
NON-RESIDENT	78	85	85	85	85	85	85	85	0%
TOTAL	440	480	480	480	480	480	480	480	0%



ACADEMIC PROGRAM COORDINATION

New Programs for Consideration by University in AY 2016-17

The S.U.S. Council of Academic Vice Presidents (CAVP) Academic Program Coordination Work Group will review these programs as part of their on-going coordination efforts. The programs listed below are based on the 2015 Work Plan list for programs under consideration for 2016-17.

PROGRAM TITLES	CIP CODE 6-digit	AREA OF STRATEGIC EMPHASIS	OTHER UNIVERSITIES WITH SAME PROGRAM	OFFERED VIA DISTANCE LEARNING IN SYSTEM	PROJECTED ENROLLMENT <i>in 5th year</i>	PROPOSED DATE OF SUBMISSION TO UBOT
BACHELOR'S PROGRAMS						
Digital Communication and Media	09.0702	STEM	FAU, FGCU FSU		550	3/2017
Public Relations, Advertising and Applied Communication	09.0900	Gap Analysis	FSU		1100	3/2017
Concrete Industry Management	15.1003	STEM	--		35	12/2016
Internet of Things	15.9999	STEM	--		150	3/2017
Public Health	51.2201	HEALTH	UF, USF		250	6/2017
Supply chain management (Logistics and Materials)	52.0203	STEM	FPU, UNF, UWF		240	1/2017
MASTER'S, SPECIALIST AND OTHER ADVANCED MASTER'S PROGRAMS						
Data Science	11.0199	STEM	UCF		60	3/2017
Supply chain management (Logistics and Materials)	52.0203	STEM	--		45	1/2017
DOCTORAL PROGRAMS						
Linguistics	16.0102	Global	UF		15	3/2017
Mathematical Science	27.0101	STEM	UF, FSU, FAU, USF_T		24	3/2017
Doctor of Business Administration -International	52.1101	Global	--		65	6/2016



New Programs for Consideration by University in 2017-19

These programs will be used in the 2017 Work Plan list for programs under consideration for 2017-18.

PROGRAM TITLES	CIP CODE 6-digit	AREA OF STRATEGIC EMPHASIS	OTHER UNIVERSITIES WITH SAME PROGRAM	OFFERED VIA DISTANCE LEARNING IN SYSTEM	PROJECTED ENROLLMENT <i>in 5th year</i>	PROPOSED DATE OF SUBMISSION TO UBOT
BACHELOR'S PROGRAMS						
Anthropology	45.0201		FAU, FGCU, FSU, UF, UCF, USF_T, USF_SP, UNF, UWF		100	1/2017
MASTER'S, SPECIALIST AND OTHER ADVANCED MASTER'S PROGRAMS						
MA Marine Affairs	26.1302	STEM	--		30	6/2018
DOCTORAL PROGRAMS						
Pharmacy	51.2001	HEALTH	FAMU, UF, USF_T		400	8/2019



STUDENT DEBT & NET COST

Student Debt Summary

	2010-11	2011-12	2012-13	2013-14	2014-15
Percent of Bachelor's Recipients with Debt	47%	46%	49%	48%	48%
Average Amount of Debt <i>for Bachelor's who have graduated with debt</i>	\$17,260	\$17,710	\$17,890	\$18,520	\$18,918
NSLDS Cohort Year	2008-11	2009-12	2010-13	2011-14	2012-15 Preliminary
Student Loan Cohort Default Rate (3rd Year)	9.1%	10.5%	8.9%	6.8%	5.5%

Cost of Attendance *(for Full-Time Undergraduate Florida Residents in the Fall and Spring of 2015-16)*

	TUITION & FEES	BOOKS & SUPPLIES	ROOM & BOARD	TRANSPORTATION	OTHER EXPENSES	TOTAL
ON-CAMPUS	\$6,558	\$1,462	\$10,870	\$2,064	\$2,456	\$23,410
AT HOME	\$6,558	\$1,462	\$3,810	\$2,898	\$2,284	\$17,012

Estimated Net Cost by Family Income *(for Full-Time Undergraduate Florida Residents in the Fall and Spring of 2015-16)*

FAMILY INCOME GROUPS	FULL-TIME RESIDENT UNDERGRADUATES HEADCOUNT	PERCENT	AVG. NET COST OF ATTENDANCE	AVG. NET TUITION & FEES	AVG. GIFT AID AMOUNT	AVG. LOAN AMOUNT
Below \$40,000	9,503	53%	\$13,508	\$ (66)	\$7,289	\$3,235
\$40,000-\$59,999	1,901	11%	\$15,465	\$2,625	\$4,732	\$3,246
\$60,000-\$79,999	1,113	6%	\$16,838	\$4,098	\$3,085	\$3,441
\$80,000-\$99,999	762	4%	\$17,161	\$4,721	\$2,738	\$3,336
\$100,000 Above	2,028	11%	\$17,219	\$4,890	\$2,437	\$2,767
Not Reported	2,753	15%	n/a	\$5,568	\$1,212	\$94
TOTAL	18,060	100%	AVERAGE	\$16,038	\$3,639	\$3,582
						\$2,687

Notes: This data only represents Fall and Spring financial aid data and is accurate as of March 31, 2016. Please note that small changes to Spring 2015 awards are possible before the data is finalized. **Family Income Groups** are based on the Total Family Income (including untaxed income) as reported on student FAFSA records. **Full-time Students** is a headcount based on at least 24 credit hours during Fall and Spring terms. **Average Gift Aid** includes all grants and scholarships from Federal, State, University and other private sources administered by the Financial Aid Office. Student waivers are also included in the Gift Aid amount. Gift Aid does not include the parental contribution towards EFC. **Net Cost of Attendance** is the actual average of the total Costs of Attendance (which will vary by income group due to the diversity of students living on- & off- campus) *minus* the average Gift Aid amount. **Net Tuition & Fees** is the actual average of the total costs of tuition and fees (which will vary by income group due to the amount of credit hours students are enrolled) *minus* the average Gift Aid amount (see page 16 for list of fees that are included). **Average Loan Amount** includes Federal (Perkins, Stafford, Ford Direct, and PLUS loans) and all private loans. 'Not Reported' represents the students who did not file a FAFSA. The bottom-line **Total/Average** represents the average of all full-time undergraduate Florida residents (note*: the total Net Cost of Attendance does not include students who did not report their family income data).



UNIVERSITY REVENUES

University Revenues *(in Millions of Dollars)*

EDUCATION & GENERAL	2014-15	2015-16
Main Operations		
State Funds	\$ 214.5	\$ 230.1
Tuition	\$ 229.4	\$ 230.7
Subtotal	\$ 443.9	\$ 460.8
Health-Science Center / Medical Schools		
State Funds	\$ 30.9	\$ 31.4
Tuition	\$ 16.7	\$ 18.4
Subtotal	\$ 47.5	\$ 49.8
EDUCATION & GENERAL TOTAL	\$ 491.5	\$ 510.6
OTHER BUDGET ENTITIES		
Auxiliary Enterprises	\$ 205.0	\$ 197.9
Contracts & Grants	\$ 125.6	\$ 120.4
Local Funds	\$ 203.1	\$ 212.5
Faculty Practice Plans	\$ 6.6	\$ 4.1

Note: State funds include recurring and non-recurring General Revenue funds, Lottery funds appropriated by the Florida Legislature. Actual tuition includes base tuition and tuition differential fee revenues for resident and non-resident undergraduate and graduate students net of waivers. Source: Tables 1A & 1E of the annual Accountability Report.



UNIVERSITY TUITION, FEES AND HOUSING PROJECTIONS

University: Florida International University

<u>Undergraduate Students</u>	-----Actual-----			-----Projected-----			
	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20
Tuition:							
Base Tuition - (0% inc. for 2016-17 to 2019-20)	\$105.07	\$105.07	\$105.07	\$105.07	\$105.07	\$105.07	\$105.07
Tuition Differential ⁵	\$52.29	\$52.29	\$52.29	\$52.29	\$52.29	\$52.29	\$52.29
Total Base Tuition & Differential per Credit Hour	\$157.36	\$157.36	\$157.36	\$157.36	\$157.36	\$157.36	\$157.36
% Change		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Fees (per credit hour):							
Student Financial Aid ¹	\$5.25	\$5.25	\$5.25	\$5.25	\$5.25	\$5.25	\$5.25
Capital Improvement ²	\$6.76	\$6.76	\$6.76	\$6.76	\$6.76	\$6.76	\$6.76
Activity & Service	\$12.87	\$12.87	\$14.85	\$14.85	\$14.85	\$14.85	\$14.85
Health							
Athletic	\$16.10	\$16.10	\$16.10	\$16.10	\$16.10	\$16.10	\$16.10
Transportation Access							
Technology ¹	\$5.25	\$5.25	\$5.25	\$5.25	\$5.25	\$5.25	\$5.25
Green Fee (USF, NCF, UWF only)							
Student Life & Services Fee (UNF only)							
Marshall Center Fee (USF only)							
Student Affairs Facility Use Fee (FSU only)							
Total Fees	\$46.23	\$46.23	\$48.21	\$48.21	\$48.21	\$48.21	\$48.21
Total Tuition and Fees per Credit Hour	\$203.59	\$203.59	\$205.57	\$205.57	\$205.57	\$205.57	\$205.57
% Change		0.0%	1.0%	0.0%	0.0%	0.0%	0.0%
Fees (block per term):							
Activity & Service							
Health	\$93.69	\$93.69	\$93.69	\$93.69	\$93.69	\$93.69	\$93.69
Athletic	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00
Transportation Access	\$89.00	\$89.00	\$89.00	\$89.00	\$89.00	\$89.00	\$89.00
Marshall Center Fee (USF only)							
Student Affairs Facility Use Fee (FSU only)							
List any new fee proposed							
Total Block Fees per term	\$192.69	\$192.69	\$192.69	\$192.69	\$192.69	\$192.69	\$192.69
% Change		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Total Tuition for 30 Credit Hours	\$4,720.80	\$4,720.80	\$4,720.80	\$4,720.80	\$4,720.80	\$4,720.80	\$4,720.80
Total Fees for 30 Credit Hours	\$1,772.28	\$1,772.28	\$1,831.68	\$1,831.68	\$1,831.68	\$1,831.68	\$1,831.68
Total Tuition and Fees for 30 Credit Hours	\$6,493.08	\$6,493.08	\$6,552.48	\$6,552.48	\$6,552.48	\$6,552.48	\$6,552.48
\$ Change		\$0.00	\$59.40	\$0.00	\$0.00	\$0.00	\$0.00
% Change		0.0%	0.9%	0.0%	0.0%	0.0%	0.0%
Out-of-State Fees							
Out-of-State Undergraduate Fee	\$393.62	\$393.62	\$393.62	\$393.62	\$393.62	\$393.62	\$393.62
Out-of-State Undergraduate Student Financial Aid ³	\$19.68	\$19.68	\$19.68	\$19.68	\$19.68	\$19.68	\$19.68
Total per credit hour	\$413.30	\$413.30	\$413.30	\$413.30	\$413.30	\$413.30	\$413.30
% Change		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Total Tuition for 30 Credit Hours	\$16,529.40	\$16,529.40	\$16,529.40	\$16,529.40	\$16,529.40	\$16,529.40	\$16,529.40
Total Fees for 30 Credit Hours	\$2,362.71	\$2,362.71	\$2,422.11	\$2,422.11	\$2,422.11	\$2,422.11	\$2,422.11
Total Tuition and Fees for 30 Credit Hours	\$18,892.11	\$18,892.11	\$18,951.51	\$18,951.51	\$18,951.51	\$18,951.51	\$18,951.51
\$ Change		\$0.00	\$59.40	\$0.00	\$0.00	\$0.00	\$0.00
% Change		0.0%	0.3%	0.0%	0.0%	0.0%	0.0%
Housing/Dining⁴	\$10,663	\$10,706	\$10,788	\$10,852	\$10,966	\$11,295	\$11,416
\$ Change		\$43.36	\$82.00	\$64.00	\$114.00	\$329.00	\$121.00
% Change		0.4%	0.8%	0.6%	1.1%	3.0%	1.1%

¹ can be no more than 5% of tuition.

² as approved by the Board of Governors.

³ can be no more than 5% of tuition and the out-of-state fee.

⁴ combine the most popular housing and dining plans provided to students

⁵ report current tuition differential. Only UF or FSU can reflect potential increases up to 6%.



DEFINITIONS

Performance Based Funding

Percent of Bachelor's Graduates Enrolled or Employed (\$25,000+)

in the U.S. One Year After Graduation

This metric is based on the percentage of a graduating class of bachelor's degree recipients who are enrolled or employed (earning at least \$25,000) somewhere in the United States. Students who do not have valid social security numbers and are not found enrolled are excluded. Note: This data now non-Florida employment data.

Sources: State University Database System (SUDS), Florida Education & Training Placement Information Program (FETPIP) analysis of Wage Record Interchange System (WRIS2) and Federal Employment Data Exchange (FEDES), and National Student Clearinghouse (NSC).

Median Wages of Bachelor's Graduates Employed Full-time in Florida One Year After Graduation

This metric is based on annualized Unemployment Insurance (UI) wage data from the fourth fiscal quarter after graduation for bachelor's recipients. UI wage data does not include individuals who are self-employed, employed out of state, employed by the military or federal government, those without a valid social security number, or making less than minimum wage. Sources: State University Database System (SUDS), Florida Education & Training Placement Information Program (FETPIP), National Student Clearinghouse.

Average Cost per Bachelor's Degree

Costs to the university

For each of the last four years of data, the annual undergraduate total full expenditures (includes direct and indirect expenditures) were divided by the total fundable student credit hours to create a cost per credit hour for each year. This cost per credit hour was then multiplied by 30 credit hours to derive an average annual cost. The average annual cost for each of the four years was summed to provide an average cost per degree for a baccalaureate degree that requires 120 credit hours. Sources: State University Database System (SUDS), Expenditure Analysis: Report IV.

Six Year FTIC Graduation Rate

This metric is based on the percentage of first-time-in-college (FTIC) students who started in the Fall (or summer continuing to Fall) term and had graduated from the same institution within six years. Source: Accountability Report (Table 4D).

Academic Progress Rate

2nd Year Retention with GPA Above 2.0

This metric is based on the percentage of first-time-in-college (FTIC) students who started in the Fall (or summer continuing to Fall) term and were enrolled full-time in their first semester and were still enrolled in the same institution during the Fall term following their first year with had a grade point average (GPA) of at least 2.0 at the end of their first year (Fall, Spring, Summer). Source: Accountability Report (Table 4B).

University Access Rate

Percent of Undergraduates with a Pell-grant

This metric is based the number of undergraduates, enrolled during the fall term, who received a Pell-grant during the fall term. Unclassified students, who are not eligible for Pell-grants, were excluded from this metric. Source: Accountability Report (Table 3E).

Bachelor's Degrees within Programs of Strategic Emphasis

This metric is based on the number of baccalaureate degrees awarded within the programs designated by the Board of Governors as 'Programs of Strategic Emphasis'. A student who has multiple majors in the subset of targeted Classification of Instruction Program codes will be counted twice (i.e., double-majors are included). Source: Accountability Report (Table 4H).

Graduate Degrees within Programs of Strategic Emphasis

This metric is based on the number of graduate degrees awarded within the programs designated by the Board of Governors as 'Programs of Strategic Emphasis'. A student who has multiple majors in the subset of targeted Classification of Instruction Program codes will be counted twice (i.e., double-majors are included). Source: Accountability Report (Table 5C).



BOG Choice Metrics

Percent of Bachelor's Degrees Without Excess Hours

This metric is based on the percentage of baccalaureate degrees awarded within 110% of the credit hours required for a degree based on the Board of Governors Academic Program Inventory.

Note: It is important to note that the statutory provisions of the "Excess Hour Surcharge" (1009.286, FS) have been modified several times by the Florida Legislature, resulting in a phased-in approach that has created three different cohorts of students with different requirements. The performance funding metric data is based on the latest statutory requirements that mandates 110% of required hours as the threshold. In accordance with statute, this metric excludes the following types of student credits (ie, accelerated mechanisms, remedial coursework, non-native credit hours that are not used toward the degree, non-native credit hours from failed, incomplete, withdrawn, or repeated courses, credit hours from internship programs, credit hours up to 10 foreign language credit hours, and credit hours earned in military science courses that are part of the Reserve Officers' Training Corps (ROTC) program). Source: State University Database System (SUDS).

BOT Choice Metrics

Bachelor's Degrees Awarded to Minorities FIU

This metric is the number, or percentage, of baccalaureate degrees granted in an academic year to Non-Hispanic Black and Hispanic students. This metric does not include students classified as Non-Resident Alien or students with a missing race code. Source: State University Database System (SUDS).

Preeminent Research University Funding Metrics

Average GPA and SAT Score

An average weighted grade point average of 4.0 or higher and an average SAT score of 1200 or higher for fall semester incoming freshmen, as reported annually in the admissions data that universities submit to the Board of Governors. This data includes registered FTIC (student type='B','E') with an admission action of admitted or provisionally admitted ('A','P','X').

Public University National Ranking

A top-50 ranking on at least two well-known and highly respected national public university rankings, reflecting national preeminence, using most recent rankings, includes: Princeton Review, Fiske Guide, QS World University Ranking, Times Higher Education World University Ranking, Academic Ranking of World University, US News and World Report National University, US News and World Report National Public University, US News and World Report Liberal Arts Colleges, Forbes, Kiplinger, Washington Monthly Liberal Arts Colleges, Washington Monthly National University, and Center for Measuring University Performance.

Freshman Retention Rate (Full-time, FTIC)

Freshman Retention Rate (Full-time, FTIC) as reported annually to the Integrated Postsecondary Education Data System (IPEDS). The retention rates that are reported in the Board's annual Accountability report are preliminary because they are based on student enrollment in their second fall term as reported by the 28th calendar day following the first day of class. When the Board of Governors reports final retention rates to IPEDS in the Spring (usually the first week of April), that data is based on the student enrollment data as reported after the Fall semester has been completed. The preliminary and final retention rates are nearly identical when rounded to the nearest whole number.

6-year Graduation Rate (Full-time, FTIC)

Cohorts are based on undergraduate students who enter the institution in the Fall term (or Summer term and continue into the Fall term). Percent Graduated is based on federal rate and does not include students who originally enroll as part-time students, or who transfer into the institution. This metric complies with the requirements of the federal Student Right to Know Act that requires institutions to report the completion status at 150% of normal time (or six years). For more information about how this data is calculated, see: http://www.flbog.edu/about/budget/docs/performance_funding/PBF_GRADUATION_and_RETENTION_Methodology_FINAL.pdf.



National Academy Memberships	National Academy Memberships held by faculty as reported by the Center for Measuring University Performance in the Top American Research Universities (TARU) annual report.
Science & Engineering Research Expenditures (\$M)	Science & Engineering Research Expenditures, including federal research expenditures as reported annually to the National Science Foundation (NSF).
Non-Medical Science & Engineering Research Expenditures (\$M)	Total S&E research expenditures in non-medical sciences as reported by the NSF. This removes medical sciences funds (9F & 12F in HERD survey) from the total S&E amount.
National Ranking in S.T.E.M. Research Expenditures	The NSF identifies 8 broad disciplines within Science & Engineering (Computer Science, Engineering, Environmental Science, Life Science, Mathematical Sciences, Physical Sciences, Psychology, Social Sciences). The rankings by discipline are determined by BOG staff using the NSF WebCaspar database.
Patents Awarded (3 calendar years)	Total patents awarded by the United States Patent and Trademark Office (USPTO) for the most recent three calendar year period. Due to a year-lag in published reports, Board of Governors staff query the USPTO database with a query that only counts utility patents: "(AN/"University Name" AND ISD/yyyymmdd->yyyymmdd AND APT/1)".
Doctoral Degrees Awarded Annually	Doctoral degrees awarded annually, as reported annually in the Board of Governors Accountability Report.
Number of Post-Doctoral Appointees	The number of Postdoctoral Appointees awarded annually, as reported in the TARU annual report. This data is based on National Science Foundation/National Institutes of Health annual Survey of Graduate Students and Postdoctorates in Science and Engineering (GSS).
Endowment Size (\$M)	This data comes from the National Association of College and University Business Officers (NACUBO) and Commonfund Institute's annual report of Market Value of Endowment Assets - which, due to timing, may release the next fiscal year's data after the Board of Governors Accountability report is published.



Key Performance Indicators	
Teaching & Learning Metrics	
Freshmen in Top 10% of HS Graduating Class	Percent of all degree-seeking, first-time, first-year (freshman) students who had high school class rank within the top 10% of their graduating high school class. As reported by the university to the Common Data Set (C10).
Professional/Licensure Exam First-time Pass Rates	The number of exams with first-time pass rates above and below the national or state average, as reported in the annual Accountability report, including: Nursing, Law, Medicine (3 subtests), Veterinary, Pharmacy, Dental (2 subtests), Physical Therapy, and Occupational Therapy.
Average Time to Degree Mean Years for FTIC in 120hr programs	This metric is the mean number of years between the start date (using date of most recent admission) and the end date (using the last month in the term degree was granted) for a graduating class of first-time, single-major baccalaureates in 120 credit hour programs within a (Summer, Fall, Spring) year.
FTIC Graduation Rates In 4 years (or less)	As reported in the annual Accountability report (table 4D), First-time-in-college (FTIC) cohort is defined as undergraduates entering in fall term (or summer continuing to fall) with fewer than 12 hours earned since high school graduation. The rate is the percentage of the initial cohort that has either graduated from or is still enrolled in the <u>same</u> institution by the fourth academic year. Both full-time and part-time students are used in the calculation. The initial cohort is revised to remove students, who have allowable exclusions as defined by IPEDS, from the cohort.
Bachelor's Degrees Awarded	This is a count of baccalaureate degrees awarded as reported in the annual Accountability Report (Table 4G).
Graduate Degrees Awarded	This is a count of graduate degrees awarded as reported in the Accountability Report (Table 5B).
Bachelor's Degrees Awarded To African-American and Hispanic Students	Non-Hispanic Black and Hispanic do not include students classified as Non-Resident Alien or students with a missing race code – as reported in the Accountability Report (table 4I). Students who earn two distinct degrees in the same term are counted twice – whether their degrees are from the same six-digit CIP code or different CIP codes. Students who earn only one degree are counted once – even if they completed multiple majors or tracks. Percentage of Degrees is based on the number of baccalaureate degrees awarded to non-Hispanic Black and Hispanic students divided by the total degrees awarded - excluding those awarded to non-resident aliens and unreported.
Adult (Aged 25+) Undergraduates Enrolled	This metric is based on the age of the student at the time of enrollment (not upon entry). Age acts as a surrogate variable that captures a large, heterogeneous population of adult students who often have family and work responsibilities as well as other life circumstances that can interfere with successful completion of educational objectives.
Percent of Undergraduate FTE Enrolled in Online Courses	Full-time Equivalent (FTE) student is a measure of instructional activity that is based on the number of credit hours that students enroll. FTE is based on the US definition, which divides undergraduate credit hours by 30. Distance Learning is a course in which at least 80 percent of the direct instruction of the course is delivered using some form of technology when the student and instructor are separated by time or space, or both (per 1009.24(17), F.S.).
Percent of Bachelor's Degrees in STEM & Health	The percentage of baccalaureate degrees that are classified as STEM by the Board of Governors in the SUS program inventory as reported in the annual Accountability Report (Table 4H).
Percent of Graduate Degrees in STEM & Health	The percentage of baccalaureate degrees that are classified as STEM by the Board of Governors in the SUS program inventory as reported in the annual Accountability Report (Table 5C).



Key Performance Indicators (continued)

Scholarship, Research & Innovation Metrics

Faculty Awards	Awards include: American Council of Learned Societies (ACLS) Fellows, Beckman Young Investigators, Burroughs Wellcome Fund Career Awards, Cottrell Scholars, Fulbright American Scholars, Getty Scholars in Residence, Guggenheim Fellows, Howard Hughes Medical Institute Investigators, Lasker Medical Research Awards, MacArthur Foundation Fellows, Andrew W. Mellon Foundation Distinguished Achievement Awards, National Endowment for the Humanities (NEH) Fellows, National Humanities Center Fellows, National Institutes of Health (NIH) MERIT, National Medal of Science and National Medal of Technology, NSF CAREER awards (excluding those who are also PECASE winners), Newberry Library Long-term Fellows, Pew Scholars in Biomedicine, Presidential Early Career Awards for Scientists and Engineers (PECASE), Robert Wood Johnson Policy Fellows, Searle Scholars, Sloan Research Fellows, Woodrow Wilson Fellows. As reported by the Top American Research Universities – see: http://mup.asu.edu/research_data.html .
Total Research Expenditures (\$M)	Total expenditures for all research activities (including non-science and engineering activities) as reported in the National Science Foundation annual survey of Higher Education Research and Development (HERD).
Percent of R&D Expenditures funded from External Sources	This metric reports the amount of research expenditures that was funded from federal, private industry and other (non-state and non-institutional) sources. Source: National Science Foundation annual survey of Higher Education Research and Development (HERD).
Licenses/Options Executed	Licenses/options executed in the fiscal year for all technologies as reported in the annual Accountability Report (table 6A).
Number of Start-up Companies	The number of start-up companies that were dependent upon the licensing of University technology for initiation as reported in the annual Accountability Report (table 6A).



Student Debt Summary

Percent of Bachelor's Recipients with Debt

This is the percentage of bachelor's graduates in a given academic year who entered the university as a first-time-in-college (FTIC) student and who borrowed through any loan programs (institutional, state, Federal Perkins, Federal Stafford Subsidized and unsubsidized, private) that were certified by your institution - excludes parent loans. Source: Common Dataset (H4).

Average Amount of Debt for Bachelor's who have graduated with debt

This is the average amount of cumulative principal borrowed (from any loan program certified by the institution) for each native, FTIC bachelor's recipient in a given academic year that graduated with debt – see metric definition above. This average does NOT include students who did not enter a loan program that was certified by the institution. Source: Common Dataset (H5).

Student Loan Cohort Default Rate (3rd Year)

Student loan cohort default rate (CDR) data includes undergraduate and graduate students, and refers to the three federal fiscal year period when the borrower enters repayment and ends on the second fiscal year following the fiscal year in which the borrower entered repayment. Cohort default rates are based on the number of borrowers who enter repayment, not the number and type of loans that enter repayment. A borrower with multiple loans from the same school whose loans enter repayment during the same cohort fiscal year will be included in the formula only once for that cohort fiscal year. Default rate debt includes: Federal Stafford Loans, and Direct Stafford/Ford Loans – for more information see: <http://ifap.ed.gov/DefaultManagement/CDRGuideMaster.html>.

Three Year CDR			
Cohort Fiscal Year	Year Published	Borrowers in the Numerator Borrowers in the Denominator	3-Yr Time Period (Numerator) 1-Yr Time Period (Denominator)
2009	2012	Borrowers who entered repayment in 2009 and defaulted in 2009, 2010 or 2011 Borrowers who entered repayment in 2009	<u>10/01/2008 to 9/30/2011</u> 10/01/2008 to 9/30/2009
2010	2013	Borrowers who entered repayment in 2010 and defaulted in 2010, 2011 or 2012 Borrowers who entered repayment in 2010	<u>10/01/2009 to 9/30/2012</u> 10/01/2009 to 9/30/2010
2011	2014*	Borrowers who entered repayment in 2011 and defaulted in 2011, 2012 or 2013 Borrowers who entered repayment in 2011	<u>10/01/2010 to 9/30/2013</u> 10/01/2010 to 9/30/2011
2012	2015	Borrowers who entered repayment in 2012 and defaulted in 2012, 2013 or 2014 Borrowers who entered repayment in 2012	<u>10/01/2011 to 9/30/2014</u> 10/01/2011 to 9/30/2012
2013	2016	Borrowers who entered repayment in 2013 and defaulted in 2013, 2014 or 2015 Borrowers who entered repayment in 2013	<u>10/01/2012 to 9/30/2015</u> 10/01/2012 to 9/30/2013
2014	2017	Borrowers who entered repayment in 2014 and defaulted in 2014, 2015 or 2016 Borrowers who entered repayment in 2014	<u>10/01/2013 to 9/30/2016</u> 10/01/2013 to 9/30/2014
2015	2018	Borrowers who entered repayment in 2015 and defaulted in 2015, 2016 or 2017 Borrowers who entered repayment in 2015	<u>10/01/2014 to 9/30/2017</u> 10/01/2014 to 9/30/2015

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FULL BOARD Meeting

Date: June 2, 2016

Subject: University and President's Performance Goals, 2016-17

Proposed Board Action:

Adopt the University and President's Performance Goals for the 2016-17 academic year as presented by President Mark B. Rosenberg and as included in the Board materials.

Background information:

The University and President's Performance Goals are directed towards achieving the University's strategic plan and will be one component of the President's Management Review by the Florida International University Board of Trustees (the BOT) for the 2016-17 academic year.

The Third Amendment to Dr. Mark B. Rosenberg's Employment Agreement was made and entered into on October 31, 2013 by and between the BOT and Dr. Mark B. Rosenberg. Section 3.2 of the employment agreement states in relevant part:

To align the timing of Dr. Rosenberg's evaluation with the timing of the Florida Board of Governor's review of the University's Work Plan and Accountability Report, effective for the academic year 2013-14 and thereafter, Section 3.2 of the agreement is hereby amended to provide that Dr. Rosenberg will provide a proposed list of goals and objectives for inclusion in the University's Work Plan for the next academic year to the Personnel Committee of the Board no later than May 31st of each year in lieu of September 30.

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**University and President's Performance Goals
Academic Year 2016-17**

OBJECTIVE	2015-2016 Estimates ¹	2016-2017 Goals

BOG PERFORMANCE FUNDING MODEL GOALS		
1	GOAL: Increase percent of bachelor's graduates employed and/or continuing their education further one year after graduation to 69.5%	68.4% 69.5%
2	GOAL: Median of ≥\$37,000 for full-time wages of undergraduates employed in Florida one year after graduation	\$36,900 \$37,000
3	GOAL: Achieve average cost per undergraduate degree to the institution to ≤\$26,100	\$25,990 \$26,100
4	GOAL: Achieve six-year graduation rate of ≥52% for full- and part-time FTIC students	56.8% 52%
5	GOAL: Increase academic progress rate to ≥83%	80.4% 83%
6	GOAL: Increase university access rate to ≥52%	50.5% 52%
7	GOAL: Increase bachelor's degrees in areas of strategic emphasis to ≥48%	46.9% 48%
8	GOAL: Increase graduate degrees in areas of strategic emphasis to ≥56%	54.1% 56%
9	GOAL: Increase bachelor's degrees awarded without excess hours to ≥71%	68.9% 71%
10	GOAL: Increase bachelor's degrees awarded to minorities to ≥86%	85.3% 86%

¹ Preliminary figures based on the 2016-17 Work Plan submitted to the Board of Governors and projections from the Office of Analysis & Information Management.

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