



FLORIDA INTERNATIONAL UNIVERSITY

BOARD OF TRUSTEES

FULL BOARD MEETING

Wednesday, June 3, 2015

2:00 pm **approximate start time*

Florida International University
Modesto A. Maidique Campus
MARC International Pavilion

AGENDA

- | | |
|---|------------------------------|
| 1. Call to Order and Chair's Remarks | Chairman Albert Maury |
| 2. Election of Officers | Albert Maury |
| 3. Foundation Report | Thomas M. Cornish |
| 4. Public Appearances | Albert Maury |
| 5. President's Report | Mark B. Rosenberg |
| 6. Action Items – Consent Agenda | Albert Maury |
- BT1. Minutes, March 26, 2015
 - FA2. Proposed 2015-16 Fixed Capital Outlay Budget
 - FA3. Request for Approval of Florida International University's 2016-17 Fixed Capital Outlay Legislative Budget Request, Consisting of the five-year Capital Improvement Plan
 - FA4. Amendment of University Traffic and Parking Regulation
 - AP1. Tenure Nominations
 - AP2. Program Termination for Executive Master of Taxation
 - AP3. New Program Proposal: Bachelor of Arts in Latin American and Caribbean Studies
 - AP4. New Program Proposal: Master of Science in Marketing
 - G1. Approval of the Amendment to the Bylaws of the Florida International University Research Foundation, Inc.

7. Action Items

FA1. Proposed 2015-16 Operating Budget

Sukrit Agrawal

- A. University and DSO Operating Budgets
- B. Amendment to Tuition and Fees Schedule Regulation
- C. Tuition for Market Rate Programs, 2016-17 Academic Year

G2. University and President's Performance Goals, 2015-16

Mark B. Rosenberg

8. Status Reports, Board Committees

- Finance and Audit Committee Report

Sukrit Agrawal

- Academic Policy and Student Affairs Committee Report

Cesar L. Alvarez

- Health Affairs Committee Report

Jose J. Armas

- Governance Committee Report

Albert Maury

9. New Business *(If any)*

Albert Maury

10. Concluding Remarks and Adjournment

Albert Maury

The next Full Board Meeting is scheduled for Thursday, September 10, 2015

Date: June 3, 2015

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

Proposed Board Action:

Approval of Minutes of the Florida International University Board of Trustees, Full Board meeting held on Thursday, March 26, 2015 at the FIU, Modesto A. Maidique Campus, Graham Center Ballrooms.

Background Information:

Board members will review and approve the Minutes of the Florida International University Board of Trustees, Full Board meeting held on Thursday, March 26, 2015 at the FIU, Modesto A. Maidique Campus, Graham Center Ballrooms.



**FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES
FULL BOARD MEETING
MARCH 26, 2015
MINUTES**

1. Call to Order and Chair's Remarks

Chair Albert Maury convened the meeting of the Florida International University Board of Trustees at 2:03 p.m., on Thursday, March 26, 2015, at the Modesto A. Maidique Campus, Graham Center Ballrooms, Miami, Florida.

The following attendance was recorded:

Present:

Albert Maury, *Chair*
Sukrit Agrawal
Cesar L. Alvarez
Jorge L. Arrizurieta
Alexis Calatayud
Mayi de la Vega
Gerald C. Grant, Jr.
Natasha Lowell
Justo L. Pozo
Kathleen L. Wilson

Excused:

Jose J. Armas
Marcelo Claure
Claudia Puig

Chair Maury announced the passing of Trustee Emeritus R. Kirk Landon and requested a moment of silence.

Chair Maury welcomed all Trustees, University faculty and staff. He reported that the Florida Board of Governors (BOG) appointed Natasha Lowell and Justo L. Pozo to the FIU Board of Trustees, replacing Michael M. Adler and Robert T. Barlick, Jr. Chair Maury noted that Trustee Lowell is a Senior Vice President at Gibraltar Private Bank & Trust in private banking, adding that she has more than 30 years of experience in the banking industry. Chair Maury stated that Trustee Pozo is an FIU alumnus and the immediate past chairman of the University's Foundation Board, adding that he is Chairman of Pozo Capital Partners, LLC with over 30 years of experience in the healthcare industry.

Chair Maury noted that because Mr. Adler was not reappointed to serve another term on the Board of Trustees, a vacancy in the Board's Vice Chair position exists. He added that the Board's Bylaws provide that the Board elect a Board Chair and Board Vice Chair at the last regularly scheduled

meeting of the fiscal year. He requested that the Board appoint an interim Vice Chair and adhere to the Bylaws and conduct the election of Board Chair and Vice Chair at the next regularly scheduled meeting in June for 2-year terms to begin July 1, 2015. He stated that as the longest serving Board member, Trustee Claudia Puig can provide the leadership and dedicated service that is needed in a time of transition.

A motion was made and passed that the FIU Board of Trustees adhere to the Bylaws and conduct the election of Board Chair and Vice Chair at the next regularly scheduled meeting in June, and to appoint Trustee Claudia Puig as interim Vice Chair.

Chair Maury then thanked the members of the FIU Board of Trustees who traveled to Tallahassee for FIU Day with the delegation of students, administrators, and faculty to advocate for the University's legislative priorities.

2. Foundation Report

Senior Vice President, University Advancement and CEO, FIU Foundation Inc. Howard R. Lipman provided the Foundation Report. He announced that the Foundation Board welcomed two new Directors, Mr. Kenneth M. Bloom and Mr. Andre Teixeira. He presented an update on the Next Horizon fundraising campaign, stating that as of March 26, 2015, \$36.7 million has been raised towards the \$53 million goal. He added that the Foundation's investment portfolio totaled approximately \$242.4, down an estimated 1.6% month-to-date through March 12th.

3. Public Appearances

United Faculty of Florida (UFF) – FIU, MMC President Teresa Lucas addressed the Board to speak in support of the Ratification of Memorandum of Understanding between FIU and the UFF – FIU Chapter. She noted that the UFF continues to engage in collective bargaining participating in interest-based negotiations, which focus on interests while fostering discussion and collaboration.

4. President's Report

University President Mark B. Rosenberg reported on recent University events, noting that the President of the United States of America Barack Obama addressed the FIU community during a nationally televised town hall on immigration. He added that FIU welcomed Mayor Carlos A. Gimenez for the 2015 State of the County Address, stating that the University also hosted a reception for Congressman Carlos Curbelo, Representative for Florida's 26th Congressional District. He further noted that FIU and Royal Caribbean Cruises Ltd. unveiled a 130,000-square-foot, state-of-the-art rehearsal and production studio at the University's Biscayne Bay Campus.

President Rosenberg reported that FIU and the Creative Class Group joined forces to launch the FIU-Miami Creative City Initiative, a project to harness creative and entrepreneurial forces that can help accelerate greater Miami's transformation into a creative economy. He stated that FIU entered into a collaborative agreement with the U.S. Hispanic Chamber of Commerce to promote research, economic development and advocacy. He further noted that nearly 1,300 students from FIU provided managerial and logistical support at the 2015 Food Network and Cooking Channel South Beach Wine & Food Festival presented by FOOD & WINE, reporting that the Festival boasted \$4.9 million in sponsorship and corporate revenue and \$5.3 million in ticket sales.

President Rosenberg reported on faculty achievements and research news, noting that Professor Jose Eirin-Lopez' work and findings on chromosomal proteins evolving from a single ancestor millions of years ago was published recently in *Molecular Biology and Evolution*. He added that the American Red Cross selected Professor Marianna Baum as the recipient of the Cervera Real Estate Ambassador Award, recognizing her research findings that long-term micro-nutrient supplementation can delay the onset of HIV and improve overall quality of life. He stated that associate professor Marin Gillis was appointed to the Board of Directors of the Global Bioethics Initiative and that Professor Aileen Marty was named one of 10 outstanding women leaders at the 27th Annual in the Company of Women Awards.

President Rosenberg reported on student achievement, noting that FIU Law's Board of Advocates Negotiation Team placed second at the 2015 American Bar Association's National Negotiation Finals. He added that Rocio De la Grana, current masters in social work student, was recognized with the Most Valuable Graduate HYPE Miami Award by the Greater Miami Chamber of Commerce. He stated that for the second year in a row, FIU's Model United Nations (Model UN) team captured the Outstanding Large Delegation award at the Harvard National Model United Nations 2015. He further noted that the 11th annual Relay for Life raised more than \$115,000 for American Cancer Society.

President Rosenberg reported that FIU's swimming and diving team made history, becoming the first Athletics program to win a Conference USA championship since the University joined the conference in 2013. He noted that over 500 members of the FIU community volunteered at Gwen Cherry Park in Liberty City for the annual MLK Day of Service. He added that the Wolfsonian-FIU unveiled an installation of new photographs by contemporary artist Luca Artioli that document the enduring legacy of the First World War and that the presidential home, the Reagan House, is currently showcasing the artwork of FIU faculty, staff and alumni.

5. Action Items – Consent Agenda

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

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

- **BT1. Minutes, January 14, 2015** – Approve the Minutes of the Florida International University Board of Trustees, Full Board meeting held Wednesday, January 14, 2015 at the FIU Modesto A. Maidique Campus, Graham Center Center Ballrooms.
- **AP3. Master in Physician Assistant Studies New Program Proposal - Revised** - Re-authorize the Master in Physician Assistant Studies degree (CIP 51.09.12) new program proposal.

- **G1. Ratification of Memorandum of Understanding between FIU and the United Faculty of Florida – FIU Chapter** – Ratify the MOU making changes to the following wage article:
 - UFF: Article 11 Salaries in the FIU-UFF 2011-2014 CBA

6. Action Items

AP1. University Strategic Plan 2015-2020

Trustee Cesar L. Alvarez, Chair of the Academic Policy and Student Affairs Committee, requested that Provost and Executive Vice President Kenneth G. Furton present the University's Strategic Plan 2015-2020 for Board review. Provost Furton noted that the strategic planning process has been a collaborative process that began with the formation of a commission called FIU - integrating Research, Engagement, Assessment and Learning (FIU iREAL). He added that the Commission developed nine recommendations aimed at nurturing a culture of continuously improving student success for all faculty, of service excellence for all staff, and of collaboration among units and individuals. He stated that the 2015-20 Strategic Plan, *FIU Beyond Possible 2020*, is based on student success and very high research, built on the foundation of the University's preeminent programs and sustained by new models of operational excellence and efficiencies.

Provost Furton noted that implementation is the next phase of *FIU Beyond Possible 2020*, adding that a standing strategic plan steering committee will be formed and meet on at least a quarterly basis with the task of assessing and reviewing status reports from each of the implementation committees and recommending course modification as necessary. He further noted that the University must prepare in order to manage fluctuations in the legislative funding gap and also strive to exceed Florida State University System of Florida BOG performance standards every year, adding that new sources of revenue must also be generated.

A motion was made and passed that the FIU Board of Trustees approve the University Strategic Plan 2015-2020.

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

Trustee Alvarez presented the new Proposed Overarching Regulation FIU-105 for Board review, noting that Regulation FIU-105 provides for a comprehensive method of addressing discrimination and harassment, bringing the University into compliance with the recent changes in the law as set forth in the Violence Against Women Act and related guidance issued by the Department of Education for Title IX. He added that FIU-105 combines two existing regulations in the areas of sexual harassment and non-discrimination and will replace the FIU-103 Non-discrimination Policy and Discrimination Complaint Procedures and FIU-104 Sexual Harassment.

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

7. Status Reports, Board Committees

Athletics Committee Report

Trustee Jorge L. Arrizurieta, Chair of the Athletics Committee, presented highlights from the Committee's meeting earlier in the day. He noted that Senior Vice President of Administration and Chief Financial Officer, Kenneth A. Jessell, presented a report on the Swimming and Diving team's historic conference championship victory and that the Committee was pleased to welcome Head Coach Randy Horner and members of the team. Trustee Arrizurieta reported that FIU signed new agreements with Adidas and the Orange Bowl committee. He added that Women's Golf team Head Coach Joe Vogel reported that the team's record is 84-31 and the overall cumulative GPA is 3.76. Trustee Arrizurieta further noted that Consultant John B. Shukie provided an overview on the Academic Progress Rate (APR) report, noting that the 2013-14 academic year reflected the highest ever APR scores.

Finance and Audit Committee Report

Trustee Sukrit Agrawal, Chair of the Finance and Audit Committee, presented highlights from the Committee's meeting earlier in the day. He noted that Trustee Gerald C. Grant, Jr. provided an update on the BOG Audit and Compliance Committee Workshop. He added that Sr. VP and CFO Jessell provided a review of the State of Florida's Auditor General Financial Statements Audit for Fiscal Year ended June 30, 2014, noting that the audit did not identify any deficiencies in internal control over financial reporting that were considered material weaknesses. He provided an update on the budget variance for the second quarter of fiscal year 2014-15, noting that the University and direct support organizations' operating revenues were below estimates by \$11M (or two percent) and that expenses were below estimates by \$22M (or five percent). He also reported that FIU's Arena served as the venue for the 63rd Annual Miss Universe Pageant, noting that Sr. VP and CFO Jessell delineated the revenues and expenses associated with FIU's hosting of the event. He stated that as is stipulated in the Finance and Audit Committee Charter, the Committee met separately with the Office of Internal Audit and reported that Mr. Vann confirmed that management was completely cooperative with the Office of Internal Audit and that there were no scope impairments since the last separate session.

Academic Policy and Student Affairs Committee Report

Trustee Alvarez presented highlights from the Committee's meeting earlier in the day. He reported that the Committee was introduced to Marcus Ghent, Junior Criminal Justice major and former dual enrollment student at Miami Northwestern High School, who shared insight into his undergraduate experience as a University student.

Governance Committee Report

Board Chair Maury presented highlights from the Committee's meeting earlier in the day. He reported that Provost Furton conducted an analysis of the data in the October 2014 report published by the Center for Labor and Research Studies (CLRS) titled "How FIU Spends its Money". He noted that Provost Furton compared faculty growth between 2008 and 2013, adding that the University hired 188 faculty, representing a 20% increase in faculty and that during the same period the University increased administrative staff by 50 FTE or 14%. He reported that Provost Furton also compared student/faculty ratios and faculty salary increases, stating that in Fall 2008, the ratio was 26.5 and in Fall 2013 the ratio was 26.7. He further noted that when comparing University

faculty salary increases to the SUS, FIU has given on average higher increases at 8% than the rest of the SUS at 5.32% including our aspirational benchmarks, at 6.1%.

8. New Business

President and Mrs. Rosenberg announced that FIU has been named as beneficiary in his \$1 million life insurance policy that will establish a family endowment.

9. Concluding Remarks and Adjournment

With no other business, Chair Albert Maury adjourned the meeting of the Florida International University Board of Trustees on Thursday, March 26, 2015 at 3:20 p.m.

Albert Maury
Chairman
FIU Board of Trustees

Mark B. Rosenberg
Corporate Secretary
FIU Board of Trustees

MB
4.24.15

Date: June 3, 2015

Subject: Proposed 2015-16 - Fixed Capital Outlay Budget / Capital Improvement

Proposed Board Action:

Approve Florida International University's 2015-16 Fixed Capital Outlay Budget and authorize the University President to amend the budget as necessary, consistent with Legislative, Florida Board of Governors' and Florida International University Board of Trustees (the BOT) directives and guidelines.

Background Information:

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

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

The capital outlay budget is part of the annual budget and shall be based upon and in harmony with the BOT's capital outlay plan. The budget shall designate the proposed capital outlay expenditures by project for 2015-16 from all fund sources, as amended. The Capital Outlay Budget governs the University's capital expenditures during the year.

**FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES**

PUBLIC EDUCATION CAPITAL OUTLAY PROJECTS (PECO) / CAPITAL IMPROVEMENT ¹

School of International and Public Affairs (MMC)	\$15,000,000
Critical Deferred Maintenance	\$2,000,000
Satellite Chiller Plant Expansion (MMC)	\$8,100,000
Strategic Land Acquisition	\$20,000,000
 TOTAL 2015-16 CAPITAL OUTLAY BUDGET (PECO)/ CAPITAL IMPROVEMENT	 \$45,100,000

CAPITAL IMPROVEMENT TRUST FUND PROJECTS (CITF) ² \$7,000,000

TOTAL 2015-16 CAPITAL OUTLAY BUDGET **\$52,100,000**

1. Pending Legislation Appropriation
2. Pending Legislation Appropriation

MMC= Modesto A. Maidique Campus

Date: June 3, 2015

Subject: Request for Approval of Florida International University's 2016-2017
Fixed Capital Outlay Legislative Budget Request, consisting of the 5-year
Capital Improvement Plan

Proposed Board Action:

Approve FIU's 2016-2017 Fixed Capital Outlay Legislative Budget Request, consisting of the five-year Capital Improvement Plan (CIP) and authorize the University President to amend the Legislative Budget Request as necessary, consistent with Florida Board of Governors and BOT directives and guidelines.

Background Information:

Section 1013.64(4)(a), Florida Statutes, requires the BOT to update annually its fixed capital outlay budget request. In addition to Public Education Capital Outlay (PECO) projects, the capital request will include Capital Improvement Trust Fund (CITF) projects approved by the Student Government, projects from other state sources and projects from non-state sources including debt. It is anticipated that Florida International University will have the opportunity to submit a revised Fixed Capital Outlay Budget Request to the Florida Board of Governors in December 2015.

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

STATE UNIVERSITY SYSTEM
Five-Year Capital Improvement Plan (CIP-2) and Legislative Budget Request
Fiscal Years 2016-17 through 2020-21

Florida International University

BOT SUBMITTAL
2015 no funding DRAFT
4/30/2015

PECO-ELIGIBLE PROJECT REQUESTS

Priority No.	Project Title	2016-17	2017-18	2018-19	2019-20	2020-21
1	FACILITIES INFRASTRUCTURE /CAPITAL RENEWAL - UW (P,C,E)	\$10,500,000	\$10,500,000	\$10,500,000	\$10,500,000	\$10,500,000
2	STRATEGIC LAND ACQUISITION - UW (A)	\$20,000,000	\$20,000,000			
3	SATELLITE CHILLER PLANT EXPANSION - MMC (P,C,E)	\$8,100,000				
4	SCHOOL OF INTERNATIONAL & PUBLIC AFFAIRS (SIPA), Phase II - MMC (P,C)(C,E)	\$15,000,000				
5	REMODEL./RENOV. OF EXIST. EDUC. SPACE - MMC (P,C,E)(P,C,E)		\$20,000,000	\$23,500,000		
6	GREEN LIBRARY ADDITION - MMC (P)(C)(E)		\$15,000,000	\$25,000,000	\$22,300,000	
7	CLASSROOM/OFFICE, (ACADEMIC III) - BBC (P,C)(C,E)		\$3,454,630	\$21,076,917	\$6,844,223	
8	GRADUATE SCHOOL OF BUSINESS, Phase II - MMC (P,C)(C,E)(C,E)		\$2,790,520	\$20,208,437	\$10,000,000	\$7,206,185
9	SCIENCE LABORATORY COMPLEX - MMC (P,C)(C)(C,E)				\$30,779,363	\$34,836,368
10	REMODEL./RENOV. OF STUDENT ACADEMIC SUPPORT - BBC (P,C,E)(P,C,E)				\$20,501,098	\$8,708,149
11	REMODEL./RENOV. OF ACADEMIC DATA CENTER - MMC (P,C,E)(P,C,E)				\$12,775,000	\$7,557,500
12	ENGINEERING BUILDING - EC (P,C)(C,E)				\$1,108,247	\$14,194,934
13	TRAINING COMPLEX - MMC (P,C)(P,C,E)				\$1,224,322	\$18,692,739
14	HONORS COLLEGE - MMC (P,C)(C,E)				\$2,001,718	\$33,754,481
15	HUMANITIES CTR., (SCIENCE, TECH., ENG., ARTS & MATH.) - MMC (P,C)(C,E)				\$24,043,086	\$13,810,244
16	ACADEMIC HEALTH CENTER STUDY COMPLEX - MMC (P,C)(C,E)				\$10,028,304	\$10,777,065
	TOTAL	\$53,600,000	\$71,745,149	\$100,285,353	\$152,105,360	\$160,037,667

CITF PROJECT REQUESTS

Priority No.	Project Title	2016-17	2017-18	2018-19	2019-20	2020-21
1	GRAHAM UNIVERSITY CENTER - MMC (P,C,E)	\$12,000,000	\$12,000,000			
2	WOLFE UNIVERSITY CENTER RENOVATIONS - BBC (P,C,E)	\$3,000,000	\$3,000,000			
3	RECREATION CENTER EXPANSION - BBC (P,C,E)	\$1,000,000	\$1,000,000			
4	HEALTH AND WELLNESS WALK	\$1,000,000				
	TOTAL	\$17,000,000	\$16,000,000	0	0	0

REQUESTS FROM OTHER STATE SOURCES

Priority No.	Project Title	2016-17	2017-18	2018-19	2019-20	2020-21
1	PARKVIEW HOUSING II - MMC (P,C,E)					
2	RESEARCH 1 - MMC, (P,C,E)					
TOTAL		0	0	0	0	0

REQUESTS FROM NON-STATE SOURCES, INCLUDING DEBT

Priority No.	Project Title	2016-17	2017-18	2018-19	2019-20	2020-21
1	MEDICAL ARTS PAVILION - MMC, (P,C E)					
2	CONFERENCE CENTER - MMC (P,C,E)					
3	HONORS COLLEGE HOUSING AND SUPPORT AREAS					
TOTAL		0	0	0	0	0

STATE UNIVERSITY SYSTEM
Five-Year Capital Improvement Plan (CIP-2) and Legislative Budget Request
Fiscal Years 2016-17 through 2020-21

Florida International University

BOT SUBMITTAL
2015 Fully Funded DRAFT
4/30/2015

PECO-ELIGIBLE PROJECT REQUESTS

Priority No.	Project Title	2016-17	2017-18	2018-19	2019-20	2020-21
1	FACILITIES INFRASTRUCTURE /CAPITAL RENEWAL - UW (P,C,E)	\$10,500,000	\$10,500,000	\$10,500,000	\$10,500,000	\$10,500,000
2	STRATEGIC LAND ACQUISITION - UW (A)	\$20,000,000	\$10,000,000	\$0	\$0	\$0
3	REMODEL./RENOV. OF EXIST. EDUC. SPACE - MMC (P,C,E)(P,C,E)	\$20,000,000	\$23,500,000			
4	GREEN LIBRARY ADDITION - MMC (P)(C)(E)	\$15,000,000	\$25,000,000	\$22,300,000		
5	CLASSROOM/OFFICE, (ACADEMIC III) - BBC (P,C)(C,E)		\$3,454,630	\$21,076,917	\$6,844,223	
6	GRADUATE SCHOOL OF BUSINESS, Phase II - MMC (P,C)(C,E)(C,E)		\$2,790,520	\$20,208,437	\$10,000,000	\$7,206,185
7	SCIENCE LABORATORY COMPLEX - MMC (P,C)(C)(C,E)				\$30,779,363	\$34,836,368
8	REMODEL./RENOV. OF STUDENT ACADEMIC SUPPORT - BBC (P,C,E)(P,C,E)				\$20,501,098	\$8,708,149
9	REMODEL./RENOV. OF ACADEMIC DATA CENTER - MMC (P,C,E)(P,C,E)				\$12,775,000	\$7,557,500
10	ENGINEERING BUILDING - EC (P,C)(C,E)				\$1,108,247	\$14,194,934
11	TRAINING COMPLEX - MMC (P,C)(P,C,E)				\$1,224,322	\$18,692,739
12	HONORS COLLEGE - MMC (P,C)(C,E)				\$2,001,718	\$33,754,481
13	HUMANITIES CTR., (SCIENCE, TECH., ENG., ARTS & MATH.) - MMC (P,C)(C,E)				\$24,043,086	\$13,810,244
14	ACADEMIC HEALTH CENTER STUDY COMPLEX - MMC (P,C)(C,E)				\$10,028,304	\$10,777,065
TOTAL		\$65,500,000	\$75,245,149	\$74,085,353	\$129,805,360	\$160,037,667

CITF PROJECT REQUESTS

Priority No.	Project Title	2016-17	2017-18	2018-19	2019-20	2020-21
1	GRAHAM UNIVERSITY CENTER - MMC (P,C,E)	\$12,000,000	\$12,000,000			
2	WOLFE UNIVERSITY CENTER RENOVATIONS - BBC (P,C,E)	\$3,000,000	\$3,000,000			
3	RECREATION CENTER EXPANSION - BBC (P,C,E)	\$1,000,000	\$1,000,000			
4	HEALTH AND WELLNESS WALK	\$1,000,000				

TOTAL

\$				
\$17,000,000	16,000,000	0	0	0

REQUESTS FROM OTHER STATE SOURCES

Priority No.	Project Title	2016-17	2017-18	2018-19	2019-20	2020-21
1	PARKVIEW HOUSING II - MMC (P,C,E)					
2	RESEARCH 1 - MMC, (P,C,E)					
TOTAL		0	0	0	0	0

REQUESTS FROM NON-STATE SOURCES, INCLUDING DEBT

Priority No.	Project Title	2016-17	2017-18	2018-19	2019-20	2020-21
1	MEDICAL ARTS PAVILION - MMC, (P,C E)					
2	CONFERENCE CENTER - MMC (P,C,E)					
3	HONORS COLLEGE HOUSING AND SUPPORT AREAS					
TOTAL		0	0	0	0	0

Date: June 3, 2015

Subject: Proposed Amendment to FIU-1105 University Traffic and Parking Regulation

Proposed Board Action:

Approve the proposed amendments to FIU-1105 University Traffic and Parking Regulation and delegate authority to the University President to approve any subsequent amendments that are based on comments to the Regulation received from the Florida Board of Governors and as a result of the regulation-making process.

Background Information:

The FIU-1105 University Traffic and Parking Regulation is being amended to reflect the new processes to be implemented as the program changes into virtual permit parking and license plate recognition technology which allows, among other things, for online permit and parking systems management operations at the University. The following revisions are also being proposed: one semester and two semester permits may be prorated; annual permits will be valid for 365 days from date of purchase; daily virtual days permit will be available for vendors and contractors; permits for 60/90 days will not be available; and two citation codes are being removed (overnight parking in the garages and unregistered disabled Placard) and one added (Restricted EV Space). The Regulation is also being edited to clarify other current procedures, including the appeal process.

Florida Board of Governors Regulation 1.001(3)(k) provides that each board of trustees may govern traffic on the grounds of the university and in other areas in accordance with law and any mutual aid agreements entered into with other law enforcement agencies.

Florida Board of Governors Regulation 7.003(9) provides that each university board of trustees shall establish charges for parking decals, permits and parking fines.

The Regulation includes information on fees and therefore, in accordance with the Florida Board of Governors' Regulation Development Procedure, the University Administration is required to submit the proposed amendments to the FIU-1105 University Traffic and Parking Regulation to the Florida Board of Governors for approval.

The University President will report to the Florida International University Board of Trustees at its next regularly scheduled meeting on any substantive change requested or made to the Regulation as a result of comments received from the Board of Governors pursuant to the regulation-making process.

**THE FLORIDA INTERNATIONAL UNIVERSITY BOARD OF TRUSTEES
FLORIDA BOARD OF GOVERNORS**

NOTICE OF PROPOSED AMENDMENT

REGULATION NO.: FIU-1105
REGULATION TITLE: University Traffic and Parking Regulation

SUMMARY: The regulation is being amended to reflect the new processes to be implemented as the program changes into virtual permit parking and license plate recognition technology which allows, among other things, for online permit and parking systems management operations at the University. The following revisions are also being proposed: one semester and two semester permits may be prorated, annual permits will be valid for 365 days from date of purchase; daily virtual days permit will be available for vendors and contractors; permits for 60/90 days will not be available; and two citation codes are being removed (overnight parking in the garages and unregistered disabled Placard) and one added (Restricted EV Space). The regulation is also being edited to clarify other current procedures, including the appeal process.

TEXT OF REGULATION: The full text of the Proposed Amendment to Regulation can be viewed below and on the website of The Florida International University Board of Trustees, <http://regulations.fiu.edu>. If you would like a copy of the Proposed Amendment to Regulation, please contact Eli Deville, Special Assistant to General Counsel, Office of the General Counsel, (305) 348-2103.

AUTHORITY: BOG Regulations 1.001(3)(k) and 7.003(9), and Section 1006.66 FS.

NAME OF PERSON INITIATING PROPOSED REGULATION: Kenneth Jessell, Chief Financial Officer and Senior Vice President.

ANY PERSON SEEKING TO COMMENT ON THE PROPOSED AMENDMENT TO REGULATION MUST SUBMIT COMMENTS IN WRITING TO THE CONTACT PERSON LISTED BELOW. ALL WRITTEN COMMENTS MUST BE RECEIVED BY THE CONTACT PERSON WITHIN 14 CALENDAR DAYS OF THE DATE OF PUBLICATION OF THIS NOTICE.

CONTACT PERSON REGARDING THE PROPOSED AMENDED REGULATION: Eli Deville, Special Assistant to General Counsel, Office of the General Counsel, Florida International University, 11200 SW 8th Street, PC 511, Miami, FL 33199. Email: devillee@fiu.edu Fax: (305) 348-3272. Phone: 305-348-2103.

DATE OF PUBLICATION: May 1, 2015

THE FULL TEXT OF THE PROPOSED AMENDEDMENTS TO THE REGULATION ARE BELOW:

FIU-1105 University Traffic and Parking Regulation.

(1) ~~(1)~~ General. This regulation is applicable to all persons who operate or park a motor vehicle on the campuses of Florida International University. Every motor vehicle parked in a non-meter space on University property must maintain ~~display~~ a valid University parking decal/hang tag or parking permit. All Miami-Dade County traffic and parking ordinances which are not in conflict or inconsistent with University regulations shall extend and be applicable to the University's campuses. The Department of Parking and Transportation is authorized and empowered to enforce all university traffic and parking regulations as per Florida Statute Section 1006.66. ~~The University Police Department is authorized and empowered to enforce University regulations, all county ordinances and state laws.~~ Copies of the University traffic and parking regulations are available from the Department of Parking and Transportation ~~the University Police Department, the Visitor Information Center~~ and through the Florida International University web site URL <http://parking.fiu.edu>. The University assumes no liability for vehicles parked or operated on University property. The issuance of a ~~decal or~~ permit does not guarantee a place to park space availability at a preferred location.

(2) Virtual Permits. Florida International University is utilizing virtual parking permits for vehicles parking on its campuses.

(3) License Plate Recognition. Florida International University utilizes license plate recognition hardware and software (LPR) for parking systems management.

~~(2)~~ (4) Registration of Motor Vehicles. Vehicles used by members of the faculty, staff, students, (full or part-time), concessionaire employees and others who park at a non-metered location ~~who regularly operate a vehicle~~ on campus must be registered with the Department of Parking and Transportation during the first day the vehicle is on campus. Registration can be completed online at URL <http://parking.fiu.edu> or at the Parking and Transportation Offices located at the Modesto A. Maidique (MMC) and Biscayne Bay Campuses (BBC). ~~In order to obtain a decal or a permit, a current vehicle registration must be provided. All visitors must use parking meters unless a parking permit has been provided by a University representative. Use of a motor vehicle on University property is a privilege, not a right and is made available only under this regulation (FIU-1105).~~

~~(a) — Decals~~

1.1. Students Virtual Permit Classifications Include:

Students employed as faculty or staff at the University may elect to purchase a “STAFF” virtual permit at the cost according to the classification. A one semester virtual permit for each classification is available during an academic school year.

a. Student – A “STUDENT” virtual permit will be issued by the Department of Parking and Transportation to each student who is currently enrolled and has paid the transportation access fee or meets the criteria established by Florida Statutes 1009.25; 1009.26 and 1009.265 governing Educational Scholarships, Fees and Financial Assistance, fee exemptions, fee waivers and State employee fee waivers. A Transportation Access Fee is assessed to all students per semester as part of their enrollment fees except for students

registered for a fully online degree program, students using tuition waiver, or otherwise classified as exempt.

b. Resident Student - A “HOUSING” virtual permit will be granted to those students who reside in on-campus housing.

c. Housing Garage - A “H-GARAGE” daily or semester virtual permit will be issued to those who desire a higher level of parking service at the housing garage.

d. ROTC – A “ROTC” virtual permit is available to non-FIU students registered in the program.

2. Employee Virtual Permit Classifications Include:

A one semester, two semester or annual virtual permit for each classification is available during an academic school year. One semester and two semester permits will be valid from date of purchase and prorated accordingly. Annual permits are valid 365 days from date of purchase.

a. Executive – An “EXEC” virtual permit is available to those employees who desire the highest level of parking service or convenience.

b. Administrative – An “ADMIN” virtual permit is available to those employees who desire a higher level of parking service.

c. Faculty – A “FACULTY” virtual permit is available to employees classified as regular or adjunct faculty members.

d. Staff – A “STAFF” virtual permit is available to employees classified as regular or temporary staff members.

3. Other Virtual Permit Classifications Include:

a. Board of Trustees – A “BOT” virtual permit is available at no cost to members of the Florida International University Board of Trustees who are on campus to attend meetings and functions of the Board of Trustees.

c. Board of Directors – A “BOD” virtual permit is available at no cost to members of the Florida International University Foundation Board of Directors and the Research Foundation Board of Directors who are not FIU employees and who are on campus to attend meetings and functions of the Foundation.

d. Alumni – An “ALUM” virtual permit is available to FIU graduates who are not currently enrolled at the University. This entitles the holder to park in designated student spaces.

d. Vendors and Contractors - All vendors and contractors conducting business on campus are required to either purchase a staff virtual permit (at the lowest staff rate), a daily virtual permit, or a 30 day virtual permit.

~~Employees: A parking decal must be obtained for each vehicle which is, or may be, parked on the University's campuses. Decals are issued according to the classifications contained in these regulations. A decal will be issued by the Department of Parking and Transportation, upon the following conditions:~~

- ~~a. The owner or driver registers the vehicle with the Department of Parking and Transportation.~~
- ~~b. The owner or driver, unless otherwise exempt, pays the appropriate fee.~~
- ~~c. The owner or driver settles all outstanding parking and traffic fines and fees before a current decal will be issued.~~
- ~~d. When two or more persons who are employed by the University reside in the same household and register more than one vehicle, each is required to purchase a separate original decal according to their classification. In such instances, a duplicate decal is not available for purchase. If two or more persons travel together in one vehicle, only one decal is required.~~

~~2. Students: A Transportation Access Fee is assessed to all students per semester as part of their enrollment fees except for students registered for fully online programs, students using tuition waiver, or otherwise classified as exempt.~~

~~A student decal will be issued by the Department of Parking and Transportation to each student who meets the following conditions:~~

- ~~a. The student must be currently enrolled at the University.~~
- ~~b. The student pays the transportation access fee or meets the criteria established by Florida Statutes 1009.25; 1009.26 and 1009.265 governing Educational Scholarships, Fees and Financial Assistance, fee exemptions, fee waivers and State employee fee waivers.~~
- ~~c. The student must provide a valid vehicle registration for the vehicle, on which the decal will be placed.~~
- ~~d. The student must settle all outstanding traffic and parking fines and fees.~~

~~3. Decal Classifications: The issuance of decals is restricted to the classifications specified in these regulations. The following decal classifications are in effect:~~

- ~~a. Faculty A "Faculty" decal is available to persons currently employed as regular or adjunct faculty which include the following categories: Faculty 9 Months, Faculty 12 Months, Faculty Summer A, Faculty Summer B and Adjunct. A one semester or two semester decal is available during an academic school year to employees who do not wish to purchase an annual decal.~~
- ~~b. Staff A "Staff" decal is available to persons currently employed as regular or temporary staff which include the following categories: Staff,~~

~~Administrative, Executive, OPS and OPS Student. A one semester or two semester decal is available during an academic school year to employees who do not wish to purchase an annual decal. Individuals who are currently employed by vendors or contractors with the University, or who are otherwise required by contract to obtain a decal, are also entitled to obtain a decal in this classification.~~

~~c. Student — A “Student” decal will be issued to those persons who are currently enrolled as students. For purposes of this regulation, a person shall be considered a student regardless of the number of hours or courses for which he or she is enrolled at the University. Students residing in the University’s housing complexes are required to display a current semester housing sticker in addition to the current student decal. Students employed as faculty or staff at the University may elect to purchase a decal at the additional cost according to their classification.~~

~~d. Alumni — An “ALUM” decal is available to FIU graduates who are not currently enrolled at the University and entitles the holder to park in spaces designated for student parking.~~

~~e. Administrative — An “ADMIN” decal is available to those employees who desire a higher level of parking service, or have special parking needs based upon work requirements. A one semester or two semester decal is available during an academic school year to employees who do not wish to purchase an annual decal.~~

~~f. Executive — An “E” decal is available to those employees who desire the highest level of parking service or convenience. A one semester or two semester decal is available during an academic school year to employees who do not wish to purchase an annual decal.~~

~~g. ROTC — An “ROTC” semester decal is available for non-FIU students registered in the program. Proof of registration in the program must be presented at the time of purchase.~~

~~h. Housing Garage Decal — A “Housing Garage” decal is available to students residing in University housing at MMC for parking on a first come first serve basis. The decal will be valid in conjunction with a current FIU Decal and an FIU One Card to provide gate entry and exit to the garage. Replacement of original decals may be obtained, but no duplicate decals for alternately driven vehicles will be sold. Cancellation of housing contracts results in deactivation of the housing garage decal and access.~~

~~i. Duplicate Decal — A Duplicate decal is available to persons who have purchased an original decal for that semester or academic year. This category is for additionally owned vehicles used alternately or the replacement of a vehicle linked to an original decal. A duplicate decal will be issued provided the following criteria are met:~~

~~i. The additional vehicle(s) must be registered to the same address as the one listed for the original decal, and~~

~~ii. No other person residing at that address is affiliated with the University either as a student or an employee.~~

~~—A vehicle with a duplicate decal is not permitted on campus at the same time as the vehicle with the original decal. A violation of this provision will result in the ticketing, immobilization and/or towing of both vehicles.~~

~~In instances where the original decal is considered damaged due to an accident, the repainting of the vehicle, vehicle theft or exterior damage to the vehicle, a replacement of the original decal must be obtained at no additional cost.~~

4. Virtual

Permit ~~Decal~~ Registration Fees:

a. The following are the annual registration fees, exclusive of sales tax, for each virtual permit ~~decal~~ classification:

	Original	Duplicate
E	\$972.00	\$15.00
Admin	\$447.00	\$15.00
Faculty and Staff (Annual base pay over \$45,000)	\$254.00	\$15.00
Faculty and Staff (Annual base pay over \$35,000)	\$227.00	\$15.00
Faculty and Staff (Annual base pay over \$25,000)	\$155.00	\$15.00
Faculty and Staff (Annual base pay \$25,000 and under)	\$133.00	\$15.00
Alumni	\$260.00	\$15.00
Student	Fall	N/A
	Spring	N/A
	Summer A, B, or C	N/A

b. The following are the one semester registration fees, exclusive of sales tax, for each virtual permit ~~decal~~ classification:

	Original	Duplicate
E	\$616.00	\$15.00
Admin	\$286.00	\$15.00
Faculty and Staff (Annual base pay over \$45,000)	\$140.00	\$15.00
Faculty and Staff (Annual base pay over \$35,000)	\$24.00	\$15.00
Faculty and Staff (Annual base pay over \$25,000)	\$100.00	\$15.00
Faculty and Staff (Annual base pay \$25,000 and under)	\$ 84.00	\$15.00
ROTC Decal	\$57.00	\$15.00
Housing Garage Decal <u>Permit</u>	\$160.00	N/A
Alumni	N/A	N/A
Student	Fall - \$ 89.00	\$15.00
	Spring - \$ 89.00	\$15.00

Summer A, B, or C -	\$ 83.00	\$15.00
---------------------	----------	---------

c. The following are the two semester registration fees, exclusive of sales tax, for each virtual permit ~~decal~~ classification:

	Original	Duplicate
E	\$794.00	\$15.00
Admin	\$366.00	\$15.00
Faculty and Staff		
(Annual base pay over \$45,000)	\$197.00	\$15.00
Faculty and Staff		
(Annual base pay over \$35,000)	\$176.00	\$15.00
Faculty and Staff		
(Annual base pay over \$25,000)	\$128.00	\$15.00
Faculty and Staff		
(Annual base pay \$25,000 and under)	\$108.00	\$15.00
Housing Garage Decal	\$320.00	N/A
Alumni	N/A	N/A
Student	Fall	N/A
	Spring	N/A
	Summer A, B, or C	N/A

e. Multiple vehicles may be added to all virtual permits for \$15.00, but only one registered vehicle may be parked at FIU at any given time.

f. The following is the virtual permit fee for vendors and contractors, exclusive of sales tax:

Daily virtual permit (Student Space)	\$2.00
Daily virtual permit (Faculty/Staff Space)	\$3.00
30-day permit	\$27.00

~~d. Lost or Stolen Decals. If a decal has been lost, the incident shall be reported to the Department of Parking and Transportation, and a duplicate decal shall be issued. If a decal has been stolen, the incident shall be reported to the University Police Department. A case number must be obtained and presented to the Department of Parking and Transportation. In both instances, an "FIU Parking and Transportation Decal Affidavit" form PT #11, which is incorporated by reference into this regulation, must be filled out. There will be no additional cost for the issuance of a duplicate decal for these reasons.~~

g. Carpool permits. Carpool permits are available for those employees and students who register for the car sharing program. Please visit the Parking & Transportation website. All registrants must have a current FIU virtual permit and must be affiliated with the university.

h. Metered Parking: Metered parking is available throughout the University at a cost of 25 cents per 15 minutes. A current FIU virtual permit does not entitle the

driver to park in a metered parking space without paying the appropriate fee, unless otherwise specified on the permit.

e.i. Change in Virtual Permit Decal Status. Any employee requesting an upgrade in virtual permit decal classification shall pay the difference between the appropriate fee according to the classification currently in effect and the one being requested. ~~The old decal or identifiable parts, including numbers, must be returned to the Department of Parking and Transportation for auditing purposes.~~

~~f. Non-Refundable Fees. All fees paid for a decal registration shall be non-refundable except for instances where a person has mistakenly made a double payment and the request for refund is made within the same academic year in which the payment was made. The Transportation Access Fee and the Housing Garage Decal cost paid by the students is only refunded in the same manner as other University student fees are refunded.~~

g.i. Deactivated Virtual Permits Decals. A virtual permit decal may be deactivated if the Transportation Access Fee is not paid for the current semester. Vehicles found on campus with a deactivated virtual permit decal, or multiple vehicles found on campus with the same virtual permit, will be ticketed and the vehicle is subject to immobilization and/or towing at vehicle owner's expense.

~~(b) Permits and Permit Fees.~~

~~1. Temporary permits are issued only by the Department of Parking and Transportation to those persons who require temporary parking authorization, and who are not otherwise required by these regulations or contract to obtain a decal. Permits must be applied for and are issued for durations that are commensurate with their purposes. Permits may or may not include the payment of parking fees as provided below.~~

~~2. The circumstances under which a permit rather than a decal shall be issued include but are not limited to use of a temporary vehicle; parking on the University's campuses for occasional business related purposes; parking on the University's campuses for attendance at conferences and meetings; and visitors who are not otherwise required to obtain a decal. Any person who has a current decal and needs to use temporary transportation must obtain a temporary parking permit. These temporary parking permits are issued, free of charge, for a maximum of thirty (30) consecutive days.~~

~~3. Carpool permits. A carpool permit is available for those employees and students who register for the car sharing program. Please visit the Parking & Transportation website URL <http://parking.fiu.edu>. All registrants must have a current FIU decal and must be affiliated with the university. At least two carpool permits must be displayed at the same time when parked at a carpool space.~~

~~4. Temporary 30, 60, and 90 day parking permits are available to persons not otherwise required by these regulations or contract to obtain a parking permit decal. The following is are the permit fees, exclusive of sales tax:~~

~~30 day permit \$27.00~~

~~60 day permit \$45.00~~

~~90 day permit \$65.00~~

~~5. Specific visitor, vendor/contractor, and volunteer permits will be issued by the Department of Parking and Transportation upon payment of a fee as follows:~~

~~_____ a. Visitor fees. Metered parking is available throughout the University at a cost of 25 cents per 15 minutes except in the PC Loading lot which is 25 cents per 8 minutes. Visitors can also park at the multi-space meters for \$1.00 per hour with a maximum of \$ 8.00 per day. University departments hosting an event can purchase garage or lot guest permits in advance.~~

~~_____ b. Vendors and Contractor fees. All vendors and contractors conducting business on campus are required to purchase either a staff decal (at the lowest staff rate listed in (a) 4 a. above) or a contractor permit. The following are the contractor permit fees, exclusive of sales tax:~~

~~_____ 30-day permit \$27.00~~

~~_____ 60-day permit \$45.00~~

~~_____ 90-day permit \$65.00~~

~~_____ c. Volunteers' fees. Upon verification, individuals outside the University who volunteer their time at either campus can purchase a volunteer permit for the following fees exclusive of sales tax:~~

~~_____ 30-day permit \$5.00~~

~~_____ 60-day permit \$10.00~~

~~_____ 90-day permit \$15.00~~

~~(e) Vehicle Registration Exemptions. The following persons shall not be required to register their vehicles with the Department of Parking & Transportation:~~

~~_____ 1. Representatives of news media on official business.~~

~~_____ 2. Members of the Florida International University Board of Trustees who are on campus to attend meetings and functions of the Board of Trustees. Trustees shall be issued a decal or hang tag which shall be prominently displayed in their vehicles.~~

~~_____ 3. Members of the FIU Foundation Board of Directors who are on campus to attend meetings and functions of the Foundation. Directors shall be issued a decal or hang tag which shall be prominently displayed in their vehicles.~~

(3) Decal, Permits, Traffic and Parking Regulations, ~~Golf Cart, and~~ Garage Parking and Golf Cart.

(a) Permit Decal Regulations

~~_____ 1. Maintaining a Permit. Every motor vehicle parked on University property must possess or maintain a valid permit or use metered parking. Display of Decal. Each driver who regularly parks a vehicle on campus shall display a valid decal or permit. It is the responsibility of the driver to properly display a decal or permit so it is easily visible and readable. Failure to display it correctly may result in a violation for improper display.~~

~~_____ 2. Decals shall be permanently affixed to the outside of the vehicle on the left side either on the rear bumper, or the outside of the rear window. For unusually constructed vehicles, decals shall also be permanently affixed in the manner directed by the Department of Parking and Transportation upon issuance of the decal.~~

~~_____ 3. Housing decals shall be permanently affixed adjacent to the current student decal.~~

~~_____ 4. The entire decal or permit must be displayed unaltered.~~

~~_____ 5. Permits shall be displayed on the front dashboard.~~

~~6. It is a violation of these regulations to transfer a decal or permit from one vehicle to another; alter a decal or permit, falsify documents to obtain a decal or permit or otherwise obtain or display a decal or permit in violation of the University rules and regulations. Any such act shall constitute decal fraud, subject to a fine and will result in the revocation of the decal or permit. In addition, the vehicle may be subject to immobilization and/or towing at vehicle owner's expense.~~

2. Disabled Permits. Parking areas designated as disabled are enforced at all times and a current state issued disabled placard/hang-tag and/or license plate must be visible and properly displayed. Misuse of a disabled placard may result in the immobilization and/or towing of the vehicle at owner's expense.

(b) Traffic and Parking Regulations

1. Speed Limit. The speed limit on University property is 25 miles per hour on main roads unless otherwise posted. The speed limit is 5 mph inside the garage is 5 mph and in surface lots. ~~Speed limit inside surface lots is as posted.~~

2. Right-of-Way. Pedestrians and wildlife have the right-of-way over motor vehicles, including golf-carts. Pedestrians must use crosswalks when crossing a roadway.

~~3. Barriers. Barriers may be placed by the University at any point deemed necessary for specific temporary use. Except as required for the passage of emergency vehicles, removal of any such barrier without permission is prohibited.~~

~~4. Enforcement Directives. A directive given by a police officer or parking patroller or designee supersedes the regulations posted by a sign or signal.~~

Parking areas may be restricted by permit classification, time or purpose and shall be considered no parking zones to those individuals who do not fall within the restriction of the permit classification. Parking on lawns, landscaped areas, sidewalks, or other areas not specifically designated by signs or curb markings as parking areas is a violation. The absence of a "No Parking" sign does not mean parking is permissible in an area. Changes in designated parking areas shall become effective at such time as signage or other identifying markings are posted. The following parking restrictions are found in areas on the University's campuses.

<u>a. Exec</u>	<u>j. Time Limit Parking</u>
<u>b. Admin</u>	<u>k. Housing Parking</u>
<u>c. Faculty/Staff</u>	<u>l. Service/Delivery</u>
<u>d. Student</u>	<u>m. Golf Cart</u>
<u>e. Metered</u>	<u>n. Carpool</u>
<u>f. Disabled</u>	<u>o. Electric Vehicle</u>
<u>g. Disabled Modified Vehicles</u>	<u>p. Clinic Spaces</u>
<u>h. Motorcycle/Motorbike/Moped</u>	<u>q. RCCL</u>
<u>i. State Vehicles</u>	<u>r. MCH</u>

5. Access vehicles. No motor vehicles, other than police, emergency, or golf carts may be operated or parked at any time on the walkways, grass, service areas, driveways or other prohibited zones, except where specifically permitted by signage. No motor vehicle, motorcycle or other type of vehicle, including a bicycle, shall be parked in such a way as to create a hazard

obstruction to traffic or access. Temporary parking areas may be designated in grass areas by the placement of delineating signs, bumper blocks or other identifying marks. Parking adjacent to any University building shall be prohibited except as identified by authorized signs.

6. Non-permitted vehicles left for more than three (3) consecutive days without prior approval from the Department of Parking and Transportation, or which are apparently abandoned shall be subject to immobilization, towing, and/or impoundment, and ultimately disposed of at the owner's expense. The University does not assume any responsibility for motor vehicle or their contents while they are parked on campus. Major repairs to vehicles shall not be performed on either campus.

7. Skateboarding and rollerblading are prohibited in parking areas.

(c) Golf-Cart Regulations

1. Golf-carts are restricted by Florida International University for use on University premises only by University employees, volunteers, contractors, vendors or agents and are generally recognizable as a low speed or utility vehicle, such as, but not limited to, utility terrain vehicles, including all-terrain vehicles designed for work uses, and golf carts, club car or conveyance. Please refer to the Golf Cart Policy posted at <http://policies.fiu.edu>.

2. Any person who accepts the privilege of operating a golf-cart on University premises is deemed, by so doing, to have the knowledge, training and skill to safely operate this vehicle and shall be fully accountable for their actions and the consequences thereof.

3. Golf-cart Enforcement. Golf-carts shall be operated in accordance with the following specific regulations:

a. Golf-carts shall not be parked within 20 feet of the entrance or exit of any building, except at loading docks or designated golf-cart parking .

b. Operators shall stop golf-carts at all blind intersections and sound their horns before proceeding.

c. Golf-carts shall not be parked in any manner likely to obstruct or interfere with the flow of pedestrian or vehicular traffic in heavily traveled areas. This includes , persons in wheelchairs or mobility assistance devices. In addition, golf carts shall not park in the following areas: fire lanes, handicap parking, meter parking, on sidewalks or ramps that would impede handicap accessibility.

d. Operators shall not bring a golf cart to rest for any period of time in the middle of roads and walkways.

e. Golf-carts may be driven on sidewalks only where streets and/or parking lots are not available. Golf carts are not permitted in any red zones as identified on the maps which can be found at <http://policies.fiu.edu>.

f. Golf-carts shall not be driven through buildings or breezeways, covered walkways, landscaped areas or golf cart free red zones as identified on the maps which can be found at <http://policies.fiu.edu/files/781.pdf>. Golf carts shall not be driven through the Green Library breezeway or any other building except: 1) under circumstances of police or medical emergency, 2) in order to provide maintenance service to a location in a specific building or to grounds in which large amounts or heavy equipment and supplies, but not people, are being transported to the work site, 3) in order to make a delivery of large amounts or heavy

materials which cannot be otherwise transported to a specific location in a building, 4) in order to assist a handicapped individual or, 5) when conducting a pre-approved University tours.

g. Use of ear phones, eating, texting, or the use of any device that may hinder the proper and safe operation of golf carts is prohibited.

(d) ~~Parking Regulations for Surface and Garage Parking~~

~~1. Posted signs, bumper blocks, and other markings designate the various parking areas on campus. Parking areas may be restricted by decal classification, time or purpose. Parking areas restricted by decal classification, time or purpose shall be considered no parking zones to those individuals who do not fall within the restriction of the decal classification. Individuals parking in areas so restricted require a decal, hang tag, or permit. The following parking restrictions are found in areas on the University's campuses:~~

a. E	i. State Vehicles
b. Admin	j. Time Limit Parking
c. Faculty/Staff	k. Housing Parking
d. Student	l. Service/Delivery
e. Meters	m. Golf Cart
f. Disabled	n. Carpool
g. Disabled Modified Vehicles	
h. Motorcycle/Motorbike/Moped	

~~2. Metered parking is for visitors and is enforced daily, from 7:00 a.m. to 10:00 p.m. including weekends and holidays. A current FIU parking decal or permit does not entitle the driver to park in a metered parking space without paying the appropriate fee, unless otherwise specified on the permit.~~

~~3. Use of parking areas designated as Faculty/Staff shall be enforced between the hours of 6:00 a.m. to 7:00 p.m., Monday through Friday, unless otherwise indicated by signage. Parking in all other areas, including Executive/Administrative, Disabled and Meters shall be observed and enforced at all times.~~

~~4. Changes in designated parking areas shall become effective at such time as signage or other identifying markings are posted.~~

~~5. No motor vehicles, other than police, emergency, or golf carts may be operated or parked at any time on the walkways, grass, service areas, driveways or other prohibited zones, except where specifically permitted by signage. No motor vehicle, motorcycle or other type of vehicle, including a bicycle, shall be parked in such a way as to create a hazard or obstruction to traffic or access. Temporary parking areas may be designated in grass areas by the placement of delineating signs, bumper blocks or other identifying marks. Parking adjacent to any University building shall be prohibited except as identified by authorized signs.~~

~~6. No person, other than a current housing resident whose vehicle is left in a housing lot, shall leave a vehicle overnight on University property without notifying the University Police Department and the Department of Parking and Transportation. Vehicles that are inoperable shall be reported immediately to the University Police Department and the Department of Parking and Transportation. Vehicles left for more than three (3) consecutive days and nights, without prior approval, or which are apparently abandoned shall be subject to immobilization, towing, and/or impoundment, and disposal at the owner's expense. The University~~

~~does not assume any responsibility for motor vehicles or their contents while they are parked on campus. Vehicles registered to current housing residents may be left in housing lots during session breaks but in no event for more than three weeks. Exceptions must be approved by the Department of Parking and Transportation.~~

- ~~7. Major repairs to vehicles shall not be performed on either campus.~~
- ~~8. Double parking is not allowed at any time.~~
- ~~9. Head-in parking only.~~
- ~~10. The fact that a person may park or observe others parked in violation of the regulations without receiving a citation does not mean that the regulation is no longer in effect. Observing others illegally parked is not a valid excuse.~~
- ~~11. Parking on lawns, landscaped areas, sidewalks, or other areas not specifically designated by signs or curb markings as parking areas is a violation. The absence of a "No Parking" sign does not mean parking is permissible in an area.~~
- ~~12. Residents of housing shall abide by the parking regulations.~~
- ~~13. Parking a vehicle on campus following failure to pay or appeal a citation for a university traffic and parking infraction within the time provided, or parking on campus with a revoked decal shall be considered illegal parking. The vehicle may be subject to immobilization and/or towing.~~
- ~~14. Parking areas designated as disabled are enforced at all times and a current state issued disabled placard/hang tag and/or license plate must be visible and properly displayed. Disabled employees and students of the University must register their vehicle along with their disabled placard with the Department of Parking & Transportation. In addition, all disabled employees and students of the University must obtain/purchase and display a current decal or permit and an FIU Registered Disabled sticker.~~
- ~~15. Disabled visitors with a valid disabled placard may also park in metered spaces for up to 4 hours free of charge. A valid placard must be displayed at all times.~~
- ~~16. Violation of these rules or the misuse of a disabled placard may result in the immobilization and/or towing of the vehicle at vehicle owner's expense and the confiscation of the placard.~~

~~(e) Garage Parking:~~

- ~~1. A current FIU parking decal is required to park in the garages as restricted by decal classification.~~
- ~~2. A current FIU parking decal or permit does not entitle the driver to park in a metered parking space without paying the appropriate fee, unless otherwise specified on the permit.~~
- ~~3. Garage hours: Gold, PG5 Market Station and PG6
Open 24 hours a day, 7 days per week
Blue, Red, and Panther Garages
6:00 a.m. – 2:00 a.m. Mondays – Fridays
Closed weekends and holidays except for special
events~~
- ~~4. No overnight parking. Vehicles must be removed from the garage prior to posted closing hours of the garage, except for garages open 24 hours a day. Any vehicle left in the garage after hours will be ticketed and the vehicle may result in the immobilization and/or towing at vehicle owner's expense.~~

- ~~5. Garage speed limit is 5 mph.~~
- ~~6. Skateboarding and rollerblading are prohibited in the garages.~~
- ~~7. Head-in Parking Only.~~

(4) Enforcement

(a) Violations. Failure to abide by any of the provisions of these regulations shall be considered a university parking infraction. The University may enforce university parking infractions through use of warnings, citations and fines, vehicle immobilization, towing and any other means authorized by statute. Towing fees vary according to type of vehicle. If a third party towing company is used, the charge will be contingent upon the towing company fees.

(b) Enforcement hours. Metered parking is enforced daily, from 7:00 a.m. to 10:00 p.m. including weekends and holidays. Parking areas designated as Faculty/Staff shall be enforced between the hours of 6:00 a.m. to 7:00 p.m., Monday through Friday, unless otherwise indicated by signage. Parking in all other areas, including Executive, Administrative and Disabled shall be observed and enforced at all times. Only one citation per day will be issued for each violation in the same location on the same vehicle.

~~(b) Citations. The University Police Department and the Department of Parking and Transportation are authorized to issue written citations to persons who violate this regulation. The University Police Department is also empowered to issue citations for violation of Chapter 316, Florida Statutes, and county ordinances. Only one citation per calendar day will be issued for each violation in the same location on the same vehicle.~~

1. Schedule of Fines. The schedule below establishes fines for the various categories of violations which are considered to be university parking infractions:

Unlawfully Parked in Disabled Space	\$250.00
Virtual Permit Fraud	\$100.00
Immobilization Fee	\$ 50.00
Hazardous Parking	\$ 25.00
Restricted/Improper Parking	\$ 25.00
Golf-Cart Violation	\$ 25.00
Invalid Permit	\$ 20.00
Parking on Grass	\$ 20.00
Overtime Parking in Meters	\$ 20.00
Expired Permit	\$ 20.00
Deactivated Permit	\$ 20.00
Improper Permit Registration	\$ 20.00
Crosswalk Light Violation	\$ 20.00
Head-in Parking Only	\$ 15.00
Other	\$ 15.00

_____	No Valid Decal or Permit	\$ 20.00
_____	Parking on Grass	\$ 20.00
_____	Hazardous Parking	\$ 25.00
_____	Overtime Parking in Meters	\$ 20.00
_____	Restricted/Improper Parking	\$ 25.00
_____	Overnight Parking (garage)	\$ 25.00
_____	Unlawfully Parked in Disabled Space	\$250.00
_____	Decal Fraud	\$100.00
_____	Golf Cart Violation	\$ 25.00
_____	Expired Decal/Permit	\$ 20.00
_____	Deactivated Decal <u>Permit</u>	\$ 20.00
_____	Improper Decal <u>Permit</u> Registration	\$ 20.00
_____	Unregistered Placard with FIU	\$ 25.00
_____	Decal/ Improperly Affixed	\$ 20.00
_____	Crosswalk Light Violation	\$ 20.00
_____	Head-in Parking Only	\$ 15.00
_____	Boot Fee <u>Immobilization Fee</u>	\$ 50.00
_____	Other	\$ 15.00

Parking in Unauthorized Areas ~~not Authorized~~

Restricted Executive/Admin	\$ 30.00
Restricted Faculty/Staff	\$ 25.00
Restricted Housing	\$ 25.00
No Carpool Decal /Permit	\$ 250.00
<u>Restricted Electric Vehicle Space</u>	<u>\$ 25.00</u>

~~a. Impoundment and vehicle immobilization charges vary according to type of vehicle and/or type of tow or immobilization needed for the vehicle, but cost at a minimum \$50.00. If a third party towing company is used, the charge will be as determined by the third party towing company.~~

~~b. Any vehicle which remains in violation of the same regulation for more than one calendar day is subject to additional citations.~~

~~c. Uniform traffic citations for violations of Chapter 316, Florida Statutes, and county ordinances are governed by the Miami Dade County Court and may carry higher fines or other penalties.~~

2. Late Fees ~~Charges~~. If a university citation is not paid or appealed in the time provided by this regulation, a \$5.00 late fee ~~charge~~ shall be assessed in addition to the fine established for the violation. The assessment of the late fee ~~charge~~ shall not preclude the University from enforcing these regulations through alternative means such as preventing registration, withholding transcripts, withholding of diploma, towing and/or immobilizing the vehicle. Finally, the outstanding balance will be sent to a collection agency and additional fees will be assessed.

3. Remedies for Failure to Pay Fines. In addition to the assessment of a late charge fee, and other penalties as provided in this regulation, the following remedies are available to the University:

- a. Employee debt collection of outstanding parking fines from wages. ~~Revoke parking and driving privileges on University property. A person whose parking privileges are revoked may not be issued a new parking decal until all prior outstanding citations are satisfied.~~
- b. Student debts may be referred to a collection agency. ~~Prevent the person from registering as a student.~~
- c. Prevent student registration. ~~Withhold issuance of transcripts or degrees.~~
- d. Withhold issuance of transcripts or degrees. ~~Use of vehicle immobilizer.~~
- e. Use of vehicle immobilizer, tow and/or impound the person's ~~car~~ vehicle.
- f. Take other action as permissible pursuant to the ~~necessary to collect the outstanding fines as delinquent accounts owed to the~~ University ~~such as the use of a collection~~ policy agency.

4. Responsibility for Citations. The person who registers a motor vehicle with the Department of Parking and Transportation assumes responsibility for all citations issued to that vehicle. If the motor vehicle has not been registered with the Department of Parking and Transportation then the person(s) in whose name the motor vehicle is registered with the State Department of Highway Safety and Motor Vehicles shall be held responsible for citations issued to the vehicle. Employees of FIU operating state university vehicles and golf-carts shall be responsible for citations issued to such vehicle(s).

(c) Procedures For Payment Of Fines And Appeals: A person to whom a citation has been issued shall have ten (10) business days from the date of issuance to respond to the citation either by paying the fine or by filing an appeal. If payment or request for an appeal is not received within the allotted time, a \$5.00 late fee shall be assessed, and the University may take any authorized action to enforce the penalty.

1. Payment of Fines. Fines may be paid by credit card through the Florida International University web site URL <http://parking.fiu.edu> or in person at the Department of Parking and Transportation by check, money order, cash, the FIU One Card, or credit card. Alternatively, payments may be mailed to the Department of Parking and Transportation located on Modesto A. Maidique Campus. ~~However, a \$5.00 late fee shall be applied in the event payment is not received by the Department of Parking and Transportation within the time provided by these regulations.~~ All payments sent by mail should include the payee's Panther ID number if applicable, and citation number(s).

2. Appeals Process and Procedures. Appeals of citations for university parking infractions and towing/vehicle immobilization fees ~~procedures and charges~~ may be instituted by filing a written ~~an~~ appeal through the Florida International University web site URL <http://parking.fiu.edu> or at the Department of Parking and Transportation using the "Florida International University Department of Parking and Transportation CITATION APPEAL FORM", Form PT #04 Appeal Form. ~~The form is incorporated by reference into this regulation.~~

~~Uniform traffic citations are not open to appeal through the University appeal process. Uniform traffic citations must be processed through the Miami Dade County Court system. Inability to locate parking spaces or the failure of others to observe these regulations shall not be considered to be valid defenses.~~ The completed Citation Appeal Form must include a current ~~and accurate~~ mailing address or email address where notices can be sent to and received by the Appellant. Completed Citation Appeal Forms will be forwarded by the Department of Parking and Transportation to an Appeal Hearing Officer for review and decision. Appeals should only be filed if a legitimate basis exists. The following reasons are not considered legitimate basis for filing an appeal: ~~and will result in the appeal being automatically denied:~~

- . Disagreement with the Parking & Transportation Rules and Regulations.
- . Ignorance of the regulations.
- . Stated inability to find a permitted parking space.
- . Operation of the vehicle by another individual.
- . Failure to issue citations previously for similar violations.
- ~~Failure to display an event parking permit.~~
- . Tardiness to class and/or appointment.
- . Inability to pay fine.
- . ~~Displayed wrong or expired permit.~~
- . Received incorrect verbal information from a non FIU Parking and Transportation employee.
- . Observing others illegally parked.
- . Not paying for sufficient metered time.

~~a. Appeal Hearing Officers. There shall be appointed on each campus a University Appeal Hearing Officer or Officers who shall be responsible to resolve appeals of citations for university parking infractions and/or towed or immobilized vehicles. The Appeal Hearing Officer(s) of each campus shall be appointed, by the appropriate vice president, to serve a two year term, and may be appointed for additional terms. It is intended that Appeal Hearing Officers will be members of the University Community.~~

~~a. b.~~ Appeal Hearing Officer Procedures. Appeal Hearing Officers will receive and evaluate ~~written~~ appeals. They will be guided by the Parking Regulations and shall consider any relevant circumstances, as articulated in the ~~written~~ appeal, in making their decision(s). Appeal Hearing Officers may request further information or interview the appellant, witnesses or the citing officer. Appeals will be reviewed and appellants notified ~~by mail in writing.~~

~~b. c.~~ Appeal Hearing Officer Decisions. ~~Following consideration of the grounds for an appeal, the Appeal Hearing Officer shall decide on the appeal.~~ The Appeal Hearing Officer's decision shall contain findings of fact and be reduced to writing and a copy shall be furnished to the appellant by the Department of Parking and Transportation. If your appeal is denied, you may file ~~for a secondary request for review by the appeal board. The appeal board will meet once a month and its decision is final. . Upon denial of an appeal, the fine assessed shall be paid within ten (10) business days of the date of notification to the appellant or a late fee will be assessed.~~ Appeal forms are available online through the Florida International University website URL <http://parking.fiu.edu> or at the Department of Parking & Transportation using the "Florida International University Department of Parking & Transportation CITATION APPEAL FORM", FORM PT #04 Appeal Form. The appeal board may reduce, excuse the fine or uphold the appeal hearing officer's decision.

~~(d) Immobilization, Towing and Impoundment Appeals. The University may immobilize, tow and/or impound any vehicle which is found to be parked illegally or in violation of these regulations. Parking after failing to pay a parking citation(s) within the allotted time constitutes illegal parking. A person whose vehicle has been immobilized, towed and/or impounded may appeal the tow or immobilization by filing a written appeal within ten (10) business days from the date of the impoundment. An Appeal Hearing Officer shall review the appeal within seventy-two (72) hours of receipt of the written appeal. The appellant shall receive notification of the appeal decision through the mail. If the immobilization or tow appeal is granted, the University shall refund the amount charged for the immobilization or tow. In lieu of the appeal, or pending such appeal, or if the appeal is denied, the owner of the vehicle or his/her authorized agent may obtain release of the vehicle by paying the citation(s), the immobilization and/or towing charges and any applicable delinquent fines.~~

5. University Events

a. Any event held on campus, whether hosting internal or external guests, ~~which~~ requiring the ~~reservation use~~ of parking spaces, must be coordinated with the Department of Parking & Transportation. Pre-purchased virtual parking permits ~~and parking space reservations~~ are available through the online portal or by contacting the Department of Parking and Transportation ~~or reserving online~~. Requests must be received seven (7) business days prior to the date of the event. If the event is cancelled, a cancellation fee ~~will~~ may be assessed ~~if the Department has and all expenses~~ incurred ~~expenses~~ related to the event request will be collected. ~~and the Department is not notified at least seven (7) business days in advance of the intent to cancel the event.~~

b. ~~Although~~ All temporary directional signages used on any ~~are not required for all~~ campus ~~events, all temporary directional signage used on our campuses~~ must adhere to the signage protocol established ~~through the Office of Finance and Administration~~ by the Department of Parking and Transportation. Lawn signs are not permitted ~~at the MAM, BBC, or Engineering Campuses~~. Please contact the Department of Parking & Transportation to order temporary directional signage.

c. The Department also handles any event requests that require transportation, including golf cart, ~~and~~ shuttles ~~and campus tours~~. For more information, please refer to <http://parking.fiu.edu>.

Specific Authority- BOG Regulations 1.001(3)(k) and 7.003(9),, and 1006.66 FS. Law Implemented 1006.66 FS. History--Formerly 6P-5.06, 10-1-75, Repromulgated 12-23-76, Amended 1-15-80, 8-20-81, 4-24-83, 8-12-85, Formerly 6C8-5.06, Amended 7-6-86, 8-31-89, 7-17-90, 7-21-91, 8-25-93, 10-26-93, 8-17-94, 8-20-95, 8-11-96, 6-12-97, 7-08-99, 5-16-00, 5-24-01, 7-25-02, 12-2-02, 8-11-03, 6-1-04, 6-1-05, Formerly 6C8-5.006, Amended 6-2-06, 7-12-07, 8-11-08, 6-29-09, 8-10-10, 7-5-11, 7-9-12, Amended, - _____.

Date: June 3, 2015

Subject: Tenure Nominations

Proposed Board Action:

Approve the Tenure Nominations as specified in the Board materials.

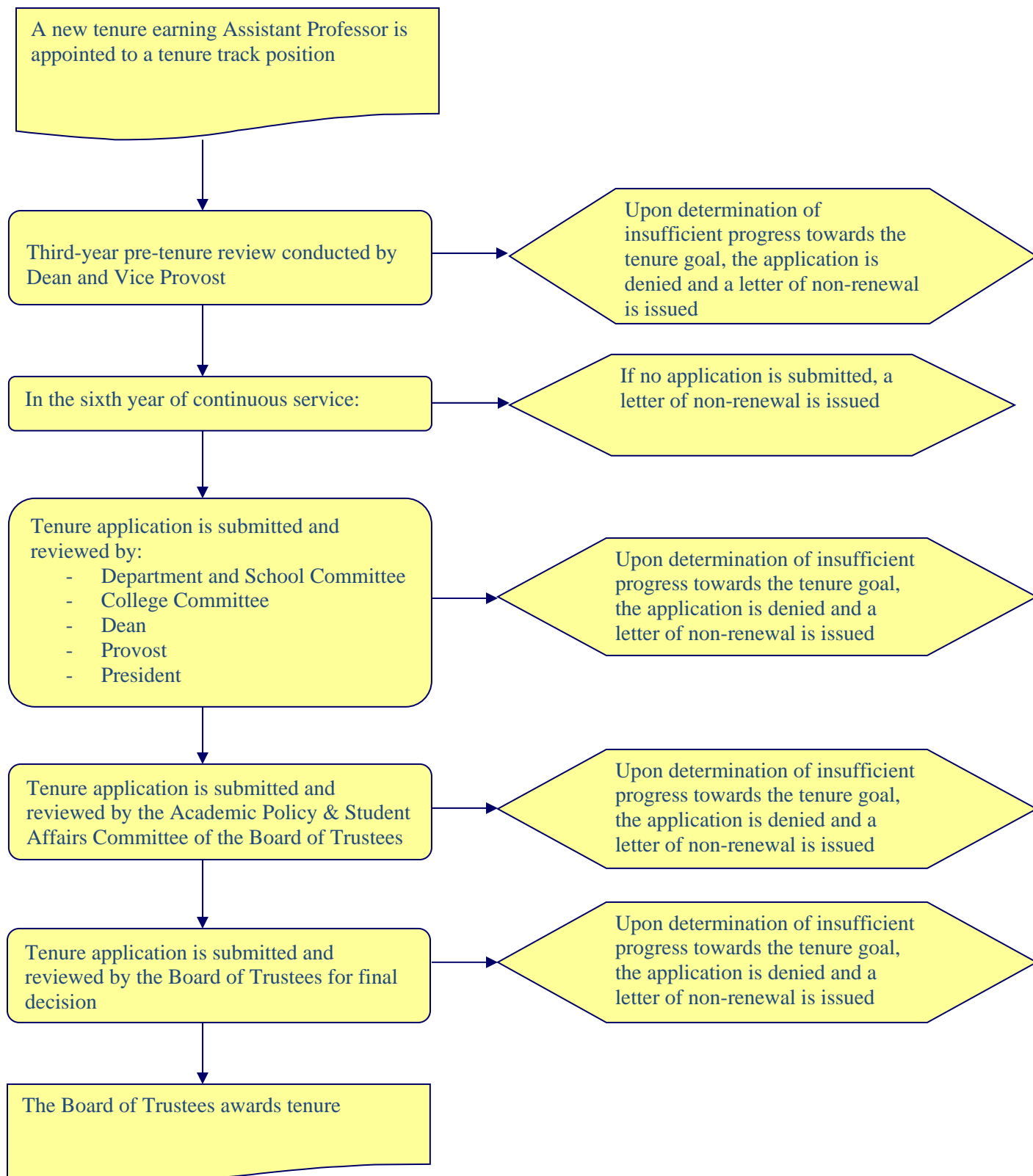
Background Information:

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

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

Attachment 1

Tenure Process



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

Attachment 3

Alexandra Aguirre-Rodriguez

Department of Marketing

College of Business

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

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

Attachment 3

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

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

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

Attachment 3

Ellen Brown

PhD Nursing Program

Nicole Wertheim College of Nursing and Health Sciences

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

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

Attachment 3

Anthony P. DeCaprio

Department of Chemistry and Biochemistry

College of Arts and Sciences

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

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

Attachment 3

Hai Deng

Department of Electrical and Computer Engineering
College of Engineering and Computing

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

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

Attachment 3

Megan A. Fairlie
College of Law

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

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

Attachment 3

Kenneth Feeley
Department of Biology
College of Arts and Sciences

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

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

Attachment 3

Paul Feigenbaum
Department of English
College of Arts and Sciences

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

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

Attachment 3

Ciprian G. Gal

Department of Mathematics and Statistics
College of Arts and Sciences

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

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

Attachment 3

Hai (David) Guo

Department of Public Administration
College of Arts and Sciences

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

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

Attachment 3

Christine L. Lisetti

School of Computing and Information Sciences
College of Engineering and Computing

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

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

Attachment 3

Juan Liuzzi

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

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

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

Attachment 3

Matthew D. Marr

Department of Global and Sociocultural Studies

College of Arts and Sciences

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

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

Attachment 3

Ebru Ozer

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

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

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

Attachment 3

Ozde Oztekin

Department of Finance
College of Business

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

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

Attachment 3

Andrea Queeley

Department of Global and Sociocultural Studies
College of Arts and Sciences

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

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

Attachment 3

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

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

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

Attachment 3

Nicole Ruggiano

School of Social Work

Robert Stempel College of Public Health and Social Work

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

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

Attachment 3

Leonard Scinto

Department of Earth and Environment

College of Arts and Sciences

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

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

Attachment 3

Benjamin Smith

Department of Global and Sociocultural Studies
College of Arts and Sciences

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

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

Attachment 3

Markus Thiel

Department of Politics and International Relations
College of Arts and Sciences

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

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

Attachment 3

Wei Wang

Department of Mathematics and Statistics
College of Arts and Sciences

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

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

Attachment 3

Changwon Yoo

Department of Biostatistics
College of Public Health and Social Work

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

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

Attachment 3

Jenna Gibbs

Department of History
College of Arts and Sciences

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

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

Date: June 3, 2015

Subject: Program Termination for Executive Master of Taxation

Proposed Board Action:

Approve the program termination for the Executive Master of Taxation.

Background Information:

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

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

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

Letter of Notification
Board of Governors
Florida International University

Program Name: Executive Master of Taxation (EMST)

Degree Level: Master

CIP Code: 52.1601

Termination Date: August 15, 2012

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

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

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

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

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

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

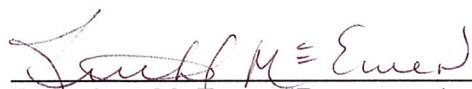
Students have not been admitted since 2012. All students in the program at that time have graduated. No full-time faculty members were affected. Those who did not retire or relocate continue to teach in the MACC or in the undergraduate program.

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

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

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

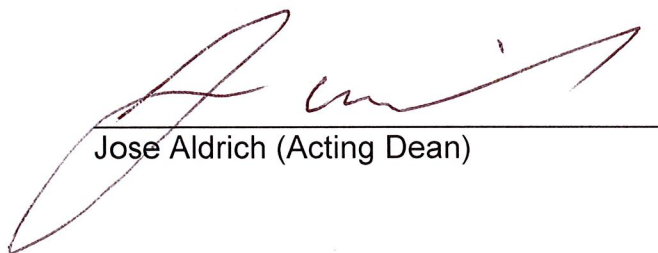
No negative impact since all students have transferred to the Tax track of the MACC. There was no negative impact on faculty, since the retirement and relocation were voluntary and occurred before we suspended admissions, and other tax faculty teach in the MACC.



Ruth Ann McEwen (Requestor)

4/7/15

Date



Jose Aldrich (Acting Dean)

4/7/15

Date

Date: June 3, 2015

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

Proposed Board Action:

Approve the Bachelor of Arts in Latin American and Caribbean Studies (CIP 05.0134) new program proposal.

Background Information:

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

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

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

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

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

Latin American and Caribbean Center (LACC)

School of International and Public Affairs

Florida International University

EXECUTIVE SUMMARY

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

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

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

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

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

Implementation Timeframe	Projected Enrollment (From Table 1)		Projected Program Costs (From Table 2)				
	HC	FTE	E&G Cost per FTE	E&G Funds	Contract & Grants Funds	Auxiliary Funds	Total Cost
Year 1	15	11.25	\$3,930	\$44,218	\$0	\$0	\$44,218
Year 2	30	22.50					
Year 3	45	33.75					
Year 4	60	45.00					
Year 5	75	56.25	\$768.32	\$43,218	\$0	\$0	\$43,218

Date: June 3, 2015

Subject: New Program Proposal: Master of Science in Marketing

Proposed Board Action:

Approve the Master of Science in Marketing (CIP 52.14) new program proposal.

Background Information:

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

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

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

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

College of Business

Executive Summary

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

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

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

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

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

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

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

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

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

Date: June 3, 2015

Subject: Approval of the Amendment to the Bylaws of the Florida International University Research Foundation, Inc.

Proposed Board Action:

Approve the amendment to the Bylaws of the Florida International University Research Foundation, Inc.

Background Information:

On May 11, 2015, the Florida International University Research Foundation, Inc.'s Board of Directors approved amendments to the Research Foundation's Bylaws to move the Annual Meeting from November to October.

The Florida International University Board of Trustees (the BOT) must approve any amendments to the FIU Research Foundation, Inc. Bylaws before their becoming effective.

Regulation FIU-1502 Direct Support Organizations (2) (a) provides that any amendments to the Articles of Incorporation of Bylaws must be submitted by the President of the University to the BOT for approval prior to becoming effective.

Article 8, Section 1 of the Florida International University Research Foundation Inc. Bylaws provides that any amendment to the Bylaws, approved by the Board, shall be submitted by the University President to the BOT for approval prior to its effective date.

BYLAWS

FLORIDA INTERNATIONAL UNIVERSITY RESEARCH FOUNDATION, INC.

(A Not-For-Profit Corporation)

Adopted ~~April 21, 2010~~ May 11, 2015

ARTICLE I

Board of Directors

Section 1. Purpose. The purpose of the Florida International University Research Foundation, Inc. ("Research Foundation" or "Corporation") shall be exclusively scientific and educational. This includes the promotion and encouragement of, and assistance to, the research, training activities of faculty, staff, and students of Florida International University through income from contracts, grants, and other sources, including, but not limited to, income derived from or related to the development and commercialization of University work products. The corporation shall provide means by which discoveries, inventions, processes, and work products faculty, staff, and students may be patented, developed, applied, and utilized in order that the results of such research shall be made available to the public and that funds be made available from such discoveries, inventions, processes, and work products for further research at Florida International University.

Section 2. Governance. The business affairs of the Research Foundation shall be managed by and under the direction of the Board of Directors (the "Board") and by various Officers and Committees thereof as powers may be delegated to such Officers and Committees by these Bylaws or by Resolution of the Board. Members of the Board

shall be the sole voting members of the Research Foundation and shall be called "Directors."

Section 3. Membership. The Board shall consist of no fewer than nine (9) and no more than fifteen (15) voting members. The President of Florida International University ("FIU"), or his/her designee, the Executive Vice President/Provost, or his/her designee, the Vice President for Research (who shall be the Chairperson of the Board), a member appointed by the Chair of the University Board of Trustees, if such member is appointed, a designee for the Dean of the College of Arts and Sciences, a designee for the Dean of the College of Engineering and Computing and a designee for the Dean of the College of Medicine, all of whom shall be known as Appointed Directors (the "Appointed Directors") of the Board for as long as they hold those offices at the University. In addition, there shall be two representatives of the faculty of FIU, based on their strategic and exceptional contributions to the University's research objectives, and one FIU alumni representative.

The faculty and alumni Board members will be nominated by the Nominating Committee and chosen by the President of FIU. The designees for the Deans of the Colleges of Arts and Sciences, Engineering and Computing and Medicine shall be recommended by the Dean of each respective College and shall be chosen by the President of FIU. The designee of the Vice President/Provost shall be recommended by the Vice President/Provost and chosen by the President of FIU.

All other members of the Board shall be nominated and elected pursuant to the provisions set forth in Article I, Section 4 and shall be known as the "Elected Directors".

The Elected Directors shall be members of the community and other members having qualifications specified from time to time by the Nominating committee and consistent with the strategic objectives of the Research Foundation.

Section 4. Election. Elected Directors shall be selected to fill expiring and vacant terms at the Annual Meeting of the Board. Elected Directors may also be elected at any other regular or special meeting of the Board. Nominations for Elected Directors shall be made by the Nominating Committee as described in Article V, Section 2 (iii) of these Bylaws.

Section 5. Vacancies of Elected Directors. Vacancies occurring during a term of an Elected Director may be filled by the Board at any regular or special meeting of the Board. The Elected Directors so chosen shall hold such office until the next regular Annual Meeting of the Board at which time his or her successor shall be elected.

Section 6. Vacancies of Appointed Directors. In the case of a vacancy of an Appointed Director, the person who is acting as the University President or his/her designee, the Executive Vice President/Provost, or his designee, the Vice President for Research, and the persons holding the positions at the University equivalent to the positions of the designees for the Deans of the Colleges of Arts and Sciences, Engineering and Computing and Medicine shall fill the vacancy until the permanent appointment is made at which time the person appointed to hold the position shall be named as the new Appointed Director for that position. Any vacancy among the Elected Directors may be filled by a majority vote of the remaining members of the Board. The term of office of a director chosen to fill a vacancy shall expire at the latter

of the next annual meeting of the Board or at such time as a successor shall be duly elected and qualified.

Section 7. Resignation or Removal. A Director may resign at any time by giving written notice to the Chairperson or to the Secretary. Any such resignation shall take effect at the time specified therein or, if no time is specified therein, upon its acceptance by the Board. Any Elected Director who is not present for three (3) consecutive regular meetings of the Board, and whose absences are not excused by the Chairperson, shall be deemed to have submitted his/her resignation, subject to reinstatement by a majority vote of the other Directors. In addition, any Director may be removed from office by a two thirds vote of all of the Directors, effective as of the date of such vote.

Section 8. Term of Office. The President of FIU or his/her designee, the Executive Vice President/Provost or his/her designee, the Vice President for Research and the designees for the Deans of the Colleges of Arts and Sciences, Engineering and Computing and Medicine shall serve as Directors for such time as each respective individual continues to hold his/her position at the University. The Faculty and Alumni representatives shall serve for a term of two (2) year and be eligible to serve for an additional two (2) year term. The Elected Directors shall serve a three-year term and shall be eligible for re-election for no more than two (2) additional three-year terms.

Section 9. Powers and Duties of the Board of Directors. The property, affairs, activities, and concerns of the corporation shall be vested in the Board. All management functions shall be exercised by the Board, and by various Officers and Committees thereof as powers may be delegated to such Officers and Committees by

these Bylaws or by action of the Board. The Chairperson shall preside over all meetings of the Board. The corporation may open offices in foreign countries or outside the area where it is primarily domiciled in the event that this is required in connection with a University research project and is deemed necessary by the Board.

ARTICLE II

Meetings

Section 1. Meetings. Regular meetings of the Board shall be held at least two times a year. One such meeting shall be held in ~~November~~October of each year and such meeting shall be the Annual Meeting of the Board when new Directors and Officers shall be elected and take office, subject to other provisions of these Bylaws. Written notice of each meeting shall be faxed or emailed by the Secretary, to each Director at the last recorded University address, fax number or email address of each Director not fewer than seven (7) calendar days prior to the meeting. The Secretary must provide written notice, by fax or email, to all Directors of any changes to the meeting schedule at least seven (7) calendar days prior to the date of the originally scheduled meeting day or of the new meeting date, whichever date occurs earlier. Special Meetings may be called by the Chairperson, the President of the University in his capacity as University President, or by any two (2) Directors with at least seven (7) calendar days written notice provided to all of the Directors by fax or email. The agenda for Special Meetings shall be limited to matters listed in the written notice of the Special Meeting. Notice to the public of all meetings of the Board shall be given by posting on the Florida International University Research Foundation website at <http://fiurf.fiu.edu>

and faxing such notice and agenda to a newspaper of general circulation not less than seven (7) days prior to each meeting, and will include a statement of the general subject matters to be considered.

Emergency Meetings: An emergency meeting of the Board may be called by the Chairperson upon no less than forty-eight (48) hours notice whenever, in the opinion of the Chairperson an issue requires immediate Board action. Whenever such emergency meeting is called, the Chairperson will notify the Secretary. The Secretary will immediately serve either verbal or written notice upon each member of the Board, and shall provide notice to the public, by any procedure that is fair under the circumstances, stating the date, hour and place of the meeting and the purpose for which the meeting has been called. No other business will be transacted at the meeting unless additional emergency matters are agreed to by a majority of those Board members in attendance. The minutes of each emergency meeting will show the manner and method by which notice of such emergency meeting was given to each member of the Board and to the public.

Section 2. Quorum. A quorum of the Directors shall be a majority of the voting Directors in office at the time of the vote. A quorum must be present (in person or via telephone) to transact any business of the Research Foundation at a meeting.

Section 3. Voting. Each Director shall have one vote. When a quorum is present (in person or via telephone) at the meeting, all questions shall be decided by majority vote of the voting Directors present, except as otherwise provided in these Bylaws, by law or by the Articles of Incorporation.

Section 4. Proxies. Proxies, general or special, shall not be accepted for any purpose in Board or Committee meetings.

Section 5. Telephone Meetings. Board and Committee meetings may be conducted by telephone conference or similar communications facilities if the Chairperson of the Board or the Chairperson of the Committee determines it is appropriate and if all persons participating in such meetings are able to hear each other as if the meeting were held in person. All telephone meetings must be in full compliance with all requirements of the Sunshine Law. The notice of any meeting conducted by means of telephone or similar communication facilities will state where and how members of the public may gain access to the meeting.

ARTICLE III Officers

Section 1. Number. The officers of this corporation shall be a President, three Vice Presidents, a Secretary, and a Treasurer. The three Vice Presidents shall be the Dean of the College of Arts and Sciences, the Dean of the College of Engineering and Computing and the Dean of the College of Medicine. The President, Secretary, and Treasurer of the Research Foundation shall be elected as set forth in Article III, Section 2. All other officers of the Research Foundation shall be nominated by the Nominating Committee and elected by the Board.

Section 2. Method of Election of Elected Officers. Elected Officers shall be elected at the Annual Meeting of the Board, from nominations submitted to the Directors by the Nominating Committee or from nominations from the floor. No Officer may hold more

than one Research Foundation office concurrently. Elected Officers shall serve for a term of one year and may be re-elected. A quorum must be present (in person or via telephone) to transact any business of the Research Foundation at a meeting.

Section 3. Vacancies. In case any vacancy occurs in an elected office, an election shall be held at the first Regular or Special Meeting of the Board after such vacancy occurs and nominations may be received directly from the floor to fill such vacant positions. Notice of such vacancy and scheduled election must be given in the prior written notice for the regular or special meeting at which such election shall take place.

Section 4. Compensation. Neither the Officers nor the Directors shall receive compensation for being officers or members of the Board other than their usual salaries as employees of FIU, for those members who also are employed by FIU.

Section 5. Resignation and Removal. An Officer of the Research Foundation may resign at any time by giving written notice to the Board, the Chairperson or the Secretary of the Research Foundation. Any such resignation shall take effect at the time specified therein or, if no time is specified therein, upon its acceptance by the Board. Any Officer may be removed from office by a two-thirds vote of all of the Directors, effective as of the date of such vote.

ARTICLE IV

Duties of Officers

Section 1. President of the Research Foundation. The President shall be a member of the Executive Committee. He/She shall preside at all meetings of the Executive Committee. He/She shall communicate to the Board such matters and make

such suggestions as may in his/her opinion tend to promote the business and affairs of the Research Foundation. The Chairperson and the President are each authorized to execute in the name of the Research Foundation, with the Secretary attesting, all certificates, contracts, deeds, notes and other documents or legal instruments authorized or issued by the Board. Among the President's powers and duties, without limitation, are , from time to time, to perform such matters as may be assigned to the President by the Board; to represent the Research Foundation at official functions of the University and elsewhere as he/she may determine proper; and to present a report of the activities of the Research Foundation and the conduct of his/her office at each Annual Meeting. The Research Foundation President shall report to the Research Foundation Board and the President, in his capacity as President of the University, on all matters pertaining to the Research Foundation.

Section 2. Vice Presidents. The Vice Presidents shall be responsible for assisting the Chairperson or the Board in any way so designated by the Chairperson and a Vice-President shall serve as temporary President, as determined by the Board Chairperson in the President's absence. The Vice Presidents shall perform such duties as may from time to time be assigned to them by the Chairperson of the Board, the Board or the Executive Committee.

Section 3. Secretary. The Secretary shall keep full and accurate minutes of all meetings of the Board, all meetings of the Executive Committee and all Committee meetings in a book provided for that purpose and shall transmit all notices required by the Bylaws of the Research Foundation. The Secretary shall have custody of the

corporate seal of this corporation. The Secretary may attest to documents with the Chairperson in the name of this corporation and, when required, shall affix thereto the seal of the corporation. Any contract not attested by the Secretary must be signed by two persons as witnesses. The Secretary shall have charge of all official records of this corporation, which shall be at all reasonable times open for the inspection of any Director, and the Secretary shall in general perform all duties incident to the management of the office of Secretary for the Board. The Secretary shall perform such other duties as may be assigned to him/her by the Chairperson, the Board or the Executive Committee.

Section 4. Treasurer. Except as may be otherwise specified by resolution of the Board, the Treasurer and his or her designee(s) shall receive and keep the funds of the Corporation and pay out the same in accordance with the requirements of the Trust Indenture or related bond documents and/or applicable Corporation and/or University policies and procedures with respect to expense reimbursements. The Treasurer shall ensure that consistent and reliable financial practices are followed, and that any Corporation investments are made and managed in accordance with the terms of any applicable Trust Indenture or related bond documents and/or policies of the Corporation or University pursuant to any such strategic allocation ranges as may be established by this Board. The duties of the Treasurer shall include, but not be limited to, the following:

- i. The deposit of all cash monies, checks, and other credits to the account of this corporation in such bank or banks or other depositories as the Board may

designate; to review all receipts and vouchers for payment made to and all vouchers and checks made by this corporation; to regularly maintain a full and accurate account of all funds received and paid out on accounts administered by this corporation; and to render to the Board an account and statement of all the Treasurer's transactions at each meeting of the Board and at such other times as the Board may determine;

- ii. To prepare with the Chairperson an annual budget for the coming year to be approved by the Board at the last meeting held before the end of the fiscal year. The budget shall separately delineate planned actions which result in a commitment of FIU resources or which represent significant commitment of the resources of the Research Foundation. Said budget shall be submitted to the President of FIU for approval and recommendation to the FIU Board of Trustees each year no later than thirty (30) days following the beginning of the Research Foundation's fiscal year;
- iii. To cause an annual audit to be made by an independent certified public accountant of the corporation's books and records as soon as possible after the close of the fiscal year of the Research Foundation and to have the results reported to the Chairperson of the Research Foundation immediately and to the full Board at its next meeting thereafter. The annual audit report shall be submitted by the President of FIU to the Board of Trustees for review no later than the end of the fourth month following the close of the Research Foundation's fiscal year. The annual audit report also shall be submitted to the

Auditor General and to the Board of Governors no later than nine (9) months after the close of the Research Foundation's fiscal year. The audit shall be conducted in accordance with rules promulgated by the Board of Trustees of FIU and with policies adopted by the Auditor General; and

- iv. The treasurer shall at all reasonable times exhibit his or her books and accounts to any Director of this corporation and shall in general perform all duties incident to the management of the office of Treasurer for the Board.

Section 5. Checks. Unless otherwise delegated by the Board, checks or drafts on the funds of this corporation shall be signed by any two of the Officers or Directors authorized to do so by the Board, or by any two University employees authorized to do so by the Chief Financial Officer of the University, and approved by the Board of Directors.

ARTICLE V Committees

Section 1. Designation and Appointment of Committees. Committees of the Board shall either be Standing Committees, as designated by these Bylaws, or Special Committees, as established by the Chairperson. The Chairperson shall appoint the members of all Committees and designate their chairpersons, except as otherwise specified by these Bylaws. All members of the Committees shall have equal voting rights. Two voting members of any Committee, except the Executive Committee as provided for below in these bylaws, shall constitute a quorum and a majority vote of the voting members of the Committee present, after a quorum has been declared, shall

be required to enact business of the Committee. The actions of any Committee shall be subject to review and approval by the Board at its next ensuing meeting, except when the power to act is specifically granted to a Committee by these Bylaws or by action of the Board or the Executive Committee. Each Committee shall keep approved minutes and submit them to the Board for review and to the Secretary for record-keeping.

Section 2. Standing Committees. The Board shall have the following Standing Committees:

- i. Executive Committee. The Board may elect at its Annual Meeting an Executive Committee consisting of three Directors, which committee shall have such powers as may be delegated to it by the Board. The Chair of the University Board of Trustees may appoint a member of the Executive Committee. Three members of the Executive Committee shall constitute a quorum. A majority of the Executive Committee shall be sufficient to exercise all of its powers. The Executive Committee of the Board shall have and may exercise all powers and authority of the Board when the Board is not in session, subject only to such restrictions or limitations as the Board may, from time to time specify, except that the Executive Committee shall have no authority to alter, amend, or repeal the Articles of Incorporation or Bylaws of the Foundation, to remove Directors or Officers or to elect Directors or Officers. All actions of the Executive Committee shall be reported in writing to the Board at the next ensuing meeting of the Board. All actions of the Executive Committee shall be ratified and included in the minutes of the Board.

- ii. Finance and Audit Committee. The Finance Committee shall consist of up to five members appointed by the Chairperson subject to the approval of the Board, of which three members also must be Directors. The Committee shall advise the Board and the Chairperson on all financial matters related to this corporation, including annual budgeting, equity holding, fund/investment management, securities liquidation, license agreements, insurance needs, audits and financial statements, taxes, and other issues relating to the financial stability of the corporation. The Finance Committee may also be called upon for advice in the consideration of major expenditures and capital outlays. The Finance Committee shall be responsible for the preparation and periodic review of the Research Foundation's annual budget in compliance with the provisions set forth in Article IV, Section 4 (ii), and it shall review the yearly audit done by the outside auditors. It shall cause a financial audit of its accounts and records to be conducted by an independent certified public accountant after the close of each fiscal year. The audit report shall be submitted by the President of the University to the Board of Trustees no later than the end of the fourth month following the close of the organization's fiscal year. It shall monitor the work of the Research Foundation's Treasurer and shall review and report to the Board on the Research Foundation's financial statements. It shall ensure that all financial reports are filed in a timely manner. To prepare a quarterly expenditure plan to be reviewed and approved quarterly by the President of FIU or his or her designee who shall be a Vice President or other senior officer of FIU reporting directly to the

President. The plan shall separately delineate planned actions which result in a commitment of FIU resources or which represent significant commitment of the resources of the Research Foundation.

- iii. Nominating and Development Committee. The Nominating and Development Committee shall consist of up to three members appointed by the Chairperson, subject to the approval of the Board, and shall receive recommendations for nominees to the Board and to act as Elected Officers. It shall evaluate such recommendations, and present nominations for open positions to the Board, as well as a slate of officers, at least fifteen (15) days prior to the Annual Meeting or at any other properly noticed meeting if a vacancy occurs.

Section 3. Other Standing Committees. At the first meeting of the Board, or as soon thereafter as is practical, the Chairperson shall, subject to the approval of the Board, appoint such other Standing Committees as he/she may deem necessary and advisable to assist in the conduct of the Research Foundation's affairs.

Section 4. Special Committees. The Chairperson may, from time to time, establish Special Committees to assist the Board in carrying out the purposes of the Research Foundation. The Chairperson shall report the establishment of all Special Committees which he/she has authorized, and the names of their Chairpersons and members to the Executive Committee and the Board at the next ensuing regular meeting of the Executive Committee and the Board.

Section 5. Committee Quorum. A majority of any Committee of the Research Foundation shall constitute a quorum for the transaction of business, except as

otherwise noted in these Bylaws. All other terms and conditions set forth in these Bylaws pertaining to Board meetings shall also apply to Standing and Special Committee meetings.

ARTICLE VI Indemnification

This corporation shall, to the extent legally permissible, indemnify and defend each of its directors, officers, employees, or other agents against all liabilities and expense, including, where applicable, amounts paid in satisfaction of judgments in compromise of actions, suits, claims or other proceedings, as fines or penalties, or as counsel fees, actual and reasonable paid or incurred in connection with the defense or disposition of any action, suit or other proceeding, whether civil or criminal, in which such person may be involved by reason of employment by the Research Foundation or by Board service, except with respect to any matter as to which such person shall have been adjudicated in any proceeding not to have acted in good faith, or not to have acted in the reasonable belief that such action was in the best interest of the corporation; provided that any payment by the way of settlement, compromise, or consent decree shall be indemnified there under only to the extent that it shall be determined by the Board to have been made in the best interest of the corporation; and further provided that no settlement hereunder shall be entered into without the prior consultation and approval of a duly authorized representative of the Board. Any person believing himself to be entitled to indemnification or defense under this article, in order to qualify

for indemnification or defense hereunder, shall notify the Chairperson immediately upon the occurrence giving rise to said entitlement.

ARTICLE VII

Seal

The seal of this corporation shall bear the words "Florida International University Research Foundation, Inc.," as more particularly shown in the following impression:



ARTICLE VIII

Amendments

Section 1. Amendment to Bylaws. The Bylaws of this corporation may be altered, amended, rescinded or repealed by a two-thirds vote of the Board at any Regular or Special meeting of the Board. All amendments must be approved by the Board of Trustees of FIU, upon recommendation by the President of FIU prior to their effective date.

Section 2. Amendments to the Articles of Incorporation. The Articles of Incorporation of the Research Foundation may be altered or amended at any regular or special meeting of the Board by resolution approved by the affirmative vote of a majority of the voting Directors present, subject to approval by the Secretary of State of

Florida as required by law and subject to any approval which may be required by the Board of Trustees of FIU. Written notice of any proposed amendment of the Articles of Incorporation shall be mailed to each Director not fewer than fifteen (15) days prior to any meeting at which such proposed amendment is to be considered.

Section 3. Requirements of Florida Law. All amendments to the Bylaws and Articles of Incorporation of the Research Foundation shall comply with Florida law and appropriate state rules and policies.

ARTICLE IX Miscellaneous

Section 1. Employees. No employee of this corporation shall be considered to be an employee of the State of Florida or The Florida International University Board of Trustees solely by virtue of his/her employment by the Research Foundation. Any employee of the State of Florida or The Florida International University Board of Trustees who is assigned to work on Research Foundation matters, shall not be considered an employee of the Research Foundation.

Section 2. Checks and Depositories. Except as may otherwise be specified in these Bylaws, the Board shall provide, by Resolution, which Officers or Directors or other representatives are authorized to draw checks on the accounts of the Research Foundation and may impose any reasonable terms, conditions or limitation on such authority. Checks or drafts of the Research Foundation shall be signed by any two of the Officers or Directors, authorized to do so by the Board or by these Bylaws and approved by the Research Foundation Board of Directors. Funds of the Research

Foundation shall be deposited to the credit of the Research Foundation only in institutions approved by the Board by resolution and only in financial institutions insured by the Federal Deposit Insurance Corporation or the Federal Savings and Loan Insurance Corporation.

Section 3. Fiscal Year. The fiscal year of the Foundation shall be consistent with the fiscal year of the University.

Section 4. Service of Process. Service of process shall be made on the office of the University's General Counsel.

Section 5. Sunshine Laws. Public access to Board records will be governed by the provisions of Section 1004.28, Florida Statutes. It is the policy of the Corporation to maintain and/or dispose of all records made or received in connection with Corporation business in accordance with a document retention schedule as the Board may adopt from time to time. Board meetings shall be governed by the provisions of the Open Meetings Law, Chapter 286, Florida Statutes.

ARTICLE X

Code of Ethics – Conflict of Interest

Directors stand in a fiduciary relationship to the University and the Research Foundation. Therefore, Directors shall act in good faith, with due regard to the interests of the University and the Foundation, and shall comply with the fiduciary principles and law set forth in the Code of Ethics for Public Officers and Employees, Chapter 112, Part III, Florida Statutes. Directors shall comport themselves in accord with the statutory Code of Ethics and the Conflict of Interest Policy attached to these Bylaws as

Appendix “B.” Each Director shall annually complete and sign a disclosure form as required by said policy. The Corporation shall maintain the highest ethical standards in all of its operations in order to protect and preserve the Corporation’s good name, business interests, and the community at large, and accordingly, it is the policy of the Corporation to adhere to the requirements of the Florida Whistleblower’s Act, as applicable.

ARTICLE XI Parliamentary Procedure

Where not addressed by these Bylaws, the Articles of Incorporation, or Florida law, all matters of procedure shall be governed by Roberts Rules of Order (latest edition).

ARTICLE XII Powers of the President of the University

The President of the University shall have the following powers and duties: (1) Monitor and control the use of University resources by the Research Foundation; (2) Control the use of the University name by the Research Foundation; (3) Monitor compliance of the Research Foundation with state and federal laws; (4) Recommend to the Board of Trustees of FIU an annual budget; (5) Review and approve expenditure plans at least quarterly; (6) Approve salary supplements and other compensation or benefits paid to University faculty and staff from the Research Foundation assets; and salaries, benefits, and other compensation paid to employees of the Research Foundation, consistent with the policies of the FIU Board of Trustees.

Appendix B

FLORIDA INTERNATIONAL UNIVERSITY RESEARCH FOUNDATION, INC.

CONFLICT-OF-INTEREST POLICY

1. Scope. The following statement of policy applies to each member of the FIU Research Foundation, Inc. Board of Directors (“Foundation Board”) and all subsequent Committees.

2. Fiduciary Responsibilities. Section 8 of Article II of the Constitution of the State of Florida states: “A public office is a public trust.” Board and Committee members of Foundation Board serve the public trust and have a clear obligation to fulfill their responsibilities in a manner consistent with this fact. All decisions of the Foundation Board and Committees are to be made solely on the basis of a desire to advance the best interests of the institution and the public good.

Foundation Board and Committee members are generally involved in the affairs of other institutions and organizations. Effective boards and committees will include individuals who have relationships and affiliations that may raise questions about perceived conflicts of interest. Although many such potential conflicts are and will be deemed inconsequential, each Foundation Board member has the responsibility to comply with the Code of Ethics for Public Officers and Employees which is contained in Chapter 112, Part III (Sections 112.311 – 112.326) of the Florida Statutes.

3. The Code of Ethics for Public Officers and Employees. The Code of Ethics provides definitions and sets forth the various contexts in which conflicts arise. As defined in the Code,

a “conflict of interest” arises in a situation in which regard for a private interest tends to lead to disregard of a public duty or interest.

Particular attention is required when public officers are in situations involving:

- solicitation and acceptance of gifts;
- favors or compensation;
- contracts and transactions with the Foundation;
- unauthorized compensation;
- misuse of public position or confidential information;
- conflicting employment or consulting contractual relationships; and
- employment of relatives.

Thus, each Foundation Board and Committee member has a continuing obligation to:

- (a) be familiar with the Florida Statutes regarding ethics and conflicts of interest and the terms of this Policy;
- (b) disclose to the Foundation Board and/or Committee Chair any possible personal, familial, or business relationships that might reasonably give rise to a conflict involving the Foundation; and

- (c) acknowledge by his or her execution of the attached “Conflict of Interest Disclosure Form” that he or she is in compliance with the letter and spirit of this Policy and applicable laws.

4. Disclosure. All Foundation Board and Committee members shall list on the attached Conflict of Interest Disclosure Form, at least once a year, those relationships

- (a) that they or members of their family maintain with organizations that do business with the Foundation, or
- (b) that could be construed to affect their independent, unbiased judgment in light of their decision-making authority and responsibility.

If a Foundation Board or Committee member is uncertain as to whether to list a particular relationship, the Foundation Board and/or Committee Chair and the General Counsel of the University should be consulted. Information shared or gathered as a result of such consultations (including information provided on the attached form) shall not be released except

- in accordance with applicable public records laws, or
- when the institution’s best interests would be served by disclosure, or
- as required by court order.

Any such required disclosure will be made only after informing the affected Foundation Board or Committee member.

5. Definitions:

The following definitions apply to this policy:

Business Relationship – A business relationship is one in which a Foundation Board or Committee or a Foundation Board or Committee’s spouse or child serves as an officer, director, or proprietor of, or has a material interest in, an organization that does business with FIU Research Foundation, Inc., or Florida International University.

Material Interest - a direct or indirect ownership of more than 5 percent of the total assets or capital stock of any business entity constitutes a material interest.

Attached is The FIU Research Foundation, Inc. Conflict of Interest Disclosure Form, which each Foundation Board and Committee member must file with the FIU Research Foundation Corporate Secretary on or before July 1st of each year, unless a change necessitating an amendment occurs prior to July 1st of the following year.

Date: June 3, 2015

Subject: Proposed 2015-16 University and Direct Support Organizations Operating Budget

Proposed Board Action:

Approve the FIU 2015-16 University and Direct Support Organizations (DSO) Operating Budget and authorize the University President to amend the budget consistent with Legislative, Board of Governors' and Florida International University Board of Trustees (the BOT) directives and guidelines.

Background Information:

The BOT is required to adopt an annual budget for the general operation of the University prior to submission to the Florida Board of Governors. The FY 2015-16 Proposed Operating Budget for the University is due to the Florida Board of Governors on June 23, 2015.

Authority for the University President to amend the budget is necessary to accommodate changes in circumstances.

The DSOs (FIU Athletics Finance Corp., FIU Foundation, Inc., and FIU Research Foundation, Inc.) and The Florida International University Academic Health Center Health Care Network Faculty Group Practice, Inc. budgets are incorporated into the University's Operating Budget. All such budgets have been prepared, pursuant to Florida Statutes and regulations of the Board of Governors and the University.

The following funding groups are included:

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

The University President shall keep the BOT informed of any changes in excess of two percent (2%) made to the total approved 2015-2016 Operating Budget during the operating year.

Florida Statute 1011.40(2) provides that “each university board of trustees shall adopt an operating budget for the operation of the university as prescribed by law and rules of the Board of Governors.” The University has prepared the proposed 2015-2016 Operating Budget in accordance with the requirements set forth in Florida Board of Governors Regulations 9.007 and 9.011.

Florida International University
Board of Trustees Financial Summary
2015-16 Budget

Overview¹

	Final Budget	Forecast	Forecast vs.	Requested Budget	Forecast vs.
(In millions of dollars)	2014-15	2014-15	Final Budget	2015-16	Requested Budget
Revenue / Receipts					
University					
Educational and General (net) ²	\$ 469.4	\$ 470.8	\$ 1.4	\$ 485.8	\$ 15.0
University	421.8	423.3	1.5	437.4	14.1
College of Medicine	47.6	47.5	(0.1)	48.4	0.9
FIU Self-Insurance Program	0.4	0.3	(0.1)	0.3	-
Auxiliary Enterprises	197.5	201.7	4.2	206.9	5.2
Intercollegiate Athletics	24.0	25.6	1.6	26.2	0.6
Activities and Service	16.2	16.0	(0.2)	18.6	2.6
Technology Fee	9.6	9.4	(0.2)	9.5	0.1
Board Approved Fees	0.3	0.4	0.1	0.4	-
Contracts and Grants	112.1	122.0	9.9	115.9	(6.1)
Student Financial Aid	153.7	159.6	5.9	159.5	(0.1)
Concessions	0.8	0.8	-	0.8	-
Direct Support Organizations / Component Units					
FIU Athletics Finance Corp	3.6	3.8	0.2	3.5	(0.3)
FIU Foundation Inc.	49.1	28.1	(21.0)	29.2	1.1
FIU Health Care Network	11.1	5.6	(5.5)	4.0	(1.6)
FIU Research Foundation Inc.	0.1	0.1	-	-	(0.1)
Interfund Adjustments ³	(4.8)	(4.8)	-	(5.7)	(0.9)
Total Operating Revenues	1,043.1	1,039.4	(3.7)	1,054.9	15.5
University (net)	7.6	0.5	(7.1)	7.2	6.7
FIU Foundation Inc.	14.4	8.8	(5.6)	12.2	3.4
Total Investment Revenues	22.0	9.3	(12.7)	19.4	10.1
Student Loans ⁵	272.4	286.7	14.3	297.8	11.1
Total Revenues / Receipts	1,337.5	1,335.4	(2.1)	1,372.1	36.7
Expenses					
University					
Educational and General	468.3	444.1	(24.2)	485.8	41.7
University	421.8	400.7	(21.1)	437.4	36.7
College of Medicine	46.5	43.4	(3.1)	48.4	5.0
FIU Self-Insurance Program	0.4	0.3	(0.1)	0.3	-
Auxiliary Enterprises	176.7	181.4	4.7	184.3	2.9
Intercollegiate Athletics	24.9	24.2	(0.7)	23.7	(0.5)
Activities and Service	16.6	15.8	(0.8)	19.5	3.7
Technology Fee	9.9	10.2	0.3	11.3	1.1
Board Approved Fees	0.3	0.4	0.1	0.4	-
Contracts and Grants	112.9	125.0	12.1	118.7	(6.3)
Student Financial Aid	152.2	161.9	9.7	159.2	(2.7)
Concessions	0.8	0.7	(0.1)	0.8	0.1
Direct Support Organizations / Component Units					
FIU Athletics Finance Corp	2.3	2.6	0.3	2.2	(0.4)
FIU Foundation Inc.	26.4	23.7	(2.7)	27.9	4.2
FIU Health Care Network	11.8	8.6	(3.2)	3.1	(5.5)
FIU Research Foundation Inc.	-	0.3	0.3	-	(0.3)
Interfund Adjustments ³	(4.8)	(4.8)	-	(5.7)	(0.9)
Total Operating Expenses	998.7	994.4	(4.3)	1,031.5	37.1
Principal Payment of Debt ⁴	9.0	9.0	0.0	9.3	0.3
Student Loans ⁵	272.4	286.7	14.3	297.8	11.1
Total Expenses	1,280.1	1,290.1	10.0	1,338.6	48.5
Change in Net Assets (incl. Investments)	\$ 57.4	\$ 45.3	\$ (12.1)	\$ 33.5	\$ (11.8)
Change in Net Assets (excl. Investments)	\$ 35.4	\$ 36.0	\$ 0.6	\$ 14.1	\$ (21.9)

**Florida International University
Board of Trustees Financial Summary
2015-16 Budget
Overview¹**

Notes:

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

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

² *E&G revenues include State Funding and Tuition and are net of waivers, uncollectible amounts, credit card surcharge, and 30% Financial Aid need-based amounts per BOG regulation. Additionally, FY 2015-16 State Appropriations are estimated and are contingent upon the outcome of the 2015 Legislative Session. State Appropriations include an estimated \$23.0M associated with FY 2015-16 performance funding, which is contingent upon approval by the Legislature and the Board of Governors.*

³ *Interfund transactions have been included in the individual funds to allow for individual fund performance analysis. This has resulted in higher revenues and expenses by fund. The Interfund Adjustments eliminate this double counting of revenues and expenses with the exception of interfund transactions for auxiliary services provided to other units and Direct Support Organizations which have not been eliminated.*

⁴ *Principal payment of debt is reflected above per BOG requirement that debt service payments be shown on a cash basis.*

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

Florida International University
Financial Summary
2015-16 E&G Revenue Growth

(In thousands of dollars)

	General Revenue	Educational Enhancement (Lottery)	Total State Funding ¹	Student Fee (net)	Total
<u>I. University (ex-Legislative Items: Risk Management & Financial Aid)</u>					
2014 - 15 Base Budget	\$ 181,794	\$ 30,665	\$ 212,459	\$ 206,919	\$ 419,378
Deduct Prior Year Non-Recurring	(2,265)	-	(2,265)		(2,265)
Plant Operations & Maintenance Annualization	378		378		378
2014 - 15 Adjusted Recurring Base Budget	\$ 179,907	\$ 30,665	\$ 210,572	\$ 206,919	\$ 417,491
2015 - 16 Incremental Changes					
• Tuition ²				5,583	5,583
• Performance Funding ³					
Transfer Base Funding to Performance	(10,700)		(10,700)		(10,700)
Performance Funding	22,957		22,957		22,957
Total Incremental Changes	12,257	-	12,257	5,583	17,840
2015 - 16 Base Budget	\$ 192,164	\$ 30,665	\$ 222,829	\$ 212,502	\$ 435,332

<u>II. University (Legislative Items: Risk Management & Financial Aid)</u>					
2014 - 15 Base Budget	\$ 2,436		\$ 2,436		\$ 2,436
Adjustment to Risk Management Insurance Base	(371)		(371)		(371)
2014 - 15 Adjusted Recurring Base Budget	\$ 2,065	\$ -	\$ 2,065	\$ -	\$ 2,065
2015 - 16 Base Budget	\$ 2,065	\$ -	\$ 2,065	\$ -	\$ 2,065

<u>I. & II. University</u>					
2014 - 15 Base Budget	\$ 184,230	\$ 30,665	\$ 214,895	\$ 206,919	\$ 421,814
Adjustments to Base Budget	(2,257)	-	(2,257)	-	(2,257)
2014 - 15 Adjusted Recurring Base Budget	\$ 181,973	\$ 30,665	\$ 212,638	\$ 206,919	\$ 419,557
Total Incremental Changes	12,257	-	12,257	5,583	17,840
2015 - 16 Base Budget	\$ 194,230	\$ 30,665	\$ 224,895	\$ 212,502	\$ 437,397

¹ State Appropriations are estimated and are contingent upon the outcome of the 2015 Legislative Session.

² Tuition revenues are net of waivers, uncollectible amounts, credit card surcharge, and 30% Financial Aid need based amounts per BOG regulation.

³ Performance funding is the estimated allocation to FIU of \$200M of which \$100M is new funds and \$100M reallocation of base funds. Performance funds are contingent upon approval by the Legislature and the Board of Governors.

Florida International University
Financial Summary
2015-16 E&G Revenue Growth

(In thousands of dollars)

	General Revenue	Educational Enhancement (Lottery)	Total State Funding ¹	Student Fee (net)	Total
<u>III. College of Medicine (ex-Legislative Items: Risk Management)</u>					
2014 - 15 Base Budget	\$ 30,833		\$ 30,833	\$ 16,733	\$ 47,566
Deduct Prior Year Non-Recurring	(800)	-	(800)		(800)
2014 - 15 Adjusted Recurring Base Budget	\$ 30,033	\$ -	\$ 30,033	\$ 16,733	\$ 46,766
2015 - 16 Incremental Changes					
• Tuition ²				1,643	1,643
Total Incremental Changes	-	-	-	1,643	1,643
2015 - 16 Base Budget	\$ 30,033	\$ -	\$ 30,033	\$ 18,376	\$ 48,410

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

2014 - 15 Base Budget	\$ 35		\$ 35		\$ 35
Adjustment to Risk Management Base	3		3		3
2014 - 15 Adjusted Recurring Base Budget	\$ 38	\$ -	\$ 38	\$ -	\$ 38

III. & IV. College of Medicine

2014 - 15 Base Budget	\$ 30,868	\$ -	\$ 30,868	\$ 16,733	\$ 47,601
Adjustments to Base Budget	(797)	-	(797)	-	(797)
2014 - 15 Adjusted Recurring Base Budget	\$ 30,071	\$ -	\$ 30,071	\$ 16,733	\$ 46,804
Total Incremental Changes	-	-	-	1,643	1,643
2015 - 16 Base Budget	\$ 30,071	\$ -	\$ 30,071	\$ 18,376	\$ 48,447

¹ State Appropriations are contingent upon the outcome of the 2015 Legislative Session.

² Tuition revenues are net of uncollectible amounts and credit card surcharge

Florida International University
Financial Summary
E&G Summary

	Final Budget	Forecast	Forecast vs.	Requested	Forecast vs.
(In millions of dollars)	2014-15	2014-15	Final Budget	Budget ¹	Requested Budget
<u>I. University:</u>					
Revenues					
General Revenues ²	\$ 182.1	\$ 181.7	\$ (0.4)	\$ 194.2	\$ 12.5
General Revenues - Legislative Line Item	2.2	2.2	-	-	(2.2)
Educational Enhancement (Lottery) ²	30.7	30.7	-	30.7	-
Gross Tuition	254.1	255.2	1.1	261.2	6.0
Waivers	(29.3)	(28.6)	0.7	(30.4)	(1.8)
Financial Aid (30%)	(17.8)	(17.8)	0.0	(18.2)	(0.6)
Net tuition ³	206.9	208.8	1.9	212.5	3.7
Total Revenue Available	\$ 421.8	\$ 423.3	\$ 1.5	\$ 437.4	\$ 14.1
Expenditures					
Salaries and Benefits	287.2	274.2	(13.0)	305.9	31.7
OPS	35.6	37.0	1.4	37.7	0.7
Expense	90.6	82.2	(8.4)	85.6	3.4
OCO	8.5	7.3	(1.2)	8.1	0.8
Total Operating Expenses	421.8	400.7	(21.1)	437.4	36.7
Net Assets	\$ 0.0	\$ 22.6	\$ 22.6	\$ 0.0	\$ (22.6)
GAP Mitigation					
Carry forward	-	-	-	-	-
Net GAP after Non-recurring funds	\$ 0.0	\$ 22.6	\$ 22.6	\$ 0.0	\$ (22.6)
<u>II. College of Medicine:</u>					
Revenues					
General Revenues	29.0	29.0	-	30.1	1.1
General Revenues - Legislative Line Item	1.8	1.8	-	-	(1.8)
Gross Tuition	20.0	19.7	(0.3)	18.4	(1.3)
Waivers	(3.3)	(3.1)	0.2	-	3.1
Net tuition ³	16.7	16.6	(0.1)	18.4	1.8
Total Revenue Available	\$ 47.6	\$ 47.5	\$ (0.1)	\$ 48.4	\$ 1.1
Expenditures					
Salaries and Benefits	36.7	34.0	(2.8)	38.4	4.5
OPS	1.8	2.0	0.2	2.1	0.1
Expense	7.6	2.0	(5.6)	3.7	1.7
OCO	0.3	5.4	5.1	4.1	(1.2)
Total Operating Expenses	46.5	43.4	(3.1)	48.4	5.1
Net Assets	\$ 1.1	\$ 4.1	\$ 3.0	\$ 0.0	\$ (4.0)
GAP Mitigation					
Carry forward	-	-	-	-	-
Net GAP after Non-recurring funds	\$ 1.1	\$ 4.1	\$ 3.0	\$ 0.0	\$ (4.0)

Notes:

¹ State Appropriations are contingent upon the outcome of the 2015 Legislative Session and include \$23.0M of performance funds which are subject to legislative and Board of Governors approval.

² Increase in FY 2015-16 estimated state appropriations versus FY 2014-15 budget is comprised of net performance funding \$12.3M, plant operation and maintenance \$0.4M, offset by a reduction of \$2.6M (non-recurring legislative line items \$2.3M and risk management insurance \$0.4M).

³ Net tuition revenues are gross tuition revenues net of waivers, uncollectible amounts, credit card surcharge, and 30% Financial Aid need based amounts per Board of Governors regulation.

Florida International University
Financial Summary
E&G Summary

(In millions of dollars)

I. University Carry Forward:

FY 2014-15 Beginning Balance	\$ 31.3
Carry Forward Expenditure Forecast FY 2014-15	(8.7)
Estimated Unused FY 2014-15 Current Year Funds	22.6
FY 2015-16 Estimated Beginning Balance	\$ 45.2
FY 2015-16 Expenditures:	(12.5)
• Legislative Earmarked Funds	(4.3)
• Minor Projects	(3.5)
• College and Area Commitments	(3.0)
• Capital Campaign	(1.7)
FY 2015-16 Estimated Ending Balance	\$ 32.6
Estimated Available Balance	\$ 32.6
Minimum Statutory Reserve	\$ 22.8

II. College of Medicine Carry Forward:

FY 2014-15 Beginning Balance	\$ 8.0
Carry Forward Expenditure Forecast FY 2014-15	(6.3)
Estimated Unused FY 2014-15 Current Year Funds	3.0
Estimated Tuition beyond Legislative Authority from FY 2014-15	1.1
FY 2015-16 Estimated Beginning Balance	\$ 5.8
FY 2015-16 Expenditures:	(5.8)
• Tuition Remission	(1.9)
• Legislative Earmarked Funds	(1.4)
• Strategic Initiatives	(1.3)
• Capital and Facility Needs	(0.5)
• Contractual Commitments	(0.4)
• Operating Expenses	(0.3)
Estimated Available Balance	\$ 0.0
Minimum Statutory Reserve	\$ 2.4

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

<i>(In thousands of dollars)</i>	Final Budget 2014-15	Forecast 2014-15	Forecast vs. Final Budget	Requested Budget 2015-16	Forecast vs. Requested Budget
Operating Revenues	\$ 197,499	\$ 201,652	\$ 4,153	\$ 206,867	\$ 5,215
<u>Expenditures</u>					
Salaries and Benefits	67,620	67,760	140	73,499	5,739
OPS	18,002	15,380	(2,622)	14,705	(676)
Expense	79,194	86,921	7,728	86,420	(503)
OCO	3,464	2,989	(474)	1,689	(1,299)
Debt Service Interest	8,373	8,373	(0)	7,995	(378)
Total Operating Expenses	176,653	181,424	4,772	184,308	2,883
Net Operating Income	20,846	20,228	(619)	22,559	2,332
Investment Revenues	56	35	(20)	79	42
Principal Payment of Debt	(8,276)	(8,276)	-	(8,615)	(339)
Operational Transfers	-	2,062	2,063	0	(2,063)
Change in Net Assets	12,626	14,049	1,424	14,023	(28)
<u>Fund Balance</u>					
Beginning Fund Balance	142,164	127,779		127,021	
Change in Net Assets	12,626	14,049		14,023	
Capital Expenditures	(18,322)	(15,147)		(10,704)	
Third Party Transfers	-	-		-	
Institutional Transfers	518	340		288	
Ending Fund Balance	\$ 136,986	\$ 127,021		\$ 130,628	

Notes

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

Financial Highlights

FY 2014-15 revenue is \$4.2M greater than budget and mostly due to an overall increase in Business Services network printing that was not budgeted to continue into FY 2014-15, UTS PantherTech store greater sales, inflow related to the P3 Bay View housing project at the BBC campus, increased Housing revenue as a result of greater occupancy in Panther and Parkview Halls, plus revenue as a result of the Royal Caribbean International (RCI) agreement to occupy Bay Vista housing and purchase the furniture. This increase in revenue is partially offset by \$1.6M less revenues in academic auxiliaries driven by University College Youth Sports, Institute of Hospitality and Tourism Education and Research (IHTER), College of Education online master's programs, and College of Business graduate programs. Additionally, Parking revenue is below budget primarily due to lower employee permit volume and less than anticipated fine revenue.

Total operating expenses in FY 2014-15 are \$4.8M over budget. The majority of this overage is due to unanticipated support for the Capital Campaign, Strategic Land Acquisition, FIU @ I-75 startup costs, greater volume at the PantherTech store, and the College of Medicine Objective Standardized Clinical Examination (OSCE) lab startup costs. These large overages in other auxiliary expenditures are offset in part by student health and Housing vacant positions, postponed maintenance projects in Housing, and less expenses in academic auxiliaries such as FIU Online, College of Education online graduate programs, College of Business Online MBA, and Miami-Dade County Public Schools training program with College of Nursing & Health Sciences.

Capital expenditures in FY 2014-15 are lower than budget due to delays in Housing related projects and billing for Parking Garage 6 (PG-6).

Operating revenue for FY 2015-16 is \$5.2M higher and mostly attributable to enrollment increases or new academic programs in the College of Business (Healthcare MBA, Masters of International Business (additional cohort), and Professional MBA's), the new College of Medicine Physician Assistant program, College of Education's online graduate programs, two new online graduate programs in the College of Engineering, College of Arts & Sciences new Disaster Management degree, and increase in FIU online revenue distance learning fees. Additionally, Housing auxiliary revenue is increasing due to greater occupancy and a 0.97% increase in housing rates, which is offsetting minor declines in Parking and other auxiliaries.

Florida International University
Financial Summary

Total operating expenses for FY 2015-16 are \$2.9M greater than FY 2014-15 forecast. This increase is largely driven by new academic programs such as the Masters in Disaster Management, two new graduate programs in the College of Engineering, and the new Physician Assistant program and greater enrollment in existing academic programs in the College of Business and College of Education. Increases are also driven by greater UTS PantherTech Store related costs, network infrastructure improvements, South Beach Wine and Food Festival (SBWFF), and vacant positions in Student Health Services becoming filled in FY 2015-16. These overages are offset in part by savings in Housing due to a change in how OPS workloads are budgeted, discontinuation of support from shared services fee for multiple initiatives, and university-wide network printing.

In FY 2015-16, capital expenditures represent continued contributions to new Business Services retail and food venues, PG-6 building, renovations to the Housing Quad area, and the P3 Bay View chiller plant expansion.

**Florida International University
Financial Summary
Academic Auxiliaries**

<i>(In thousands of dollars)</i>	Final Budget 2014-15	Forecast 2014-15	Forecast vs. Final Budget	Requested Budget 2015-16	Forecast vs. Requested Budget
Operating Revenues	\$ 93,982	\$ 92,416	\$ (1,566)	\$ 97,983	\$ 5,566
Expenditures					
Salaries and Benefits	37,886	37,900	14	41,454	3,554
OPS	11,667	10,287	(1,380)	10,309	22
Expense	38,221	38,898	676	40,925	2,028
OCO	213	170	(43)	237	66
Debt Service Interest	-	-	-	-	-
Total Operating Expenses	87,988	87,255	(733)	92,925	5,670
Net Operating Income	5,994	5,161	(833)	5,057	(104)
Investment Revenues	16	14	(2)	6	(8)
Principal Payment of Debt	-	-	-	-	-
Operational Transfers	(1,603)	802	2,405	(1,175)	(1,977)
Change in Net Assets	4,407	5,976	1,569	3,889	(2,089)
Fund Balance					
Beginning Fund balance	46,571	32,871		34,138	
Change in Net Assets	4,407	5,976		3,889	
Capital Expenditures	(4,000)	(5,288)		-	
Third Party Transfers	-	-		-	
Institutional Transfers	404	579		288	
Ending Fund Balance	\$ 47,382	\$ 34,138		\$ 38,314	

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

Financial Highlights

FY 2014-15 operating revenues are \$1.6M less than budget primarily due to lower enrollment at University College Youth Sports Programs, two instead of three budgeted cohorts for each of the College of Education Online Master's in Special Education and Master's in Curriculum and Instruction, and lower enrollment in College of Business graduate programs (Health Care MBA, Masters of International Business, Professional MBA's, the Center for Leadership, and Executive and Professional education programs). Partially offsetting this variance are favorable revenues from higher than expected enrollment for dual degree programs in the College of Engineering, and additional auxiliary revenue in the College of Architecture + the Arts from unbudgeted Architecture study abroad programs in London, Berlin, Paris, Japan, and Milan.

FY 2014-15 overall academic auxiliary operating expenses are \$0.7M favorable vs. FY 2014-15 budget. These savings are driven by expenses associated with a significant decline in enrollment for University College Youth Sports programs, expenses associated with FIU Online, Koven's Center due to strategic realignment of operations, costs associated with Graduate School and application processing, savings related to two out of three budgeted cohorts starting in new College of Education online masters programs, College of Business Online MBA due to corresponding decline in enrollment, and costs savings due to the termination of the Miami-Dade County Public Schools training program with the College of Nursing & Health Sciences.

Capital expenditures in FY 2014-15 represent renovations for College of Business lobby, and College of Business and FIU Online contributions to the Management and New Growth Opportunities (MANGO) Building.

Florida International University
Financial Summary

Operating revenues for FY 2015-16 are projected to increase by \$5.6M as compared to FY 2014-15 forecast. This revenue increase is driven primarily by greater enrollment in College of Business programs (Healthcare MBA, an additional cohort in the Masters of International Business, and Professional MBA's), the new Physician Assistant program in the College of Medicine, greater enrollment in Online Masters in Special Education and the Masters in Curriculum and Instruction in the College of Education, two new Online Masters in Engineering Management and Computer Engineering in the College of Engineering & Computing, College of Arts & Sciences new Masters in Disaster Management, and increases in FIU Online Distance Learning fees associated with increased enrollment. These are offset by revenue shortfalls in Online Masters in Hospitality Management, China undergraduate programs in the School of Hospitality and Tourism Management, the elimination of the Miami-Dade County Public Schools training program with the College of Nursing & Health Sciences, and study abroad programs in the College of Architecture + the Arts that will not occur.

Operating expenses for FY 2015-16 are projected to increase by \$5.7M as compared to FY 2014-15 forecast. The majority of the increase is driven by enrollment growth in new and existing programs. The increases are in part offset by savings due to enrollment declines in University College Youth Sports programs, School of Hospitality and Tourism Management China program, IHTER programs, and College of Business Online MBA. Additional savings are driven by the closure of the Miami-Dade County Public Schools training program with the College of Nursing & Health Sciences and other College of Business academic administrative activities.

**Florida International University
Financial Summary
Housing**

<i>(In thousands of dollars)</i>	Final Budget 2014-15	Forecast 2014-15	Forecast vs. Final Budget	Requested Budget 2015-16	Forecast vs. Requested Budget
Operating Revenues	\$ 27,125	\$ 28,054	\$ 929	\$ 28,347	\$ 293
<u>Expenditures</u>					
Salaries and Benefits	4,187	3,707	(480)	3,980	273
OPS	2,329	1,587	(742)	1,236	(351)
Expense	12,789	12,317	(472)	11,444	(873)
OCO	24	35	11	-	(35)
Debt Service Interest	4,321	4,321	-	4,079	(242)
Total Operating Expenses	23,650	21,966	(1,684)	20,738	(1,228)
Net Operating Income	3,475	6,087	2,612	7,609	1,521
Investment Revenues	13	7	(6)	6	(1)
Principal Payment of Debt	(5,401)	(5,401)	-	(5,615)	(214)
Operational Transfers	33	35	2	35	-
Change in Net Assets	(1,879)	728	2,607	2,035	1,306
<u>Fund Balance</u>					
Beginning Fund balance	26,428	19,448		16,601	
Change in Net Assets	(1,879)	728		2,035	
Capital Expenditures	(7,590)	(3,574)		(1,679)	
Third Party Transfers	-	-		-	
Institutional Transfers	-	-		-	
Ending Fund Balance	\$ 16,959	\$ 16,601		\$ 16,957	

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

Financial Highlights

Housing occupancy in FY 2014-15 averaged 96.5% at the Modesto A. Maidique Campus (MMC). The average occupancy rate was 0.3% less than anticipated, driven by University Apartments (2.4%), Lakeview (0.6%), and Everglades (0.5%), which were partially offset by Panther 1.7% and Parkview 0.5% halls. However, revenue in FY 2014-15 is up by \$1.0M compared to budget due to greater occupancy in Parkview Hall (although overall occupancy is lower, higher occupancy in more expensive housing units generates higher revenue) and Panther Hall, and furniture sale revenue from Royal Caribbean International partnership. Operating expense variances were attributable to vacancies in administrative positions in Housing central, Residential Life, and Facilities, OPS savings related to Residential Life, and less Facilities repair related costs.

Capital expenditures in FY 2014-15 were significantly under budget by \$4.0M due to delays in capital projects for the quad area, shower enclosures and recreation lounge at Panther Hall, coupled with savings from completing projects in-house for security cameras, signage, exterior furniture at University Apartments, security cameras at Everglades Hall, and other projects.

Expected average occupancy in FY 2015-16 is projected to be 97.2% for MMC, which is in line with the average actual occupancy for FY 2014-15. Housing rates increased by an average of 0.97% in FY 2015-16 and is the result of small (\$50 - \$100) rate increases for housing units in high demand offset by decreases in rates for units with less demand. Meal plans increased in FY 2015-16 by \$30 (1.6%) to \$1,899 per agreement with Aramark. Overall increase in revenue \$0.3M is due to slightly higher occupancy, increase in rates for high demand units, and more meal plan revenue (pass-through).

Lower operating expenses of \$1.2M in FY 2015-16 are mostly attributable to less OPS related costs as compared to FY 2014-15 forecast due to improvements in how Housing budgets for OPS workloads, and cancelled or postponed maintenance projects; all of which are partially offset by a small increase in salaries due to across the board adjustments.

Florida International University
Financial Summary

Capital expenditures in FY 2015-16 represent renovation projects that rolled over from FY 2014-15 for University Apartments and Panther Hall, quad area renovations, and Housing office renovations. In-house projects for University Apartments (air conditioning, painting, bathroom improvements, and landscaping), Panther Hall (bathrooms and lounge renovations), University Tower (front desk and room flooring) are also anticipated.

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

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

<i>(In thousands of dollars)</i>	Final Budget 2014-15	Forecast 2014-15	Forecast vs. Final Budget	Requested Budget 2015-16	Forecast vs. Requested Budget
Operating Revenues	\$ 15,353	\$ 14,967	\$ (386)	\$ 14,883	\$ (84)
<u>Expenditures</u>					
Salaries and Benefits	2,828	2,804	(24)	3,022	218
OPS	573	538	(35)	598	60
Expense	4,875	4,781	(94)	5,046	265
OCO	48	103	55	46	(57)
Debt Service Interest	4,053	4,053	(0)	3,916	(137)
Total Operating Expenses	12,377	12,279	(98)	12,629	350
Net Operating Income	2,976	2,688	(288)	2,254	(434)
Investment Revenues	5	3	(2)	3	(0)
Principal Payment of Debt	(2,875)	(2,875)	-	(3,000)	(125)
Operational Transfers	168	168	-	168	(0)
Change in Net Assets	274	(16)	(290)	(575)	(559)

Fund Balance

Beginning Fund balance	10,806	11,398		8,056	
Change in Net Assets	274	(16)		(575)	
Capital Expenditures	(6,000)	(3,125)		(3,000)	
Third Party Transfers	-	-		-	
Institutional Transfers	-	(201)		-	
Ending Fund Balance	\$ 5,080	\$ 8,056		\$ 4,480	

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

Financial Highlights

Unfavorable revenue variance in FY 2014-15 of \$0.4M is mostly attributable to a reduction in employee parking fee revenue due to less than budgeted permit sales and a change in the mix of permits purchased by employees, transportation services and penalty/fines due to transition to new parking enforcement system, and less than expected rental income from PG-5, Blue, and Red garages. A new parking enforcement system was implemented in FY 2014-15 that requires less overhead and will generate additional enforcement revenue in the future; the system is currently ramping up to full volume. These shortfalls were partially offset by greater than budgeted student parking access fee revenue, vehicle services and event revenue, and savings in bad debt.

Favorable variance in operating expenses in FY 2014-15 of \$0.1M was driven by salary savings from vacant positions and garage maintenance operating expenses.

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

For FY 2015-16, operating revenues are projected to be \$0.1M less than FY 2014-15 forecast. This is due to a minor change in the student body mix (more fully online students), the elimination of parking custodial contract revenue from Business Services for PG-5, and a minor reduction in fine revenue.

Higher operating expenses in FY 2015-16 of \$0.4M are mostly due to new custodial positions, university-wide across the board increases and scheduled repairs and maintenance.

Florida International University
Financial Summary

Capital expenditures in FY 2014-15 were lower than budget due to delays in billing for the construction of PG-6 which have been carried over to FY 2015-16.

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

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

<i>(In thousands of dollars)</i>	Final Budget 2014-15	Forecast 2014-15	Forecast vs. Final Budget	Requested Budget 2015-16	Forecast vs. Requested Budget
Operating Revenues	\$ 11,628	\$ 11,602	\$ (26)	\$ 11,740	\$ 138
<u>Expenditures</u>					
Salaries and Benefits	7,247	6,148	(1,099)	7,426	1,278
OPS	1,354	1,165	(189)	809	(356)
Expense	2,679	2,948	269	3,159	211
OCO	97	47	(50)	43	(4)
Debt Service Interest	-	-	-	-	-
Total Operating Expenses	11,377	10,308	(1,069)	11,437	1,129
Net Operating Income	252	1,294	1,042	303	(991)
Investment Revenues	-	-	-	-	-
Principal Payment of Debt	-	-	-	-	-
Operational Transfers	-	(283)	(283)	-	283
Change in Net Assets	252	1,011	759	303	(708)
<u>Fund Balance</u>					
Beginning Fund balance	6,487	6,817		7,828	
Change in Net Assets	252	1,011		303	
Capital Expenditures	-	-		-	
Third Party Transfers	-	-		-	
Institutional Transfers	-	-		-	
Ending Fund Balance	\$ 6,738	\$ 7,828		\$ 8,131	

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

Financial Highlights

FY 2014-15 operating revenues are in line with budget. Operating expenses for FY 2014-15 are down by \$1.1M due to multiple unfilled positions across both the fee for service and clinical operations of Student Health.

The student health fee remains unchanged at \$93.69 per semester. FY 2015-16 operating revenues are increasing by \$0.1M as compared to FY 2014-15 forecast due to a change in the mix of students billed the fee and a decrease in the bad debt assumption from 1.5% to 1.0%. Operating expenses are up by \$1.1M due to budgeting of 20 positions ranging from secretaries to nurse practitioners that are currently vacant.

Florida International University
Financial Summary
Other Auxiliaries

<i>(In thousands of dollars)</i>	Final Budget 2014-15	Forecast 2014-15	Forecast vs. Final Budget	Requested Budget 2015-16	Forecast vs. Requested Budget
Operating Revenues	\$ 49,410	\$ 54,613	\$ 5,202	\$ 53,915	\$ (698)
<u>Expenditures</u>					
Salaries and Benefits	15,472	17,201	1,729	17,617	416
OPS	2,079	1,803	(276)	1,752	(51)
Expense	20,630	27,978	7,348	25,845	(2,133)
OCO	3,081	2,634	(447)	1,364	(1,270)
Debt Service Interest	-	-	-	-	-
Total Operating Expenses	41,262	49,615	8,354	46,578	(3,037)
Net Operating Income	8,149	4,997	(3,151)	7,336	2,339
Investment Revenues	22	12	(10)	63	52
Principal Payment of Debt	-	-	-	-	-
Operational Transfers	1,402	1,341	(61)	972	(369)
Change in Net Assets	9,572	6,350	(3,222)	8,372	2,021
<u>Fund Balance</u>					
Beginning Fund balance	51,873	57,245		60,397	
Change in Net Assets	9,572	6,350		8,372	
Capital Expenditures	(732)	(3,159)		(6,025)	
Third Party Transfers	-	-		-	
Institutional Transfers	114	(38)		-	
Ending Fund Balance	\$ 60,827	\$ 60,397		\$ 62,744	

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

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

Financial Highlights

FY 2014-15 favorable revenue variance of \$5.2M is driven by both recurring and one-time increases. Incremental recurring revenue is driven by Business Services operations, University Technology Services (UTS) of which \$1.5M is from the new PantherTech store, University College Teaching Gymnasium, greater fee, surcharge, and penalty revenues in Controller's, lower revenue at Hospitality Management's Institute of Hospitality and Tourism Education and Research (IHTER), and from the Office of Publications. One-time inflows are mostly from unbudgeted network printing revenue to Business Services, P3 Bay View Housing project at BBC, and RCL Partnership. The positive revenue variance is partially offset by a shortfall in the Construction Services Reimbursement (CSR) auxiliary due to delays in completion of construction projects, less than expected revenue from Alumni Relations Event, and a shortfall from South Beach Wine and Food Festival (SBWFF) ticket and sponsorship sales.

FY 2014-15 operating expenses are \$8.4M over budget and mainly driven by unbudgeted initiatives and overages associated with greater activity. One-time costs consist of support from Shared Services Fee for Advancement's Capital Campaign, Land Acquisition efforts and other projects; External Relations Office of Publications, FIU @ I-75 build out support, unbudgeted costs from network printing, and various other academic support activities and events. Incremental recurring costs are driven by UTS associated with the PantherTech store offset by Network Services, additional costs incurred by Controller's due to rebates and surcharges, and various other academic support activities and events. These costs are partially offset by savings associated with the CSR auxiliary, IHTER as a result of less revenue, and the Wolfe University Center.

Capital expenditures for FY 2014-15 include expenses for the Management and New Growth Opportunities (MANGO) building from Business Services, Bay View Housing chiller plant, and other minor food and retail projects through Business Services.

Florida International University
Financial Summary

In FY 2015-16, revenues are budgeted to decrease by \$0.7M as compared to FY 2014-15 forecast. This decline is driven by the absence of one-time revenues from FY 2014-15. These shortfalls are partially offset by additional revenue due to the PantherTech store, and increase in construction projects impacting the Construction Auxiliary Fund (CSR), new Food venues at MMC resulting in additional food services revenue, increase in SBWFF revenue, increase in non-academic revenue for IHTER, and an increase in shared services fee revenue that is driven by a corresponding increase in operational expenditures by all auxiliaries.

FY 2015-16 operating expenses are down by \$3.0M as compared to FY 2014-15 forecast. These savings are driven by the absence of one-time expenditures from FY 2014-15 plus savings associated with Academic Affairs overhead operations and a decrease in costs associated with the Wolfe University Center. These savings are partially offset by increases in expenditures due to UTS, mainly network infrastructure projects and PantherTech store, expenditures associated with IHTER additional non-academic revenue, more construction projects resulting in greater CSR expenses, SBWFF event redesign costs, greater Business Service costs from retail operations expansion, and costs associated with the new system implementation with the FIU One Card.

Capital expenditures in FY 2015-16 are mainly related to Business Services new retail and food venues on campus like PG-6 and Bay View Housing at BBC costs related to chiller plant construction.

**Florida International University
Financial Summary
Intercollegiate Athletics**

	Final Budget	Forecast	Forecast vs.	Requested Budget	Forecast vs.
<i>(In thousands of dollars)</i>	2014-15	2014-15	Final Budget	2015-16	Requested Budget
Operating Revenues	\$ 24,028	\$ 25,575	\$ 1,547	\$ 26,244	\$ 669
<u>Expenditures</u>					
Salaries and Benefits	8,454	8,230	(226)	8,591	361
OPS	1,299	770	(529)	1,175	405
Expense	8,783	8,763	(20)	7,462	(1,301)
Scholarships	6,398	6,393	(5)	6,507	114
OCO	-	79	79	-	(79)
Total Operating Expenses	24,934	24,234	(701)	23,735	(500)
Net Operating Income	(906)	1,341	2,247	2,509	1,168
Investment Revenues	1	1	(0)	1	(0)
Operational Transfers	-	(0)	(0)	-	0
Change in Net Assets	(905)	1,341	2,246	2,510	1,169
<u>Fund Balance</u>					
Beginning Fund Balance	2,730	2,022		109	
Change in Net Assets	(905)	1,341		2,510	
Capital Expenditures	-	(1,691)		-	
Institutional Transfers	(1,565)	(1,563)		(1,565)	
Ending Fund Balance	\$ 260	\$ 109		\$ 1,053	

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

Financial Highlights

FY 2014-15 revenues are favorable \$1.5M as compared to budget, primarily due to greater Conference USA (C-USA) revenue sharing as a result of C-USA schools performing well in NCAA championships. This additional revenue is in part offset by lower athletic fee revenue due to lower enrollment.

FY 2014-15 expenses are below budget by \$0.7M. The main driver is OPS expenses due to less than expected bonuses and score board operators no longer treated as OPS. Additionally, there were savings due to vacant assistant coach positions in women's softball, basketball, football, and administrative positions in the ticket office, marketing, and Athletics Association.

Capital expenditures include cash outflows for a golf cart for women's softball and temporary arena flooring that was purchased after the arena wood floors were damaged during an external event.

Institutional transfers consist primarily of payments to the Athletics Finance Corporation of pledged revenues applied towards the payment of Stadium debt service payments and funding of the FIU marching band.

Athletic Fees remain unchanged in FY 2015-16 at \$16.10 per credit hour and \$10 per semester. In FY 2015-16, revenues are projected to increase primarily driven by greater game guarantees of \$1.4M due to less home games for the football team. Expenses are decreasing also as a result of less home football games, resulting in less game guarantees paid and game day operating expenses.

Institutional transfers primarily consist of payments to the Athletics Finance Corporation of pledged revenues applied towards the payment of Stadium debt service payments and funding of the FIU marching band.

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

	Final Budget	Forecast	Forecast vs.	Requested Budget	Forecast vs.
<i>(In thousands of dollars)</i>	2014-15	2014-15	Final Budget	2015-16	Requested Budget
Operating Revenues	\$ 16,180	\$ 16,003	\$ (177)	\$ 18,592	\$ 2,589
<u>Expenditures</u>					
Salaries and Benefits	6,761	6,145	(616)	7,407	1,262
OPS	2,297	2,229	(68)	2,798	569
Expense	7,413	7,337	(76)	9,266	1,929
OCO	80	86	6	-	(86)
Total Operating Expenses	16,550	15,796	(754)	19,471	3,675
Net Operating Income	(370)	207	577	(879)	(1,086)
Investment Revenues		-	-	-	-
Change in Net Assets	(370)	207	577	(879)	(1,086)
<u>Fund Balance</u>					
Beginning Fund Balance	9,712	9,646		7,070	
Institutional Transfers	(84)	(2,783)		164	
Change in Net Assets	(370)	207		(879)	
Ending Fund Balance	\$ 9,258	\$ 7,070		\$ 6,355	

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

Financial Highlights

Forecast revenues in FY 2014-15 are below budget due to lower than projected enrollment. Expenses are below budget due to savings from vacant positions and other operating expenses in Campus Life and clubs and organizations.

During FY 2014-15, the Student Government Association approved funding for renovations at the Wolfe University Center (WUC), which resulted in higher Institutional Transfers than budgeted.

The Activity and Service Fee will increase by \$1.98 to \$14.85 per credit hour in FY 2015-16. The fee increase will generate incremental revenues of \$2.3M and will be used to expand Campus Life and orientation programs and services, fulfill staffing requirements in Career Services, student centers, wellness and recreation centers, and fund an indoor track at the Modesto A. Maidique Campus (MMC) Recreation Center. Base expenses are projected to increase vs. FY 2014-15 forecast due to budgeting of vacant positions and increases associated with maintaining the level and quality of student related services and facilities.

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

**Florida International University
Financial Summary
Technology Fee**

	Final Budget	Forecast	Forecast vs.	Requested Budget	Forecast vs.
<i>(In thousands of dollars)</i>	2014-15	2014-15	Final Budget	2015-16	Requested Budget
Operating Revenues	\$ 9,611	\$ 9,373	\$ (238)	\$ 9,492	\$ 119
Expenditures					
Salaries and Benefits	916	775	(141)	932	157
OPS	447	735	288	204	(531)
Expense	6,612	6,864	252	8,529	1,665
OCO	1,945	1,829	(116)	1,594	(235)
Total Operating Expenses	9,921	10,203	282	11,259	1,056
Net Operating Income	(310)	(829)	(520)	(1,766)	(937)
Investment Revenues	-	-	-	-	-
Change in Net Assets	(310)	(829)	(519)	(1,766)	(937)
Fund Balance					
Beginning Fund Balance	1,696	4,651		3,822	
Change in Net Assets	(310)	(829)		(1,766)	
Capital Expenditures	-	-		-	
Institutional Transfers	-	-		-	
Ending Fund Balance	\$ 1,386	\$ 3,822		\$ 2,055	

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

Financial Highlights

Current projects include the renovation of classrooms and computer labs with state-of-the art technology, upgrading Engineering Center computer labs, and classroom maintenance and enhancement, etc.

FY 2014-15 revenues are \$0.2M lower and due to less than anticipated enrollment. Operating expenditures are \$0.3M higher than budgeted as a result of expenses associated with multi-year projects.

FY 2015-16 revenues are \$0.1M higher than forecast due to an increase in overall enrollment over FY 2014-15. Operating expenses are \$1.1M greater due to projects that have requested an extension and spending on multi-year projects.

Florida International University
Financial Summary
Board Approved Fees

	Final Budget	Forecast	Forecast vs.	Requested Budget	Forecast vs.
(In thousands of dollars)	2014-15	2014-15	Final Budget	2015-16	Requested Budget
Operating Revenues	\$ 316	\$ 376	\$ 60	\$ 377	\$ 1
Expenditures					
Salaries and Benefits	-	-	-	-	-
OPS	-	-	-	-	-
Expense	316	403	(87)	377	26
OCO	-	-	-	-	-
Total Operating Expenses	316	403	(87)	377	26
Net Operating Income	-	(27)	27	-	27
Investment Revenues	-	-	-	-	-
Change in Net Assets	-	(27)	(27)	-	27
Fund Balance					
Beginning Fund Balance	9	27		-	
Change in Net Assets	-	(27)		-	
Capital Expenditures	-	-		-	
Institutional Transfers	-	-		-	
Ending Fund Balance	\$ 9	\$ -		\$ -	

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

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

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

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

Financial Highlights

FY 2014-15 revenue is \$0.1M more than budgeted due to an increase in the number of students reaching 60 credit hours in pursuit of their juris doctor degree. Revenue in FY 2015-16 is flat with forecast.

FY 2014-15 expenses mirror revenue (flow-thru payments to third-party vendors) and reflect a \$0.1M increase associated with the increase in the number of students reaching 60 credit hours. It is projected that FY 2015-16 expenses will remain relatively flat with prior year.

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

	Final Budget	Forecast	Forecast vs.	Requested Budget	Forecast vs.
<i>(In thousands of dollars)</i>	2014-15	2014-15	Final Budget	2015-16	Requested Budget
Operating Revenues	\$ 112,078	\$ 122,046	\$ 9,968	\$ 115,895	\$ (6,151)
<u>Expenditures</u>					
Salaries and Benefits	53,747	55,611	1,864	55,963	352
OPS	12,565	13,918	1,353	13,678	(240)
Expense	44,693	52,631	7,938	46,841	(5,790)
OCO	1,933	2,752	819	2,225	(527)
Debt Service Interest	-	68	68	-	(68)
Total Operating Expenses	112,938	124,981	12,043	118,707	(6,274)
Net Operating Income	(859)	(2,935)	(2,076)	(2,811)	124
Investment Revenues	-	(0)	(0)	-	0
Principal Payment of Debt	-	(182)	(182)	-	182
Change in Net Assets	(859)	(3,117)	(2,258)	(2,811)	306
<u>Fund Balance</u>					
Beginning Fund Balance	14,563	13,896		9,652	
Change in Net Assets	(859)	(3,117)		(2,811)	
Capital Expenditures	-	(687)			
Third Party Transfers	-	-		-	
Institutional Transfers	(463)	(441)		(356)	
Ending Fund Balance	\$ 13,241	\$ 9,652		\$ 6,484	

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

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

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

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

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

Financial Highlights

The federally negotiated F&A cost reimbursement rate for on-campus research is currently 45%, but negotiations are underway with the Department of Health and Human Services (DHHS) effective FY 2015-16 and will likely increase the F&A reimbursement rate. This new rate would impact the F&A reimbursement rate over time as currently executed sponsored research projects would continue with current rates.

Since state and other private sponsors often reimburse for FIU's overhead at a lower rate than the federal negotiated rate, the FY 2014-15 forecasted actual recovery rate is 18.9%. The projected FY 2015-16 effective F&A return on sponsored projects is \$15M, which is equivalent to a blended rate of 19%.

Florida International University

Financial Summary

Contracts & Grants

FY 2014-15 revenues are \$10.0M higher than budget and primarily driven by a positive variance in federal and other private sponsored research revenues \$10.0M and in incidental non-research revenue from additional contracts generated from the Center for Internet Augmented Research (CIARA) and University Police reimbursements for off-duty work at special events \$0.6M. This surplus is partially offset by a shortfall in College of Medicine (CoM) incidental contract revenue driven by Department of Health (DoH) Neighborhood Help Collaborative – Clinical Operations due to budget reductions and an overall decline in external physician salary support \$0.3M. DSO reimbursements are below budget by \$0.3M and due to the timing of various reimbursements from multiple college/units/areas.

FY 2014-15 expenditures are \$12.0M greater than budgeted due to greater spending on sponsored research that is tied to greater than expected federal and other private sponsored revenue, incidental non-research activities such as the DoH Neighborhood Help Collaborative, and Center for Internet Augmented Research (CIARA). Overages are offset by less operating costs associated with the restructuring of the FIU Healthcare Network (HCN), which occurred mid-year.

Capital expenditures in FY 2014-15 include renovations and new lab construction in AHC III, IV and V.

FY 2015-16 revenues are \$6.2M less than FY 2014-15 forecast, due to an anticipated decline in federal and state sponsored research revenue, less incidental non-research revenue due to budget reductions in DoH Neighborhood Help Collaborative, Graduate Medical Education revenue, the discontinuation of the a Hospitalist program in the College of Medicine, and a decline in DSO reimbursements from FIU Health Care Network due to restructuring of operations.

FY 2015-16 expenditures are \$6.3M less than FY 2014-15 forecast, driven by a decrease in incidental non-research activity related to CIARA contracts, Wolfsonian, and DoH Neighborhood Help Collaborative budget reductions. Additionally, savings in DSO related expenses of \$2.0M attributed to FIU Health Care Network restructuring and in small part a reduction in federal and private sponsored research expenditures associated with the minor decline in sponsored research revenue.

Office of Research and Economic Development (ORED) will apply 33% of F&A collected to directly support research at the University and 60% to support ORED internal operations including the newly created Innovation and Economic Development Unit. ORED has also allocated 7% of F&A collected in FY 2015-16 to support administrative positions in the Controller's office, Environmental Health and Safety (EH&S), Internal Audit, and the University Graduate School (UGS).

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

	Final Budget	Forecast	Forecast vs.	Requested Budget	Forecast vs.
<i>(In thousands of dollars)</i>	2014-15	2014-15	Final Budget	2015-16	Requested Budget
Operating Revenues	\$ 153,690	\$ 159,587	\$ 5,897	\$ 159,506	\$ (81)
Expenditures					
Salaries and Benefits	1,949	1,990	41	2,078	87
OPS	2,052	1,922	(130)	1,995	73
Expense	148,226	158,003	9,777	155,151	(2,852)
OCO	-	-	-	-	-
Total Operating Expenses	152,227	161,916	9,689	159,224	(2,692)
Net Operating Income	1,463	(2,329)	(3,792)	282	2,611
Investment Revenues	10	4	(6)	4	(0)
Change in Net Assets	1,473	(2,325)	(3,798)	286	2,611
Fund Balance					
Beginning Fund Balance	8,885	8,801		6,476	
Change in Net Assets	1,473	(2,325)		286	
Ending Fund Balance	\$ 10,358	\$ 6,476		\$ 6,762	

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

Financial Highlights

In FY 2014-15, the increase in revenues vs. budget was mainly driven by higher departmental scholarships \$3.4M, Bright Futures Scholarships \$1.8M, Florida Student Assistance Grant (FSAG) \$1.8M and Pell grants \$0.8M; offset by a decrease in institutional non-need based scholarships of \$1.8M. The increase in departmental scholarships is due to a lag of implementing an accounting change whereby revenues and expense are recorded in the original funding source instead of in the Financial Aid Fund; anticipated to be fully implemented in Fall 2015. FSAG allocations from the state were higher than anticipated. Bright Futures and Pell grants were higher than budget due to more eligible students qualifying for awards and an increase in the maximum Pell award from \$5,635 to \$5,730 per student, respectively. The increase in expenses is driven by the same factors as revenues, except for institutional aid where the University has utilized financial aid fund balances to support the need-based student population totaling \$3.0M.

Revenue projections for FY 2015-16 are flat vs. FY 2014-15 forecast. The enrollment strategy to increase the number of high achieving students through merit-based scholarships is to invest \$3.4M, and the impact in the maximum Pell Grant award from \$5,645 to \$5,730 is \$2.9M, offset by stricter eligibility requirements for Bright Futures Scholarships (SAT eligibility score for the Florida Medallion Scholars was raised from 1020 to 1170 and ACT eligibility score from 22 to 26) resulting in lower revenues of \$1.9M, lower allocations (back to original allocation) of \$1.8M from the state for FSAG, and the implementation of the accounting change for departmental scholarships of \$3.3M. FY 2015-16 expenses are lower than FY 2014-15 forecast and reflect the changes described above for revenues and non-recurrence of need-based spend down of fund balance in FY 2014-15.

OPS expense includes Federal Work Study. The University and department match of 25% of the award implemented to offset award obligations after federal funding cuts and a lack of historical supplemental funding, continues into FY 2015-16.

Student Financial Aid includes institutional aid revenues which are derived from financial aid fees to students (net of administrative costs), allocation from tuition differential fee (30% of tuition fees collected), University strategic allocations and E&G tuition allocations. FY 2015-16 budgeted revenue of \$38.9M is projected to increase by \$1.6M vs. FY 2014-15 budget, mainly driven by the enrollment strategy to increase the number of high achieving students which will be funded by additional institutional funds.

**Florida International University
Financial Summary
Concessions**

	Final Budget	Forecast	Forecast vs.	Requested Budget	Forecast vs.
<i>(In thousands of dollars)</i>	2014-15	2014-15	Final Budget	2015-16	Requested Budget
Operating Revenues	\$ 756	\$ 789	\$ 33	806	\$ 16
<u>Expenditures</u>					
Salaries and Benefits	-	4	4	-	(4)
OPS	104	57	(47)	-	(57)
Expense	652	607	(45)	806	198
OCO	-	-	-	-	-
Total Operating Expenses	756	668	(88)	806	138
Net Operating Income	-	121	121	-	(121)
Investment Revenues	-	-	-	-	-
Change in Net Assets	-	121	121	-	(121)
<u>Fund Balance</u>					
Beginning Fund Balance	736	691		812	
Institutional Transfers	-	-		-	
Change in Net Assets	-	121		-	
Ending Fund Balance	\$ 736	\$ 812		\$ 812	

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

Financial Highlights

The beverage pouring and vending contract with Pepsi provides an annual amount for sponsorship in addition to commission on product sales. Pepsi will provide an annual sponsorship for exclusive pouring rights valued at \$2.7M over the life of the contract. The agreement was recently renewed for an additional four-year term ending on March 15, 2019. The Concessions fund will receive \$325K of Pepsi sponsorship revenue in FY 2015-16.

The increase in forecast revenues for FY 2014-15 was due to higher vending sales and laundry machine revenues. This increase is attributed to the installation of FIU One Card readers, strong credit card sales on vending and laundry machines at both Modesto A. Maidique Campus (MMC) and Biscayne Bay Campus (BBC) coupled with more laundry machines. The favorable variance in expenses represents savings in utilities, repairs and maintenance in vending operations and Same-Sex-Domestic-Partner (SSDPS) benefits now covered under the state's benefits programs.

The increase in revenues for FY 2015-16 vs. FY 2014-15 forecast is driven primarily by higher sales due to telemetry inventory replenishment technology and higher beverage sales at BBC as a result of higher traffic generated by the new Royal Caribbean International training facility and MAST@FIU program. FY 2015-16 expenses are expected to increase vs. FY 2014-15 forecast as incremental revenues and prior year savings are allocated in support of university-wide events and vending operations.

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

	Final Budget	Forecast	Forecast vs.	Requested Budget	Forecast vs.
<i>(In thousands of dollars)</i>	2014-15	2014-15	Final Budget	2015-16	Requested Budget
Total Revenues	\$ 3,555	\$ 3,762	\$ 207	\$ 3,451	\$ (311)
<u>Expenditures</u>					
Salaries	-	-	-	-	-
OPS	-	-	-	-	-
Expense	892	1,138	246	776	(362)
OCO	-	-	-	-	-
Net Unrealized Investment Loss	-	33	33	-	(33)
Debt Service Interest	1,455	1,423	(32)	1,438	15
Total Operating Expenses	2,346	2,594	248	2,214	(379)
Net Operating Income	1,209	1,169	(40)	1,237	68
Principal Payment of Debt	(677)	(677)	-	(697)	(20)
Change in Net Assets	532	492	(40)	539	47
<u>Net Assets</u>					
Beginning Net Assets	4,460	5,266		5,758	
Change in Net Assets	532	492		539	
Total Net Assets	\$ 4,992	\$ 5,758		\$ 6,297	

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

Financial Highlights

FY 2014-15 revenue is \$0.2M over budget mainly due to additional support from FIU Foundation, additional outside events, and new field naming rights by Ocean Bank. These increases are partially offset by a decline in suite revenue and lower concessions revenue.

FY 2014-15 operating expenses are slightly higher than budgeted due to unanticipated stadium scoreboard repairs, overages in game day costs including professional services, higher janitorial costs associated with additional outside events, and repairs to camera equipment to comply with Conference USA requirements.

FY 2015-16 revenues are projected to be \$0.3M less than current year forecast due to a one-time transfer from FIU Foundation for \$0.2M occurring in FY 2014-15 due to increased expenditures in FY 2014-15. Additionally, there is a slight decrease in ticket revenue due to fewer home games.

FY 2015-16 expenses are \$0.4M less than forecast and driven by savings in game day expenses as a result of fewer home football games.

Florida International University
Financial Summary
FIU Foundation Inc.

	Final Budget	Forecast	Forecast vs.	Requested Budget	Forecast vs.
(In thousands of dollars)	2014-15	2014-15	Final Budget	2015-16	Requested Budget
REVENUES:					
<u>Contributions:</u>					
Endowments	\$ 19,704	\$ 6,100	\$ (13,604)	\$ 9,958	\$ 3,858
Scholarships & Programs					
(Non-Endowed)	18,504	17,854	(650)	15,230	(2,624)
Building Funds	7,321	743	(6,578)	782	39
Annual Fund	1,418	959	(459)	1,030	71
Pledged Revenue	-	-	-	-	-
Total Contributions	46,947	25,656	(21,291)	27,000	1,344
<u>Other Revenues:</u>					
MARC Building - Rental Income	1,694	1,909	215	1,694	(215)
Foundation Enterprise Holdings I	190	216	26	197	(19)
Foundation Enterprise Holdings II	75	56	(19)	56	(0)
Foundation Enterprise Holdings III	187	215	28	215	-
Foundation Enterprise Holdings IV	50	97	48	43	(54)
Estimated Investment Returns	14,406	8,771	(5,635)	12,220	3,449
Total Other revenues	16,603	11,264	(5,339)	14,425	3,161
Total Revenues	63,549	36,920	(26,629)	41,425	4,505
EXPENDITURES:					
<u>University Programs:</u>					
Scholarships & Programs	14,591	12,435	(2,156)	15,976	3,541
Building Funds	1,643	2,311	668	1,243	(1,068)
Annual Fund	975	963	(12)	2,171	1,208
Total University programs	17,210	15,709	(1,501)	19,390	3,681
<u>Operational:</u>					
MARC Building	692	443	(251)	608	165
Foundation Enterprise Holdings I	166	155	(11)	178	23
Foundation Enterprise Holdings II	73	54	(19)	55	1
Foundation Enterprise Holdings III	187	164	(23)	176	12
Foundation Enterprise Holdings IV	48	95	47	43	(52)
Administrative Reserve	1,783	1,877	94	1,599	(278)
General Reserve	6,219	5,247	(972)	5,828	581
Total Operational Expenditures	9,169	8,035	(1,134)	8,488	453
Total Operating Expenses	26,379	23,744	(2,635)	27,878	4,134
Net Operating Income	\$ 37,170	\$ 13,176	\$ (23,994)	\$ 13,548	\$ 373

Notes: Pending Foundation Board of Directors approval.

Florida International University
Financial Summary
FIU Foundation Inc.

Financial Highlights

Revenues:

Cash contributions for FY 2015-16 are comprised of pledge payments on existing receivables, cash installments on expected new gifts and other outright or recurring cash gifts to the Foundation. Of the \$27.0M budgeted, 37% or \$9.7M is endowed, 56% or \$3.4M is non-endowed, 3% or \$6.4M is for buildings, and the remaining 4% is unrestricted annual revenues.

MARC building rental income is projected to be \$1.7M for fiscal year 2015-16, which is flat relative to the current year budget. Tenants of the MARC building consist of the Office of Research and Economic Development, College of Business, University College, Treasury, College of Medicine, University Advancement, the Foundation office, and FPL. The MARC Building is currently operating at 100% occupancy; however a 5% vacancy rate has been built into the budget.

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

Foundation Enterprise Holdings I is a wholly-owned subsidiary of the Foundation consisting of 5,353 square feet of commercial real-estate on Washington Avenue on Miami Beach. Budgeted revenues for FY 2015-16 include rental income from three building tenants, common area maintenance (CAM); there is a vacancy rate of 10% built into the budget.

Foundation Enterprise Holdings II is a single member LLC currently holding the Jewish Museum of Florida-FIU (JMOF) - FIU building. Budgeted revenues in FY 2015-16 of \$56K are derived from transfers made from the Foundation to support building expenses.

Foundation Enterprise Holding III is a single member LLC currently holding real property located on 100 East Flagler Street. In FY 2015-16, budgeted revenues of \$0.2M consist of expected lease rental payments from Wolfsonian-FIU to cover building expenses.

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

Investment returns for FY 2015-16 are projected at 5% or \$12.2M and assume a \$235M beginning fund value and net cash flows into the portfolio consistent with budgeted cash receipts and expenses.

Expenses:

Scholarships and Programs expenses for FY 2015-16 are increasing by 28% over FY 2014-15 forecast and are budgeted at \$16.0M. The College of Medicine, Wolfsonian-FIU, College of Business, JMOF, and College of Law account for 56% of the total Scholarships and Programs expense.

Donated building funds proceeds of \$1.2M, which is \$0.4M less than the current year budget, has been requested to cover \$1.0M of renovations and improvements to existing facilities, mainly Hospitality Management Dining Facility, College of Business Building Complex, and Wolfsonian-FIU. The additional \$0.2M was budgeted in the current year to cover design costs for the International Center for Tropical Botany (ITCB) but not used and rolled over to FY 2015-16.

MARC building expenses are expected to total approximately \$0.6M in FY 2015-16, which represents a 12% decrease relative to the current year budget but a 37% increase relative to the current year forecast. Current year savings were mainly a result of lower interest payments, as well as a credit related to the reversal of a prior year building renovation expense that should have been capitalized. The main drivers of the variance with forecast are two non-recurring expenses, one for \$30K for lit signage for exterior of the building (budgeted but not incurred in the current fiscal year) and a second for \$40K related to elevator finishes. It should be noted that the budget does not include the payment for the principal portion of the note payable due in FY 2015-16 of \$745,000.

Foundation Enterprise Holdings expenses reflect customary costs related to owning commercial real estate including management fees, replacement reserve, bank fees, repairs and maintenance, other building costs, and real estate taxes. In FY 2015-16, expenses related to the Washington Avenue Properties have been budgeted at \$178K, Jewish Museum of Florida-FIU at \$14K, Wolfson properties at \$176K, and the Islamorada site at \$43K.

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

	Final Budget	Forecast	Forecast vs.	Requested Budget	Forecast vs.
<i>(In thousands of dollars)</i>	2014-15	2014-15	Final Budget	2015-16	Requested Budget
Total Revenues	\$ 11,138	\$ 5,620	\$ (5,518)	\$ 3,959	\$ (1,661)
<u>Expenditures</u>					
Salaries	7,171	5,274	(1,897)	1,175	(4,099)
OPS	1,078	514	(564)	76	(438)
Expense	3,473	2,735	(738)	1,705	(1,030)
OCO	-	-	-	-	-
Debt Service Interest	112	113	0	180	67
Total Operating Expenses	11,834	8,636	(3,199)	3,136	(5,499)
Net Operating Income	(697)	(3,016)	(2,319)	823	3,839
Change in Net Assets	(697)	(3,016)	(2,319)	823	3,839
<u>Net Assets</u>					
Beginning Net Assets	1,218	1,381		1,381	
Institutional Transfers	-	3,016		-	
Change in Net Assets	(697)	(3,016)		823	
Total Net Assets	\$ 522	\$ 1,381		\$ 2,203	

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

The FIU Health Care Network provides primary care and select specialty care through the College of Medicine. HCN provides management services to support clinical operations throughout the University. The budget reflects the management services portion provided by HCN and does not include the clinical services.

Financial Highlights

FY 2014-15 revenues are \$5.5M below expectations. HCN budgeted FY 2014-15 revenues assuming that all lines of service would see a significant increase as a result of greater market share under both the Affordable Care Act and Managed Care Medicaid. However, HCN did not reap the benefits expected as HCN health specialists lost hospital contracts resulting in fewer cases than budgeted. HCN primary care providers did not fare better as the projected assignees from managed care companies did not materialize. As a result of these shortfalls, HCN undertook a restructuring effort that included closing sites, terminating providers, staff layoffs, and canceling contracts in January 2015. As a result of restructuring, HCN will have a \$3.2M savings in operating expenses, but this savings is not sufficient to cover the lost revenue due to the new health care laws. FY 2014-15 operations will result in a \$3M loss, which was offset by a restructured loan between FIU and HCN resulting in an additional \$3,015,652 available to HCN to cover the operating loss while HCN's planned restructuring is completed.

In FY 2015-16, HCN will be transitioning to a new operating model that provides management services to medical practices and Student Health. FY 2015-16 revenues are derived from management fees and other non-clinical projects and are \$1.7M less than FY 2014-15 forecast. Clinical revenues billed and collected will pass through to the colleges and units, which will bear these endeavors as they are aligned with the academic mission of the colleges and or units. Expenses are \$5.5M less than FY 2014-15 as a result of HCN's transition from clinical to management operations.

**Florida International University
Financial Summary
FIU Self-Insurance Program**

	Final Budget	Forecast	Forecast vs.	Requested Budget	Forecast vs.
<i>(In thousands of dollars)</i>	2014-15	2014-15	Final Budget	2015-16	Requested Budget
Total Revenues	\$ 371	\$ 327	\$ (44)	\$ 332	\$ 5
<u>Expenditures</u>					
Salaries	-	-	-	-	-
OPS	-	-	-	-	-
Expense (Admin. & Overhead)	3	3	(0)	-	(3)
OCO	-	-	-	-	-
Incurred But Not Reported - Contingent Liability Expense	368	325	(43)	332	7
Total Operating Expenses	371	327	(43)	332	5
Net Operating Income	0	(0)	(0)	-	-
Investment Earnings	-	-	0	-	(0)
Change in Net Assets	0	(0)	(0)	-	(0)
<u>Fund Balance</u>					
Beginning Fund Balance	(0)	-		(0)	
Change in Net Assets	0	(0)		-	
Institutional Transfer	-	-		-	
Ending Fund Balance	\$ (0)	\$ (0)		\$ (0)	

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

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

Financial Highlights

The FY 2014-15 revenue is \$43K less than budget due to the nature and timing of the SIP approved premiums, which required an estimate based on prior year actuals for budget preparation. FY 2015-16 budgeted revenues are also based on current estimates of SIP related costs as the SIP Council has not approved premiums for FY 2015-16. The FY 2015-16 revenue budget is in line with FY 2014-15 actuals.

FY 2014-15 operating expenses mirror revenues and are \$44K less than budget. FY 2015-16 operating expenses mirror revenues and are based on current estimates since the SIP Council has not approved premiums for FY 2015-16.

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

	Final Budget	Forecast	Forecast vs.	Requested Budget	Forecast vs.
<i>(In thousands of dollars)</i>	2014-15	2014-15	Final Budget	2015-16	Requested Budget
Total Revenues	\$ 80	\$ 123	\$ 43	\$ 30	\$ (93)
<u>Expenditures</u>					
Expense	43	268	225	29	(239)
Debt Service Interest	-	-	-	-	-
Total Expenditures	43	268	225	29	(239)
Net Operating Income	37	(145)	(182)	1	146
Principal Payment of Debt	-	-	-	-	-
Unrealized Gains & Losses	-	-	-	-	-
Change in Net Assets	37	(145)	(182)	1	146
<u>Net Assets</u>					
Beginning Net Assets	214	222		77	
Change in Net Assets	37	(145)		1	
Institutional Transfers	-	-		-	
Total Net Assets	\$ 251	\$ 77		\$ 78	

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

Financial Highlights

FY 2014-15 revenue funding is from royalty income received by Office of Research and Economic Development plus additional cash transfers to cover audit, accounting, professional development, and economic development efforts.

FY 2014-15 operating expenses include audit and accounting fees, travel related to international research partnerships, and one-time funding for the Florida Advanced Manufacturing Research Center initiative with the University of Central Florida.

FY 2015-16 projected revenues are expected to come from royalty income for technology management, commercialization, and research development efforts.

FY 2015-16 projected operating expenses are for audit and accounting fees, foreign country ventures, and professional services related to research development, technology management, and commercialization activities.

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

	Final Budget	Forecast	Forecast vs.	Requested Budget	Forecast vs.
<i>(In thousands of dollars)</i>	2014-15	2014-15	Final Budget	2015-16	Requested Budget
Investment Revenues	\$ 14,827	\$ 5,802	\$ (9,025)	\$ 14,260	\$ 8,458
Operating Expenditures	\$ (7,277)	\$ (5,299)	\$ 1,978	\$ (7,089)	\$ (1,790)
Net Revenues	\$ 7,550	\$ 503	\$ (7,047)	\$ 7,171	\$ 6,668
Net Operating Income	7,550	503	(7,047)	7,171	6,668
Investment Earnings Distribution	(67)	(314)	(247)	(255)	59
Operational Transfers	-	(2,062)	(2,062)	-	2,062
Change in Net Assets	\$ 7,483	\$ (1,873)	\$ (9,356)	\$ 6,916	\$ 8,790

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

Financial Highlights

Investment earnings in FY 2014-15 are expected to be lower than budget due to unrealized losses in the Strategic Capital and Reserve Pools. Overall net investment returns are projected to be lower than the budget (1.6% vs 4.0%). The Strategic Capital and Reserve Pools are projected to earn 2.0% and the Working Capital Pool 1.1%. FY 2014-15 forecasted expenses are expected to be lower than budget due to less merit-based scholarship expenses (\$3.2M vs \$5.0M) and lower investment fees.

Investment earnings are projected to be 4% in FY 2015-16. FY 2015-16 expenses are expected to increase vs. FY 2014-15 forecast due to higher merit-based scholarship expenses.

Investments Earnings are distributed to Educational and General (E&G) carry forward, Auxiliary Enterprises and Financial Aid funds. E&G funds receive the State Treasury Special Purpose Investment Account (SPIA) rate and the non-E&G funds receive the risk free rate (30-Day T-Bill). FY 2014-15 distributions are forecasted to be significantly higher than plan due to higher SPIA interest rates. FY 2015-16 distributions are projected to be slightly lower than FY 2014-15 due to higher expenses.

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

In FY 2013-14, Treasury Operations agreed to support Financial Aid merit-based scholarship initiatives from FY 2014-15 through FY 2017-18 with maximum annual funding of \$5.0M. The funding from Treasury is dependent on available returns as determined by investment market conditions.

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

Florida International University
Financial Summary
Fixed Capital Outlay

STATE UNIVERSITY SYSTEM PROJECTS ¹
2015-16

PUBLIC EDUCATION CAPITAL OUTLAY (PECO)/ CAPITAL IMPROVEMENT

School of International and Public Affairs (MMC)	\$ 15,000,000
Critical Deferred Maintenance	\$ 2,000,000
Satellite Chiller Plant Expansion (MMC)	\$ 8,100,000
Strategic Land Acquisition	\$ 20,000,000
TOTAL	<u>\$ 45,100,000</u>

<u>MAINTENANCE REPAIR RENOVATION AND REMODELING</u>	<u>\$ -</u>
--	--------------------

<u>CAPITAL IMPROVEMENT TRUST FUND (CITF) PROJECTS ²</u>	<u>\$ 7,000,000</u>
---	----------------------------

TOTAL	<u>\$ 52,100,000</u>
--------------	-----------------------------

Notes:

¹ All amounts are subject to legislative approval

² Capital Improvement Trust Fund (CITF): Capital Improvement Trust Fund Fee projects are authorized by Florida Statutes; generally, an appropriation is requested every two or three years based on availability of funds.

Date: June 3, 2015

Subject: Amendment to FIU-1101 Tuition and Fees Schedule Regulation for the 2015-2016 academic year

Proposed Board Action:

Approve the proposed amendment to regulation FIU-1101 Tuition and Fees Schedule to increase the Activity and Service Fee and delegate authority to the University President to approve any subsequent amendments that are based on comments to the Regulation received from the Board of Governors (BOG) as a result of the regulation-making process.

Background Information:

The University Fee Committee has recommended an increase in the Activity and Service Fee of \$1.98 per credit hour. The proposed increase will raise the Activity and Service Fee from \$12.87 per student credit hour to \$14.85 per student credit hour. For College of Medicine students, who pay a fixed tuition and fee amount, the increase totals \$79.20 per academic year.

The University President has approved the fee increase after consultation with the Student Government Association presidents.

In accordance with Florida Statutes §1009.24 and BOG Regulation 7.003 Fees, Fines and Penalties, the Committee was comprised of 50% (4) students and 50% (4) faculty/staff of which one served as chairperson. The following procedure was used by the Committee:

1. The Committee held a total of four meetings, including two public hearings.
2. The public hearings were advertised (through the student newspaper, electronic messaging, and social media) and held at the Modesto A. Maidique campus and Biscayne Bay campus to hear comments and address concerns from the University community.
3. After the hearings, the Fee Committee convened to discuss and vote on the proposal. The vote of the Committee was all in favor.
4. The recommendation was forwarded to and approved by the University President.

The Regulation includes information on fees and therefore, in accordance with the BOG's Regulation Development Procedure, the University Administration is required to submit the regulation to the BOG for approval.

The University President will report to the Florida International University Board of Trustees at its next regularly scheduled meeting on any substantive change requested or made to the Regulation as a result of comments received from the BOG as part of the regulation-making process.

**THE FLORIDA INTERNATIONAL UNIVERSITY BOARD OF TRUSTEES
FLORIDA BOARD OF GOVERNORS
NOTICE OF AMENDMENT OF REGULATION**

REGULATION TITLE: Tuition and Fees Schedule
REGULATION NO.: FIU-1101

SUMMARY: The regulation provides the tuition and associated fees charged to students attending FIU. No increases are proposed except for a 15% increase to the activity & service fee for all programs. Otherwise, this regulation remains unchanged.

TEXT OF REGULATION: The full text of the Amended Regulation can be viewed below and on the website of The Florida International University Board of Trustees, <http://regulations.fiu.edu>. If you would like a copy of the Amended Regulation, please contact Eli Deville, Special Assistant to General Counsel, Office of the General Counsel, devillee@fiu.edu (305) 348-2103.

AUTHORITY: Board of Governors Regulations 1.001, 7.001, and 7.003 and the 2014 General Appropriations Act.

NAME OF PERSON INITIATING PROPOSED REGULATION: Kenneth Jessell, CFO and Senior Vice President

ANY PERSON SEEKING TO COMMENT ON THE PROPOSED REGULATION MUST SUBMIT COMMENTS IN WRITING TO THE CONTACT PERSON LISTED BELOW. ALL WRITTEN COMMENTS MUST BE RECEIVED BY THE CONTACT PERSON WITHIN 14 CALENDAR DAYS OF THE DATE OF PUBLICATION OF THIS NOTICE.

THE CONTACT PERSON REGARDING THIS REGULATION IS: Eli Deville, Special Assistant to General Counsel, Office of the General Counsel, Florida International University, 11200 SW 8th Street, PC 511, Miami, FL 33199. Email: devillee@fiu.edu. Phone: 305-348-2103, Fax: (305) 348-3272.

DATE OF PUBLICATION: May 1, 2015

THE FULL TEXT OF THE PROPOSED AMENDED REGULATION IS PROVIDED BELOW:

FIU 1101 Tuition and Fees Schedule

(1) Tuition is defined as the basic fee charged to a student for enrollment in credit courses provided by the Florida International University and the out-of-state fee assessed to non-residents. Tuition and associated fees consist of the following:

1. Tuition (basic fee);
2. Student Financial Aid Fee;
3. Capital Improvement Trust Fund Fee;
4. Health Fee;
5. Athletic Fee;
6. Activity and Service Fee;
7. Tuition Differential Fee (Undergraduates); and
8. Technology Fee.

In addition to the fees set forth in (1)8. above, a non- resident student, as defined by the Florida Board of Governors, will pay the Out-of-State Fee and the Non-Resident Student Financial Aid Fee.

(2) Registration is defined as consisting of two components:

(a) Formal enrollment in one or more credit courses approved and scheduled by the University; and

(b) Payment of tuition and associated fees, or other appropriate arrangements for payment (installment payment, deferment, or third party billing), for the courses in which the student is enrolled.

(3) A student is liable for tuition associated with all courses for which the student is registered at the end of the drop/add period. The fee payment deadline shall be as determined by the University.

(4) The following tuition and associated fees shall be levied and collected on a per credit hour basis, effective the fall semester indicated for each student regularly enrolled, unless provided otherwise by law, or Board of Governors or University regulation.

(a) Undergraduate – Fall ~~2014~~2015

	Undergraduate	
	<u>Resident</u>	<u>Non Resident</u>
<u>Fee – Per Credit Hour</u>		
Tuition	\$105.07	\$105.07
*Tuition Differential ¹	\$52.29	\$52.29
Out of State Fee	---	\$393.62

¹ Tuition Differential fee shall not be charged to students who are beneficiaries of prepaid tuition contracts and exempt under the requirements as described in Florida Statutes section 1009.24 or to any student who was in attendance at FIU before July 1, 2007, and who maintains *continuous enrollment.

* For purposes of the Tuition Differential fee, the Graduate fees, and the Law fees, “continuous enrollment” means the student has not been absent from the University for two (2) or more consecutive terms (excluding summer terms and military withdrawals.)

Financial Aid	\$5.25	\$5.25
Out of State Financial Aid	---	\$19.68
Capital Improvement Trust Fund	\$6.76	\$6.76
Activity & Service	\$12.87 \$14.85	\$12.87 \$14.85
Athletic	\$16.10	\$16.10
Technology Fee	\$5.25	\$5.25

(b) **Graduate – Fall ~~2014~~2015²**

	Graduate	
	Student enrolled prior to Fall 2006	
	<u>Resident</u>	<u>Non Resident</u>
<u>Fee – Per Credit Hour</u>		
Tuition	\$362.71	\$362.71
Out of State fee	---	\$520.05
Financial Aid	\$18.13	\$18.13
Out of State Financial Aid	---	\$26.00
Capital Improvement Trust Fund	\$6.76	\$6.76
Activity & Service	\$12.87 \$14.85	\$12.87 \$14.85
Athletic	\$16.10	\$16.10
Technology Fee	\$18.13	\$18.13

	Graduate	
	Students enrolled in Fall 2006 or thereafter	
	<u>Resident</u>	<u>Non Resident</u>
<u>Fee – Per Credit Hour</u>		
Tuition	\$379.95	\$379.95
Out of State Fee	---	\$520.05
Financial Aid	\$18.99	\$18.99
Out of State Financial Aid	---	\$26.00
Capital Improvement Trust Fund	\$6.76	\$6.76
Activity & Service	\$12.87 \$14.85	\$12.87 \$14.85
Athletic	\$16.10	\$16.10
Technology Fee	\$18.99	\$18.99

² The additional Graduate fees for students enrolled in Graduate programs in the Fall 2006 or thereafter shall not apply to a graduate student who was enrolled in a graduate program prior to Fall 2006, and such student's enrollment has not lapsed in four terms before re-enrolling in the same graduate program. Effective Spring term 2009, the additional fees for students enrolled in the fall 2006 or thereafter shall not apply to a graduate student who was enrolled in a graduate program prior to Fall 2006, provided such student maintains *continuous enrollment.

(c) Law – Fall ~~2014~~2015³

Fee – Per Credit Hour	Law	
	Students enrolled prior to Fall 2006	
	<u>Resident</u>	<u>Non Resident</u>
Tuition	\$566.48	\$566.48
Out of State Fee	---	\$437.61
Financial Aid	\$28.32	\$28.32
Out of State Financial Aid	---	\$21.88
Capital Improvement Trust Fund	\$6.76	\$6.76
Activity & Service	\$12.87 <u>\$14.85</u>	\$12.87 <u>\$14.85</u>
Athletic	\$16.10	\$16.10
Technology Fee	\$28.32	\$28.32

Fee – Per Credit Hour	Law	
	Students enrolled in Fall 2006 or thereafter	
	<u>Resident</u>	<u>Non Resident</u>
Tuition	\$593.49	\$593.49
Out of State Fee	---	\$437.61
Financial Aid	\$29.67	\$29.67
Out of State Financial Aid	---	\$21.88
Capital Improvement Trust Fund	\$6.76	\$6.76
Activity & Service	\$12.87 <u>\$14.85</u>	\$12.87 <u>\$14.85</u>
Athletic	\$16.10	\$16.10
Technology Fee	\$29.67	\$29.67

(d) Master of Laws (LLM) Fall ~~2014~~2015

<u>Fee – Per Credit Hour</u>	<u>Resident</u>	<u>Non Resident</u>
Tuition	\$ 715.00	\$715.00
Out of State fee	---	----
Financial Aid	\$ 35.75	\$ 35.75
Out of State Financial Aid	---	----
Capital Improvement Trust Fund	\$ 6.76	\$ 6.76

³ The additional Law fees for students enrolled in the law school in the Fall 2006, or thereafter, shall not apply to a law school student who was enrolled in a law program prior to Fall 2006, and such student's enrollment has not lapsed in four terms before re-enrolling in the same law program. Effective Spring term 2009, the additional fees for students enrolled in the fall 2006, or thereafter, shall not apply to a law school student who was enrolled in a law program prior to Fall 2006, provided such student maintains *continuous enrollment.

Activity & Service	\$12.87 \$14.85	\$12.87 \$14.85
Athletic	\$ 16.10	\$ 16.10
Technology Fee	\$ 35.75	\$ 35.75

(e) Nursing Practicum Programs Fall ~~2014~~2015

Master of Science in Nursing in Advanced Adult Gerontology Nurse Practitioner
Master of Science in Nursing in Advanced Child Nurse Practitioner
Master of Science in Nursing in Advanced Family Nurse Practitioner
Master of Science in Nursing in Psychiatric and Mental Health Nurse Practitioner
Master of Science in Nursing in Nurse Administration

	<u>Resident</u>	<u>Non Resident</u>
<u>Fee – Per Credit Hour</u>		
Tuition	\$537.08	\$537.08
Out of State fee	---	\$480.08
Financial Aid	\$26.85	\$26.85
Out of State Financial Aid	---	\$24.00
Capital Improvement Trust Fund	\$6.76	\$6.76
Activity & Service	\$12.87 \$14.85	\$12.87 \$14.85
Athletic	\$16.10	\$16.10
Technology Fee	\$26.85	\$26.85

Master of Science in Nursing in Nurse Anesthetist

	<u>Resident</u>	<u>Non Resident</u>
<u>Fee – Per Credit Hour</u>		
Tuition	\$665.19	\$665.19
Out of State fee	---	\$520.05
Financial Aid	\$33.25	\$33.25
Out of State Financial Aid	---	\$26.00
Capital Improvement Trust Fund	\$6.76	\$6.76
Activity & Service	\$12.87 \$14.85	\$12.87 \$14.85
Athletic	\$16.10	\$16.10
Technology Fee	\$33.25	\$33.25

Master of Science in Athletic Training Education

	<u>Resident</u>	<u>Non Resident</u>
<u>Fee – Per Credit Hour</u>		
Tuition	\$509.73	\$509.73
Out of State fee	---	\$480.08
Financial Aid	\$25.48	\$25.48
Out of State Financial Aid	---	\$24.00

Capital Improvement Trust Fund	\$6.76	\$6.76
Activity & Service	\$12.87 \$14.85	\$12.87 \$14.85
Athletic	\$16.10	\$16.10
Technology Fee	\$25.48	\$25.48

Master of Science in Speech Language Pathology

<u>Fee – Per Credit Hour</u>	<u>Resident</u>	<u>Non Resident</u>
Tuition	\$616.85	\$616.85
Out of State fee	---	\$520.05
Financial Aid	\$30.84	\$30.84
Out of State Financial Aid	---	\$26.00
Capital Improvement Trust Fund	\$6.76	\$ 6.76
Activity & Service	\$12.87 \$14.85	\$12.87 \$14.85
Athletic	\$16.10	\$16.10
Technology Fee	\$30.84	\$30.84

Master of Science in Occupational Therapy

<u>Fee – Per Credit Hour</u>	<u>Resident</u>	<u>Non Resident</u>
Tuition	\$561.23	\$561.23
Out of State fee	---	\$520.05
Financial Aid	\$28.06	\$28.06
Out of State Financial Aid	---	\$26.00
Capital Improvement Trust Fund	\$6.76	\$6.76
Activity & Service	\$12.87 \$14.85	\$12.87 \$14.85
Athletic	\$16.10	\$16.10
Technology Fee	\$28.06	\$28.06

Doctorate in Nursing Practice

<u>Fee – Per Credit Hour</u>	<u>Resident</u>	<u>Non Resident</u>
Tuition	\$537.08	\$537.08
Out of State fee	---	\$480.08
Financial Aid	\$26.85	\$26.85
Out of State Financial Aid	---	\$24.00
Capital Improvement Trust Fund	\$6.76	\$6.76
Activity& Service	\$12.87 \$14.85	\$12.87 \$14.85
Athletic	\$16.10	\$16.10
Technology Fee	\$26.85	\$26.85

Doctorate in Physical Therapy

<u>Fee – Per Credit Hour</u>	<u>Resident</u>	<u>Non Resident</u>
Tuition	\$579.77	\$579.77
Out of State fee	---	\$520.05
Financial Aid	\$28.98	\$28.98
Out of State Financial Aid	---	\$26.00
Capital Improvement Trust Fund	\$6.76	\$6.76
Activity & Service	\$12.87 <u>\$14.85</u>	\$12.87 <u>\$14.85</u>
Athletic	\$16.10	\$16.10
Technology Fee	\$28.98	\$28.98

(5) The following College of Medicine tuition and associated fees shall be levied and collected on an academic year basis, effective the fall semester indicated for each student regularly enrolled, unless provided otherwise by law, or Board of Governor or University regulation.

College of Medicine- Fall ~~2014~~ 2015

<u>Fee - Per Academic Year</u>	<u>College of Medicine</u>	
	<u>Resident</u>	<u>Non Resident</u>
Tuition	\$32,736.83	\$32,736.83
Out of State Fee		\$30,000.00
Financial Aid	\$1,636.84	\$1,636.84
Out of State Financial Aid		\$1,500.00
Capital Improvement Trust Fund	\$270.40	\$270.40
A&S	\$514.80 <u>\$594.00</u>	\$514.80 <u>\$594.00</u>
Athletic	\$664.00	\$664.00
Technology Fee	\$1,636.84	\$1,636.84
Health		\$187.38
Total	\$37,647.09 <u>\$37,726.29</u>	\$69,147.09 <u>\$69,226.29</u>

(6) Effective the Fall 2005 term, during any semester in which a graduate nonresident student has been appointed as a Graduate Assistant for at least .25 FT, the Out-of-State fee for the student shall be \$0.00 per credit hour.

(7) Effective the Fall 2009 term, during any semester in which a graduate nonresident is receiving a full fellowship, the Out-of-State fee for the student shall be \$0.00 per credit hour.

(8) The following fees shall be levied and collected on a per semester basis, effective the fall semester indicated for each student regularly enrolled (excluding College of Medicine students, whose fees are charged on an annual basis), unless provided otherwise by law, or Board of Governors or University regulation.

Fall ~~2014~~2015

	Resident	Non Resident
Fee – Per Semester		
Health	\$93.69	\$93.69
Athletic	\$10.00	\$10.00

(9) Effective the Fall Semester 2009, each student enrolled in the same undergraduate course more than twice shall be assessed an additional sum to cover 100 percent of the full cost of instruction as established by the Board of Governors for each such course in addition to the tuition and associated fees set forth above.

(10) Students in their last year of Law School shall pay a test preparation fee, at cost, to cover test preparation programs offered as part of the law school program of instruction, including a Florida Bar examination preparation course.

(11) Optional fees.

Orientation fee	\$ 35.00
Tuition Installment Service Charge	\$ 15.00
Identification Card (annually)	\$ 10.00
Replacement	\$ 15.00
Fee for Transcript	\$ 10.00
Fee for Diploma replacement	\$ 10.00
Late Payment fee	\$100.00
Late Registration fee	\$100.00
Off-Campus fee	cost
Distance Learning Fee	cost
Fingerprinting	cost
Materials and Supplies fee	cost
Equipment Use Fee	cost
Convenience Fee	cost
Library Fines and Penalties	varies

(12) For students who enter a community college or university for the first time in the 2009-2010 academic year and thereafter, the University shall require the student to pay an excess hour surcharge equal to 50 percent of the tuition rate set forth in (4)(a) for each credit hour in excess of 120 percent of the number of credit hours required to complete the baccalaureate degree program in which the student is enrolled.

(13) For students who enter a community college or university for the first time in the 2011-2012 academic year and thereafter, the University shall require the student to pay an excess hour surcharge equal to 100 percent of the tuition rate set forth in (4)(a) for each credit hour in excess of 115 percent of the number of credit hours required to complete the baccalaureate degree program in which the student is enrolled.

(14) For students who enter a community college or university for the first time in the 2012-2013 academic year and thereafter, the University shall require the student to pay an excess hour

surcharge equal to 100 percent of the tuition rate set forth in (4)(a) for each credit hour in excess of 110 percent of the number of credit hours required to complete the baccalaureate degree program in which the student is enrolled.

(15) The University President is authorized to establish, and determine the cost of, continuing education credit and non-credit courses and programs as provided in Board of Governors' Regulation 8.002. The President may delegate authority for credit courses and programs to the Provost and for non-credit courses and programs to any designee with responsibility for such programs.


(16) In academic years 2009-2010, 2010-2011, 2011-2012, 2012-2013, the President or if delegated, Provost, is authorized to charge up to 15% more than the tuition amount set forth in subsection 4(b) for each respective fiscal year as additional tuition for graduate program(s) in the College of Nursing and Health Professions for which there is additional cost due to clinical curricular requirements; provided such additional tuition shall not exceed the actual additional costs.

(17) Throughout the FIU Regulations where the University is charging a fee or service based on cost, the University President / Designee has the authority to approve the amount of the charge.

Authority: Florida Board of Governors Regulations 1.001, 7.001, and 7.003 and the 2013 General Appropriations Act , History- New 11-3-02, Amended 9-3-03, 8-22-04- 9-1-05, Formerly 6C8-6.010, Amended 6-20-06, 7-20-07,11-20-07, 6-25-08, 9-29-08, 7-14-09, 8-10-10, 7-5-11, 7-9-12, 7-17-13, 10-22-13, 7-14-14, 1-12-15, Amended .

MEMORANDUM

TO: Kenneth Jessell, Senior Vice President and CFO

FROM:  Larry Lunsford, Vice President for Student Affairs

SUBJECT: A&S Fee Committee Recommendation

DATE: March 30, 2015

CC: Kenneth Furton, Provost and Executive Vice President for Academic Affairs

Attached are an introduction letter from Charles Andrews, A&S Fee Committee chair, and supporting documents for the committee's recommendation to increase the A&S Fee by the maximum allowable five percent.

The A&S Fee was last increased in 2012. If there is no increase this year, the next opportunity will be 2018, or six years, between increases. If an increase is not approved in 2018, the next time the A&S Fee comes up will be 2021. That will be nine years without an increase. Since FIU relies on the A&S Fee to fund our two student union buildings and two wellness and recreation centers, various base budget areas, and currently \$3.1 million in off-the-top salaries, which does not include salaries for Graham Center and the wellness and recreation centers, it is imperative that we have an increase in the fee to maintain and increase services and programs for students, which directly relate to the BOG Performance Goals and Outcomes.

Specifically, the programs and services funded by the A&S Fee assist the university in meeting the metrics related to student retention, job placement, and graduation rates. National studies show that students involved on campus and those that live on campus are more likely to be retained and graduate than those that are not involved or do not live on campus.

This increase will enable the SGA to continue to fund the wellness and recreation centers, Career Services, and students unions at a level to address personnel needs as well as deferred maintenance and provide amenities that allow students to study and meet in the student unions and utilize the wellness and recreation centers to exercise and stay fit. Healthy students are capable of performing better in the classroom, being retained, and to graduate.

DIVISION OF STUDENT AFFAIRS
Office of the Vice President

11200 S.W. 8th St., Graham Center 219 • Miami, FL 33199 • Tel: 305-348-2797 • Fax: 305-348-1957 • www2.fiu.edu/~studaff

Florida International University is an Equal Opportunity/Affirmative Action Employer and Institution • TDD via FRS 1-800-955-8771

Merely to maintain the previous level of funding for programs and services to students, I authorized taking \$800,000 from the A&S Accumulated Cash Balance this semester to meet a shortfall in the 2014-15 A&S Budget due to a drop in the projected enrollment last Fall. Otherwise, we will have to cut student programs and services. It is vital that this increase be approved to ensure the level and quality of programs and services as well as to avoid returning to the Accumulated Cash Balance, which should be retained for unexpected crises and emergencies. The A&S Fee Committee, comprised of four major student leaders from MMC and BBC, unanimously recommended the fee increase. In addition, the increase also received a rare editorial endorsement from *The Beacon*.

Please let me know if I can provide further information or assistance. I look forward to your response and am hopeful that this can be taken to the Board of Trustees at their June meeting.

March 19, 2015



Dr. Larry Lunsford
Vice President for Student Affairs
Florida International University
Miami, FL 33176

Dear Vice President Lunsford:


As chair of the Activity and Service Fee Committee this year, I am pleased to forward our recommendations for student fees for the 2015-16 year. Specifically, the committee has recommended that the student Activity and Service Fee be increased by five percent, which amounts to approximately \$1.98 per student credit hour. The committee was advised that the actual amount of the per credit hour increase can only be estimated at this time due to formulaic restrictions, but have agreed that regardless of the actual dollar figure, the five percent is the recommendation. It is estimated that the activity and service fee will increase from \$12.87 to \$14.85 per credit hour, and if approved by the University Board of Trustees, will become effective in the Fall 2015 term.

The additional revenue from the recommended fee increase will be approximately \$1,869,000 for 2015-16. The committee members recognized that there is valid justification to increase the fee to the maximum allowable five percent. The committee members also recognized general student support for these fees to support the university's performance metrics.

The committee held a total of four meetings, which included two days for an open forum public hearing at each campus. Furthermore, the public hearings were publicized via The Beacon newspaper, LCD displays in the Graham Center, Wolfe Center, student Housing, and the Engineering Center as well as the electronic message board at the entrance of the BBC campus. The Student Government Council (SGC) at MMC and BBC posted the announcement of the hearing on their website as well as announcing the hearings through social media and the "Orgsync" club organization message system.

All committee members were present at the initial meeting. All committee members were present at the final meeting (Alexis Catalayud and Jazmin Felix were in attendance via telephone). Three committee members attended the public hearing at BBC and six attended the MMC public hearing. The final vote of the committee on the fee increase was unanimous. I attach copies of the Fee Committee membership, Florida Statute 1009 dealing with fees and the allowable fee increase, and a summary of the student fees at each SUS institution in 2014. If you have any questions, please contact me.

Respectfully,


Charles Andrews, Ed.D.
Chairperson

c: Matilde Gramling
Fee Committee Members

STUDENT AFFAIRS
Office of the Vice President

11200 S.W. 8th St. • Graham Center, 219 • Miami, FL 33199 • Tel: 305-348-2797 • Fax: 305-348-1957 • www2.fiu.edu/~studaff

Florida International University is an Equal Opportunity/Affirmative Action Employer and Institution • TDD via FRS 1-800-955-8771

University Fee Committee, 2015-16

Summary of Meetings and Activities

March 2015

The University Fee Committee was appointed by President Rosenberg's designee, Vice President Larry Lunsford, in January of 2015. The four student voting members were Alexis Catalayud, Lauren Sippin, Jazmin Felix and Ashley Reid. The four faculty/staff voting members were Joseph Paulick, Mirta De Leon, Aparajita Maitra and Dr. Charles Andrews who was also Chairperson. Other interested parties attending meetings included Diana de Castro, Matilde Gramling, and personnel from the Career Services Offices, the MMC Recreation Center, and Campus Life offices at both campuses. Dr. Lunsford attended the first meeting and gave the opening charge to the committee.

Two meetings were held by the committee, as well as two public hearings.

February 23, 2015: First Committee Meeting

Larry Lunsford explained that the Activity and Service (A&S) Fee is up for potential increase a maximum of 5% every 3 years at FIU. Dr. Lunsford encouraged the committee to keep in mind how increasing this fee would assist the University to meet performance metrics. There is a need to focus on job placement, retention, and graduation rates.

Relevant information to assist with decision-making was provided to the committee members during this first meeting. This information included: the committee members roster, Florida Statute 1009.24 (2014) relating to increasing local fees (Athletics fee, A&S Fee and Health Fee), a comparison of FIU local fees to the other State universities' local fees, and the calculation of the fee cap and 5% limit which is prescribed by law. Charlie Andrews discussed the contents of the packet and explained that the 5% increase, as of right now, translates to approximately \$1.98 per credit but that the dollar value could change slightly once Spring enrollments are finalized and the formula is re-calculated. He explained how the committee was to make a decision based on a percentage increase. He noted that a 5% A&S Fee increase would change the fee from \$12.87 per student credit hour to approximately \$14.85 per credit hour. Dr. Andrews noted that FIU is below the average in state-wide A&S fees and in total local fees based on a 15 hour credit load. Dr. Andrews introduced Dr. Fernando Figueredo, Director of the Career Services Center at FIU to speak about the Career Service request and how it relates to performance metrics.

Dr. Figueredo presented:

- National recommendation (by NACE) is 1,100 students per career counselor, but FIU currently has 2,400 students per counselor (less than the majority of SUS).
- Tied this information to FIU and the metrics; internships being a major factor in job placement.
- FIU unable to launch plans for internship program without the proper staffing.
- Requesting one coordinator at engineering campus to set up career visits since there are approximately 6,000 students on this campus.

- Also requested is a 0.5 FTE position that will be jointly funded with SIPA to work together toward DC internships with government positions.
- A BBC coordinator to support current position (Harold Clayton).

Dr. Andrews then presented Mr. Robert Frye, Director of the MMC Recreation Center to discuss funding needs related to the expansion project and how the recreation center assists performance metrics by providing a healthy alternate to keep students in school (retention and affinity).

Mr. Frye presented data related to the use of the MMC Recreation Center:

- 410,000 users at the Rec Center
- Built in 2005 for 27,000 students, currently at over 54,000 students
- 63% of FIU graduates come back to use the Rec Center, reflection of the good relationship with alumni
- Gap of approximately \$3,495,406- \$5,125,590 for renovations
- Looking to receive a bridge loan from the university to cover the gap
- Would like to request approximately 1% of the A&S increase to be applied to funding the gap for the renovation.

Public Hearings:

The public hearings were publicized in the university newspaper (The Beacon), through the electronic message board at the entrance of the BBC campus, LCD displays in the Graham Center, Wolfe Center, student Housing complex, and the Engineering building. The Student Government Council (SGC) posted the announcement of the hearing on their website as well as announcing the hearings through social media and the Orgsync club organization messaging system.

February 23, 2015: Biscayne Bay Campus Public Hearing

The first public hearing was held at Biscayne Bay Campus in WUC 155. Eleven individuals attended the hearing, which commenced at 2:20 p.m. and ended at 3:10 p.m.

The chairperson opened the hearing, introduced the committee members present and introduced the request for an increase of 5% amounting to an approximate additional \$1.98 per student credit hour for the Activity and Service fee effective in Fall of 2015. He explained the fee increase process and explained where FIU stood with its current Activity and Service fee amongst the other State University System A&S fees. He summarized the scope of requests justifying the need for an increase in the A&S fee and how the fee can be used to assist the University achieve its performance metric goals. He then introduced the Director from the Career Service Office to explain the Career Service request and how it aligns with the University's performance metrics. Dr. Figueredo provided the same request that he had presented to the committee at its first meeting.

Mr. Frye then presented to the audience the needs for the MMC Recreation Center expansion project. He made the same presentation that was given to the committee.

Questions from the audience were answered. Comments noting that the fee would not cover the list of needs were made. One student asked if the Recreation Center expansion would happen if the A&S fee was not increased. There were general comments about FIU's estimated standing in relation to performance metrics with the other state universities and how an increase in the A&S fee could be used to increase its position. Students asked who made the final determination of where to allocate the increase if it were passed. A graduate student noted how an increase in the A&S fee would not necessarily go to all graduate students but would be felt by all students. The committee did not hear any student in the audience say they did not want an increase.

March 2, 2015: Modesto Maidique Campus Public Hearing

The second public hearing was held at the MMC in GC 150. Twenty individuals attended the hearing. The chairperson could not attend this meeting, therefore Dr. Eric Arneson, Assistant Vice President for Student Affairs conducted the meeting. Dr. Arneson introduced the committee members present and introduced the request for the A&S fee increase. He explained the fee increase process and how the fee was up for consideration of a 5% increase. He noted that the 5% was the maximum that would amount to an approximate \$1.98 per student credit hour. He explained where FIU benchmarked in comparison to the other State University System schools. He introduced the two speakers, Dr. Fernando Figueredo and Mr. Robert Frye who would further explain the two most pertinent requests: for the Office of Career Services, and for the expansion of the MMC Recreation Center. He noted that there were several other requests but that these two were the major needs as they directly related to the performance metrics of internships, jobs after graduation and retention.

Dr. Figueredo presented the same request made at the first committee meeting and the BBC public hearing. Mr. Frye also made the same funding request as was shared at prior meetings.

Questions from the audience ranged from asking when the fee increase would become effective to how the MMC Recreation Center expansion project would affect parking. One student commented that "no one is excited about a fee increase but I can see how this would be warranted." There was a question that asked if the fee committee recommended a fee increase, it would not guarantee that the additional funding would go towards the requests that were discussed in the public forum. It was answered that if fee was passed, only those requests made to the A&S Fee Increase committee would be considered for funding from the increase.

March 6, 2015: Second Committee Meeting

All committee members were present, with Alexis and Jazmin in attendance by telephone. Dr. Andrews asked the BBC students to summarize what was heard from the audience at the BBC public hearing. Ashley and Jazmin recapped that most students understood the need for the increase and were okay

with the 5%, but were not very open to the 1% suggestion toward MMC Rec because they believe the project will be done regardless and prefer the A&S funds to be used in ways that will affect student clubs more directly.

All the members who attended the MMC public hearing then provided their understanding of comments from the audience. In general, all committee members confirmed the fact that students in attendance understood the need for an A&S fee increase and were acceptable to the 5% increase.

Dr. Andrews opened the floor for discussion among the committee members. Each member provided commentary regarding the fee increase request. All members expressed they are in support of the 5% increase but to allow SGA to decide in deliberations whether any funds will be allocated to the Rec Center or not. Furthermore, they felt that in light of the requests justifying the needs for an increase, it was advantageous to recommend a maximum fee increase now since another opportunity may not happen for several more years. The members felt that the cost of a 5% increase (approximately \$1.98) could be estimated to amount to approximately \$60 per year and that is a reasonable figure as might help with the University's performance metrics.

Ashley Reid motioned to vote on recommending a 5% increase, which was moved by Jazmin Felix. Lauren Sippin second the motion and it was passed by unanimous acclamation.

**FLORIDA INTERNATIONAL UNIVERSITY
CALCULATION OF FEE CAP AND ALLOWABLE FEE INCREASE**

PER FUNDABLE STUDENT CR. HR.:

Fall 2014
Spring 2015 (Projected)

SCH

Athletics
Activity and Service Fee

PER STUDENT HEADCOUNT

Fall 2014
Spring 2015 (Projected)

HEADCOUNT

Athletics
Health Fee

TOTAL REVENUES (Fall: Spring)

TOTAL STUDENT CREDIT HOURS (Fall: Spring)

TOTAL CREDIT HOUR EQUIVALENT FEE

Adjust for \$2.00 Legislative Increase not part of Cap

ADJ. TOTAL CREDIT HOUR EQUIVALENT FEE

40% CAP

2014-15 Undergraduate Matriculation

40% of Adjusted(1) Undergraduate Matriculation

Room under the 40% Cap

Tuition cap

Max Tuition Cap

Allowable Increase per Credit Hour

Allowable Increase per Headcount

Health (HC)

Athletics (SCH)

Activity & Service (SCH)

2015-16	
2014-15	Revenues
507,463	
515,099	
1,022,562	
\$16.10	\$16,463,248
\$12.87	\$13,160,373
	\$29,623,621
54,100	
51,355	
105,455	
\$10.00	\$1,054,550
\$93.69	\$9,880,079
	\$10,934,629
	\$40,558,250
	1,022,562
	\$39.66
	<u>-\$2.00</u>
	\$37.66
\$105.07	40%
	\$42.02
	\$4.36
5.00%	\$1.98
	\$1.98
	\$19.20
\$93.69	\$93.69
\$16.10	\$16.10
\$12.87	\$14.85

BOG Regulation 7.003 4b

(b) The sum of the activity and service, health, and athletic fees a student is required to pay to register for a course shall not exceed 40 percent of the tuition. Within the 40 percent cap, universities may not increase the aggregate sum of activity and service, health, and athletic fees more than 5 percent per year or the same percentage increase in tuition, whichever is higher..

<i>Maximum Fee increase 5% cap,</i>	\$1.98	<i>This is the fee increase per Student Credit Hour</i>
<i>If \$1.98 is fully applied to Activity & Service, the Activity & Service fee could increase from \$12.87 to</i>	\$14.85	<i>This will represent a 5 % increase in the Activity & Service fee</i>

Note:

Fee cap calculation is currently using projected Spring Enrollment, nonetheless, to reduce the risk of exceeding the cap, the BOT will be provided with calculations based on actual rather than projected student count numbers. An analysis of the fee increase calculation for the maximum cap will be assessed before the BOT meeting using actual rather than projected figures to ensure that approved increases do not exceed statutory limits.

Date: June 3, 2015

Subject: Tuition for Market Rate Programs, 2016-17 Academic Year

Proposed Board Action:

Approve the market rate tuition for the Online Masters of Science in Engineering Management, Online Masters of Science in Computer Engineering, Master of Physician Assistant Studies, and Master of Arts in Disaster Management offered through continuing education beginning academic year 2016-17.

Background Information:

According to Florida Statutes §(15)(a):

The Board of Governors may approve:

3. *A proposal from a university board of trustees to implement flexible tuition policies, such as ... market tuition rates for graduate-level online courses or graduate-level courses offered through a university's continuing education program...*

(b) A proposal developed pursuant to paragraph (a) shall be submitted in accordance with guidelines established by the Board of Governors. Approval by the Board of Governors of such proposal must be made in accordance with the provisions of this subsection.

Pursuant to State University System of Florida Board of Governors (BOG) Regulation 7.001(15) university boards of trustees may submit proposals for market tuition rates for graduate-level courses offered online or through the university's continuing education unit. The proposals must be submitted to the BOG for consideration by the budget committee during the November meeting.

**State University System
Market Tuition Proposals**

University: Florida International University		Proposal 1	Proposal 2	Proposal 3	Proposal 4
1 Degree Program		Online Masters of Science in Engineering Management	Online Masters of Science in Computer Engineering	Master of Physician Assistant Studies	Master of Arts in Disaster Management
2 CIP Code		14.3001	14.0901	51.0912	43.0302
3 Has the program been approved pursuant to Regulation		Yes	Yes	Yes	Yes
4 Does the program lead to initial licensing or certification?		No	No	Yes	No
5 Is the program identified as a state critical workforce need?		No	No	Yes	No
6 Are the program's admission & graduation requirements the		Yes	Yes	Yes	Yes
7 Current Tuition Rate *		\$35,000 R/NR	\$25,000 R/NR	\$0	\$0
8 Proposed Market Tuition Rate		\$35,000 R/NR with up to 15% increase each year thereafter	\$25,000 R/NR with up to 15% increase each year thereafter	\$71,543R/\$95,009NR with up to 15% increase each year thereafter	\$25,000 R/NR with up to 15% increase each year thereafter
9 Different Market Tuition Rate for Resident vs. Non-Resident		No	No	Yes. \$71,543R/\$95,009NR	No
10 5 Other Public/Private Rates for Similar Program:					
11 University name and rate:		University of Central Florida - \$11,578R/\$36,310NR	University of Southern California - \$51,150R/NR	Keiser University - \$57,564R/NR	Jacksonville State University- \$20,940R/NR
12 University name and rate:		University of South Florida- \$14,020R/\$27,392NR	Florida Institute of Technology - \$24,420R/NR	University of Florida - \$54,080R/\$120,754NR	Tufts University- \$32,400R/NR
13 University name and rate:		University of Florida- \$29,920R/NR	DePaul University - \$40,040R/NR	University of South Florida - \$69,267R/ \$111,267NR	Fordham University- \$26,800R/NR
University name and rate:		University of Miami- \$62,280R/NR	Boston University - \$33,600R/NR	Nova Southeastern University - \$70,953R/NR	Georgetown University- \$54,000R/NR
14 University name and rate:		University of South Florida - \$15,520R/\$28,892NR	Polytechnic Institute of New York University - \$40,890R/NR	Barry University - \$76,600R/NR	John Jay College- \$26,820R/NR
16 Length of Program (Student Credit Hours)		30 Credit Hours	30 Credit Hours	92 Credit Hours	30 Credit Hours
17 Current (Spring 2015) E&G Student Enrollment (Headcount):					
18 Resident		58	22	0	0
19 Non-Resident		89	16	0	0
20 Total		147	38	0	0
21 Similar Program at other SUS Institutions (if yes, provide university and program name)		University of Central Florida - MS in Engineering Management	University of Central Florida MS in Computer Engineering with a Specialization in Computer Networks and Computer Security	University of Florida- Master of Physician Assistant Studies	University of South Florida Master's in Public Health with a concentration in Global Disaster Management and Humanitarian Relief.
22 University and program name:		University of South Florida- MS in Engineering Management	University of South Florida - Master of Science in Cyber Security	University of South Florida- Master of Physician Assistant Studies	Florida Atlantic University- MBA with a concentration in Crisis and Emergency Management.
23 University and program name:		University of Florida - MS in Industrial and Systems Engineering with a Track in Engineering Management	N/A	N/A	N/A
24 University and program name:		Florida Agricultural and Mechanical University/Florida State University - MS in Industrial Engineering with a Specialization in Engineering Management	N/A	N/A	N/A
25 University and program name:		N/A	N/A	N/A	N/A

Note:

* Program was launched as self-supporting in Spring 2015

**State University System
Florida Board of Governors
Request to Establish Market Tuition Rates - Regulation 7.001(15)**

University: Florida International University

Proposed Market Tuition Program: Online Masters of Science in Engineering Management

Date																					
University Board of Trustees approval date:	June 2015																				
Proposed Implementation Date (month/year):	Fall 2016																				
Graduate online or Graduate Continuing Ed. Course:	Graduate Online																				
CIP Code:	14.3001																				
Description of the Program and the Market Tuition Rate Process																					
<p>Describe the program and explain the process used to determine market tuition.</p> <p>The market tuition for the Online Masters of Science in Engineering Management (MSEM) was determined by benchmarking against other State of Florida programs. All associated costs of managing this program are also included in the rate.</p> <p>The program consists of 30 credit hours of graduate study. The program will prepare students to be ahead of their field in the areas of management, leadership, finance and law. This online program has been customized for the working adult by providing high quality instruction with flexible schedule and shorter completion time.</p> <p>The program does not lead to students' eligibility for any license to practice. The Online MSEM is not identified as a state critical workforce need area.</p> <p>The market tuition rate will be \$35,000 for residents and non-residents for completion of the 30 credit hour program. This market rate tuition may be adjusted by up to 15% for 2017-18 and each year thereafter. The following table provides cost data for five similar programs at other institutions.</p> <table border="1" style="width: 100%; border-collapse: collapse; margin-top: 10px;"> <thead> <tr> <th style="width: 20%;">Institution</th> <th style="width: 30%;">Program Title</th> <th style="width: 10%;"># Credits</th> <th style="width: 15%;">Resident Cost</th> <th style="width: 25%;">Non-Resident Cost</th> </tr> </thead> <tbody> <tr> <td>University of Central Florida</td> <td>Master of Science in Engineering Management</td> <td style="text-align: center;">30</td> <td style="text-align: right;">\$11,578</td> <td style="text-align: right;">\$36,310</td> </tr> <tr> <td>University of South Florida</td> <td>Master of Science in Engineering Management</td> <td style="text-align: center;">30</td> <td style="text-align: right;">\$14,020</td> <td style="text-align: right;">\$27,392</td> </tr> <tr> <td>University of Florida</td> <td>Master of Science in Industrial and Systems Engineering with a Track in Engineering Management</td> <td style="text-align: center;">32</td> <td style="text-align: right;">\$29,920</td> <td style="text-align: right;">\$29,920</td> </tr> </tbody> </table>		Institution	Program Title	# Credits	Resident Cost	Non-Resident Cost	University of Central Florida	Master of Science in Engineering Management	30	\$11,578	\$36,310	University of South Florida	Master of Science in Engineering Management	30	\$14,020	\$27,392	University of Florida	Master of Science in Industrial and Systems Engineering with a Track in Engineering Management	32	\$29,920	\$29,920
Institution	Program Title	# Credits	Resident Cost	Non-Resident Cost																	
University of Central Florida	Master of Science in Engineering Management	30	\$11,578	\$36,310																	
University of South Florida	Master of Science in Engineering Management	30	\$14,020	\$27,392																	
University of Florida	Master of Science in Industrial and Systems Engineering with a Track in Engineering Management	32	\$29,920	\$29,920																	

**State University System
Florida Board of Governors
Request to Establish Market Tuition Rates - Regulation 7.001(15)**

	University of Miami	Master of Science in Management of Technology	36	\$62,280	\$62,280
	Florida Agricultural and Mechanical University / Florida State University	Master of Science in Industrial Engineering with a Specialization in Engineering Management	33	\$13,387	\$33,727

Mission Alignment

Describe how offering the proposed program at market tuition aligns with the mission of the university and the Board strategic plan:

This program will directly address 5 of the 9 BOG directional goals established for the state universities. These goals in the area of Teaching and Learning include:

1) Strengthen quality and reputation of academic programs and universities, 2) Increase degree productivity and program efficiency, 3) Increase the number of degrees awarded in STEM, community and business engagement, 4) Increase level of community and business engagement and 5) Increase community and business workforce.

Additionally, it will help advance the following FIU initiatives from the 2010-15 Strategic Plan: 1) Achieve enhanced student learning and academic excellence, 2) Improve access by increasing enrollment, 3) Produce degree programs that reflect the strategic direction of the University and prepare graduates for success in the 21st century and 4) Facilitate life-long learning and professional development opportunities.

The Online MSEM will provide graduate level educational opportunities to many engineers in our community and state.

Declaratory Statement

Provide a declaratory statement that the policy will not increase the state's fiscal liability or obligation and that the Market Tuition Rate program cohorts will not supplant an existing E&G funded degree program in the same discipline:

The Online MSEM program will generate enough funds to meet its own instructional, administrative and space needs. It will not in any way increase the state's fiscal liability or obligation. This program will not supplant an existing E&G funded degree program in the same discipline.

**State University System
Florida Board of Governors
Request to Establish Market Tuition Rates - Regulation 7.001(15)**

Restrictions / Limitations

Identify any proposed restrictions, limitations, or conditions to be placed on the policy:

There are no proposed restrictions, limitations or conditions on the policy.

Accountability Measures

Indicate how the university will monitor the success of the policy. Provide specific metrics that will be used.

The University will monitor success of the policy using: 1) Enrollment targets, 2) Retention rates, 3) Graduation rates, and 4) Student satisfaction. These last two are currently accountability measures for all graduate programs. A survey will be used to measure student satisfaction.

Course Availability

Explain how the university will ensure that sufficient courses are available to meet student demand and facilitate completion of each program submitted for consideration. Will any similar E&G courses be eliminated or scaled back if this program is implemented?

This program will be offered in lock-step cohort format which will ensure that courses are available to meet student demand and facilitate program completion.

No similar E&G courses will be eliminated or scaled back if this program is implemented.

Economic Impact

Provide economic impact that this proposal will have on the university and the student, anticipated revenue collection, how the revenue will be spent, whether any private vendors will be used, and which budget entity the funds will be budgeted.

This proposal will allow the University to offer a specialized program and provide a needed service to the community. It is expected that the program will generate a total revenue of \$1.1 million once three cohorts are enrolled. The revenue will be spent to cover direct and indirect instructional costs, program administration, career services, professional development, and college initiatives. The funds will be budgeted in the auxiliary enterprise.

Other Information

Provide any additional information if necessary, and complete the attached supplemental form. Indicate additional degrees that may be produced by going to market tuition and how the university will assist the students with employment or career advancement.

Online College of Engineering and Computing has a Career Services Office fully dedicated to

**State University System
Florida Board of Governors
Request to Establish Market Tuition Rates - Regulation 7.001(15)**

engineering students that offers a range of services and activities to develop professional skills that go beyond the classroom and into the workplace. MSEM graduates will be referred to this office and will benefit from an assortment of professional development services, such as Professional Development Workshops, Career Fairs, Executive Protégé Initiative, Practice Interview Program, Professional Dining Etiquette Lunch/Dinner, Graduate School Fairs, Federal Government Statewide Conference, etc. The Career Services Office will help students with developing their resumes and interviewing skills to strategically pursue their career goals. In addition, the Career Services Office maintains contact with local, national, and international recruiters who regularly recruit on campus. Students graduating from this program will have access to Panther JOBLink to search for jobs and connect with employers.

**State University System
Florida Board of Governors
Request to Establish Market Tuition Rates - Regulation 7.001(15)**

University: Florida International University

Proposed Market Tuition Program: Online Masters of Science in Computer Engineering

Date											
University Board of Trustees approval date:	June 2015										
Proposed Implementation Date (month/year):	Fall 2016										
Graduate online or Graduate Continuing Ed. Course:	Graduate Online										
CIP Code:	14.0901										
Description of the Program and the Market Tuition Rate Process											
<p>Describe the program and explain the process used to determine market tuition.</p> <p>The market tuition for the Online Masters of Science in Computer Engineering (MSCE) was determined by benchmarking against other State of Florida programs. All associated costs of managing this program are also included in the rate.</p> <p>The program consists of 30 credit hours of online graduate study. The program will prepare students to specialize on network security to fulfill industry demand. This online program has been customized for the working adult by providing high quality instruction with flexible schedule and shorter completion time.</p> <p>The program does not lead to students' eligibility for any license to practice. The Online MSCE is not identified as a state critical workforce need area.</p> <p>The market tuition rate will be \$25,000 for residents and non-residents for completion of the 30 credit hour program. This market rate tuition may be adjusted by up to 15% for 2017-18 and each year thereafter. The following table provides cost data for five similar programs at other institutions.</p> <table border="1" style="width: 100%; border-collapse: collapse; margin-top: 20px;"> <thead> <tr> <th style="width: 20%;">Institution</th> <th style="width: 30%;">Program Title</th> <th style="width: 15%;"># Credits</th> <th style="width: 15%;">Resident Cost</th> <th style="width: 20%;">Non-Resident Cost</th> </tr> </thead> <tbody> <tr> <td>University of Southern California</td> <td>Master of Cyber Security</td> <td style="text-align: center;">27</td> <td style="text-align: right;">\$44,172</td> <td style="text-align: right;">\$44,172</td> </tr> </tbody> </table>		Institution	Program Title	# Credits	Resident Cost	Non-Resident Cost	University of Southern California	Master of Cyber Security	27	\$44,172	\$44,172
Institution	Program Title	# Credits	Resident Cost	Non-Resident Cost							
University of Southern California	Master of Cyber Security	27	\$44,172	\$44,172							

**State University System
Florida Board of Governors
Request to Establish Market Tuition Rates - Regulation 7.001(15)**

Florida Institute of Technology	Master of Science in Information Technology With a Specialization in Cybersecurity	33	\$24,420	\$24,420
University of Central Florida	Master of Science in Computer Engineering with a Specialization in Computer Networks and Computer Security	30	\$11,090	\$35,831
DePaul University	Master of Science in Computer, Information and Network Security with a Concentration in Network Security	52	\$40,040	\$40,040
Boston University	Master of Science in Computer Information Systems with concentrations in Network or Security	40	\$33,600	\$33,600
Polytechnic Institute of New York University	Master of Science in Cybersecurity	30	\$40,890	\$40,890
University of South Florida	Master of Science in Cyber Security	30	\$27,000	\$27,000

Mission Alignment

Describe how offering the proposed program at market tuition aligns with the mission of the university and the Board strategic plan:

This program will directly address 5 of the 9 BOG directional goals established for the state universities. These goals in the area of Teaching and Learning include:

1) Strengthen quality and reputation of academic programs and universities, 2) Increase degree productivity and program efficiency, 3) Increase the number of degrees awarded in STEM, community and business engagement, 4) Increase level of community and business engagement and 5) Increase community and business workforce.

Additionally, it will help advance the following FIU initiatives from the 2010-15 Strategic Plan: 1) Achieve enhanced student learning and academic excellence, 2) Improve access by increasing enrollment, 3) Produce degree programs that reflect the strategic direction of the

**State University System
Florida Board of Governors
Request to Establish Market Tuition Rates - Regulation 7.001(15)**

university and prepare graduates for success in the 21st century and 4) Facilitate life-long learning and professional development opportunities.

The Online MSCE will provide graduate level educational opportunities to many engineers in our community and state.

Declaratory Statement

Provide a declaratory statement that the policy will not increase the state's fiscal liability or obligation and that the Market Tuition Rate program cohorts will not supplant an existing E&G funded degree program in the same discipline:

The Online MSCE program will generate enough funds to meet its own instructional, administrative and space needs. It will not in any way increase the state's fiscal liability or obligation. This program will not supplant an existing E&G funded degree program in the same discipline.

Restrictions / Limitations

Identify any proposed restrictions, limitations, or conditions to be placed on the policy:

There are no proposed restrictions, limitations or conditions on the policy.

Accountability Measures

Indicate how the university will monitor the success of the policy. Provide specific metrics that will be used.

The University will monitor success of the policy using: 1) Enrollment targets, 2) Retention rates, 3) Graduation rates, and 4) Student satisfaction. These last two are currently accountability measures for all graduate programs. A survey will be used to measure student satisfaction.

Course Availability

Explain how the university will ensure that sufficient courses are available to meet student demand and facilitate completion of each program submitted for consideration. Will any similar E&G courses be eliminated or scaled back if this program is implemented?

The program will be offered in a lock-step cohort format that will ensure that courses are available to meet student demand and facilitate program completion.

No similar E&G courses will be eliminated or scaled back if this program is implemented.

**State University System
Florida Board of Governors
Request to Establish Market Tuition Rates - Regulation 7.001(15)**

Economic Impact

Provide economic impact that this proposal will have on the university and the student, anticipated revenue collection, how the revenue will be spent, whether any private vendors will be used, and which budget entity the funds will be budgeted.

This proposal will allow the University to offer a specialized program and provide a needed service to the community. It is expected that the program will generate a total revenue of \$750,000 per cohort. The revenue will be spent to cover direct and indirect instructional costs, program administration, career services, professional development, and college initiatives. The funds will be budgeted in the auxiliary enterprise.

Other Information

Provide any additional information if necessary, and complete the attached supplemental form. Indicate additional degrees that may be produced by going to market tuition and how the university will assist the students with employment or career advancement.

Master of Science in Computer Engineering (MSCE) - Online College of Engineering and Computing has a Career Services Office fully dedicated to engineering students that offers a range of services and activities to develop professional skills to go beyond the classroom and into the workplace. MSCE graduates will be referred to this office and will benefit from an assortment of professional development services, such as Professional Development Workshops, Career Fairs, Executive Protégé Initiative, Practice Interview Program, Professional Dining Etiquette Lunch/Dinner, Graduate School Fairs, Federal Government Statewide Conference, etc. The Career Services Office will help students with developing their resumes and interviewing skills to strategically pursue their career goals. In addition, the Career Services Office maintains contact with local, national, and international recruiters who regularly recruit on campus. Students graduating from this program will have access to Panther JOBLink to search for jobs and connect with employers.

**State University System
Florida Board of Governors
Request to Establish Market Tuition Rates - Regulation 7.001(15)**

University: Florida International University

Proposed Market Tuition Program: Master of Physician Assistant Studies (MPAS)

Date																					
University Board of Trustees approval date:	June 2015																				
Proposed Implementation Date (month/year):	Fall 2016																				
Graduate online or Graduate Continuing Ed. Course:	Graduate Continuing Ed.																				
CIP Code:	51.0912																				
Description of the Program and the Market Tuition Rate Process																					
<p>Describe the program and explain the process used to determine market tuition.</p> <p>The market tuition for Master of Physician Assistant Studies (MPAS) was determined by benchmarking against other national and State of Florida programs. All associated costs of managing this program are also included in the rate.</p> <p>The MPAS is a proposed new master's degree program to augment the FIU Herbert Wertheim College of Medicine's mission to prepare medical students for the future by training physician assistants to help care for the expanding aging population of Florida and the increasing demand of health care providers. As health care reform takes place, the growing demand for mid-level health care providers such as Physician Assistants will continue to grow faster than the average growth rate of the overall occupations. The program is expected to graduate 45 students per cohort. The program consists of 92 credit hours of graduate study over 27 months. The program leads to students' eligibility for the State of Florida Physician Assistant license to practice and it is identified as a state critical workforce need area.</p> <p>The market tuition rate will be \$71,543 for residents and \$95,009 for non-residents for completion of the 92 credit program. This market rate tuition may be adjusted by up to 15% for 2017-18 and each year thereafter. The following table provides cost data for five similar programs at other institutions.</p> <p>A benchmark study was conducted to determine the market rate of the program among the institutions that offer a Masters in Physician Assistant Studies Program in the state of Florida.</p> <table border="1" style="width: 100%; border-collapse: collapse; margin-top: 10px;"> <thead> <tr style="background-color: #4f81bd; color: white;"> <th style="text-align: center;">University</th> <th style="text-align: center;">State</th> <th style="text-align: center;">Resident Tuition</th> <th style="text-align: center;">Non Resident Tuition</th> <th style="text-align: center;">Months</th> </tr> </thead> <tbody> <tr> <td>Keiser University</td> <td>Florida</td> <td style="text-align: right;">\$57,564</td> <td style="text-align: right;">\$57,564</td> <td style="text-align: center;">24</td> </tr> <tr> <td>University of Florida</td> <td>Florida</td> <td style="text-align: right;">\$54,080</td> <td style="text-align: right;">\$120,754</td> <td style="text-align: center;">24</td> </tr> <tr> <td>University of South Florida</td> <td>Florida</td> <td style="text-align: right;">\$69,267</td> <td style="text-align: right;">\$111,267</td> <td style="text-align: center;">24</td> </tr> </tbody> </table>		University	State	Resident Tuition	Non Resident Tuition	Months	Keiser University	Florida	\$57,564	\$57,564	24	University of Florida	Florida	\$54,080	\$120,754	24	University of South Florida	Florida	\$69,267	\$111,267	24
University	State	Resident Tuition	Non Resident Tuition	Months																	
Keiser University	Florida	\$57,564	\$57,564	24																	
University of Florida	Florida	\$54,080	\$120,754	24																	
University of South Florida	Florida	\$69,267	\$111,267	24																	

**State University System
Florida Board of Governors
Request to Establish Market Tuition Rates - Regulation 7.001(15)**

Nova Southeastern University	Florida	\$70,953	\$70,953	27	
Our Lady of the Lake College	Florida	\$92,000	\$92,000	28	
Barry University	Florida	\$76,600	\$76,600	28	
Emory University	Georgia	\$94,731	\$94,731	29	
Our Lady of the Lake College	Florida	\$92,000	\$92,000	28	
Boston University	Massachusetts	\$85,800	\$85,800	28	
Pace University	New York	\$84,588	\$84,588	27	
Yale University School of Medicine	Connecticut	\$83,162	\$83,162	27	
Northwestern University	Illinois	\$80,082	\$80,082	24	
George Washington University	District of Columbia	\$78,288	\$78,288	24	
University of Alabama	Alabama	\$77,535	\$146,959	27	
Duke University Medical Center	North Carolina	\$76,190	\$76,190	24	

Source: <http://www.thepalife.com/2015-physician-assistant-program-tuition-and-cost-comparison-table/>

Mission Alignment

Describe how offering the proposed program at market tuition aligns with the mission of the university and the Board strategic plan:

This program will directly address 5 of the 9 BOG directional goals established for the state universities. In the area of Teaching and Learning:

1) Strengthen quality and reputation of academic programs and universities, 2) Increase degree productivity and program efficiency, 3) Increase the number of degrees awarded in STEM, community and business engagement, 4) Increase level of community and business engagement and 5) Increase community and business workforce.

Additionally, it will help advance the following FIU initiatives from the 2010-15 Strategic Plan: 1) Achieve enhanced student learning and academic excellence, 2) Improve access by increasing enrollment, 3) Encourage interdisciplinary teaching, 4) Produce degree programs that reflect the strategic direction of the University and prepare graduates for success in the 21st century, 5) Engage with the community in collaborative problem solving, 6) Collaborate with major health, and community organizations, and 7) Facilitate life-long learning and professional development opportunities.

**State University System
Florida Board of Governors
Request to Establish Market Tuition Rates – Regulation 7.001(15)**

Declaratory Statement

Provide a declaratory statement that the policy will not increase the state's fiscal liability or obligation and that the Market Tuition Rate program cohorts will not supplant an existing E&G funded degree program in the same discipline:

The MPAS will generate enough funds to meet its own instructional, administrative and space needs. It will not in any way increase the state fiscal liability or obligation.

Restrictions / Limitations

Identify any proposed restrictions, limitations, or conditions to be placed on the policy:

There are no proposed restrictions, limitations or conditions on the policy.

Accountability Measures

Indicate how the university will monitor the success of the policy. Provide specific metrics that will be used.

The MPAS program will monitor success of the policy using: 1) Enrollment targets, 2) Retention rates, 3) Graduation rates and 4) Student satisfaction.

The last two are currently accountability measures for all graduate programs. A survey will be used to measure student satisfaction.

Course Availability

Explain how the university will ensure that sufficient courses are available to meet student demand and facilitate completion of each program submitted for consideration. Will any similar E&G courses be eliminated or scaled back if this program is implemented?

The Program will be managed in a lock-step cohort format, with only one start per year. This ensures that courses are available to meet student demand and facilitate program completion.

The MPAS program is a unique program in the University. There is no similar program at present time. Therefore, no similar E&G courses will be eliminated or scaled back if this program is implemented.

Economic Impact

Provide economic impact that this proposal will have on the university and the student, anticipated revenue collection, how the revenue will be spent, whether any private vendors will be used, and which budget entity the funds will be budgeted.

The proposed MPAS Program will offer a specialized program providing a needed service to

**State University System
Florida Board of Governors
Request to Establish Market Tuition Rates - Regulation 7.001(15)**

the community. It is expected that the program will generate total revenue during FY 16-17 of \$2.89M. The revenue will be spent to cover direct and indirect instructional costs, program administration, career services, professional development, and college initiatives.

Other Information

Provide any additional information if necessary, and complete the attached supplemental form. Indicate additional degrees that may be produced by going to market tuition and how the university will assist the students with employment or career advancement.

Employment opportunities for the FIU/ Herbert Wertheim College of Medicine Masters in Physician Assistant Studies graduates are vast. The Program office will assist our graduates by sharing job information that is received monthly. For example: Simply Hired is an agency that places non physician health providers with current hospitals and or physicians looking to hire, we receive their listing monthly. We will also utilize the services of FIU Careers and they will assist in resume and interviewing training. Our students and/or graduates will be facing job opportunities that are expected to increase over 30% in the next decade. Finally, we work closely with the University's Career Services Office and encourage the students to attend their functions and work closely with them.

**State University System
Florida Board of Governors
Request to Establish Market Tuition Rates - Regulation 7.001(15)**

University: Florida International University

Proposed Market Tuition Program: Master of Arts in Disaster Management

Date	
University Board of Trustees approval date:	June 2015
Proposed Implementation Date (month/year):	Fall 2016
Graduate online or Graduate Continuing Ed. Course:	Graduate Continuing Ed
CIP Code:	43.0302
Description of the Program and the Market Tuition Rate Process	
<p>Describe the program and explain the process used to determine market tuition.</p> <p>The proposed Master of Arts (MA) in Disaster Management builds on the combined efforts of FIU's internationally-oriented disciplines, centers, and institutes, under the School of International and Public Affairs (SIPA) and features a distinguished faculty knowledgeable and experienced in disaster studies. 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). The program will enhance the students' knowledge and skills in policy analysis, methodologies, critical thinking, problem solving, negotiations, emergency preparedness, planning, disaster management, logistics and humanitarian assistance and coordination. This program features substantive collaborations with the College of Arts and Sciences, Herbert Wertheim College of Medicine and Robert Stempel College of Public Health and Social Work.</p> <p>Many working professionals from the ranks of fire, police, EMS and healthcare have expressed an interest in disaster management. In addition, being home to various military installations (Southern Command, Homestead Air Force Base and US Coast Guard - Key West), personnel from these three units have expressed a strong desire to obtain a graduate degree related to the work they do for the military. Both in South Florida and elsewhere, this field requires students to have a broad, interdisciplinary background and certain sets of skills including: command and control; the ability to write and communicate; the ability to fiscally manage pre- and post-disaster events; and a broad knowledge of different areas of preparedness, response, recovery and mitigation. We have designed this program with specific requirements in all these areas.</p> <p>In order to determine the market rate for this program, we identified programs within and outside the State University System (SUS) offering a similar degree. FIU would be the first SUS institution to offer a Masters in Disaster Management.</p>	

**State University System
Florida Board of Governors
Request to Establish Market Tuition Rates - Regulation 7.001(15)**

Institution	Program Title	Resident Cost (USD)	Non-Resident Cost (USD)
Jacksonville State University	Master of Science in Emergency Management	\$20,940	\$20,940
Tufts University	Master of Arts in Humanitarian Assistance	\$32,400	\$32,400
Fordham University	Masters of Arts in International Humanitarian Action	\$26,800	\$26,800
Georgetown University	Executive Master of Professional Studies in Emergency and Disaster Management	\$54,000	\$54,000
John Jay College	Online Master of Public Administration - Risk Management	\$26,820	\$26,820
University of South Florida	Master's in Public Health with a concentration in Global Disaster Management and Humanitarian Relief.	\$12,943	26,314.50
Nova Southeastern University	Master of Science in Disaster and Emergency Preparedness focusing bioterrorism and all-hazards preparedness for health care professionals.	\$18,000	\$18,000
Florida Atlantic University	MBA with a concentration in Crisis and Emergency Management.	\$15,867	\$44,066.83

Based on this analysis, we are proposing a market tuition rate of \$25,000 with up to 15% increase for each year thereafter. The rate is based on a budget that considered the cost of faculty, administration, facility rent, etc. The tuition rate also takes into consideration the cost of similar programs, as identified above, and remaining competitive in our local market.

Mission Alignment

Describe how offering the proposed program at market tuition aligns with the mission of the university and the Board strategic plan:

The proposed program is consistent with the current SUS Strategic Planning Goals as well as the distinctive mission of FIU as a university in the state system. In relation to Goal No. 1, Teaching and Learning, the proposed program strengthens the quality and reputation of academic program 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. The program will also increase the number of degrees awarded by producing a projected 25 additional graduate degrees with the first cohort and up to 50 graduate degrees by year five. The program would also provide significant access to Florida residents who already possess an undergraduate degree and are looking to acquire a graduate degree in an emerging profession. More importantly, FIU would be the only university in the state of Florida offering a graduate program of this kind, making it an attractive academic choice for residents, out-of-state students and international

**State University System
Florida Board of Governors
Request to Establish Market Tuition Rates – Regulation 7.001(15)**

students. In relation to Goal No. 2, Scholarship, Research and Innovation, the proposed program increases collaboration within the university community as well as local and regional partnerships with NGOs and other disaster response state and non-state agencies in the area. Based on an interdisciplinary curriculum, the program bridges relationships within the Colleges of Arts and Sciences, Medicine and Public Health. Other scholarly advantages include the participation of FIU's Kimberly Green Latin American and Caribbean Center to bring regional and international first responder leaders, experts and key stakeholders together. In addition, the program reinforces FIU's mission to achieve excellence in global studies and international understanding.

Declaratory Statement

Provide a declaratory statement that the policy will not increase the state's fiscal liability or obligation and that the Market Tuition Rate program cohorts will not supplant an existing E&G funded degree program in the same discipline:

The Masters in Disaster Management program will not increase the state's fiscal liability or obligation, and since this program is the only disaster management program offered in its CIP classification, it will not supplant existing E&G funded degree program in the same discipline.

Restrictions / Limitations

Identify any proposed restrictions, limitations, or conditions to be placed on the policy:

There are no anticipated restrictions, limitations, or conditions to be placed on the policy.

Accountability Measures

Indicate how the university will monitor the success of the policy. Provide specific metrics that will be used.

Success will be measured according to achieving enrollment targets, retention and graduation rates, and high student satisfaction. An end of program survey will be used to measure student satisfaction.

Course Availability

Explain how the university will ensure that sufficient courses are available to meet student demand and facilitate completion of each program submitted for consideration. Will any similar E&G courses be eliminated or scaled back if this program is implemented?

The Masters in Disaster Management will be delivered in a format designed to provide professional instruction and training and skills for students who are working professionals seeking a degree in disaster management. The 30-credit program will consist of classroom instruction on the Modesto A. Maidique campus. In all, the program consists of 10 courses,

**State University System
Florida Board of Governors
Request to Establish Market Tuition Rates - Regulation 7.001(15)**

three credits each, which will be delivered in five, eight-week mini semesters. Based on an interdisciplinary curriculum, the program offers four courses from within the College(s) of Arts and Sciences, Medicine and Public Health. As an applied-based program and to ensure that our students learn from those with hands-on experience and expertise, the program will hire, as needed, experienced professionals to provide students the skill sets to become successful disaster managers and leaders.

No similar E&G courses will be eliminated or scaled back if this program is implemented.

Economic Impact

Provide economic impact that this proposal will have on the university and the student, anticipated revenue collection, how the revenue will be spent, whether any private vendors will be used, and which budget entity the funds will be budgeted.

This proposal will allow the University to offer a specialized program and provide a needed service to the community. As a self-supporting program in its initial year, it is expected that the program will generate sufficient revenue to cover operational expenditures. In the second cohort, the program is expected to draw revenue of \$652,791 and surplus of \$49,817. The revenue will be spent to cover direct and indirect instructional costs, program administration, career services, professional development, and college initiatives. The funds will be budgeted in the auxiliary enterprise.

Other Information

Provide any additional information if necessary, and complete the attached supplemental form. Indicate additional degrees that may be produced by going to market tuition and how the university will assist the students with employment or career advancement.

Employment opportunities for graduates of this program will be abundant. Graduates from the Master of Arts in Disaster Management usually gain employment with local government emergency management agencies, health care providers, law enforcement, EMS organizations, NGOs, Federal Emergency Management Agency, US SOUTHCOM, US Coast Guard, USAID, United Nations as well as with local, national and international businesses located in the region. Graduates will be referred to our Office of Career Services to assist them in the exploration of employment opportunities with these agencies.

Additionally, to assist those students who are just entering the disaster management industry and have little or no experience, the Program Director is developing partnerships to establish funded internships. The internship would provide newer practitioners an opportunity to gain field experience, which would then transition into full-time employment. Additionally, the internship program would bolster the Academy and FIU's academic footprint in this area.

Date: June 3, 2015

Subject: University and President's Performance Goals, 2015-16

Proposed Board Action:

Adopt the University and President's Performance Goals for the 2015-16 academic year as presented by President Mark B. Rosenberg and as included in the Board materials.

Background information:

The University and President's Performance Goals are directed towards achieving the University's strategic plan and will be one component of the President's Management Review by the Florida International University Board of Trustees (the BOT) for the 2015-16 academic year.

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

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



**University and President's Performance Goals
Academic Year 2015-16**

OBJECTIVE		
	2014-2015 Actuals ¹	2015-2016 Goals
BOG PERFORMANCE FUNDING MODEL GOALS		
1 GOAL: 77 percent of bachelor's graduates employed and/or continuing their education further 1 year after graduation	77%	77%
2 GOAL: Median of ≥\$36,500 for full-time wages of undergraduates employed in Florida 1 year after graduation	\$36,200	\$36,500
3 GOAL: Reduce average cost per undergraduate degree to the institution to ≤\$24,385	\$25,580	\$24,385
4 GOAL: Achieve six-year graduation rate of ≥56% for full- and part-time FTIC students	53%	56%
5 GOAL: Achieve academic progress rate of ≥81%	79%	81%
6 GOAL: Achieve university access rate of ≥50%	51%	50%
7 GOAL: Award ≥47% of bachelor's degrees in areas of strategic emphasis	46%	47%
8 GOAL: Award ≥55% of graduate degrees in areas of strategic emphasis	52%	55%
9 GOAL: Award ≥71% of bachelor's degrees without excess hours	68%	71%
10 GOAL: Award ≥6,419 bachelor's degrees to minorities	6,219	6,419

¹ Preliminary figures based on the 2015-16 Work Plan submitted to the Board of Governors and projections from the Office of Planning & Institutional Research.