



FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES
GOVERNANCE COMMITTEE

Thursday, April 18, 2019
8:00 a.m.
Florida International University
Modesto A. Maidique Campus
Graham Center Ballrooms

Committee Membership:

Claudia Puig, *Board Chair*; Jose J. Armas, *Board Vice Chair*; Cesar L. Alvarez; Leonard Boord;
Gerald C. Grant, Jr.; Justo L. Pozo

AGENDA

- | | |
|---|-------------------|
| 1. Call to Order and Chair's Remarks | Claudia Puig |
| 2. Approval of Minutes | Claudia Puig |
| 3. Action Items | |
| G1. Florida International University Annual Accountability Plan, 2019 | Kenneth G. Furton |
| G2. President's Management Review | Claudia Puig |
| G3. University and President's Performance Goals, 2019-20 | Kenneth G. Furton |
| G4. University President's Incentive Goals, 2019-20 | Mark B. Rosenberg |
| 4. New Business (<i>If Any</i>) | Claudia Puig |
| 5. Concluding Remarks and Adjournment | Claudia Puig |

The next Governance Committee Meeting is scheduled for September 5, 2019

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**THE FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES
Governance Committee**

April 18, 2019

Subject: Approval of Minutes of Meetings held March 4, 2019

Proposed Committee Action:

Approval of Minutes of the Governance Committee meeting held on Monday, March 4, 2019 at the FIU, Modesto A. Maidique Campus, MARC 290, Earlene and Albert Dotson Pavilion.

Background Information:

Committee members will review and approve the Minutes of the Governance Committee meeting held on Monday, March 4, 2019 at the FIU, Modesto A. Maidique Campus, MARC 290, Earlene and Albert Dotson Pavilion.

Supporting Documentation: Minutes: Governance Committee Meeting: March 4, 2019

Facilitator/Presenter: Claudia Puig, *Governance Committee Chair*

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**FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES
GOVERNANCE COMMITTEE
MINUTES
MARCH 4, 2019**

1. Call to Order and Chair's Remarks

The Florida International University Board of Trustees' Governance Committee meeting was called to order by Board Chair Claudia Puig on Monday, March 4, 2019 at 11:30 a.m. at the FIU, Modesto A. Maidique Campus, MARC 290, Earlene and Albert Dotson Pavilion.

General Counsel Carlos B. Castillo conducted roll call of the Governance Committee members and verified a quorum. Present were Trustees Claudia Puig, *Board Chair*; Jose J. Armas, *Board Vice Chair*; Cesar L. Alvarez; Leonard Boord; Gerald C. Grant, Jr.; and Justo L. Pozo.

Trustees Dean C. Colson, Natasha Lowell, Joerg Reinhold, Sabrina L. Rosell, Marc D. Sarnoff, and Rogelio Tovar and University President Mark B. Rosenberg were also in attendance.

Board Chair Puig welcomed all Trustees and University faculty and staff to the meeting. She also welcomed FIU Foundation, Inc. Board of Directors Treasurer, Andre L. Teixeira.

2. Approval of Minutes

Board Chair Puig asked if there were any additions or corrections to the minutes of the Governance Committee meetings held on September 5, 2018 and December 5, 2018. A motion was made and unanimously passed to approve the minutes of the Governance Committee meetings held on Wednesday, September 5, 2018 and Wednesday, December 5, 2018.

3. Action Items

G1. Ratification of the 2018-2021 Collective Bargaining Agreement between The Florida International University Board of Trustees and The Dade County Police Benevolent Association Law Enforcement Bargaining Unit (*PBA – Rank and File*)

G2. Ratification of the 2018-2021 Collective Bargaining Agreement between The Florida International University Board of Trustees and The Dade County Police Benevolent Association Lieutenants Law Enforcement Bargaining Unit (*PBA – Lieutenants*)

Board Chair Puig explained that the proposed changes to the Collective Bargaining Agreements for the PBA – Rank and File and PBA – Lieutenants were parallel and as such requested that the agreements be presented concurrently. There were no objections.

Interim Vice President for Human Resources Elpagnier K. Hudson presented the ratification of the 2018-2021 Collective Bargaining Agreements for the PBA – Rank and File and PBA – Lieutenants for Committee review, indicating that the PBA – Rank and File and PBA – Lieutenants units voted to ratify the respective agreements on February 27, 2019. She described the key non-economic changes, which clarified that seniority will be the basis for a layoff and added the requirement to notify the Chief of Police in writing when selecting FIU PBA representatives. She delineated the economic changes to the agreements, which included an increase in the uniform allowance and the addition of a sick leave incentive. She noted that no other wage increases were approved except for the sworn law enforcement certification award. She explained that the PBA- Rank and File agreement was also changed to allow non-exempt employees to accrue up to 160 hours of compensatory time to be paid at separation. Ms. Hudson indicated that the Unions agreed to have the new agreements start with a term beginning on the date of ratification and running through June 30, 2021.

A motion was made and unanimously passed that the FIU Board of Trustees Governance Committee recommend that the FIU Board of Trustees:

- Ratify the 2018-2021 Collective Bargaining Agreement between the FIU Board of Trustees and The Dade County Police Benevolent Association Law Enforcement Bargaining Unit (*PBA Rank and File Unit*).
- Ratify the 2018-2021 Collective Bargaining Agreement between the FIU Board of Trustees and The Dade County Police Benevolent Association Lieutenants Law Enforcement Bargaining Unit (*PBA Lieutenants Unit*).

G3. Revisions to Regulation FIU-1502 Direct Support Organizations

General Counsel Castillo presented the revisions to Regulation FIU-1502 Direct Support Organizations for Committee review. He explained that in 2018, Senate Bill 4 was passed by the State Legislature and signed into law by the Governor and included amendments to Florida's statutory law with respect to Direct Support Organizations (DSOs). He stated that in response to Senate Bill 4, the Board of Governors (BOG), at their November 2018 meetings, passed amendments to BOG Regulation 9.011, which covers DSOs and Health Services Support Organizations. He indicated that the legislative and BOG amendments required the University to review existing Regulation FIU-1502 on DSOs and make the amendments.

General Counsel Castillo explained that Trustee Dean C. Colson was asked to serve as the Board of Trustees' designated point person to work with the University administration to develop and finalize amendments to the University's DSO Regulation and the delegations of Presidential authority. General Counsel Castillo stated that three publicly noticed meetings were held where Trustees Leonard Boord, Roger Tovar, and/or Gerald C. Grant, Jr., members of the FIU Foundation Board of Directors, and University administrators participated.

General Counsel Castillo described the three key areas of BOG amendments, noting that these pertained to real estate and construction renovation thresholds, purchases of goods and services thresholds, and Board of Trustees appointments to DSOs. He then delineated the proposed thresholds pertaining to real estate and construction renovation and the purchases of goods and services. He provided an overview of the requirements relating to Board of Trustees appointments.

A motion was made and unanimously passed that the FIU Board of Trustees Governance Committee recommend to the FIU Board of Trustees the approval of the revisions to Regulation FIU-1502 Direct Support Organizations.

G4. Presidential Delegations of Authority

General Counsel Castillo explained that at the request of the BOG, SUS institutions have been in the process of reviewing and amending their delegations of authority to their respective Presidents. He noted that the BOG requested during the fall of 2016 that each SUS institution, through their respective Board Chairs, submit to the BOG a summary of existing delegations and that subsequently, the BOG asked the Board Chairs to assess their respective institution's delegations based on a discussion draft of Delegation Best Practices and Principles. General Counsel Castillo explained that the University timely complied with those requests.

General Counsel Castillo also explained that University administrators worked with Trustee Colson in order to develop and finalize the proposed omnibus Resolution on the Delegations of Authority from the Board of Trustees to the President. He explained that the copy of the Resolution before the Trustees included red-lining to reflect several proposed scrivener-type changes. General Counsel Castillo described the key provisions of the Resolution, noting that the Resolution recognized the President's authority to operate and administer the University, rescinded and replaced prior Board of Trustees' Resolutions, and addressed the delegations of the BOG's Best Practices draft. General Counsel Castillo then delineated the proposed thresholds pertaining to real estate construction/change orders and real estate leases. He also addressed the thresholds relating to goods and services, explaining that the thresholds apply the same numeric thresholds as in revised Regulation FIU-1502.

A motion was made and unanimously passed that the FIU Board of Trustees Governance Committee recommend to the FIU Board of Trustees the approval of the Resolution on the Delegations of Authority from the Board of Trustees to the President. *Attachment A (as revised/final).*

4. New Business

No new business was raised.

5. Concluding Remarks and Adjournment

With no other business, Board Chair Claudia Puig adjourned the meeting of the Florida International University Board of Trustees Governance Committee on Monday, March 4, 2019 at 11:50 a.m.

There were no Trustee requests.

MB 3.7.19

Attachment A

RESOLUTION
President's Powers and Duties

WHEREAS, the president of the university (the “President”) serves as the Chief Executive Officer of the University and Corporate Secretary of the Board of Trustees; and

WHEREAS, the President is authorized by Florida Statutes, Florida Board of Governors’ regulations and through the Bylaws, or by resolutions, of the University’s Board of Trustees, to operate and administer the University, consistently with applicable laws, rules, regulations, policies and guidelines and subject to the reserved powers of the Board of Trustees and oversight by the Board of Trustees required to fulfill its fiduciary and policy-making responsibilities; and

WHEREAS, the Board of Trustees previously has delegated powers and duties to the President by resolutions dated December 6, 2001, February 18, 2002, September 2, 2003, November 22, 2004,¹ and November 14, 2008 (collectively, “the Existing Delegations”); and

WHEREAS, a number of changes or clarifications in law and Board of Governors’ regulations have occurred since 2008; and

WHEREAS, in September, 2013, the Board of Trustees conducted an extensive review and update to its Bylaws, including bylaw provisions describing certain of the President’s powers and duties; and

WHEREAS, the Board of Trustees now desires to update the delegation of powers and duties of the President and to rescind the Existing Delegations effective as of the date of this Resolution; and

WHEREAS, the Board of Trustees intends that any power or duty not delegated to the President in this Resolution be reserved in the Board of Trustees.

THEREFORE, BE IT RESOLVED that (a) the Existing Delegations are rescinded effective as of the date of this Resolution; (b) the President’s powers and duties specified in Florida Statutes, regulations of the Board of Governors and in the Board of Trustees’ regulations and Bylaws are hereby affirmed; and (c) the President is hereby delegated the following powers and duties to be exercised consistently with laws, rules, regulations, policies and guidelines and subject at all times to the reserved powers of the Board of Trustees:

(1) General University Administration and Oversight.

- (a) Direct the day-to-day operations of the University.
- (b) Organize the University to efficiently and effectively achieve its goals, and periodically review and provide reports to the Board of Trustees on operations in order to determine how effectively and efficiently the University is being administered and whether it is meeting the strategic goals of the University, including the goals of its strategic plan adopted by the

¹ Three separate resolutions were passed by the Board of Trustees on November 22, 2004.

Board of Governors and other strategic goals for advancement of the University endorsed by the Board of Trustees.

- (c) Prepare a strategic plan in alignment with the Board of Governors' system wide strategic plan and regulations and the University's mission for Board of Trustees' approval and submission to the Board of Governors.
- (d) Prepare the University's multi-year work plan for approval by the Board of Trustees and submission to the Board of Governors.
- (e) Prepare any additional reports or documents required by the Board of Governors or Legislature for Board of Trustees' approval.
- (f) Keep the Board of Trustees informed and consult with the Board of Trustees, as appropriate, in a timely manner on any matters within the Board of Trustees' policy-making and fiduciary functions, regardless of whether authorized to address the matter in a delegation granted hereby, including, items anticipated to have or having an unexpected material impact on the financial statements, significant strategic decisions not contemplated in the University's strategic plan, and significant reputational matters. The Chair of the Board of Trustees ("Board Chair") and the President will collaborate over time to support their mutual understanding of this expectation, recognizing that there are judgments involved for both of them.
- (g) Prepare and periodically update conflict of interest policies for University employees and, when appropriate, for students, independent contractors and volunteers.
- (h) Periodically review the Board of Trustees' conflict of interest policy with the Board of Trustees and recommend changes for Board of Trustees' consideration
- (i) Maintain an effective information system to provide accurate, timely, and cost-effective information about the University, and require that all data and reporting requirements of the Board of Trustees and Board of Governors are met.
- (j) Establish policies and procedures related to data and technology, including information systems, communication systems, computer hardware and software, and networks.
- (k) Prepare regulations, regulation amendments and regulation repeals for Board of Trustees' approval.
- (l) Take routine administrative actions related to the development, adoption, amendment or repeal of University regulations, or any action required under the Florida Administrative Procedures Act, Chapter 120, Florida Statutes.
- (m) Review Board of Trustees' approved regulations and policies and recommend, on a periodic basis, updates.
- (n) Operate a risk management program and secure comprehensive general liability insurance and other insurance as appropriate.
- (o) Provide for payment of the cost of civil actions against trustees, officers, employees, or agents of the Board of Trustees, as the Board of Trustees is a corporation primarily acting as an instrumentality of the state pursuant to Section 768.28, Florida Statutes, for purposes of sovereign immunity.
- (p) Govern traffic on university grounds and in other areas in accordance with law and any mutual aid agreements entered into with other law enforcement agencies.

- (q) Establish the program for campus safety and emergency preparedness, including safety and security measures for University personnel, students, and campus visitors.
- (r) Close all or portions of the University campus and cease normal operations and services in the event of an emergency, when, in the President's judgment, such action would protect the safety, health and welfare of the University faculty, students and staff, and the University facilities and grounds. In exercising this authority, the President is authorized to determine and assign those employees who are required to provide essential services.
- (s) Take all actions necessary or desirable, including serving as the signatory on all documents and agreements, necessary or desirable to carry out the powers and duties enumerated in this Resolution and those reasonably inferable therefrom.
- (t) Adopt policies and procedures for the delegation of the powers and duties set forth in this Resolution, including delegations of signature authority, and delegate, and authorize the sub-delegation of, the powers and duties set forth in this Resolution pursuant to such policies and procedures.

(2) Academic Programs, Research Program and Student Affairs.

- (a) Recommend for Board of 'Trustees' approval, regulations and to the extent permissible, policies, in the area of academic programs and student affairs as follows and such additional areas from time to time designated by the Legislature or Board of Governors as requiring Board of 'Trustees' approval:
 - 1. Authorization and discontinuance of degree programs;
 - 2. Articulation and access;
 - 3. Admission and enrollment of students;
 - 4. Minimum academic performance standards for the award of a degree;
 - 5. Student financial assistance;
 - 6. Student activities and organizations;
 - 7. Student records and reports;
 - 8. Anti-hazing, related penalties, and program for enforcement;
 - 9. Reasonable accommodation of religious observances;
 - 10. Textbook and instructional materials affordability; and
 - 11. Uniform student code of conduct and related penalties.
- (b) Adopt and revise policies and procedures as required in the area of academic programs and student affairs not listed in the foregoing section.
- (c) Govern admissions.
- (d) Recommend the establishment and termination of undergraduate and graduate degree programs for Board of Trustees' approval.
- (e) Develop, approve, and implement non-degree, including non-college credit, granting educational programs of the University.
- (f) Award degrees, including posthumous degrees, and recommend for Board of 'Trustees' approval, in memoriam and honorary degrees.

- (g) Develop, approve, and enter into agreements for student exchange and study abroad programs and implement such programs, including, those that are ancillary to the degree and non-degree, including non-college credit, granting programs of the University.
- (h) Establish the internal academic calendar of the University.
- (i) Establish a committee to periodically review and evaluate the student disciplinary system. The committee shall include student representation as part of its membership.
- (j) Approve the internal procedures of student government organizations and provide purchasing, contracting and budgetary review for student government organizations.
- (k) Establish, reclassify, relocate, and close instructional sites and special purpose sites (other than those legislatively funded or created by law), as defined in FIU Regulations.
- (l) Consult with the Chancellor of the State University System prior to recommending to the Board of Trustees any acquisition, establishment, reclassification, relocation, or closure of additional campuses or special purpose centers.
- (m) Recommend for Board of Trustees' approval the acquisition, establishment, reclassification, relocation or closure of a special purpose center or campus. Any real property leasing associated with the establishment of a new site should be described in the approval request.
- (n) Administer and operate a program of sponsored research and programs, including adopting and implementing policies and procedures governing the same; soliciting and accepting research grants and donations; fixing and collecting fees, other payments, and donations that may accrue by reason thereof; negotiating, and entering into, and executing research contracts, including on a cost-reimbursement basis and, when permissible, providing temporary financing of such costs prior to reimbursement from moneys on deposit in a sponsored research development fund.
- (o) Administer all aspects of the University intercollegiate athletics program, with periodic reports to the Board of Trustees on the operations of the program including, but not limited to, finances, audit and compliance, and changes in key personnel.

(3) Personnel.

- (a) Establish and implement policies and procedures to recruit, appoint, transfer, promote, compensate, evaluate, reward, demote, discipline, and remove personnel.
- (b) Recommend for Board of Trustees' approval candidates for tenure.
- (c) Consult with the Board Chair, or other trustee designee, on the hiring, dismissal, and compensation of any person to serve in a Vice President capacity, as the Athletic Director, or as a Head Coach, or other executive direct report position to the President or the Board of Trustees. The President shall consult with the Board Chair or other trustee designee on an annual basis to review the positions covered by this provision and amend the list based on the mission and strategic priorities of the University.
- (d) Approve and implement travel policies and approve expenditures related thereto.
- (e) Administer collective bargaining agreements and matters related thereto, including the appointment of University collective bargaining team members to negotiate collective bargaining agreements; recommend for Board of Trustees' approval actions to be taken on

collective bargaining agreements under negotiation; and execute Board of Trustees' approved collective bargaining agreements.

- (f) Exercise authority over the day-to-day administration of the Florida International University 403(b) Plan ("Plan"); implement formal Plan governance procedures and processes in connection with a current redesign of the Plan, future amendments to the Plan, including but not limited to, those required from time-to-time to comply with applicable law, and selection, removal, substitution, and monitoring of providers and investments offered or to be offered thereunder.
- (g) Approve the establishment of and closure of childcare facilities, including educational research center for child development, serving University faculty, staff, students and affiliates.

(4) Financial Management.

- (a) Recommend for Board of Trustees' approval the annual legislative budget request.
- (b) Recommend for Board of Trustees' approval each year the University's Fixed Capital Outlay Legislative Budget Request, consisting of the five-year Capital Improvement Plan.
- (c) Recommend for Board of Trustees' approval each year following the annual legislative session, the annual operating budget of the University and, if required, a fixed capital outlay budget.
- (d) Amend the Board of Trustees' approved operating budget when necessary to accommodate changes in revenues, expenditures, and statutory budget amendments. As part of reporting on the financial condition of the University, keep the Board of Trustees informed about budget changes and notify the Board of Trustees of any changes in excess of two percent (2%) made to the total approved operating budget during the operating year.
- (e) Make budget transfers to and from depositories and accounts.
- (f) Recommend for Board of Trustees' approval through regulations, the tuition and fees to be charged by the University.
- (g) Recommend for Board of Trustees' approval through regulations, the circumstances in which waivers of tuition and fees may be granted by the University.
- (h) Recommend for Board of Trustees' approval an investment policy for University funds and invest University funds in accordance with the policy.
- (i) Keep the Board of Trustees apprised on a regular basis of the financial condition of the University and its component units.
- (j) Report annually to the Board of Trustees on the status of accounts receivable charge-offs, which report may be provided as part of the university's financial statements or reports.
- (k) Notify the Board Chair and Board of Governors, in writing, if at any time the unencumbered balance in the Education and General fund of the operating budget goes below five percent (5%).
- (l) Account for expenditures of all state, local, federal, and other funds in accordance with guidelines or regulations established by the Board of Governors, and as provided by law.
- (m) Establish policies and procedures for the implementation of appropriate financial controls.
- (n) Establish policies and procedures for the performance of annual internal audits of University

finances, controls and operations.

- (o) Submit all audit reports performed by the University's Internal Auditor for review and acceptance by the Board of Trustees and, thereafter, to the Board of Governors.
- (p) Sign checks and authorize other forms of payment to pay legal obligations of the University.
- (q) Enter into agreements for banking services and perform banking transactions.
- (r) Enter into agreements for, and accept, credit card payments or other electronic payments as compensation for goods, services, tuition, and fees.
- (s) Enter into agreements for collection services when deemed advisable in collecting delinquent accounts and charging off and settling uncollectible accounts.

(5) Property and Purchasing.

- (a) Administer a program for the maintenance and construction of facilities, including the following activities:
 - 1. Recommend for Board of Trustees' approval campus master plans and campus development agreements for each campus and, when required, amendments thereto.
 - 2. Recommend for Board of Trustees' prior approval any construction project (new, remodeling, site work) with a projected construction cost, in one or a series of related transactions, during any given fiscal year, in an amount greater than \$2 million ("Major Project") from any funding source(s) not specifically appropriated by the Legislature.
 - 3. Initiate and manage construction projects (new, remodeling, site work) with a projected construction cost, in one or a series of related transactions, during any given fiscal year, in the amount equal to or less than \$2 million ("Minor Project") and Board of Trustees' approved Major Projects. Minor Projects with a projected cost, in one or a series of related transactions, during any given fiscal year, in an amount greater than or equal to \$500,000 and equal to or less than \$2,000,000, and all change orders, on Minor Projects, of \$50,000 or more, shall be reported on a quarterly basis to the Finance and Facilities Committee of the Board of Trustees (the "Finance Committee") as part of the comprehensive report required in sub-section (10) below.
 - 4. Approve a facilities program for each Major Project.
 - 5. Exercise responsibility for the fire safety, maintenance and sanitation of facilities.
 - 6. Conduct plan reviews, issue permits and construction inspections to enforce building code compliance for projects subject to the Florida Building Code.
 - 7. Approve additional service authorizations and change orders in the name of the Board of Trustees on Major Projects, provided any change order(s) related to a facilities' construction or renovation project, in one or a series of related transactions during a given fiscal year, that increases the approved project budget in an amount greater than or equal to \$50,000 and five percent (5%) of the total value of a project, shall require the prior approval of the Board of Trustees.
 - 8. Establish policies and procedures for the selection of vendors providing design and construction services incorporating applicable competitive solicitation requirements.
 - 9. Contract for all required design, engineers and construction services, including design-build services.

10. Provide a comprehensive report on construction-related activities at each regular meeting of the Finance Committee meeting, including information regarding change order activity.
- (b) Recommend for Board of Trustees' approval of any debt issuance or public private partnership and ensure the Board of Trustees is presented with sufficient information for prudent decision-making for such projects.
- (c) Recommend for Board of Trustees' approval, regulations setting forth competitive solicitation requirements and other criteria related to the procurement of commodities, goods, equipment and other types of personal property, software and contractual services.
- (d) Contract for the purchase, sale, lease, license, or acquisition of commodities, goods, equipment and other types of personal property, software and contractual services, including private attorney services, provided that
 1. Any such transaction great than or equal to \$500,000 and less than \$1,000,000, shall be reported on a quarterly basis to the Finance Committee;
 2. Any such transaction greater than or equal to \$1,000,000 and less than \$3,000,000, shall require the approval of the Finance Committee and thereafter, reported to the Board of Trustees; and
 3. Any such transaction greater than or equal to \$3,000,000, shall require the prior approval of the Board of Trustees.
- (e) Contract for the lease-purchase equipment and software in accordance with the Board of Governors Debt Management Guidelines.
- (f) Enter into real property leases and licenses for property being leased/licensed to the University, provided Board of Trustees' approval shall be obtained for any real property leases or licenses as follows: Any real property lease or license (i) with a total value greater than \$500,000, (ii) greater than 5,000 square feet, and (iii) with a term longer than five (5) years shall require the prior approval of the Board of Trustees; provided, however, that any lease or license that does not meet all three requirements stated in (i), (ii), and (iii) but meets at least one of these requirements must be approved by the Finance Committee.
- (g) Enter into real property licenses for use of University owned or controlled property. Real property leases of University property to third parties require Board of Trustees' approval.
- (h) Act for the Board of Trustees as custodian of all University personal property, including:
 1. Recommend for Board of Trustees' approval, procedures for the disposal of personal property no longer needed by the University.
 2. Adjust property records and dispose of personal property in the University's custody.
- (i) Recommend for Board of Trustees' approval, a regulation regarding the disposal and/or use of lost or abandoned property.
- (j) Take charge of lost or abandoned personal property found within areas under the University's jurisdiction and dispose of or make use of the property, which may include selling the property.
- (k) Regulate the use, maintenance, protection, and control of, and the imposition of charges for, University-owned or University-controlled buildings and grounds, property and equipment, name trademarks and other proprietary marks, and the financial and other resources of the University.
- (l) Protect, develop, and transfer the work products of University personnel and other University agents and contractors, including licensing, assigning, selling, leasing, or otherwise allowing the use of or conveying such work products and securing and enforcing patents,

copyrights, and trademarks therein. The President shall confer with the Board Chair before initiating, appealing or settling any litigation related to the enforcement of patents, copyrights and trademarks.

(6) Miscellaneous Powers and Duties.

- (a) Recommend for Board of Trustees' approval, the creation and certification, as well as the decertification and dissolution, of affiliated organizations of the University.
- (b) Oversee the University's fundraising operations and accept and administer gifts, grants, bequests, and devises made directly to the University.
- (c) Initiate, appeal and settle lawsuits and join amicus briefs after consultation with the Board Chair, provided routine claims and lawsuits covered by the State of Florida's Division of Risk Management may be appealed and settled without Board Chair consultation.
- (d) Operate a University-wide compliance program to maintain compliance with all applicable laws, rules, regulations, policies and other requirements.

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THE FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES
Governance Committee
April 18, 2019

Subject: Florida International University Annual Accountability Plan, 2019

Proposed Committee Action:

Recommend that the Florida International University Board of Trustees (1) approve Florida International University's Annual Accountability Plan as provided in the Board materials and (2) delegate authority to the University President to perform finish editing as needed and to amend consistent with comments received from the Board of Governors (BOG).

Background Information:

The Accountability Plan is a new report that combines the previous Annual Accountability Report and University Work Plans into a single document. This revised document enables comparisons between past goals and actual data.

Florida Board of Governors Regulation 2.002, University Accountability Plans, provides, in relevant part, that (2) each university's accountability plan shall reflect the institution's distinctive mission and focus on core institutional strengths within the context of State University System goals and regional and statewide needs; and (3) each board of trustees shall prepare an accountability plan and submit updates on an annual basis for consideration by the Board of Governors. The accountability plan shall outline the university's top priorities, strategic directions, and specific actions for achieving those priorities, as well as progress towards previously approved institutional and System-wide goals.

This document may require finish editing or necessary updates. Additionally, the BOG may require changes to the annual report. Therefore, a delegation of authority to the University President to make changes as necessary is being requested.

Supporting Documentation: FIU's Annual Accountability Plan, 2019

Facilitator/Presenter: Kenneth G. Furton

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2019 Accountability Plan

FLORIDA INTERNATIONAL UNIVERSITY



STATE UNIVERSITY SYSTEM *of* FLORIDA
Board of Governors



INTRODUCTION

This is a new report that combines the previous Annual Accountability Report and University Work Plans into a single document more closely aligned with the Board of Governors' 2025 System Strategic Plan.

This revised document will enhance the System's commitment to accountability and strategic planning by enabling comparisons between past goals and actual data to better assess performance, helping to foster greater coordination between institutional administrators, University Boards of Trustees, and the Board of Governors.

Once an Accountability Plan is approved by each institution's respective Boards of Trustees, the Board of Governors will review and consider the plan for approval, excluding those sections of the Plan that require additional regulatory or procedural approval pursuant to law or Board regulations.



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MISSION STATEMENT

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



STATEMENT OF STRATEGY

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

For FIU, geography is destiny. At once, given the dynamic international communities, the local and the global mesh. South Florida and Miami are key centers for international business, the arts, culture, health care, and education. Major drivers of the economy include tourism, entertainment, and small business development. FIU is both a major contributor to our local economy and graduates the future leaders and innovators in those fields. South Florida has been ranked as the leading center for startups in the US by the Kauffman Index, a testament to the vibrancy and entrepreneurship of the South Florida community.

The growth and dynamism of Miami reflect that of Florida in general. With nearly 1,000 new migrants per day to the state, the demand for jobs is nearly insatiable. The Florida Chamber Foundation Florida 2030 Project estimates that 1.7 million more jobs will be needed in the state within 11 years. In part the project calls for a renewed focus on talent supply and education to help the state prepare for this growth. Closer to home, South Florida's Beacon Council has pushed the development of seven sectors of the local economy to foster job creation and community well-being.

As we edge into the third decade of this 21st century, we are spearheading a renewed clarity and intentionality about how to respond to the era ahead – rapid change driven by a collision between humanity and technology that promises to be profound. This era, powered by exponential growth in the digital economy and a rapidly changing work environment, presents deep challenges to almost every facet of organized life. Since our inception in 1972 we have been nimble in adapting to the rapid transformation of South Florida amidst the explosion of alternative education providers and the spreading reality and influence of digital community, social media, and do-it-yourself learning. Florida is at the crossroads of these changes and FIU embraces these challenges as opportunities. South Florida and Miami are crucibles of transformation – requiring deeper agility, flexibility, and efficiency in a context of strained budgets and narrowing understandings of higher education productivity.

New approaches to performance and accountability focusing on student success, efficiency, and innovation, drive decision-making and expectations for national prominence. Now more than ever, fiduciaries question traditional approaches that have guided us for decades. We have responded to these changes with an intense review of what our purpose is and how we conduct our business. We have continued to work with our stakeholders, mainly our students who drive demand for key programs that adjust to our community and business needs. We have seen results that propel us to ask deeper questions, to be bolder in our search for answers, and to set an even higher bar for our own performance.

This workplan offers a pathway to enable intensified learner success, and more impactful research and creative work that provides solutions to our community. It represents the deep thinking and intense debate of dozens, if not hundreds, of concerned faculty, students, and members of our community including our Board of Trustees. It reflects Board of Governors priorities and the recognition that bigger is not better and that excellence as a top fifty public university is within reach.



STRENGTHS, OPPORTUNITIES AND CHALLENGES *(within 3 years)*

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

For over four decades, FIU has positioned itself as South Florida's anchor institution, leading in technological, environmental, educational, and cultural innovations designed to solve some of the greatest challenges of our time. FIU has always been focused on enriching the lives of our local and global communities, particularly because of the ethnic, racial, cultural, and linguistic diversity reflected by our students, faculty, and staff. Today, FIU graduates over 10,000 undergraduate students per year. They begin their post-educational employment with above state average salaries. An analytics tool developed by Emsi utilizing over 107 million LinkedIn profiles indicates that over 80% of FIU graduates remain in Florida and continue to contribute to the economy, and provide a great return on investment. FIU now sits at the crossroads of the Americas as well as its own destiny.

This past year marked another significant milestone in the history of FIU. Our strength in research productivity continues to increase, now with \$197M in total annual research expenditures up from \$177M. Patent production is once again at an all-time high of 66, surpassing the 43 patents produced last year. Student success follows a similar impressive trend with our student retention and 4-year graduation hitting all time highs of 90% and 38% respectively. Our FTIC profile has hit a historic high of 4.1 GPA and 1257 SAT. This has been recognized by various external ranking agencies, most notably US News & World report where FIU earned a top 100 public university ranking and the Carnegie Commission on Higher Education reaffirmation of our Very High Research Designation.

FIU aspires to be widely recognized as a top 50 public research university for achieving exceptional student-centered learning and upward economic mobility, producing socially impactful research and creative activities, and leading transformative innovations locally and globally. FIU has an opportunity to creatively respond to the changing landscape of higher education. Our graduates are entering a workforce in which machines process data, perform technological functions, and compute scientific calculations more efficiently and accurately than humans.

By 2025, artificial intelligence, robotics, and advanced technology will have radically and permanently transformed the nature of work. We will ensure our graduates are driving innovation and imagination as they enter a global workforce. Additionally, we are aware that Miami-Dade County has, in the last ten years, enjoyed a historically high rate of self-employment, nonemployee establishments, and entrepreneurial activity in comparison to other benchmarked counties. Our FIU and the local FIU community are therefore increasingly active participants in the *Gig Economy*. In fact, Miami leads the United States in terms of new business creation.

We will tailor our strategic vision so that our institutional systems encompass the necessary flexibility, diversity, and agility to meet the needs of our metropolitan region's ever-expanding role in the Gig Economy. To this end, FIU will continue to advance the institution's mission to be a top 50 public university by placing laser-like focus on aligning FIU's entire academic culture, resource investments, institutional priorities, and global perspective to achieve unprecedented excellence in higher education.



KEY INITIATIVES & INVESTMENTS *(within 3 years)*

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

1. Amplify Learner Success & Institutional Affinity

Student success is intricately tied to a greater sense of institutional affinity, individual grit, a well-nurtured sense of belonging, and optimism towards the future. Our first key initiative is therefore designed to deliberately support learners at every phase of their academic journey. FIU is well positioned to shift the higher education paradigm to meet the needs of the rapidly changing world of work by building upon our unique strengths and opportunities. To this end, we will continue to create and implement high-tech and high-touch innovative solutions that accelerate our students' academic and career success. Our focus is to foster 21st century, employment-ready, proud FIU graduates, who are technologically, creatively, and culturally agile. At the same time, we are committed to creating an environment that stimulates lifelong learning and builds synergistic networks, which dynamically and organically connect our students, teachers, researchers, alumni, community partners, and entrepreneurs.

2. Accelerate Preeminence & Research and Innovation Impact

Our second key initiative is designed to advance our current academic standing by leveraging FIU preeminent and emerging preeminent programs that focus on generating new knowledge and innovative solutions for the betterment of our environment, health, and society. This will drive our visibility to solidify FIU as a leading urban public research university. To achieve this, we will strive to attract and retain the most productive faculty, while cultivating leaders and nurturing all students, postdocs, researchers, and staff to excel. During the next three years, we will focus on optimizing interdisciplinary collaboration through our Preeminent and Emerging Preeminent programs to seek large center research grants, and grants that focus on technological innovation, as well as on graduate student training. To that effect, one of our Emerging Preeminent Programs received the largest National Institutes of Health (NIH) grant in FIU's history (\$13.1M), and three of our Preeminent programs submitted applications for doctoral student training grants to the NIH. Our aim is for FIU to be the catalyst to foster social innovation and entrepreneurship from conceptualization to commercialization.

3. Assure Responsible Stewardship

Our key initiative is driven by the recognition that FIU has a deep responsibility to be good stewards of our resources: human, economic, environmental, and entrepreneurial. We will therefore implement sound strategies to build a strong and sustainable future for our institution and the South Florida community. In addition, we will refine our institutional practices to more efficiently and effectively administer resources to optimize cost savings and revenues while maintaining the highest quality of service. We will consistently practice sound financial management while aligning resources with academic priorities that sustain knowledge production, optimize learning, discovery and creativity, and promote a positive working environment.



Graduation Rate Improvement Plan

This narrative subcomponent is in response to the “Florida Excellence in Higher Education Act of 2018” that revised section 1001.706(5), Florida Statutes, to require each university board of trustees to submit a comprehensive proposal to improve undergraduate four-year graduation rates to the Board of Governors for implementation beginning in the fall of 2018 academic semester.

1. Provide a brief update on the academic, financial, financial aid and curricular actions that your institution has implemented to encourage graduation in four years.

Over the last few years, we have been very intentionally realigning key initiatives and areas of the University to foster a results-oriented approach to student learning, timely graduation, and financial support.

The University has invested in enterprise-wide software to connect students to their coordinated support teams, which include faculty, advisors, tutors, and college-life coaches. We are using predictive analytics in the platform to quickly identify students who are not being successful and provide support or redirection pathways to help students find programs in which they can be successful. The results of these efforts can be seen in our increased retention and graduation rates, as well as in the number of students who are successfully earning the credits they attempt. For full-time in-state FTICs, the percent of successfully completed SCH increased from 88% to 90% between Fiscal Years 16/17 and 17/18 (Fall, Spring, Summer). That number rose to 91% in Fall 18.

FIU’s Communication Protocol for Accountability and Strategic Support (ComPASS), developed in 2016 to aid in the University’s achievement of its *FIUBeyondPossible2020* Performance Funding goals, continues to facilitate University-wide review of student success initiatives. At each session, Deans provide the University leadership with updates and results of their initiatives as well as new initiatives and protocol for assessing those initiatives.

Colleges and programs are focused on reviewing their curriculum to assure students have a 4-year pathway to graduation. For example, the College of Arts, Sciences, and Education is working with each department on a curriculum mapping project to evaluate the program, required courses, and student learning outcomes to ensure that students have the skills and knowledge needed to be successful in the workforce. The College of Engineering and Computing recently established a new school dedicated to education research and curricular transformation. The School of Universal Computing, Construction, and Engineering Education (SUCCEED) is working with programs in the college to modify curriculums with long pre-requisite chains and to increase the number of sections and modalities of critical courses.

The University has established an Emergency Aid Response Team to quickly respond to student requests for emergency aid. The team, composed of staff from multiple student service areas, meets regularly to support students who encounter financial emergencies. This response team is working with existing student financial support programs such as the Food Pantry, Homeless Waivers, Emergency Loans, Short-term Loans, Retention and Graduation grants, and other scholarships. Between Fall 2014 and Spring 2018, over 2,000 students have utilized these services and 97% have been retained or graduated. Additionally, initiatives such as completion and retention scholarships are increasingly being implemented by colleges across the University. Pilot programs in the College of Business and the College of Nursing have already assisted over 150 students to continue their education and graduate from the University.



Key Achievements for Last Year (2017 -2018)

STUDENT ACHIEVEMENTS

1. Students from FIU's Communication and Media study abroad program worked with the Spanish-based, non-profit organization Professional Emergency Aid (PROEM-AID) to help save refugees in the Aegean and Mediterranean seas.
2. Computer Science Ph.D. Student, Mozghan Azimpourkivi, created a custom two-factor authentication system called Pixie that uses a personal photo to replace the cumbersome process of using crypto-based hardware security keys or use of secondary verification codes.
3. Psychology graduate Hector Peguero, was recently awarded a Fulbright Student Research Grant for his project to identify the subjective beliefs about HIV and related stigmas among sexual minority populations in Mysore, India while participating in a Study Abroad program in India.
4. FIU Alternative Breaks (aB) program enables students to organize and get involved with social issues domestically and abroad while experiencing diverse cultures and environments. In the past year, students participating in the aB program completed an estimated 498,000 hours of service and worked with over 35 community partners globally and throughout the United States.

FACULTY ACHIEVEMENTS

1. FIU faculty held 66 patents in 2018, an increase of 57% from 2017 (43 patents).
2. Chemistry faculty Yuan Liu's patented invention of a high throughput measurement of DNA base lesion repair capacity in human cell and tissue has high potential in fighting cancer. The technology was applied for screening human prostate cancer cells and successfully identified novel compounds that can significantly suppress prostate cancer progression.
3. The Air Force's Office of Scientific Research awarded electrical engineering professor Stavros V. Georgakopoulos a \$4.8M grant to launch the Center for Physically Reconfigurable and Deployable Multifunctional Antennas.
4. School of Computer and Information Science (SCIS) faculty Mark A. Finlayson was awarded the prestigious National Science Foundation CAREER award to develop new artificial intelligence techniques to improve minority engagement in STEM and computing in middle-school classrooms in Miami Dade County Public Schools.

PROGRAM ACHIEVEMENTS

1. FIU Law had the highest pass rate of any Florida law school on the July 2017, February 2018, and July 2018 Florida Bar Exams. FIU Law exceeded the statewide average pass rate by about 20 points.
2. FIU is building Florida's first Health Disparities Research Center at a Minority Institution (RCMI) with a \$13.1 million grant from the National Institute on Minority Health and Health Disparities (NIMHD). This is the largest NIH award in University history.
3. The FIU Model UN team ranked #3 in North America at the close of the 17-18 fiscal year.

INSTITUTIONAL ACHIEVEMENTS

1. The Chronicle of Higher Education named FIU a "Great College to Work For®" for the fourth time and for the third time in a row FIU has been recognized with Honor Roll status for creating an exceptional work environment.
2. The U.S. Department of Commerce's National Institute of Standards and Technology (NIST) granted FIU, and its partner New America, a cooperative agreement to host the annual National Initiative for Cybersecurity Education (NICE) Conference and Expo for five years.
3. FIU President Mark B. Rosenberg was appointed as the Association of Public and Land-grant Universities (APLU) representative on the U.S. Department of Labor's Task Force on Apprenticeship Expansion.



PERFORMANCE BASED FUNDING METRICS

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

	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21
ACTUAL	70.9	68.6	69.0	67.9	68.2
APPROVED GOALS	.	.	69.5	69.5	69.5	70	70	70	.
PROPOSED GOALS	68.5	69	70	70

2. Median Wages of Bachelor's Graduates Employed Full-time

	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21
ACTUAL	36,200	37,400	38,800	39,300	38,800
APPROVED GOALS	.	.	37,000	39,450	39,500	40,000	40,500	41,000	.
PROPOSED GOALS	38,900	39,100	39,403	39,708

3. Average Cost to the Student [Net Tuition & Fees per 120 Credit Hours for Resident Undergraduates]

	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
ACTUAL	17,550	17,760	17,300	15,670*	11,930
APPROVED GOALS	.	.	.	16,780	16,000	15,900	15,500	15,100	.
PROPOSED GOALS	11,300	10,700	10,100	9,500

Note*: Beginning with 2016-17, data now includes third-party payments to improve accuracy.

4. FTIC Four-Year Graduation Rate

	2010-14	2011-15	2012-16	2013-17	2014-18	2015-19	2016-20	2017-21	2018-22
ACTUAL	24.8	27.2	28.6	33.8	38.9
APPROVED GOALS	.	.	28	31	34	35	37	40	.
PROPOSED GOALS	41	43	46	50

5. Academic Progress Rate [Second Year Retention Rate with At Least a 2.0 GPA]

	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
ACTUAL	76.9	80.4	80.9	86.7*	88.0
APPROVED GOALS	.	.	83	82	86.5	88	90	90	.
PROPOSED GOALS	89	90	91	92

Note*: Previous year data updated to reflect the change in methodology made by Board ODA staff to improve accuracy.

Note: Metrics are defined in appendix. For more information about the PBF model visit:

http://www.flbog.edu/about/budget/performance_funding.php.



PERFORMANCE BASED FUNDING METRICS (CONTINUED)

6. Percentage of Bachelor's Degrees Awarded within Programs of Strategic Emphasis

	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
ACTUAL	46.1	46.9	47.7	48.9	46.3
APPROVED GOALS	.	.	48	48	48	49	50	50	.
PROPOSED GOALS	45	46	48	50

7. University Access Rate [Percent of Undergraduates with a Pell grant]

	FALL 2013	FALL 2014	FALL 2015	FALL 2016	FALL 2017	FALL 2018	FALL 2019	FALL 2020	FALL 2021
ACTUAL	51.0	51.1	51.4	50.4	52.0
APPROVED GOALS	.	.	52	50	50	50	50	50	.
PROPOSED GOALS	49	50	50	50

8. Percentage of Graduate Degrees Awarded within Programs of Strategic Emphasis

	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
ACTUAL	52.4	54.1	58.7	59.6	56.2
APPROVED GOALS	.	.	56	58	57	58	59	60	.
PROPOSED GOALS	56.5	57.5	58.5	60

9. BOG Choice: Percent of Baccalaureate Degrees Awarded Without Excess Hours

	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
ACTUAL	67.6	68.9	69.1	72.2	74.7
APPROVED GOALS	.	.	71	70.1	73.4	75.1	76.9	78.7	.
PROPOSED GOALS	75.1	76.9	78.7	79

10.1 Current BOT Choice: Percent of Bachelor's Degrees Awarded to African-American & Hispanic Students

	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
ACTUAL	84	85.3	84.2	83.6	84.5
APPROVED GOALS	.	.	86	86	83	83	83	83	.
PROPOSED GOALS	83	84.5	84.5	84.5

10.2 Future BOT Choice: Number of Post-Doctoral Appointees

	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018	Fall 2019	Fall 2020	Fall 2021
ACTUAL	49	64	75	211	222
APPROVED GOALS	.	.	74	200	220	235	246	258	.
PROPOSED GOALS	235	246	258	270

Note: This is a transition year for the BOT Choice metric (#10), so we are reporting data for both the current and future metrics. Metrics are defined in appendix. For more information about the PBF model visit: http://www.flbog.edu/about/budget/performance_funding.php



PREEMINENT RESEARCH UNIVERSITY FUNDING METRICS

1a. Average GPA

	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018	Fall 2019	Fall 2020	Fall 2021	Fall 2022
ACTUAL	3.9	3.9	3.9	4.1	4.1
APPROVED GOALS	.	.	3.96	3.99	4.1	4.1	4.1	4.1	.
PROPOSED GOALS	4.1	4.1	4.1	4.1

1b. Average SAT Score

	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018	Fall 2019	Fall 2020	Fall 2021	Fall 2022
ACTUAL	1121*	1120*	1129*	1196	1257
APPROVED GOALS	.	.	1140*	1160*	1200	1200	1200	1200	.
PROPOSED GOALS	1260	1260	1260	1260

Note*: Historical scores and approved goals were based upon a different SAT scale standard.

2. Public University National Ranking [Top50 rankings based on BOG's official list of publications]

	2015	2016	2017	2018	2019	2020	2021	2022	2023
ACTUAL	1	1	1	2	0
APPROVED GOALS	.	.	1	1	2	2	2	2	.
PROPOSED GOALS	2	2	2	2

3. Freshman Retention Rate [Full-time students]

	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
IPEDS	84	88	88	89	90.2
BOARD OF GOVERNORS	84	87	88	89	90.2
APPROVED GOALS	91	92	92.5	93	
PROPOSED GOALS	91	92	93	94

4. Four-year Graduation Rate [Full-time students]

	2010-14	2011-15	2012-16*	2013-17	2014-18	2015-19	2016-20	2017-21	2018-22
ACTUAL	25	27	29	34	39
APPROVED GOALS	.	.	28	31	34	35	37	40	.
PROPOSED GOALS	41	43	46	50

Note*: Current Florida statute (1001.7065) requires using older graduation rates as reported by IPEDS.



PREEMINENT RESEARCH UNIVERSITY FUNDING METRICS (CONTINUED)

5. National Academy Memberships

	2015	2016	2017	2018	2019	2020	2021	2022	2023
ACTUAL	1	1	4	3	6
APPROVED GOALS	.	.	1	4	6	7	7	8	.
PROPOSED GOALS	7	7	8	8

6. Science & Engineering Research Expenditures (\$M)

	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
ACTUAL	107	125	134	146	166
APPROVED GOALS	.	.	130	138	186	195	207	219	.
PROPOSED GOALS	173	185	198	212

7. Non-Medical Science & Engineering Research Expenditures (\$M)

	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
ACTUAL	100	114	122	131	153
APPROVED GOALS	.	.	122	129	134	141	149	158	.
PROPOSED GOALS	160	172	184	197

8. Number of Broad Disciplines Ranked in Top 100 for Research Expenditures

	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21
ACTUAL	2	4	5	5	5
APPROVED GOALS	.	.	5	5	5	5	6	6	.
PROPOSED GOALS	5	6	6	7



PREEMINENT RESEARCH UNIVERSITY FUNDING METRICS (CONTINUED)

9. Utility Patents Awarded [over three calendar years]

	2012-14	2013-15	2014-16	2015-17	2016-18	2017-19	2018-20	2019-21	2020-22
ACTUAL	6	11	26	66	126
APPROVED GOALS	.	.	23	34	115	155	171	177	.
PROPOSED GOALS	166	182	177	175

10. Doctoral Degrees Awarded Annually

	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
ACTUAL	257	327	327	373	404
APPROVED GOALS	.	.	326	337	403	438	473	540	.
PROPOSED GOALS	425	447	470	494

11. Number of Post-Doctoral Appointees

	Fall 2013	Fall 2014	Fall 2015*	Fall 2016	Fall 2017	Fall 2018	Fall 2019	Fall 2020	Fall 2020
ACTUAL	49	64	75	211	222
APPROVED GOALS	49	64	74	200	220	235	.	.	.
PROPOSED GOALS	235	246	258	270

Note*: Florida statute (1001.7065) requires using older counts of Post-Doctoral Appointees as reported by the Center for Measuring University Performance in their annual Top American Research Universities (TARU) report.

12. Endowment Size (\$Millions)

	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
ACTUAL	177	179	174	196	209
APPROVED GOALS	.	.	225	250	275	275	300	300	.
PROPOSED GOALS	275	300	300	315



KEY PERFORMANCE INDICATORS

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

Public University National Ranking [Number of Top50 Rankings based on BOG's official list of publications]

	2015	2016	2017	2018	2019	2020	2021	2022	2023
ACTUAL	1	1	1	2	0
APPROVED GOALS	.	.	1	1	2	2	2	2	.
PROPOSED GOALS	2	2	2	2

Freshmen in Top 10% of High School Class

	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018	Fall 2019	Fall 2020	Fall 2021	Fall 2022
ACTUAL	21	18	18	25	25
APPROVED GOALS	.	.	19	20	27	30	32	34	.
PROPOSED GOALS	25	26	26	27

Time to Degree for FTICs in 120hr programs

	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
ACTUAL	5.3	5.1	5.1	5.1	4.9
APPROVED GOALS	.	.	4.5	4.5	5	4.9	4.8	4.7	.
PROPOSED GOALS	4.9	4.8	4.7	4.6

Six-Year FTIC Graduation Rates [full-& part-time students]

	2008-14	2009-15	2010-16	2011-17	2012-18	2013-19	2014-20	2015-21	2016-22
ACTUAL	53	57	55	55	57
APPROVED GOALS	.	.	52	57	58	58	59	60	.
PROPOSED GOALS	58	59	60	61

Bachelor's Degrees Awarded [First Majors Only]

	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
ACTUAL	8,067	8,494	9,076	9,518	10,403
APPROVED GOALS	.	.	8,600	8,800	9,900	10,200	10,600	10,900	.
PROPOSED GOALS	10,700	11,000	11,300	11,600



KEY PERFORMANCE INDICATORS (CONTINUED)

Teaching & Learning Metrics

Professional Licensure & Certification Exam First-time Pass Rates

CALENDAR YEAR	2014	2015	2016	2017	2018	2019 GOAL	2020 GOAL	2021 GOAL	2022 GOAL
Nursing	82	88	87	87	89	89	90	92	93
<i>US Average</i>	85	87	88	90	92
Law	79	84	87	87	88	87	87	87	87
<i>Florida Average</i>	74	69	66	69	66
Medicine (2Yr)	100	99	99	99	99	96	96	96	96
<i>US Average</i>	96	96	96	96	96
CROSS-YEAR	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19 GOAL	2019-20 GOAL	2020-21 GOAL	2021-22 GOAL
Medicine (4Y-CK)	100	96	94	97	99	96	96	96	96
<i>US Average</i>	97	95	96	96	97
Medicine (4Y-CS)	100	98	98	97	97	96	96	96	96
<i>US Average</i>	96	96	97	96	95
MULTI-YEAR	2012-14	2013-15	2014-16	2015-17	2016-18	2017-19 GOAL	2018-20 GOAL	2019-21 GOAL	2020-22 GOAL
Physical Therapy	75	81	89	92	92	92	92	92	92
<i>US Average</i>	90	91	92	92	92
Exam Scores Relative to Benchmarks									
ABOVE OR TIED	4	4	4	4	5	6	6	6	6
TOTAL	6	6	6	6	6	6	6	6	6

Note: An asterisk (*) indicates the passing rate is preliminary.



KEY PERFORMANCE INDICATORS (CONTINUED)

Teaching & Learning Metrics

Graduate Degrees Awarded [First Majors Only]

	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
ACTUAL	3,610	3,684	3,605	3,730	3,960
APPROVED GOALS	.	.	3,597	3,630	3,745	3,761	3,776	3,791	.
PROPOSED GOALS	4,000	4,040	4,080	4,120

Bachelor's Degrees Awarded to African-American & Hispanic Students

	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
ACTUAL	84	85	84	84	85
APPROVED GOALS	.	.	86	86	83	83	83	83	.
PROPOSED GOALS	83	84.5	84.5	84.5

Percentage of Adult (Aged 25+) Undergraduates Enrolled

	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018	Fall 2019	Fall 2020	Fall 2021	Fall 2022
ACTUAL	24	25	25	24	22
APPROVED GOALS	.	.	24	24	24	24	25	25	.
PROPOSED GOALS	23	24	25	25

Percent of Undergraduate FTE in Online Courses

	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
ACTUAL	24	25	27	30	33
APPROVED GOALS	.	.	28	31	33	35	37	40	.
PROPOSED GOALS	35	37	40	40

Percent of Bachelor's Degrees in STEM & Health

	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
ACTUAL	22	24	24	25	24
APPROVED GOALS	.	.	24	24	25	25	25	25	.
PROPOSED GOALS	25	25	25	25

Percent of Graduate Degrees in STEM & Health

	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
ACTUAL	31	32	34	35	35
APPROVED GOALS	.	.	33	34	36	37	38	39	.
PROPOSED GOALS	35	36	36	37



KEY PERFORMANCE INDICATORS (CONTINUED)

Scholarship, Research and Innovation Metrics

National Academy Memberships

	2015	2016	2017	2018	2019	2020	2021	2022	2023
ACTUAL	1	1	4	3	6
APPROVED GOALS	.	.	1	4	6	7	7	8	.
PROPOSED GOALS	7	7	8	8

Faculty Awards

	Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018	Fall 2019	Fall 2020
ACTUAL	8	4	5	13	3
APPROVED GOALS	.	.	8	8	13	13	14	14	.
PROPOSED GOALS	5	7	10	13

Total Research Expenditures (\$M)

	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
ACTUAL	133	163	171	177	196
APPROVED GOALS	.	.	166	175	186	191	200	209	.
PROPOSED GOALS	205	220	236	252

Percentage of Research Expenditures Funded from External Sources

	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
ACTUAL	64	52	49	46	49
APPROVED GOALS	.	.	53	49	48	49	52	53	.
PROPOSED GOALS	50	53	54	55

Utility Patents Awarded [from the USPTO]

	2014	2015	2016	2017	2018	2019	2020	2021	2022
ACTUAL	3	6	17	43	66
APPROVED GOALS	.	.	.	17	55	57	59	61	.
PROPOSED GOALS	57	59	61	55

Number of Licenses/Options Executed Annually

	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21
ACTUAL	3	3	2	3	4
APPROVED GOALS	.	.	2	2	4	4	6	7	.
PROPOSED GOALS	6	6	7	10



KEY PERFORMANCE INDICATORS (CONTINUED)

Scholarship, Research and Innovation Metrics

Number of Start-up Companies Created

	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21
ACTUAL	1	2	2	1	1
APPROVED GOALS	.	.	2	1	1	3	6	8	.
PROPOSED GOALS	3	4	5	6

Institution Specific Goals

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

1. Percent of Student Credit Hours in Online Education

2013-14	2014-15	2015-16	2016-17	2017-18	2018-19 GOAL	2019-20 GOAL	2020-21 GOAL	2021-22 GOAL
24	25	27	30	35	35	37	40	40

2. Percent of Student Credit Hours in Hybrid Education

2013-14	2014-15	2015-16	2016-17	2017-18	2018-19 GOAL	2019-20 GOAL	2020-21 GOAL	2021-22 GOAL
2	4	6	8	10	11	11.5	12	12.5

3. Internships (Number of academic internships students participated in during the academic year)

2013-14	2014-15	2015-16	2016-17	2017-18	2018-19 GOAL	2019-20 GOAL	2020-21 GOAL	2021-22 GOAL
N/A	4,737	4,986	6,101	6,826	6,894	6,963	7,033	7,103

4. Percent of First Generation Undergraduate Student Enrollment

Fall 2013	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018 GOAL	Fall 2019 GOAL	Fall 2020 GOAL	Fall 2021 GOAL
26%	25%	25%	24%	24%	25%	25%	25%	25%



ENROLLMENT PLANNING

Fall Headcount Enrollment by Student Level *(for all degree-seeking students at all campuses)*

	2014	2015	2016	2017	2018	2019	2020	2021	2022
UNDERGRADUATE									
ACTUAL	39,081	40,231	41,111	41,852	41,796
APPROVED GOALS	.	.	.	41,276	41,957	42,157	42,676	43,151	.
PROPOSED GOALS	41,554	41,629	41,466	41,107
GRADUATE									
ACTUAL	8,367	8,460	8,770	8,700	8,778
APPROVED GOALS	.	.	.	9,087	8,944	9,087	9,188	9,345	.
PROPOSED GOALS	9,111	9,077	9,218	9,364

Fall Headcount Enrollment by Student Type *(for all degree-seeking students at all campuses)*

	2014 ACTUAL	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 PLAN	2020 PLAN	2021 PLAN	2022 PLAN
UNDERGRADUATE									
FTIC	16,853	16,932	17,421	17,592	17,850	17,352	17,401	17,188	16,290
FCS AA Transfers	13,034	13,717	13,914	13,887	13,760	13,981	13,992	14,027	14,350
Other AA Transfers	857	868	890	868	847	932	933	935	957
Post-Baccalaureates	408	714	892	912	942	900	908	900	900
Other Undergraduates	7,929	8,000	7,994	8,593	8,397	8,389	8,395	8,416	8,610
Subtotal	39,081	40,231	41,111	41,852	41,796	41,554	41,629	41,466	41,107
GRADUATE									
Master's	5,929	6,030	6,239	6,025	5,906	6,186	6,151	6,292	6,438
Research Doctoral	1,323	1,292	1,348	1,359	1,452	1,474	1,475	1,475	1,475
Professional Doctoral	1,115	1,138	1,183	1,316	1,420	1,451	1,451	1,451	1,451
Subtotal	8,367	8,460	8,770	8,700	8,778	9,111	9,077	9,218	9,364
TOTAL	47,448	48,691	49,881	50,552	50,574	50,665	50,706	50,684	50,471

Notes: This table reports the number of students enrolled at the university by student type categories. The student type for undergraduates is based on the Type of Student at Time of Most Recent Admission. The student type for graduates is based on the degree that is sought and the student CIP code. Does not include 'Unclassified' students who are not formally admitted into a degree program but are enrolled (e.g., dual enrolled high school students).

Percent of Baccalaureate-Seeking Resident Undergraduates Who Earned 15+ Credit Hours

(Fall terms only)

	2014	2015	2016	2017	2018	2019	2020	2021	2022
ACTUAL	13	12	10	11	12
APPROVED GOALS
PROPOSED GOALS	13	14	16	18



ENROLLMENT PLANNING *continued*

Actual & Planned FTE Enrollment by Residency & Student Level

	2013-14 ACTUAL	2014-15 ACTUAL	2015-16 ACTUAL	2016-17 ACTUAL	2017-18 ACTUAL	2018-19 PLAN	2019-20 PLAN	2020-21 PLAN	2021-22 PLAN	2022-23 PLAN
RESIDENT										
LOWER	13,022	12,802	12,500	12,611	12,824	13,015	13,050	13,477	13,739	13,553
UPPER	19,903	20,533	20,898	21,131	21,895	22,664	23,131	23,156	23,204	23,718
GRAD I	4,418	4,446	4,687	4,986	4,967	4,972	5,165	5,135	5,253	5,375
GRAD II	1,264	1,245	1,216	1,265	1,442	1,524	1,499	1,499	1,499	1,499
TOTAL	38,607	39,026	39,301	39,993	41,128	42,175	42,845	43,267	43,695	44,145
NON-RESIDENT										
LOWER	1,076	1,127	1,219	1,385	1,427	1,518	1,452	1,500	1,529	1,508
UPPER	1,636	1,795	1,895	2,127	2,389	2,718	2,524	2,527	2,532	2,588
GRAD I	1,614	1,644	1,530	1,447	1,328	1,276	1,381	1,373	1,405	1,437
GRAD II	671	680	696	714	664	626	690	690	690	690
TOTAL	4,996	5,246	5,340	5,674	5,807	6,138	6,047	6,090	6,156	6,223
TOTAL										
LOWER	14,098	13,929	13,719	13,995	14,251	14,533	14,502	14,977	15,268	15,061
UPPER	21,539	22,328	22,793	23,259	24,283	25,382	25,655	25,683	25,736	26,306
GRAD I	6,032	6,090	6,216	6,433	6,294	6,248	6,546	6,508	6,658	6,812
GRAD II	1,935	1,925	1,913	1,979	2,107	2,150	2,189	2,189	2,189	2,189
TOTAL	43,604	44,272	44,641	45,666	46,935	48,313	48,892	49,357	49,851	50,368

Note: Full-time Equivalent (FTE) student is a measure of all instructional activity (regardless of fundability) that is based on the number of credit hours that degree-seeking students enroll. FTE is based on the standard national definition, which divides undergraduate credit hours by 30 and graduate credit hours by 24. Pursuant to section 1013.31, Florida Statutes, Board facilities staff use this data as a key factor in the calculation of facility space needs for university educational plant surveys.

Percent of FTE Enrollment by Method of Instruction

	2013-14 ACTUAL	2014-15 ACTUAL	2015-16 ACTUAL	2016-17 ACTUAL	2017-18 ACTUAL	2018-19 PLAN	2019-20 PLAN	2020-21 PLAN	2021-22 PLAN	2022-23 PLAN
UNDERGRADUATE										
Distance (80-100%)	24%	25%	27%	30%	33%	36%	37%	38%	39%	40%
Hybrid (50-79%)	2%	4%	6%	8%	10%	12%	13%	14%	15%	16%
Classroom (0-50%)	75%	71%	67%	63%	57%	52%	50%	48%	46%	44%
GRADUATE										
Distance (80-100%)	18%	19%	21%	22%	24%	27%	28%	29%	30%	30%
Hybrid (50-79%)	1%	1%	1%	7%	9%	10%	11%	12%	13%	13%
Classroom (0-50%)	81%	80%	78%	71%	67%	63%	61%	59%	57%	57%

Note: Full-time Equivalent (FTE) student is a measure of instructional activity (regardless of fundability) that is based on the number of credit hours that degree-seeking students enroll. FTE is based on the standard national definition, which divides undergraduate credit hours by 30 and graduate credit hours by 24. Distance Learning is a course in which at least 80 percent of the direct instruction of the course is delivered using some form of technology when the student and instructor are separated by time or space, or both (per 1009.24(17), F.S.). Classroom/Traditional, is a course in which less than 50% of the direct instruction of the course is delivered using some form of technology when the student and instructor are separated by time, space or both. This designation can include activities that do not occur in a classroom (ie, labs, internships, practica, clinicals, labs, etc) – see SUDS data element #2052. *Percentages may not total 100 due to rounding.



ACADEMIC PROGRAM COORDINATION

New Programs For Consideration by University in AY 2019-20

The S.U.S. Council of Academic Vice Presidents (CAVP) Academic Program Coordination Work Group will review these programs as part of their on-going coordination efforts. The programs listed below are based on the 2018 Accountability Plan list for programs under consideration for 2019-21.

PROGRAM TITLES	CIP CODE 6-digit	AREA OF STRATEGIC EMPHASIS	OTHER UNIVERSITIES WITH SAME PROGRAM	OFFERED VIA DISTANCE LEARNING IN SYSTEM	PROJECTED ENROLLMENT <i>in 5th year</i>	PROPOSED DATE OF SUBMISSION TO UBOT
BACHELOR'S PROGRAMS						
Digital Arts	50.0102	STEM	UCF, UF	---	85	08/2019
Neuroscience and Behavior	42.2706	STEM	FAU, UNF	---	500	12/2019
Music Education	13.1312	Education	FAMU, FAU, FGCU, FSU, UCF, UF, UNF, USF, UWF	---	65	03/2020
Public Health	51.2201	Health	UF, USF	--	250	06/2020
MASTER'S, SPECIALIST AND OTHER ADVANCED MASTER'S PROGRAMS						
Internet of Things (IoT)	15.999	STEM	--	Yes	50	08/2019
Genetic Counseling	51.000	Health	---	---	18	06/2020
DOCTORAL PROGRAMS						
Doctor of Design	4.0902	STEM	--	--	20	08/2019
Digital Communication and Media	9.0702	STEM	---	50-75%	15	06/2020

New Programs For Consideration by University in 2020-22

These programs will be used in the 2020 Accountability Plan list for programs under consideration for 2020-21.

PROGRAM TITLES	CIP CODE 6-digit	AREA OF STRATEGIC EMPHASIS	OTHER UNIVERSITIES WITH SAME PROGRAM	OFFERED VIA DISTANCE LEARNING IN SYSTEM	PROJECTED ENROLLMENT <i>in 5th year</i>	PROPOSED DATE OF SUBMISSION TO UBOT
BACHELOR'S PROGRAMS						
MASTER'S, SPECIALIST AND OTHER ADVANCED MASTER'S PROGRAMS						
Marine Affairs	26.1302	STEM	--	--	30	03/2021
Molecular and Biomedical Sciences	26.0102	STEM	FAU, FSU, UCF	--	45	06/2021
DOCTORAL PROGRAMS						
Occupational Therapy	51.2306	Health	UF	--	45	06/2021
Linguistics	16.0101	Global	UF	--	15	03/2021
Pharmacy	51.2001	Health	FAMU, UF, USF_T	--	400	03/2022

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THE FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES
Governance Committee

April 18, 2019

Subject: President's Management Review

Proposed Committee Action:

Conduct a review of the President's performance and recommend a performance rating to the Florida International University Board of Trustees (the BOT) for approval.

Background Information:

President Mark B. Rosenberg will report on the University's progress towards meeting the goals and targets delineated for the 2019 reporting year. The report will present an overview of the key indicators and achievements contained within the University's 2019 Accountability Plan to the Florida Board of Governors (BOG), which addresses FIU-specific initiatives and system-wide goals.

Claudia Puig, Chair of the BOT and this Committee, will lead a review on the President's performance. The Committee will provide President Rosenberg with a written assessment of its performance rating/evaluation. The Committee shall present its written assessment and recommended performance rating for BOT approval.

The President's employment agreement specifies the objectives and process for the evaluation. Pursuant to Section 3.2 of the Employment Agreement, as amended, Dr. Rosenberg will initiate his evaluation process no later than the date which is sixty (60) days prior to the date the Board will consider the University's Accountability Plan.

Section 4.3 of the President's employment agreement states, in relevant part, that:

The Board may, in its discretion, annually award Dr. Rosenberg incentive compensation of up to \$50,000 for the 2013-2014 academic year and of up to \$100,000 for each of the subsequent academic years occurring during the Term. Annual goals and objectives related to incentive compensation shall be developed by Board in consultation with Dr. Rosenberg, and they shall be stated separately from the regular annual performance evaluation goals and objectives, whether or not any such goals and objectives overlap. The timetable for development and evaluation of goals and objectives related to incentive compensation shall parallel the timetable for goals and objectives related to the regular annual evaluation cycle.

In accordance with Florida Board of Governors Regulation 1.001 (5)(f), each board of trustees shall conduct an annual evaluation of the president. The chair of the board of trustees shall request input from the Chair of the Board of Governors, who may involve the

Chancellor, during the annual evaluation process pertaining to responsiveness to the Board of Governors' strategic goals and priorities, and compliance with systemwide regulations.

Supporting Documentation: University and President's Performance Goals and Results,
2019 Reporting Year, Self-Evaluation Scorecard
Executive Performance Ratings

Facilitator/Presenter: Claudia Puig, *Board of Trustees Chair*

**University and President's Performance Goals and Results, 2019 Reporting Year
Self-Evaluation Scorecard**

OBJECTIVE		Not Achieved	Partially Achieved	Achieved	Exceeded	Far Exceeded	2018 Reporting Year Actuals	2019 Reporting Year Goals	2019 Reporting Year Actuals
BOG PERFORMANCE-BASED FUNDING MODEL GOALS									
1	Percent of bachelor's graduates enrolled and/or employed within one year after graduation (\$25,000+)								
				Graduating Cohort Year			2015-16	2016-17	2016-17
	Bachelor's graduates employed and/or continuing their education further 1 year after graduation increased from 67.8 percent to 68.2 percent.		✓				67.8%	69.5%	68.2%
2	Median wages of bachelor's graduates employed full-time within one year after graduation, anywhere in the nation								
				Graduating Cohort Year			2015-16	2016-17	2016-17
	Median wages of undergraduates employed full-time 1 year after graduation decreased by \$500		✓				\$39,300	\$39,500	\$38,800
3	Average cost to the student per bachelor's degree								
				Academic Year			2016-17	2017-18	2017-18
	Average cost to the student per undergraduate degree decreased by \$4,280				✓		\$16,210	\$16,000	\$11,930
4a	Six-year graduation rate for full-time and part-time students								
				Cohort Year/Graduating Year			2011-17	2012-18	2012-18
	Six-year graduation rate for full- and part-time FTIC students increased from 55 percent to 57 percent		✓				55%	58%	57%
4b	Four-year graduation rate for full-time FTIC students								
				Cohort Year/Graduating Year			2013-17	2014-18	2014-18
	Four-year graduation rate for full-time FTIC students increased from 33.5 percent to 38.9 percent				✓		33.5%	34%	38.9%
5	Academic progress rate								
				Cohort Year/Retention Year			2016-17	2017-18	2017-18
	Number of FTIC students who continued into their second year with a 2.0+ grade point average increased from 86.7 percent to 88 percent				✓		86.7%	86.5%	88.0%
6	Bachelors degrees awarded in areas of strategic emphasis								
				Academic Year			2016-17	2017-18	2017-18
	Number of bachelor's degrees awarded in areas of strategic emphasis decreased from 48.9 percent to 46.3 percent		✓				48.9%	48%	46.3%
7	University access rate								
				Term			Fall 2016	Fall 2017	Fall 2017
	Number of Pell grant eligible undergraduate students enrolled during the fall term increased from 50.4 percent to 52 percent				✓		50.4%	50%	52.0%
8	Graduate degrees in areas of strategic emphasis								
				Academic Year			2016-17	2017-18	2017-18
	Number of graduate degrees awarded in areas of strategic emphasis decreased from 59.6 percent to 56.2 percent		✓				59.6%	57%	56.2%
9	Bachelor's degrees awarded without excess hours								
				Academic Year			2016-17	2017-18	2017-18
	Number of bachelor's degrees awarded without excess hours increased from 72.2 percent to 74.7 percent				✓		72.2%	73.4%	74.7%
10	Bachelor's degrees awarded to minorities								
				Academic Year			2016-17	2017-18	2017-18
	The percent of bachelor's degrees awarded to minorities increased from 83.6 percent to 84.5 percent				✓		83.6%	83%	84.5%

University and President's Performance Goals and Results, 2019 Reporting Year
Self-Evaluation Scorecard

OBJECTIVE		Not Achieved	Partially Achieved	Achieved	Exceeded	Far Exceeded	2018 Reporting Year Actuals	2019 Reporting Year Goals	2019 Reporting Year Actuals
PRESIDENTIAL INCENTIVE GOALS									
1	Number of students participating in internships								
				Academic Year	2016-17	2017-18	2017-18		
	Number of students participating in internships increased by 725			✓	6,101	6,200	6,826		
2	Patent production								
				Calendar Year	2017	2018	2018		
	Total annual patents produced increased by 23			✓	43	55	66		
3	Research expenditures								
				Fiscal Year	2016-17	2017-18	2017-18		
	Total research expenditures increased by \$19M to \$196			✓	\$177M	\$186M	\$196M		
4	Strategic Plan Annual Gifts								
				Fiscal Year	2016-17	2017-18	2017-18		
	Annual fundraising toward capital campaign totaled \$57M			✓	\$60M	\$50M	\$57M		
5	Significant events or milestones of major impact to the University (i.e. other major FIU development, community and engagement initiatives, workplace culture enhancement, national academic engagement)								
	See attached Key Achievements from 2019 Accountability Plan								
6	Maintain or improve the university's current ranking among the SUS institutions in regards to performance funding metrics								
				Academic Year	2015-16		2016-17		
	FIU's ranking increased from 8 to 2 in the SUS performance-based funding model			✓	8		2		



Key Achievements for Last Year (2017 -2018)

STUDENT ACHIEVEMENTS

1. Students from FIU's Communication and Media study abroad program worked with the Spanish-based, non-profit organization Professional Emergency Aid (PROEM-AID) to help save refugees in the Aegean and Mediterranean seas.
2. Computer Science Ph.D. Student, Mozghan Azimpourkivi, created a custom two-factor authentication system called Pixie that uses a personal photo to replace the cumbersome process of using crypto-based hardware security keys or use of secondary verification codes.
3. Psychology graduate Hector Peguero, was recently awarded a Fulbright Student Research Grant for his project to identify the subjective beliefs about HIV and related stigmas among sexual minority populations in Mysore, India while participating in a Study Abroad program in India.
4. FIU Alternative Breaks (aB) program enables students to organize and get involved with social issues domestically and abroad while experiencing diverse cultures and environments. In the past year, students participating in the aB program completed an estimated 498,000 hours of service and worked with over 35 community partners globally and throughout the United States.

FACULTY ACHIEVEMENTS

1. FIU faculty held 66 patents in 2018, an increase of 57% from 2017 (43 patents).
2. Chemistry faculty Yuan Liu's patented invention of a high throughput measurement of DNA base lesion repair capacity in human cell and tissue has high potential in fighting cancer. The technology was applied for screening human prostate cancer cells and successfully identified novel compounds that can significantly suppress prostate cancer progression.
3. The Air Force's Office of Scientific Research awarded electrical engineering professor Stavros V. Georgakopoulos a \$4.8M grant to launch the Center for Physically Reconfigurable and Deployable Multifunctional Antennas.
4. School of Computer and Information Science (SCIS) faculty Mark A. Finlayson was awarded the prestigious National Science Foundation CAREER award to develop new artificial intelligence techniques to improve minority engagement in STEM and computing in middle-school classrooms in Miami Dade County Public Schools.

PROGRAM ACHIEVEMENTS

1. FIU Law had the highest pass rate of any Florida law school on the July 2017, February 2018, and July 2018 Florida Bar Exams. FIU Law exceeded the statewide average pass rate by about 20 points.
2. FIU is building Florida's first Health Disparities Research Center at a Minority Institution (RCMI) with a \$13.1 million grant from the National Institute on Minority Health and Health Disparities (NIMHD). This is the largest NIH award in University history.
3. The FIU Model UN team ranked #3 in North America at the close of the 17-18 fiscal year.

INSTITUTIONAL ACHIEVEMENTS

1. The Chronicle of Higher Education named FIU a "Great College to Work For®" for the fourth time and for the third time in a row FIU has been recognized with Honor Roll status for creating an exceptional work environment.
2. The U.S. Department of Commerce's National Institute of Standards and Technology (NIST) granted FIU, and its partner New America, a cooperative agreement to host the annual National Initiative for Cybersecurity Education (NICE) Conference and Expo for five years.
3. FIU President Mark B. Rosenberg was appointed as the Association of Public and Land-grant Universities (APLU) representative on the U.S. Department of Labor's Task Force on Apprenticeship Expansion.

Executive Performance Ratings

Performance Rating
Superior
Very Good
Satisfactory
Less than Satisfactory
Unsatisfactory

PERFORMANCE RATINGS

Determined relative to approved performance goals

Superior - ***Exceeds*** performance expectations on a consistent and uniform basis in areas of responsibility. In addition, makes a unique or significant contribution well beyond performance expectations through remarkable achievement and pacesetting performance. Achievements and abilities are recognized and supported by leadership, faculty, staff and students.

Very Good - ***Achieves*** performance expectations and at times exceeds them.

Satisfactory - ***Fulfills*** performance expectations. Level of performance is effectively and consistently maintained. Consistently ensures that the organization is following its mission, vision and strategic plan.

Less than Satisfactory - ***Fails to consistently fulfill*** performance expectations possibly because of some mitigating circumstances that may or may not have been within the leader's control. Improvement(s) may be required in order to fully achieve expectations on a continuous basis.

Unsatisfactory - ***Fails to fulfill many*** of the performance expectations. Regularly fails to meet or exceed required outcomes. Immediate improvements are required by the next performance evaluation.

Adopted by the Florida International University Board of Trustees on Friday, November 14, 2008

**THE FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES
Governance Committee**

April 18, 2019

Subject: University and President's Performance Goals, 2019-20 Academic Year

Proposed Committee Action:

Recommend that the Florida International University Board of Trustees (the BOT) adopt the University and President's Performance Goals for the 2019-20 academic year as included in the Board materials.

Background information:

The University and President's Performance Goals are directed towards achieving the University's strategic plan and will be one component of the President's Management Review by the BOT for the 2019-20 academic year.

Supporting Documentation: University and President's Performance Goals, 2019-20 Academic Year

Facilitator/Presenter: Kenneth G. Furton

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**University and President's Performance Goals
Academic Year 2019-20**

OBJECTIVE		
	2019 Reporting Year Actuals¹	Proposed 2019-2020 Goals²
BOG PERFORMANCE FUNDING MODEL GOALS		
1 Bachelor's graduates enrolled or employed within one year after graduation (\$25,000+)	<i>2016-17</i> 68.2%	<i>2017-18</i> 68.5%
2 Median wages of bachelor's graduates employed full-time within one year after graduation	<i>2016-17</i> \$38,800	<i>2017-18</i> \$38,900
3 Average cost to the student per bachelor's degree	<i>2017-18</i> \$11,930	<i>2018-19</i> \$11,300
4 Four-year graduation rate for full-time FTIC students	<i>2014-18</i> 38.9%	<i>2015-19</i> 41.0%
5 Academic progress rate [second year retention with at least a 2.0 GPA]	<i>2017-18</i> 88.0%	<i>2018-19</i> 89.0%
6 Bachelors degrees awarded within programs of strategic emphasis	<i>2017-18</i> 46.3%	<i>2018-19</i> 45.00%
7 University access rate [percent of undergraduates with a Pell grant]	<i>Fall 2017</i> 52.0%	<i>Fall 2018</i> 49.0%
8 Graduate degrees awarded within programs of strategic emphasis	<i>2017-18</i> 56.2%	<i>2018-19</i> 56.5%
9 Bachelor's degrees awarded without excess hours	<i>2017-18</i> 74.7%	<i>2018-19</i> 75.1%
10 Number of post-doctoral appointees	<i>Fall 2017</i> 222	<i>Fall 2018</i> 235

Footnotes:

¹ Preliminary figures based on the 2019 Accountability Plan submitted to the Board of Governors

² Goals taken from the 2019 Accountability Plan submitted to the Board of Governors

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**THE FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES
Governance Committee**

April 18, 2019

Subject: University President's Incentive Goals, 2019-20 Academic Year

Proposed Committee Action:

Approve the University President's Incentive Goals for the 2019-20 academic year.

Background information:

President Mark B. Rosenberg will present the University President's Incentive Goals for the 2019-20 academic year.

Section 4.3 of the President's employment agreement states, in relevant part, that:

The Board may, in its discretion, annually award Dr. Rosenberg incentive compensation of up to \$50,000 for the 2013-2014 academic year and of up to \$100,000 for each of the subsequent academic years occurring during the Term. Annual goals and objectives related to incentive compensation shall be developed by Board in consultation with Dr. Rosenberg, and they shall be stated separately from the regular annual performance evaluation goals and objectives, whether or not any such goals and objectives overlap. The timetable for development and evaluation of goals and objectives related to incentive compensation shall parallel the timetable for goals and objectives related to the regular annual evaluation cycle.

Supporting Documentation: University President's Incentive Goals, 2019-20 Academic Year

Facilitator/Presenter: Mark B. Rosenberg

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**President's Incentive Goals
Academic Year 2019-20**

OBJECTIVE			2019 Reporting Year Actuals ¹	Proposed 2019-2020 Goals ²
1	Number of doctoral degrees awarded		2017-18 404 ²	2018-19 425
2	Number of licenses/options executed annually		2016-17 4	2017-18 6
3	Science and engineering research expenditures		2017-18 \$166M ²	2018-19 \$173M
4	Strategic Plan Annual Gifts		2018-19 \$43.5M ³	2019-20 \$71M
5	Significant events or milestones of major impact to the University (i.e. other major FIU development, community and engagement initiatives, workplace culture enhancement, national academic engagement)			

Footnotes:

¹ Preliminary figures based on the 2019 Accountability Plan submitted to the Board of Governors

² Goals taken from the 2019 Accountability Plan submitted to the Board of Governors

³ Preliminary figures as of 03/29/19 from the Division of University Advancement

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