



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

Wednesday, June 3, 2015  
10:00 a.m. \*approximate start time  
Florida International University  
Modesto A. Maidique Campus  
The Patricia & Phillip Frost Art Museum, Room 105-107

**Committee Membership:**

Cesar L. Alvarez, *Chair*; Claudia Puig, *Vice Chair*; Jose J. Armas; Alexis Calatayud; Mayi de la Vega; Natasha Lowell; Kathleen L. Wilson

**Liaison:**

Carlos B. Castillo, *Foundation Board of Directors*

**AGENDA**

- |   |                      |
|---|----------------------|
| 1. Call to Order and Chair's Remarks  | Cesar L. Alvarez     |
| 2. Approval of Minutes  | Cesar L. Alvarez     |
| 3. Action Items   |                      |
| AP1. Tenure Nominations   | Kenneth G. Furton    |
| AP2. Program Termination for Executive Master of Taxation                           | Elizabeth M. Bejar   |
| AP3. New Program Proposal: Bachelor of Arts in Latin American and Caribbean Studies | Elizabeth M. Bejar   |
| AP4. New Program Proposal: Master of Science in Marketing                           | Elizabeth M. Bejar   |
| 4. Information/Discussion Items <i>(No Action Required)</i>                         |                      |
| 4.1 Academic Affairs Regular Reports  |                      |
| ▪ FIUBeyondPossible2020   | Nicole Kaufman       |
| ▪ Undergraduate Education   | Douglas L. Robertson |
| ▪ Graduate Education  | Lakshmi N. Reddi     |
| ▪ Engagement  | Saif Y. Ishoof       |

- Enrollment Services

Luisa M. Havens

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

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

- Information Technology
- Research
- Student Affairs

Robert Grillo

Andres G. Gil

Larry Lunsford

**4.2 Academic Affairs Special Report**

- Ultimate Software and Testimonial

Greg Miller

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

Cesar L. Alvarez

**6. Concluding Remarks and Adjournment**

Cesar L. Alvarez

*The next Academic Policy and Student Affairs Committee Meeting is scheduled for Thursday, September 10, 2015*

*Approval of Minutes*

**Date: June 3, 2015**

**Subject: Approval of Minutes of Meeting held on March 26, 2015**

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**Proposed Committee Action:**

Approval of Minutes of the Academic Policy and Student Affairs Committee meeting held on Thursday, March 26, 2015 at the Modesto A. Maidique Campus, Graham Center Ballrooms.

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**Background Information:**

Committee members will review and approve the Minutes of the Academic Policy and Student Affairs Committee meeting held on Thursday, March 26, 2015 at the Modesto A. Maidique Campus, Graham Center Ballrooms.



**FLORIDA INTERNATIONAL UNIVERSITY  
BOARD OF TRUSTEES  
ACADEMIC POLICY AND STUDENT AFFAIRS COMMITTEE  
MINUTES  
MARCH 26, 2015**

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

The Florida International University Board of Trustees' Academic Policy and Student Affairs Committee meeting was called to order by Committee Chair Cesar L. Alvarez at 11:30 a.m. on Thursday, March 26, 2015, at the Modesto A. Maidique Campus, Graham Center Ballrooms.

The following attendance was recorded:

***Present***

Cesar L. Alvarez, *Chair*  
Claudia Puig, *Vice Chair (Telephonically)*  
Alexis Calatayud  
Mayi de la Vega (*Telephonically*)  
Natasha Lowell  
Kathleen L. Wilson

***Excused***

Jose J. Armas

Trustee Sukrit Agrawal and University President Mark B. Rosenberg were also in attendance.

Committee Chair Cesar L. Alvarez welcomed all Trustees, University faculty, and staff. He introduced Trustee Natasha Lowell, noting that she was appointed to the FIU Board of Trustees by the Florida Board of Governors for a five-year term beginning March 19, 2015. He mentioned that Trustee Lowell is a Senior Vice President at Gibraltar Private Bank & Trust in private banking, noting that she has more than 30 years of experience in the banking industry.

Committee Chair Alvarez welcomed Jose M. Aldrich who was appointed Acting Dean for the College of Business. He noted that after three academic years as Dean of the College of Business, Dr. David Klock would be stepping down in May and would join the faculty in the College of Business. Committee Chair Alvarez announced the appointment of Saif Y. Ishoof as FIU's Vice President for Engagement. He added that Mr. Ishoof is currently executive director of City Year Miami, a nonprofit organization that partners with public schools. He further noted that Mr. Ishoof will step into his new role at FIU in May and will also serve as a senior fellow in the School of International and Public Affairs.

**2. Approval of Minutes**

Committee Chair Alvarez asked that the Committee approve the minutes of the meeting held on January 14, 2015. A motion was made and passed to approve the Minutes of the Academic Policy

and Student Affairs Committee meeting held on Wednesday, January 14, 2015 at the Modesto A. Maidique Campus, Graham Center Ballrooms.

### **3. Action Items**

#### **AP1. University Strategic Plan 2015-2020**

Provost and Executive Vice President Kenneth G. Furton presented the University Strategic Plan 2015-2020 for Committee review. He noted that the strategic planning process began with the formation of a commission called FIU - integrating Research, Engagement, Assessment and Learning (FIU iREAL). He added that the Commission developed nine recommendations that will help FIU find creative and innovative responses to the profound challenges and transformations facing higher education. He stated that the 2015-20 Strategic Plan, *FIU Beyond Possible 2020*, is based on student success and very high research, built on the foundation of the University's preeminent programs and sustained by new models of operational excellence and efficiencies. He indicated that the development of the plan was a collaborative effort, adding that updates on the progress toward achieving the strategic plan's goals will be communicated with the university community annually.

Trustees inquired as to the impact of performance based funding in terms of University funding. Provost Furton noted that the University must earn more than 25 points in order to be eligible to receive new funds.

Trustees also inquired as to whether the Strategic Plan would address online based learning. Provost Furton noted that online learning was market driven and was expected to grow from 1,000 to 5,000 students by 2020. He further noted that committees were carefully looking into the overall success of online students as well as initiating a collaboration of online courses with both the University of South Florida and the University of Central Florida.

Provost Furton mentioned that implementation of the University strategic plan involved a standing strategic plan steering committee that will meet at least quarterly to assess annual goals and review status reports from each implementation committee. He further mentioned that multiple implementation committees co-chaired by academic and administrative leads will meet regularly to prioritize and implement strategies. He noted that the funding needed to implement the *FIU Beyond Possible 2020* University Strategic Plan was being identified from auxiliary and/or foundation funds, returned overhead from contracts and grants and E&G funding.

A motion was made and passed that the FIU Board of Trustees Academic Policy and Student Affairs Committee recommend that the Board of Trustees approve the University Strategic Plan 2015-2020.

#### **AP2. New Proposed Overarching Regulation: FIU-105 Prohibited Discrimination, Harassment and Related Misconduct Including Sexual and Gender-Based Harassment, Sexual Violence, Dating Violence, Domestic Violence, and Stalking**

Director of Equal Opportunity Programs and Diversity, Shirlyon McWhorter, provided an overview of the New Proposed Overarching Regulation: FIU-105 for Committee review. She noted that Regulation FIU-105 provides for a comprehensive method of addressing discrimination and harassment, bringing the University into compliance with the recent changes in the law as set forth in the Violence Against Women Act and related guidance issued by the Department of Education

for Title IX. She added that FIU-105 combines two existing regulations in the areas of sexual harassment and non-discrimination and will replace the FIU-103 Non-discrimination Policy and Discrimination Complaint Procedures and FIU-104 Sexual Harassment.

Committee Chair Alvarez inquired as to the scope and applicability of the proposed regulation in terms of the external University community. Senior University Counsel, Elizabeth Marston, noted that further research was needed in order to determine whether members of the University's volunteer boards were also subject to the proposed regulation.

Senior Vice President of Medical Affairs and Founding Dean, Herbert Wertheim College of Medicine John A. Rock inquired as to the off-campus enforcement of the regulation. Ms. McWhorter noted that educating faculty is key in this area, further indicating that this concern was also being examined in the newly created Title IX Task Force.

A motion was made and passed that the FIU Board of Trustees Academic Policy and Student Affairs Committee recommend that the Board of Trustees approve the New Proposed Overarching Regulation: FIU-105 Prohibited Discrimination, Harassment and Related Misconduct Including Sexual and Gender-Based Harassment, Sexual Violence, Dating Violence, Domestic Violence, and Stalking.

### **AP3. Re-Authorize Master in Physician Assistant Studies New Program**

Vice President for Academic Affairs, Elizabeth M. Bejar, presented the re-authorization of the Master in Physician Assistant Studies New Program for Committee review, noting that the Board of Trustees approved the Master in Physician Assistant Studies on March 27, 2014. She added that the program was being submitted to the Board of Trustees for re-authorization as required by the Florida Board of Governor regulations to convert the program funding from E&G to Auxiliary, and to approve subsequent conversion to Market Rate, subject to meeting all of the requirements for Market Rate programs.

A motion was made and passed that the FIU Board of Trustees Academic Policy and Student Affairs Committee recommend that the Board of Trustees approve to Re-Authorize the Master in Physician Assistant Studies New Program.

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

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

Committee Chair Alvarez requested that the Undergraduate Education, University Graduate School, Engagement, Enrollment Services, Information Technology, Research and Student Affairs Reports provided in the agendas be accepted as written. There were no objections.

### **4.2 Academic Affairs Special Report Undergraduate Student Experience**

Junior Criminal Justice major and Chemistry minor, Marcus Ghent, shared insight into his undergraduate experience as a University student, noting that he was a former dual enrollment student at Miami Northwestern High School. He discussed academic career milestones as well as his involvement in FIU athletics and University student-led organizations.

**Athletics: Academic Integrity**

This item was deferred to the next regularly scheduled Academic Policy and Student Affairs Committee Meeting.

**5. New Business**

*No new business was raised.*

**6. Concluding Remarks and Adjournment**

With no other business, Committee Chair Cesar L. Alvarez adjourned the meeting of the Florida International University Board of Trustees Academic Policy and Student Affairs Committee on Thursday, March 26, 2015 at 12:23 p.m.

<b><i>Trustee Request</i></b>	<b><i>Follow-up</i></b>	<b><i>Completion Date</i></b>
<i>Committee Chair Alvarez requested that the University administration provide follow-up as to the scope and applicability of the New Proposed Overarching Regulation: FIU-105 in order to determine whether members of the University's volunteer boards were also subject to the proposed regulation.</i>	<i>Director of Equal Opportunity Programs and Diversity, Shirlyon McWhorter</i>	

*CS*  
*04.10.15*

**Date: June 3, 2015**

**Subject: Tenure Nominations**

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**Proposed Committee Action:**

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

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**Background Information:**

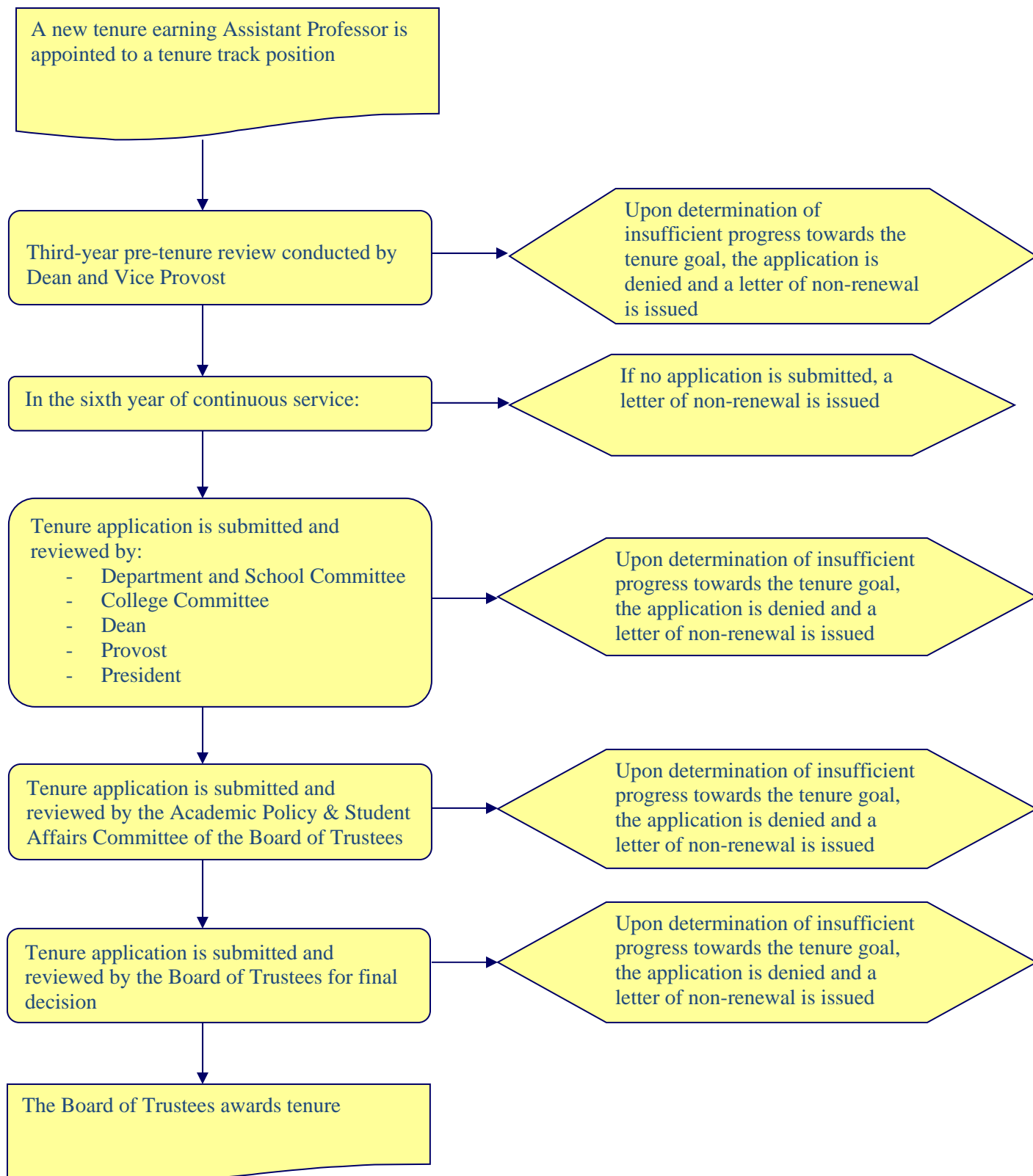
Pursuant to the Florida Board of Governors Regulation 1.001(5)(a), each board of trustees shall provide for the establishment of the personnel program for all the employees of the university, including but not limited to tenure.

The University President is recommending the granting of Tenure for twenty-four (24) nominees as specified in the Board materials.



**Attachment 1**

## Tenure Process



2014-2015 Tenure Candidates			
First Name	Last Name	Department	Proposed Rank
<b>College of Architecture + The Arts</b>			
Ebru	Ozer	Landscape Architecture	Associate Professor
<b>College of Arts and Sciences</b>			
Kenneth	Feeley	Biology	Associate Professor
Anthony P.	DeCaprio	Chemistry and Biochemistry	Associate Professor
Leonard	Scinto	Earth and Environment	Associate Professor
Paul	Feigenbaum	English	Associate Professor
Matthew D.	Marr	Global and Sociocultural Studies	Associate Professor
Andrea	Queeley	Global and Sociocultural Studies	Associate Professor
Benjamin	Smith	Global and Sociocultural Studies	Associate Professor
Jenna	Gibbs	History	Associate Professor
Ciprian G.	Gal	Math and Statistics	Associate Professor
Wei	Wang	Math and Statistics	Associate Professor
Jorge L.	Rodriguez	Physics	Associate Professor
Markus	Thiel	Politics and International Relations	Associate Professor
Daniel M.	Bagner	Psychology	Associate Professor
Hai (David)	Guo	Public Administration	Associate Professor
<b>College of Business</b>			
Ozde	Oztekin	Finance	Associate Professor
Alexandra	Aguirre-Rodriguez	Marketing	Associate Professor
<b>College of Law</b>			
Megan A.	Fairlie	Law	Associate Professor
<b>College of Engineering &amp; Computing</b>			
Christine L.	Lisetti	Computing and Information Sciences	Associate Professor
Hai	Deng	Electrical and Computer Engineering	Associate Professor
<b>Nicole Wertheim College of Nursing and Health Sciences</b>			
Ellen	Brown	PhD Nursing Program	Associate Professor
<b>Robert Stempel College of Public Health and Social Work</b>			
Changwon	Yoo	Biostatistics	Associate Professor
Juan	Liuzzi	Dietetics and Nutrition	Associate Professor
Nicole	Ruggiano	Social Work	Associate Professor

## Attachment 3

### **Alexandra Aguirre-Rodriguez**

Department of Marketing  
College of Business

Alexandra Aguirre-Rodriguez holds a Ph.D. in Business Administration from the University of Illinois at Urbana-Champaign. Her research focuses on two areas: (1) consumer motives toward brands and scarce products and (2) customer service. Her research appears in reputable marketing and business journals such as *Journal of Public Policy and Marketing*, *Journal of Business Research*, *Journal of Advertising*, *Psychology and Marketing*, and *Marketing Letters*. She has also served as ad-hoc reviewer for the *Journal of Advertising*, *European Journal of Marketing*, and *Psychology and Marketing*. Associated Press interviews with Dr. Aguirre-Rodriguez concerning her consumer behavior expertise have received media coverage in numerous national news outlets ranging from Fox News to Forbes. Dr. Aguirre-Rodriguez is an active member of the Society for Consumer Psychology, the Association for Consumer Research, and the Ph.D. Project.

FIU's Center for International Business Education and Research (CIBER) granted Dr. Aguirre-Rodriguez a faculty research award in 2013 to fund her ongoing cross-national investigation of the cultural brand-related factors that influence ethnic consumer acceptance of crossover extension, a culturally foreign brand's localized product offering. In 2009 and 2011 the Dean of the College of Business recognized Dr. Aguirre-Rodriguez's premier publication accomplishments at the Faculty Awards Luncheons. In 2008-2009 she initiated and co-coordinated the establishment of the FIU College of Business's Behavioral Research Lab, subject pool management system, and marketing department subject pool. She is the current behavioral research lab coordinator and administers the online subject pool management system and marketing department subject pool.

### Attachment 3

**Daniel M. Bagner**  
Department of Psychology  
College of Arts and Sciences

Daniel M. Bagner received his doctoral degree in clinical psychology with a concentration in clinical child and pediatric psychology from the University of Florida in 2007. He also completed a one-year clinical internship (2006-2007) in the Department of Psychiatry and Human Behavior at the Warren Alpert Medical School of Brown University and completed a two-year postdoctoral fellowship (2007-2009) in the Center for the Study of Children at Risk and the Department of Pediatrics at the Warren Alpert Medical School of Brown University. Dr. Bagner's primary research interests are in the development and examination of parenting interventions for externalizing behavior problems in early childhood. Additionally, he explores specific vulnerabilities placing families with very young children at highest risk for mental health problems and has focused his research on adapting and testing interventions for those populations. He is currently funded by a career development award from the National Institute of Mental Health to conduct his work. He has published 40 peer-reviewed journal articles, eight book chapters, and presented 55 talks and posters at national and international conferences and other meetings on these topics. His work has appeared with high impact factors in premier clinical child psychology journals such as the *Journal of the American Academy of Child and Adolescent Psychiatry* and the *Journal of Clinical Child and Adolescent Psychology*, the flagship journal of the Society for Clinical Child and Adolescent Psychology (Division 53 of the American Psychological Association).

Dr. Bagner has served or is serving as chair or committee member on seven master's committees and six doctoral dissertation committees. He currently serves as a grant reviewer for the March of Dimes Research and Grants Administration Advisory Committee and has served as an ad hoc reviewer for the National Institute of Mental Health (Harnessing Advanced Health Technologies to Drive Mental Health Improvement) and the Social Sciences and Humanities Research Council of Canada. He is on the editorial board for five journals (*Children's Health Care*, *Clinical Psychology Review*, *Education and Treatment of Children*, *Journal of Abnormal Child Psychology*, and *Journal of Clinical Child and Adolescent Psychology*) and has been an ad hoc reviewer for 30 other journals.

## Attachment 3

### **Ellen Brown**

PhD Nursing Program

Nicole Wertheim College of Nursing and Health Sciences

Ellen Brown earned a doctoral degree in Health Education (Ed.D.) from Columbia University, Teachers College, Department of Health and Behavior Studies. She completed a National Research Service Award supported Pre-doctoral Fellowship in Health Services Research (1997) and a National Institute of Mental Health (NIMH) T32 Post-doctoral Fellowship in Geriatric Psychiatry (2000) both at Cornell University, Weill Medical College. While on the faculty at Columbia University Dr. Brown taught both didactic and clinical courses primarily in the graduate program and during her tenure at Cornell Dr. Brown worked in one of only three national NIMH funded Geriatric Mood Disorder Research Centers (1997-2005). In November 2005, Dr. Brown moved to Miami and became the Director of Education and Education Research, Stein Gerontological Institute (SGI) housed at the Miami Jewish Health Systems. While at SGI Dr. Brown served on the Florida State Steering Committee for the Florida Teaching Nursing Home Program and led interdisciplinary teams in developing and evaluating multiple state-wide educational programs focused on improved patient outcomes for nursing home residents.

A theme in Dr. Brown's research is the improvement of depression care for older adults. Grants from NIMH and other sources have supported her research in developing interventions to improve geriatric depression care and service delivery for vulnerable older adults. Dr. Brown's often cited work on late-life depression, in particular, has been disseminated to diverse health care professionals nationally and internationally. Dr. Brown's research-based publications appear in both the nursing literature and in interdisciplinary journals. In 2011, she won the coveted "Edge Runner" distinction as part of the Academy's Raise the Voice Campaign and a "Top Scholar Award" from Florida International University. She was inducted as a Fellow of the American Academy of Nursing in 2011. She has spoken at national and local professional meetings to raise national awareness that our nation is not adequately prepared to meet the mental health and living needs of an aging population. She serves as an advisor to local, state, and national organizations seeking to improve health care for older adults. She anticipates her research program will continue to support her professional goal of improving the health and wellbeing of community dwelling seniors by improving access to information, resources, and clinicians prepared to meet the mental and physical needs of our rapidly growing, ethnically diverse population.

## Attachment 3

### **Anthony P. DeCaprio**

Department of Chemistry and Biochemistry

College of Arts and Sciences

Anthony P. DeCaprio received his Ph.D. in Toxicology from Albany Medical College. Following 14 years as a Research Scientist with the New York State Department of Health Wadsworth Laboratories, he served in academic positions at University of Albany and University of Massachusetts Amherst before joining FIU. Dr. DeCaprio is also faculty in the FIU International Forensic Research Institute (IFRI), where he directs the IFRI Forensic and Analytical Toxicology Facility (FATF) and the undergraduate Forensic Science Certificate Program. FATF is a FIU core lab facility that provides research support and services to the University and other investigators in the area of forensic and clinical toxicology. His research interest is focused on the study of molecular mechanisms of action of toxic agents, in particular neurotoxicants, his focus has gradually transitioned to research in forensic/analytical toxicology.

Dr. DeCaprio has published 65 peer-reviewed research articles and book chapters, and has edited a book in the area of toxicologic biomarkers. He has been funded by grants from the National Institute of Health (NIH), National Institute of Justice, National Institute for Occupational Safety and Health, Center for Disease Control, and US Environmental Protection Agency, in addition to developing major collaborations with industry partners, including Agilent Technologies. Dr. DeCaprio's recent work at FIU on chemistry and analysis of "designer drugs" has gained substantial national and international recognition in the forensic toxicology field. He has successfully mentored three Ph.D. students thus far at FIU, each of whom have gone on either to postdoctoral careers at NIH or to positions as scientists in government and private sector forensic toxicology laboratories, and currently mentors one postdoctoral researcher, three additional Ph.D. students, three Master in Forensic Science students, and a number of undergraduates in his laboratory. He also serves on the editorial board of one toxicology and one forensic science journal and as a reviewer for a number of journals in his field, in addition to receiving regular invitations to serve on NIH grant review panels.

## Attachment 3

### **Hai Deng**

Department of Electrical and Computer Engineering  
College of Engineering and Computing

Hai Deng received his Ph.D. degree in Electrical Engineering from the University of Texas at Austin in 2000. His major research interests and expertise are in the areas of radar systems, radar waveform design and signal processing with minor interests in computational electromagnetics, wireless communications, biomedical signal processing and very large scale integration design. Dr. Deng has published 33 journal papers and more than 50 conference papers in those research areas. In addition, he has received more than \$850,000 in external research funding since he joined FIU in 2009 with the funding sources including the National Science Foundation, the Air Force Research Lab and National Aeronautics and Space Administration.

Dr. Deng is one of the leading researchers in multiple-input multiple-output (MIMO) radars and radar networks. He first proposed to use orthogonal coding waveforms in radar network to maximally improve radar target detection and measurement performance. Recently, he first solved the issue of radar mainlobe interference suppression, which traditionally had not been considered to be technically feasible, using phase-coding coherent MIMO radar. He is currently supervising six Ph.D. students and has also served, or is currently serving as a member of dissertation committees of nine Ph.D. students and two M.S. students.

## Attachment 3

**Megan A. Fairlie**  
College of Law

Megan A. Fairlie holds a J.D. from Washington and Lee University, *cum laude*, and received a Ph.D. in International Human Rights Law from the National University of Ireland, Galway. She was a recipient of Albany Law School's "Up and Comer" award in 2011. Before joining the FIU law faculty, Dr. Fairlie gained academic experience in Northern Ireland as a doctoral fellow at the Irish Centre for Human Rights at the National University of Ireland, Galway (2003-2005), where she served as a guest lecturer for the Centre's LL.M. program, taught a course in human rights for the Irish section of Amnesty International, served as Rapporteur on the Model Codes for Post-Conflict Justice Project, and provided research support to the Truth and Reconciliation Commission of Sierra Leone. Her publications include numerous op-eds, five book chapters and eleven law review articles published in both peer-reviewed and student edited journals in The United States and Europe. Her research focuses primarily on international and comparative criminal procedure.

From 2007-2009, Dr. Fairlie was part of an expert group, organized by the Amsterdam Centre for International Law and The Hague Institute for the Internalization of Law, whose focus was on the progressive development of the law of international criminal procedure towards a coherent body of law. Dr. Fairlie was invited as Discussant at the Peace Palace, The Hague in 2011, where she addressed an influential audience that included judges from the International Criminal Court and other international criminal justice institutions, leading academics, and international criminal law practitioners. She has lectured on her work in the United States and abroad, speaking at such prestigious institutions as the Max Planck Institute for Foreign and International Criminal Law, Freiburg, Germany and UC Berkeley School of Law. She has also been solicited to contribute to some of the leading blogs in the field of international law, including *Opinio Juris*, and secured a forthcoming publication in the top-ranked *Vanderbilt Journal of Transnational Law*, a "premier placement" under the College of Law's Scholarship Award System. She continued to serve as part of an elite roster of visiting faculty invited to teach on the Irish Centre for Human Rights' Summer School on the International Criminal Court (2005, 2008, 2013 and 2014), joining other leading specialists in the field of international criminal law. Currently, she is a Member of a Reading Committee comprised of some of the foremost figures in international criminal law, including the lead prosecutor for the International Criminal Tribunal for the former Yugoslavia, for a doctoral thesis submitted at the University of Amsterdam. Her appointment to this doctorate committee followed her nomination as the only proposed candidate from outside the Netherlands. Since 2009, Professor Fairlie has served on the board of Self Help Africa-USA, a non-profit organization committed to empowering communities in rural Africa.



## Attachment 3

**Kenneth Feeley**  
Department of Biology  
College of Arts and Sciences

Kenneth Feeley earned his Ph.D. in Biology from Duke University. He completed postdoctoral fellowships at Harvard University's Center for Tropical Forest Science (2005-2007) and with the Andes Biodiversity and Ecosystem Research Group at Wake Forest University (2007-2009). His research aims to increase our understanding of how human activities are impacting tropical biodiversity and ecosystem services. He conducts field research in Peru, Colombia, China, and south Florida. Since joining the faculty five years ago, Dr. Feeley has published in excess of 30 peer-reviewed publications including several in high-impact journals such as *Science*, *PNAS*, *Global Change Biology*, and *Ecology*. His research has been featured in many media outlets including the Washington Post, National Geographic Online, and National Public Radio. To date, his papers have been cited over 1500 times and he has a personal H-index of 24.

While at FIU, Dr. Feeley has been awarded nearly \$2 million of funding including grants from the National Geographic Society, Fairchild Tropical Botanic Garden, USAID's Program for Higher Education Development and US National Science Foundation. He was awarded the National Science Foundation's (NSF) prestigious Early Career Development (CAREER) award in 2014. He currently supports six doctoral students and his graduate students have published multiple publications based on their work at FIU and have been recognized with awards for outstanding presentations and with research grants. He is the founding and active faculty mentor for the undergraduate ecology club. He also regularly teaches field courses and workshops in Colombia. He is a Subject Editor for the journal *Ecography*, is a member of the Editorial Advisory Board for *Global Change Biology*, and is a member of the Scientific Board of Advisors for the Amazon Center for Environmental Education and Research. He reviews many manuscripts and grant proposals each year and has twice served as a panel member for the NSF. In 2013, Dr. Feeley hosted the International Biogeography Society's international conference which brought over 400 international scientists and 350 presentations to FIU's Biscayne Bay Campus.

## Attachment 3

**Paul Feigenbaum**  
Department of English  
College of Arts and Sciences

Paul Feigenbaum received his Ph.D. in English and Education with a specialization in Rhetoric and Composition from the University of Michigan in 2008. His research, teaching, and engagement interests include community literacy, service learning, access to quality education among urban populations, civic engagement pedagogy, new media, and rhetoric of science. His first book, *Collaborative Imagination: Earning Activism through Literacy Education* is inspired by civil rights era efforts to promote empowerment through literacy education. It explores how literacy can facilitate activism in contemporary contexts in which underserved populations often remain consigned to second-class status despite official guarantees of equal citizenship. Dr. Feigenbaum's scholarship has appeared in journals including *Reflections*, *Community Literacy Journal*, and *Composition Forum*. He has also served as a manuscript reviewer for Syracuse University Press and the journals *Composition Studies* and the *Undergraduate Journal of Service Learning and Community-Based Research*.

As part of FIU's Education Effect partnership with Miami-Dade County Public Schools, Dr. Feigenbaum spearheaded the Rhetoric Project, an effort to promote rhetorical understanding among students at Miami Northwestern Senior High School. He also advises the student organization Fostering Better Communities. He has worked with local chapters of various nonprofit organizations including the Imagination Federation, the Young People's Project, the I Have a Dream Foundation, Upward Bound, College Summit, and the Posse Foundation. He also serves as a member of FIU's Office of Engagement Task Force, and he co-authored the "'Engage the Community' White Paper" with members of University President Mark B. Rosenberg's Hit-the-Ground-Running Task Force on Engagement.

### Attachment 3

#### **Ciprian G. Gal**

Department of Mathematics and Statistics  
College of Arts and Sciences

Ciprian G. Gal received his Ph.D. degree in the field of Mathematics from the University of Memphis, Tennessee in 2006. He was a Postdoctoral Research Fellow at the University of Missouri from 2007-2011, after being appointed to a one year visiting position at Morgan State University, in Baltimore, Maryland from 2006-2007. In the last year of his degree in Memphis, Dr. Gal received the Morton Dissertation Award, which is an honor/award given for outstanding Ph. D. dissertation.

Dr. Gal is the co-author of one book, titled “*Evolution Equations with a Complex Spatial Variable*” recently published by World Scientific. Since 2003 he has written more than sixty articles on nonlinear partial differential equations in various subfields of the applied mathematics. Dr. Gal has won international recognition as an expert on the treatment of various partial differential equations with applications in the materials science, and the treatment of other physical and biological systems subject to non-standard like boundary conditions.

## Attachment 3

### **Hai (David) Guo**

Department of Public Administration  
College of Arts and Sciences

Hai (David) Guo holds a Ph.D. degree in public policy from the Joint Doctoral program of public policy of the Andrew Young School of Policy Studies at Georgia State University (GSU) and Georgia Institute of Technology's School of Public Policy. His research interests focus on state and local public budgeting, finance, and financial management. Dr. Guo's recent research examines public engagement in the budgetary process, local government financial management under fiscal stress, and infrastructure financing. His recent publications appear in the *Journal of Public Administration Research and Theory*, *American Review of Public Administration*, *Journal of Public Budgeting Accounting and Financial Management*, *Municipal Finance Journal*, *Public Works Management & Policy*, *Review of Public Personnel Administration*, and *Public Procurement Journal*.

Prior to joining the Department of Public Administration at FIU, Dr. Guo worked with Professor Katherine Willoughby of GSU and the Pew Trusts Center on the States on the Government Performance Project (GPP). The GPP was a path-breaking survey that graded American government management capacity. Dr. Guo was a member of the money management team that investigated the budget and financial management capacity of the 50 U.S. state governments. The team at GSU conducted analyses of budget and financial management in 2004 and 2007 for subsequent publication of the results in *Governing* magazine. Dr. Guo is currently an Affiliate Faculty and Research Fellow at the FIU Metropolitan center. He engages with the center on numerous projects regarding local economic development, government performance improvement, and policy consultations.

## Attachment 3

### **Christine L. Lisetti**

School of Computing and Information Sciences  
College of Engineering and Computing

Christine L. Lisetti received her Ph.D. in Computer Science from Florida International University in 1995. She was a Post-Doctoral Fellow at Stanford University from 1996-1997 jointly in the Department of Computer Science and the Department of Psychology, and a Research Associate in Computer Science in 1998. Her research lies at the intersection of artificial intelligence and human-computer interaction in Computer Science, of emotion and personality theories in Psychology, of social interaction in Social Communication, and of various disciplines providing socio-emotional contexts, such as healthcare, medicine, or education. Her scholarship includes nearly 100 scientific publications, keynote speeches at six international conferences, over 30 invited research seminars nationally and internationally; invited on 5 international conference panels. Dr. Lisetti received the Marie-Curie Fellowship Award from the European Commission and the Individual Research Award from NIH.

Dr. Lisetti has raised in the USA funding totaling \$2.1 million and in Europe nearly 600,000 Euros. She co-leads the nascent virtual Center for Translational Research on Advanced Computing and Health (TRACH) with Dr. Williams. She is one of the founders of the field of Affective Computing and directs the Affective Social Computing Laboratory. She is a member of the founding *Editorial Board of the IEEE Transactions on Affective Computing*, which was launched in 2010 and reached an impact factor of 3.466 in 2014. Her record of mentoring includes one post-doc, eight Ph.D. students, ten master students, 14 undergraduate students. She was the recipient of the University's Excellence in Teaching Award in 2009.

## Attachment 3

### **Juan Liuzzi**

Department of Dietetics and Nutrition  
Robert Stempel College of Public Health and Social Work

Juan Liuzzi received his Ph.D. in Cell Biology from the Central University of Venezuela. Dr. Liuzzi conducted his postdoctoral research at the University of Florida. His research interests include the study of the effect of dietary zinc intake on autophagy, the characterization of the molecular mechanisms by which zinc modulates autophagy, and the identification of zinc transporters involved in the regulation of autophagy. Another major focus of his research is the development of biopolymer based zinc nanoparticles. He has authored publications in prestigious journals such as *PNAS*, *Annual Nutrition Review*, and *J Nutr Biochem*. His publications are highly regarded as indicated by the over 950 citations and an H-index of 16.

Dr. Liuzzi has made original contributions to the field of mineral nutrition. His work at FIU includes the identification of the transcription factor KLF4, suppressor of cytokine signaling 3 (SOCS3), and the microRNA miR-34a as important players in the regulation of cellular function by zinc. Investigating the interplay between dietary zinc intake and autophagy in the prevention of ethanol induced liver damage has been the highlight of Dr. Liuzzi's research at FIU. He was recently awarded as a PI an R03 grant by the National Institute of Health/National Institute on Alcohol Abuse and Alcoholism to study the effect of dietary zinc intake on autophagy during acute ethanol exposure. He has established collaborative research with researchers from Oregon State University, New York University, University of Florida, University of Cincinnati, and the USDA. He has successfully mentored ten graduate students. Dr. Liuzzi is a member of the editorial boards of *Biological Trace Element Research* and *Preventive Nutrition and Food Science*.

## Attachment 3

### **Matthew D. Marr**

Department of Global and Sociocultural Studies

College of Arts and Sciences

Matthew D. Marr earned his Ph.D. from UCLA in 2007, and was awarded a postdoctoral fellowship from Harvard University's Reischauer Institute of Japanese Studies. While completing his M.A. in Sociology from Howard University in 1997, where he focused on urban sociology, he received a grant from the National Science Foundation to conduct ethnographic research on homelessness in the wake of the Hanshin Earthquake in Kobe and published an article based on his M.A. thesis. After working in the nonprofit sector in Los Angeles and Tokyo, he entered UCLA's graduate program in sociology, focusing on ethnography and social stratification. In addition to internal funding, his doctoral research was supported by the U.S. Department of Housing and Urban Development, the Japan Foundation, and the National Science Foundation. Dr. Marr's research focuses on how experiences of inequality in contemporary urban America and Japan are shaped by contexts at different levels, from the global to the individual.

Dr. Marr's book, *Better Must Come: Exiting Homelessness in Two Global Cities*, was published by Cornell University Press in January 2015 under its Industrial and Labor Relations Press imprint. He has published in journals including the *International Journal of Urban and Regional Research*, *Journal of Urban Affairs*, *Cities*, *Urban Geography*, *Housing Policy Debate* and *Homelessness and Society* (in Japanese). He has also published op-eds about policy related to homelessness and urban poverty in the *Miami Herald*, *Japan Times*, and *Asahi Shinbun*. He was selected to be a Mansfield Foundation US---Japan Network for the Future Fellow, and a member of the US---Japan Human Security Network. Currently, Marr is a 2012-2014 Social Science Research Council and Japan Foundation Center for Global Partnership Abe Fellow. For a project entitled Recovery Zone? Human Security at the Margins of American and Japanese Global Cities, he is conducting comparative ethnographic research in neighborhoods where street homelessness and housing programs concentrate in Miami (Overtown), Los Angeles (Skid Row), Tokyo (San'ya), and Osaka (Kamagasaki). This research explores how different "service hubs" in distinct urban contexts affect residents' experiences of human security.

## Attachment 3

### **Ebru Ozer**

Department of Landscape Architecture and Environmental and Urban Design  
College of Architecture + The Arts

Ebru Ozer obtained a Master's Degree in Landscape Architecture at Louisiana State University (LSU) in 2007, graduating as the top ranked student in her school, in a graduate program rated second in the nation for Landscape Architecture. Ms. Ozer has developed a significant portfolio of research concentrating on the social and environmental contexts of design. Her writings on sustainable landscape construction, sustainable infrastructure, and sustainability in park design have appeared in national and international journals and magazines including *Urban Ecosystems* and *Landscape Architecture*. She has also co-authored a book, *Best Practices in Sustainable Building Design*.

Ms. Ozer's research has been supported by grants from the Landscape Architecture Foundation, the United States Department of Education, Florida Department of Transportation, City of Sweetwater, The Metropolitan Center at FIU, Cejas Family Foundation, and Andrew W. Mellon Foundation with The Wolfsonian-FIU. Her teaching efforts have been consistently recognized through several of her students who were awarded with American Society of Landscape Architects Florida Chapter Design Awards (blind reviewed). In 2012, three projects developed by her students were selected and included in the European Landscape Architecture Biennial.



### Attachment 3

#### **Ozde Oztekin**

Department of Finance  
College of Business

Ozde Oztekin received a Ph.D. degree in Business Administration from the University of Florida in 2009. Prior to her studies at University of Florida, Dr. Oztekin worked as a treasury dealer for Garanti Bank in Turkey. Her research interests focus on corporate finance, international finance, fixed income securities and banking. She is particularly keen on understanding how corporate firms and financial institutions make their financing choices. Dr. Oztekin has six articles published in “premier” journals, *Journal of Corporate Finance* (2), *Journal of Financial and Quantitative Analysis* (3), and *Journal of Financial Economics* (1)) and one article was published in a journal rated “high quality” (*Journal of Financial Services Research*) by the College of Business. Two of her papers were on the Top Ten download list of the Social Science Research Network on several occasions.

Dr. Oztekin has served as a referee for *Emerging Markets Finance and Trade*, *Financial Review Journal of Corporate Finance*, *Journal of Financial Research*, *Journal of Financial Services Research*, *Journal of Financial and Quantitative Analysis*, *Journal of International Financial Markets, Institutions & Money*, *Journal of Money, Credit, and Banking*, *Managerial Finance*, *Review of Finance*, and *Review of Financial Studies*. She also actively participated in the Academy of International Business, American Finance Association, Eastern Finance Association, Financial Management Association, Midwest Finance Association, Southern Finance Association, and Western Finance Association. She has received 2012 and 2013 faculty teaching awards for her each of her master-level courses.

## Attachment 3

### Andrea Queeley

Department of Global and Sociocultural Studies  
College of Arts and Sciences

Andrea Queeley earned her Ph.D. in Anthropology at the City University of New York Graduate School and University Center in 2007. She completed a two-year Post-Doctoral Teaching Fellowship at Tulane University's Stone Center for Latin American Studies in New Orleans. Dr. Queeley is a cultural anthropologist who deepens critical understandings of the global black experience with a geographic focus on the Americas. Her work contributes to a broader and interdisciplinary inquiry into how racialized subjects negotiate structural inequalities in contexts of political, economic, social, and environmental crisis.

Dr. Queeley publications on this subject include: *Rescuing Our Roots: Respectable Blackness and the Anglo-Caribbean African Diaspora in Contemporary Cuba* (University Press of Florida, 2015), a monograph based upon field research she conducted in eastern Cuba; six articles in peer-reviewed journals, five of which are sole-authored; and two original book chapters in edited volumes. An active Caribbeanist scholar, Dr. Queeley's current comparative project in New Orleans focuses on themes of displacement and cultural citizenship in the still-unfolding aftermath of Hurricane Katrina. She has shared her research at over twenty-five professional conferences, workshops, and community symposia, including invited presentations at Indiana University and the University of Pennsylvania, and served as the Associate Editor of *Transforming Anthropology*. She has served on fifteen M.A. and Ph.D. student committees both within and outside of her units, and received the 2012 Faculty Appreciation Award from the Global and Sociocultural Studies and African and African Diaspora Studies Graduate Student Associations.

## Attachment 3

**Jorge L. Rodriguez**  
Department of Physics  
College of Arts and Sciences

Jorge L. Rodriguez holds a Ph.D. in Physics from the University of Florida (UF) and completed a postdoctoral fellowship in Mathematics at the University of Hawaii. His research is in the realm of experimental particle physics and in particular data distribution and processing. Dr. Rodriguez is an integral member of the Compact Muon Solenoid (CMS) Collaboration through which he has co-authored over 245 journal articles, five conference proceedings, and has presented eleven papers and lectures at national and international conferences.

Dr. Rodriguez is a Co-PI of the Center for High Energy Physics Research and Education Outreach, which is an NSF-funded multidisciplinary, multi-institution project that supports basic research in particle physics, grid computing, and advanced networking at CERN. He has collaborated on projects that have garnered over \$6 million in funding from NSF. He also serves as FIU's PI/contact for the NSF-Department of Energy sponsored QuarkNet educational program providing outreach to local high schools. He is actively mentoring graduate students including one master's student, two doctoral students and he is serving on three dissertation committees. Dr. Rodriguez has also reviewed Department of Energy proposals submitted under the America's Recovery and Reinvestment Act.

## Attachment 3

### **Nicole Ruggiano**

School of Social Work

Robert Stempel College of Public Health and Social Work

Nicole Ruggiano received her Ph.D. in Urban Affairs and Public Policy from the University of Delaware in 2008. Her research agenda addresses decision making and management in human services. Dr. Ruggiano has sole or co-authored 19 peer-reviewed articles/book chapters concerning these areas. A number of these publications are co-authored with doctoral students within the School of Social Work. In addition to gerontology, she has expertise in macro social work practice and social welfare policy, which are areas that she regularly teaches across the BSSW, MSW, and PhD curricula within the School of Social Work.

In 2011, she was selected by the John A. Harford Foundation as a Geriatric Social Work Scholar, which provided a \$100,000 grant to conduct research examining health self-management and decision making among older adults with chronic conditions. In 2012, she was awarded a two-year Loan Repayment Award from the National Institutes of Health (NIH) for her work in this area. This award was renewed in 2014. Dr. Ruggiano also collaborates with a team of researchers to develop an intervention aimed at facilitating inter-provider and care recipient-provider communication in home health care for older adults. She is a member of the Gerontological Society of America (GSA), the Society for Social Work Research, and the Urban Affairs Association (UAA). She provides ongoing service to these organizations by volunteering on review committees for annual scientific meetings and awards. She currently is serving as chair of the local host committee for the Urban Affairs Association's 2015 annual program meeting in Miami. She has also been invited as a peer reviewer for a number of academic journals in her area, including the *Journal of Gerontological Social Work*, *Nonprofit and Voluntary Sector Quarterly*, and *Human Service Organizations Management, Leadership & Governance*. Dr. Ruggiano's service extends to the community and she regularly works for the purposes of research and service planning with community partners such as the United Way of Florida, the United Way of Miami-Dade County, the Alliance for Aging (the local Area Agency on Aging), Jewish Community Services, and other organizations in a number of research projects in Florida.

## Attachment 3

### **Leonard Scinto**

Department of Earth and Environment

College of Arts and Sciences

Leonard Scinto earned a Ph.D. in Wetland and Water Science from the University of Florida. Upon completion of his graduate studies in May 1997, Dr. Scinto obtained a position as a Visiting Research Scientist at the Southeast Environmental Research Program (now SERC, the Southeast Environmental Research Center). He is a biogeochemist whose research is focused on the mechanistic linkages between key environmental drivers and ecosystem responses. His research activities have resulted in the publication of 28 peer-reviewed papers in high impact journals, three book chapters and 17 significant reports. Additionally he and his group continually present at international, national, and local conferences.

Dr. Scinto's interdisciplinary research approach has often brought considerations of key biogeochemical processes into system-wide ecological analysis. His work has been supported by many state and federal agencies. Since coming to FIU he has been an investigator on research contracts and grants exceeding \$15 million. Additionally, as Interim SERC Director he helped secure over \$2 million in administrative grants. In 2007, he established the Soil/Sediment Biogeochemistry Laboratory (SBL), an FIU Core Facility that serves members of the University as well as providing analytical services to external clients. In 2008, He was hired into the FIU Environmental Studies Department which soon afterward became the Department of Earth and Environment. He remained a core faculty member of SERC and served the Center as Associate Director (2011- 2012) and as Interim Director (2012 – 2014). Dr. Scinto is currently again the Associate Director of SERC.

## Attachment 3

### **Benjamin Smith**

Department of Global and Sociocultural Studies  
College of Arts and Sciences

Benjamin Smith received a Ph.D. in Geography from the University of Kentucky. While at Kentucky, he also obtained a National Science Foundation Doctoral Dissertation Research Improvement Award for his research project in Dubai. He has completed a book, under contract at Syracuse University Press, titled *Market Orientalism: The Cultural Economies of the Persian Gulf*, which is forthcoming for the Fall 2015 catalog. This book is the culmination of his interests in the intersection of culture and economy. He has also published articles in *Social and Cultural Geography* and *Middle East Report*, as well as chapters in edited volumes.

In 2011, Dr. Smith was awarded a \$14,000 grant from the Kauffman Professors Program (funded by the Kauffman Foundation for Entrepreneurship), to study geographies of entrepreneurship in Miami. Since coming to FIU, he has also obtained small research awards that allowed him to twice return to the Persian Gulf region. Dr. Smith has been active in the founding of FIU's Center for Middle East Studies and served as co- President of the Association of American Geographers Middle East and North Africa Specialty group.

## Attachment 3

### Markus Thiel

Department of Politics and International Relations  
College of Arts and Sciences

Markus Thiel received his Ph.D. in International Studies with concentrations: International Relations, Comparative Politics from the University of Miami in December 2005. At FIU, He worked as research associate in the Florida-Miami EU Center of Excellence since 2003. Dr. Thiel's research interests center on the political sociology of the EU and European Union politics more generally and (trans) nationalism and identity politics. He has published several EU-related articles, reviews and book chapters at the EU Center of Excellence as well as in *Transatlantic Monthly*, *International Studies Compendium*, *Journal of Human Rights*, *Perspectives on European Politics & Society* and the *Journal of European Integration*. He published *The Limits of Transnationalism: Collective Identities and EU Integration* and also co-edited three volumes: one with Lisa Prügl on *Diversity and the European Union*, one with Roger Coate on *Identity politics in the Age of Globalization*, and one with Rebecca Friedman on *European Identity and Culture: Narratives of Transnational Belonging*. His current research on the promotion of rights policies through civil society based on the EU's Fundamental Rights Charter/Agency is under review with Pennsylvania State University Press. His other project examines the significance of LGBTQ politics for international relations, and he has been awarded a book contract with Routledge for a co-edited volume on this topic.

Aside from reviewing for several presses and journals in the field, Dr. Thiel is on the editorial board member for the *Journal for International Organization Studies* and *International Politics Review*. He is also the H-Nationalism-Net bibliographer (for European Union and Nationalism) and was on the American Political Science Association's European Politics Section Best Dissertation Award Committee. He won various smaller research grants and is U.S.-partner in an EU-Consortium on Post-Lisbon Treaty Democratic Policies (PI: University of Deusto). For the university, he served as interim EU Center director and has been a member of FIU's Fulbright Selection Committee for the past five years.

## Attachment 3

### Wei Wang

Department of Mathematics and Statistics

College of Arts and Sciences

Wei Wang received her Ph.D. from Division of Applied Mathematics of Brown University. She then spent two years at the Center for Turbulence Research at Stanford University as a postdoctoral fellow. Dr. Wang's research interest is in scientific computing and numerical analysis for partial differential equations. She is particularly interested in developing high order numerical methods including discontinuous Galerkin methods and weighted essential non-oscillatory (WENO) methods. Her work has wide applications in the areas of fluid dynamics, semi- conductors and solid mechanics. Dr. Wang has eight papers published in refereed journals, two papers in conference proceedings and five research reports in CTR annual research briefs since 2008. She also has one paper accepted for publication and several others in preparation.

Dr. Wang's work is interdisciplinary and she has collaborations with scientists from NASA and national labs. Her research on high order schemes for compressible turbulence simulations is supported by a NASA grant from 2012 to 2015. Her new NSF proposal as a sole PI to study the high order methods for multiscale problems has received the award recommendation. Before that, she obtained several travel awards from American Women Mathematicians supported by NSF and American Math Society. She has been invited to present her work in over twenty conferences and universities. She co-organized special sessions in American Mathematical Society sectional meeting in 2012 and SIAM conference in 2013. Dr. Wang has served as a peer reviewer for over ten professional journals.



## Attachment 3

### Changwon Yoo

Department of Biostatistics  
College of Public Health and Social Work

Changwon Yoo received his Ph.D. in Biomedical Informatics from the University of Pittsburgh, after his post-doctoral studies at Virginia Tech (2004-2005) before joining FIU in 2009. Dr. Yoo has been very successful in securing extramural grant monies to examine issues of chronic disease progression. In 2012, Dr. Yoo received a four-year NIH grant as PI in the amount of \$435,000 to build a statistical model for better understanding brain cancer progression. He is a part of over \$6.3 million funding generated projects for which he serves/served as principal investigator, co-investigator, or consultant. The success of his independent research program is evident by publications from his laboratory in peer-reviewed journals. He has published 36 peer-reviewed articles (23 journal and 13 proceeding articles), 3 book chapters, and submitted more than 15 abstracts.

Dr. Yoo has advised five Master of Public Health students and served on the doctoral dissertation or field committees of five doctoral students. Currently he is the Academic Advisor of two MPH students, Academic Co-Major of two public health doctoral students, and Dissertation Committee Member of five Ph.D. students. He has been invited to serve as an editorial board member of *PLOS One*, *Advances and Applications in Statistics*, *American Journal of Computational Mathematics*, *Journal of Bioinformatics and Comparative Genomics*, and *Computational Biology and Bioinformatics*. Dr. Yoo has been invited to give talks about his research nationally and internationally. He is a member of national and international professional societies such as American Statistical Association; International Biometric Society/Eastern North American Region; International Society for Bayesian Analysis; The Modeling and Simulation Society of Australia and New Zealand.

## Attachment 3

### **Jenna Gibbs**

Department of History  
College of Arts and Sciences

Jenna Gibbs completed her Ph.D. in History at the University of California Los Angeles (UCLA). She developed into a British Atlantic historian and studied American history extensively and conducted research in equal depth in both Philadelphian and London archives.

Dr. Gibbs' Ph.D. dissertation was the genesis of her first book, *Performing the Temple of Liberty: Slavery, Theater, and Popular Culture in London and Philadelphia (1760s-1850s)*, which was published by Johns Hopkins University Press. She has also written three journal articles and one book chapter. Dr. Gibbs serves as co-editor with Keith Baker (History, Stanford) of a volume that has successfully undergone peer review at the University of Toronto Press and is now under revision for publication: *Life Forms in the Thinking of the Long Eighteenth Century*. She also organized a conference at the Wissenschaftskolleg zu Berlin (Institute of Advanced Studies in Berlin) entitled "Protestant Religion, Missions, and Global Networks in the 18th and 19th Centuries" in May 2014, which drew together senior, mid-level, and up-and-coming junior scholars. Dr. Gibbs also successfully competed for other fellowships for this project. She was offered but declined a long-term fellowship at the John Carter Brown Library in Rhode Island for 2013-2014 in order to accept the fellowship at the Wissenschaftskolleg, where she held the Volkswagenstiftung-Mellon Post-Doctoral Fellowship in the Humanities. She was also selected as the alternate for both the NEH fellowship at the Library Company of Philadelphia and the Newberry Library in Chicago for 2013-2014. She earned the Volkswagen-Mellon fellowship to support the research for her new project on transatlantic evangelicalism, slavery, and antislavery in the 18th and 19th centuries.

**Date: June 3, 2015**

**Subject: Program Termination for Executive Master of Taxation**

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**Proposed Committee Action:**

Recommend to The Florida International University Board of Trustees approval of the program termination for the Executive Master of Taxation.

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**Background Information:**

In order to maintain Association to Advance Collegiate Schools of Business (AACSB) accreditation, approximately 75% of the faculty teaching in the Executive Master of Science in Taxation (EMST) program must be full-time faculty who have earned a research doctorate and are engaged in academic research. Fewer than 10 people graduate with these credentials each year. With the retirement and relocation of two faculty members in 2012, the percentage fell below 30%.

In order to maintain our accredited status and continue serving our diverse student base, tax offerings were repositioned as a track in the Master of Accounting (MACC) program, and terminated new enrollment in the EMST in Fall 2012. All students who were enrolled in the EMST at that time have completed the program. New students are being served within a more traditional graduate degree in accounting. This degree also ensures that they are CPA-eligible when they graduate.

The Florida International University Board of Trustees (BOT) Policy on Program Termination, approved and effective November 16, 2007, provides, in relevant part: In order to promote and maintain high quality academic programs, the University may over time develop new academic degree programs or discontinue existing programs. Program discontinuance is the formal termination of a degree program, department or division of instruction, school or college, or other program unit for educational reasons, strategic realignment, resource allocation, budget constraints, or combination of education strategies and financial reasons.

Letter of Notification  
Board of Governors  
Florida International University

Program Name: Executive Master of Taxation (EMST)

Degree Level: Master

CIP Code: 52.1601

Termination Date: August 15, 2012

1. *Provide a narrative rationale for the request to terminate the program.*

In order to maintain AACSB accreditation, approximately 75% of the faculty teaching in the EMST program must be full-time faculty who have earned a research doctorate and are engaged in academic research. Fewer than 10 people graduate with these credentials each year. With the retirement and relocation of 2 faculty members in 2012, our percentage fell below 30%.

In order to maintain our accredited status and continue serving our diverse student base, we repositioned our Tax offerings as a track in the Master of Accounting (MACC) program, and terminated enrollment in the EMST in Fall 2012. All students who were enrolled in the EMST at that time have completed the program. New students are being served within a more traditional graduate degree in accounting. This degree also ensures that they are CPA-eligible when they graduate.

2. *Indicate on which campus(es) the program is being offered and the extent to which the proposed termination has had or will have an impact on enrollment, enrollment planning, and/or the reallocation of resources.*

There are no negative impacts. The program was suspended in 2012, and new students enroll in the MACC.

3. *Provide an explanation of the manner in which the University intends to accommodate any students or faculty who are currently active in the program scheduled to be terminated. State what steps have been taken to inform students and faculty of the intent to terminate the program?*

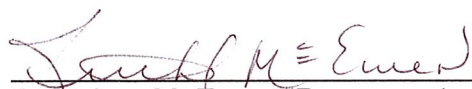
Students have not been admitted since 2012. All students in the program at that time have graduated. No full-time faculty members were affected. Those who did not retire or relocate continue to teach in the MACC or in the undergraduate program.

4. *Provide data (and cite source) on the gender and racial distribution of students and faculty. For faculty also list the rank and tenure status of all affected individuals.*

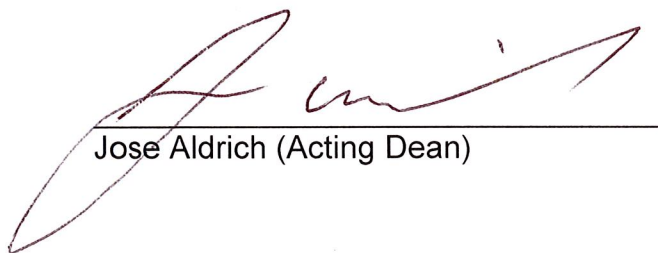
Students have not been admitted since 2012. All students in the program at that time have graduated. No full-time faculty members were affected. Those who did not retire or relocate teach in the MACC or in the undergraduate program.

5. *Identify any potential negative impact of the proposed action on the current representation of females, minorities, faculty, and students.*

No negative impact since all students have transferred to the Tax track of the MACC. There was no negative impact on faculty, since the retirement and relocation were voluntary and occurred before we suspended admissions, and other tax faculty teach in the MACC.

  
\_\_\_\_\_  
Ruth Ann McEwen (Requestor)

4/7/15  
\_\_\_\_\_  
Date

  
\_\_\_\_\_  
Jose Aldrich (Acting Dean)

4/7/15  
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**Date:** June 3, 2015

**Subject:** New Program Proposal: Bachelor of Arts in Latin American and Caribbean Studies

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**Proposed Committee Action:**

Recommend to the Florida International University Board of Trustees approval of the Bachelor of Arts in Latin American and Caribbean Studies (CIP 05.0134) new program proposal.

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**Background Information:**

FIU's proposed B.A. in Latin American and Caribbean Studies (LACS) supports the Board of Governors' critical goals for 2025: Excellence, Productivity, and Strategic Priorities for a Knowledge Economy and is listed under the strategic emphasis area "Global."

Founded 35 years ago, the Latin American and Caribbean Center (LACC) has a robust Master of Arts program and a strong record of community outreach. The center has awarded over 400 undergraduate certificates since 2009. The program's success is an indication of student interest in Latin American and Caribbean Studies. In mid-September 2014, we surveyed 282 students in 23 classes and sixty percent responded affirmatively regarding selecting a LAC studies major or considering it.

FIU has noteworthy strengths in Latin American and Caribbean Studies. LACC has been a Title VI center since 1979. The Title VI grant or formally the National Resource Center (NRC) Program of the U.S. Department of Education provides grants to establish, strengthen, and operate language and area or international studies centers (Latin America and the Caribbean) that will be national resources for teaching area studies and any modern foreign language. LACC first partnered with the University of Florida and then with the University of Miami. In 2014, LACC submitted a successful proposal to the U.S. Department of Education for a Title VI National Resource Center and Foreign Language and Area Studies and was awarded the grant of \$2.1 million over four years. The center has more than 200 faculty who teach courses on Latin America and the Caribbean or include the region in their offerings.

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

## **New Program Proposal: Bachelor of Arts in Latin American and Caribbean Studies (LACS)**

### **Latin American and Caribbean Center (LACC)**

#### **School of International and Public Affairs**

#### **Florida International University**

### **EXECUTIVE SUMMARY**

FIU's proposed Bachelor of Arts in Latin American and Caribbean Studies (LACS) is listed under the strategic emphasis area "Global" by the State University System Florida Board of Governors.

With over 400 undergraduate certificates awarded since 2009, students have already manifested interest in bolstering their knowledge of the region. The B.A. establishes a structured, in-depth program of study. Students select courses in three areas of concentration:

- International Political Economy of Latin America and the Caribbean
- Latin American and Caribbean Cultures
- Main Concentration (select one)
  - Language and Culture
  - Governance and Security
  - Migration and Transient Communities
  - Other topics of student interest may be considered.

Students who major in LACS will have an excellent background for graduate or professional schools. Latin American Studies (LAS) or LACS majors from other institutions have found employment in government agencies (local, state, national), non-profit organizations, the financial industry, consumer advocacy, cultural affairs offices, human resources administration, translation and interpretation services, museums, social service agencies, public relations and marketing, environmental firms, FBI/CIA, disaster assistance, K-12 education, among others. LACC plans to establish for the B.A. a strong network of internships which is certain to enhance our graduates' prospects in the job market.

The B.A. in Latin American and Caribbean Studies supports the Board of Governors' critical goals for 2025: Excellence, Productivity, and Strategic Priorities for a Knowledge Economy. LACC has an outstanding record in Teaching, Service, and Community Outreach. The LACS major is structured around three concentrations that are vital to understanding globalization. A LACS B.A., moreover, will raise FIU's already high profile regarding Latin America and the Caribbean.

Implementation Timeframe	Projected Enrollment (From Table 1)	
	HC	FTE
<b>Year 1</b>	15	11.25
<b>Year 2</b>	30	22.50
<b>Year 3</b>	45	33.75
<b>Year 4</b>	60	45.00
<b>Year 5</b>	75	56.25

Projected Program Costs (From Table 2)				
E&G Cost per FTE	E&G Funds	Contract & Grants Funds	Auxiliary Funds	Total Cost
\$3,930	<b>\$44,218</b>	\$0	\$0	<b>\$44,218</b>
\$768.32	<b>\$43,218</b>	\$0	\$0	<b>\$43,218</b>



**Date:** June 3, 2015

**Subject:** New Program Proposal: Master of Science in Marketing

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**Proposed Committee Action:**

Recommend to the Florida International University Board of Trustees approval of the Master of Science in Marketing (CIP 52.14) new program proposal.

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**Background Information:**

The proposed Master of Science in Marketing is a 10-month program that will provide a rigorous graduate education focused on areas of marketing that are relevant to, and demanded by, today's business environment, namely, Digital Marketing, Brand Development, and Marketing Analytics. The program will cover digital marketing, buyer behavior, marketing research, branding, marketing strategy, and the use of marketing analytics to improve the efficiency of marketing activities.

The program supports State University System Strategic Planning Goals in multiple ways such as strengthening the quality of academic programs, increasing research in digital marketing and marketing analytics, increasing collaboration with industry, engaging with local, national, and international business, and resulting in a higher-trained and higher-paid workforce.

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

## New Degree Proposal: Master of Science in Marketing (CIP 52.14)

### College of Business

#### Executive Summary

The Master of Science in Marketing is a 10-month program that will provide a rigorous graduate education focused on areas of marketing that are relevant to, and demanded by, today's business environment, namely, Digital Marketing, Brand Development, and Marketing Analytics. Taught in a lockstep fashion, each course will be integrated into the overall theme of the program. Likewise, the overall theme of digital, branding, and analytics will be incorporated into each course such that examples and exercises in each course will consider the tripartite foci. The program will cover digital marketing, buyer behavior, marketing research, branding, marketing strategy, and the use of marketing analytics to improve the efficiency of marketing activities. All courses will incorporate and emphasize the importance of international considerations and marketplaces as necessities for successful marketing. Employment opportunities are diverse and will include positions such as marketing managers, account executives, digital media specialists, brand managers, marketing analysts, social media directors, and others.

Substantially similar programs do not exist as the MS in Marketing is unique in its threefold focus and FIU is unique in its service of Hispanic students. The program supports State University System Strategic Planning Goals in multiple ways such as strengthening the quality of academic programs, increasing research in digital marketing and marketing analytics, increasing collaboration with industry, engaging with local, national, and international business, and resulting in a higher-trained and higher-paid workforce.

The program will produce students who will contribute to the workforce across the state and nationally as well. The prognosis for employability of graduates is excellent in that, according to the U.S. Department of Labor (February 27, 2014), market analysts and marketing specialists are projected to be among the fastest growing occupations, with a projected 31.6% growth over the next ten years. Two-thirds of consumer goods executives feel that their companies need to do more to harness digital technologies in order to enhance their marketing efforts (Forbes article August 25, 2014).

A number of factors point to the success of the MS in Marketing program:

- Two market feasibility studies showed top-box estimates for enrollment that will exceed initial enrollment goals. The first surveyed 422 qualified FIU graduates in a variety of majors and found 9% reporting that they would enroll in the program for the following fall if admitted. In addition, another 8% expressed an extremely high likelihood of enrollment if accepted. The second study surveyed 381 qualified FIU graduating seniors in a variety of majors wherein 5% reported

that they would enroll in the program one year after graduation and 7% stated an extremely high likelihood. Overall, the two studies indicated a total of 57 top-box responses. Considering that the sampling domain is over twenty times larger than the samples, the prognosis is excellent for meeting the target enrollment goals for the first several years. Other market domains such as non-FIU South Florida residents, non-Florida-residents, and international students are reasonable targets due to the unique nature of the program and the importance of its educational content to employers in diverse industries and covering a global geographic scope.

- Current demand for FIU marketing courses and certificates has increased significantly over the past two years (over 80% for upper division marketing enrollments; over 100% for certificate programs). Students who have been exposed to marketing courses in their undergraduate education have shown a stronger desire to pursue a marketing-focused program at the graduate level here at FIU, a Hispanic-serving graduate institution that serves the local area.
- Employers from a wide variety of industries have expressed to the FIU College of Business a desire to hire graduate students who have a more focused education in marketing, with a particular interest in students with knowledge of digital marketing, brand management, and marketing analytics. No graduate marketing program currently exists at FIU.
- The proposed tuition rate is competitive as compared to other national programs, and has been seen as attractive to potential applicants.
- The lockstep program will ensure course availability, enhance the integration of learning experiences across courses, and allow each course to build upon the knowledge growth that has taken place in previous courses.
- The program is unique in its focus on digital marketing, brand development, and marketing analytics that incorporates examples and exercises that reinforce the learning in terms of those areas of focus.

Implementation Timeframe	Projected Enrollment	
	HC	FTE
<b>Year 1</b>	36	33.75
<b>Year 2</b>	36	33.75
<b>Year 3</b>	45	42.1875
<b>Year 4</b>	45	42.1875
<b>Year 5</b>	45	42.1875

Projected Program Costs				
E&G Cost per FTE	E&G Funds	Contract & Grants Funds	Auxiliary Funds	Total Cost
0	0	0	\$849,467	\$849,467
0	0	0	\$958,419	\$958,419

**Florida International University  
Board of Trustees  
Academic Policy and Student Affairs Committee  
June 2015  
Academic Affairs Report**

**A. Unit Reports**

- I. FIU*BeyondPossible*2020**
- II. Undergraduate Education**
- III. Graduate Education**
- IV. Engagement**
- V. Enrollment Services**
- VI. Information Technology**
- VII. Research**
- VIII. Student Affairs**

**I. FIUBEYONDPOSSIBLE2020**

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**1. 20 Critical Performance**

The FIU*BeyondPossible*2020 strategic plan serves as a roadmap to FIU's future with a focus on improving student success, identifying and supporting preeminent programs, striving for Carnegie Very High Research designation and expanding our financial base and improving efficiencies. FIU*BeyondPossible*2020, which was approved by the Board of Trustees on March 26, 2015, enters its implementation phase this summer with the official formation of a committee structure. Implementation committees, led by academic and administrative co-chairs, will take the recommendations outlined in the strategic plan into action and position FIU to meet the twenty critical performance indicator goals. A steering committee will be tasked with prioritizing strategies, guiding and assessing progress from the implementation committees, and recommending modifications as necessary. Committee co-chairs and members will be selected in June 2015. Specific annual targets will be set in order to meet the twenty critical performance indicator goals. A communications plan will be developed to support a shared culture of accountability, enabling updates and feedback mechanisms. An incentive-based funding model will be established to recognize and reward units in advancing the critical performance indicators. Operational and organizational changes will be recommended to maximize efficiency and impact of services. Funding needed to implement FIU*BeyondPossible*2020 strategies will be identified from auxiliary and/or foundation funds, returned overhead from contracts & grants and /or E&G funding.

To facilitate the implementation committees and process, Nicole Kaufman Glasgow has been appointed as Associate Vice Provost of Operations and Strategy Implementation. Most recently Nicole served as FIU's Interim Vice President for Engagement. In her new capacity Nicole will support a campus-wide effort to continue to nurture a culture of shared responsibility for student success. She will work with units to align their strategic plans with *FIU Beyond Possible 2020* and provide leadership to enable the implementation, measurement and communication of FIU's progress towards the goals, including the facilitation of the implementation committees.

## **II. UNDERGRADUATE EDUCATION REPORT**

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### **1. Florida Consortium of Metropolitan Research Universities**

Florida International University has partnered with the State University System (SUS) two other large urban research universities, the University of Central Florida and the University of South Florida, to form the Florida Consortium of Metropolitan Research Universities. The Florida Board of Governors (BOG) was convinced of the value of the Consortium, and the BOG included a \$12 million request for the Consortium among the Legislative Budget Requests that the BOG currently has before the Legislature.

The Consortium's service area includes 63% of Florida's population, 70% of Florida's minorities, and 47% of the total SUS college enrollment. The economies of the three metropolitan regions drive the state's economy. Together Miami, Orlando, and Tampa Bay constitute the 4<sup>th</sup> largest metropolitan economy in the United States and the 31<sup>st</sup> largest economy in the world.

The Consortium demonstrates that universities can improve their individual performance in student success metrics by working with each other rather than against each other. For example, simply by sharing best practices, development costs at partner institutions are reduced significantly or even eliminated.

Public and private funders have responded enthusiastically to the possibility of leveraging their investments across three universities and three large, significant metropolitan regions.

The Consortium now has an operating budget of \$325,000 a year for five years and is in the process of hiring an Executive Director and Project Manager. On April 21, 2015, the Consortium leadership, Consortium functional teams, and Helios Education Foundation leadership met in Tampa at the University of South Florida to continue to develop specific initiatives in the Consortium's four student success pillars—Predictive Analytics, High Tech Pathways, Targeted Support, and Career Readiness. Over 300 Consortium personnel were in attendance at the

event luncheon that featured an address by Vince Roig, the Founding Chairman of the Helios Education Foundation, and a Provosts' panel including Kenneth G. Furton (FIU), A. Dale Whittaker (UCF), and Ralph Wilcox (USF), moderated by Paul Luna, President and CEO of the Helios Education Foundation.

## **2. Gateway Course Performance**

The conceptual framework of the Graduation Success Initiative (GSI) has four points: (a) help students to select an appropriate major, as early as possible; (b) provide a clear path to on-time graduation in that major; (c) give immediate feedback whether on or off that path; and (d) add supports and remove barriers on the path. Analysis by the Office of Retention and Graduation Success has shown that poor performing gateway courses constitute significant barriers in students' progression to on-time graduation. The newly approved *FIU Beyond Possible 2020* Strategic Plan identifies improving the performance of 17 high enrollment, high failure, and high impact gateway courses as a major strategy to improving performance in student success metrics.

Two years of FIU's work as part of the Gardner Institute's Gateways to Completion Project and the Gates-funded USU/APLU Transformational Planning Grant Project has laid the groundwork for interventions in these courses. On April 14, 2015, the Dean of Undergraduate Education presented at the National Gateway Courses Conference the recommendations for improvement of FIU's gateway courses based on detailed studies by five course specific committees. These recommendations are providing specific interventions for the implementation phase of the strategic plan.

## **3. Outreach to College Partners to Improve the Transfer Process**

Another important strategy in the new *FIU Beyond Possible 2020* Strategic Plan is to dramatically expand our current bridge programs with our partner state colleges by launching *Connect4Success@FIU*. This initiative relies on strong relationships with our college partners.

On April 3, 2015, the first annual FIU/Broward College Day was held at FIU@I75/Broward College Miramar West Center bringing together Provosts, Vice Presidents, Deans, faculty and staff to formally discuss ways to make the transition from Broward College to FIU as smooth and productive as possible. On April 23, 2015, a similar group with a similar agenda met at Miami Dade College's North Campus for the 20<sup>th</sup> annual FIU/MDC Day.

These efforts are mission critical. FIU was ranked 4<sup>th</sup> nationally by *U.S. News & World Report* for having the most degree seeking transfer students. Fifty-five percent of FIU's undergraduates are transfer students. Miami has one of the largest public urban postsecondary educational systems in the country.

### **III. GRADUATE EDUCATION REPORT**

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#### **1. University Graduat School (UGS) Establishes Taskforce on Policies, Procedures, and Forms (P3F)**

One of the key goals of the new strategic plan is to achieve Carnegie Very High Research (VHR) Ranking. Increasing graduate student productivity is essential to meeting this goal. As a part of its strategic efforts towards increased productivity, the UGS has established a Taskforce on Policies, Procedures, Practices, and Forms (P3F) charged with three specific objectives: i) survey the FIU graduate community on the effectiveness of our P3F and improvements needed, ii) identify impediments to student progress and/or unintended consequences in our P3F, and iii) summarize conclusions and recommendations in a brief report. The Taskforce is expected to meet these objectives within six months. All colleges offering graduate degrees are represented on this Taskforce. The conclusions and recommendations from the Taskforce will significantly impact the UGS's efforts to improve operational efficiencies.

#### **2. FIU Awards Record Number of Research Doctoral Degrees**

FIU has awarded a record number 189 of research doctoral degrees this year, a 19% increase over last year. The UGS attributes this increase to several initiatives that have been implemented in the past few years. The first is the implementation of the Annual Student Evaluation and Mentoring Plan, which doctoral students and their committees complete to keep the students on track and to agree upon and establish goals for completing the dissertation. Secondly, the UGS has also revised its practices on the funding provided to doctoral programs. This funding is now directly linked to the individual programs' performance metrics as provided in the Annual Program Summaries. One of the most critical metrics that has driven funding increases for the departments has been the improvement in graduation rates. The third initiative that has led to the increase in doctoral degrees awarded has been the UGS's decision to significantly increase Dissertation Year Fellowships to assist doctoral students in their final year of their dissertation work. All of these efforts combined are helping to improve the graduation outlook for this and future years.

#### **3. UGS Recognizes Outstanding Graduate Students and Faculty**

Hundreds of students, faculty, and staff joined UGS and the Graduate Professional and Student Committee (GPSC) to celebrate Graduate Student Appreciation Week and recognize graduate faculty and student awardees for outstanding mentorship, research, teaching, engagement, and scholarship. In its fifth year, this year's weeklong celebration included a workshop for faculty on building mentorship relationships, sponsored by AGILE and facilitated by Theater Delta, an interactive theater group for social change. The same group also facilitated a similar workshop for graduate students during the graduate symposium, which was sponsored by the GPSC. The Theater Delta performances helped both students and faculty to

explore the critical aspects of the student-faculty mentor relationship and the impact it has on graduate student success.

#### **IV. ENGAGEMENT REPORT**

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##### **1. Royal@FIU**

FIU and Royal Caribbean Cruises Ltd. (RCL) unveiled a 130,000-square-foot, state-of-the-art rehearsal and production studio in March 2015 and announced details of a new partnership that will include collaborative research, talent development and real-world experience for FIU students. The Royal@FIU World Stage Collaborative will create new opportunities for students, initially in FIU's Chaplin School of Hospitality and Tourism Management and the College of Architecture and the Arts (CARTA). These include paid internships, custom curricula and behind-the-scenes access to Royal Caribbean's experts and facilities.

The partnership set sail with numerous successes including, 10 summer internships for Chaplin and CARTA students, shipboard tour for CARTA students, lecture structure to drive action steps and growth, new partnership opportunities in architectural sustainability and photography, and a subcommittee for research partnerships, among others.

Eventually, students will gain hands-on experience in cruise line operations, stage management, lighting, stage design, audio engineering and production. In addition, FIU faculty and staff will have access to RCL marketing and sales data from its six cruise brands to conduct original research and present findings to RCL. Located on FIU's Biscayne Bay Campus, the production studio features three-story studios, a 300-seat theater, 20,000-square-foot costume-making facility, 10 rehearsal studios, a recording room and video editing facilities. The collaborative is an example of FIU's efforts to create innovative public-private partnerships that bridge private industry with academia to promote talent development, research and economic vitality.

##### **2. Talent Development Network**

The One Community One Goal (OCOG) Talent Development Network (TDN), hosted at FIU in partnership with the Beacon Council, Barry University, Florida Memorial University, Miami-Dade County Public Schools, Miami Dade College, St. Thomas University and the University of Miami, continues to make significant strides toward its goal of creating 200 new paid internships over the next two years. An online portal has launched for employers to post internship positions and receive applicants across seven academic institutions. The program has begun a soft rollout to students, encouraging them to browse available positions and apply. The portal is fully integrated with each institution in order to enable students to login with their university's credentials and browse available positions without



registering. In conjunction with partner institutions, TDN has also implemented an application process in which students must review their resume and interview skills with their career services offices before they can apply for positions. This enables the program to present the most prepared students to employers.

On April 15, the program was formally launched at a press conference attended by FIU President Mark B. Rosenberg and leaders of the six other educational institutions and the Beacon Council. The event was reported in numerous newspapers and is being embraced as an important community effort by both academic and industry leaders. A monthly meeting of the TDN Career Services board, featuring a member from each institution, continues to solidify the partnership effort and spark interest and discussion in academic areas beyond internships.

### **3. U.S. Coast Guard**

FIU signed an agreement with the U.S. Coast Guard in November 2014 to promote internships, scholarships and career opportunities for FIU students. The Coast Guard Pre-Commissioning Initiative (CSPI) provides up to two years of paid tuition, free books and waived fees, a salary of about \$40,000 a year while attending school and a spot in Officer Candidate School upon graduation, with a guaranteed job and starting salary of \$60,000 as an officer in the Coast Guard. FIU and the Coast Guard have set a goal of acquiring 100 applicants for the CSPI program by December 2015. The program is available to juniors and seniors attending a Minority Serving Institution.

A recruitment strategy has been utilized to reach the most outstanding students and provide more information about the CSPI program and the U.S. Coast Guard. USCG leaders have spoken to more than 500 students during visits to the University. Coast Guard leadership is also discussing with FIU faculty the most effective way to reach more students. Information sessions have been held at both the FIU Engineering Campus and the Modesto A. Maidique Campus to provide students to meet with current Officer Trainees and ask questions. Twenty FIU students will be chosen to visit the Coast Guard base in Miami Beach in May 2015 to explore life in the Coast Guard, as well as career opportunities. Additionally, students from FIU's Education Effect schools, Miami Northwestern and Booker T. Washington senior high schools will also be invited to attend.

## **V, ENROLLMENT SERVICES REPORT**

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### **1. University Enrollment**

#### Spring 2015

As of April 14, 51,377 students have enrolled in courses for the spring 2015 term. This represents a 5.23% or 2,554 student increase as compared to spring 2014 enrollment of 48,823. In addition, the (Full time equivalent) (FTE) have increased by 2.69% or 321.60, from 11,962.90 FTEs in spring 2014 to 12,284.50

inspring2015.

### Summer 2015

As of April 17, 5,512 First time in college (FTIC) students applied for the summer term which is a 138% increase over point in time from 2014. Two thousand, seven hundred ninety-three (2,793) FTIC students have been admitted for the summer, this is an increase of 626 students or 28%. The profile of admitted FTIC students for summer has also increased, the average GPA is currently a 3.70 and average SAT score is a 1535; in 2014 the average GPA was a 3.4 and average SAT score was a 1498. As of April 17, 1,072 FTIC students have matriculated for the summer term which is an increase of 147 students or 16%.

Looking at the point in time reports from 2014 and 2015, transfer student numbers are flat. As of April 17, 2,823 students applied for the summer term which is an increase of 187 students, point in time, from 2014. One thousand, eight hundred fourteen (1,814) transfer students have been admitted for the summer. This is a decrease of 75 students. In addition, 1,154, which is 80 fewer students than in 2014, have matriculated to date.

### Fall 2015

As of April 17, 15,260 FTIC students applied for the fall term. This is a decrease of 14% from fall of 2014; however the overall applicant pool for the FTIC 2015 cohort is flat when combining summer and fall. Seven thousand, two hundred seventy nine (7,279) FTIC are admitted for the fall term which is an 11% decrease of 920 students compared to 2014. One thousand, seven hundred twenty-two (1,722) FTIC students have matriculated for the fall term which is a decrease of 28% over the same time in 2014. The average GPA of the fall admitted FTIC students for this point in time is 4.01 and average SAT is 1727, both slightly higher than 2014.

As of April 17, 5,408 transfer students applied for the fall term which is a decrease of 764 students or 12% from 2014. At this point in time, 2,584 students have been admitted and 1,021 students have matriculated for the fall term compared to 2,926 who were admitted in 2014, and 1,172 students who had matriculated.

## **2. OneStop**

Starting in January 2015, OneStop restructured staffing on phones and chat to better serve our students. When comparing phone reports to the same time last year calls handled in January went from 46% to 79%; February went from 87% to 94%; and March went from 86% to 94%. Chat was not used often by Enrollment Services in 2014; however, OneStop expanded this option availability starting in January. During the spring semester we also merged the Registrar, Financial Aid, and Admissions chat access on the web and student portal. 4,762 chats were presented in January, 1,980 in February, and 3,383 in March. During the month of March, 14% of the chats answered a customer service survey. Of those results 75% responded with excellent feedback, 20% good, and 5% poor.

MyCourseScheduler was implemented in November 2014 to improve course scheduling. The official launch happened during Spring 2015 with assistance from External Relations and a series of promotional initiatives. The communication plan included digital signage, print posters for advising offices, print postcards, social media posts on Facebook and Instagram as well as pens with the designed logo. Furthermore, detailed information has been provided to the FIU newspaper and FIU News. As of April 16, there have already been over 15,000 logins since January 2015 and a total of over 32,000 logins since the soft launching in mid fall 2014. A total of 15,018 students have used the tool.

OneStop coordinated with the Provost's Office and Office of Graduation and Retention to create strategic outbound communication to key populations of unregistered students. The department has reviewed each individual student account and provided assistance related to registration, financial aid and student financials to increase summer and fall registration. Many students contacted indicated interest to return and will be following up with advising appointments.

Enrollment Services has completed the purchase of the Salesforce Constituent Relationship Management system (CRM) on April 1. The Office of Undergraduate Admissions and OneStop Enrollment Services are leading a cross functional implementation team, with the first phase of the implementation that started in April and expected completion by the close of 2015. The CRM will help Enrollment Services significantly contribute to student retention, success and graduation by managing student interactions and providing personalized support from first contact (as prospective students) through graduation. The CRM will be used to automate high touch communication flows for each student based on biographic, demographic, academic and FIU data driving a personalized communication plan for each student.

### **3. Financial Aid**

As of April 15, 2015, 2014-2015 aid disbursed totaled \$388.6 million to 37,276 students. Federal Pell grant recipients for 2014-2015, as of April 15, 2015 stands at a total of 20,800 students receiving \$79.6 million. It should be noted that 12,543 of those Pell recipients are First Generation students. Additionally, over half of all Pell recipients have an Expected Family Contribution (EFC) of \$0, (11,189 students).

The long planned reorganization of OneStop Enrollment Services took a large next step with the reassignment of the Customer Service staff from the Financial Aid Office to the OneStop. The 12 staff members have new reporting lines and will continue to work together as services are combined in preparation for the opening of the OneStop Enrollment Services office when the Student Academic Services building opens in a year.

## **VI. INFORMATION TECHNOLOGY REPORT**

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### **1. Media Operations Center**

The Division of IT's Media Technology Services is pleased to announce the launch of our new Media Operations Center in the Green Library. Funded by the Students' Technology Fee, the Media Operations Center will centralize support for any classroom technology issues at FIU. Technicians will be able to remotely troubleshoot and resolve problems quickly and efficiently. In addition to on-demand classroom technology support, the Media Operations Center will also provide technical support and quality-control for live videoconferences and course-capture recordings.

### **2. Cybersecurity Conference**

The November 2014 cyberattack on Sony Pictures was unprecedented in scale and scope and raises important questions about how to secure the U.S. homeland, defend our economic interests, and safeguard our civil liberties in the face of cyber threats from abroad as well as intrusive governmental policies. To explore this attack and other related issues in depth, the Division of IT in collaboration with the Steven J. Green School of International and Public Affairs organized a full-day cybersecurity conference, "Rogue Nations, Hackers, and Hollywood: The Sony Affair and its Implications for business, national security and public policy." During the conference, thought leaders from government, business, nonprofits, academia, and law explored the facts of the Sony case and examined its implications for national security, business, and civil liberties.

The full day conference was held on Saturday, February 28, 2015 in the SIPA Auditorium on FIU's Modesto A. Maidique Campus. Juan J. Martinez, Vice President and Chief Financial Officer and Treasurer of the Knight Foundation provided opening remarks to a packed auditorium filled with FIU students, faculty, staff and visitors from all around the country. FIU's President Mark B. Rosenberg relayed Congresswoman Ileana Ros-Lehtinen's keynote address. Manuel D. Medina, Founder and Managing Partner of Medina Capital gave the afternoon keynote "How scared should you be? The dark side of the internet". The three panels throughout the day consisted of members from the Organization of American States, Institute for Defense Analyses, Microsoft Corporation, Cisco, Oracle, FIU Faculty, the FBI and the Vice President and Chief Technical Strategist from Intel. In addition to large in person participation, this conference was streamed live for viewers at home to watch.

### **3. FIU hosted Internet2 Focused Technical Workshop**

FIU along with Internet2 recently hosted a Focused Technical Workshop on International OpenFlow/SDN Testbeds at the Kovens Center at the Biscayne Bay Campus from March 31-April 2, 2015. This multi-day workshop brought together more than 50 network, software, and data management experts to discuss the development and role of Software-Defined Networking (SDN)-based testbeds.

Software-Defined Network is an emerging architecture that is dynamic, manageable, cost-effective, and adaptable, making it ideal for the high-bandwidth, dynamic nature of today's applications.

The goal of the workshop was to initiate an active dialogue among those supporting and planning OpenFlow/SDN testbeds. Possible outcomes included developing best practices for specific challenge areas; expanding community knowledge base (through shared experiences and brainstorming on challenges and possible solutions); and establishing longer-term relationship building in motion. The workshop also provided broad, concrete, technical, immediately useful tools, and resources for improved testbed development and operations.

Topics covered were organized into four areas: Testbed Architecture, Deployments, Orchestration, and Applications. Participants discussed the various roles of testbeds, the goals of interlinking testbeds and how to implement them. The types of testbeds discussed included National Research and Education Network (NREN) and pan-NREN wide-area testbeds and campus-based and corporate deployments. A report is scheduled to be produced detailing the groups' observations, conclusions and next steps.

## **VII. RESEARCH REPORT**

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

Awards received during the months between July 2014 and March 2015 total \$62.27M. This is two percent less than awards received during the same period last fiscal year. Nevertheless, the effective Facilities and administrative costs received in awards during this period was higher in comparison to the same period last fiscal year (19.4% vs 17.9%). Notable increases include the College of Education, which experienced a 53% increase. The increase is due to the efforts of Mr. Sean Prospect, executive director of the FIU After-School-All-Stars, a new program that FIU recently added to the College of Education. Between August and December 2014, Mr. Prospect received close to \$1.8M in new grants. The Herbert Wertheim College of Medicine (HWCOM) experienced an 89% increase in awards received during this period. Noteworthy are awards received by the Immunology Department in excess of \$1M and by the Department of Cellular Biology and Pharmacology (\$0.79M). The Nicole Wertheim College of Nursing and Health Sciences also experienced an increase of 17% in awards received during this period.

While all centers, institutes and museums experienced an 8.4% decline in awards received during this period, several experienced significant increases. The Latin American and Caribbean Center (LACC) experienced a 686% increase, receiving close to \$1.2 M this fiscal year thus far compared to \$152,465



during the same period last year. Other notable increases include the Center for Diversity in Engineering (155%), the Patricia and Phillip Frost Art Museum (101.8%), the Metropolitan Center (76%), the Jewish Museum of Florida-FIU (59.2%), and the Applied Research Center (15%).

The number of grant applications submitted this fiscal year through March 2015 total 688. The number of applications submitted increased by only 0.29%, however, the total amount requested increased by 23.9% (from \$300M to \$371.7M). Applications submitted by centers, institutes and museums increased by 57%, from \$48M to \$75.4M.

## **2. Scientific Impact and Discovery**

Drs. Jin He and Omar Abdul-Aziz each received the prestigious NSF career award. Dr. He received \$500,234 over a five-year period to expand his research in biophysics and single cell analysis that will allow him to understand bioelectricity at the single cell-single molecule level. Dr. Aziz received \$500,000 over a five-year period to investigate and predict the dynamics of stream water quality and ecosystem health in complex urban-natural basis. He is an assistant professor of ecological and water resources engineering in the Department of Civil and Environmental Engineering. Dr. He is an assistant professor of physics. They both joined FIU in 2011.

Dr. David Kadko of the Applied Research Center will lead a team of researchers to the Arctic Ocean to study the current state of Arctic processes, understand the interconnectivity within the Arctic system and the trajectory of Arctic changes due to global climate change.

## **VIII. STUDENT AFFAIRS REPORT**

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### **1. Miami Pride Celebration**

As part of the Miami Pride Celebration, FIU hosted an alumni and friends breakfast at the Wolfsonian-FIU with over 150 participants. Following the breakfast, led by President Mark B. Rosenberg and Councilman Scott Galvin, over 300 members of the FIU community participated in the parade. The parade drew an estimated 100,000 people.

Other Pride events included the Third Annual LGBTQA Art Show, “Embodied Awareness”; Day of Silence, a day in which individuals of all sexual orientations and gender identities who support lesbian, gay, bisexual, and transgender rights take a vow of silence to recognize and protest the silence that LGBT people face each day; Redefining Queer: Making Lavender Connections LGBTQA Student Leadership Conference; and the Lavender Graduation ceremony.

## **2. Center for Leadership and Service**

The 11th annual FIU Relay for Life had 90 teams of students, staff, alumni, and community members joining forces to raise \$115,000 for the American Cancer Society. An estimated 4,500 people participated in the overnight event.

The 18th annual Dance Marathon had 150 dancers and over 100 volunteers. The event raised \$47,000 for the Children's Miracle Network, benefitting Miami Children's Health Foundation. It is a student-run philanthropic event in which student participants pledge to not only fundraise for the cause but also to stay on their feet for 17 hours to honor the many challenges that children treated at Miami's Children's Hospital go through on a daily basis.

Relay for Life and Dance Marathon are good examples of long-standing relationships with organizations serving the community. Both events are advised by the Center for Leadership and Service where students build their capacity to lead and serve their communities.

The Alternative Breaks program focuses on developing active citizens through social issue education, leadership training, and direct service projects in diverse cultures and environments at home and abroad. FIU hosted 42 sites this year, 13 of which were international, working on issues ranging from education, to health care, to environment. Four hundred six (406) students participated, generating 12,412 hours of service to communities in need.

## **3. Women Who Lead**

The Women's Center in the Division of Student Affairs hosted the 9th Annual Women Who Lead Conference March 24-25, engaging over 450 students, faculty, staff, and community members. The purpose of the conference is to enhance students' understanding and awareness about the scope of women in leadership in society; to expose participants to gender equity issues as they relate to leadership, career, and personal development; to develop a greater understanding of the diversity of careers available in their chosen field of interest through networking; and to support female students in developing their personal leadership plan.

Featured speakers at the conference included Shannon Miller, gold medal Olympic gymnast and business owner, Virginia Jacko, Miami Lighthouse for the Blind CEO, Nicole Waters, certified career and life coach, and Gretchen Selfridge, Chipotle COO.

When asked what action they will take after attending the event, one student wrote: "To push myself more, work harder, and always stay positive." Over 20 event participants wrote about wanting to network more after their experience at the conference.

## B. Key Performance Indicator

# Performance Goals Academic Year 2013-14 (for 2015-16 funding)

## Florida International University

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

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