



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

Wednesday, January 14, 2015  
10:30 am *\*approximate start time*  
Florida International University  
Modesto A. Maidique Campus  
Graham Center Ballrooms

**Committee Membership:**

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

**Liaison:**

Carlos B. Castillo, *Foundation Board of Directors*

**AGENDA**

- |                                                                  |                      |
|------------------------------------------------------------------|----------------------|
| 1. Call to Order and Chair's Remarks                             | Cesar L. Alvarez     |
| 2. Approval of Minutes                                           | Cesar L. Alvarez     |
| 3. Action Items                                                  |                      |
| AP1. Tenure as a Condition of Employment Nominations             | Kenneth G. Furton    |
| AP2. New Program Proposal: Master of Arts in Disaster Management | Elizabeth Bejar      |
| AP3. New Program Proposal: Master of Science in Cybersecurity    | Elizabeth Bejar      |
| 4. Information/Discussion Items <i>(No Action Required)</i>      |                      |
| 4.1 Academic Affairs Regular Reports                             |                      |
| ▪ Undergraduate Education                                        | Douglas L. Robertson |
| ▪ Graduate Education                                             | Lakshmi N. Reddi     |
| ▪ Engagement                                                     | Nicole Kaufman       |
| ▪ Enrollment Services                                            | Luisa M. Havens      |
| ▪ Information Technology                                         | Robert Grillo        |
| ▪ Research                                                       | Andres G. Gil        |

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

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

- Student Affairs

**Larry Lunsford**

**4.2 Academic Affairs Special Report**

- Strategic Plan 2015-2020 Update

**Kenneth G. Furton**

**5. New Business**

**Cesar L. Alvarez**

**6. Concluding Remarks and Adjournment**

**Cesar L. Alvarez**

*The next Academic Policy and Student Affairs Committee Meeting is scheduled for Thursday, March 26, 2015*

**THE FLORIDA INTERNATIONAL UNIVERSITY  
BOARD OF TRUSTEES  
Academic Policy and Student Affairs Committee**

January 14, 2015

**Subject: Approval of Minutes of Meetings held: September 10, 2014 and December 10, 2014**

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**Proposed Committee Action:**

Approval of Minutes of the Academic Policy and Student Affairs Committee meeting held on Wednesday, September 10, 2014 at the Modesto A. Maidique Campus, Graham Center Ballrooms and the Academic Policy and Student Affairs Committee meeting held on Wednesday, December 10, 2014 via conference call.

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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 Wednesday, September 10, 2014 at the Modesto A. Maidique Campus, Graham Center Ballrooms and the Academic Policy and Student Affairs Committee meeting held on Wednesday, December 10, 2014 via conference call.

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**Supporting Documentation:** Academic Policy and Student Affairs Committee Meeting Minutes: September 10, 2014 and December 10, 2014

**Facilitator/Presenter:** Committee Chair Cesar L. Alvarez

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**FLORIDA INTERNATIONAL UNIVERSITY  
BOARD OF TRUSTEES  
ACADEMIC POLICY AND STUDENT AFFAIRS COMMITTEE  
MINUTES  
SEPTEMBER 10, 2014**

**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 Member Mayi de la Vega at 11:51 a.m. on Wednesday, September 10, 2014, at the Modesto A. Maidique Campus, Graham Center Ballrooms.

The following attendance was recorded:

***Present***

Jose J. Armas  
Alexis Calatayud  
Mayi de la Vega  
Kathleen L. Wilson

***Excused***

Cesar L. Alvarez, *Chair*  
Claudia Puig, *Vice Chair*

Trustees Michael M. Adler and Gerald C. Grant, Jr, and University President Mark B. Rosenberg were also in attendance.

Committee Member Mayi de la Vega noted that Committee Chair Cesar L. Alvarez sent his regrets, as he was unable to attend, and added that in his absence, she would serve as Chair for the meeting. She welcomed all Trustees, University faculty, and staff.

Trustee de la Vega welcomed newly elected Chair of the Faculty Senate, Dr. Kathleen L. Wilson, noting that Trustee Wilson is a Professor of Voice in the School of Music. Trustee de la Vega also recognized Dr. Kenneth G. Furton, who started his new position of Provost, Executive Vice President, and Chief Operating Officer on July 1.

Trustee de la Vega also acknowledged Dr. Elizabeth Bejar who is now serving in her new role as Vice President of Academic Affairs also effective July 1, noting that Dr. Bejar previously served as Vice Provost of Academic Affairs since 2012. Then Trustee de la Vega congratulated Dr. Irma Becerra-Fernandez, Vice President for Engagement, on her appointment as Provost and Chief Academic Officer at St. Thomas University, effective October 1, noting that Dr. Becerra-Fernandez has played an integral role in ensuring FIU's place among the nation's leading community engaged universities.

## **2. Approval of Minutes**

Trustee de la Vega asked that the Committee approve the minutes of the meeting held on June 3, 2014. A motion was made and passed to approve the Minutes of the Academic Policy and Student Affairs Committee meeting held on Tuesday, June 3, 2014 at the Modesto A. Maidique Campus, MARC International Pavilion.

## **3. Follow Up on Items from Past Meetings**

In response to Trustee Jose J. Armas' request, Provost and Executive Vice President Kenneth G. Furton provided an overview of FIU's international student enrollment at the University. He noted that the data only included international students who have received visas to attend FIU in the United States and excluded University students in offshore locations such as China and Jamaica. He mentioned that overall there was an increase in the number of international FTIC (first time in college), transfer, and graduate applicants to FIU over the last five years.

Provost Furton further mentioned that the greatest numbers of international students were from China, Venezuela, India, Iran, and Colombia with 548, 245, 171, 82, and 70 respectively. He also noted that compared to other universities within the State University System, FIU had the highest percentage of international students.

Provost Furton stated that the Strategic Planning 2015-2020 Committee is tasked with developing initiatives aimed at international student recruitment. He added that the recent collaboration with Shorelight Education LLC, will further the University's efforts in recruiting international students and will also ensure that international students are able to acclimate into the local culture and be sufficiently prepared for the academic rigor of FIU.

In response to Trustee de la Vega's request, Senior Vice President, University Advancement/President and CEO, of FIU Foundation, Inc. Howard Lipman noted that the Board's Finance and Audit Committee met earlier and reviewed the University's Donative Naming Policy. He provided an overview of the Naming Policy and then addressed questions from the Committee, stating that the reason for this policy was to create a standard for all donor naming opportunities throughout the University and added that the Policy was benchmarked against best practices and peer institutions.

## **4. Action Items**

### **AP1. 2015-2016 Legislative Budget Requests**

Provost Furton presented the 2015-16 Legislative Budget Requests (LBR) for Committee review, noting that once approved by the Board of Trustees, the LBR will be submitted for Board of Governors and Legislature approval. He noted that the LBR reflects system goals, as well as institutional goals and initiatives and provided an overview of the six critical initiatives that FIU identified to be considered by the Legislature for 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 2015-2016 LBR.

## **AP2. Amendment to the Operating Procedures of the Florida International University Board of Trustees**

General Counsel M. Kristina Raattama presented the final revised Operating Procedures for Committee review. She noted that the Board of Trustees considered a re-write of the Operating Procedures at its June meeting and tabled consideration of the re-write to this September meeting to allow two changes approved by Trustees at the meeting to be incorporated and reviewed by the Trustees before final approval. She provided an overview of the two changes, noting that (1) Section 2.3 Powers and Duties was revised to address the standard of care applicable to Trustee powers and duties and (2) Section 3.5 Emeritus Status was added back to continue current Trustees' eligibility for emeritus status with the provision to sunset thereafter. She also addressed one additional change being recommended --- granting authority for the Governance Committee to act on matters requiring attention between Board meetings to ensure time-sensitive matters not requiring full Board consideration may be addressed timely.

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 Amendment to the Florida International University Board of Trustees Operating Procedures.

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

#### **5.1 Academic Affairs Regular Reports**

Trustee de la Vega thanked the Deans and Vice Presidents who have diligently provided the updates in the Academic Affairs Regular reports. Committee member Mayi de la Vega asked if there were any questions or comments. There were no questions or comments. Trustee de la Vega requested that the Academic Affairs Regular Reports be accepted as written. There were no objections.

#### **5.2 Strategic Plan Update**

Provost Furton noted that the University's 2015-2020 Strategic Plan presents a roadmap for the five-year plan to pursue the University's mission and goals. He stated that he serves as the Chair of the BeyondPossible2020 Strategic Planning Committee, which he added is building on the work of the iREAL (integrating Research, Engagement, Assessment and Learning) Commission. He indicated that four committees have been established, each with a specific focus on foundations for success at FIU: Student Success, Preeminent Programs, Financial Base/Efficiency, and Carnegie Very High Research Designation. He further noted that the Strategic Plan 2015-2020 will be developed in collaboration with the University's leadership boards, faculty, and staff, and with vital input from students and the FIU community, stating that an update will be presented to the FIU Board of Trustees in January 2015 and the finalized Plan will be presented to the FIU Board of Trustees for review and approval in March 2015.

#### **5.3 Academic Affairs Special Report**

Trustee de la Vega noted that two University students were named National Science Foundation (NSF) fellows as part of the NSF Graduate Research Fellowship Program in recognition of their outstanding work: Carla Abad and Kelly Mesa.

NSF Fellow and current doctoral student in Psychology Carla Abad, presented her research topic on the influence of early educator language on sex differences in preschoolers' spatial abilities. She noted that if her findings revealed a correlation between teacher language influences and pre-

kindergartner's spatial abilities they could be used to: (1) create interventions to increase the quantity of spatial language used in pre-kindergarten classrooms and (2) continue to explore other factors that may be related to sex differences in spatial ability. Ms. Abad also discussed her recent achievements, noting that she had a first author publication in *Special Issue of Frontiers in Developmental Psychology* under the mentorship of Dr. Shannon Pruden; received a Graduate Research Fellowship Program Honorable Mention; and also serves as secretary and vice president of communications for the Psychology Graduate Student Association.

NSF Fellow and current doctoral candidate in Electrical and Computer Engineering, Kelly Mesa, presented her research topic on combining passive and active detection methods into a microfluidic device to be used for the isolation of circulating tumor cells. She noted that positive results could assist with: (1) cancer detection at early stages of the disease; and (2) less expensive and more personalized health care, as well as more accessibility to the public allowing for a cost reduction in cancer treatment management. Ms. Mesa discussed some of her recent accomplishments, noting that she earned first place in the Undergraduate Senior Design Competition for her work in "A Pulsatile Flow Loop System for a Ventricular Assist Device" under the mentorship of Dr. Anthony McGoron, as well as receiving a 1<sup>st</sup> author publication in *American Society for the Artificial Internal Organs*.

## **6. New Business**

*No new business was raised.*

## **7. Concluding Remarks and Adjournment**

With no other business, Trustee Mayi de la Vega adjourned the meeting of the Florida International University Board of Trustees Academic Policy and Student Affairs Committee on Wednesday, September 10, 2014 at 12:45 pm.

*There were no Trustee requests.*

CS  
9.23.14





**FLORIDA INTERNATIONAL UNIVERSITY  
BOARD OF TRUSTEES  
ACADEMIC POLICY AND STUDENT AFFAIRS COMMITTEE MEETING  
DECEMBER 10, 2014  
MINUTES**

**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 Vice Chair Claudia Puig at 9:17 a.m., on Wednesday, December 10, 2014, via conference call.

The following attendance was recorded:

**Present:**

Cesar L. Alvarez, *Chair*  
Claudia Puig, *Vice Chair*  
Jose J. Armas  
Alexis Calatayud  
Kathleen L. Wilson

**Excused:**

Mayi de la Vega

Committee Vice Chair Puig welcomed all Trustees, University faculty and staff to the telephonic meeting. She delegated authority to University President Mark B. Rosenberg to conduct the meeting in Committee Chair Cesar L. Alvarez's absence.

President Rosenberg noted that due to changes in the submission timeline of the Accountability Report to the Florida Board of Governors (BOG), a meeting was necessary in order to present the Report to the FIU Board of Trustees for approval, prior to going before the BOG.

**2. Action Item**

**AP1. Florida International University 2013-14 Annual Accountability Report to the Florida Board of Governors**

Provost and Executive Vice President Kenneth G. Furton provided an overview of FIU's 2013-14 Annual Accountability Report, noting that the report is in the draft phase while BOG staff are in the process of validating the standard data sets reported by all universities. He added that due to the adjusted timeline, some data is not available or is still in the process of being compiled.

Provost Furton stated that the purpose of the annual report is to provide a comprehensive strategic planning and accountability framework across the State University System (SUS). He further noted that it outlines specific, measurable goals focused on: (1) providing access, (2) meeting the workforce needs of the state, (3) building world-class academic programs and research capacity, while defining and approving university missions, and (4) meeting community needs and fulfilling unique institutional responsibilities.

Provost Furton stated that the report was categorized into two different segments, stating that the first segment, the executive summary, provided a data dashboard with principal University metrics;

key achievements categorized by student, faculty and institutional achievements; and a narrative in which the universities highlight various significant accomplishments in the areas of (1) Teaching & Learning; (2) Scholarship, Research & Innovation; and (3) Community and Business Engagement. He further noted that the second segment included a comprehensive data set that reports itemized figures of the SUS institutions.

Provost Furton mentioned some of the key university achievements, noting that FIU is among the 100 world's best new universities under the age of 50 according to *Times Higher Education* magazine. He further mentioned that FIU continues to lead as a national role model for educating a diverse student body, noting that the *HispanicBusiness* ranked the University's College of Law 1<sup>st</sup> and the Herbert Wertheim College of Medicine 9<sup>th</sup> in that category.

Provost Furton provided an overview on the data on performance metric scores. He stated that overall, it is expected that the University's performance scoring will gain one point for a total of 35 points. He indicated that until the BOG's final rankings are released, it is only a projection, but anticipates that this score will keep the University among the top 5 institutions in the state.

A motion was made and passed that the FIU Board of Trustees Academic Policy and Student Affairs Committee recommend that the Board of Trustees approve the Florida International University 2013-14 Annual Accountability Report to the Florida Board of Governors.

### **3. New Business**

*No new business was raised.*

### **4. Concluding Remarks and Adjournment**

Committee Chair Cesar L. Alvarez indicated he had joined the call, extending an apology for joining the call late. He then thanked Committee Vice Chair Claudia Puig and President Rosenberg for running the committee meeting in his absence.

With no other business, Committee Chair Cesar L. Alvarez adjourned the meeting of the Florida International University Board of Trustees Academic Policy and Student Affairs Committee on Wednesday, December 10, 2014 at 9:35 a.m.

CS  
12.22.14

**THE FLORIDA INTERNATIONAL UNIVERSITY  
BOARD OF TRUSTEES**

**Academic Policy and Student Affairs Committee**

January 14, 2015

**Subject: Tenure as a Condition of Employment Nominations**

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**Proposed Committee Action:**

Recommend to the Florida International University Board of Trustees the approval of three (3) candidates for Tenure as a Condition of Employment (TACOE).

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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 TACOE nominees had tenure at their previous institutions or have been selected to receive TACOE based on the caliber of their scholarly work.

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**Supporting Documentation:** Tenure as a Condition of Employment Nominees  
Attachment 1 – Tenure as a Condition of Employment  
Nominees’ Bios

**Facilitator/Presenter:** Kenneth G. Furton

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**Florida International University**  
**2014 - 2015 Tenure (as a Condition of Employment) Nominations**

<b>NAME</b>	<b>DEPARTMENT</b>	<b>PROPOSED RANK</b>
<b>College of Arts and Sciences</b>		
Christopher Baraloto	Biological Sciences	Associate Professor
<b>Nicole Wertheim College of Nursing and Health Sciences</b>		
Tami L. Thomas	Nursing	Associate Professor
<b>Robert Stempel College of Public Health and Social Work</b>		
Marcus S. Cooke	Environmental and Occupational Health	Professor

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## **Attachment 1**

**Christopher Baraloto**  
Department of Biological Sciences  
College of Arts and Sciences

Christopher Baraloto received his B.S. in Biology at Florida State University and his M.S. and Ph.D. in Ecology and Evolutionary Biology at the University of Michigan. He was a NSF International post-doctoral fellow at the French National Institute for Agricultural Research (INRA) where he then accepted a position as permanent research faculty. He has also served for ten years as a courtesy faculty member in the Departments of Botany and Biology at the University of Florida.

Professor Baraloto's research focuses on tropical botany, community ecology and conservation. He works in sites across the Amazon and Guiana Shield seeking to understand the factors controlling plant species distributions, and the impacts of global change on forest structure and biodiversity. He has collected more than 5,000 herbarium specimens distributed in collections throughout the world, and he has authored more than 60 peer-reviewed publications. His lab works closely with the French forest service on forest management and reduced impact logging techniques, and he serves as a scientific advisor to committees for natural reserve design and management in French Guiana. Professor Baraloto has taught and mentored students from the USA, France, Brazil and Peru, and he communicates his research results in English, French, Brazilian Portuguese and Spanish. He is joining FIU, after being a research scientist in Community Ecology at INRA-France for the past eight years. Professor Baraloto will be recommended Associate Professor in the Department of Biological Sciences and will also serve as the Director of the International Center for Tropical Botany located at The Kampong in Coconut Grove.

## **Attachment 1**

### **Tami L. Thomas**

Department of Nursing

Nicole Wertheim College of Nursing and Health Sciences

Tami L. Thomas earned a B.S. and M.S. in Nursing and a Ph.D. in Nursing Science with a minor in Epidemiology, all from the University of Florida. In 2006 Professor Thomas began her academic career as Assistant Professor at FIU's College of Nursing and Health Sciences, followed by a two-year appointment on the graduate faculty of the School of Nursing and Medical College of Georgia in Augusta, Georgia. In 2010 she joined the Nell Hodgson Woodruff School of Nursing at Emory University in Atlanta, Georgia where she also served as Pediatric MSN Specialty Coordinator (2012-2014) and Director of the Doctorate of Nursing Practice Program (2014).

Professor Thomas' program of research is focused on culturally specific healthcare interventions to improve Human Papillomavirus (HPV) vaccination rates in underserved populations. She has been at the forefront of advocating HPV vaccination as cancer prevention and a healthcare innovation by using culturally specific approaches to improve HPV vaccine completion. Professor Thomas' total scholarship, manuscripts and presentations to date include over 36 publications, in press or under review (1st author on 18) and a total of 73 invited and/or peer reviewed abstracts at public and scientific meetings presented regionally, nationally and internationally to prestigious organizations. Professor Thomas also co-authored one book chapter, which received the 2014 Winner of the Distinguished Publication Award from the Association for Women in Psychology. Dr. Thomas has conducted nine funded research studies as Principal Investigator including awards from the National Institutes of Health/National Institute of Nursing Research and the Robert Wood Johnson Foundation. All of her grants have been scored and she completed two resubmissions and five proposals in the last 18 months. Currently she has three grants under review, two (R 21) resubmissions and a Patient Centered Outcomes Research Institute grant, for combined funding of approximately \$3 million. Professor Thomas' service extends far beyond the typical academic role and includes service as an Early Career Reviewer for grants managed by the National Institutes of Health, as well as requests to contribute to prevention from the Centers for Disease Control and Prevention, the Robert Wood Johnson Foundation and health promotion initiatives in the Caribbean.



## **Attachment 1**

### **Marcus S. Cooke**

Department of Environmental and Occupational Health  
Robert Stempel College of Public Health and Social Work

Marcus S. Cooke completed a B.S. in Biomedical Sciences at Liverpool Polytechnic, and a M.S. in Molecular Pathology and Toxicology and Ph.D. in Immunochemistry, both at the University of Leicester. After three post-doctoral positions in the fields of UV radiation, antioxidants and oxidative stress, he obtained a lectureship at the University of Leicester. Professor Cooke led one of the foremost groups in the UK undertaking oxidative stress research, specifically DNA damage and repair – from understanding basic mechanisms to application of validated biomarkers and is internationally recognized as a leader in demonstrating the source and significance of a non-invasive biomarker of oxidative stress. In this regard, Professor Cooke continues to chair the EU-funded, European Standards Committee on Urinary (DNA) Lesion Analysis, an international project comprising over 30 labs, the goal of which is to identify important biomarkers for future large-scale human studies.

Professor Cooke has been either principal investigator, or intimately involved, in grant awards totaling approximately £2.8 million. Arising from this funding, he has over 90 publications, the majority of which are peer-reviewed, original data and reviews and in top journals. His record of non-peer-reviewed publications includes 13 book chapters; eight reviews/commentaries; co-editor of one book, guest editor of a special DNA damage edition of *Free Radical Research* with a citation record of 1,218. His expertise is called upon by reviewing for over 52 international journals, and grant reviewing for numerous funding agencies such as the National Institute of Standards and Technology; Engineering and Physical Sciences Research Council; Italian Telethon Foundation; International Union Against Cancer; EU's Innovative Medicine Initiative Joint Undertaking, and French Agence Nationale de la Recherche. Professor Cooke's work has been recognized through a number of awards and scientific memberships including the European Environmental Mutagen Society, Young Scientist Award; MRCPATH, on basis of publication; Diploma from the Polish Ministry of Science and Higher Education; and the Professors' Prize Association for Clinical Biochemistry. The latter prize is awarded by the UK Heads of Academic Departments of Clinical Biochemistry to an individual who has made an outstanding scientific contribution to the field.

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**THE FLORIDA INTERNATIONAL UNIVERSITY  
BOARD OF TRUSTEES**

**Academic Policy and Student Affairs Committee**

January 14, 2015

**Subject: New Program Proposal: Master of Arts in Disaster Management**

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**Proposed Committee Action:**

Recommend to the Florida International University Board of Trustees approval of the Master of Arts in Disaster Management (CIP 43.0302) new program proposal.

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**Background Information:**

The College of Arts and Sciences is proposing to offer a Master of Arts in Disaster Management. The proposed program will offer an advanced degree for managers who are at the forefront of disaster planning, mitigation, and response and recovery operations. The program is designed to develop the next generation of disaster professionals who must possess knowledge across disciplines, including public safety, law and government, public health, communication, public administration, public education etc. Such professionals will influence the community's readiness and preparedness.

The Master of Arts in Disaster Management is not offered anywhere else in the State of Florida. It advances the educational mission of FIU and directly supports institutional goals and Florida's State University System Strategic Planning priorities and accountability measures.

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

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**Supporting Documentation:** Executive Summary: Master of Arts in Disaster Management (CIP 43.0302) New Program Proposal

**Facilitator/Presenter:** Elizabeth Bejar

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**New Degree Proposal: Master of Arts in Disaster Management (CIP 43.0302)**  
**College of Arts and Sciences**

**Executive Summary**

The proposed Master of Arts (MA) in Disaster Management provides an integrated interdisciplinary curriculum which includes policy analysis, methodologies, critical thinking, leadership, problem solving, negotiations, emergency preparedness, planning, disaster management, logistics and humanitarian assistance and coordination. The proposed program will yield a professional degree for students interested in careers in government, international organizations, private-sector corporations, and non-governmental organizations (NGOs). In addition, the program reinforces FIU's mission to achieve excellence in global studies and international understanding. Housed within the School of International and Public Affairs (SIPA), this 30-credit, 12-month cohort program builds on the combined efforts of Florida International University's internationally-oriented departments, centers, institutes and programs and features a distinguished interdisciplinary faculty who are knowledgeable and experienced in disaster studies.

Situated in a global city, FIU caters to the academic needs of students from all over the world. Natural disasters know no borders. In a catastrophic disaster, there is a real need for educated professionals who can provide on-site disaster command and control, interface with local, state and federal leaders, manage multi-million dollar projects, and implement disaster preparedness measures. Disaster managers are at the forefront of planning, mitigation, and response and recovery operations. Successful disaster managers possess knowledge across disciplines, including public safety, law and government, public health, communication, public administration, public education and many more. Professionally trained disaster managers are also important because they influence the readiness of a community and strengthen a culture of preparedness. In the end, an experienced, knowledgeable disaster manager can be credited with saving lives, reducing suffering and protecting property. The genesis of this program is to develop the next generation of disaster professionals who possess the academic tools to meet the ever-challenging aspects of disaster management.

The proposed program is consistent with the current State University System (SUS) Strategic Planning Goals, as well as the distinctive mission of FIU. First, in relation to the Teaching and Learning goal, the proposed program strengthens the excellence and reputation of academic programs by creating a high-quality program for existing career professionals in the field, for those seeking employment opportunities in this rapidly expanding profession, or for those

simply interested in this field as a first career choice. Moreover, FIU would be the only university in the State of Florida offering a graduate program of this kind, making it an attractive academic and affordable choice for residents, out-of-state students, and international students. Second, in relation to the Scholarship, Research and Innovation goal, the proposed program increases collaboration within the university community and fosters partnerships with NGOs and federal, state and local disaster response and non-state agencies in the area. Based on an interdisciplinary curriculum, the program bridges relationships within the College of Arts and Sciences, Herbert Wertheim College of Medicine, and the Robert Stempel College of Public Health and Social Work. Lastly, in relation to the Community and Business Engagement goal, the proposed program would increase the percentage of graduates who would continue their education and would assist with career advancement. Because South Florida is home to dozens of first responder agencies (fire, EMS and law enforcement), the U.S. Southern Command, Homestead Air Force Base and Key West Naval Station, the addition of this graduate program provides an avenue for working professionals to attain a graduate degree related to their occupation and to attain career advancement within their organizations. The program also provides a viable alternative to FIU's undergraduate students looking for new career options. According to the U.S. Bureau of Labor, homeland security/disaster management represents the fastest growing federal government job segment with a 42 percent job growth rate through 2016. The employment growth rate for disaster management specialists in the private sector is projected at 22 percent through 2016.

Implementation Timeframe	Projected Enrollment	
	HC	FTE
Year 1	25	23.43
Year 2	30	28.12
Year 3	34	31.87
Year 4	39	36.56
Year 5	45	42.18

Projected Program Costs				
E&G Cost per FTE	E&G Funds	Contract & Grants Funds	Auxiliary Funds	Total Cost
0	0	0	\$296,256	\$296,256
0	0	0	\$339,736	\$339,736

**THE FLORIDA INTERNATIONAL UNIVERSITY  
BOARD OF TRUSTEES**

**Academic Policy and Student Affairs Committee**

January 14, 2015

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

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**Proposed Committee Action:**

Recommend to the Florida International University Board of Trustees approval of the Master of Science in Cybersecurity (CIP 11.1003) new program proposal.

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**Background Information:**

The College of Engineering and Computing is proposing to offer a Master of Science in Cybersecurity. The proposed program will offer a broad and in-depth technical study of the ever-changing landscape of cybersecurity to address the critical security needs facing our nation and the world today. It will prepare graduates to advance into a PhD program or assume leadership positions in the information technology industry which are in high demand according to the U.S. Bureau of Labor, which projects employment of computer system analysts to grow 25 percent from 2012 to 2022.

The Master of Science in Cybersecurity will leverage State University System (SUS) resources by allowing students to take appropriate elective courses from other SUS institutions. As a graduate STEM degree, this program advances the educational mission of FIU and directly supports institutional goals and Florida's SUS Strategic Planning priorities and accountability measures.

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

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**Supporting Documentation:** Executive Summary: Master of Science in Cybersecurity (CIP 11.1003) New Program Proposal

**Facilitator/Presenter:** Elizabeth Bejar

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**New Degree Proposal: Master of Science in Cybersecurity (CIP: 11.1003)**  
**College of Engineering and Computing**

**Executive Summary**

The College of Engineering and Computing at Florida International University is proposing to offer a Master of Science degree in Cybersecurity. This 30-credit interdisciplinary Science, Technology, Engineering, and Math (STEM) program will provide broad and in-depth technical study of the ever-changing landscape of cybersecurity, enabling its graduates to address the critical security needs facing our nation today. Designed for students with a Bachelor's degree in Computer Science, Computer Engineering, Information Technology, or a related discipline, the program aims to develop the skills needed for employment in the information technology industry or to advance further graduate study into a PhD program. The program's five core courses will offer three complementary perspectives: (1) a practical, hands-on study of current "best practices" in cybersecurity, along with their limitations; (2) a study of the principles of the growing science of cybersecurity; and (3) a study of the broader human context of cybersecurity, including social, economic, and policy aspects. Elective courses will provide the opportunity for students to pursue one or more areas of interest.

The program will be offered jointly by the School of Computing and Information Sciences and the Department of Electrical and Computer Engineering, complementing their existing graduate programs in Computer Science, Information Technology, Telecommunications and Networking, Electrical Engineering, and Computer Engineering. The program will be delivered using traditional face-to-face teaching on the FIU main campus, allowing important hands-on laboratory experience. The program will also leverage State University System (SUS) resources by allowing students to take up to two appropriate elective courses from other SUS offerings (such as the new online Cybersecurity program of the University of South Florida).

The program will directly support SUS goals in Teaching and Learning, specifically advancing the strategic priority of increasing the number of graduate STEM degrees in the critical area of cybersecurity. It will also directly support SUS goals in Community and Business Engagement by increasing the community workforce in this area; within this context, the program will indirectly support SUS goals in Scholarship, Research, and Innovation through its innovative curriculum which will focus on the key concepts and technologies needed to address the significant challenges of cybersecurity.

There is a growing international/national concern about cybersecurity, with continual stories in the press about massive security breaches, the critical shortage of skilled cybersecurity professionals (particularly in South Florida), and the high salaries that cybersecurity professionals command. Specifically, Florida's status as a major gateway of international banking, trade, and tourism makes cybersecurity critical to the economic development and welfare of the state. For these reasons, we expect the program to appeal to a large body of students, and both new graduates in computing-

related disciplines and skilled professionals in South Florida, including those in the FBI, CIA, Secret Service, and U.S. Southern Command.

Direct evidence of student demand for this program was demonstrated by an anonymous electronic survey of our students and alumni, which yielded 253 responses in a single weekend; of these responses, 82 percent indicated potential interest in enrolling in the program. The survey also asked students about the preferences for program delivery. According to the U.S. Bureau of Labor, employment of computer systems analysts is projected to grow 25 percent from 2012 to 2022, faster than the average for all occupations. They are likely to enjoy excellent job prospects, because many companies report difficulties finding these highly skilled workers.

Implementation Timeframe	Projected Enrollment		Projected Program Costs				
	HC	FTE	E&G Cost per FTE	E&G Funds	Contract & Grants Funds	Auxiliary Funds	Total Cost
<b>Year 1</b>	42	23.63	16,885	399,000	0	0	399,000
<b>Year 2</b>	46	25.88					
<b>Year 3</b>	53	29.81					
<b>Year 4</b>	57	32.06					
<b>Year 5</b>	63	35.44	11,258	399,000	0	0	399,000

**Reports:**

Combined Academic Affairs Regular Reports

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

**A. Unit Reports**

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

**I. UNDERGRADUATE EDUCATION REPORT**

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**1. Course Early Alert System**

Identifying students who exhibit behaviors that put them at risk of failing a course (such as not attending class, not completing assignments and performing poorly on quizzes and tests) early in the semester and intervening with those students significantly reduces their chances of failing the course.

Beginning in January 2015, the new Early Alert System will be introduced for all undergraduate courses at FIU. Through alerts in the courses' online rosters, faculty will easily recognize students who are falling behind and may enter additional notes. These alerts will automatically appear in the My\_eAdvisor dashboard of the students' advisors who will then reach out to the students to see if a problem exists and to make appropriate interventions. This new Early Alert System will help with critical early retention and improve our 1st to 2nd year retention, which is a metric that is measured by the Board of Governors.

**2. Improving Performance in Gateway Courses**

Phase II of the national award winning Graduation Success Initiative (GSI) focuses on removing barriers and adding supports for students' paths to on-time graduation in their respective major. Seventeen gateway courses have been identified that have high enrollment ( $\geq 1,600$ ), high failure rate ( $\geq 13\%$ ), or high impact (good predictor of dropping out). These 17 courses had over 41,000 enrollments in 2012-2013 and will receive special attention to ensure student success.

FIU was one of only seven universities to be awarded a \$225,000 Transformational Planning Grant as part of the program administered by the Coalition of Urban Serving Universities (USU) and the Association of Public Land-Grant Universities (APLU) funded

by the Gates Foundation. FIU has applied for and expects to receive an additional \$50,000 Technical Assistance Grant. The FIU project is entitled “University Transformation through Teaching (UT3),” and it focuses on creating a multi-year plan to improve teaching and learning in these 17 gateway courses.

Work proceeds on many fronts related to improving the performance of these courses. For example, 270 different individuals teach the 17 targeted gateway courses. Eighty of these individuals (30%) are participating in Course Design Institutes that are facilitated by the Center for the Advancement of Teaching (CAT). CAT has also initiated regular meetings of the department Chairs of the 17 courses. CAT is also taking teams from these courses to national conferences on gateway course re-design. Finally, a University Teaching Initiatives Coordinating Council has been initiated that brings together leaders of major teaching initiatives on campus, such as GSI, CAT, Title V, STEM Transformation Institute, Global Learning, FIU Online, Strategic Plan, and Faculty Senate.

## **II. GRADUATE EDUCATION REPORT**

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### **1. UGS Awards Recruitment Enhancement Funds to Doctoral Programs**

The University Graduate School (UGS) has launched a program to enhance the recruitment of doctoral students for our programs. Twenty-one graduate programs will receive up to \$10,000 each in academic year 2014-15 to be spent toward their recruitment efforts. The purpose of the recruitment enhancement initiative is to engage graduate programs in developing and implementing comprehensive and strategic recruitment plans that cater to their specific program and discipline needs. Recruitment funds are awarded through an annual competitive process to the programs that present the most efficient, well-planned, strategic recruitment plans. Programs often use recruitment funds to target promising Presidential Fellows and top-quality Ph.D. students, to host recruitment events with local industries and employers, to purchase mail/email lists, and to host open houses and other on-campus recruitment events. All awards made by UGS are matched by the programs’ colleges or schools. Programs receiving these funds are required to submit end-of-year reports documenting all of their recruitment activities. Program directors have attested to the positive impact of these awards in prior years; last year alone, approximately half of the programs that were awarded the funds demonstrated a significant increase in number of applicants. Ten of the doctoral programs that were awarded recruitment enhancement funds experienced a growth in applications of 15% or higher. Geoscience applications grew by 200% and Biomedical Sciences, Modern Languages and Biochemistry grew by 138%, 112% and 95% respectively.

### **2. FIU Leads Creation of Doctoral Advisor Training Program**

FIU is one of six universities in the U.S. participating in the development of a new program to support doctoral advisors. Created by Epigeum, a learning research enterprise from the UK, this transformational online training program will meet the growing need to support Ph.D. supervisors. Known as “Advising Doctoral Students,” the program will contain eight, 30-minute interactive online courses, with an additional 20 hours of optional personalized portfolio learning. FIU will collaborate with the University of Michigan, Kansas State University, University of California San Diego, Oregon State University, and Western Michigan University. The final version of the online training is expected to be

released in 2015. Modules will include: i) Doctoral context and the contemporary Ph.D.; ii) attracting the best Ph.D. candidates; iii) setting students on the right course; iv) managing progress of students; and v) expectations and examinations. These modules will empower FIU to deliver a world-class online training program to members of the graduate faculty to help them in the supervision of doctoral students.

### **III. ENGAGEMENT REPORT**

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#### **1. U.S. Coast Guard Partnership**

In November, FIU signed a Memorandum of Agreement with the U. S. Coast Guard (USCG) to collaborate on numerous initiatives, including expanding career options, mentorship and internship opportunities for FIU students. The agreement is designed to optimize the Coast Guard's outreach and engagement efforts, maximize opportunities for FIU students within the Coast Guard's overall civilian and military officer recruitment effort and provide new research opportunities for FIU and the Coast Guard to explore. This agreement will also assist FIU by providing tuition-saving choices and academic options and solutions for FIU professors and students. Seeking to fully embed the partnership into both organizations, FIU will identify advisory councils and boards for USCG leaders to serve on. The partnership was spearheaded by Irma Fuentes of the Civil Engineering Unit (CEU) Miami, who has worked extensively with local high schools and colleges to expose underprivileged minority students to the Coast Guard's world of work. The USCG's Executive Champion for this initiative, Rear Admiral Peter Brown, Asst. Commandant for Response Policy (CG-5R), and also the Commander of Seventh Coast Guard District, Rear Admiral Jake Korn, are committed to ensuring this initiative serves as the benchmark for future engagements with other strategically located minority serving Institutions. FIU has graduated three students through the USCG scholarship program, College Student Pre- Commissioning Initiative (CSPI), and currently has three CSPI students enrolled. The program provides up to two years of tuition, fees and books and offers students the chance to attend Officer Candidate School (OCS) upon graduation.

#### **2. One Community One Goal Academic Leaders Council (ALC)**

FIU is leading a coalition of Miami's major educational entities - Barry University, Florida Memorial University, Miami Dade College, Miami-Dade County Public Schools, St. Thomas University and the University of Miami – to build and sustain a globally competitive educational ecosystem. Supporting the targeted industry sectors identified through One Community One Goal, the Academic Leaders Council is hosting results-oriented dialogues between academic and industry leaders to identify strengths and opportunities and uncover gaps between current curriculum and industry needs. The Trade and Logistics taskforce dialogues with ALC members have resulted in the development of FIU's first trade and logistics day with participation of nearly 100 students and guests. Additionally, the industry is offering to mentor the development of student groups focused on trade and logistics at each of the ALC higher education institutions. The ALC convened a creative design taskforce in November where a variety of ideas were elicited including guest teaching opportunities for local designers, design incubators and accelerators and business incentives for guaranteed local internship and job placements. The ALC will convene in Spring 2015 with the remaining target industries:

banking and finance, information technology, life and health sciences, hospitality and tourism and aviation.

### **3. Royal Caribbean Cruise Lines (RCL) Partnership**

Our innovative public-private partnership with the renowned global cruise vacation company will advance unprecedented experiential learning and research opportunities for university students and faculty while supporting the corporation's goals in talent preparation and recruitment. The partnership will offer hands-on experiences for students and faculty from FIU's College of Architecture and the Arts and the Chaplin School of Hospitality and Tourism Management, including paid internship opportunities; a state of the art facility for RCL production training on FIU's Biscayne Bay Campus; customized curricula in areas such as technical theatre, sound design, lighting technology and stage management, as well as classes in cruise line operations and management in the Chaplin School of Hospitality and Tourism Management and guest lectures by RCL leadership and an RCL-led master class. Experiential learning tours of RCL ships and corporate facilities will give students first-hand experience of shipboard back office operations, logistics and shipboard theaters and productions, as well as corporate logistics and operations in land-based facilities. FIU faculty and students will also have access to RCL customer data to annually engage in at least eight research projects, including predictive analytics, related to RCL's business operations.

## **IV. ENROLLMENT SERVICES REPORT**

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### **1. University Enrollment**

As of November 24<sup>th</sup>, 2014, 52,938 students have enrolled in courses for the fall 2014 term. This represents a 3.00% or 1,531 student increase as compared to fall 2013 enrollment of 51,407. In addition, the Full Time Equivalent (FTE)s have increased by 1.03% or 131.70, from 12,801.50 FTEs in fall 2013 to 12,933.20 in fall 2014.

For the academic year 2014-15, enrolled First Time in College (FTIC)s increased slightly and the final report of FTIC enrollment was 3,020, which is 27 students over fall 2013. In early December an email communication was sent to all new undergraduate students who completed their first fall term at FIU. The message encouraged them to stay on track and use the various support systems we have available to them. Fall 2014 enrolled FTIC students represent 426 high schools from 47 states and 44 countries. FTIC students have an average Grade Point Average (GPA) of a 3.91. In addition, the average SAT score of enrolled students is 1680 and average ACT of 25. New FTIC students matriculated for spring is up by 52 students as compared to last year. FTIC spring new student orientation began November 14 and we are currently flat with respect to the number of students who have enrolled in classes. On-going communication is taking place through phone calls and emails cultivating relationships with admitted and matriculated students to finalize the enrollment process.

Fall 2014 enrolled transfer students has increased by 42 students from 5,630 to 5,672. Orientation and registration for new transfer students for Spring 2014 began on November 13 and 318 students registered in the first four days. This is down 6 students from spring



2014. Over all for the academic year transfer students are still up .77% from last year and 1.80% from two years ago.

## **2. Financial Aid**

Final 2013-2014 aid disbursed totaled \$453.8 million to 39,872 students, a 6% increase as compared to \$427 million to 38,093 for 2012-2013. Federal Pell grant recipients and dollars continue to grow. For 2013-2014, a total of 21,513 students received \$83.3 million, a 7% increase as compared to 20,701 students who received \$77.8 million for 2012-2013. As of November 21, 2014, for Fall 2014, \$194.6 million has been disbursed to 32,909 students.

Financial Aid staff have presented important financial aid information academic advisors need to know through the Council of Undergraduate Academic Advisors this semester. We continue to publish the “Financial Aid Tip” as part of the *FIU Parent and Family Newsletter*. This enables us to pass along important and timely financial aid information to our Panther parents.

## **3. OneStop**

OneStop Enrollment Services is dedicated to providing centralized and efficient customer service through prompt, practical and reliable information. Committed to the success of our students, OneStop strives to provide individualized service that meets the needs of all students in an inviting and friendly environment. OneStop provides assistance with transcripts, enrollment verifications, adding and dropping courses, establishing residency, general financial aid questions, student case resolution and any other enrollment related questions.

The department is currently composed of 10 full-time staff members and 10 part-time staff members. In the past year the office improved service to students by adding scanners to the front counter to optimize the work flow of documents. During the fall 2014 semester, the office has already scanned over 5,200 documents to facilitate petitions and enrollment transactions. New communication strategies have been created to better facilitate student enrollment and payment processes. These strategies have resulted in a decrease in the number of students cancelled for non-payment and an increase in the number of students taking advantage of multi-term registration. Phone calls and online chats continue to be a popular way to assist our student population. As of November 21, 2014, OneStop has handled over 14,000 calls and 1,200 online chats for the fall semester. The OneStop website was redesigned for a more student-centered approach to view all areas of Enrollment Services and Student Financials and has received over 165,000 visits to the website during the fall semester. Furthermore, in cooperation with Undergraduate Education, the office implemented MyCourseScheduler to help students maximize their course scheduling options. This tool was launched on November 3<sup>rd</sup> and has already been utilized over 9,733 times by 6,186 students in only three weeks. In addition, OneStop has been working to increase interdepartmental trainings and create a division-wide knowledge base.

## **V. INFORMATION TECHNOLOGY REPORT**

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### **1. Legislative Budget Request approved for SSERCA**

The Board of Governors approved a \$6.9 million legislative budget request for the Sunshine State Education and Research Computing Alliance (SSERCA) Collaborative-Research-Big Data Infrastructure. The approved dollars will be used to build statewide infrastructure to support collaborative research amongst six State University System (SUS) member institutions (University of Florida, Florida State University, University of South Florida, University of Central Florida, Florida International University and Florida Atlantic University) and one non-SUS member (University of Miami). This infrastructure will allow researchers to be more competitive in their research activities and in obtaining external funding. The funding includes a one-time amount of \$1.2 million for FIU's Division of Information Technology (DoIT) to build its research storage system and a \$60,000 recurring annual maintenance contract at each of the six institutions. In addition, these dollars will fund the recurring annual salary of \$91,000 for one staff member at each of the six institutions to support the use of the service.

### **2. Cybersecurity Leadership and Innovation Award**

FIU's Division of Information Technology (DoIT) was awarded the Center for Digital Government's 2014 Cybersecurity Leadership and Innovation Award in the Education Category. The Cybersecurity Leadership and Innovation Awards program recognizes the commitment of state and local government, education and healthcare organizations to keep confidential data secure despite the growing number of threats. FIU was recognized for the DoIT's efforts in tackling data loss prevention on an enterprise level with McAfee's ePolicy Orchestrator. The DoIT strengthened the University's security system to better protect sensitive data and information resources. As part of the "University Security Enhancement Strategy," this phase of the project involved deploying the update of the McAfee ePolicy Orchestrator. In addition, FIU was also recognized for the DoIT's secured wireless network which supports more than 30,000 bring-your-own-devices (BYODs) on a daily basis.

### **3. Secure Access for Everyone Grant**

The Division of Information Technology (DoIT) received a \$300,000 grant from the National Science Foundation (NSF) to leverage the University's existing identity management capabilities and to create new custom identity management portals, which will facilitate collaboration of FIU faculty and students and access to campus resources by using their own campus credentials without having to go through any account provisioning process. This will enable our faculty and students to effortlessly collaborate with their colleagues throughout the world. Secure Access for Everyone (SAFE) is a federated identity and access management system that leverages and enhances campus Cyberinfrastructure (CI) in order to support trusted collaboration and sharing of computer and data resources that is now essential for multi-institutional scientific research collaborations. This creates an Identity and Access Management (IAM) infrastructure that aids with easy access to campus (CI) resources for local, state, regional and national researchers.

## VI. RESEARCH REPORT

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### 1. External Grant Award Performance

For the period between July 1 and October 31, 2014, researchers received awards exceeding \$35.3M, a 3.8% increase when compared with the same period last fiscal year. Notable increases include the College of Arts and Sciences (16.6%), the College of Education (11.2%), the College of Engineering and Computing (6.9%), the Herbert Wertheim College of Medicine (15.6%), and the Robert Stempel College of Public Health and Social Work (62.2%). Within the College of Arts and Sciences, the Center for Children and Families, the International Forensic Research Institute, the Latin American and Caribbean Center and the Metropolitan Center all experienced increases during this period. Noteworthy grants received include \$399,978 from the US Nuclear Regulatory Commission for the FIU Nuclear Fellowship Program and \$588,033 from the National Institute on Drug Abuse for an intervention program for teens with Attention Deficit Hyperactivity Disorder (ADHD).

### 2. Scientific Impact and Discovery

FIU Psychologist Eliza Nelson measured handedness in infants, and her findings suggest advantages to having consistent hand preferences as an infant. The findings, published in the journal of *Developmental Psychology*, revealed that infants who exhibit a consistent right hand preference are more likely to develop advanced language skills by age two. Results showed children who had clear early hand preference performed better on language skills tests than those who did not develop handedness until toddlerhood. Those who were inconsistent in their hand use as infants, but developed a preference for the left or right hand as toddlers, had language scores in the typical range for their age.

FIU's Cognitive Neuroscience and Imaging Center (CNIC) hosted the Miami Brainhack Conference, where researchers from across the globe gathered to work together on innovative projects related to neuroscience. The Miami Brainhack focused on open small-group sessions where attendees analyzed brain imaging data and developed tools and resources for data to be shared across labs. More specifically, the group at FIU worked on developing data processing pipelines from functional Magnetic Resonance Imaging (fMRI), a neuroimaging procedure using MRI technology that measures brain activity based on blood flow—making sure data gets from point A to point B without any serious flaws in the analyses—by moving all of their data processing to FIU's high performance computing environment. Brainhack structured activities onsite based on the interests of the community to encourage active participation and interaction among attendees. Research areas included task-based fMRI, resting state fMRI and diffusion imaging among others. Participants from several cities in the United States including, Washington D.C., New York City, Boston, and Ann Arbor— as well as international sites from Canada and Brazil — were able to take part in the regional event. FIU and UM researchers collaborated onsite while exchanging ideas via video conferencing with researchers worldwide.

Twice this fiscal year, NASA has gone to the bottom of the sea for seven and nine day respectively, missions at the FIU Aquarius Reef Base. Four astronauts participated in NASA's Extreme Environment Mission Operations 18 and 19 (NEEMO), conducting activities on the ocean floor that will inform future International Space Station and exploration activities. These studies provide information that correlates directly to life

aboard the space station, where crew members must frequently perform critical tasks that present constraining factors similar to those experienced in an undersea environment. The missions also investigate tools to help astronauts learn new procedures while in flight, using a combination of text, pictures, and videos to instruct the crew on how to perform a task that it was never trained on. Additionally, NASA welcomed students from FIU's School of Journalism and Mass Communication to report on the mission.

FIU professor Jon Comer is leading the way in telemedicine for mental health disorders. Comer, director of the Mental Health Interventions and Technology Program at FIU's Center for Children and Families, and his team are developing technology-based solutions to the treatment of mental health problems, and exploring ways to provide highly specialized therapy to families remotely. They are specifically looking at internet-delivered therapy for children with obsessive-compulsive disorder (OCD) and other disruptive behavior disorders.

### **3. Division of Research (DoR) Initiatives**

DoR is developing the FIU TechHub of the Americas (FTHA), which will provide the infrastructure and services for coordinated economic development and incubation activities at FIU. Initially to be located at the MARC Building, FTHA will serve as the foundation for coordinating and synchronizing FIU's economic development activities, including technology transfer, entrepreneurship, and support for the formation of startup companies. We are finalizing the details with a consultant who will work with the FTHA Steering Committee on creating a plan for the implementation of the FTHA. The FTHA will be providing a unique environment to accelerate technology startups by nurturing an international network of like-minded and focused tech entrepreneurs, and providing places where they can work, meet, collaborate, and network. A major focus of FTHA will be to drive innovation and economic development in the Americas by serving as a facilitating bridge for commercialization and entrepreneurship in the Americas. We expect FTHA to create alliances with partners in the Latin American region such as the Research & Innovation Technology Park (PIIT) in Monterrey, Mexico. Other University partners include the Pino Entrepreneurship Center, the Discovery Lab in the School of Computer Science, and the College of Business Small Business Development Center (SBDC). The FTHA will create incubation programs that will help local, early-stage companies develop into financially stable enterprises by providing tools, training, infrastructure and partnerships with FIU's research and entrepreneurship capabilities.

## **VII. STUDENT AFFAIRS REPORT**

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### **1. "It's On Us" Campaign**

FIU is participating in the national "It's On Us" Campaign. The White House initiative is intended to help end sexual assault on college campuses. A committee was formed in the Division of Student Affairs, which includes students and staff. The campaign committee created flyers, large-scale print and digital banners, pins, napkin cards, coffee sleeves, floor decals, t-shirts, and social media posts to bring attention to the matter. The committee also partnered with over 30 academic units and student groups to expand its messaging and audience reach. There have been 546 views on the "It's On Us" website; 1,300 views of the *FIU News* story about the campaign; and plans to record our own "It's On Us" PSA with FIU student leaders. The national PSA was read during breaks at FIU

football games throughout the home season. To keep the momentum going, the committee will re-launch the campaign again in the Spring semester.

## **2. Student Food Pantry Opens**

A food pantry to serve students with food needs was opened under the supervision of Student Affairs during the Fall semester. The pantry was created and is supported by the Center for Leadership and Service and students from the Greek Academy of Leaders program. Staff and students work collaboratively to collect donations, sort inventory, and manage the distribution process. They also work in conjunction with other University efforts that support students in need, which help to connect those students to the resources of the pantry. The pantry opened in October for two days a week. Students can seek assistance from the pantry during the hours of operation and can take up to 10 pounds of food per week. The pantry is stocked thanks to the generosity of students and employees who host food drives in their clubs, organizations, and departments.

## **3. Fall Career Fairs Set Record Numbers**

Employer recruitment for on-campus visits is a critical function of Career Services, and this past Fall semester, the department was successful in executing several important employer initiatives. These included organizing and implementing career fairs at Modesto A. Maidique Campus and the Biscayne Bay Campus, with 206 employers and 1,902 students participating. The number of students and employers, most of which were large corporations and federal government agencies, were both new records for FIU. The overwhelming feedback from employers was that they were impressed with the turnout and quality of our students, and many of them expressed interest in returning for the Spring fair, scheduled for February 9.

## B. Key Performance Indicators

Academic Quality				
	2013-14 Actual	2014-15 Goal	2014-15 Projected	OT (On target) BT (Below target) AT (Above target)
Avg. SAT Score (for 3 subtests)	1714	1700	1,674.93	BT
Avg. High School GPA	3.83	3.85	3.9	AT

Return on Investment				
	2013-14 Actual	2014-15 Goal	2014-15 Projection	OT (On target) BT (Below target) AT (Above target)
Graduate Degrees Awarded	3,610	3,633	3,467	BT
Percent of Graduate Degrees in STEM	17.7%	16.6%	18%	AT
Percent of Bachelor's Degrees in STEM	16%	16.25%	16%	BT
Percent of Bachelor's Graduates Employed Full-time or Continuing their Education One Year After Graduation	77%**	67%	77%	AT

\*Focus for all programs has shifted from master's to doctoral enrollment, hence the reduction in the target number for 2014-15.

\*\*2012-13 bachelor's graduates. (Note this metric now includes non-Florida employment data.)

Return on Investment				
	2013-14 Actual	2014-15 Goal	2014-15 Projected	OT (On target) BT (Below target) AT (Above target)
Total Research Expenditures (\$M)*	\$126.44	\$132.76	\$132.76	OT
Science & Engineering Research Expenditures (\$M)*	\$89.58	\$94.26	\$94.26	OT
Science & Engineering R&D Expenditures in Non-Medical/ Health Sciences (\$M)*	\$82.35M	\$86.46	\$86.46	OT
Percent of Research Expenditures Funded from External Sources*	70%	66%	66%	OT
Patents Issued	4	3	3	OT
Licenses/Options Executed	3	3	3	OT
Licensing Income Received (\$M)	\$0.05	\$0.03	\$0.03	OT
Number of Start-up Companies	2	1	1	OT

\*Estimates provided by the Division of Research; final numbers pending NSF report of January 2015.

<b>Operational Efficiencies</b>				
	2013-14 Actual	2014-15 Goal	2014-15 Projected	OT (On target) BT (Below target) AT (Above target)
FTIC Graduation Rates				
In 4 years (or less)	23% 24%*	25%	27%	AT
In 6 years (or less)	53%*	54%	56%	AT
AA Transfer Graduation Rates				
In 2 years (or less)	22%*	21%	21%	OT
In 4 years (or less)	64%*	63%	64%	AT
Percent of Bachelor's Degrees Without Excess Hours	71%	71%	71%	OT
Average Time to Degree (for FTIC)	5.6 yrs. 5.5 yrs.	5.5 yrs.	5.5 yrs.	OT

\* Preliminary rates.