



FLORIDA INTERNATIONAL UNIVERSITY

BOARD OF TRUSTEES

ACADEMIC POLICY AND STUDENT AFFAIRS COMMITTEE

Thursday, December 2, 2010

11:30 am

Florida International University

Modesto A. Maidique Campus

MARC International Pavilion

Committee Membership:

S. Lawrence Kahn, III, *Chair*; Cesar L. Alvarez, *Vice Chair*; Michael M. Adler; Thomas A. Breslin; Claudia Puig; Helena Ramirez

Liaison:

Gerald C. Grant, Jr., *Foundation Board of Directors*

AGENDA

- | | |
|--|-----------------------|
| 1. Call to Order and Chair's Remarks | S. Lawrence Kahn, III |
| 2. Approval of Minutes | S. Lawrence Kahn, III |
| 3. Follow up to Items from Previous Meetings | S. Lawrence Kahn, III |
| 4. Action Items | |
| AP1. Tenure as a Condition of Employment | Douglas Wartzok |
| AP2. Bachelor of Science in Environmental and Urban Systems
(CIP 15.0599) Program Termination | Douglas Wartzok |
| AP3. The Patricia & Phillip Frost Art Museum Collections
Policy | Douglas Wartzok |
| AP4. Florida International University 2010 Annual Report to the
Florida Board of Governors | Douglas Wartzok |

4. Action Items *(Continued...)*

AP5. FIU Worlds Ahead 2010-2015 Strategic Plan

Douglas Wartzok

AP6. Student Financial Aid FIU Regulation 1310

Douglas Wartzok

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

5.1 Foundation Report

Gerald C. Grant, Jr.

5.2 Academic Affairs Reports

- Undergraduate Education Report
- Graduate Education Report
- Research Report
- Enrollment Services Report
- Special report: Summer Treatment Program

Douglas Robertson

Kevin O'Shea

Andres Gil

Douglas Wartzok

William Pelham

5.3 Student Affairs Report

Rosa Jones

5.4 University Technology Services Report

Min Yao

6. New Business *(If Any)*

S. Lawrence Kahn, III

7. Closing Remarks and Adjournment

S. Lawrence Kahn, III

THE FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES
Academic Policy and Student Affairs Committee
December 2, 2010

Subject: Approval of Minutes of Meeting held on September 8, 2010

Proposed Committee Action:

Approval of Minutes of the Academic Policy and Student Affairs Committee meeting held on Wednesday, September 8, 2010 at the Modesto A. Maidique Campus, MARC International Pavilion.

Background Information:

Committee members will review and approve the Minutes of the Academic Policy and Student Affairs Committee Meeting held on Wednesday, September 8, 2010 at the Modesto A. Maidique Campus, MARC International Pavilion.

Supporting Documentation:

Academic Policy and Student Affairs Committee
meeting minutes: September 8, 2010

Facilitator/Presenter:

Committee Chair S. Lawrence Kahn, III

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**FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES
ACADEMIC POLICY AND STUDENT AFFAIRS COMMITTEE
MINUTES
September 8, 2010**

1. Call to Order & Chair's Remarks

The Florida International University Board of Trustees' Academic Policy and Student Affairs Committee meeting was called to order by Committee Chair S. Lawrence Kahn, III at 11:32 a.m. on Wednesday, September 8, 2010, at the Modesto A. Maidique Campus, MARC International Pavilion.

The following attendance was recorded:

Present

S. Lawrence Kahn, III, *Chair*

Cesar L. Alvarez, *Vice Chair*

Michael M. Adler

Thomas A. Breslin

Claudia Puig

Helena Ramirez

Gerald C. Grant, Jr., *FIU Foundation, Inc. Board of Directors*

Chairman Albert E. Dotson, Sr. and President Mark B. Rosenberg were also in attendance.

Committee Chair Kahn welcomed all Trustees, University faculty, and staff. He thanked everyone in attendance for making themselves available for the meeting. He stated that he was pleased to note the Fall 2010 semester was well under way on the University campuses with the start of classes, student activities and sporting events. Committee Chair Kahn noted that Dr. Fernando Treviño had stepped down as Dean of the Robert Stempel College of Public Health and Social Work but would continue his work in the College as a member of the faculty. Committee Chair Kahn stated that Dr. Michele Ciccazzo was appointed Interim Dean of the College until a permanent dean had been selected, an appointment in which she had served prior to the arrival of Dean Treviño. Chair Kahn said he was pleased to note that Dr. Ciccazzo, a professor of Dietetics, has been a member of the FIU faculty for over thirty years.

2. Approval of Minutes

Committee Chair Kahn asked if there were any additions or corrections to the minutes of the May 20, 2010, Academic Policy and Student Affairs Committee meeting. Hearing none, a motion was made and passed to approve the Minutes of the Academic Policy and Student Affairs Committee Meeting held on May 20, 2010.

3. Follow-up to Items from Previous Meetings

- **Carnegie PhD Program Review Results**

Provost and Executive Vice President Douglas Wartzok presented a summary of the Carnegie Foundation review of PhD programs. He reported that six University programs have completed the review process, noting that an additional twelve programs were at different stages of the review process. He stated that PhD programs which are deemed to preserve and improve quality of research and learning despite diminished resources, would receive favorable consideration for new resources. Trustee Thomas A. Breslin noted that under this approach better producing programs would enjoy the benefit of additional resources. Provost Wartzok agreed that the approach should be further examined by the Faculty Senate and the Administration.

4. Action Items

AP1. Tenure as a Condition of Employment

Provost Wartzok presented the Tenure as a Condition of Employment Nominations for Committee review, noting that the two nominees were new hires who held tenured positions at other institutions, and were selected based on the high caliber of their work.

A motion was made and passed that the FIU Board of Trustees Academic Policy and Student Affairs Committee recommend for Board of Trustees approval the Tenure as a Condition of Employment Nominations, as specified in the Board materials.

AP2. Doctorate of Nursing Practice New Program Proposal

Provost Wartzok presented the Doctorate of Nursing Practice New Program Proposal for Committee review. He noted that the proposed program was intended for Registered Nurses with specialty preparation in advanced nursing practice and that the program was aligned with the University's strategic plan to augment health education, research and doctoral degree production.

A motion was made and passed that the FIU Board of Trustees Academic Policy and Student Affairs Committee recommend for Board of Trustees approval the Doctorate of Nursing Practice New Program Proposal.

AP3. PhD in Biochemistry New Program Proposal – Follow-up

Provost Wartzok presented the PhD in Biochemistry New Program Proposal – Follow-up and indicated that the PhD in Biochemistry was again being presented to the Committee at the request of the Board of Governors which required an external review of the program. Provost Wartzok further noted that the review was conducted and the proposal was subsequently modified. He stated the external review was very favorable for the University to establish such a program, and read an excerpt from the reviewer's report, a senior biochemistry professor, who said the program was of exceptional quality and showed great potential for success.

A motion was made and passed that the FIU Board of Trustees Academic Policy and Student Affairs Committee recommend for Board of Trustees approval the PhD in Biochemistry New Program Proposal.

AP4. University Smoke- and Tobacco-Free Regulation

Vice President of Student Affairs Rosa Jones presented the University Smoke- and Tobacco-Free Regulation for Committee Review, noting that the proposed Regulation would prohibit smoking and the use of tobacco products on all University property in order to create a smoke- and tobacco-free campus environment as part of the healthy campus initiative. VP Jones stated that the Regulation was in line with current trends across the state as more campuses were making the choice to be smoke- and tobacco-free, such as the University of Florida campuses, the University of South Florida Health Campus, and the University of Miami Medical Campus. She noted that the initiative was carefully reviewed by the Tobacco Free Campus Steering Committee and publically presented to the University community for feedback and comments.

Trustee and President of the Student Government Association Helena Ramirez expressed concern on behalf of the student body regarding the implementation of the policy and requested a better understanding of enforcement mechanisms. VP Jones explained that the University's approach to the implementation of the Smoke- and Tobacco-Free Regulation would be heavily focused on educating students, faculty, and staff on the dangers of tobacco product usage through marketing initiatives and cessation support programs. Dr. John Rock, Senior Vice President for Medical Affairs and Founding Dean of the Herbert Wertheim College of Medicine, commented that the college fully supports the initiative and that healthcare professionals would be ready to assist the University community with smoking cessation services.

A motion was made that the FIU Board of Trustees Academic Policy and Student Affairs Committee recommend for Board of Trustees approval the University Smoke- and Tobacco-Free Regulation. Trustee Ramirez voted against the motion and Trustee Cesar L. Alvarez abstained from voting due to a conflict of interest. The motion passed.

AP5. Naming of the Library on the Biscayne Bay Campus as the "Glenn Hubert Library"

Provost Wartzok presented the Naming of the Library on the Biscayne Bay Campus as the "Glenn Hubert Library" for Committee review, noting that the request was in recognition of the irrevocable bequest of Mr. Hubert to the University. He explained that Mr. Hubert's contribution would serve to enhance the educational experience of Biscayne Bay Campus students.

A motion was made and passed that the FIU Board of Trustees Academic Policy and Student Affairs Committee recommend for Board of Trustees approval the Naming of the Library on the Biscayne Bay Campus as the "Glenn Hubert Library".

5. Information/Discussion Items (No Action Required)

Reports

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

Provost Wartzok provided an update on the development of the University's Worlds Ahead Strategic Plan, and welcomed feedback from the Committee members on the mission, vision, values, goals and themes as outlined for the University. Trustee Breslin expressed concern regarding the term "student-centered" in the vision statement of the University, stating that faculty, staff and administration should be equally represented as part of the University community. Provost Wartzok stated that further input from the University Community would be solicited prior to presenting the final plan for Board of Trustees approval in December.

Associate Professor of Architecture Marilys Nepomechie was joined by faculty and students from the College of Architecture and the Arts to facilitate a Special Report in which they presented their work for two different housing projects: the solar decathlon house, which will be built on the Modesto A. Maidique Campus and then transported to the National Mall in Washington DC where it will be on display for ten days; and illustrations of several award-winning entries for low income housing for the Broadmoor region of New Orleans. The Committee thanked the presenters for their hard work and lauded their efforts, which, as was noted had received national recognition.

6. New Business

No new business was raised.

7. Closing Remarks and Adjournment

With no other business, Committee Chair Kahn adjourned the meeting at 1:17 p.m.

MG
9/30/10

THE FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES
Academic Policy and Student Affairs Committee
December 2, 2010

Subject: Tenure as a Condition of Employment Nominations

Proposed Committee Action:

Recommend to the Florida International University Board of Trustees approval of four (4) candidates for Tenure as a Condition of Employment 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 TACOE nominees had tenure at their previous institutions, and have been selected to receive TACOE based on the caliber of their work.

Supporting Documentation: Tenure as a Condition of Employment Nominees (4)
Attachment 1 – Tenure as a Condition of Employment
Nominees’ Bios

Facilitator/Presenter: Douglas Wartzok

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FLORIDA INTERNATIONAL UNIVERSITY
2010 - 2011 TENURE NOMINATIONS
 (as a condition of employment)

NAME	DEPARTMENT	PROPOSED RANK
COLLEGE OF ENGINEERING & COMPUTER SCIENCES		
Atorod Azizinamini	Civil and Environmental Engineering	Professor
Ranu Jung	Biomedical Engineering	Professor
Sakhrat Khizroev	Electrical and Computer Engineering	Professor
HERBERT WERTHEIM COLLEGE OF MEDICINE		
Carolyn D. Runowicz	Obstetrics and Gynecology	Professor

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Atorod Azizinamini, Professor
Department of Civil and Environmental Engineering, College of Engineering and Computing

Atorod Azizinamini received his M.S. and Ph.D. degrees in Civil Engineering from the University of South Carolina in 1980 and 1985 respectively. He joined University of Nebraska-Lincoln (UNL) in 1989, where he was appointed Endowed University Professor in 2008. He is the director of National Bridge Research Organization (NaBRO) at UNL, and has held the position since 1998. His graduate work, sponsored by NSF, is related to investigating seismic behavior of semi-rigid steel beam to column connections. He conducted research studies dealing primarily with reinforced and pre-stressed concrete structures.

Dr. Azizinamini has worked for two years as a full time structural engineer with the firm of R.P. Hucks Engineering in Charleston, South Carolina, designing multi-story steel buildings. He conducted large scale experimental testing, field testing and numerical and analytical investigations for four years as a structural research engineer with Construction Technology Laboratories (CTL) in Skokie, Illinois. His research background has been diverse, including the area of bridges. His interaction with bridge design professionals, bridge owners and government agencies helped him develop a close working relationship with the bridge community. In January 2008, he received one of the three (R19A project) Strategic Highway Research Program (SHRP2) projects (four year, two million dollar budget aimed at developing technologies to make existing and new bridges to last 100+ years) funded through TRB of the National Academy of Science.

Ranu Jung, Professor
Department of Biomedical Engineering, College of Engineering and Computing

Ranu Jung received her PhD in biomedical engineering from Case Western Reserve University in 1991. She also holds a master's degree in biomedical engineering from Case and a bachelor's degree with distinction in electronics and communications engineering from the National Institute of Technology, Warangal in India. Dr. Jung is actively engaged in the development of neurotechnology that is inspired by biology, is adaptive and could be used to promote adaptation in the nervous system to overcome neurological disability or trauma. Of special interest to her are biomimetic and biohybrid living-hardware systems for sensorimotor control.

She currently leads a Bioengineering Research Partnership that is funded through a multi-year award from the National Institutes of Health. With this partnership, she and her team are developing a novel, fully implanted neural interface between a myoelectric prosthetic hand and peripheral nerves of below-the-elbow amputees. This translational R&D effort will deliver into clinical practice a unique neural enabled-prosthesis that provides sensation to users of prosthetic hands. Patent-pending technology includes novel electrode designs and methods of communication. She has also been the recipient of Phase I and II funding from the US Army to develop powered lower-limb splints for evacuating injured soldiers from the battlefield. This patent-pending technology also has promise for providing "crutch-free" walking after ankle injuries.

Her honors include a National Research Service Award from the US National Institutes of Health, a N.E. Ohio American Heart Association fellowship, the 2002 Science and Engineering Award, Governors Certificate of Recognition from the Commonwealth of Kentucky and appointment by the Arizona Governor and Senate as Commissioner to the Arizona Biomedical Research Commission.

Sakhrat Khizroev, Professor

Department of Electrical and Computer Engineering, College of Engineering and Computing

Sakhrat Khizroev received a B.S. in Quantum Electronics and Applied Physics from Moscow Institute of Physics and Technology (MIPT), an M.S. in Physics from the University of Miami, and a Ph.D. in Electrical and Computer Engineering from Carnegie Mellon University (CMU) in 1992, 1994, and 1999, respectively. Previously, Dr. Khizroev was a tenured professor at the Department of Electrical Engineering, University of California, Riverside (UCR). From 2003 to 2006, he served as tenured associate professor at the Department of Electrical and Computer Engineering at FIU.

Dr. Khizroev is an engineer and an educator with a research emphasis on electronics-, medicine-, and energy-related applications of nanoscience. The main current focus of his research is to use nanotechnologies to advance the state of the art in medicine. Prior to his academic career, Dr. Khizroev spent almost four years as a Research Staff Member with Seagate Research and one year as a pre-doctoral intern with IBM Almaden Research Center. He has over 27 granted patents and 130 provisional patents with IBM, Seagate, CMU, FIU and UCR. He has authored/co-authored over 90 refereed papers, 5 books and book chapters in the broad area of nanomagnetic devices. He presented over 100 talks including many invited seminars and colloquia at international conferences and meetings. He served as Associate Editor for *IEEE Transactions on Nanotechnology*, a guest editor for *Nanotechnology* and *IEEE Transactions on Magnetics* and sits on editorial boards of several *Science* and *Technology* journals. Together with his former graduate students, he co-founded two high technology start-ups in California and Florida.

Carolyn D. Runowicz, Professor
Department of Obstetrics and Gynecology, Herbert Wertheim College of Medicine

Carolyn D. Runowicz, M.D. is a nationally and internationally recognized expert in the field of gynecologic oncology. Dr. Runowicz's career has demonstrated an unwavering commitment to clinical practice, clinical/ translational research, teaching and administration. She has trained generations of medical students, residents and fellows. Dr. Runowicz was the Director of the Carole and Ray Neag Comprehensive Cancer Center at the University of Connecticut Health Center, served as the Northeast Utilities Chair in Experimental Oncology and Professor of Obstetrics & Gynecology at the University of Connecticut School of Medicine.

Dr. Runowicz has held numerous leadership positions in national organizations, including being the first woman president of the Society of Gynecologic Oncologists (2000), President of the American Cancer Society (2005), and Chair of the National Cancer Advisory Board (2006-2010). In 2004, Dr. Runowicz was appointment by President Bush to serve a six year term as a member of the National Cancer Advisory Board and, in August 2006, began a four year term as chair of that esteemed board.

She is an author of more than 200 publications, chapters and several books for the public. She is the recipient of numerous awards and honors from national organizations and societies.

THE FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES
Academic Policy and Student Affairs Committee
December 2, 2010

Subject: Bachelor of Science in Environmental and Urban Systems (CIP 15.0599)
Program Termination

Proposed Committee Action:

Recommend to the Florida International University Board of Trustees the termination of the Bachelor of Science in Environmental and Urban Systems (CIP 15.0599) and authorization of the University President to take all actions necessary in accordance with Florida Board of Governors regulations.

Background Information:

Each University Board of Trustees has the responsibility and authority to approve termination of degree programs at the bachelor's, master's, advanced master's, and specialist level in accordance with BOG Regulation 8.012 (1) and subsection (2). Upon termination of a degree program, the university will notify the Board of Governors, Office of Academic and Student Affairs within four weeks of the University Board of Trustees decision.

The Florida International University Board of Trustees 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.

Supporting Documentation: Program Termination Form

Facilitator/Presenter: Douglas Wartzok

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PROGRAM TERMINATION FORM

Florida Board of Governors

UNIVERSITY:

Florida International University

PROGRAM NAME:

Environmental and Urban Systems

DEGREE LEVEL: B.S.
(List type: e.g., Ph.D.)
Programs)

***CIP CODE:** 15.0599
(*Classification of Instructional

ANTICIPATED TERMINATION DATE:

Spring 2011

The request should be approved by the University Board of Trustees (UBOT) prior to submission to the Florida Board of Governors for approval (doctoral and professional programs) or notification (bachelor's and master's programs). Attach additional pages as necessary to provide a complete response. The issues outlined below should be examined by the UBOT in recommending termination.

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

This program has been inactive for a long time and has not had any student enrollment, at least for the last decade.

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.

The program has been inactive. There is no impact on enrollment or resources. No students are enrolled in the program. No faculty resource is affected.

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?

No students are enrolled in the program. No faculty lines are associated with this program.

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.

No students are enrolled in the program.

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

There is no impact as no students or faculty are associated with the program.

APPROVALS:

For Dr. Fay Zhao

Signature of Requestor/Initiator

11/10/2010

Date

Shelby McWhorter

Signature of Campus EO Officer

11/12/10

Date

Ann [unclear]

Signature of College Dean

11/10/2010

Date

Thomas A. Breslin

Signature of Chair of the Faculty Senate

Nov 12, 2010

Date

[Signature]

Signature of Vice President for
Academic Affairs

12 Nov 2010

Date

[Signature]

Signature of Executive Vice President
and Provost

12x10

Date

[Signature]

Signature of President

11.17.10

Date

Signature of Chair, FIU Board of Trustees

Date

REVISED 10/2007

THE FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES
Academic Policy and Student Affairs Committee
December 2, 2010

Subject: The Patricia & Phillip Frost Art Museum Collections Management Policy

Proposed Committee Action:

Recommend to the Florida International University Board of Trustees approval of the Patricia & Phillip Frost Art Museum's Collections Management Policy.

Background Information:

The Patricia & Phillip Frost Art Museum (the Frost) is currently in the process of reaccreditation by the American Association of Museums (AAM). The Frost anticipates that the reaccreditation review will be completed by March 2011.

With respect to university museums, the AAM recommends that the central governing authority of the university specifically approve the museum's collections management policy, especially as it relates to the acquisition or deaccession of collection works.

The Frost's Collections Management Policy will assist the University and the Frost in ensuring proper collections stewardship consistent with the Museum's mission and professional museum standards for the selection, acquisition, preservation, use, documentation and disposal or deaccession of its permanent collection. The Collections Management Policy also articulates the processes and procedures involved in negotiating gifts, loans and organizing exhibitions for display in the Museum and for traveling to similar institutions nationally and internationally.

Supporting Documentation: The Patricia & Phillip Frost Art Museum Collections Management Policy

Facilitator/Presenter: Douglas Wartzok


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The Patricia & Phillip Frost Art Museum Collections Management Policy

November 23, 2010

Have read and recommend approval:


Director, Frost Art Museum


Curator of Collections,
Frost Art Museum


Florida International University
Associate General Counsel

Approval:


Provost
Florida International University

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**The Patricia & Phillip Frost Art Museum
Collections Management Policy**

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**The Patricia & Phillip Frost Art Museum
Collections Management Policy**

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1.0 Introduction

1.1 Mission of the Museum

The mission of the Patricia and Phillip Frost Art Museum and Sculpture Park at Florida International University (the “Frost Art Museum,” “FAM,” or “Museum”) is to enrich and educate local, national and international audiences through the language of art by collecting, preserving, researching, interpreting and exhibiting art from diverse cultures throughout human history.

The Frost Art Museum, located on the Modesto A. Maidique Campus of Florida International University, provides an exceptional resource for scholarly research and interdisciplinary collaboration, augmenting the university’s educational mission as a local and global center of knowledge and culture.

The Frost Art Museum at Florida International University envisions itself as:

- A cultural beacon for South Florida, with its exhibitions and public programs integrated into the life of the community as inextricably as its schools, recreational facilities and theaters.
- A dynamic, research-oriented university visual arts institution that is a center for interdisciplinary training.

1.2 Purpose of the Museum

The purpose of The Frost Art Museum is to:

- Collect, exhibit, interpret, research and preserve an encyclopedic array of art objects from diverse cultures and time periods.
- Initiate and foster innovative interdisciplinary learning with the university’s academic community.
- Serve as a dynamic cultural learning center for the local and global communities through programming, research, access and educational outreach.

1.3 History of the Museum

The Frost Art Museum, formerly The Art Museum at FIU, was founded in 1977. Initially, James Couper, a professor of painting at the university started the museum as a student gallery. Since then, the Museum has grown to achieve local, national and international recognition as one of South Florida’s key cultural institutions. The Frost Art Museum’s extraordinary programmatic growth during the 1980s and 1990s, qualified the Museum for designation as a “Major Cultural Institution” by both the State of Florida and Miami-Dade County. In 1999, the Museum received accreditation from the American Associations of Museums

The Patricia & Phillip Frost Art Museum Collections Management Policy

(AAM) and in 2001 it became a member of Smithsonian Institution Affiliates program.

Following the groundbreaking for its new facilities in 2003, the Art Museum at FIU was officially renamed The Patricia & Phillip Frost Art Museum. The new building, designed by Yann Weymouth of HOK, renowned museum builders, marks an historical moment for both the Art Museum and the University. For a brief time the museum became a part of an academic unit as a part of the College of Architecture+ The Arts. In 2008, The Frost Art Museum became an independent unit under the direct authority of the **Provost and Executive Vice President**.

1.4 Governing Authority & Collection Responsibility

The Patricia & Phillip Frost Art Museum is part of Florida International University, a public entity of the State of Florida established pursuant to Fla. Stat. §1001.72 and governed by The Florida International University Board of Trustees (“Board”).

University Board of Trustees

The Board is responsible for all aspects of cost-effective policy, implementation and maintenance of high-quality education programs consistent with the University’s mission and law. The measurement of performance, the reporting of information, and the provision of input regarding state policy, budget and educational standards, including budgetary and administrative oversight over all university units, including the Frost Art Museum is the responsibility of the Board.

The Frost Art Museum Director’s Council

In accordance with the museum’s policy manual Section 14, the Museum Director chairs the Director’s Council, a museum advisory committee that meets on a regular basis.

The role of the Director’s Council is to advise The Frost Director on upcoming exhibitions, marketing, fundraising and collections management while supporting the Museum’s mission. The Council consists of members from within FIU and leaders from the community at large.

The Acquisitions Committee within the Director’s Council will meet on a regular basis to approve acquisitions and deaccessions to and from the collections of The Frost Art Museum. Additionally, the Director’s Council shall meet on a periodic basis to review legal and ethical issues, long-range strategic plans, and the Museum’s mission and vision statements.

Advisory members include FIU professors, art historians, curators, finance managers, arts enthusiasts and Museum volunteers.

Director

As the chief operating officer of The Frost Art Museum, the Director is responsible for oversight of museum staff, the collection and its proper care, of programmatic and financial operations and of the care and security of the building. The Director is charged with developing and ensuring compliance with all applicable laws and University or museum policy, as well as ethical guidelines as set forth by the American Association of Museums (AAM) and the International Committee on Museums (ICOM).

Staff

It is the responsibility of the Director, staff, interns, and volunteers to protect and preserve the museum's collections. Museum staff shall be governed in their collections-related work by the Collections Management Policies and Procedures, FIU Academic Affairs Code of Ethics for The Frost Art Museum as well as The American Association of Museums Code of Ethics (most recently updated in 2000).

The Curator of Collections, the registration and curatorial staff are the custodians of the collection and share responsibility for the safekeeping of the collection. The Curator of Collections has direct authority and responsibility to make day-to-day decisions regarding the management and physical care of all collections. The Curator of Collections shall also serve in an advisory role to the Director in decisions affecting the collections.

1.5 Purpose of the Collections Management Policy

The Collection Management Policy is intended to serve as a practical guide in managing the permanent collection and ensuring proper collections stewardship consistent with the Museum's mission and professional museum standards for the selection, acquisition, preservation, use, documentation and disposal of its permanent collection. The Collections Management Policy also articulates the processes and procedures involved in negotiating gifts, loans and organizing exhibitions for display in the museum and for traveling to similar institutions nationally and internationally.

2.0 Synopsis of Collections

2.1 Scope of Collections:

The Frost Art Museum's collection is a melding of several distinctive collections: the General Collection and Sculpture Park, the Metropolitan Museum and Art Center Collection, the Betty Laird Perry Emerging Artist Collection, and the Study and Research Collection.

The General Collection also known as the Permanent Collection holds a strong representation of American printmaking from the 1960s and 1970s, photography, Pre-Columbian objects dating from 200 B.C. to 500 A.D., and a growing number of artworks by contemporary Caribbean and Latin American artists. An important and highly visible subset of the general collection is the **Sculpture Park**. Numerous outdoor sculptures are installed throughout the landscape of the University Park campus. The Museum continues to expand the collection through private donations, purchases and acquisitions.

The Metropolitan Museum and Art Center Collection was donated to The Frost Art Museum in order to ensure its intact survival in 1989, when the Metropolitan Museum and Art Center of Coral Gables closed. This collection of more than 2,500 objects includes sculptures, photographs, and paintings by major 20th century figures, an extensive collection of American prints from the 1960s; major sculptural works; important photographs; rare Japanese Netsukes and ancient bronzes from Asian and African cultures.

In support of the University's studio arts program, **The Betty Laird Perry Student Art Collection** is comprised of artworks obtained through purchase awards granted to selected BFA and MFA students graduating since 1980. Numerous award recipients have continued to garner national and international recognition as mature artists.

The Study and Research Collection

This collection has related objects in the permanent collection, or those of lesser quality that contribute to the understanding and appreciation of the permanent collection. These objects can be used for hands-on teaching, demonstrations, study or exhibition, but that are not deemed appropriate to be accessioned into the Permanent Collection.

Non-Collection Objects

The Non-Collection designation allows FAM to deaccession objects that do not merit the same standards of care as the Permanent Collection but that have value as office decoration. Once the University has created a framework for the storage, maintenance and care of the University Collection objects will be transferred to that collection.

The University Collection

The Frost Art Museum has assumed certain responsibilities with regard to works of art that are donated or loaned to Florida International University from time to time. With regard to donated works, the Museum shall be given an opportunity to determine, at its discretion, whether the work is appropriate for accession into any of the Museum's collections, consistent with the Museum's mission and professional museum standards.

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In the event that a work of art is not appropriate for accession into any of the Museum's collections, the work may be classified as part of the "University Collection." Although the inventory, care, storage and insurance of the University Collection is the direct responsibility of the University, the Museum has agreed to lend its expertise and assist the University as necessary, including maintaining the archives of the University Collection through its registration department.

The responsibility for inventory, care, storage and insurance of works of art within the University Collection rests with the university unit that maintains custody of the work of art. In the event a unit requests the services of the Frost in connection with the handling of a work of art, the Frost may assess appropriate charges to the unit to account for the services provided.

Art in State Buildings

FAM maintains the archives of the Art in State Buildings collection for collection objects installed in buildings on the FIU campus. These works are commissioned and/or acquired through the State of Florida's Art in State Buildings program and are not acceded into any of the Museum's collections. The objects will be cared for by the appropriate building managers.

3.0 Collecting Policy

It is the policy of The Frost Art Museum to collect objects that enhance and strengthen the Museum's mission. It is FAM's goal to judiciously acquire a cross-section of the best examples of art objects from all times and all places. Objects shall be of sufficient condition, quality and lineal integrity to support the collection and the programmatic needs of the museum and its community.

3.1 Collection Plan

From time to time, Museum staff should review the Museum's collecting goals and deaccession plans to address objects that are no longer able to be safely used, stored or preserved or that no longer support Frost Art Museum's mission. All such objects must be deaccessioned in accordance with all requirements of law, this Collection Management Policy, and professional museum standards.

4.0 Acquisitions and Accessions

4.1 Definitions

Acquisition: An object or a group of objects acquired by FAM as a gift, purchase, bequest, loan, transfer or exchange accepted to further the mission of the museum as one of the following: an accession to the

permanent collection; a long-term loan; a study collection object or a non-collection object.

Accession: A set of one or more artifacts, objects, specimens, etc., received from the same source at the same time that becomes part of FAM's permanent collection; an acquisition that a museum has taken ownership of and holds in the public trust.

Accessioning: a) Formal act of accepting an object or objects to the category of materials that a museum holds in the public trust. b) The creation of an immediate, brief, and permanent record utilizing a control number for an object or group of objects added to the collection from the same source at the same time, and for which the museum has custody, right, or title. Customarily, an accession record includes, among other data, the accession number; date and nature of acquisition (gift, purchase, bequest, etc.); source; brief identification and description; condition; provenance; insurance value; and name of staff member recording the accession.

4.2 Acquisitions Policy

To fulfill its mission to enrich and educate local, national and international audiences through the language of art by collecting, preserving, researching, interpreting and exhibiting art The Frost Art Museum may acquire collections by means of gifts, bequests, exchanges, purchases or by any other transaction by which title to the objects passes to The Frost Art Museum without restrictions. All acquisitions to the collections of The Frost Art Museum must enhance the mission and goals of the museum.

Accessioned artworks are considered permanent and will be retained so long as they continue to be relevant and useful to the mission of The Frost Art Museum and so long as they can be properly stored, preserved and used.

It is the policy of The Frost Art Museum that in the transfer of a work of art, said property is to be free of all liens and encumbrances and that the donor/seller gives, transfers, assigns and delivers all the donor's/seller's rights, title and interest in and to the property as well as any and all copyright and literary rights in and to said work(s). Any exceptions require approval by the University Provost and if applicable in the case of gifts donated to the FIU Foundation, Inc., the Board of Directors of the FIU Foundation, Inc. In such cases where certain intellectual property rights are not conveyed, the Museum will seek a nonexclusive right of reproduction from the copyright owner.

The Museum shall under no circumstances purchase works of art for resale. With respect to donated works, as a general matter the Museum does not accept such works for resale. However, should items be donated for the purposes of resale, the understanding of the parties must be clearly stated in the Deed of Conveyance and the donor is to be apprised to consult with his or her tax advisor

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with respect to any applicable IRS regulations regarding tax deductions for donations made for resale. Items acquired for resale must also be approved by the University Provost and all proceeds shall be used for acquisitions in accordance with the policy stated herein for deaccession of works of art.

The Museum shall not capitalize or collateralize any works of art or recognize as revenue the value of donated works.

All Museum acquisitions must comply with all applicable local, state and federal laws, including but not limited to laws governing the ownership or importation of works of art, such as the National Stolen Property Act (NSPA), the Convention on Cultural Property Implementation Act (CCPIA), Office of Foreign Assets Control regulations, and the like. In addition, to the extent applicable the Museum shall review relevant foreign laws prior to making any acquisition, as the status of a work of art under foreign law may impact its status under U.S. law.

In particular, with regard to sale, transfer, or exchange of artworks, the Museum should request that the seller warrant and represent that it has valid title and that the work is free from any liens, claims and encumbrances, and the Museum shall seek indemnification to the maximum extent possible.

With respect to all acquisitions, the Museum shall comply with Florida Statute, §1006.58, Fla. Stat., stating that: “No employee, representative, or agent of the university shall receive a commission, fee or financial benefit in connection with the sale or exchange of a work of art, art history or natural history, nor may he or she be a business associate of any individual, firm or organization involved in the sale or exchange.” It is the policy of the FAM that no close relatives or family members of employees of the FAM or governing body of the FAM shall receive a commission, fee or financial benefit in connection with the sale or exchange of an object(s) acquired by the FAM.

Authority

§ 1006.58, Fla. Stat. (2008); ss. 212.08(7)dd, Fla.Stat.; ss. 265.565, Fla. Stat.; Provost and Executive Vice President, 14.30, 14.80; University Policy (Property Control); American Association of Museums (AAM) Code of Ethics for Museums, adopted 1991, revised 2000; International Council of Museums (ICOM) Code of Professional Ethics, adopted 1986, revised 2004.

4.3 Methods of Acquisitions

Objects may be acquired for the FAM collection by any of the methods listed below. Some acquisition types such as objects in the study and research collection will be “non-collection” status and do not require the same stringent policies for care as do “permanent collection” objects.

Gift/Donation

An object or a group of objects donated to The Frost Art Museum where no exchange transaction has taken place and the FAM obtains the object and its title.

Promised gift

An object or a group of objects promised for some time in the future to The Frost Art Museum in the form of a letter of intent from the intended donor. A promised gift in the care of The Frost Art Museum will be treated as a loan until the gift paperwork has been completed and the title of the object has been transferred to the museum.

Bequest

A transfer of objects to the Museum based on the terms of the will of the deceased. The Museum has final authority to deem the acquisition type (accession or other type of acquisition) for objects bequeathed to the Museum.

Purchase

An acquisition where money is exchanged for an object or group of objects from a vendor, dealer or artist. In most cases, purchases should only be made for mission-supportive objects that will be accessioned and become part of one the Museum's collections.

**Non-Collection Objects and
Study and Research Collection Objects**

Non-collection objects (these objects will have a "NC" prefix in their object number) may be acquired - through the deaccession process - for decorating offices and non-exhibition spaces in the museum. Study Collection objects (these objects will have a "SC" prefix in their object number) are acquired for use by faculty, students and researchers. Neither SC nor NC objects are accessioned into the Permanent Collection. These objects are governed by the general property control policies of the University.

Purchase Award

An acquisition that is purchased with funds that have been donated specifically for the purpose of procuring an example of an artist's work for the Museum. An example would be the Betty Laird Perry Purchase Award that is awarded by the museum to one student in each graduating class of BFA and MFA students.

Transfer

Objects may be acquired through transfer from another department of the University or from a similar institution.

Exchange

An object or a group of objects may be acquired from a similar institution in exchange for objects deaccessioned from FAM's permanent collection.

Found In the Collection

Objects that have no identifiable object record, donor record or accession/collection numbers are considered to be "found in the collection." Such objects will be assigned numbers with the suffix "FIC" indicating their found in collection status. Reasonable effort will be made to identify the objects, the provenance and to determine the original accession number. A report will be filed using the Found in Collection (FIC) worksheet. The objects will then go through the acquisitions review process to either be accessioned or become part of the study and research collection. Objects of sufficient quality that are not accessioned will be offered to the greater university community. After sufficient public notice if no prior owner is identified and if it is not acquired by the Museum and is not of sufficient quality to be offered to the university it will be considered as abandoned property and discarded.

Fractional gifts

The Museum generally does not accept fractional gifts, unless the work of art is exceptional and acceptance of a fractional gift is in the best interest of the Museum. Donors are encouraged to execute a non-cancelable bequest to the University by will or trust of any remaining fraction owned by the donor at the time of his or her expiration.

To assure the donor's ability to take a charitable tax deduction, the IRS requires that a fractional gift remain in the possession of the Museum for the number of days each year that correspond to the percentage of the Museum's ownership share. The responsibility for meeting this requirement rests with the donor. Generally, the donor must bear all costs relating to packing, shipping, and insurance of a fractional gift.

4.4 Procedures for Acquisitions

Works of art considered for acquisition to the FAM shall be reviewed and approved by the Director of The Frost Art Museum and The Frost Art Museum's Acquisitions Advisory Committee, which may include the chief curator, the curator of collections, the chief preparator, and at least one outside expert.

For artworks that cannot be reviewed on site, donors and sellers should provide detailed information about the art objects including:

- detailed description.

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- recent photography of the object in its current location.
- current condition and any known history of past restoration.
- provenance.

Upon initial approval, arrangements will be made to receive the objects. Unless otherwise agreed by all parties, the objects will be shipped to the museum at the expense of the donor/seller. A final decision will be made when the object is physically present and can be reviewed by the Acquisitions Advisory Committee. Objects that are not accepted will be returned at the expense of the Museum.

4.5 Criteria for Acceptance

The Acquisitions Advisory Committee, in determining whether to acquire a work of art for any of the Museum's collections, may consider a wide variety of factors, such as the provenance of the work of art, its condition, its importance to the Museum's collection, the interests of the public and/or artistic, scholarly and cultural community in accepting the work of art, and the Museum's own financial resources and the feasibility of acquiring, preserving and/or storing the work of art. Accordingly, without limitation, the following factors should be considered prior to acceptance of a work of art:

Knowledge of the physical object. There should be first-hand visual knowledge of the object before an acquisition is considered.

Quality. The quality and authenticity of the object shall be determined through careful comparison with the best artworks in the Permanent Collection and with comparable artworks elsewhere in terms of style, technique, aesthetic, historical or cultural merit, condition, documentation, etc.

Significance to the Collection. It is the responsibility of the FAM to assure that the object(s) enhances the strength of the collection. It is important to identify how a new acquisition will complement or contribute to the existing collection. The accessions committee will take care to avoid duplication of objects already in the collection.

Condition of the object. It is the responsibility of the FAM to provide the resources and services to assure proper care, maintenance and preservation of the FAM's collection objects. In order to determine the extent to which it has been affected by time, altered by prior restoration and use, and to assess the requirements for its preservation in the future, a trained professional should examine the condition of the object(s).

Storage and use. The museum must be reasonably able to safely use and store the object within the physical parameters of the museum and its storage vaults. Therefore materials, size and

number of objects may be considered when reviewing objects for acquisition.

Provenance. The Museum shall research the provenance of a work of art prior to acquisition to determine that the Museum may legally obtain clear title. The history of the ownership of the work shall be established to the fullest extent possible, including the countries in which the work of art has been located and when; the exhibition history of the work of art, if any; the publication history of the work of art, if any; whether any claims to ownership have been made; whether the work of art appears in relevant databases of stolen works; and the circumstances under which the work is offered to the Museum. The FAM shall take reasonable precautions to assure itself that any object it acquires has not been recently removed from its country of origin (or from the country where it was last legally owned) in violation of that country's laws and is in compliance with the 1970 UNESCO Convention on the Means of Prohibiting and Preventing the Illicit, Export, and Transfer of Ownership of Cultural Property. Additionally, the FAM shall take careful precautions to ensure that the object has not been acquired in violation of Native American Graves Protection and Repatriation Act (NAGPRA) and to take reasonable care to assure that the object's provenance demonstrates that it was not appropriated without proper proof of lineage during the Nazi Era (1933-1945).

Provenance Research. Our policy requires that the provenance information must be submitted, reviewed and found to be satisfactory by the Acquisitions Committee in order for an object to be considered for acquisition.

Title. The FAM shall ascertain, with the advice and approval of University Counsel when needed, the precise nature of title (including issues of provenance) in the considered acquisition, and—whenever possible—acquire all copyright privileges.

Conditions of ownership. It is FAM's policy that no objects should be acquired with restrictions limiting its use or disposal. If however, in certain instances it is decided to acquire an object to which restrictions have been attached by the seller or donor, all restrictions must be written into the instrument of conveyance and be reviewed by the Director of the museum, The Acquisitions Advisory Committee, University Counsel and the Provost, as appropriate.

4.6 Objects That Are Not Accepted for Acquisition

In the event the Acquisitions Advisory Committee declines to accept a work of art, the object(s) will be returned to the owner at the FAM's expense or, if acceptable to the owner, referred to the University for inclusion within the University Collection.

4.7 IRS Documentation and Requirements for Gifts and Legal Transfers

Donations to the Florida International University or the FIU Foundation, Inc. for the benefit of The Frost Art Museum are generally tax deductible under the Internal Revenue Code. An IRS 8283 form should be filled out by the donor and submitted to the registrar for all gifts of artwork for which the donor wishes to take a tax deduction after the donor has relinquished control of the object. The form will be signed by University Advancement and the original returned to the donor. A certified appraisal should accompany the IRS 8283 form for donors wishing to receive a tax benefit for gifts of individual objects with valuation of \$5,000 or greater, or for gifts consisting of more than one artwork with a total value of \$20,000 or greater.

Artwork(s) purchased or imported exclusively by individuals for the purpose of long-term loan to and made available for display by the FAM may be exempt from taxation for the duration of the loan period, provided that the term of the loan agreement is for at least 10 years in accordance to Florida Statute ss.212.08(7)cc.

The Museum will assist University Advancement in processing gifts-in-kind in accordance with the FIU Foundation's Non-Cash Gifts Policy, Policy # 1530.020.

4.8 Appraisal

The Frost Art Museum will not perform or provide appraisal of any art objects or recommend or make arrangements for the appraisal. The FAM shall require donors to provide a copy of appraisals of donated objects made for purposes of tax deduction. The Museum will provide the appraiser with access to the work of art or relevant factual information in the Museum's files.

The Museum may assign a monetary value to a work of art by reference to comparative price or other available information for its internal purposes only (such as insuring works of art). The sources of such pricing information shall be documented in the object records for future reference.

4.9 Object Documentation

The FAM registration staff is responsible for preparing and maintaining all original records and documentation (manual and electronic) associated with the acquisition of collection objects. These records shall include but not be limited to the following:

Incoming receipt. An incoming receipt should be issued for all objects entering the museum's custody for any reason as a record of the transaction.

Deed of Conveyance. The written Deed of Conveyance (Deed of Gift, Bill of Sale or, for bequests a Decree of Distribution and a Will) shall constitute the legal record of transfer of title of property to The Frost Art Museum. It shall include all conditions governing the transfer of title from the donor/seller to The Frost Art Museum. Two original copies will be prepared and signed and dated by the donor/seller and counter-signed by the museum's Director. One original copy will be deposited and maintained by The Frost Art Museum, and one original copy will be given to the donor/seller. A copy of the original Deed of Conveyance and a copy of appraisal document provided by the donor will be forwarded to the Office of Advancement in order to establish the legal audit trail. For acquisitions valued at one thousand dollars (\$1,000) or more a copy of the original Deed of Conveyance will be forwarded to Property Control Department for assignment of property control number. This number must be entered in the collections management database.

Accession record number. All new acquisitions shall be described and recorded in an Accession Log Book and in a digital version of the log book. The gift will be assigned an Accession number and each individual object conveyed in the gift will receive a unique Collection number (example: a collection of four objects is donated by Donor "C." The gift is assigned an Accession number FIU 2009.3--which indicates it is the 3rd accession of 2009-- and the individual objects are numbered as FIU 2009.3.1, FIU 2009.3.2, etc.)

Registration records. Registration records of accessioned objects shall include, but not be limited to conditions of acquisition; a descriptive catalogue record; evidence of legal ownership or possession; description of object condition; current object location; and prior history of ownership and record of all activities of such object including loan, exhibit, conservation, etc.

Object file. All registration and curatorial information and documentation associated with collection acquisitions shall be kept and maintained in an object file(s). Object files will be maintained by the Registration Department and are only to be removed from the department by the curatorial department as authorized by the Curator of Collections. Copies may be made

of the materials contained in the object files but the original files are not to be removed from the museum.

Donor file. The FAM shall prepare and maintain general information on donors and donations made to the FAM. The donor file should include the signed originals of the Deed of Gift, copies of IRS 8283 forms and appraisals provided by the donor.

Photography. Photography during object entry is for documentation and identification purposes to be kept in the object file and to link into the collections management database.

Cataloging (electronic and worksheet). Cataloging uses standard formats that identifies and describes in detail physical attributes of the work and categorizes it in a classification system. Cataloging is part of documentary control of the collections, placing the object into proper context and determining information important and unique to each object. It may include information concerning the provenance of objects, details of acquisition, conservation, exhibition and loan history, and location history. It should provide cross-references to any other relevant information source known to the museum.

All correspondence, shipping receipts and other documentation related to an acquisition shall be maintained in the appropriate accession, object or donor files.

5.0 Deaccession and Disposal

Purpose

To establish standard policies and procedures regarding the manner and method for the disposal and deaccessioning of collections from The Frost Art Museum.

Authority

§ 1006.58, Fla. Stat. (2008); ss. 265.565, Fla.Stat.; Provost and Executive Vice President, 14.40; University Policy,; American Association of Museums (AAM) Code of Ethics for Museums, 1991; International Council of Museums (ICOM) Code of Professional Ethics, 1990; Report of the AAMD Task Force on Deaccessioning, June 9, 2010

5.1 Deaccessioning and Disposal Policy

The FAM collection does not exist in isolation and is influenced by the following: changes in cultural, aesthetic, scholarly or educational trends; strengths and specializations developing in other institutions; adjustments in the institutional vision, mission and mission-driven goals of the museum. Because of these

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elements of change, it is essential that careful consideration is given to policy and procedures for deaccession and disposal of collections. Although The Frost Art Museum considers its collection permanent, a degree of flexibility must be maintained so that a procedure exists for the disposal of accessioned works of art.

In disposing of The Frost Art Museum Collections through deaccessioning, due consideration must be given to The Frost Art Museum and University community in general, the interests of the public it serves, the interests of the artistic, scholarly and cultural community and the Museum's own financial well-being. Deaccessioning of collections shall only take place if it is determined that the item(s) are no longer appropriate for The Frost Art Museum Collection(s) and/or for the purposes of strengthening and improving the collection.

Funds received from the disposal of a deaccessioned work shall not be used for operations or capital expenses. Such funds, including any earnings and appreciation thereon, may be used only for the acquisition of works in accordance with applicable law. In order to account properly for funds received from a deaccessioned work, such funds and any earnings thereon shall be tracked separately from other funds. In exceptional cases approved by the Director, funds derived from the sale of deaccessioned works may be used for purposes analogous to the purchase or commission of works of art, specifically the creation of new works, including some that may not be collectible, provided that in no event shall such funds be used to pay operating or capital expenses.

If the Museum is proposing to dispose of less than all of its interest in a deaccessioned work, the disposal should only be made to an organization that is open to the public.

In disposing of objects whether by sale, exchange, or transfer, it is The Frost Art Museum's goal to maintain the works in perpetuity for the benefit of the public. In support of this FAM shall first consider offering items to be deaccessioned to the following: other Florida State universities, or State owned museums, or to other non-profit museums, or appropriate public education institutions prior to considering sale by public auction or other means.

Those involved in the deaccessioning of collection items, or individuals who might act for them may not acquire objects from the Collection under any conditions. Further, with regard to the sale or transfer of collection items Florida Statute ss.1006.58(2) shall apply and states:

“In the sale or exchange of art works, no employee, representative, or agent of the university shall receive a commission, fee or financial benefit in connection with the sale or exchange of a work of art, art history or natural history, nor may he be a business associate of any individual, firm, or organization involved in the sale or exchange.”

No member of the University Board of Trustees, museum staff, or anyone whose association with the Museum might give them an advantage in acquiring a work, shall be permitted to acquire a work deaccessioned by the Museum, provided, however, that the foregoing shall not apply to a sale by the Museum of its interest in a work to one or more of the co-owners of the work.

5.2 Procedures for Deaccessions and Disposals

The Director of The Frost Art Museum is authorized to initiate and oversee the deaccessioning of collections, with the procedures and documentation to be executed by the Registration Department. The FAM may deaccession objects (unless they present a hazard to staff or other collection objects) from its collections only with full approval of the Director, as authorized by Florida Statute § 1006.58 and concurrence by the University Attorney that The Frost Art Museum has the legal title to the objects under consideration and the right to do so. The decision and approval for deaccessioning collection objects shall also include the manner and method by which the object(s) are to be disposed.

In selecting the manner and method of disposal, consideration should be given to the beneficiaries of the FAM, the interests of the general public, to the need to retain public confidence in the management of the Museum and to any unusual considerations which may influence the particular method of disposal. The Director shall exercise due care to assure that any recommendations for deaccession are based on authoritative expertise. Third-party review and appraisal may be considered in the case of objects of substantial value. When precatory (non-binding) statements accompany the acquisition, they must be carefully considered, and consultation with the donor or heirs should be attempted. Whenever possible, and as a policy of good will, efforts shall be made to advise donors (or their heirs) of pending deaccession action and use of the donor's name in association with new acquisitions shall be considered. Preferred methods of disposal are sale or transfer to, or exchange with another public institution, sale through publicly advertised auction, and sale or exchange to or through a reputable, established dealer. Every reasonable effort should be taken to identify and evaluate the various advantages available through different means of disposal. In the case of a living artist, consideration may be given to an exchange with the artist. The Property Control Department shall be notified of disposal of property.

5.3 Criteria for Deaccession

Objects that can be considered for deaccessioning include the following:

1. Objects that no longer pertain to the mission of the museum or the stated focus of the scope of collections.
2. Objects that have deteriorated beyond their usefulness for study, exhibition, or ability to convey the intention of the creator.
3. Objects that present a health hazard or physical danger to museum staff, visitors or other objects in the collection.

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4. Objects that have deteriorated or been restored to such an extent that only the smallest fraction of the object is original.
5. Objects that have been determined not to be authentic such as forgeries with no value, replicas, reproductions, etc.
6. Objects that duplicate other objects in the Collection.
7. Objects that could be exchanged for better examples.
8. Objects by living artists that could be exchanged for better artworks by the artist (with the knowledge of the artist, if donated by the artist.)
9. Objects donated to the museum with the understanding that they may be sold or exchanged.
10. Objects have been found to be in the museum's possession illegally (previously stolen, illegally sold, and illegally imported/exported).

If an object acquired by the FAM as a gift or bequest, with restrictions, is to be considered for deaccessioning, any legal restrictions attached to that gift or bequest shall be honored. The Frost Art Museum Director may invite acknowledged specialists in the field and seek outside opinions as to the quality, significance, value or condition of the art objects under consideration. The actions of those authorized to advise on or approve deaccessions shall become a matter of written record with regard to how the objects from the collection are chosen for deaccession, and how the value and significance of the objects are determined.

Recognizing that while the governing entity bears final responsibility for the collection including both acquisition and disposal process, the curatorial and administrative staff together with their technical associates are best qualified to assess the pertinence of an object to the collection or museum's programs. Only for clear and compelling reasons should an object be disposed of against the advice of the Museum's professional staff.

5.4 Use of Deaccessioning Funds

In considering the full range of factors affecting the public interest, any financial return from the deaccessioning of collections shall be deposited in an auxiliary account to be used solely for the purchase of acquisitions to be added to The Frost Art Museum Collection as stated in Florida Statute ss.1006.58. None of the revenue generated will be used to fund operating costs or salaries. Funding for newly acquired and accessioned objects are attributed to the original donor(s).

5.5 Documentation of Deaccessioning

When objects are deaccessioned, all registration records, identification of the original donor and all pertinent information shall be kept on record in The Frost Art Museum's object files and in the collections management database. All records must be altered by the Registration Department to show the date and method of disposal.

In accordance with AAMD's policy on deaccessioning, the Frost will publish on its website within a reasonable period of time works that have been deaccessioned and disposed of.

6.0 Loan Policy

Purpose

To establish a loan policy and procedures for the loan of works of art to and from The Frost Art Museum at Florida International University.

Authority

ss.265.565 Fla Stat.; Provost and Executive Vice President, 14.50; American Association of Museums (AAM) Code of Ethics for Museums, 1991; International Council of Museums (ICOM) Code of Professional Ethics, 1990.

6.1 Policy and Procedures

To support its educational and public program mission and goals, under approved conditions, The Frost Art Museum shall from time to time make its collection available for loan and shall borrow art objects or items from other sources. The Director of The Frost Art Museum shall oversee the loan process and procedures and shall authorize and approve all loans to and from The Frost Art Museum at Florida International University.

All loans both incoming and outgoing to and from the FAM will be made for a specified time period and for a specific purpose, usually exhibition, but may include approved research, study or other educational purposes consistent with the stated goals and policies of the FAM. Loans from the FAM collection shall only be made to other similar museums, art centers, or not-for-profit institutions for educational and public programs and under no circumstances will the FAM loan its collection to individuals or organizations for personal or private use or benefit. Further, all loans shall be conducted by means of a written contract/agreement between owner(s) or duly authorized representatives of both parties and must remain in the possession of the owner or authorized party until returned to the Lender of record.

6.2 Outgoing Loan Criteria and Conditions

A request for an outgoing loan will be assessed to ascertain that the borrowing institution satisfies the same standards of practice and care as the (FAM) and other similar AAM accredited institutions. All outgoing loans will be governed by the requirements and conditions stated in FAM's "Governing Conditions of Outgoing Loans Agreement," or similar loan contract as outlined below.

Loan Requests. A written request for specific objects is required (9) months in advance of the exhibition opening date. Only exhibition venues with specific locations and dates will be

considered. Any change in schedule, venue, or other conditions of loan must be requested in advance and in writing to the Registrar. Approval by the FAM will be confirmed in writing.

Facility Reports. A recent American Association of Museums (AAM) General Facility Report from the borrowing institution(s) involved must be submitted to the FAM's Registration Office for review before the loan can be approved. Approval of a loan request is granted only to those facilities that meet the FAM standards.

Fees and Expenses. The Borrowers should, wherever possible, bear all expenses of the loan, which may include but are not limited to insurance premiums, packing, crating, loan fees, preparation fees, photography, courier expenses and transportation.

Loan Fees: (at the discretion of the Director)

Loan fees may be used to cover administrative costs.

- \$ 100 per object (paintings, sculpture, objects, textiles).
- \$ 75 per work on paper (drawings, prints, watercolors, photographs, posters).

Conservation treatment, framing and/or mount requirements may result in additional costs, which will be confirmed and itemized on the FAM Object Loan Invoice.

Insurance. The FAM Registration Department must be furnished with a *Certificate of Insurance* from the Borrower naming The Florida International University Board of Trustees, the Florida Board of Governors and the State of Florida as an additional insured and loss payee. This certificate must be received prior to shipment of the objects. If the Borrower is not insuring the objects, it will be billed for an insurance premium. Insurance will be placed in the amount specified by the FAM which must reflect the objects fair market value.

Packing and Crating. The FAM certifies the objects borrowed are in stable condition and able to withstand ordinary strains of packing, transportation and handling. The FAM will pack and crate loans as necessary to their specifications. The Borrower will be billed for these costs.

Transportation. The FAM Curator of Collections must approve all transit arrangements including packing, sending, and returning. Forwarding agents approved by the FAM must supervise international shipments.

Couriers. The FAM will appoint, approve, and determine the number of couriers required for the delivery and return of the objects based on contents, values, itinerary, and person(s) acting as courier.

- International loans should, wherever possible, be accompanied by a FAM staff member.
- Domestic loans may also require a courier if an object is rare or requires special handling or installation.

Courier Expenses:

- A courier for domestic loans shall receive up to two night's hotel accommodation and three days per diem in accordance with the University's travel policy and applicable law.
- A courier for international loans to countries in Central America, South America, Europe and Africa shall receive a minimum of three nights' hotel accommodation and four days per diem. Loans to Australia and countries in Asia will require four nights' hotel accommodations and five days per diem. Minimum per diem rates will be based upon United States Department of State per diem allowances.
- Necessary expenses beyond the per diem will be billed to the Borrower.
- Business class seating is suggested for all couriers with hand-carries, couriers when accompanying a loan, and on flights longer than (8) hours.

Photographs. Photographs and/or transparencies and/or digital files will be supplied by the FAM at the Borrower's expense. All photographs and/or transparencies must be accompanied by the credit line, the required copyright and language provided by the FAM. Application for reproduction permission must be made in writing to the Curator of Collections. Phone: (305) 348-2891, Fax: (305) 348-2762.

Photography for sale or profit purposes is strictly prohibited, as is photography by public visitors. No documentary film, videos or any other image-based product of any kind, whether educational or commercial, may be produced without the express written permission of the FAM.

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Credit Lines. The Borrower will credit the FAM on all labels, the exhibition catalogue, and any publicity connected with the exhibition. The credit lines for loaned objects are as follows:
"Courtesy of The Patricia and Phillip Frost Art Museum, Florida International University, Miami, Florida" unless otherwise indicated on the Loan Agreement.

Billing. Invoices will be prepared by the FAM Registration Department, and will be sent to the Borrower named on this loan agreement. The FAM will not divide charges among participating institutions.

Cancellations. If a loan is canceled less than 90 DAYS prior to the exhibition opening date, the Borrower will be billed for the loan and preparation fees, and any accrued expenses and crating costs which have already been expended.

Recall. The FAM reserves the right to recall the loan if the delineated conditions are not met.

Rights of Termination. The Frost Art Museum reserves the right to terminate loans or remove them from display with reasonable cause and written notification to the lender.

6.3 Outgoing Loan Documentation

The following documentation should be transferred to the borrower and should be kept in the outgoing loan file for the objects:

Registration checklist including object number, title, artist year, media, descriptive information and insurance value.

Outgoing loan agreement and/or exhibition contract. Two originals to be signed by the borrower and lender prior to release of the objects, with each party receiving an original.

Condition reports and photographic documentation of each object to be shipped with the objects.

Copy of the Certificate of Insurance or Certificate of Indemnity, U.S. Indemnity Program or Florida's Art and Artifacts Indemnity Program, ss.265.51-265.56, from the borrowing institution must be received prior to shipment of the objects.

Outgoing receipt accompanies objects upon release from the custody of the museum. It is to be signed by the lender, the borrower, and if applicable, by the venue receiving the objects if the

objects are not returned directly to the lender. The outgoing receipt indicates a description of the objects, lender and borrower contact information, dates of loan period, date of receipt by the borrower, and placement of insurance liability. The form is to be signed, dated, and returned to the museum or lender.

Crate list with crate contents, dimensions and weights.

Packing Requirements and notes included with any special instructions for unpacking and re-packing.

Pro-forma invoice if traveling internationally.

6.4 Incoming Loans

Incoming loans may include entire traveling exhibitions or individual objects lent in support of exhibitions, programs and research by the FAM. Requests for loans to the FAM shall be made in writing by the appropriate curator and shall be reviewed with consideration of the objects' provenance, condition, the clarity of rights and title, the presence of lender imposed restrictions, and the associated costs of the loan.

6.5 Incoming Loans Criteria and Conditions

The Director of The Frost Art Museum is responsible for review and authorization of all Incoming loans made to the FAM.

Criteria for Borrowed Objects

The FAM shall only borrow artworks for a specific purpose, usually exhibition, that the Director determines would enhance the quality of the museum's programming or curatorial efforts, in accordance with all applicable laws and professional museum standards

A written loan agreement shall be prepared and include authorized signatures of both the Owner/Lender and The Frost Art Museum.

Care, Preservation, and Exhibition

The FAM will exercise the same standards of care and safekeeping in handling and preservation of borrowed objects as it provides its own collection. Precautions will be taken to protect objects from fire, theft, mishandling, dirt and insects, and extremes in light, temperature and humidity while in the Museum's custody.

Evidence of damage at the time of receipt or while in the Museum's custody will be reported immediately to the Lender.

No alterations, restoration or repairs will be done without the written authorization of the Lender.

The FAM retains the right to determine when, if, and for how long objects borrowed will be exhibited and retains the right to cancel the loan upon reasonable notice to the Lender.

Packing & Transportation

The Lender certifies that the objects lent are in such condition as to withstand ordinary strains of packing and transportation and handling. The Lender must send a written report of the condition of objects prior to shipment to the Museum. Otherwise, it will be assumed that objects are received in the same condition as when leaving the Lender's possession. Incoming/Outgoing Condition Reports will be made at the FAM by the Registration staff upon arrival and departure.

The Lender will assure that said objects are adequately and securely packed for the type of shipment agreed upon, including any special instructions for unpacking and repacking. Objects will be returned packed in the same or similar materials as received unless otherwise authorized by the Lender.

Insurance

Unless otherwise specified in the exhibition contract or loan agreement, the FAM will insure the work(s) wall-to-wall under its fine-arts policy for the amount specified by the Lender (which must reflect fair market value) against all risks of physical damage from any external cause while in transit and on location during the period of this loan; provided, however, that if the work shall have been industrially fabricated and can be replaced to the artist's specifications, the amount of such insurance shall be limited to the cost of such replacement. If no amount shall have been specified by the Lender, The Frost Art Museum will insure the work at its own estimated valuation. Any valuation assigned by the FAM for insurance purposes shall not be construed as an appraisal.

The Museum's fine-arts policy contains the usual exclusions of loss and damage due to war, invasion, hostilities, rebellion, insurrection, confiscation by order of any Government or public authority, risks of contraband of illegal transportation and/or trade, nuclear damage, wear and tear, gradual deterioration, moths, vermin, and inherent vice, and for damage sustained due to and resulting from any repairing, restoration or retouching process unless caused by fire and/or explosion. Lenders must agree that, in the event of loss or

damage, recovery shall be limited to such amount, if any, as may be paid by the insurer.

If the Lender elects to maintain his/her own insurance coverage, then prior to shipping the FAM must be supplied with a certificate of insurance naming the FAM as an additional insured or waiving rights of subrogation. If insurance is waived by the Lender, the Lender must release and hold harmless the University from any liability for damages to or loss of the loan property.

Reproduction & Credit

The FAM reserves the right, unless specifically denied by the Lender, to examine the work by all modern scientific and photographic means available. Information thus gathered will remain confidential and will not be published without the written consent of the Lender.

Unless the FAM is notified in writing to the contrary, it is understood that a loan may be photographed and reproduced in the Museum's publications and for educational and publicity purposes connected with this exhibition.

Change in Ownership and/or Address

In accordance with Florida Statute ss.265.565, it is the responsibility of the Lender or his agent to notify The Frost Art Museum promptly in writing if there is any change in ownership of the objects (whether through transfer or death) or if there is a change in the identity or address of the Lender. The FAM assumes no responsibility to search for a Lender (or owner) that cannot be reached at the address of record.

Extension/Return/Cancellation

Objects will be returned only to the Lender of record or to a location mutually agreed upon in writing by The Frost Art Museum and the Lender of record.

If the FAM's efforts to return the objects within a reasonable period following the termination of the loan are unsuccessful, then the objects will be maintained at the Lender's risk and expense for a maximum of 180 days. If after 180 days the objects have not been claimed, then the objects will be considered as "Unclaimed Property" and the museum will comply with the requirements of Fla. Stat. § 265.565.

6.6 Long-term Loans

As with all incoming loans, the duration of a long-term loan must be determined and agreed to in writing by both parties. The loan period should not exceed five years.

Long-term loans may be renewable but the terms of the loan, the contact information for the lender as well as the insurance value of the object should be reviewed and updated on a periodic basis.

Long-term loans shall be governed by the acquisitions policies and procedures set forth herein and once accessioned will be cared for in the same manner as accessioned objects.

Numbering. The accession and collection numbers will have a prefix of "L" indicating that it is a long-term loan (ex.: FIU L2000.1).

6.7 Incoming Loans Documentation

Incoming loans should have the following documentation kept in the incoming loan file:

Incoming Receipt. An incoming receipt should be issued for all objects entering the museum's custody for any reason as a record of the transaction.

Incoming Loan Agreement or Exhibition Contract. The incoming loan agreement is to be reviewed and signed by both parties well in advance of the transfer of objects (no later than 90 days prior to the transfer).

Certificate of Insurance (COI). The COI is to be in place prior to the movement of the objects, with a copy provided to the lender and a copy kept on file by both the Registration Department and the University's Office of Risk Management.

Condition Report and Photo Documentation.

A condition report along with photographic documentation is to be completed upon receipt and unpacking of the objects and should be reviewed and updated prior to repacking the objects for return shipment.

Unpacking Notes. Notes and photographic documentation--if necessary--should be written during unpacking by the preparation staff as they unpack the objects so that at deinstallation there are no questions as to how the objects should be repacked. These

notes should be kept on file in the registration office for the duration of the exhibition.

Outgoing Receipt. At least two copies of an outgoing receipt should be created when the objects are to be released for shipment to the lender or to the next venue. The outgoing receipts are forwarded along with a Self Addressed Stamped Envelope (SASE) for easy return to the receiving party for counter-signature upon arrival at the next venue. One receipt should be returned to the lender, one receipt should be kept by the borrower (and one receipt should be kept by the venue receiving the objects if the objects are not returned directly to the lender).

6.8 Unclaimed Loans and Abandoned Property

In the event that works held by the Museum under a loan agreement are left unclaimed by the owner a reasonable effort will be made to identify and contact the owner of unclaimed loan property and the Museum shall comply with the requirements of Fla. Stat. 265.565

In order to avoid appropriating unsolicited objects, no staff member, intern or volunteer should accept objects or packages sent or hand-delivered by unfamiliar parties unless instructed to do so by the Director or the Curator of Collections. If for whatever reason the Museum receives unsolicited objects left in the Museum's custody, such objects will be treated as abandoned property and forward to the University's Property Control office for disposition.

6.9 Campus Loan Program

Description and Purpose

The campus loan program was initially developed in the early stages of the museum. Because the museum had only one gallery and no place to house and exhibit the permanent collection, campus loans were initiated for the mutual benefit of the museum and the university community. In this way, the museum's collection would have a presence and the university would be able to enjoy original works of art in public and office spaces. They may not be moved or re-loaned without the permission from the FAM, and it is the responsibility of the borrowing office to immediately report any damage to or change in the condition of the object to the museum.

Now that the museum is properly equipped to exhibit and store its objects, and in accordance with professional museum standards and/or the best practices as established by the American Association of Museums (AAM), the Museum shall retrieve, store and use objects that are currently on campus loan that are

installed throughout campus, with exceptions made only at the discretion of FAM Director.

- **Inter-Departmental Loan Agreement** is the documentation used between the FAM and all the FIU departments throughout campus including The Ronald W. Reagan House, Offices of the President and the Office of the Provost.
- **Removal of Artwork-Campus Loan Program** is the documentation used for the removal of artworks on campus loans that are retrieved and returned to the museum.

6.10 Art in State Buildings Program

The Art in State Buildings Program ("ASB") was established in 1979 by the Florida Legislature. ASB requires that each appropriation for the original construction of a state building which provides public access shall include an amount of up to 0.5 percent of the total appropriation for the construction of the building, not to exceed \$100,000, to be used for acquiring artwork for permanent display in public areas in the interior or on the grounds or the exterior of the building. The program is administered by Florida Department of State, Division of Cultural Affairs.

Artwork Maintenance Responsibilities

Maintenance and security of the artwork acquired through this program shall be the responsibility of the User Agency of the facility where the artwork is sited. Artwork becomes the property of the User Agency and is placed in the agency's inventory for insurance purposes.

If requested by the User Agency, the Division will offer its recommendations for any necessary maintenance, cleaning, or repairs, which will be based on written instructions submitted by the artist at the time of purchase or installation of the work, or on consultations with professional art conservators.

FAM registration department will maintain the records for ASB artworks. FAM's Sculpture Park Manager will monitor the condition of the artworks placed in the Sculpture Park and on the exteriors of buildings on FIU's campuses.

7.0 Care and Preservation of Collections & Risk Management

7.1 Staff Responsibility

The museum staff and particularly the registration, curatorial and exhibition/preparation staff members, are charged with the continuous care and preservation of objects in the collection and on loan to the museum in

accordance with the established professional standards of the American Association of Museum (AAM).

7.2 Handling of Objects and Transport

Objects in the collection and on loan to the museum are to be handled solely by properly trained museum professionals. The Registration Department and chief preparator will be responsible with providing appropriate staff members with the proper training and oversight. Regular activities like cataloging, photographing, housekeeping, and packing for shipment all require staff to handle and work with objects. All museum objects are treated with equal care, regardless of their monetary value. These are the following general guidelines:

- Know the condition of an object before moving it.
- Avoid wearing anything that might damage objects by scratching or snagging the surface, such as rings and other jewelry, watches, belt buckles, nametags, and service badges.
- Use proper supplies and equipment for moving objects such as flat beds, dollies, carts, padding, quilted furniture pads, trays, cotton or plastic gloves.
- Plan your move; determine before the move the safest way to lift the object; where is it going or being placed; how many people are required to move it; use both hands.
- Take your time; handle only one object at a time.
- Objects cannot be left unattended at any time during transport, transfer, or installation.

7.3 Condition Reporting

The Registration staff is responsible for completing a condition report prior to outgoing shipment of a loan and after its return to the Museum. The condition report is a form completed upon examination of an incoming or outgoing object that notes the physical condition of the work. Usually, an image of the object is printed to accompany the condition report. The registration staff makes notations on the printout to indicate any conditions or changes on the object. These are the only records that can evidence a change in an object's condition. In general, the following are some of the situations under which an object is checked for condition:

- upon acquisition,
- before entering or exiting collections storage,
- during inventories,
- before and after being exhibited,
- before and after going out on loan (outgoing/incoming).

7.4 Conservation

As the FAM does not have a conservator on staff, it is the responsibility of the Curator of Collections, in consultation with the Director, to set priorities for the conservation of collection objects. The Registration and Exhibition staffs are responsible for physically monitoring the collection and report any conservation concerns. If conservation is needed, then these guidelines shall be followed:

- Curator of Collections is responsible for locating, screening, interviewing, selecting and hiring certified conservators and approving and monitoring conservation reports.
- Treatments are carried out after thorough examination, testing and review of a written conservation assessment report and appropriate photographic documentation by the approved and qualified conservator with the Curator of Collections.
- A qualified conservator will perform conservation treatment of artworks and provide a treatment report.
- All conservation proposals, reports, and other records, will be archived within the artwork's object file and the collections management database to be maintained and updated by the Registration Department.

7.5 Environmental Monitoring and Control

The important environmental factors in museums are light, ultra-violet radiation, moisture in the air (humidity), temperature, pests and pollution.

Climate Control

The Climate in the museum is monitored by the Exhibitions Department using dataloggers that constantly track temperature, humidity and light. Objects can be damaged if the humidity or temperature is too high, too low, or if these factors change too rapidly because just like light they are key agents of deterioration. The temperature in the galleries and storage needs to be maintained at 68-72 degrees Fahrenheit and the *relative humidity* (RH) maintained at 45-55 percent. HOBO Temperature/RH/Light Data Loggers are installed in the exhibition and collections storage areas and are monitored and maintained by the Exhibitions/Preparatory Department.

Light Control

Light and UV radiation are potentially the most damaging agents of deterioration and breakdown in museums. Light can cause permanent and irreversible color fading and material deterioration. The artificial lighting in the galleries is provided by halogen incandescent light bulbs controlled by an electronic lighting control system. To protect and prevent museum objects from light damage, light levels need to be monitored on a regular basis. The HOBO Temperature/RH/Light Data Logger that the museum uses also measures the intensity of the light in the galleries. A hand held light meter is also used to spotcheck light

intensity in specific exhibition areas or reflected off an object. In the storage areas, the types of lights used are fluorescent lamps filtered with UV-absorbing films. Filters also break down over time and must be changed periodically. The collection storage areas also have a lighting sensor with a timed automatic shutoff switch installed in these areas.

Air Quality

Dust and pollutants can be removed from the air by passing the incoming air through the ventilation and filtration system as it enters the building. The Museum is responsible for cleaning and changing the air filter placed on the return air grill outside the painting storage area. Air filters in the other areas of the museum are changed by the campus Facilities Department.

7.6 Integrated Pest Management (IPM)

Integrated pest management is an effective tool in preventing the intrusion of pests into collection and exhibit areas. A museum's collections are vulnerable to damage due to insects. Incoming crates, packing materials, and artwork must be carefully inspected for insects or signs of insect activity.

Incoming Object Processing

All objects entering the museum will be confined to the museum's loading dock or receiving area, until they have been examined for pest infestation or damage. If infestation or damage is confirmed, the object(s) goes into the Isolation Room (Room 210). Incoming loans can be examined within the empty galleries. Loan objects will not be treated without permission from the lender.

Pest Monitoring

- Pest monitoring is a responsibility shared by Collections staff (Registration and Exhibitions), security and trained custodial staff from the Facilities Department.
- Regular inspections of window areas, doorways, dark corners, and drawers are a very effective way of revealing an infestation at an early stage.

7.7 Facilities Use

Food and Beverage in the Museum

Under no conditions is food or beverage allowed in the galleries or in the collection storage areas of the Museum.

Food and beverage will be allowed on the ground floor of the Museum in designated areas for special events as authorized by the Director.

Food is also allowed in the kitchen in the staff office area on the 3rd floor. Staff members are to be diligent at cleaning up after themselves.

The only way for employees to access the offices on the 3rd floor is by way of the elevator or the main stairway. Unfortunately it is necessary to pass through Gallery 7 on the way to the office and employee kitchen. It is very important that employees transfer food and beverage in leak-proof unbreakable containers when walking through Gallery 7. Food that is being transported from the third floor office area to the ground floor for events must be transported by the freight elevator.

Living Plants and Flowers

The use of living plants and flower arrangements in the museum carries a heightened risk of damage to museum objects from pest infestation, pollen staining and from localized increase in humidity. No living plants or flowers or parts there-of may enter the gallery spaces or collection storage areas at any time unless specifically authorized by the Director **and** accompanied by current certification of extermination treatment. Living plants and flowers coming from reputable florists may be used for special events at the Museum in the atrium and in designated areas on the ground floor of the museum and in the office area on the third floor.

7.8 Exhibitions and Visitor Access

Staff Responsibilities

In the exhibition areas and galleries, a daily walk-through of exhibit spaces should be conducted by the Collection's staff (Registration and Exhibitions) and Security prior to opening and after closing. On weekends, the exhibition and galleries walk-through are conducted by Security.

The exhibitions preparators are responsible for routine maintenance of the galleries. These duties include daily monitoring of exhibits, opening/closing display cases, dusting, cleaning plexi-cases and vitrines, changing lights, and handling objects, their frames, pedestals, cases or exhibition furniture.

Maintenance occurs on a weekly basis (generally Mondays because the museum is closed to the public that day) by the preparators.

Housekeeping

It is important to routinely schedule museum housekeeping to preserve the objects. Removal of dust from the collection storage areas and exhibitions is important. Collections areas should be routinely vacuumed with a High Efficiency Particulate Air (HEPA) filter vacuum or dry-mopped to remove floor

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dust. Storage equipment such as object storage cabinet shelves and flat files must be vacuumed on an as-needed basis. The collections storage areas must be cleaned thoroughly every six months. All collection storage rooms and other areas should be inspected by registration staff at least once a month for any signs of pest activity.

Rules for Visitors

- Do not touch works of art on display.
- Keep a safe distance between you and each work of art.
- No flash photography allowed.
- No bags, backpacks, oversized purses allowed.
- No cell phone use allowed.
- No pets allowed.
- Use only pencils.
- No leaning on exhibition wall spaces or displays.
- No food, drink, gum or candy is allowed in the galleries.

7.9 Museum Collection Storage

In-house storage

There are 4 storage areas:

1. Painting Storage, Room 206, provides storage for paintings, framed artworks, and textiles.
2. Isolation Room, Room 210, provides storage for objects that need to be isolated.
3. Registration Department, Room 215, provides flat files for works on paper, flat works and photography.
4. 3-D Room, Room 408 provides storage for all 3-D objects and sculptures.

All storage areas are highly secured and restricted with either an alarm system and/or swipe card system in addition to assigned keys. Only designated collections staff members have entry access codes and keys. Other museum staff, researchers, visitors etc. need permission and supervision to enter the storage rooms. In addition, collection records are also kept in a restricted area with access permitted by registration staff only.

7.10 Inventory Control

The FAM Registration Department shall conduct three types of inventory:

1. Wall to wall inventory of the collections once every five years.
2. Section-by-section inventory on an annual basis.
3. Spot-check inventories conducted periodically.

Objects will be located, their condition will be noted, if applicable, measured, marks or signatures and inscriptions noted, and the current location will be updated in the collections management database for each object.

Object Movement and Tracking

Before an object is removed from permanent/temporary storage or exhibition display on the museum premises or off-site storage, an **Object Tracking Form** must be completed describing object number, old location, new location, date of relocation or movement and notes such as object type, medium, artist or title.

Once an object has been relocated, it must be recorded and entered in the collections management database.

Reporting of Missing Objects

Records for objects determined to be missing or stolen shall be marked as such and signed and dated by the Curator of Collections and an appropriate investigation shall be conducted to identify the location of the object and/or the circumstances surrounding its disappearance.

Found or Un-Accessioned Collections Objects

See section "Objects Found in the Collection." The same procedures apply with designation status of FIC suffix if all means were researched to identify found or un-accessioned collection objects.

7.11 Security

It is FAM's responsibility to provide security and protection for its collections, traveling and temporary exhibitions, property, staff, and visitors through the following risk management on a daily basis. The following devices and procedures are used in case of an emergency, theft, or disaster.

- Security systems and devices for deterring and detecting intruders, theft, and vandalism.
- Physical monitoring of the museum property.
- Guards, gallery front desk attendants, and gallery monitors shall be responsible for enforcing the security policies (also known as the Visitors Policy) and procedures as pertains to gallery visitors.
- Emergency Management and Continuity of Operations Plan (EMCOP) for the FAM.
- Fire Protection
- University Police

Collections Security and Non-Disclosure

It is the goal of The Frost Art Museum to make its collections and collection records accessible to the public in accordance with applicable law.

7.12 Emergency Management and Disaster Preparedness

Emergency and disaster preparedness plans for FAM provide procedures for museum staff to follow in case of catastrophic events such as flood, fire, hurricane, winds, explosion, riot, or other foreseeable or unforeseeable forces either natural or man-made that may potentially injure humans or cause damage to museum collections. Emergency preparedness plans aim to anticipate and avoid emergencies, to regain control when an emergency occurs, and to recover control as quickly as possible should it be lost. Every year in March this plan needs to be updated according to University Policy.

- The written emergency preparedness plan is tested and evaluated annually.
- The plan addresses measures to be taken before, during, and after an emergency or disaster.
- The Curator of Collections directs emergency operations involving the collections, assuring that action is taken to protect, salvage, and treat objects during and after an emergency.

Fire and Natural Hazard Protection

- The Frost shall maintain fire detection and suppression (heat and/or smoke detectors and dry pipe sprinklers) systems installed throughout the museum.
- Exhibition galleries and storage are located on the 2nd to 4th levels to protect from flooding due to heavy rains or hurricanes.

Hurricane Preparation Procedures

- At the start of the Hurricane season, appropriate Museum staff will double-check object lists of exhibits along with the photographs on file, and store a copy of this documentation at a safe off site location
- At the time when a hurricane is threatening South Florida, Museum staff, along with the University Facilities department, shall assure that all outdoor exhibits are properly secured and anchored.
- Items that cannot be secured should be moved to indoor locations
- All exhibits at the art museum should be moved to secure location, for e.g. moved to back room and stored under lock key to prevent damage or theft
- After any hurricane event, a survey of all outdoor items will be conducted to determine if there was any damage requiring an insurance claim to be filed.
- **Action required in case of damage or loss.** Staff will immediately notify FIU's RM/EH&S Department, describe the damaged property or property involved in the loss, and take all responsible steps to protect the property from further damage, and facilitate the insurance claim process. No item may be

discarded until the insurance company has authorized its disposition.

7.13 Special Events

Use of the ground floor of the museum for Special events such as receptions, dinners, luncheons, lectures must be approved by the Director. Special events may also be planned in the gallery areas so long as there is no food or drink served or allowed and the artwork in the gallery will not be endangered in any way. Recommendations from the Curator of Collections must be followed to ensure the safety of the museum's collections and objects on loan. Plans for the logistics of such events must be discussed with and approved by the Curator of Collections and Security. The logistics plans are for the safety and security of the collections and visitors.

Each year the FAM plans various Educational and Public Programs such as "Target Wednesdays" which is part of *Wednesday After Hours*, the Steven & Dorothea Green Critics Lecture Series, and Creative Visions. Every end of fall and spring semester, The Bachelors of Fine Arts students at FIU's School of Art and Art History present a series of works produced during their tenure at FIU. Close to the end of spring semester, Master of Fine Arts students at FIU's School of Art and Art History present the best of their work.

Luncheons/Dinners/Receptions/Opening

Food service is restricted to the following areas in the Museum: First level Atrium, Café, Members Lounge, Family Discovery Gallery and the Terrace area. Food and beverage may not be served or carried into the other exhibit areas.

If necessary, all artworks must be removed in advance from areas where equipment will be installed. Bars, food tables, trash bins or candles must not be installed in proximity to any artworks.

All vendors' deliveries must enter through the loading area for any events.

Trash must be taken out after each event.

Museum Lectures, Gallery Talks, Artist Presentations, etc.

conducted in the galleries will be standing room unless approved by the Director based on the exhibit layout, the spacing, the event and the safety of the museum exhibits. For example, based on exhibit spacing and the layout, the Director may approve for seating of 10-25 visitors participating in an artist presentation. The Steven and Dorothea Green Critics' Lecture Series are performed in the Green Library Auditorium

or the Wertheim Performing Arts Center to accommodate large audiences.

Tours are part of the museum experience offered to the FAM's visitors during museum hours. The Docents (Frost Ambassadors) and the Front Desk staff will express to the visitors that all bags (oversized handbags and purses, backpacks, shopping bags, etc.) of all sizes must be checked-in at the Front Desk. No photography of any kind is allowed in exhibitions of loaned or borrowed objects. No cell phones allowed. No food and beverage are allowed.

Classes and workshops are conducted on the first level of the museum in the Steven & Dorothea Green Multipurpose rooms. Workshops are conducted in the Café area and the Kenan-Flagler Family Terrace and Discovery Gallery as well as the classrooms. No food and beverage are allowed in these areas.

8.0 Insurance

The Museum maintains a *Museum Fine Art and Collections* insurance policy which includes all of the Museum's collections and collectible objects of every description housed in the Museum, on the campuses, and at any off-site storage (including loans and exhibition objects) as well as associated property such as frames, and other wares and furnishings associated with the objects.

The Museum's collections are not covered under the University's property self-insurance program.

8.1 Incoming/Outgoing Loans and Traveling

Borrowing institutions are required to insure outgoing loans of objects from the FAM's Collections wall-to-wall (throughout the duration of the loan including from the day they depart the Museum through the time of return to the Museum).

Outgoing loan agreements must include an agreement stating who is responsible for insurance fees, the dates of insurance coverage and the value of the borrowed objects. The Museum must be provided with a *Certificate of Insurance* prior to the release of any objects for outgoing loans.

Unless otherwise agreed in the incoming loan agreement form, incoming loans to the Museum will also be insured on a "wall to wall" basis from the time the borrowed objects are removed from the lending institution, during shipment and until returned thereto (or to other point designated by the owner or their agent prior to return shipment), including while in transit and while on exhibition or otherwise.

8.2 International Transportation and Exhibition

The FAM's Collections or the property of others on loan to FAM will be covered by FAM's Fine Art Insurance Policy or other indemnity plan as agreed to by both parties while in transit to and from locations outside the United States and Canada and while on exhibit internationally.

8.3 Reporting Loss or Damage

Should there be any loss or damage to any FAM Collections object, whether on site, in a traveling exhibition, or while on loan, the Curator of Collections must be notified as soon as the damage is discovered, and the Registration Department will follow up with appropriate actions and reports. The damage will be photographed and documented. Broken parts must be left undisturbed to be gathered and documented by Registration staff.

8.4 Insurance Claims (Notice of Loss)

All insurance claims for damaged or lost objects are the responsibility of the Curator of Collections in accordance with the insurance company's guidelines and with the knowledge of the Director. The FAM must report to Insurer or their Agent every loss or damage under this policy. The Museum shall also file within ninety (90) days from the time loss is discovered, a detailed sworn proof of loss.

9.0 Courier Policy

9.1 The Courier's Role

A courier is responsible for the safety and for supervising the movement of valuable objects from one location to another while on loan or traveling exhibition, by road, rail, sea or air. The courier's role is essential to ensure proper care and handling, safe arrival, departure and installation of collection objects.

Abiding by The Registrars Committee of the American Association of Museums (RCAAM) *Code of Practice for Couriering Museum Objects*, Couriers may be required for any of the following reasons:

- fragility of the object
- special handling requirements or installation techniques
- objects are irreplaceable, rare and unique, politically or culturally sensitive, of extreme artistic, historical, or monetary value
- particular conservation concerns about the object
- complicated installation/size of object
- size of the loan or traveling exhibit
- complicated shipping routes that may be dangerous to fragile objects
- first time loan to new venue

9.2 Courier Responsibilities and Arrangements

A courier has the following responsibilities:

- Has the ultimate authority and knowledge to act on behalf of the museum and should be able to withstand the physical and mental demands.
- Must have detailed knowledge of the object(s) requirements, structure and condition, handling, conservation, display, and packing methods.
- Must know exactly where the object is going, to whom and what means including alternative or backup routes if schedules are delayed, altered or cancelled.
- Must continually be aware of the object's needs and its current environment. Must be prepared to take all practical measures to ensure the well-being of the object.
- Must have no conflicting obligations or reasons for couriating an object(s). The courier's family or friends must not travel with the couriated shipment; the courier must not be required nor requested, nor allowed to visit other locations for personal or museum matters before the object is safely delivered; and schedule of shipment of the object must not be forced to meet appointments nor ease the courier's trip at the expense of the object or the borrowing Institution.
- The borrowing and lending institution Registrars make all the arrangements for the loan and courier in accordance with the AAM accepted practice and in compliance with the loan agreement.
- The borrower must provide acclimatized and secured storage for the courier's objects. The courier has authority of the object until the courier is satisfied with its disposition. The courier should act in cooperation with borrower and accommodate shipping and installation schedules accordingly.

9.3 Responsibility to the Borrower

The courier must be familiar with and understand the borrower's requirements.

- The courier will represent the lending institution and should conduct him or herself in a professional, ethical and fair manner.
- The courier should expect to travel coach class unless hand-carrying an object or accompanying an object internationally or as otherwise agreed and arranged with borrower; The courier should not expect to arrange an open-ended or a flexible ticket situation unless agreed upon by the borrower who is paying the extra travel expenses.
- The courier should not make last minute changes of plan unless essential to the shipment, in which case the borrower should be notified immediately.

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- No arrangements should be made that would cause unnecessary risk, complicated schedules or extra expenses.

Paperwork

The courier should have available from the institution or from the borrower:

- Copy of the Loan Agreement and Certificate of Insurance
- Incoming and Outgoing Receipts (prepared by the Registrar's Office)
- Copies or originals of any invoices, customs paperwork or Pro Forma documents
- Copies of the object Condition Reports
- Photographs of the object(s)
- Copies of the object packing instructions
- Object lists and crate lists including object dimensions
- Contact information sheet with phone numbers, fax numbers, e-mail address and location address (borrowers and lenders, customs brokers, shippers)
- Copy of hotel and transportation arrangement information
- Airline tickets, passport, visas, credit cards, calling card and driver's license

10.0 Collections Access

Access to the Collections by Museum Staff

There will be several levels of internal access to collections, collection areas and collection records. Control of access to the public, researchers, and Museum staff limits the opportunities for unauthorized use, damage, loss, theft, and/or destruction of collections.

Key registration staff will have unrestricted access to collections, collections storage areas and records with permissions to sign out and move objects according to programmatic needs.

The preparators and art handlers will have access to collections areas and will be able to handle objects with the knowledge of key registration staff.

Part-time registration staff, interns and curators will have restricted access to collections, collections areas and collection records under the supervision of key registration staff. These staff members will be trained in proper handling of collection objects and will be able to handle objects with supervision. Curators will have access to collections records and may remove collections files to the curatorial area with proper signed documentation. If object information is needed by other departments, photocopies will be provided by the registration staff.

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Aside from curatorial purposes, object files are not permitted to leave the registration area.

All other staff members will have access to collections areas and records with permission of and supervision by the registration staff. Other staff members are not permitted to handle the objects unless they have been trained to do so, they have approval of the Curator of Collections, and are supervised by key registration staff.

Access to the Collections by University Faculty and Students

Students and faculty may obtain access to view objects from the collection for research and educational purposes by appointment. A checklist of requested objects must be provided well in advance so that the registration staff has the opportunity to prepare the objects for viewing. Only objects in stable condition will be available for viewing at the discretion of the registration department. Faculty and students viewing objects from the collection will be supervised by registration staff and/or security at all times while in the collections area. Faculty and students are not permitted to handle the objects. Requests for removal of objects from the Museum will be governed by the outgoing loans policy.

Access to the Collections by Outside Researchers

Outside researchers will be required to provide the purpose of their research and must be granted approval by the Director. An appointment must be made with the Registration Department and a checklist of requested objects must be provided well in advance so that the registration staff has the opportunity to prepare the objects for viewing. Only objects in stable condition will be available for viewing at the discretion of the registration department. Researchers will be supervised by registration staff and/or security at all times while in the collections area. Long-term researchers may be permitted to handle objects with proper training and supervision. Photography for personal study and use may be permitted. Photography for publication purposes will not be permitted (*refer to Section 12 Rights and Reproduction*). A copy of any publications created as a result of research done at The Frost Art Museum should be submitted to the Registration Department. Requests for removal of objects from the Museum will be governed by the outgoing loans policy.

Access to the Collections by Contractors

All contractors requiring access to collection areas must check in with Security and be escorted by security or museum staff for the duration in secure areas of the building. Collections-related contractors such as conservators or art shippers will work under the supervision of registration staff.

Access to the Collections by the Public

Anyone requesting to review objects will be required to provide the purpose of their study and must be granted permission by the Director. An appointment must be made with the Registration Department and a checklist of requested

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objects must be provided well in advance so that the registration staff has the opportunity to prepare the objects for viewing. Only objects in stable condition will be available for viewing at the discretion of the registration department. Visitors will be supervised by registration staff and/or security at all times while in the collections area. Visitors will not be permitted to handle the objects. The Museum reserves the right to deny access to anyone in violation of policies.

Access to Collections by Facilities Management and Security

Staff members of the Facilities Management (Custodial Services) and FAM's security must have access to all areas of the buildings at all times. However, the custodial staff needs clearance and supervision from the Registration Department to enter in secured collections storage areas.

11.0 Photography/Media in the Museum

Unauthorized photography by any type of camera, video recorder or cellular telephone is not permitted in the museum exhibitions or collections areas. This information shall be communicated to all visitors upon entry to the museum. All security and museum staff shall enforce this *No Photography* policy, to ensure that the works are not damaged by effects of accumulated light damage from flashes, copyrights are not infringed, and lender and other quality control requirements are adhered to.

Requests by researchers and students to photograph objects from the collection may be granted on an individual basis with appropriate signed waiver confirming that the photographs will be for personal use, educational purposes and research only.

Photographers and other media personnel will frequently be contracted to record programs, events and exhibitions. Photography and other media may be arranged in the galleries by staff members for approved museum purposes. Such contractors must be accompanied in the galleries by a member of the collections staff and monitored closely to be sure that their equipment will not harm collections. Photographers and filmmakers should be made aware of the dangers that bright hot lights can present to collection objects. Flashes may be permitted with consent of key registration staff. If objects or exhibition furniture require moving or handling it may only be done by trained art handlers from the FAM staff.

12.0 Rights and Reproduction: General Terms and Conditions

Requests

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Requests for permission to reproduce an image for publication, printed or electronic, must be received in writing by the Curator of Collections at The Frost Art Museum and should include:

- the intended use, (including edition number, intended area of distribution and number of languages to be used),
- the publisher, title of the publication, and expected date of publication.

Permissions

The Museum grants permission for scholarly use of images for educational or academic purposes without personal or corporate gain. There is no fee for scholarly use of the Museum's images. However, if new photography is requested, requestor will be responsible for all associated costs for having the objects photographed.

Reproduction is permitted only from materials provided by The Frost Art Museum. Permission is granted for only one usage, one edition, and in one language. Fees vary depending on the specifics of each request. A fee schedule is available from the Registration Office.

Photographic material may not be reused, transferred, assigned, sold, or otherwise shared without the written permission of The Frost Art Museum.

Permission is valid for a period of two years. If the publication has not appeared at the end of that time, permission is automatically revoked and must be requested again.

The permission granted terminates immediately upon publication.

Credit Line

The credit line for each object must appear in immediate proximity to the image, or in the section devoted to photographic credits.

No abbreviations are permitted.

In the case of filmstrips, films, videos, DVD's or television, visual credits must appear in the program credits, at the beginning or at the end and in any accompanying manual.

Titles and creators of any artworks imaged must be included with credits.

Credit line must read "Photo (*or Image*) courtesy of The Frost Art Museum, Florida International University, Miami, Florida".

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Materials

A color proof must be approved by The Frost Art Museum before reproduction of a color image. If a proof is not judged to be an accurate color reproduction by The Frost Art Museum, even after correction, The Frost Art Museum has the right to withdraw permission to publish.

All negatives, inter-negatives and color transparencies remain the property of The Frost Art Museum.

Each image must be reproduced unaltered and in its entirety unless approved in writing by The Frost Art Museum. The reproduction must not misrepresent the original by cropping or bleeding off the page, printing on color stock or with colored ink, or have anything superimposed on the image. Details of images must be approved in advance and in writing by The Frost Art Museum. The credit line must be located in close proximity to the image detail and clearly indicate that it is a “detail from” or “background”.

Use Fees

Rental fees and costs of photographic materials (prints and slides) are payable before release of materials from Frost Art Museum, whether or not the image(s) is reproduced.

In addition to the rental fee for transparencies, a charge equal to the replacement cost will be made for any color transparency not returned within four months or returned in damaged condition.

Copies of Publication

Upon date of publication, the publisher is to provide The Frost Art Museum with two complete copies of the publication in which the image is reproduced on a complimentary basis. Send: Attention Registration Department, Rights and Reproduction.

The Frost Art Museum reserves the right to deny permission to reproduce an image from the collection to any applicant whose product or publication is not of acceptable quality to The Frost Art Museum for any reason. Special permission must be obtained in writing from The Frost Art Museum if any work of art is to be used for promotional material. Permission will not be granted for a work of art to be used as a symbol in any presentation, publication or film.

Disclaimer

The Frost Art Museum assumes no responsibility for copyright infringement claims, invasion of privacy or improper or illegal use that may arise from reproduction of images.

13.0 Compliance and Review

The development of collections management policies and the maintenance of this document, and its accompanying procedure manual, are the responsibility of the Curator of Collections, with significant assistance from members of the collections staff. All collections management policies must be approved by the Director. These policies will be reviewed every three years. However, recommendations for changes or additions may be made at any time to the Registration Department and, upon approval from the Director, the policies will be revised and updated.

14.0 Resources

The development of these collections management policies will be guided by the legal, professional, and other resources listed in this section.

Acts, Laws, Policies

FIU Academic Affairs Policies and Procedures Manual: Section 14 The Patricia & Philip Frost Art Museum

FIU University Advancement Gifts-in-kind Processing

Florida Statute Chapter 273 Stated-Owned Tangible Personal Property

Florida Statute ss.265.565 Property loaned to museums; obligations to lenders; notice; loan termination; acquisition of title; liens; conservation or disposal

Florida Statute ss.212.08(7) cc Taxation and Finance: (cc) Works of Art

Florida Statute ss. 265.51 Authority of Department of State to indemnify

The Native American Graves Protection and Repatriation Act, 1990 (NAGPRA)

National Endowment for the Arts, Art and Artifacts Indemnity Program

1970 UNESCO Convention on the Means of Prohibiting and Preventing the Illicit Import, Export, and Transfer of Ownership of Cultural Property

Convention on Cultural Property Implementation Act (the Act), 1987

Books & Articles

A Legal Primer on Managing Museum Collections

Things Great and Small: Collections Management Policies

Introduction to Museum Work

The New Museum Registration Methods

ICEFAT News: A Role of Courier

Smithsonian Institution Archives Guidelines National Collections Program:
Developing a Collections Management Policy

Organizations and Guidelines

American Association of Museums Code of Ethics (AAM)

AAM Guidelines Concerning the Unlawful Appropriation of Objects During the
Nazi Era

AAM Guidelines Climate Monitoring and Disaster Planning Information

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AAM Guidelines Standards Regarding Archaeological Material and Ancient Art
International Council of Museums Code of Professional Ethics
National Park Service Museum Handbook Part I, Museum Collections (web edition)
The Registrars Committee of the American Association of Museums (RCAAM)
Code of Practice for Couriers of Museum Objects
UPMAA Guidelines for Couriers July 2002 by Xiuqin Zhou (RCAAM)

Collections Management Policies of Other Institutions

The Currier Gallery of Art Collections Management Policy (1997)
Museum of Texas Tech University Collections Management Policy (2005)
The Plains Art Museum Collections Management Policy (2004)
The William R. and Clarice V. Spurlock Museum University of Illinois at Urbana-Champaign Collections Management Policy
Wolfsonian—FIU Collections Management Policy
Museum of Art and Archaeology, University of Missouri-Columbia Collections - Management Policy

Conservation and Collections Care Policies

Tyne & Wear Museum (2005)

Integrated Pest Management Policies

San Bernardino County Museum
Indianapolis Museum of Art
Riverside Municipal Museum

Disaster-Emergency Plans

Princeton University Art Museum
South Bend Regional Art Museum
FIU Office of Emergency Management

15.0 Appendices

Appendix A: Florida Statute ss. 1006.58

Appendix B: Florida Statute ss. 265.565

Appendix C: Florida Statute ss. 212.08

Appendix A: Florida Statute ss.1006.58

The 2008 Florida Statutes

<u>Title XLVIII</u>	<u>Chapter 1006</u>	<u>View Entire Chapter</u>
K-20 EDUCATION CODE	SUPPORT FOR LEARNING	
1006.58 Collections management for museums and galleries of state universities.--		
<p>(1) State universities may enter into contracts or agreements with or without competitive bidding, as appropriate, for the restoration of objects of art, art history, or natural history in their collections or for the purchase of objects of art, art history, or natural history which are to be added to their collections.</p> <p>(2) State universities may sell any art, art history, or natural history object in their museum or gallery collections if the university determines that it is no longer appropriate for the collection. The proceeds of the sale shall be deposited in the Acquisition, Restoration, and Conservation Trust Fund or other appropriate trust fund of the university. Each state university museum or gallery shall function entirely separate from every state university museum or gallery. State universities also may exchange any art, art history, or natural history object which the university museums or galleries judge is of equivalent or greater value to their museums or galleries.</p> <p>(3) No employee, representative, or agent of a university shall receive a commission, fee, or financial benefit in connection with the sale or exchange of a work of art, art history, or natural history, nor may he or she be a business associate of any individual, firm, or organization involved in the sale or exchange.</p> <p>(4)(a) Each university may establish an Acquisition, Restoration, and Conservation Trust Fund or utilize an appropriate existing trust fund.</p> <p>(b) The president of each university may delegate the following authority to the museum or gallery directors and governing bodies of the museums or galleries:</p> <ol style="list-style-type: none">1. To enter into contracts for the restoration or purchase of art, art history, or natural history objects, with or without competitive bidding, as appropriate.2. To sell art, art history, or natural history objects in museum or gallery collections, the proceeds of which shall be deposited in the Acquisition, Restoration, and Conservation Trust Fund or other appropriate existing trust fund.3. To exchange art, art history, or natural history objects of equal or greater value with any other state university. <p>History.--s. 328, ch. 2002-387.</p>		

Appendix B: Florida Statute ss. 265.565

The 2008 Florida Statutes

<u>Title XVIII</u>	<u>Chapter 265</u>	<u>View Entire</u>
PUBLIC LANDS AND PROPERTY	MEMORIALS, MUSEUMS, AND FINE ARTS	<u>Chapter</u>

265.565 Property loaned to museums; obligations to lenders; notice; loan termination; acquisition of title; liens; conservation or disposal.--

(1) LEGISLATIVE FINDINGS.--The people of Florida benefit from having property of artistic, historic, cultural, or scientific value loaned to museums in this state. Loans of such property are made to these museums for study or display in furtherance of their educational purposes. However, problems arise in relation to loans for indefinite or long terms when museums and lenders fail to maintain contact. Museums routinely store and care for loaned property long after loan periods have expired or should reasonably be deemed expired. In such circumstances, museums have limited rights to the use and treatment of unclaimed loan property, while at the same time they bear substantial unreimbursed expenses, including, but not limited to, costs related to storage, recordkeeping, climate control, security, periodic inspection, insurance, conservation, and general overhead. The Legislature finds and declares that it is in the public interest to establish uniform procedures governing the disposition of unclaimed property on loan to museums in the state and, more particularly, to encourage museums and their lenders to exercise due diligence in monitoring loans, to allocate fairly responsibilities between lenders and borrowing museums, to establish procedures for lenders to preserve their interests in property loaned to museums for indefinite or long terms, and to resolve expeditiously the title to unclaimed loans left in the custody of museums.

(2) DEFINITIONS.--

(a) "Lender" means an individual, corporation, partnership, trust estate, or other organization or entity whose name appears in the records of the museum as the entity legally entitled to control property on loan to the museum.

(b) "Loans," "loaned," or "on loan" refers to property in possession of the museum not accompanied by a transfer of title to the property or accompanied by evidence that the lender intended to retain title to the property and to return to take physical possession of the property in the future.

(c) "Museum" means a public or private not-for-profit agency or institution located in Florida and organized on a permanent basis for primarily educational, scientific, or aesthetic purposes, which owns or utilizes tangible objects, cares for them, and exhibits them to the public on a regular basis.

(d) "Property" means all tangible objects in the custody of a museum which have intrinsic historical, artistic, scientific, or cultural value.

(e) "Records" or "museum records" means documents created or held by a museum in its regular course of business.

(f) "Unclaimed property" means property which is on loan to the museum and in regard to which the lender, or anyone acting legitimately on the lender's behalf, has not contacted the museum for at least 25 years from the date of the beginning of the loan, if the loan was for an indefinite or undetermined

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period, or for at least 5 years after the date upon which the loan for a definite period expired.

(3) OBLIGATIONS OF MUSEUMS TO LENDERS.--

(a) For property loaned to a museum after the effective date of this act, the museum shall:

1. Make and retain a written record containing, at a minimum, the lender's name, address, and telephone number, a description of the property loaned in sufficient detail for clear identification, including a description of the general condition of the property at the time of the loan, the beginning date of the loan, and the expiration date of the loan.
2. Provide the lender with a signed receipt or loan agreement containing, at a minimum, the record set forth in subparagraph 1.
3. Inform the lender of the existence of the provisions of this act and provide the lender with a copy of the provisions of this act upon the lender's request.

(b) Regardless of the date of a loan of property, the museum shall:

1. Update its records if a lender informs the museum of a change of address or change in ownership of property loaned, or if the lender and museum negotiate a change in the duration of the loan.
2. Inform the lender of the existence of the provisions of this act when renewing or updating the records of an existing loan and provide the lender with a copy of the provisions of this act upon the lender's request.

(c) A museum shall give a lender prompt notice of any known injury to or loss of property on loan.

(4) LENDER'S NOTICE.--

(a) It is the responsibility of the owner of property on loan to a museum to notify the museum promptly in writing of any change in the lender's address or change in ownership of the property. Failure to notify the museum of these changes may result in the owner's loss of rights to the property.

(b) It is the responsibility of a successor of a lender to document passage of rights of control of the property in the custody of a museum.

1. Unless there is evidence of bad faith or gross negligence, no museum shall be prejudiced by reason of any failure to deal with the true owner of any loaned property.
2. In cases of disputed ownership of loaned property, a museum shall not be held liable for its refusal to surrender loaned property in its possession except in reliance upon a court order or judgment.

(5) TERMINATION OF LOANS.--

(a) A museum may terminate a loan for unclaimed property in its possession by making a good faith and reasonable search for the identity and last known address of the lender from the museum records and other records reasonably available to museum staff. If the museum is able to identify the lender and the lender's last known address, the museum shall give notice to the lender that the loan is terminated pursuant to paragraph (b). If the identity or last known address of the lender remains unknown after a good faith and reasonable search, the museum shall give notice by publication

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pursuant to paragraph (c).

(b) A museum shall provide notice of termination of a loan of unclaimed property by sending a letter by certified mail to the lender at the lender's last known address giving notice of termination of the loan, which shall include the date of notice of termination, the name of the lender, a description of the property sufficient in detail for ready identification, the beginning date of the loan, if known, the termination date of the loan, if applicable, the name and address of the appropriate museum official to be contacted regarding the loan, and a statement that within 90 days of the date of the notice of termination, the lender is required to remove the property from the museum or contact the designated official in the museum to preserve the lender's interests in the property. Failure to provide such notice will result in the loss of all rights in the property pursuant to subsection (6).

(c) If the museum is unable to identify sufficient information to send notice pursuant to paragraph (b), or if a signed return receipt of a notice sent by certified mail pursuant to paragraph (b) is not received by the museum within 30 days after the notice is mailed, the museum shall publish the notice of termination of loan containing all the information available to the museum provided in paragraph (b) at least twice, 60 or more days apart, in a publication of general circulation in the county in which the museum is located and the county of the lender's last known address, if known.

(6) MUSEUM GAINING TITLE TO PROPERTY; CONDITIONS.--As of the effective date of this act, a museum acquires title to unclaimed property under any of the following circumstances:

(a) For property for which a museum provides notice to a lender in accordance with paragraph (5)(b) and a signed receipt is received, if the lender of the property does not contact the museum within 90 days after the date notice was received.

(b) For property for which notice by publication is made pursuant to paragraph (5)(c), if the lender or anyone claiming a legal interest in the property does not contact the museum within 90 days after the date of the second publication.

(7) CONTRACTUAL OBLIGATIONS.--Notwithstanding the provisions of this act, a lender and museum can bind themselves to different loan provisions by written contract.

(8) EFFECT ON OTHER RIGHTS.--

(a) Property on loan to a museum shall not escheat to the state under any state escheat law but shall pass to the museum under the provisions of subsection (6).

(b) Property interests other than those specifically addressed in this act are not altered by this act.

(9) TITLE OF PROPERTY ACQUIRED FROM A MUSEUM.--A museum which acquires title to property under this act passes good title to another when transferring such property with the intent to pass title.

(10) MUSEUM LIEN FOR EXPENSES OF EXPIRED LOANS.--As of the effective date of this act, a museum shall have a lien for expenses for reasonable care of loaned property unclaimed after the expiration date of the loan.

(11) CONSERVATION OR DISPOSAL OF LOANED PROPERTY.--Unless there is a written loan agreement to the contrary, a museum may apply conservation measures to or dispose of a loaned property without a lender's permission if:

(a) Immediate action is required to protect the property on loan or to protect other property in the

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custody of the museum, or because the property on loan has become a hazard to the health and safety of the public or the museum's staff and:

1. The museum is unable to reach the lender at the lender's last address of record, so that the museum and the lender can promptly agree upon a solution; or
2. The lender will not agree to the protective measures the museum recommends yet is unwilling or unable to terminate the loan and retrieve the property.

(b) In the case of a lender who cannot be contacted in person, the museum publishes a notice of its intent to apply conservation measures or dispose of the property on loan in a publication of general circulation in the county in which the museum is located and the county of the lender's last known address, if known, and there is no response for 60 days. Such a notice shall also contain the lender's name, the lender's address, if known, the date of the loan, and the name, address, and telephone number of the appropriate museum office to be contacted for information regarding the property on loan.

(12) If a museum applies conservation measures to or disposes of a property pursuant to subsection (11), the museum shall have a lien on the property and on the proceeds from any disposition thereof for the costs incurred by the museum, and the museum shall not be liable for injury to or loss of the property if:

- (a) The museum had a reasonable belief at the time the action was taken that the action was necessary to protect the property on loan or other property in the custody of the museum, or that the property on loan constituted a hazard to the health and safety of the public or the museum's staff.
- (b) The museum exercised reasonable care in the choice and application of conservation measures.

History.--s. 1, ch. 97-267.

Appendix C: Florida Statute ss. 212.08

The 2008 Florida Statutes

Title XIV

TAXATION AND FINANCE

Chapter 212

TAX ON SALES, USE, AND OTHER TRANSACTIONS

212.08 Sales, rental, use, consumption, distribution, and storage tax; specified exemptions.--

The sale at retail, the rental, the use, the consumption, the distribution, and the storage to be used or consumed in this state of the following are hereby specifically exempt from the tax imposed by this chapter.

(cc) *Works of art.--*

1. Also exempt are works of art sold to or used by an educational institution.
2. This exemption also applies to the sale to or use in this state of any work of art by any person if it was purchased or imported exclusively for the purpose of being donated to any educational institution, or loaned to and made available for display by any educational institution, provided that the term of the loan agreement is for at least 10 years.
3. The exemption provided by this paragraph for donations is allowed only if the person who purchased the work of art transfers title to the donated work of art to an educational institution. Such transfer of title shall be evidenced by an affidavit meeting requirements established by rule to document entitlement to the exemption. Nothing in this paragraph shall preclude a work of art donated to an educational institution from remaining in the possession of the donor or purchaser, as long as title to the work of art lies with the educational institution.
4. A work of art is presumed to have been purchased in or imported into this state exclusively for loan as provided in subparagraph 2., if it is so loaned or placed in storage in preparation for such a loan within 90 days after purchase or importation, whichever is later; but a work of art is not deemed to be placed in storage in preparation for loan for purposes of this exemption if it is displayed at any place other than an educational institution.
5. The exemptions provided by this paragraph are allowed only if the person who purchased the work of art gives to the vendor an affidavit meeting the requirements, established by rule, to document entitlement to the exemption. The person who purchased the work of art shall forward a copy of such affidavit to the Department of Revenue at the time it is issued to the vendor.
6. The exemption for loans provided by subparagraph 2. applies only for the period during which a work of art is in the possession of the educational institution or is in storage before transfer of possession to that institution; and when it ceases to be so possessed or held, tax based upon the sales price paid by the owner is payable, and the statute of limitations provided in s. 95.091 shall begin to run at that time. However, tax shall not become due if the work of art is donated to an educational institution after the loan ceases.
7. Any educational institution to which a work of art has been donated pursuant to this paragraph shall make available to the department the title to the work of art and any other relevant information. Any educational institution which has received a work of art on loan pursuant to this paragraph shall make available to the department information relating to the work of art. Any educational institution that transfers from its possession a work of art as defined by this paragraph which has been loaned to it must notify the Department of Revenue within 60 days after the transfer.

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Collections Management Policy**

8. For purposes of the exemptions provided by this paragraph, the term:

a. "Educational institutions" includes state tax-supported, parochial, church, and nonprofit private schools, colleges, or universities that conduct regular classes and courses of study required for accreditation by or membership in the Southern Association of Colleges and Schools, the Florida Council of Independent Schools, or the Florida Association of Christian Colleges and Schools, Inc.; nonprofit private schools that conduct regular classes and courses of study accepted for continuing education credit by a board of the Division of Medical Quality Assurance of the Department of Health; or nonprofit libraries, art galleries, performing arts centers that provide educational programs to school children, which programs involve performances or other educational activities at the performing arts center and serve a minimum of 50,000 school children a year, and museums open to the public.

b. "Work of art" includes pictorial representations, sculpture, jewelry, antiques, stamp collections and coin collections, and other tangible personal property, the value of which is attributable predominantly to its artistic, historical, political, cultural, or social importance.

**THE FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES**

Academic Policy and Student Affairs Committee

December 2, 2010

SUBJECT: Florida International University 2010 Annual Report to the Florida Board of Governors

Proposed Committee Action:

Recommend that the Florida International University Board of Trustees submit the 2010 Annual Report to the Florida Board of Governors for approval as provided in the Board materials.

Background Information:

Pursuant to the Florida Board of Governors Regulation 2.002 University Work Plans and Annual Reports, each university's work plans and annual reports shall reflect the institution's distinctive mission and focus on core institutional strengths within the context of State University System goals and regional and statewide needs. Each board of trustees shall submit to the Board of Governors a university annual report that describes progress against articulated goals and summarizes other key data, with accompanying narrative to highlight or explain information, when applicable.

Supporting Documentation: 2010 Florida International University Annual Report

Facilitator/Presenter: Douglas Wartzok

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STATE
UNIVERSITY
SYSTEM
of FLORIDA
Board of Governors

2010 Annual Report

Volume I

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Florida International University

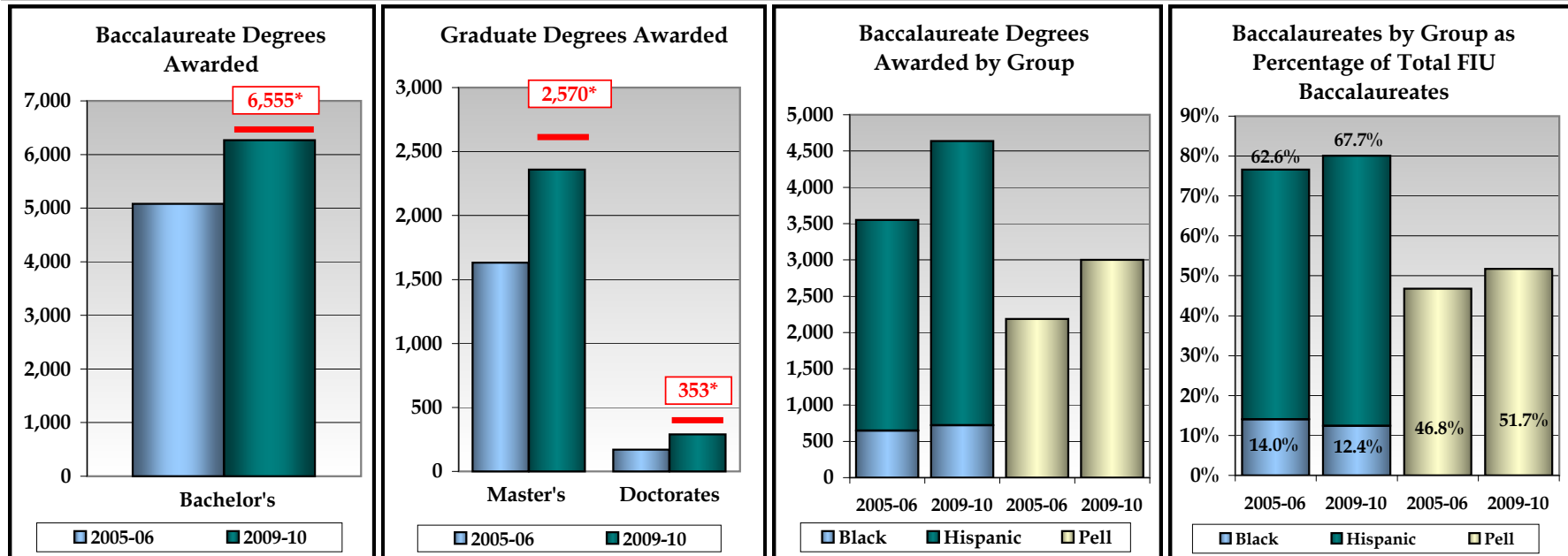
Data definitions are provided in the Appendices.

Note concerning data accuracy: The Office of the Board of Governors believes that the accuracy of the data it collects and reports is paramount to ensuring accountability in the State University System. Thus, the Board Office allows university resubmissions of some data to correct errors when they are discovered. This policy can lead to changes in historical data.

Florida International University 2010 Annual Report

Sites and Campuses			University Park Campus, Biscayne Bay Campus, Pines Center Site		
Enrollments	Headcount	%	Degree Programs Offered (As of Spr. 10)		Carnegie Classification
TOTAL (Fall 2009)	40,455	100%	TOTAL	174	Undergraduate Instructional Program: Professions plus arts & sciences, high graduate coexistence
Black	4,910	12%	Baccalaureate	65	Graduate Instructional Program: Comprehensive doctoral (no medical/veterinary)
Hispanic	24,094	60%	Master's & Specialist's	78	
White	6,299	16%	Research Doctorate	28	Enrollment Profile: High undergraduate
Other	5,152	13%	Professional Doctorate	3	Undergraduate Profile: Medium full-time four-year, selective, lower transfer-in
Full-Time	24,074	60%	Faculty (Fall 2009)	Full-Time	Size and Setting: Large four-year, primarily nonresidential
Part-Time	16,381	40%		Part-Time	
Undergraduate	30,927	76%	TOTAL	871	Basic: Research Universities (high research activity)
Graduate	7,299	18%	Tenure/T. Track	633	
Unclassified	2,229	6%	Other Faculty/Instr.	238	
					Elective Classification: N/A

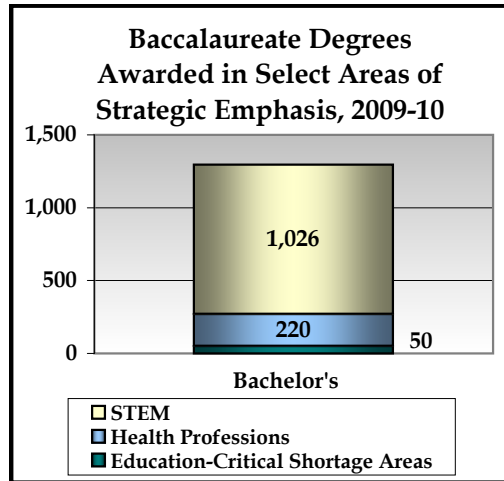
BOARD OF GOVERNORS - STATE UNIVERSITY SYSTEM GOAL 1: ACCESS TO AND PRODUCTION OF DEGREES



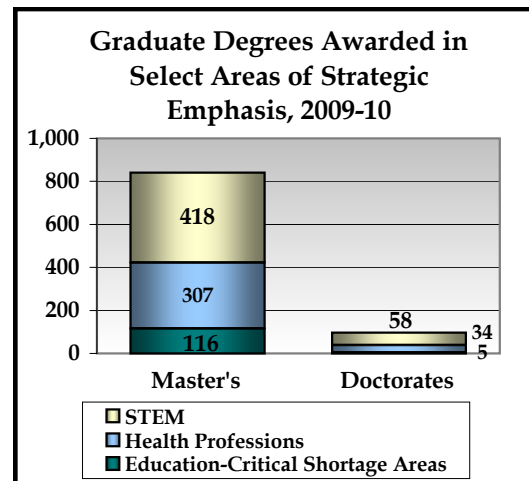
***2012-13 Targets for Degrees Awarded.**
Note: All targets are based on 2010 University Workplans.

[2012-13 Targets for Baccalaureates By Group
Reported in Volume II - Table 4I].

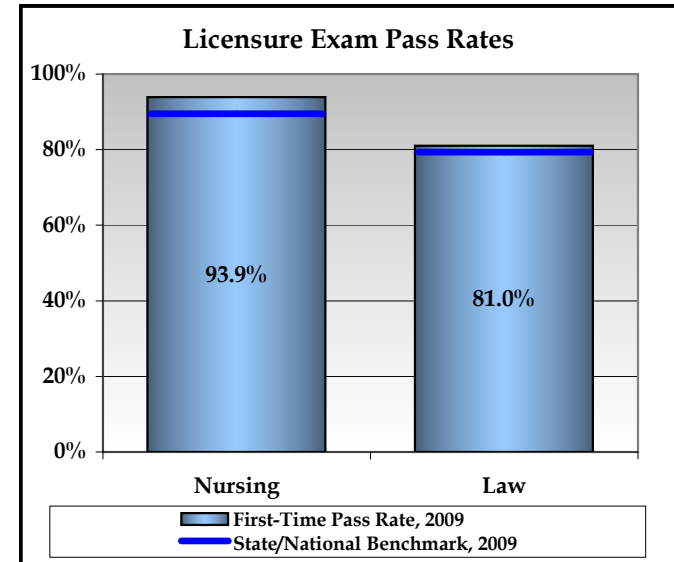
**BOARD OF GOVERNORS - STATE UNIVERSITY SYSTEM GOAL 2:
MEETING STATEWIDE PROFESSIONAL AND WORKFORCE NEEDS**



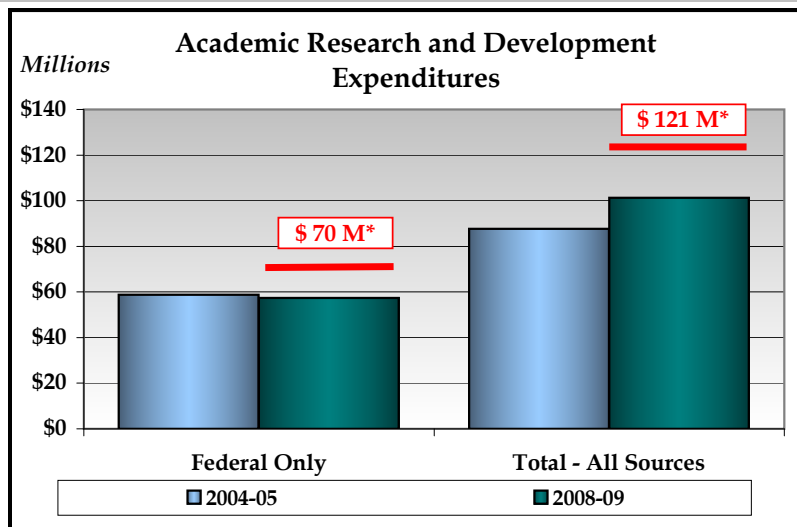
2012-13 Target: Increase
(2008-09 Baseline: 1,186 Total)



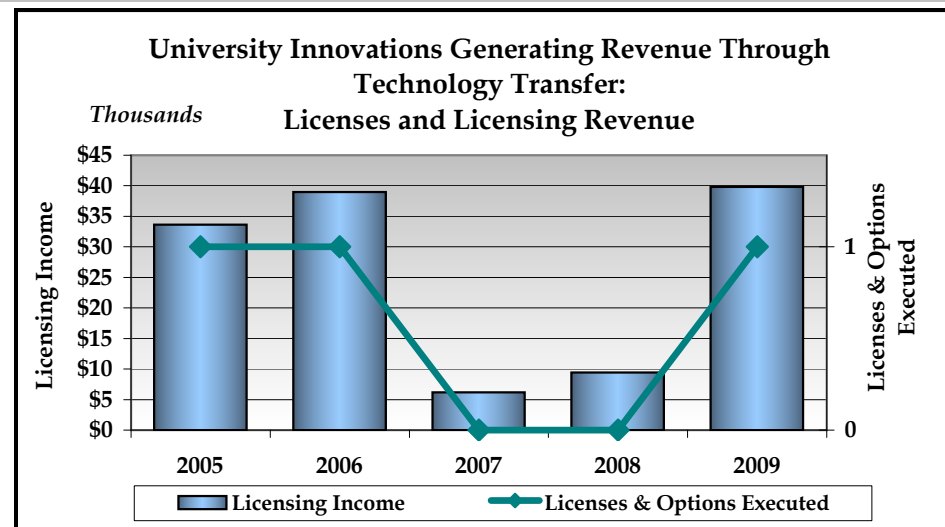
2012-13 Target: Increase
(2008-09 Baseline: 995 Total)



**BOARD OF GOVERNORS - STATE UNIVERSITY SYSTEM GOAL 3:
BUILDING WORLD-CLASS ACADEMIC PROGRAMS AND RESEARCH CAPACITY**



***2011-12 Targets for Research & Development Expenditures.**



2011-12 Targets: Licenses - Increase (2008 Baseline = 0)
Licensing Revenue - Increase (2008 Baseline = \$9,423)

Key University Achievements

► Student awards/achievements

1. FIU's College of Law team finished fourth in the 2010 Robert Orseck Memorial Moot Court Competition.
2. FIU's team, composed of students from the College of Architecture + the Arts and the College of Engineering and Computing, was one of 20 teams in the world selected to participate in the 2010-2011 Department of Energy Solar Decathlon.
3. Majelissa Luna '07, MIB '10, Heidi Smith and Miryam Rodriguez '10 received Fulbright awards for 2010-2011.

► Faculty awards/achievements

1. Dr. Nezih Pala, professor in the Department of Electrical Engineering, and Dr. Vagelis Hristidis, assistant professor in the School of Computing and Information Sciences, received National Science Foundation CAREER awards.
2. Dr. Vagelis Hristidis, assistant professor in the School of Computing and Information Sciences, received a Google Research Award.

► Program awards/achievements

1. América Economía, the leading business magazine in Latin America, ranked FIU Chapman Graduate School 26th among U.S. business schools and 44th in the world.

2. FIU's International Undergraduate Business Program ranked in top 15 in U.S. News and World Report for the seventh year in a row.
3. FIU's Latin American and Caribbean Center and the University of Miami's Center for Latin American Studies formed the Miami Consortium for Latin American and Caribbean Studies in 2009. The U.S. Department of Education awarded a \$1 million Title VI National Resource Center grant to the consortium.

► Research awards/achievements

1. Dr. Joe Leigh Simpson, Executive Associate Dean in the College of Medicine, received a \$1.4 million grant from the Department of Defense for his research in Mass Scale Biosensor Threat Diagnostic for In-Theater Defense Utilization.
2. The Howard Hughes Medical Institute awarded FIU's Department of Physics \$1 million to expand its unique approach of teaching physics education.
3. Rebecca Vega-Thurber, FIU assistant professor of biology in the School of Environment and Society (SEAS), was awarded a three-year, \$600,000 grant from the National Science Foundation (NSF) to study viruses in coral reefs around the world.

► Institutional awards/achievements

1. FIU's Biscayne Bay Campus was designated as an Arbor Day Foundation "Tree Campus USA." It's the first campus in Florida to receive the designation.

**BOARD OF GOVERNORS - STATE UNIVERSITY SYSTEM OF FLORIDA GOAL 4:
MEETING COMMUNITY NEEDS AND FULFILLING UNIQUE INSTITUTIONAL RESPONSIBILITIES**

FIU enhanced several of its community foci under the leadership of President Mark B. Rosenberg. In response to the earthquake that struck Haiti on January 12, 2010, President Rosenberg created a task force of university leaders who were charged with coordinating University efforts and forming a unified FIU response to the Haiti disaster. Highlights of the task force's efforts include the development of a memorandum of understanding with the University of Haiti to ensure a successful and sustained collaboration between FIU and the University of Haiti; the creation and use of a Creole interpreter database made up of more than 200 volunteers from the community; and fundraising efforts that included a student campaign, as well as staff and alumni efforts to collect money to assist in Haiti's recovery. Additionally, FIU received a Title V grant to rescue the patrimony of Haiti by expanding the Digital Library of the Caribbean.

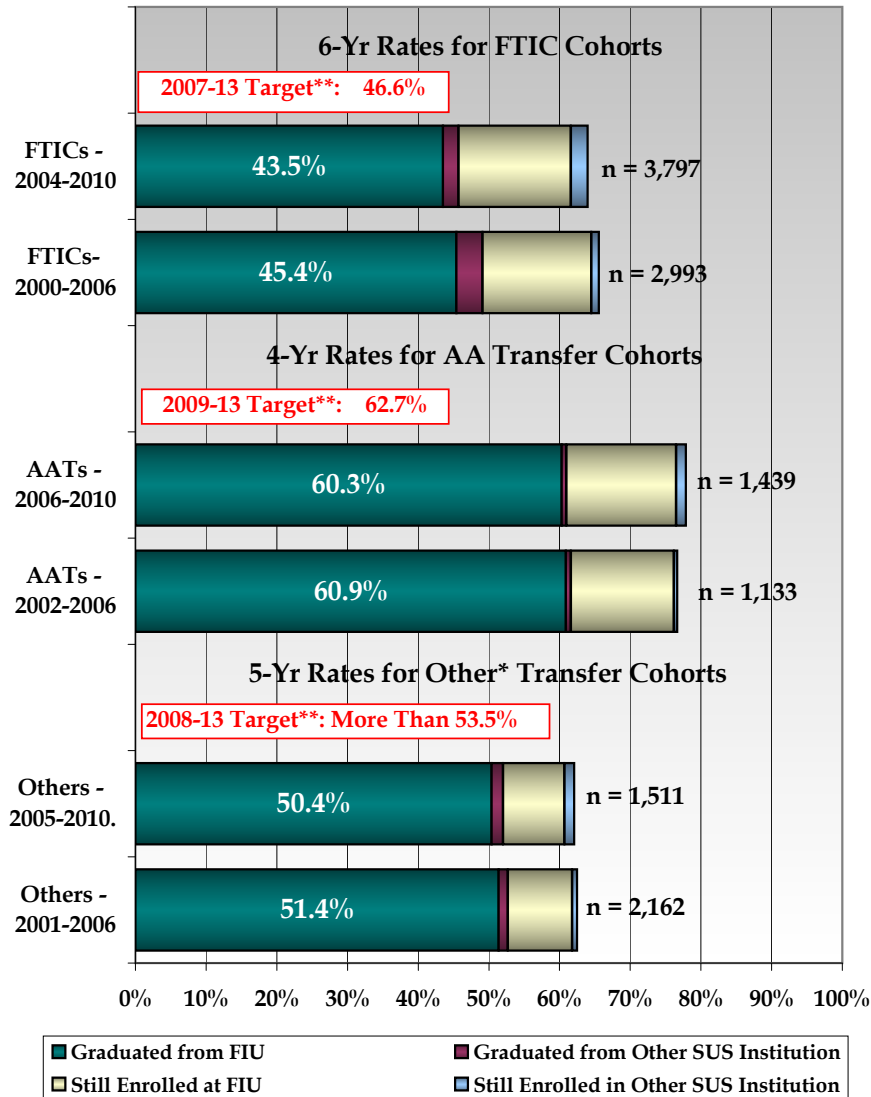
Recognizing its international/global focus, FIU selected as its quality enhancement program (QEP) Initiative for its recent Southern Association of Colleges and Schools (SACS) reaffirmation Global Learning for Global Citizenship. With many of its students already citizens of the world and international cultures, courses have been developed, refined, and approved through University procedures to further broaden students' knowledge of other cultures and diversity.

Florida International University's Center for Leadership designed a Principals Leadership Development Program to teach proven business practices based on groundbreaking research by FIU on management and leadership. The program was developed through an endowment from the John S. and James L. Knight Foundation. In summer 2010, over 20 high school principals from the Miami-Dade County Public Schools participated in a weeklong intensive training. The program strives to prepare and improve the ability of school leaders to effectively build the positive school culture and climate required to increase teacher retention and improve student achievement in today's urban schools.

FIU College of Law's clinical programs have expanded with the launch of Investor Advocacy Clinic, Green Family NeighborhoodHELP™ Clinic (inter-disciplinary collaboration), and an Environmental Clinic.

RESOURCES, EFFICIENCIES, AND EFFECTIVENESS

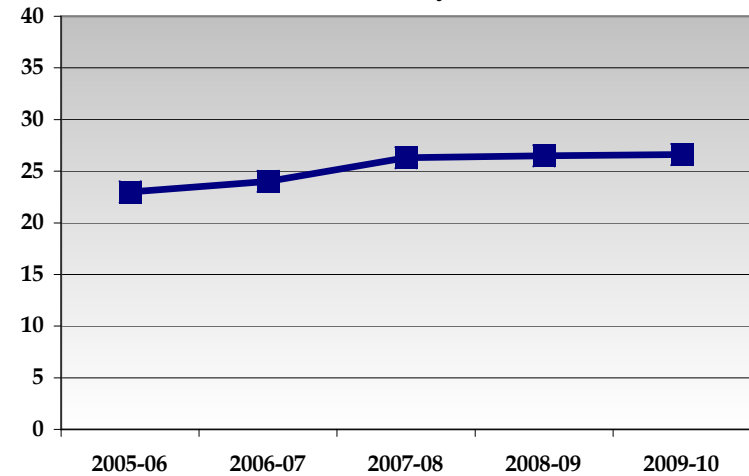
Undergraduate Retention and Graduation Rates



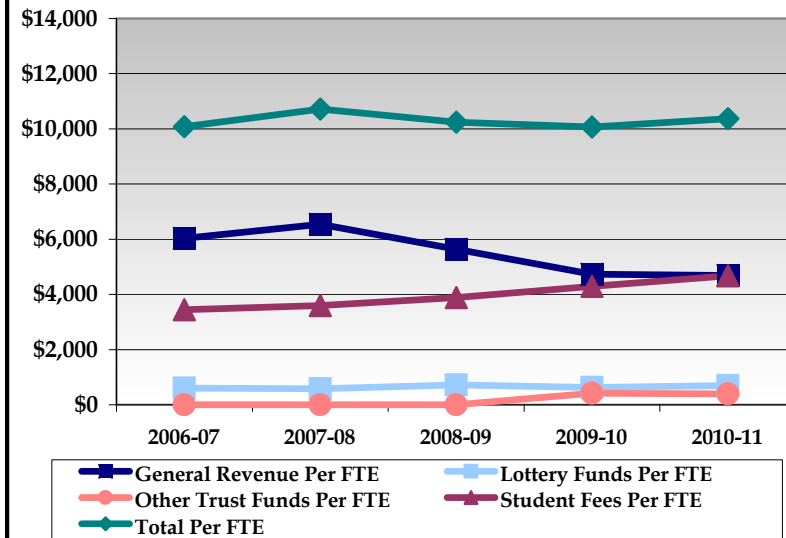
* The composition of "Other Transfer" cohorts may vary greatly by institution and by year.

**Graduation Rate from SAME Institution.

Student-to-Faculty Ratio



Appropriated Funding Per Actual Student FTE**



** FTE for this metric uses the standard IPEDS definition of FTE, equal to 30 credit hours for undergraduates and 24 for graduates.

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INTRODUCTION

Florida International University (FIU) has been following its current Millennium Strategic Plan, which concludes at the end of the 2010 calendar year. With the arrival in August of 2009 of FIU's fifth president, Dr. Mark Rosenberg, the University began with new initiatives focusing on the President's "Hit the Ground Running" action paper cited in the University's 2010 Work Plan:

- Revitalize and expand the financial base,
- Achieve results-oriented student-centered academic excellence,
- Enhance quality and impact of research and creative initiatives, and
- Engage the community locally and globally.

In 2009-2010, the University participated in a very successful SACS (Southern Association of Colleges and Schools) accreditation site visit which demonstrated the excellence of FIU's faculty, staff, and programs.

Mission

Florida International University is an urban multi-campus, public research university serving its students and the diverse population of South Florida.

Vision

Florida International University will be a leading urban public research university that focuses on student learning and provides leadership in local and global engagement.

Building on its historical foundation and the guiding principles of its fifth president, the University, with broad representation from its many constituencies, has spent much of the year completing the Worlds Ahead Strategic Plan. The link is <http://stratplan.fiu.edu>. The plan, to be approved by the Board of Trustees in December 2010, centers the University on its mission as an urban, multi-campus, public research university serving its students and the diverse population of South Florida. FIU will provide high-quality teaching, engage in state-of-the-art research and creative activity, and enhance the educational, cultural, and economic vitality of the local and global community.

The Worlds Ahead Strategic Plan describes specific initiatives FIU will undertake to fulfill its mission and goals. These initiatives include the following: (1) achieve enhanced student learning and academic excellence; (2) enhance the quality, quantity, and impact of research and creative initiatives; (3) engage with the community in collaborative problem solving; and (4) revitalize and expand FIU's infrastructure and financial base.

FIU has identified four themes for strategic investment: arts, environment, globalization, and health. In the arts, FIU builds on strengths in its College of Architecture + the Arts and its two accredited museums: the Patricia and Philip Frost Art Museum and the Wolfsonian-FIU. In the environment, FIU has just established a School of the Environment, Arts, and

Society. In globalization FIU's School of International and Public Affairs (SIPA) will move into its new building in January 2011.

FIU also used the opportunity of its positive SACS reaffirmation of accreditation site visit to develop a QEP (Quality Enhancement Plan) initiative, Global Learning for Global Citizenship, which is transforming its curriculum to place greater emphasis on preparing students for success in a global environment. In Health, FIU is creating an Academic Health Center that will encourage interdisciplinary approaches to teaching and research.

BOARD OF GOVERNORS - STATE UNIVERSITY SYSTEM GOAL 1: ACCESS TO AND PRODUCTION OF DEGREES

During the academic year 2009-10, FIU enrolled over 39,000 students in 179 degree programs from 180 countries. Seventy-seven percent of FIU's students are minority students. FIU's most defining feature is this diversity and the University's success in producing an educated workforce with leadership capabilities for South Florida, the state, the country, and the world.

FIU continues to expand its access to the residents of Florida. In the last five academic years, FIU has increased its degree production by just over 28%. During the 2009-10 academic year, FIU awarded over 9,200 total degrees. Of those, just over 6,600 were at the baccalaureate level, and 92% of those were granted to residents of the state of Florida. During this time of growth, FIU has maintained its commitment to access and diversity by awarding 73% of its

total degrees to minority students. Additionally, 51% of FIU's baccalaureate degrees are awarded to Pell-Grant recipients, the largest percentage in the state, and one of the largest in the nation. During the 2009-10 year, FIU continued to serve first-generation students with 7,089 of such students receiving financial aid.

FIU's commitment to access and production of degrees is also demonstrated through FIU's focus on strengthening its strategic alignments with the P-12 community and truly building a P-20 model in South Florida for student success. One of the exciting initiatives that began last year was the partnership with Miami-Dade Public Schools that enables the system's top students to take classes on FIU's campus. Students at the Academy for Advanced Academics (AAA) take all of their classes at the Modesto A. Maidique Campus and build class schedules based on their academic interests. By the time the students graduate from high school, they will have completed up to two full years of college. Currently, FIU has 97 AAA students on campus and has already graduated 19 students.

FIU has also renewed its commitment to access to degrees by focusing on its partnership with one of the largest school systems in the nation. Leaders from Miami-Dade County Public Schools and Florida International University have formed a task force to identify and leverage each organization's strengths for the benefit of students and families throughout Miami-Dade County. Currently, FIU and the public schools are involved in more than 50 collaborative projects that directly impact more than 25,000 students annually. FIU President Mark Rosenberg and Miami-Dade Public Schools Superintendent Alberto Carvalho, along with Miami Dade College representatives, also participated in two

public town hall meetings over the past year discussing the future of P-20 education in the county.

**BOARD OF GOVERNORS – STATE UNIVERSITY
SYSTEM GOAL 2: MEETING STATEWIDE
PROFESSIONAL AND WORKFORCE NEEDS**

Continuing efforts to increase the number of healthcare professionals for the region and the state, FIU nursing, physical therapy, and other health programs awarded 975 degrees in the 2009-2010 year. Student internships required for certification in these disciplines resulted in tens of thousands of hours to these professions in the community.

FIU's second-year medical students began visiting families who are medically underserved as part of the Green Family NeighborhoodHELP™ program, a component of the innovative Green Family Medicine and Society curriculum of the Herbert Wertheim College of Medicine. The program pairs every medical student with a household in North Miami-Dade, including areas of the cities of Miami Gardens and Opa-locka and unincorporated Miami-Dade. Medical students will visit the households regularly during the last three years of their medical education along with colleagues from social work and nursing, under the supervision of a faculty member. The student-household relationship is expected to help improve health indicators in the area, while giving students a unique first-hand learning experience. Depending on the needs of a household, students from public health, law, education, business, and other disciplines may join the team in the future.

The MBA in Healthcare Management, offered through FIU's Alvah H. Chapman Jr. Graduate School of Business, is an 18-month program geared toward individuals with at least four years of professional experience. The program has been designed to put all the pieces of the complex healthcare picture together. In addition to taking nine core MBA courses and five courses specific to healthcare, students network with senior executives of hospitals, physician groups, clinics, and HMOs. Many of their professors serve on boards of the area's prominent healthcare organizations, enabling them to bring real-world insights on current issues directly to the classroom.

**BOARD OF GOVERNORS – STATE UNIVERSITY
SYSTEM GOAL 3: BUILDING WORLD-CLASS
ACADEMIC PROGRAMS AND RESEARCH CAPACITY**

The 2009-2010 fiscal year represented a milestone in the long-term upward trajectory of research growth at FIU. During that 12-month period, FIU faculty obtained over \$100 million in total research awards. Not only does this represent a 13% increase from the previous fiscal year, but it is also the first time FIU exceeded \$100 million in research awards during a single fiscal year. Moreover, this increase comes on the heels of a 22% increase in research funding during the 2008-2009 fiscal year. This tremendous achievement reflects the commitment, effort, and creativity of FIU's faculty, students, and staff. This accomplishment is made all the more remarkable by the challenging economic and funding climate experienced during this period.

During this past year, FIU faculty members have been awarded several Major Research Instrumentation awards, which will enhance FIU's existing research infrastructure and

stimulate future research and creative activities. Several prestigious NSF CAREER awards were obtained by faculty in the College of Engineering and Computing, as well as the College of Arts and Sciences. In addition, faculty from across the University successfully competed for large grants awards to support undergraduate and graduate student research and education. Examples include the \$4 million NIH grant awarded to RISE (Research Initiative for Scientific Enhancement), the continuing NSF award to CHEPREO for \$1.6 million, the recent \$3.5 million dollar Title V grant to the College of Arts and Sciences, the Howard Hughes Medical Institute's \$1 million award to the Physics Education Program, numerous individual awards totaling \$3.4 million to the College of Education in the area of special education, and the \$2 million PIRE (Partnership for International Research and Education) grant.

In STEM education and student success, the University received several key grant awards, and expects additional ones in the next fiscal year. The University received a \$3.5 million, 5-year Title V Grant from the U.S. Department of Education focusing on undergraduate student success in secondary teacher education.

In areas pertaining to FIU's Globalization focus, the U.S. Department of Education awarded a \$1 million Title VI National Resource Center grant to Florida International University, in partnership with the University of Miami (UM). Last year, FIU's Latin American and Caribbean Center and UM's Center for Latin American Studies formed the Miami Consortium for Latin American and Caribbean Studies. This is the Consortium's first federally funded project. The four-year Title VI grant will enable FIU and UM to expand Latin American and Caribbean educational and training

opportunities. This includes new course offerings in Portuguese and Haitian Creole, expansion of the universities' library collections, travel funding for faculty, and greater support of K-12 outreach programming.

The Global Water for Sustainability (GLOWS) program is a consortium financed by the United States Agency for International Development (USAID) working to increase social, economic, and environmental benefits to people of the developing world. The GLOWS Consortium is led by Florida International University and includes CARE, WaterAid America, Winrock International, World Vision, and the World Wildlife Fund (WWF). The program was awarded a new \$32 million grant to develop an initiative in West Africa (WA). This WA Water, Sanitation, and Hygiene (WA-WASH) Program will be conducted simultaneously in four countries (Ghana, Mali, Niger, and Burkina Faso). FIU will be the lead institution, and the entire four-year program will be coordinated from Miami and a regional office located in Ouagadougou, Burkina Faso. This program will allow for hiring of new faculty across several disciplines (law, public health, environmental sciences, and engineering), which will create unique expertise at FIU in this area of research.

In areas pertaining to sustainable communities and the environment, FIU and the Miami-Dade Expressway Authority (MDX) signed an agreement for up to \$500,000 to fund research at the FIU Lehman Center for Transportation Research leading the development of an advanced bus transportation system running from the Miami International Airport and across the county. In other areas pertaining to the environment, faculty in the newly formed School of Environment, Arts, and Society (SEAS) received a large NSF grant for Major Research Instrumentation, which will support

the School's future research endeavors, and another significant grant to study diseases of the coral reefs.

There were two other notable new grant awards pertaining to the environment. One grant for \$1 million, from the U.S. Department of Energy, will supplement FIU's Wall of Wind (WoW), which is part of the state-funded Center of Excellence. FIU researchers also received \$1.6M funding for research pertaining to climate change in tropical and arctic environments.

In April 2010, the U.S. Department of Energy announced the selection of a team of students and faculty advisors from FIU's College of Architecture + The Arts and the College of Engineering and Computing as one of twenty teams to compete in the 2011 Solar Decathlon on the Washington Mall. The Department of Energy contributed seed funding of nearly \$100,000 to support the project.

The Center for Children and Families, which focuses on treatments for Attention Deficit and Hyperactivity Disorders, received \$5.7 million in funding from the NIH. HIV/AIDS researchers from the Herbert Wertheim College of Medicine received a \$2.5 million NIH grant to develop magnetic nano-carriers to deliver medication to the brain. Researchers in the Robert Stempel College of Public Health and Social Work received \$2.5 million to study interactions between HIV/AIDS, alcoholism, and liver disease, and an award of \$1.8 million to study factors associated with racial disparities in HIV survival rates. The faculty from the Robert Stempel College of Public Health and Social Work and the Herbert Wertheim College of Medicine also received a \$1.6 million dollar award from NIH focusing on breast cancer research, as

well as \$2 million for genetic and environmental factors associated with cancer.

BOARD OF GOVERNORS - STATE UNIVERSITY SYSTEM GOAL 4: MEETING COMMUNITY NEEDS AND FULFILLING UNIQUE INSTITUTIONAL RESPONSIBILITIES

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FIU College of Law's clinical programs have expanded with the launch of Investor Advocacy Clinic, Green Family NeighborhoodHELP™ Clinic (inter-disciplinary collaboration), and an Environmental Clinic.

PROGRESS ON PRIMARY INSTITUTIONAL GOALS AND METRICS AS OUTLINED IN THE UNIVERSITY WORK PLAN

The University is making progress on the three goals identified in the work plan.

Support strategic priorities in teaching and research

The University hired over 40 new faculty for the 2010-2011 year, exceeding the goal of 31 faculty. In the 2009-2010 academic year, the University exceeded \$100 million in external funding and awarded 114 research doctorates and 176 professional doctorates.

Improve Academic Success

The University was able to complete two of the three metrics in this goal during the fall 2010 semester by hiring 11 advisors and converting 20 adjuncts into full-time lecturers. Twelve classrooms will undergo modernization during summer 2011.

Expand Community Partnerships

The Office of Engagement has been established with Vice President Divina Grossman providing strategic direction. The University has submitted its application for the Carnegie designation of Community Engagement. Additionally, the Green Family NeighborhoodHELP™ program has expanded to include faculty and students from the College of Nursing and Health Sciences and the School of Social Work. With funding recently received from the National Institutes of Health, FIU will be able to expand the Green Family NeighborhoodHELP™ program into Little Haiti.

The family practice plan, FIU Health Care Network was established.

ADDITIONAL INFORMATION ON QUALITY, RESOURCES, EFFICIENCIES, AND EFFECTIVENESS

Academic Success in Mathematics

FIU won a Wal-Mart Foundation grant for the success of First Generation (FG) students in gateway Mathematics courses with peer learning assistants (LAs) in Summer

2009. The program has shown significant success improving passing rates for first generation students. Passing rates in College Algebra were 78% for FG students in the program compared to 34% for the FG control group. The programs preliminary results for intermediate Algebra show similar success (65% compared to 46%).

Energy Conservation

FIU has implemented various initiatives to help reduce the consumption of energy on all campuses. Some of these projects are the following: installation of motion sensing switches and energy management controls; monitoring of chill-water temperature; use of water-efficient urinals; standardization of the use of energy saving lights; replacement of metal halide bulbs in Parking Garage 5 with fluorescent bulbs; and the MMC residence halls have upgraded network systems for air-conditioning to be better able to respond to energy concerns.

Recycling

FIU students took on this initiative as their own. The students adopted a national program for re-cycling. As a result, recycling bins have been added across FIU's campuses. Additionally, they have put together a movie festival highlighting the go-green initiative.

Renegotiation of Construction and Maintenance Contracts

To maximize efficiencies, the University renegotiated minor construction contracts resulting in lower overhead percentages as well as lower profit for contractors; used the State University System's risk insurance contract

negotiated by FAU at a reduced cost; and renegotiated lower rates in Landscaping and Uniforms Contracts.

Implementing Technology

The graduation and certification process is on-line. The Office of Orientation developed a fully online transfer orientation module.

Imaging technology continues to be implemented across campus. Most recently, Human Resources and the Office of Records and Registration digitized all paper records to increase efficiencies in record recovery, space utilization, and employee access time.

ADDITIONAL RESOURCES

Institutional Peers

Criteria - Public, Part-time greater than 10%, Urban, Carnegie High Research or Very High Research with comparable levels of research expenditures and doctoral degree production.

George Mason University
University of Louisville
Georgia State University
University of Houston – University Park

Aspirational Institutional Peers

Criteria - Institutions are urban, public research universities in the Carnegie Very High Research Classification.

Arizona State University
Wayne State University
University of Cincinnati
University of New Mexico

Strategic Plan

<http://stratplan.fiu.edu/docs/msp.pdf>

Voluntary System of Accountability College Portrait

<http://www.collegeportraits.org/FL/FIU>

Common Data Set

<http://w3.fiu.edu/irdata/portal/cds.htm>

College Navigator

<http://nces.ed.gov/collegenavigator/?q=florida+international+university&s=all&id=133951>

Office of Planning and Institutional Research

<http://w3.fiu.edu/irdata/portal/>



STATE
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of FLORIDA
Board of Governors

2010 Annual Report

Volume II

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2010 Annual Report

Data Tables [Not every university will have every table.]

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- TABLE 1D. University Other Budget Entities
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- TABLE 4B. First-Year Persistence Rates
- TABLE 4C. Federal Definition - Undergraduate Progression and Graduation Rates for Full-Time First-Time-in-College (FTIC) Students
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- TABLE 4J. Baccalaureate Completion Without Excess Credit Hours
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- TABLE 4N. Student/Faculty Ratio
- TABLE 4O. Professional Licensure Exams - Undergraduate Programs
- TABLE 4P. Tuition Differential Fee

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- TABLE 5B. Graduate Degrees Awarded
- TABLE 5C. Graduate Degrees Awarded in Areas of Strategic Emphasis
- TABLE 5D. Professional Licensure Exams - Graduate Programs

Section 6 – Research and Economic Development

- TABLE 6A. Research and Development
- TABLE 6B. Centers of Excellence
- TABLE 6C. State University Research Commercialization Assistance Grants
- TABLE 6D. 21st Century World Class Scholars Program

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Florida International University

Data definitions are provided in the Appendices.

Note concerning data accuracy: The Office of the Board of Governors believes that the accuracy of the data it collects and reports is paramount to ensuring accountability in the State University System. Thus, the Board Office allows university resubmissions of some data to correct errors when they are discovered. This policy can lead to changes in historical data.

Section 1 – Financial Resources

TABLE 1A. University Education and General Revenues

	2006-07 Actual	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Estimates
Recurring State Funds (GR & Lottery)	\$215,004,391	\$221,172,448	\$206,029,070	\$180,520,031	\$184,025,962
Non-Recurring State Funds (GR & Lottery)	\$ 2,502,189	\$ 12,784,585	\$ 9,587,997	\$ 1,202,411	\$ 2,496,924
Tuition (Resident & Non-Resident)	\$121,088,321	\$122,206,561	\$128,413,296	\$128,089,012	\$138,980,693
Tuition Differential Fee	\$ 0	\$ 0	\$ 2,566,323	\$ 7,428,377	\$ 11,880,422
Other Revenues (Includes Misc. Fees & Fines)	\$ 2,453,429	\$ 2,478,005	\$ 2,640,819	\$ 2,914,805	\$ 3,376,107
Phosphate Research Trust Fund	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Federal Stimulus Funds	\$ 0	\$ 0	\$ 0	\$ 14,250,535	\$ 13,635,669
TOTAL	\$341,048,330	\$358,641,599	\$349,237,505	\$334,405,171	\$354,395,777

TABLE 1B. University Education and General Expenditures

	2006-07 Actual	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Estimates
Instruction/Research	\$182,584,783	\$190,058,978	\$192,502,152	\$191,817,340	\$229,595,693
Institutes and Research Centers	\$ 807,777	\$ 2,219,037	\$ 1,190,150	\$ 689,914	\$ 679,161
PO&M	\$ 32,957,519	\$ 34,478,199	\$ 33,195,211	\$ 35,425,984	\$ 34,768,723
Administration and Support Services	\$ 42,797,098	\$ 46,159,437	\$ 41,085,034	\$ 47,261,433	\$ 44,205,805
Radio/TV	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Library/Audio Visual	\$ 16,332,904	\$ 16,579,532	\$ 16,259,156	\$ 15,859,075	\$ 16,354,672
Museums and Galleries	\$ 3,158,294	\$ 3,081,449	\$ 3,102,438	\$ 2,997,019	\$ 3,016,172
Agricultural Extension	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Student Services	\$ 21,450,686	\$ 21,999,030	\$ 20,751,117	\$ 21,874,231	\$ 25,280,546
Intercollegiate Athletics	\$ 496,734	\$ 493,112	\$ 497,435	\$ 496,487	\$ 495,005
TOTAL	\$300,585,795	\$315,068,774	\$308,582,693	\$316,421,483	\$354,395,777

The table reports the actual and estimated amount of expenditures from revenues appropriated by the Legislature for each fiscal year. The expenditures are classified by Program Component (i.e., Instruction/Research, PO&M, Administration, etc.) for activities directly related to instruction, research and public service. The table does not include expenditures classified as non-operating expenditures (i.e., to service asset-related debts), and therefore excludes a small portion of the amount appropriated each year by the Legislature. Also, the table does not include expenditures from funds carried forward from previous years.

Section 1 – Financial Resources (continued)

TABLE 1C. State Funding per Full-Time Equivalent (FTE) Student

	2006-07 Actual	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Estimates
Appropriated Funding per FTE					
General Revenue per FTE	\$ 6,030	\$ 6,539	\$ 5,638	\$ 4,731	\$ 4,684
Lottery Funds per FTE	\$ 600	\$ 583	\$ 720	\$ 621	\$ 698
Tuition & Fees per FTE	\$ 3,450	\$ 3,599	\$ 3,885	\$ 4,291	\$ 4,671
Other Trust Funds per FTE	\$ 0	\$ 0	\$ 0	\$ 420	\$ 393
Total per FTE	\$ 10,080	\$ 10,720	\$ 10,243	\$ 10,063	\$ 10,369
Actual Funding per FTE					
Tuition & Fees per FTE	\$ 3,766	\$ 3,796	\$ 4,082	\$ 4,077	\$ 4,450
Total per FTE	\$ 10,396	\$ 10,918	\$ 10,439	\$ 9,848	\$ 10,225

Notes: (1) FTE is based on actual FTE, not funded FTE; (2) does not include Health-Science Center funds or FTE; (3) FTE for these metrics uses the standard IPEDS definition of FTE, equal to 30 credit hours for undergraduates and 24 for graduates; and (4) actual funding per student is based on actual tuition and E&G fees (does not include local fees) collected.

TABLE 1D. University Other Budget Entities

	2006-07 Actual	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Estimates
Auxiliary Enterprises					
Revenues	\$ 113,975,806	\$ 111,658,167	\$ 108,899,206	\$ 148,386,976	\$ 131,984,961
Expenditures	\$ 87,588,536	\$ 100,479,217	\$ 103,433,291	\$ 114,372,229	\$ 119,503,390
Contracts & Grants					
Revenues	\$ 111,600,702	\$ 80,720,524	\$ 80,759,342	\$ 88,864,089	\$ 95,291,350
Expenditures	\$ 81,403,393	\$ 78,256,135	\$ 82,736,070	\$ 83,468,637	\$ 94,982,558
Local Funds					
Revenues	\$ 96,132,538	\$ 103,545,990	\$ 108,121,083	\$ 135,314,838	\$ 147,365,267
Expenditures	\$ 88,759,738	\$ 93,748,434	\$ 105,405,591	\$ 134,813,829	\$ 150,475,415

Notes: Revenues do not include transfers. Expenditures do not include non-operating expenditures.

TABLE 1E. University Total Revenues and Expenditures

	2006-07 Actual	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Estimates
Total Revenues	\$ 662,757,376	\$ 654,566,280	\$ 647,017,136	\$ 706,971,074	\$ 729,037,355
Total Expenditures	\$ 558,337,462	\$ 587,552,560	\$ 600,157,645	\$ 649,076,178	\$ 719,357,140

Section 1 – Financial Resources (continued)

TABLE 1F. Voluntary Support of Higher Education

	2004-05	2005-06	2006-07	2007-08	2008-09
Endowment Market Value (Thousand \$)	\$ 74,396	\$ 80,283	\$ 91,876	\$ 97,064	\$ 82,555
Annual Gifts Received (\$)	\$ 14,483,986	\$ 13,891,812	\$ 10,873,175	\$ 18,796,862	\$ 17,741,253
Percentage of Graduates Who are Alumni Donors	3.4 %	1.8 %	4.4 %	4.7 %	6.5 %

TABLE 1G. University Federal Stimulus Dollars (ARRA)

	2009-10 Actual	2010-11 Estimates
Jobs Saved/ Created	\$ 11,723,001	\$ 5,535,459
Scholarships	\$ 0	\$ 0
Library Resources	\$ 0	\$ 0
Building Repairs/ Alterations	\$ 2,128,202	\$ 6,987,961
Motor Vehicles	\$ 0	\$ 0
Printing	\$ 0	\$ 0
Furniture & Equipment	\$ 0	\$ 0
Information Technology Equipment	\$ 333,075	\$ 841,410
Financial Aid to Medical Students	\$ 0	\$ 0
Other	\$ 932,662	\$ 1,130,083

Section 1 – Financial Resources (continued)

TABLE 1A. Medical School Education and General Revenues

	2006-07 Actual	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Estimates
Recurring State Funds (GR & Lottery)	\$ 0	\$ 5,272,250	\$ 11,465,084	\$ 21,410,785	\$ 24,173,458
Non-Recurring State Funds (GR & Lottery)	\$ 0	\$ 0	\$ 0	\$ 0	\$ 1,000,000
Tuition (Resident & Non-Resident)	\$ 0	\$ 0	\$ 0	\$ 1,162,500	\$ 2,292,006
Tuition Differential Fee	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Other Revenues (Includes Misc. Fees & Fines)	\$ 0	\$ 0	\$ 42,350	\$ 58,424	\$ 120,000
Federal Stimulus Funds	\$ 0	\$ 0	\$ 0	\$ 866,405	\$ 859,244
TOTAL	\$ 0	\$ 5,272,250	\$ 11,507,434	\$ 23,498,114	\$ 28,444,708

TABLE 1B. Medical School Education and General Expenditures

	2006-07 Actual	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Estimates
Instruction/Research	\$ 0	\$ 5,031,611	\$ 6,668,490	\$ 15,034,872	\$ 22,504,350
Institutes and Research Centers	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
PO&M	\$ 0	\$ 4,200	\$ 0	\$ 0	\$ 0
Administration and Support Services	\$ 0	\$ 77,355	\$ 2,161,089	\$ 3,199,046	\$ 4,286,772
Radio/TV	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Library/ Audio Visual	\$ 0	\$ 0	\$ 735,925	\$ 928,007	\$ 1,108,749
Museums and Galleries	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Agricultural Extension	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Student Services	\$ 0	\$ 0	\$ 1,242,530	\$ 0	\$ 0
Intercollegiate Athletics	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
TOTAL	\$ 0	\$ 5,113,166	\$ 10,808,034	\$ 19,161,925	\$ 27,899,871

The table reports the actual and estimated amount of expenditures from revenues appropriated by the Legislature for each fiscal year. The expenditures are classified by Program Component (i.e., Instruction/Research, PO&M, Administration, etc.) for activities directly related to instruction, research and public service. The table does not include expenditures classified as non-operating expenditures (i.e., to service asset-related debts), and therefore excludes a small portion of the amount appropriated each year by the Legislature. Also, the table does not include expenditures from funds carried forward from previous years.

Section 1 – Financial Resources (continued)

TABLE 1D. Medical School Other Budget Entities					
	2006-07 Actual	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Estimates
Auxiliary Enterprises					
Revenues	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Expenditures	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Contracts & Grants					
Revenues	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Expenditures	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Local Funds					
Revenues	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Expenditures	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Notes: Revenues do not include transfers. Expenditures do not include non-operating expenditures. All Contracts & Grants activities (for E&G, Health-Science Centers and IFAS) are managed and reported by each institution's Division of Sponsored Research, and are all reported in the University Other Budget Entities table.					

TABLE 1E. Medical School Total Revenues and Expenditures					
	2006-07 Actual	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Estimates
Total Revenues	\$ 0	\$ 5,272,250	\$ 11,507,434	\$ 23,498,114	\$ 28,444,708
Total Expenditures	\$ 0	\$ 5,113,166	\$ 10,808,034	\$ 19,161,925	\$ 27,899,871

Section 2 – Personnel

TABLE 2A. Personnel Headcount										
	Fall 2005		Fall 2006		Fall 2007		Fall 2008		Fall 2009	
	Full-Time	Part-Time	Full-Time	Part-Time	Full-Time	Part-Time	Full-Time	Part-Time	Full-Time	Part-Time
Total Tenure/ Tenure-track Faculty	596	10	606	9	656	3	646	8	633	18
Total Non- Tenure Track Faculty	146	27	134	27	172	6	171	5	191	9
Instructors Without Faculty Status	15	635	19	596	24	680	37	685	47	656
Total Graduate Assistants/ Associates	0	851	0	922	0	1,036	0	985	0	990
Total Executive/ Administrative/ Managerial	484	22	518	0	517	3	571	6	608	7
Total Other Professional	820	0	914	20	960	35	1,028	32	1,072	30
Total Non- Professional	801	30	783	26	962	32	954	29	965	25

Section 3 – Enrollment

TABLE 3A. University Full-Time Enrollment (FTE)						
	2008-09		2009-10		2010-11	
	Funded	Actual	Funded	Actual	Funded	Estimated
FLORIDA RESIDENTS						
Lower	8,160	7,564	8,160	7,602	8,160	8,176
Upper	11,682	11,490	11,682	11,911	11,682	12,032
Grad I	2,962	3,100	2,473	2,964	2,473	2,717
Grad II	311	340	818	892	818	842
Total	23,115	22,494	23,133	23,369	23,133	23,767
NON-FLORIDA RESIDENTS						
Lower		464		446		503
Upper		679		649		726
Grad I		656		643		698
Grad II		258		306		300
Total	2,136	2,057	2,138	2,044	2,138	2,227
TOTAL FTE						
Lower		8,028		8,048		8,679
Upper		12,169		12,560		12,758
Grad I		3,756		3,607		3,415
Grad II		598		1,199		1,142
Total FTE (FL Definition)	25,251	24,551	25,271	25,414	25,271	25,994
Total FTE (US Definition)	33,668	32,735	33,695	33,956	33,695	34,659
Headcount for Medical Doctorates						
Florida Residents	0	0	40	34	80	76
Non-Residents	0	0	0	9	0	7
Total	0	0	40	43	80	83
Notes: Florida definitions of FTE (Undergraduate FTE = 40 and Graduate FTE = 32 credit hours per FTE) are used for all items except the row named Total FTE (US Definition), which is based on an Undergraduate FTE = 30 and Graduate FTE = 24 credit hours. Actual Medical headcounts (includes Medicine, Dentistry, and Veterinary programs) are based on Fall enrollment data.						

Section 3 – Enrollment (continued)

TABLE 3B. Enrollment by Location			
	2008-09 Actual	2009-10 Actual	2010-11 Estimated
MODESTO MAIDIQUE CAMPUS			
Lower	6,034	6,022	6,632
Upper	8,127	8,015	8,756
Grad I	2,926	2,624	2,634
Grad II	565	1,161	1,061
BISCAYNE BAY CAMPUS			
Lower	910	802	1,015
Upper	1,867	1,760	1,950
Grad I	204	251	196
Grad II	6	9	12
PINES CENTER SITE			
Lower	49	40	53
Upper	285	287	313
Grad I	216	221	223
Grad II	23	18	59
OTHER			
Lower	1,035	1,184	979
Upper	1,890	2,498	1,739
Grad I	410	565	362
Grad II	4	11	10

Section 4 – Undergraduate Education

TABLE 4A. Baccalaureate Degree Program Changes in AY 2009-2010					
Title of Program	Six-digit CIP Code	Degree Level	Date of UBOT Action	Starting or Ending Term	Comments
New Programs					
Terminated Programs					
Chemical Engineering	14.0701	Bachelor's	08/11/2009	FALL 2009	
Foreign Languages Teacher Ed	13.1306	Bachelor's	06/12/2009	FALL 2009	
Home Economics Teacher Ed (Voc)	13.1308	Bachelor's	08/11/2009	FALL 2009	
Trade and Industrial Teacher Ed	13.1320	Bachelor's	08/11/2009	FALL 2009	
Suspended Programs					
New Programs Considered By University But Not Approved					
Note: This table does not include new majors or concentrations added under an existing degree program CIP Code. This table reports the program changes between May 5, 2009 and May 4, 2010. New Programs are proposed new degree programs that have been completely through the approval process at the university, and if appropriate, the Board of Governors. Terminated Programs are degree programs for which the entire CIP Code has been terminated and removed from the university's inventory of degree programs. Suspended Programs are degree programs for which enrollments have been temporarily suspended for the entire CIP Code, but the program CIP Code has not been terminated.					

TABLE 4B. First-Year Persistence Rates					
Term of Entry	Fall 2004	Fall 2005	Fall 2006	Fall 2007	Fall 2008
Cohort Size Full-time FTIC	3,381	3,978	3,891	3,234	3,107
From Same University					
% Still Enrolled	86%	81.3%	84%	82.7%	84.2%

Section 4 – Undergraduate Education

TABLE 4C. Federal Definition - Undergraduate Progression and Graduation Rates for Full-Time First-Time-in-College (FTIC) Students					
Term of Entry	Fall 2000	Fall 2001	Fall 2002	Fall 2003	Fall 2004
Cohort Size Full-time FTIC	2,607	2,482	2,828	3,047	3,381
6 – Year Rates					
From Same University					
% Graduated	47.7%	48.7%	48.3%	46.3%	45.4%
% Still Enrolled	14.8%	13.6%	14.3%	14.9%	15.6%
% Success Rate	62.5%	62.3%	62.6%	61.2%	61.0%
Notes: (1) Cohorts are based on undergraduate students who enter the institution in the Fall term (or Summer term and continue into the Fall term); (2) Success Rate measures the percentage of an initial cohort of students who have either graduated or are still enrolled; (3) since degrees can be awarded after the last semester of coursework, the most recent year of data in this table provides preliminary graduation rate data that may change with the addition of "late degrees". Late degrees reported in conjunction with the IPEDS Graduation Rate Survey due in mid-April will be reflected in the following year.					

Section 4 – Undergraduate Education (continued)

TABLE 4D. SUS Definition - Undergraduate Progression and Graduation Rates for First-Time-in-College (FTIC) Students					
Term of Entry	Fall 2000	Fall 2001	Fall 2002	Fall 2003	Fall 2004
Cohort Size <i>Full- & Part-time</i>	2,993	2,703	3,109	3,287	3,797
4 – Year Rates					
<i>From Same University</i>					
% Graduated	18%	20.3%	18.6%	18.6%	17.9%
% Still Enrolled	49.8%	47.6%	49.2%	48%	48.3%
<i>From Other SUS University</i>					
% Graduated	1.3%	1.7%	1.3%	1.2%	1%
% Still Enrolled	2.8%	2.7%	2.7%	3.8%	2.5%
<i>From State University System</i>					
% Graduated	19.3%	22%	19.9%	19.8%	18.9%
% Still Enrolled	52.6%	50.4%	51.9%	51.7%	50.9%
% Success Rate	71.9%	72.4%	71.8%	71.5%	69.7%
6 – Year Rates					
<i>From Same University</i>					
% Graduated	45.4%	47.2%	46%	44.8%	43.5%
% Still Enrolled	15.4%	14.1%	14.8%	15.6%	15.9%
<i>From Other SUS University</i>					
% Graduated	3.7%	4%	3.1%	4%	2.2%
% Still Enrolled	1.1%	1.3%	1.3%	1.7%	2.4%
<i>From State University System</i>					
% Graduated	49.1%	51.2%	49.1%	48.8%	45.7%
% Still Enrolled	16.6%	15.4%	16.1%	17.3%	18.3%
% Success Rate	65.7%	66.5%	65.2%	66.1%	64%
Notes: (1) Cohorts are based on undergraduate students who enter the institution in the Fall term (or Summer term and continue into the Fall term); (2) Success Rate measures the percentage of an initial cohort of students who have either graduated or are still enrolled; (3) since degrees can be awarded after the last semester of coursework, the most recent year of data in this table provides preliminary graduation rate data that may change with the addition of “late degrees”. Late degrees reported in conjunction with the IPEDS Graduation Rate Survey due in mid-April will be reflected in the following year.					

Section 4 – Undergraduate Education (continued)

TABLE 4E. SUS Definition - Undergraduate Progression and Graduation Rates for AA Transfer Students					
Term of Entry	Fall 2002	Fall 2003	Fall 2004	Fall 2005	Fall 2006
Cohort Size <i>Full- & Part-time</i>	1,133	1,196	1,317	1,231	1,439
2 – Year Rates					
<i>From Same University</i>					
% Graduated	23.8%	22.9%	22.5%	20.8%	19.7%
% Still Enrolled	61.7%	62.3%	63.4%	64.1%	66.6%
<i>From Other SUS University</i>					
% Graduated	0.3%	0.4%	0.3%	0.2%	0.3%
% Still Enrolled	0.8%	1.1%	1.6%	1.4%	0.8%
<i>From State University System</i>					
% Graduated	24.1%	23.3%	22.8%	21.0%	20.1%
% Still Enrolled	62.5%	63.4%	65.0%	65.5%	67.5%
% Success Rate	86.6%	86.7%	87.8%	86.4%	87.6%
4 – Year Rates					
<i>From Same University</i>					
% Graduated	60.9%	62.5%	60.7%	60.7%	60.3%
% Still Enrolled	14.6%	13.0%	15.1%	13.3%	15.5%
<i>From Other SUS University</i>					
% Graduated	0.7%	1.4%	1.9%	1.5%	0.7%
% Still Enrolled	0.5%	0.7%	1.1%	0.6%	1.4%
<i>From State University System</i>					
% Graduated	61.6%	64.0%	62.6%	62.1%	61.0%
% Still Enrolled	15.1%	13.6%	16.2%	13.9%	16.9%
% Success Rate	76.7%	77.6%	78.8%	76.0%	77.9%
Notes: (1) Cohorts are based on undergraduate students who enter the institution in the Fall term (or Summer term and continue into the Fall term); (2) Success Rate measures the percentage of an initial cohort of students who have either graduated or are still enrolled; (3) since degrees can be awarded after the last semester of coursework, the most recent year of data in this table provides preliminary graduation rate data that may change with the addition of “late degrees”. Late degrees reported in conjunction with the IPEDS Graduation Rate Survey due in mid-April will be reflected in the following year.					

Section 4 – Undergraduate Education (continued)

TABLE 4F. SUS Definition - Undergraduate Progression and Graduation Rates for Other Transfer Students					
Term of Entry	Fall 2001	Fall 2002	Fall 2003	Fall 2004	Fall 2005
Cohort Size <i>Full- & Part-time</i>	2,162	2,237	2,010	1,621	1,511
5 – Year Rates					
<i>From Same University</i>					
% Graduated	51.4%	53.1%	50.3%	53.5%	50.4%
% Still Enrolled	9.1%	9.5%	10.0%	9.1%	8.7%
<i>From Other SUS University</i>					
% Graduated	1.3%	1.6%	1.6%	1.7%	1.6%
% Still Enrolled	0.7%	0.7%	0.9%	0.9%	1.4%
<i>From State University System</i>					
% Graduated	52.7%	54.7%	51.9%	55.2%	52.0%
% Still Enrolled	9.8%	10.2%	10.9%	9.9%	10.1%
% Success Rate	62.5%	64.9%	62.8%	65.1%	62.0%
Notes: (1) Cohorts are based on undergraduate students who enter the institution in the Fall term (or Summer term and continue into the Fall term); (2) Success Rate measures the percentage of an initial cohort of students who have either graduated or are still enrolled; (3) since degrees can be awarded after the last semester of coursework, the most recent year of data in this table provides preliminary graduation rate data that may change with the addition of “late degrees”. Late degrees reported in conjunction with the IPEDS Graduation Rate Survey due in mid-April will be reflected in the following year.					

TABLE 4G. Baccalaureate Degrees Awarded					
	2005-06	2006-07	2007-08	2008-09	2009-10
Baccalaureate Degrees	5,080	5,324	5,497	5,663	6,267

TABLE 4H. Baccalaureate Degrees Awarded in Areas of Strategic Emphasis					
	2005-06	2006-07	2007-08	2008-09	2009-10
Education	71	53	56	41	50
Health Professions	278	207	205	211	220
Science, Technology, Engineering, and Math	968	987	987	934	1,026
Security and Emergency Services	262	261	261	269	298
Globalization	626	798	753	808	859

Section 4 – Undergraduate Education (continued)

TABLE 4I. Baccalaureate Degrees Awarded to Underrepresented Groups					
	2005-06	2006-07	2007-08	2008-09 <small>BASILINE YEAR</small>	2009-10
Non-Hispanic Black					
Number of Baccalaureate Degrees	648	650	711	682 <i>Increase*</i>	720
Percentage of All Baccalaureate Degrees	14.0%	13.1%	13.6%	12.8% <i>Maintain*</i>	12.4%
Hispanic					
Number of Baccalaureate Degrees	2,903	3,169	3,369	3,555 <i>Increase*</i>	3,919
Percentage of All Baccalaureate Degrees	62.6%	63.8%	64.6%	66.5% <i>Increase*</i>	67.7%
Pell-Grant Recipients					
Number of Baccalaureate Degrees	2,186	2,276	2,546	2,606 <i>Increase*</i>	3,002
Percentage of All Baccalaureate Degrees	46.8%	45.7%	48.6%	48.4% <i>Increase*</i>	51.7%
Note: Pell-Grant recipients are defined as those students who have received a Pell grant from any SUS Institution within six years of graduation. This does not include degrees awarded to students whose race/ethnicity code is missing (or not reported) or for students who are non-resident aliens. <i>Note*: Directional goals for the 2012-13 year as reported in the 2010 University Workplan.</i>					

TABLE 4J. Baccalaureate Completion Without Excess Credit Hours					
	2005-06	2006-07	2007-08	2008-09	2009-10
% of Total Baccalaureate Degrees Awarded Within 110% of Hours Required for Degree	40.7%	42.2%	45.2%	47.6%	47.5%

TABLE 4K. Undergraduate Course Offerings					
	Fall 2005	Fall 2006	Fall 2007	Fall 2008	Fall 2009
Number of Course Sections	2,567	2,667	2,688	2,518	2,371
Percentage of Undergraduate Course Sections by Class Size					
Fewer than 30 Students	49.3%	49.6%	53.1%	50.3%	46.9%
30 to 49 Students	30.0%	30.0 %	28.6%	30.5%	32.2%
50 to 99 Students	16.6%	16.2%	15.0%	15.4%	16.1%
100 or More Students	4.2%	4.2%	3.2%	3.8%	4.9%

Section 4 – Undergraduate Education (continued)

TABLE 4L. Faculty Teaching Undergraduates					
	2005-06	2006-07	2007-08	2008-09	2009-10
Percentage of Credit Hours Taught by:					
Faculty	57.7%	59.7%	61.2%	63.4%	59.9%
Adjunct Faculty	34.5%	32.6%	30.1%	28.3%	31.5%
Graduate Students	5.8%	5.8%	5.6%	5.7%	6.3%
Other Instructors	2.1%	2%	3.1%	2.6%	2.2%
Note: The definition of faculty varies for Tables 4L, 4M and 4N. For Faculty Teaching Undergraduates, the definition of faculty is based on pay plans 01, 02, and 22.					

TABLE 4M. Undergraduate Instructional Faculty Compensation					
	2005-06	2006-07	2007-08	2008-09	2009-10
Average Salary and Benefits for Faculty Who Teach at Least One Undergraduate Course	\$ 82,215	\$ 86,630	\$ 92,391	\$ 84,509	\$ 93,469
Note: The definition of faculty varies for Tables 4L, 4M and 4N. For Undergraduate Instructional Faculty Compensation, the definition of faculty is based on pay plan 22.					

TABLE 4N. Student/Faculty Ratio					
	2005-06	2006-07	2007-08	2008-09	2009-10
Student-to-Faculty Ratio	23	24	26.3	26.5	26.6
Note: The definition of faculty varies for Tables 4L, 4M and 4N. For Student/Faculty Ratio, the definition of faculty is consistent with Common Data Set reporting (which counts full-time equivalent instructional faculty as full-time faculty plus 1/3 part-time faculty).					

TABLE 4O. Professional Licensure Exams - Undergraduate Programs					
	2005-06	2006-07	2007-08	2008-09	2009-10
Nursing: National Council Licensure Examination for Registered Nurses					
Examinees	155	195	176	181	165
Pass Rate	95.5%	90.3%	84.7%	89.0%	93.9%
National Benchmark	86.7%	88.3%	86.4%	87.5%	89.5%

Section 4 – Undergraduate Education (continued)

TABLE 4P. Tuition Differential Fee			
	2008-09	2009-10	2010-11 Projected
Total Revenues Generated By the Tuition Differential	\$ 2,566,323	\$ 7,428,377	\$ 11,880,422
Unduplicated Count of Students Receiving Financial Aid Award Funded by Tuition Differential Revenues	3,670	3,844	
Average Amount of Awards Funded by Tuition Differential Revenues (per student receiving an award)	350	545	
Number of Students Eligible for FSAG	8,686	11,175	
Number of FSAG-Eligible Students Receiving a Waiver of the Tuition Differential	0	0	
Value of Tuition Differential Waivers Provided to FSAG-Eligible Students	0	0	

Section 5 – Graduate Education

TABLE 5A. Graduate Degree Program Changes in AY 2009-2010

Title of Program	Six-digit CIP Code	Degree Level	Date of UBOT Action	Starting Or Ending Term	Date of Board of Governors Action	Comments
New Programs						
Terminated Programs						
Elementary Teacher Ed	13.1202	Master's	08/11/2009	FALL 2009		
Home Economics Teacher Ed (Voc)	13.1308	Master's	08/11/2009	FALL 2009		
Trade and Industrial Teacher Ed	13.1320	Master's	08/11/2009	FALL 2009		
Suspended Programs						
New Programs Considered By University But Not Approved						
Note: This table does not include new majors or concentrations added under an existing degree program CIP Code. This table reports the program changes between May 5, 2009 and May 4, 2010. New Programs are proposed new degree programs that have been completely through the approval process at the university, and if appropriate, the Board of Governors. Terminated Programs are degree programs for which the entire CIP Code has been terminated and removed from the university's inventory of degree programs. Suspended Programs are degree programs for which enrollments have been temporarily suspended for the entire CIP Code, but the program CIP Code has not been terminated.						

TABLE 5B. Graduate Degrees Awarded

	2005-06	2006-07	2007-08	2008-09	2009-10
Masters and Specialist	1,632	1,933	2,172	2,255	2,359
Research Doctoral	88	100	122	127	114
Professional Doctoral	82	86	90	123	176
a) Medicine	0	0	0	0	0
b) Law	82	86	90	123	144
c) Pharmacy	0	0	0	0	0
Note: The total number of Professional Doctoral degrees includes other programs that are not specifically identified in lines a, b, and c.					

Section 5 – Graduate Education (continued)

TABLE 5C. Graduate Degrees Awarded in Areas of Strategic Emphasis

	2005-06	2006-07	2007-08	2008-09	2009-10
Education	79	140	76	113	121
Health Professions	199	223	284	285	341
Science, Technology, Engineering, and Math	402	479	501	587	476
Security and Emergency Services	36	18	41	28	42
Globalization	87	112	142	124	189

TABLE 5D. Professional Licensure Exams - Graduate Programs

Law: Florida Bar Exam					
	2006	2007	2008	2009	2010
Examinees	84	82	83	116	136
Pass Rate	81%	87.8%	88%	81%	80.9%
State Benchmark	77.1%	81.3%	84.2%	79.3%	79.3%

Section 6 – Research and Economic Development

TABLE 6A. Research and Development					
	2004-05	2005-06	2006-07	2007-08	2008-09
R&D Awards					
Federally Funded Awards (Thousand \$)					\$ 63,988
Total Awards (Thousand \$)					\$88,785
R&D Expenditures					
Federally Funded Expenditures (Thousand \$)	\$ 58,718	\$ 58,158	\$ 62,366	\$ 60,045	\$ 57,371
Total Expenditures (Thousand \$)	\$ 87,720	\$ 84,697	\$ 108,015	\$ 107,025	\$ 101,322
Total R&D Expenditures Per Full-Time, Tenured, Tenure-Earning Faculty Member (\$)	\$ 139,682	\$ 145,864	\$ 178,243	\$ 163,148	\$ 160,066
Technology Transfer					
Invention Disclosures	15	20	13	18	16
Total U.S. Patents Issued	0	0	0	0	1
Patents Issued Per 1,000 Full-Time, Tenure and Tenure-Earning Faculty	0	0	0	0	0
Total Number of Licenses/Options Executed	1	1	0	0	1
Total Licensing Income Received (\$)	\$ 33,640	\$ 38,992	\$ 6,166	\$ 9,423	\$ 39,819
Total Number of Start-Up Companies	0	0	0	0	0
Note: Awards and Expenditures are based on the National Science Foundation's annual Survey of R&D Expenditures at Universities and Colleges (data include Science & Engineering and non-Science & Engineering awards). Technology Transfer data are based on the Association of University Technology Managers Annual Licensing Survey.					

Section 6 – Research and Economic Development (continued)

TABLE 6B. Centers of Excellence			
Name of Center:	Center of Excellence for Hurricane Damage Mitigation and Product Development	Cumulative (since inception to June 2010)	Fiscal Year 2009-10
Year Created:	2008		
Research Effectiveness <i>Only includes data for activities directly associated with the Center. Does not include the non-Center activities for faculty who are associated with the Center.</i>			
Number of Competitive Grants Applied For	29	13	
Value of Competitive Grants Applied For (\$)	\$10,772,474	\$6,306,381	
Number of Competitive Grants Received	22	14	
Value of Competitive Grants Received (\$)	\$6,431,188	\$2,661,953	
Total Research Expenditures (\$)	\$5,673,101	\$2,797,216	
Number of Publications in Refereed Journals From Center Research	5	5	
Number of Invention Disclosures	0	0	
Number of Licenses/Options Executed	0	0	
Licensing Income Received (\$)	\$0	\$0	
Collaboration Effectiveness <i>Only reports on relationships that include financial or in-kind support.</i>			
Collaborations with Other Postsecondary Institutions	6	3	
Collaborations with Private Industry	28	20	
Collaborations with K-12 Education Systems/Schools	0	0	
Undergraduate and Graduate Students Supported with Center Funds	21	10	
Economic Development Effectiveness			
Number of Start-Up companies <i>with a physical presence, or employees, in Florida</i>	0	0	
Jobs Created By Start-Up Companies Associated with the Center	5	0	
Specialized Industry Training and Education	0	0	
Narrative Comments [Most Recent Year]:			
The construction of the Wall of Wind testing facility was delayed because of noise issues at the selected location. This delay continues to limit research in the areas of hurricane damage mitigation and development of partnerships with industry. The Facility is planned for completion in Summer 2011.			

Section 6 – Research and Economic Development (continued)

TABLE 6C. State University Research Commercialization Assistance Grants		
Project Name by Type of Grant	Cumulative	
	Awards	Expenditures
Phase I Grants		
Tech Transfer Enhancing Biomedical Technology	\$ 50,000	\$ 50,000
Phase II Grants		
Phase III Grants		
Total for all SURCAG Grants	\$50,000	\$50,000
Narrative Comments: For each project, provide a brief update on (1) the project's progress towards completing its key milestones/deliverables; and (2) the project's return on investment for the university and state.		
<p>Progress towards completing its key milestones/deliverables (deliverables are italicized): Through our marketing, as semi-finalists in B-plan competitions, and as presenters at investor showcases, we have been able to achieve the following deliverables:</p> <ul style="list-style-type: none"> Increased contacts with interested investors and potential licensees Accepted to technology transfer showcases Established additional relationships with investors, serial entrepreneurs, and research organizations throughout Florida, to assist in the movement of technologies to the marketplace Improved external outreach and follow up on technology transfer and commercialization leads <p>By having additional resources for marketing and assessment (e.g. the purchase of market intelligence and tech transfer software), we have been able to achieve the following deliverables:</p> <ul style="list-style-type: none"> Implement a more streamlined and consistent disclosure assessment process Enhance and improve the technology management database Enhance our data on expert reviewers and consultants for technology reviews <p>Given that the following deliverables directly reflect SURCAG's intent of leading to the commercialization of products and services developed from the research conducted at state universities, below are the specific details for the following deliverables:</p> <p>Develop at least one business opportunity for submission as a SURCAG Phase II proposal: We have been able to do much with our Phase I support (i.e., having preliminary business plans), therefore we are looking at more than one business opportunity for submission to the SURCAG Phase II and Phase III programs.</p> <p>Identify at least two potential products stemming from the targeted technologies: We have identified three potential products: (1) A percutaneous artificial valve that has the beneficial properties of a natural tissue valve while lacking the negative properties of a mechanical valve; (2) A catheter delivery system that can be used with any percutaneous valve; (3) A hand-held optical probe based imaging system.</p>		

Section 6 – Research and Economic Development (continued)

TABLE 6C. State University Research Commercialization Assistance Grants
Narrative Comments (continued):
<p>Return on investment for the Florida International University and the State of Florida:</p> <p>We were able to market, showcase, network around the technology, and promote technology developed in the State of Florida: BIO (The Biotechnology Association) (2009), Life Sciences Summit (2009), Florida angel groups (2008, 2010) (two separate ones), Southeast Bio (SEBIO) (2008 and future 2010), TechConnect Showcase (2009), World's Best Technologies (2009).</p> <p>The SURCAG support has also enhanced our ability to serve as an effective resource to the FIU community through the following: Identification and assessment of promising university technologies, Business plan development/market assessment support, Commercialization strategies, Partnership development, Linking faculty researchers to individuals with business expertise, Introduction to funding sources including venture capital and angel investors.</p> <p>This SURCAG award has been instrumental in our efforts to promote and garner interest in technologies developed through research conducted at Florida International University.</p>

TABLE 6D. 21st Century World Class Scholars Program						
World Class Scholar(s)	Scholar's Field	Grant Dollars		Report the cumulative activity since each scholar's award.		
		Amount Awarded (Thousand \$)	Cumulative Amount Expended (Thousand \$)	External Research Awards (Thousand \$)	Patents Filed / Issued	Licensing Revenues Generated (\$)
Joe Leigh Simpson M.D	Medical Genetics	\$ 1,000	\$ 376	\$ 1,637	0	\$ 0
TOTAL		\$ 1,000	\$ 376	\$ 1,637	0	\$ 0
Narrative Comments						
<p>External Research Award include amounts awarded from:</p> <p>a) The Department of Defense for Mass Scale Biosensor Threat Diagnostic for In-Theater Defense Utilization - \$1.4M</p> <p>b) Health Resources and Services Administration (HRSA) for lab equipment \$235,620</p> <p>The FIU College of Medicine was fortunate that its aggressive research agenda led to the awarding of several grants that were leveraged to support numerous activities that might otherwise have been supported by the 21st Century Scholars award. In all of our research endeavors we attempt to secure funding from non-state sources, which allows for the expansion and increases the ability to sustain programs. In other words, the College of Medicine is now in a position to optimize the 21st Century Scholars award toward the next level of genetics research. Moreover, while waiting for laboratory renovations and equipment purchases, the funds provided were not fully expended even though other awards were tapped to engage genetics researchers who would ultimately be in a position to access the 21st Century Scholars funds. Indeed numerous construction projects were underway on the FIU campus that led to the extension of the completion date of several laboratory renovations. The shipping time on several equipment items was much longer than anticipated. However, the FIU College of Medicine and the FIU Division of Research continued to develop research initiatives in genetics that were preparing the institution for maximizing the 21st Century Scholars Award. The funds should be expended by the end of March 2012.</p>						

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**State University System of Florida
2010 Annual Report Data Definitions**

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2010 Annual Report Data Definitions

Section 1 - Financial Resources

Table 1A. E&G Revenues

Recurring State Funds *REVISED	Definition: State recurring funds include general revenue and lottery education and general appropriations and any administered funds provided by the state. This does not include technical adjustments or transfers made by Universities after the appropriation. Source: Final Amendment Package (Total E&G & Lottery minus Non-Recurring – see below)
Non-Recurring State Funds *REVISED	Definition: State non-recurring funds include general revenue and lottery education and general appropriations and any administered funds provided by the state. This does not include technical adjustments or transfers made by Universities after the appropriation. Source: Non-Recurring Appropriations Section of annual Allocation Summary document and all other Non-Recurring Budget Amendments allocated later in the fiscal year.
Tuition (Resident / Non-Resident)	Definition: Actual tuition revenues collected from resident and non-resident students. Source: Operating Budget, Report 625 – Schedule I-A
Tuition Differential Fee	Definition: Actual tuition differential revenues collected from undergraduate students. Source: Operating Budget, Report 625 – Schedule I-A
Other Fees	Definition: Other revenue collections include items such as application fees, late registration fees, library fines, miscellaneous revenues. This is the total revenue from Report 625 minus tuition and tuition differential fee revenues. This does not include local fees. Source: Operating Budget, Report 625 – Schedule I-A
Phosphate Research Trust Fund	Definition: State appropriation for the Institute of Phosphate Research at the University of South Florida. For UF-IFAS and UF-HSC, actual revenues from the Incidental Trust Fund and Operations & Maintenance Trust Fund are provided by the University of Florida and included as ‘Other Operating Trust Funds’ Source: Final Amendment Package
Federal Stimulus Funds	Definition: Non-recurring American Recovery and Reinvestment Act funds appropriated by the state. Source: Final Amendment Package

Table 1B. E&G Expenditures

The table reports the actual and estimated amount of expenditures from revenues appropriated by the legislature for each fiscal year. The expenditures are classified by Program Component (i.e., Instruction/Research, PO&M, Administration, etc...) for activities directly related to instruction, research and public service. The table does not include expenditures classified as non-operating expenditures (i.e., to service asset-related debts), and therefore excludes a small portion of the amount appropriated each year by the legislature. Also, the table does not include expenditures from funds carried forward from previous years.

Instruction & Research	Definition: Includes expenditures for state services related to the instructional delivery system for advanced and professional education. Includes functions such as; all activities related to credit instruction that may be applied toward a postsecondary degree or certificate; non-project research and service performed to maintain professional effectiveness; individual or project research;
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	academic computing support; academic source or curriculum development. Source: Operating Budget Summary - Expenditures by Program Activity (or Report 645).
Institutes & Centers	Definition: Includes state services related to research organizations designed for mission-oriented, fundamental, and applied research projects. Source: Operating Budget Summary - Expenditures by Program Activity (or Report 645).
PO&M	Definition: Plant Operations & Maintenance expenditures related to the cleaning and maintenance of existing grounds, the providing of utility services, and the planning and design of future plant expansion and modification Source: Operating Budget Summary - Expenditures by Program Activity (or Report 645).
Administration & Support Services	Definition: Expenditures related to the executive direction and leadership for university operations and those internal management services which assist and support the delivery of academic programs. Source: Operating Budget Summary - Expenditures by Program Activity (or Report 645).
Radio/TV	Definition: Services related to the operation and maintenance of public broadcasting which is intended for the general public. Source: Operating Budget Summary - Expenditures by Program Activity (or Report 645).
Library/Audio Visual	Definition: Expenditures include state services related to collecting, cataloging, storing, and distributing library materials. Source: Operating Budget Summary - Expenditures by Program Activity (or Report 645).
Museums & Galleries	Definition: Expenditures related to the collection, preservation, and exhibition of historical materials, art objects, scientific displays and other objects at the UF Florida State Museum & Harn Museum; FSU Ringling Museum; FAMU Black Archives Museum; USF Contemporary Art Museum; FIU Wolfsonian Museum; and UWF Historic Preservation Board. Source: Operating Budget Summary - Expenditures by Program Activity (or Report 645).
Student Services	Definition: Includes resources related to physical, psychological, and social well being of the student. Includes student service administration, social and cultural development, counseling and career guidance, financial aid, and student admissions and records. Source: Operating Budget Summary - Expenditures by Program Activity (or Report 645).
Teaching Hospitals & Allied Clinics	Definition: Includes resources related to services that benefit patients directly through faculty physicians, or indirectly through consulting, laboratory, or other services usually performed by a hospital or clinic. Includes only the clinical portions of a teaching hospital or veterinary clinic, and does not include instruction, research, or administration. Source: Operating Budget Summary - Expenditures by Program Activity (or Report 645).
Intercollegiate Athletics	Definition: Includes expenditures associated with Title IX activities and compliance. Source: Operating Budget, manual submission.

Table 1C. State Funding per Student	
Appropriated Funding per FTE	<p>Definition: Education & General appropriations (includes the tuition and fees <u>budget authority</u> appropriated by the Legislature) are divided by total actual FTE students. Only state-fundable credit hours are used. To allow for national comparisons, FTE students for this metric uses the standard IPEDS definition of a FTE student, equal to 30 credit hours for undergraduate students and 24 for graduate students. This does not include appropriations for special units (i.e., IFAS, Health Science Centers, and Medical Schools). Tuition and fee revenues include tuition and tuition differential fee and E&G fees (i.e., application, late registration, and library fees/fines). Other local fees that do not support E&G activities are not included here (see Board of Governors Regulation 7.003).</p> <p>Sources: Education & General Appropriations (for revenue), SUS Student Instruction File (for FTE enrollment)</p>
Actual Funding per FTE *NEW	<p>Definition: This data is the same as the above appropriated funding per FTE with the exception that this includes the tuition and fees <u>actually collected</u> (rather than budget authority).</p> <p>Sources: Education & General Appropriations (for revenue), SUS Student Instruction File (for FTE enrollment), and Operating Budget, Report 625 – Schedule I-A</p>

Table 1D. Other Budget Entities

Contracts & Grants	<p>Definition: Resources received from federal, state or private sources for the purposes of conducting research and public service activities. Revenues do not include transfers. Expenditures do not include non-operating expenditures.</p> <p>Source: Operating Budget, Report 615.</p>
Auxiliary Enterprises	<p>Definition: Resources associated with auxiliary units that are self supporting through fees, payments and charges. Examples include housing, food services, bookstores, parking services, health centers. Revenues do not include transfers. Expenditures do not include non-operating expenditures.</p> <p>Source: Operating Budget, Report 615.</p>
Local Funds	<p>Definition: Resources associated with student activity (supported by the student activity fee), student financial aid, concessions, intercollegiate athletics, and technology fee. Revenues do not include transfers. Expenditures do not include non-operating expenditures.</p> <p>Source: Operating Budget, Report 615. (Self Insurance is a manual submission and has not been included).</p>

Table 1E. Total Revenues and Expenditures

Total Revenues and Expenditures	This is a sum of all revenues and expenditures for each university, health-science center and IFAS.
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Table 1F. Voluntary Support for Higher Education

Endowment Market Value	<p>Definition: Endowment value at the end of the fiscal year, as reported in the annual NACUBO Endowment Study (changed to the NACUBO-Common Fund Study of Endowments in 2009).</p> <p>Source: NACUBO Endowment Study (or using NACUBO definitions for institutions that do not participate in that survey)</p>
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Annual Gifts Received	<p>Definition: As reported in the Council for Aid to Education's Voluntary Support of Education (VSE) survey in the section entitled "Gift Income Summary," this is the sum of the present value of all gifts (including outright and deferred gifts) received for any purpose and from all sources during the fiscal year, excluding pledges and bequests. (There's a deferred gift calculator at www.cae.org/vse.) The present value of non-cash gifts is defined as the tax deduction to the donor as allowed by the IRS.</p> <p>Source: Voluntary Support of Education survey (or using VSE definitions for institutions that do not participate in that survey)</p>
Percentage of Alumni Who Are Donors	<p>Definition: As reported in the Council for Aid to Education's Voluntary Support of Education (VSE) survey in the section entitled "Additional Details," this is the number of alumni donors divided by the total number of alumni, as of the end of the fiscal year. "Alumni," as defined in this survey, include those holding a degree from the institution as well as those who attended the institution but did not earn a degree.</p> <p>Source: Voluntary Support of Education survey (or using VSE definitions for institutions that do not participate in that survey)</p>

Section 2 - Personnel

Tenure/ Tenure-Track Faculty	<p>Definition: All tenured and all tenure-track faculty (including medical schools) for the combined instruction, research, and public service functional categories.</p> <p>Source: IPEDS Human Resources Survey, online title "Full- and part-time medical and non-medical staff by faculty status and primary function/occupational activity"</p>
Not on Tenure Track Faculty	<p>Definition: All non-tenure-track faculty (including medical school) for the combined instruction, research, and public service functional. This includes adjunct faculty and faculty on multi-year contracts.</p> <p>Source: IPEDS Human Resources Survey, online title "Full- and part-time medical and non-medical staff by faculty status and primary function/occupational activity"</p>
Without Faculty Status *NEW	<p>Definition: All personnel without faculty status (including medical school) for all functional categories: Primary instruction + Instruction/ research/public service + Primarily research + Primarily public service). Individuals hired as a staff member primarily to do research on a 3-year contract without tenure eligibility should be reported as Primarily research in the Not on tenure track column. A postdoctoral research associate, because they do not have faculty status, would be reported as Primarily research in the Without faculty status.</p> <p>Source: IPEDS Human Resources Survey, online title "Full- and part-time medical and non-medical staff by faculty status and primary function/occupational activity"</p>
Graduate Assistants/ Associates	<p>Definition: Total graduate assistants</p> <p>Source: IPEDS Human Resources Survey, online title "Full- and part-time medical and non-medical staff by faculty status and primary function/occupational activity"</p>
Executive/ Administrative/ Managerial	<p>Definition: Total executive/administrative and managerial positions regardless of faculty status</p> <p>Source: IPEDS Human Resources Survey, online title "Full- and part-time medical and non-medical staff by faculty status and primary function/occupational activity"</p>

Other Professional	Definition: Total other professional positions (support/service) regardless of faculty status Source: IPEDS Human Resources Survey, online title "Full- and part-time medical and non-medical staff by faculty status and primary function/occupational activity"
Non-Professional	Definition: Total non-professional positions Source: IPEDS Human Resources Survey, online title "Full- and part-time medical and non-medical staff by faculty status and primary function/occupational activity"
Section 3 – Enrollment & Space	
Table 3A . University Full-time Enrollment (FTE)	
Table 3A . FTE Enrollment - Funded	Definition: This metric reports the funded enrollment as reported in the General Appropriations Act and set by the legislature. Note: FTE in this instance uses the Florida definition of FTE, equal to 40 credit hours for undergraduates and 32 for graduates. Source: General Appropriations Act (with Graduate detail provided in annual Allocation Summary document – Section: Instruction and Research. Link: http://www.flbog.org/about/budget/allocation_summary.php)
Table 3A . FTE Enrollment - Actual	Definition: This metric reports the actual enrollment as reported by Universities to the Board of Governors in the Student Instruction File (SIF). Note: FTE in this instance uses the Florida definition of FTE, equal to 40 credit hours for undergraduates and 32 for graduates. Source: SUS Student Instruction File
Table 3A . FTE Enrollment - Estimated	Definition: This metric reports the estimated enrollment as reported by Universities to the Board of Governors in their Enrollment Plans. Note: FTE in this instance uses the Florida definition of FTE, equal to 40 credit hours for undergraduates and 32 for graduates. Source: SUS Enrollment Plans
Table 3B. Enrollment by Location	
Table 3B. FTE Enrollment - Actual	Definition: This metric reports the actual enrollments for each distinct location (main, branch, site, regional campus) with more than 150 FTE (state fundable credit hours) as reported by Universities to the Board of Governors in the Student Instruction File (SIF). Source: SUS Student Instruction File
Table 3B. FTE Enrollment - Estimated	Definition: This metric reports the estimated enrollments for each distinct location (main, branch, site, regional campus) with more than 150 FTE (state fundable credit hour) as reported by Universities to the Board of Governors in their Enrollment Plans. Source: SUS Enrollment Plans
Table 3C. Space Utilization	
Table 3C. Instructional Space Utilization Rate *SCHEDULED FOR THE 2011 REPORT	UPDATE: Board of Governors and university staff are currently conducting an analysis of how space utilization is calculated. Until the analysis is complete, no space utilization data will be included in the Annual Report.
Section 4 - Undergraduate Education Data	
Table 4A. Baccalaureate Degree Program Changes in AY 2009-10	New Programs – Proposed new degree programs that have been completely through the approval process at the university, and if appropriate, the Board of Governors. Do not include new majors or concentrations added under an existing degree program CIP Code.

	<p>Terminated Programs – Degree programs for which the entire CIP Code has been terminated and removed from the university's inventory of degree programs. Do not include majors or concentrations terminated under an existing degree program CIP Code if the code is to remain active on the academic degree inventory.</p> <p>Suspended Programs – Degree programs for which enrollments have been temporarily suspended for the entire CIP Code, but the program CIP Code has not been terminated. Do not include majors or concentrations suspended under an existing degree program CIP Code if the code is to remain active on the academic degree inventory and new enrollments in any active major will be reported.</p> <p>New Programs Considered by University, But Not Approved – Include any programs considered by the university board of trustees, or any committee of the board, but not approved for implementation. Also include any programs that were returned prior to board consideration by the university administration for additional development, significant revisions, or re-conceptualization; regardless of whether the proposal was eventually taken to the university board for approval. Count the returns once per program, not multiple times the proposal was returned for revisions, unless there is a total re-conceptualization that brings forward a substantially different program in a different CIP Code. Do not include new majors or concentrations added under an existing degree program CIP Code. Source: University Submission. This table reports the program changes between May 5, 2009 and May 4, 2010.</p>
Table 4B. First-Year Persistence Rates	<p>Definition: The percentage of a full-time, first-time-in-college (FTIC) undergraduate cohort (entering in fall term or summer continuing to fall) that is still enrolled or has graduated from the <u>same</u> institution in the second year. Source: SUS Retention File</p>
Table 4C. Federal Undergraduate Progression and Graduation Rates for FTIC Students *NEW	<p>Definition: Includes all full-time, first-time degree/certificate-seeking undergraduate students entering the institution either during the fall term or students enrolled in the fall term who attended college for the first time in the prior summer term. The federal rate does <u>not</u> include students who originally enroll as part-time students, or who transfer into the institution. This metric complies with the requirements of the Student Right to Know Act that requires institutions to report the completion status at 150% of normal time. Source: SUS Retention file</p>
Table 4D. SUS Undergraduate Progression and Graduation Rates for FTIC Students	<p>Definition: First-time-in-college (FTIC) cohort is defined as undergraduates entering in fall term (or summer continuing to fall) with fewer than 12 hours earned since high school graduation. The rate is the percentage of the initial cohort that has either graduated or is still enrolled in the fourth or sixth academic year. Both full-time and part-time students are used in the calculation. PharmD students are removed from the cohorts if still enrolled or graduated in the fourth year or later. Source: SUS Retention File</p>
Table 4E. SUS Undergraduate Progression and Graduation Rates for AA Transfer Students	<p>Definition: AA Transfer cohort is defined as undergraduates entering in the fall term (or summer continuing to fall) and having earned an AA degree from an institution in the Florida College System. The rate is the percentage of the initial cohort that has either graduated or is still enrolled in the second or fourth academic year. Both full-time and part-time students are used in</p>

		the calculation. PharmD students are removed from the cohorts if still enrolled or graduated in the second year or later. Source: SUS Retention File
Table 4F. SUS Undergraduate Progression and Graduation Rates for Other Students		Definition: Other Transfer cohort is defined as undergraduates entering in fall term or summer continuing to fall who are not FTICs or AA transfers. The rate is the percentage of this initial cohort that has graduated or is still enrolled in the fifth academic year. Both full-time and part-time students are used in the calculation. PharmD students are removed from the cohorts if still enrolled in the fifth year or later. Source: SUS Retention File
Table 4G. Baccalaureate Degrees		Definition: This is a count of baccalaureate degrees granted. Students who earn two distinct degrees in the same term are counted twice – whether their degrees are from the same six-digit CIP code or different CIP codes. Students who earn only one degree are counted once – even if they completed multiple majors or tracks. Technical note: Within SUDS, there are two scenarios in which a student is considered to have been awarded two degrees within the same term: <ul style="list-style-type: none"> Two degree records are reported for one student, and both degrees have a Major Indicator (field #02015) equal to one; One degree record is reported for a student, but that degree has a Fraction of Degree Granted (field #01083) greater than one. Source: SUS Degrees Awarded
Table 4H. Baccalaureate Degrees Awarded in Areas of Strategic Emphasis		Definition: This is a count of baccalaureate majors for specific areas of strategic emphasis, as determined by the Board of Governors staff with consultation with business and industry groups and input from universities. So, a student who has multiple majors in the subset of targeted Classification of Instruction Program codes will be double-counted (i.e., double-majors are included). Technical notes: This metric counts every record with a value greater than zero in the Fraction of Degree (field #01083) regardless of whether the Major Indicator (field #02015) is one, two, or three. If the Fraction of Degree is greater than one, then the record will count as two degrees within that particular six-digit CIP code. Source: SUS Degrees Awarded
Table 4I. Baccalaureate Degrees Awarded to Underrepresented Groups		
Table 4I. Non-Hispanic Black Students & Hispanic Students	Number of Baccalaureate Degrees	Definition: These metrics count the number of baccalaureate degrees granted to non-Hispanic black students and Hispanic students. These metrics do not include students classified as Non-Resident Alien or students with a missing race code. Students who earn two distinct degrees in the same term are counted twice – whether their degrees are from the same six-digit CIP code or different CIP codes. Students who earn only one degree are counted once – even if they completed multiple majors or tracks. Technical note: Within SUDS, there are two scenarios in which a student is considered to have been awarded two degrees within the same term: <ul style="list-style-type: none"> Two degree records are reported for one student, and both degrees have a Major Indicator (field #02015) equal to one; One degree record is reported for a student, but that degree has a Fraction of Degree Granted (field #01083) greater than one. Source: SUS Degrees Awarded

	Percentage of All Baccalaureate Degrees	Definition: The number of baccalaureate degrees awarded to non-Hispanic black students divided by the total degrees awarded, excluding those awarded to non-resident aliens and unreported. Source: SUS Degrees Awarded
Table 4I. Pell Recipients *REVISED	Number of Baccalaureate Degrees	Definition: The number of baccalaureate degrees granted to Pell recipients, financial aid award code “001”. A Pell recipient is defined as a student who received Pell from <u>any</u> SUS institution within six years of graduation. This metric does not include students classified as Non-Resident Alien (#01044). Students who earn two distinct degrees in the same term are counted twice – whether their degrees are from the same six-digit CIP code or different CIP codes. Students who earn only one degree are counted once – even if they completed multiple majors or tracks. Technical note: Within SUDS, there are two scenarios in which a student is considered to have been awarded two degrees within the same term: <ul style="list-style-type: none"> Two degree records are reported for one student, and both degrees have a Major Indicator (field #02015) equal to one; One degree record is reported for a student, but that degree has a Fraction of Degree Granted (field #01083) greater than one. Source: SUS Degrees Awarded File and Student Financial Aid File
	Percentage of All Baccalaureate Degrees	Definition: The number of baccalaureate degrees awarded to Pell recipients as listed above is divided by the total degrees awarded excluding those awarded to non-resident aliens, who are not eligible for Pell grants. Source: SUS Student Instruction File and Student Financial Aid File
Table 4J. % of Total Baccalaureate Degrees Awarded Within 110% of Hours Required for Degree		Definition: This table reports the percentage of baccalaureate degrees awarded within 110% of the hours required for a degree. Excluding students with dual majors, this metric computes total academic credit as a percentage of catalog hours required for the students major (excluding remedial coursework). For the purposes of calculating excess hours, remedial credit hours includes up to 10 foreign language credit hours that are excluded for transfer students in Florida. This metric is aligned with the calculation used in past legislative accountability reports and performance funding calculations. Source: SUS Hours to Degree File
Table 4K. Number of Undergraduate Course Sections		Definition: The Common Data Set (CDS) definition will be used. According to CDS, a “class section is an organized course offered for credit, identified by discipline and number, meeting at a stated time or times in a classroom or similar setting, and not a subsection such as a laboratory or discussion session. Undergraduate class sections are defined as any sections in which at least one degree-seeking undergraduate student is enrolled for credit. Exclude distance learning classes and noncredit classes and individual instruction such as dissertation or thesis research, music instruction, or one-to-one readings. Exclude students in independent study, co-operative programs, internships, foreign language taped tutor sessions, practicums, and all students in one-on-one classes. Each class section should be counted only once and should not be duplicated because of course catalog cross-listings.” Certain portions of the CDS were summed to create groupings of less than 30 students, between 31 and 50 students, between 51 and 100 students, and more than 100 students. Source: Common Data Set

Table 4L. Faculty Teaching Undergraduates	Definition: The total number of undergraduate credit hours taught will be divided by the undergraduate credit hours taught by each instructor type to create a distribution of the percentage taught by each instructor type. Four instructor types are defined as faculty (pay plans 01, 02, and 22), OPS faculty (pay plan 06), graduate student instructors (pay plan 05), and others (all other pay plans). If a course has more than one instructor, then the university's reported allocation of section effort will determine the allocation of the course's total credit hours to each instructor. Source: Instruction and Research Data File
Table 4M. Undergraduate Instructional Faculty Compensation	Definition: Average salary and benefits for all instructors of undergraduate courses who are on pay plan 22. This amount is based on fall term data only, and to make it more meaningful to the reader we annualize (to a fall + spring amount) the fall-term salary and benefits. It is limited to faculty who taught at least one undergraduate course in the fall term and is reported as employed for at least 0.1 person year in the fall term. Source: Instruction and Research Data File
Table 4N. Student-Faculty Ratio	Definition: This definition will be consistent with Common Data Set (CDS) reporting. This is the Fall ratio of full-time equivalent students (full-time plus 1/3 part time) to full-time equivalent instructional faculty (full time plus 1/3 part time). In the ratio calculations, exclude both faculty and students in stand-alone graduate or professional programs such as medicine, law, veterinary, dentistry, social work, business, or public health in which faculty teach virtually only graduate-level students. Do not count undergraduate or graduate student teaching assistants as faculty. Source: Common Data Set
Table 4O. Professional Licensure Exams - Undergraduate Programs	
Nursing: NCLEX	Definition: Pass rate for first-time examinees for the National Council Licensure Examination for Registered Nurses (NCLEX-RN) are based on the performance of graduates of baccalaureate nursing programs. National benchmark data is based on Jan-Dec NCLEX-RN results for first-time examinees from students in US-educated baccalaureate degree programs as published by the National Council of State Boards of Nursing. Sources: Florida Department of Health: http://www.doh.state.fl.us/mqa/nursing/nur_edu_info.html ; National Council of State Boards of Nursing: https://www.ncsbn.org/1237.htm
Teaching: FTCE - Professional Education Exam *SCHEDULED FOR THE 2011 REPORT	Definition: Average pass rate for first-time examinees on the Florida Teacher Certification Examination (FTCE) - Professional Education Examination are based on the performance of cohorts of students in state-approved initial educator preparation programs. Results are based on scores earned in the senior year or up to one year after graduating. State benchmark data is based on Jan-Dec FTCE-Professional Education exam results for all first-time examinees. Source: Florida Department of Education
Teaching: FTCE - Subject Area Exams (Aggregated) *SCHEDULED FOR THE 2011 REPORT	Definition: Average pass rate for first-time examinees on the Florida Teacher Certification Examination (FTCE) - Subject Area Examinations are based on the performance of cohorts of students in state-approved initial educator preparation programs. Results are based on scores earned in the senior year or up to one year after graduating. State benchmark data is based on Jan-Dec FTCE-Professional Education exam results for all first-time examinees. Source: Florida Department of Education

Table 4P. Tuition Differential Fee	
Total Revenues Generated By the Tuition Differential	Definition: Actual tuition differential revenues collected from undergraduate students. Source: Operating Budget, Report 625 - Schedule I-A
Unduplicated Count of Students Receiving Financial Aid Award Funded by Tuition Differential Revenues *NEW	Definition: This reports the number of unduplicated students who have received a financial aid award that was funded by tuition differential revenues. Source: Tuition Differential Proposals as submitted to the Board of Governors.
Average Amount of Awards Funded by Tuition Differential Revenues (per student receiving an award) *NEW	Definition: This reports the arithmetic mean for the amount each student (as defined above) received in awards funded by tuition differential revenues. Source: Tuition Differential Proposals as submitted to the Board of Governors.
Number of Prepaid Tuition Scholarship Recipients *NEW	Definition: Total annual unduplicated count of undergraduates at the institution who purchased a Prepaid Tuition Scholarship. Source: Prepaid College Board (We plan to include a flag in the data provided to Universities.)
Number of Students Eligible for FSAG	Definition: Total annual unduplicated count of undergraduates at the institution who are eligible for FSAG in the academic year, whether or not they received FSAG awards. Source: University submits this data based on their Student Financial Aid files.
Number of FSAG-Eligible Students Receiving a Waiver of the Tuition Differential	Definition: Annual unduplicated count of FSAG-eligible students receiving a waiver, partial or full, of the tuition differential fees at the institution during the academic year, regardless of the reason for the waiver. Source: University submits this data based on their Student Financial Aid files.
Value of Tuition Differential Waivers Provided to FSAG-Eligible Students	Definition: Value of all tuition differential fee waivers received by FSAG-eligible undergraduates at the institution during the academic year, regardless of the reason for the waiver. Source: University submits this data based on their Student Financial Aid files.
Section 5 - Graduate Education Data	
Table 5A. Graduate Degree Program Changes in AY 2009-10	<p>New Programs - Proposed new degree programs that have been completely through the approval process at the university, and if appropriate, the Board of Governors. Do not include new majors or concentrations added under an existing degree program CIP Code.</p> <p>Terminated Programs - Degree programs for which the entire CIP Code has been terminated and removed from the university's inventory of degree programs. Do not include majors or concentrations terminated under an existing degree program CIP Code if the code is to remain active on the academic degree inventory.</p> <p>Suspended Programs - Degree programs for which enrollments have been temporarily suspended for the entire CIP Code, but the program CIP Code has not been terminated. Do not include majors or concentrations suspended</p>

	<p>under an existing degree program CIP Code if the code is to remain active on the academic degree inventory and new enrollments in any active major will be reported.</p> <p>New Programs Considered by University, But Not Approved – Include any programs considered by the university board of trustees, or any committee of the board, but not approved for implementation. Also include any programs that were returned prior to board consideration by the university administration for additional development, significant revisions, or re-conceptualization; regardless of whether the proposal was eventually taken to the university board for approval. Count the returns once per program, not multiple times the proposal was returned for revisions, unless there is a total re-conceptualization that brings forward a substantially different program in a different CIP Code. Do not include new majors or concentrations added under an existing degree program CIP Code.</p> <p>Source: University Submission. This table reports the program changes between May 5, 2009 and May 4, 2010.</p>
Table 5B. Graduate Degrees Awarded	<p>Definition: These are degrees granted as reported for data element 01081. Due to changes in IPEDS, the doctoral and first professional degree categories no longer exist. Now they are classified as doctoral research and doctoral professional with the doctoral professional including additional categories that had not previous been included in the first professional category. The universities reviewed their programs and made the classifications of their programs. The professional doctoral category will include all degrees in this category. Medicine, Law, and Pharmacy degrees will be reported as a sub-category of professional doctoral degrees.</p> <p>Source: SUS Student Instruction File, element #01081 ("Degree-Level Granted")</p>
Table 5C. Graduate and Professional Degrees Awarded in Areas of Strategic Emphasis	<p>Definition: Graduate degrees as reported above by six-digit Classification of Instruction Program. The areas of strategic emphasis were selected by the Board of Governors staff with consultation with business and industry groups and input from universities. These counts may be duplicated if a student earns degrees in more than one strategic area (i.e, double-majors are included).</p> <p>Source: SUS Student Instruction File, and Board of Governors list of Areas of strategic Emphasis, available at the link here.</p>
Table 5D. Professional Licensure Exams - Graduate Programs	
Law: Florida Bar Exam *NEW	<p>Definition: Average pass rate for first-time examinees on the Florida Bar Exam. Cohorts are examinees who sit for both Parts A and B of the examination. Data is organized by Calendar Year, which includes first-time examinees for the February and July test administrations. State Benchmark data is based on the subtraction of first-time examinees from non-Florida law schools from the Total first-time examinees.</p> <p>Source: Florida Board of Bar Examiners http://www.floridabarexam.org/</p>
Medicine: USMLE Exams *NEW	<p>Definition: Average pass rate for first-time examinees on the US Medical Licensing Examinations (USMLE). Cohorts for the Part I exam are second-year MD students. Cohorts for the Part II exams are fourth-year MD students. National benchmark data is based on Jan-Dec (for Step 1 exam) and July-June (for both Step 2 exams) results for first-time examinees from students in US and Canadian medical schools as published in the National Board of Medical Examiners Annual Report.</p>

	Source: University Data Submission; Benchmark: NBME's USMLE Performance Data: http://www.usmle.org/Scores_Transcripts/performance/2008.html
Dentistry: NDBE Exams *NEW	<p>Definition: Average pass rate for first-time examinees on the National Dental Board Examination (NBDE). Cohorts for the Part I exam are second-year Dental students. Cohorts for the Part II exam are fourth-year Dental students. Note: The Dental Board Exam is a national standardized examination not a licensure examination. Students also take the Florida Licensure Examination if they wish to practice in Florida. Please note that 2007 was the first year the NDBE was administered after significant revisions to the test.</p> <p>Source: University of Florida.</p>
Veterinary Medicine: NAVLE Exam *NEW	<p>Definition: Average pass rate for first-time examinees on the North American Veterinary Licensing Examination (NAVLE) for graduates or senior veterinary students taking. National benchmark data is based on Fall & Spring results for first-time examinees (criterion group) for senior students in accredited veterinary schools as published by the National Board of Veterinary Medical Examiners' annual NAVLE Candidate Performance Data report.</p> <p>Source: University of Florida; NBVME: http://www.nbvme.org/?id=82</p>
Pharmacy: NAPLEX Exam *NEW	<p>Definition: Average pass rate for first-time examinees on the North American Pharmacist Licensure Examination (NAPLEX). Cohorts are graduates from Accreditation Council for Pharmacy Education-accredited schools and colleges of pharmacy. National benchmark data is based on Jan-Dec results for first-time examinees that are graduates from ACPE-accredited United States schools and colleges of pharmacy as published by the National Association of Boards of Pharmacy.</p> <p>Source: National Association of Boards of Pharmacy (NABP) http://www.nabp.net/programs/examination/naplex/school-pass-rate/</p>
Ed. Leadership: FELE Exam *SCHEDULED FOR THE 2011 REPORT	<p>Definition: Average pass rate for first-time examinees on the Florida Education Leadership Examination (FELE).</p> <p>Source: Florida Department of Education</p>
Section 6 - Research and Economic Development	
Table 6A. Research and Development	
Federally Funded Awards (Thousands of Dollars) *NEW	<p>Definition: Federally funded awards for research; excludes awards for instruction, outreach, public service, or other sponsored activities; excludes sub-awards institution received as a sub-recipient. Dollars in thousands.</p> <p>Source: NSF Survey of R&D Expenditures at Universities and Colleges. Old format: Item 4, Line 2010 and 2020. New format: Question 20 (A+B).</p>
Total Awards (Thousands of Dollars) *NEW	<p>Definition: Total awards for research; excludes awards for instruction, outreach, public service, or other sponsored activities; excludes sub-awards institution received as a sub-recipient. Dollars in thousands.</p> <p>Source: NSF Survey of R&D Expenditures at Universities and Colleges. Old format: Item 4, Line 2000. New format: Question 20D.</p>
Federally Financed Expenditures (Thousands of Dollars)	<p>Definition: Federally funded expenditures for all research activities (including non-science and engineering activities). Dollars are in thousands.</p> <p>Source: NSF Survey of R&D Expenditures at Universities and Colleges, Old format: Item 2A, Line 2000. New Format: Question 1A.</p>

Total Expenditures (Thousands of Dollars)	Definition: Total expenditures for all research activities (including non-science and engineering activities). Dollars are in thousands. Source: NSF Survey of R&D Expenditures at Universities and Colleges. Old format: Item 2A (Line 2000). New format: Question 1G.
Total Research and Development Expenditures Per Full-Time, Tenured, Tenure-Earning Faculty Member	Definition: Total R&D expenditures are divided by fall, full-time tenured/tenure-track faculty as reported to IPEDS. (For FGCU, the ratio will be based on both tenured/tenure-track and non-tenure/track faculty.) The fall faculty year used will align with the beginning of the fiscal year, so that (e.g.) 2007 FY R&D expenditures are divided by fall 2006 faculty. Sources: NSF, Webcaspar database (R&D expenditures) and IPEDS (faculty)
Invention Disclosures Received	Definition: Disclosures, no matter how comprehensive, that are made in the fiscal year. Source: AUTM Licensing Survey (or using AUTM definitions for institutions that do not participate in that survey)
Total U.S. Patents Issued	Definition: U.S. patents issued or reissued in the fiscal year. Source: AUTM Licensing Survey (or using AUTM definitions for institutions that do not participate in that survey)
Patents Issued Per 1,000 Full-Time, Tenure and Tenure Earning Faculty	Definition: Total U.S. patents issued in the fiscal year divided by the Full-time, Tenure and Tenure Earning Faculty from the Fall term. Sources: AUTM Licensing Survey or comparably defined data from institutions (patents) and IPEDS (full-time faculty)
Total Number of Licenses/Options Executed	Definition: Licenses/options executed in the fiscal year for all technologies. Each agreement is counted separately. Source: AUTM Licensing Survey (or using AUTM definitions for institutions that do not participate in that survey)
Total Licensing Income Received	Definition: License issue fees, payments under options, annual minimums, running royalties, termination payments, amount of equity received when cashed-in, and software and biological material end-user license fees of \$1,000 or more, but not research funding, patent expense reimbursement, valuation of equity not cashed-in, software and biological material end-user license fees of less than \$1,000, or trademark licensing royalties from university insignia. Source: AUTM Licensing Survey (or using AUTM definitions for institutions that do not participate in that survey)
Number of Start-Up Companies *NEW	Definition: The number of start-up companies that were dependent upon the licensing of University technology for initiation. Source: AUTM Licensing Survey (or using AUTM definitions for institutions that do not participate in that survey)
Table 6B. Centers of Excellence	
Centers of Excellence *REVISED	Definition: These data only includes activities directly associated with the Center. The non-Center activities for faculty who are associated with the Center are not included. Collaboration effectiveness metrics only report on relationships that include financial, or in-kind, support. Source: Universities submit this data for the annual report.
Table 6C. State University Research Commercialization Assistance Grants	
State University Research Commercialization Assistance Grants *REVISED	This table summarizes the activities associated with the one-time grants provided by the State University Research Commercialization Assistance Grant Program as established by The 21st Century Technology, Research, and Scholarship Enhancement Act (1004.226, F.S.). Note: the 2010 Annual Report will only include grants awarded in 2007-08. The 2011 Annual

	Report will include grants awarded in 2010-11. Source: Universities submit this data for the annual report.
Table 6D. 21st Century World Class Scholars Program	
21st Century World Class Scholars Program *NEW	This table summarizes the activities associated with the one-time grants provided by the 21st Century World Class Scholars Program as established by The 21st Century Technology, Research, and Scholarship Enhancement Act (1004.226, F.S.). Note: the 2010 Annual Report will only include grants awarded in 2006-07. Source: Universities submit this data for the annual report.

THE FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES
Academic Policy and Student Affairs Committee
December 2, 2010

Subject: Florida International University Worlds Ahead 2010-2015 Strategic Plan

Proposed Committee Action:

Recommend to the Florida International University Board of Trustees adoption of the Florida International University Worlds Ahead 2010-2015 Strategic Plan.

Background Information:

Pursuant to Board of Governors Regulation 1.001, subsection (3)(c) - University Board of Trustees Powers and Duties, each board of trustees shall adopt a strategic plan in alignment with the Board of Governors' system wide strategic plan and regulations, and the university's mission. University strategic plans shall be submitted to the Board of Governors for approval.

Supporting Documentation: FIU Worlds Ahead 2010-2015 Strategic Plan

Facilitator/Presenter: Douglas Wartzok

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WORLDS AHEAD
FLORIDA INTERNATIONAL UNIVERSITY
2010-2015 STRATEGIC PLAN

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Worlds Ahead

Florida International University

2010-2015 Strategic Plan

The second decade of the twenty-first century ushers in major challenges for institutions of higher education in the United States. In the midst of significant levels of unemployment, political debate over the appropriate role for government, and a growing concern for educational competitiveness at all levels, public universities are being called upon to foster greater levels of innovation, job creation, and economic development. Florida International University is poised to make a substantive contribution to address the challenges ahead. Our leadership, research and creative expertise, and sense of urgency give us the opportunity and responsibility to engage locally and globally in the development of high-quality education, ethical and well-prepared global citizens, quality living environments, and enhanced economic and social well-being. FIU embraces our role as an anchor institution in Greater Miami and the Caribbean Basin.

As Florida International University launches our 2010-2015 Worlds Ahead strategic plan, we have much to build on, and much to build. As South Florida's only public research university, we are proud of our record of service to the South Florida community and to our students. In the next five years, we will continue to graduate more Hispanic students than any other university in the nation. We will build on our faculty's research and creative energies to form a strong foundation for competitiveness in the twenty-first century knowledge economy, and will engage with local and global communities in collaborative problem solving.

In the past decade FIU has added two major professional schools—a law school and a medical school—and expanded enrollment by 28 percent. In the next five years we will continue to provide a full range of degree programs for regional, national, and international students. During this period, we plan to increase enrollment by 25 percent and research expenditures by 36 percent. These striking increases will require us to rethink every aspect of our academic enterprise: our approaches to teaching, learning, and research; our student support services; and the size and configuration of our physical and technological infrastructure.

To solidify our position as worlds ahead, in the next five years FIU will mobilize our strengths in key collaborative content areas. Our arts facilities and programs enrich campus life, enhance community involvement, and support our quest for excellence. Our cross-disciplinary strength in environmental fields positions our faculty to propose innovative solutions to local and global environmental problems. Our founding commitment to foster international understanding takes on new meaning as global networks of communication and trade create unprecedented integration of economies, societies, and cultures. The Robert Stempel College of Public Health and Social Work, the College of Nursing and Health Sciences, and the new Herbert Wertheim College of Medicine form the core of an academic health center that will facilitate interdisciplinary approaches to solving health care problems in the region and the nation.

As we launch our strategic plan, we must respond to new realities. The financial crisis that began in 2007 had its strongest impact on regions—including South Florida—that had been experiencing the most explosive growth. As a public institution, FIU has not been immune from the forces of change, but we must be a leader in our regional recovery. In the next five years, as we transition from a state-supported to a state-assisted institution, we will have an even greater imperative to seek efficiencies and diversify funding beyond traditional state sources. Our strategic plan will provide us with guidelines to make the difficult choices that lie ahead.

FLORIDA INTERNATIONAL UNIVERSITY DESCRIPTION

Florida International University is a multi-campus public research university offering a broad array of undergraduate, graduate, and professional programs. The university has two main campuses, the 344-acre Modesto A. Maidique campus in western Miami-Dade County, and the 200-acre Biscayne Bay Campus in northeast Miami-Dade County. Through eleven colleges and schools, FIU offers more than 175 baccalaureate, master's professional, and doctoral degree programs and conducts basic and applied research. Interdisciplinary centers and institutes conduct collaborative research to seek innovative solutions to economic, technological, and social problems. With more than 42,000 students, 814 full-time instructional faculty, and over 8,000 degrees awarded annually, FIU is the largest university in South Florida.

Chartered by the Florida Legislature in 1965, Florida International University opened its doors in 1972 to the largest opening-day enrollment in the history of American higher education. Initially a two-year, upper-division school with limited graduate programs, FIU added lower-division classes in 1981 and received authority to begin offering degree programs at the doctoral level in 1984. Ninety-seven percent of our full-time tenured or tenure-track instructional faculty hold doctorates or the highest degree attainable in their fields. FIU is the only urban public university in the state to be a member of Phi Beta Kappa, the nation's oldest scholarly honorary society. The Carnegie Foundation for the Advancement of Teaching classifies FIU as a Research University/High Research Activity. Our annual research expenditures exceed \$100 million.

Committed to both high quality and access, FIU meets the educational needs of full-time and part-time undergraduate and graduate students, and lifelong learners. Reflecting the vibrant ethnic diversity of South Florida, 77 percent of FIU students are Hispanic, black, or other minorities. We take pride in the impact our graduates make upon the nation and the world.

CORE FLORIDA INTERNATIONAL UNIVERSITY DOCUMENTS

FIU MISSION

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

FIU VISION

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

FIU VALUES

Florida International University is committed to the following core values:

- Truth—in the pursuit, generation, dissemination, and application of knowledge
- Freedom—of thought and expression
- Respect—for diversity and the dignity of the individual
- Responsibility—as stewards of the environment and citizens of the world
- Excellence—in intellectual, personal, and operational endeavors

FIU GOALS

Our goals are:

1. To educate undergraduate students

- who become critical thinkers empowered to learn and to integrate their understanding in a variety of areas of knowledge, creativity, entrepreneurship, and accomplishment;
- who possess the intellectual and personal competencies needed to excel in their fields throughout the world;
- who understand their culture and the cultures of others and appreciate the complexities and diversity of our global society;
- who understand and commit to their civic responsibilities.

2. To educate graduate and professional students

- who demonstrate an ability to synthesize knowledge and practice in ways that produce new insights;
- who add to the existing body of knowledge in their disciplines;
- who understand the obligation of the holders of advanced degrees to apply their knowledge and critical intellectual abilities in an ethical manner.

3. To build a distinguished faculty and staff

- who create a learning environment for students and each other;
- who give students a foundation of knowledge and understanding that will lead to success in their chosen fields and their lives;
- who give students the habits of mind of life-long learning and responsible global citizenship;
- who generate research results and creative contributions recognized both nationally and internationally;
- who collaborate with each other and with community leaders to explore creative solutions to local, regional, national, and global problems;
- who pursue research activities and provide additional federal and corporate research funding to the university.

4. To build an excellent student support system

- that provides academic, personal, and financial support;
- that adopts best practices across all services;
- that creates a culture of clear and consistent communication across all internal constituencies.

5. To build an excellent financial base

- that maximizes impact by carefully stewarding and enhancing resources;
- that applies information technology to enhance and streamline operations;
- that encourages external contracts and grants funding;
- that benefits from alumni and community support;
- that increases the university endowment.

6. To build an excellent physical and technological infrastructure

- that is student-centered and conducive to learning;
- that is appropriate to FIU's size and aspirations to research excellence;
- that is accessible and sustainable;
- that applies technology efficiently to conserve resources.

7. To build collaborative university/community relationships

- that employ the intellectual capital of the university to solve community problems;
- that encourage alumni to continue their association with and contribution to the university;
- that create university affinity and social well-being through cultural programming and athletic events;
- that enhance the intellectual development of the community through life-long learning opportunities.

THE STRATEGIC PLANNING PROCESS

The current cycle of strategic planning at Florida International University began with the installation of FIU's fifth president, Mark B. Rosenberg, in August 2009. His initial statement of guiding principles, *Hit the Ground Running*, laid the foundation for a series of conversations on the strategic direction of the university, followed by a formal strategic planning process.

The provost commissioned four committees charged with identifying major issues and beginning a dialogue with the university community. The committees examined the three components of FIU's mission (teaching, research, and engagement), and our operational and financial base.

Each committee produced a white paper that defined FIU's current position and described the opportunities that lay ahead. During fall 2009 the president took those white papers to university town halls, and held conversations with members of the local community and community leaders.

In late fall 2009 the president charged the provost with the formal implementation of the strategic planning process. The provost formed seven committees with representation from faculty, staff, students and community members. Three committees focused on foundations for success at FIU: Finance, Infrastructure, and Student Success. Four committees focused on collaborative content areas in which FIU has strategic strengths: Arts, Environment, Globalization, and Health.

In the late summer 2010, each of these committees submitted a draft report to the provost, who was then charged with creating an institutional strategic plan based on the work of the seven committees.

A FIVE-YEAR PLAN TO PURSUE FIU'S MISSION AND GOALS

During the next five years, Florida International University will pursue specific initiatives to achieve our mission and goals.

1. Achieve enhanced student learning and academic excellence.
 - Expand minority pre-college programs to ensure readiness for FIU.
 - Improve access by increasing enrollment by 2,000 academically qualified students per year.
 - Encourage interdisciplinary teaching, advanced pedagogical approaches in the classroom, and expanded state-of-the-art online learning.
 - Develop the curriculum and curricular offerings to produce degree programs that reflect the strategic direction of the university and prepare graduates for success in the twenty-first century.
 - Enhance learning opportunities through undergraduate research, study abroad, service learning, and student internships.
 - Define and communicate expectations for students at each level of their academic progress.
 - Raise the six-year graduation rate with special emphasis on retention and early identification of appropriate major.
 - Develop and expand student-support services, programs, and activities that enhance student achievement.
2. Enhance the quality, quantity and impact of research and creative initiatives.
 - Retain and recruit a world-class faculty.
 - Increase and expand research funding in fields where FIU has strategic assets and competitive advantages.
 - Establish and enhance multidisciplinary and multi-college research centers focused on emerging issues.
 - Facilitate commercialization of FIU-initiated research.
 - Link research to local economic development and problem-solving.
3. Engage with the community in collaborative problem solving.
 - Tie instructional and creative initiatives to local needs and community priorities.
 - Collaborate with major educational, environmental, arts, health, and community organizations.
 - Partner in the creation of a public-private high-tech corridor focused on biomedical advances and sustainability.
 - Facilitate life-long learning and professional development opportunities.
4. Revitalize and expand FIU's infrastructure and financial base
 - Build and improve the physical and technological infrastructure.
 - Improve efficiency, accountability, and compliance and take advantage of shared services.
 - Launch a four-front funding offensive: private, state, federal, and local.
 - Energize, grow, and focus the alumni network around fund-raising and student placement.
 - Expand need-based financial aid to ensure affordability, access, and graduation.
 - Recruit and retain outstanding staff.
 - Enhance student spirit and alumni affinity through cultural programming and athletics.

APPLYING THE PLAN TO COLLABORATIVE CONTENT AREAS

In pursuit of our mission and goals, Florida International University will leverage our strengths in four collaborative content areas. Each of these areas has a relation to our mission, has the potential for significant and sustained growth, and involves engagement at the local and global levels.

THE ARTS

The Arts are essential to Florida International University's life of the mind. They inform the way we think, create, discern, solve problems, and adapt to a rapidly changing world. The creative and academic activities of FIU's faculty, curatorial staff, and students in our colleges, schools, and museums support our quest for excellence and are an important strategic asset.

FIU's location in the vibrant, cosmopolitan South Florida region creates opportunities for the FIU community to explore and appreciate different artistic and cultural traditions and modes of artistic expression, recognize the interplay of culture and artistic expression, and celebrate diversity. Concerts, exhibitions, performances, and public lectures enrich the cultural life of FIU's students, faculty, staff, and the South Florida community. FIU's two museums, the Frost Art Museum and The Wolfsonian-FIU, and our outstanding academic programs in music, art, and theater offer unique academic and professional experiences.

To leverage FIU's strength in the arts, in the next five years FIU will make strategic investments in the following initiatives:

1. Maximize local, national, and international opportunities to showcase FIU through the arts.
2. Develop and strengthen partnerships with local theaters and musical organizations, national venues, and international organizations for the performing arts.
3. Develop partnerships to strengthen the role of the arts in the Miami-Dade public schools.
4. Encourage research in the arts and creative work produced across the disciplines.
5. Create new degree programs to attract new students and ensure competitiveness of graduates in arts fields.
6. Provide financial resources for the arts through the Capital Campaign and continuing Annual Campaigns funding
7. Strengthen the synergy of the arts and allied disciplines across the university by establishing a humanities center.

ENVIRONMENT

Florida International University has a history of excellence in research, education, and engagement in environmental fields. FIU's location in Miami, one of the largest cities in the country, positions us to take a leadership position in urban environmental research. Miami's location between the ocean and the Everglades provides opportunities for further development of our research strengths in wetlands, estuarine, and coastal ecology. Our location at the gateway to Latin America has led to our prominence in new world tropical ecological research.

Our faculty and staff expertise is a strategic asset that enhances our reputation and generates substantial research funding. Development of our strength in environmental studies will ensure that our students are trained for jobs

in the new green economy, and will establish FIU as a leader in explaining the dynamics of environmental systems and in developing solutions to environmental challenges locally, nationally, and around the world.

Environmental knowledge is intrinsically interdisciplinary. It relies on basic and applied sciences, and engineering to explain the dynamics of environmental processes; technology, planning, and management disciplines to develop and implement effective and efficient improvement strategies; and the humanities to clarify values and attitudes toward the environment. As Miami's only public research university, FIU is committed to providing the intellectual leadership needed to create a sustainable future for the South Florida region, and to make significant contributions in the environmental arena globally.

To leverage FIU's strength in environmental fields, in the next five years FIU will make strategic investments in the following initiatives:

1. Consolidate and expand environmental research and teaching and infrastructure at our Biscayne Bay Campus to serve as a focus for the College of Arts and Sciences and for interdisciplinary environmental research.
2. Enhance interactions with management agencies, K-12 institutions, and the public.
3. Modify the First Year Experience course to ensure that undergraduate students have a basic understanding of local and global environmental issues.
4. Create new undergraduate degree programs to ensure competitiveness of graduates in environmental fields.
5. Develop new interdisciplinary graduate degrees in environmental science, policy, and management to enhance interdisciplinary graduate training and research in environmental fields.
6. Enhance FIU's environmental stewardship and develop plans to adapt to the impacts of climate change on our campuses and throughout our local and global communities.

GLOBALIZATION

Florida International University's founding mission to foster international understanding takes on new meaning in the twenty-first century age of globalization, as networks of communication and trade foster unprecedented integration of economies, societies, and cultures. FIU's efforts in the international sphere are supported by our geographic location; the cultural and ethnic diversity of the South Florida community; the continued globalization of regional and national economies; and Florida's desire to be a global leader in economic development in the twenty-first century. Our commitment to fostering an interdisciplinary, global perspective is a strategic asset that will ensure that our students will be prepared for jobs in the global economy.

FIU's focus on global awareness prompted the choice of Global Learning for Global Citizenship as the topic of our 2010 quality enhancement plan, which was prepared as a condition of reaffirmation of accreditation by the Southern Association of Colleges and Schools. Beginning in fall 2011, global learning courses will be a graduation requirement for every FIU undergraduate.

To leverage FIU's strength in interdisciplinary global study and research, in the next five years FIU will make strategic investments in the following initiatives:

1. Enhance and create interdisciplinary and regional areas studies programs with a global focus.
2. Support and strengthen the QEP, Global Learning for Global Citizenship.
3. Enroll more international students.

4. Encourage interdisciplinary research on global issues such as disaster mitigation, security, and governance.
5. Hire faculty with a global focus.
6. Expand collaborative research with universities around the globe.
7. Seek global partnerships to expand the financial base.

HEALTH

As Miami's only public research university, Florida International University is committed to addressing the health challenges that face the South Florida region. FIU has a distinguished record of research on health disparities, drug and alcohol use, abuse and dependency and HIV/AIDS. The Herbert Wertheim College of Medicine, the College of Nursing and Health Sciences, and the Robert Stempel College of Public Health and Social Work serve the community by educating health professionals and conducting applied research in health fields. By embedding engagement activities with teaching and research, FIU provides students with unique learning opportunities and improves health care in the South Florida region.

FIU's strength in health fields is a strategic asset that provides invaluable service to the South Florida region, and makes us a national and international model in integrated health care education. Health research is a fertile area for federally funded research and clinical trials which will bolster FIU's financial standing and increase our national visibility.

To leverage FIU's strength in health care instruction and research, FIU will make strategic investments in the following initiatives:

1. Develop an academic health center to encourage interdisciplinary approaches to teaching and research.
2. Invest in faculty hires in health fields in which FIU has existing strengths such as HIV/AIDS; child-adolescent and family behavioral health; and substance use, abuse, and dependence.
3. Modify undergraduate, graduate, and professional curricula to enhance interdisciplinary teaching, research, and engagement opportunities for students, creating a new approach to health-related education.
4. Create new degree programs to attract new students and ensure competitiveness of graduates in health fields.
5. Enhance both the amount and visibility of health-related research.
6. Increase involvement of students, faculty and staff in community engagement focused on health needs.
7. Strengthen partnerships with local and global community and governmental agencies, public entities, hospitals, health care and social service agencies/providers.
8. Develop training opportunities in health for local and international professionals.

APPLYING THE PLAN TO FIU'S INFRASTRUCTURE AND FINANCIAL SYSTEMS

In support of our mission and goals, Florida International University will improve our physical, technological, and student-support infrastructure, and will stabilize and diversify our financial base.

INFRASTRUCTURE

Florida International University's infrastructure includes physical facilities; a technological infrastructure; and a diverse set of programs, services, and activities that support teaching and learning, student life, and interactions between the university and the South Florida community.

As of 2010, FIU operates and maintains 120 permanent buildings encompassing over 7 million gross square feet on five sites in Miami-Dade County. Projects to be completed within the next five years will add 0.4 million gross square feet. The growth of our physical infrastructure is guided by the BOT-approved FIU master plan, which is updated every five years through a process that includes input from the diverse constituents of the university. Most of FIU's facility expansions are approved and funded by the state's Public Education Capital Outlay program. The university also solicits private donations and is allowed to issue bonds to finance the construction of new buildings.

FIU's infrastructure promotes campus life by supporting student housing facilities, dining facilities, retail outlets, two student health and wellness centers, a learning center, two student unions, two recreation centers, outdoor recreation facilities, athletic facilities (including an indoor arena and a football stadium), an aquatics center (BBC), and parking garages with over 4,800 spaces.

Despite limited financial resources, FIU's infrastructure must grow to provide services for FIU's changing and growing student population, especially in regard to residential life, public safety, disability resources, international student services, health care, counseling, and childcare. To accomplish this, we must streamline internal processes to increase the efficiency, and remove obstacles that impede operations—especially in areas that directly impact faculty research productivity and creative activity and student learning.

To ensure that the quality of learning and the student experience are maintained as FIU grows, over the next five years we will revitalize, revamp, and strategically expand our physical and technological infrastructure and enhance our student-support services by making strategic investments in the following initiatives:

1. Expand housing and student-service facilities to accommodate enrollment growth and foster student success.
2. Design and develop an adaptable classroom infrastructure aligned with teaching methods.
3. Design and develop flexible spaces for students to congregate, study, practice, exhibit, and perform.
4. Increase library space.
5. Increase flexible research space through redesign and new construction.
6. Develop a central communication strategy to deliver key messages and announce events to the campus community and beyond.
7. Promote a user-driven service approach for all administrative processes.
8. Integrate technology into every facet of FIU's operational structure.
9. Establish a comprehensive approach to risk mitigation.
10. Develop parking, transportation, and sustainable access solutions.

11. Encourage pedestrian traffic by building protected walkways, installing benches, and improving signage.
12. Adopt flexible and sustainable design criteria to minimize capital improvements and maintenance.
13. Support campus expansion efforts through the exploration of land acquisition opportunities.

FINANCE

Over the last decade, state funding to support Florida's educational and research objectives has been reduced by almost 25 percent. The decline in state support was well under way even before the recent nationwide financial crisis, which has been particularly severe in high-growth regions of the country like Florida. The percentage of FIU's total operating budget funded from Florida's general revenue and lottery appropriations has dropped from 44 percent in 2000-2001 to 28 percent in 2009-2010, effectively changing FIU's funding model from state supported to state assisted.

To prosper as a state-assisted institution, Florida International University must stabilize and diversify our financial base by aggressively pursuing new revenue streams from multiple sources, including state, federal, and local governments; tuition; private gifts; funded research; and other enterprise functions. Diversification of funding sources is a way to stabilize FIU's financial systems by freeing them from large, cyclical variations tied to economic expansions and contractions. An additional way to stabilize the financial base is to pursue internal cost-saving strategies, including improving institutional efficiency, accountability, and shared services.

To diversify and stabilize our financial base, in the next five years FIU will make strategic investments in the following initiatives:

1. Launch a \$750 million capital campaign that engages the alumni base and aligns donors with institutional needs.
2. Increase tuition revenues by expanding enrollment by 25 percent (2,000 students per year); increasing the percentage of non-resident and graduate students; and increasing offerings of online, market-based, and non-credit programs.
3. Introduce tuition pricing flexibility for various academic programs based on real costs of program delivery and student demand.
4. Draw on FIU's strengths, location, constituency, and access to specific populations to maximize research efforts, commercialization, and intellectual property revenues.
5. Align FIU's strategic priorities with state, federal, and local funding opportunities.
6. Increase contract and grants activity by providing additional support for principal investigators.
7. Improve operational efficiency by encouraging shared platforms, resources, and best practices across colleges and units.
8. Expand the FIU Healthcare Network of the Academic Health Center to generate revenue through service lines, including the onsite faculty group practice for employees and students, the ambulatory care center, practice-management services, and clinical trials.
9. Generate licensing revenue by expanding the FIU Research Foundation to provide the necessary framework to assist in the creation of new enterprises.

APPENDIX: FALL 2015 TARGETS

STUDENT BODY

TOTAL ENROLLMENT: GROW BY 2,000 ACADEMICALLY QUALIFIED STUDENTS PER YEAR

<u>Target</u>	<u>Current</u>
52,000	42,320

ENROLLMENT BY LEVEL: GRADUAL SHIFT TO A HIGHER PERCENTAGE OF GRADUATE AND FIRST PROFESSIONAL STUDENTS

	<u>Target</u>	<u>Current</u>
Undergraduate	40,560 [78%]	80.3%
Graduate	10,400 [20%]	18.1%
First professional	1,040 [2%]	1.6%

FULL-TIME/PART-TIME STUDENTS: GRADUAL SHIFT TO A HIGHER PERCENTAGE OF FULL-TIME STUDENTS

	<u>Target</u>		<u>Current</u>
	<u>Full-time</u>	<u>Part-time</u>	
Lower Division	78%	22%	76% and 24%
Upper Division	58%	42%	56% and 44%
Grad 1	58%	42%	56% and 44%
Grad 2	62%	38%	59% and 41%

INSTRUCTIONAL DELIVERY MODE: INCREASE IN ONLINE WITH REDUCTIONS IN BOTH FACE TO FACE AND HYBRID

	<u>Target</u>	<u>Current</u>
Face to face	75%	78.4%
Fully online	20%	13.6%
Hybrid delivery	5%	8.0%

RESIDENT/NONRESIDENT STUDENTS: GRADUAL SHIFT TO MORE OUT-OF-STATE AND INTERNATIONAL STUDENTS

	<u>Target</u>	<u>Current</u>
Florida resident	45,760 [88%]	36,631 [90%]
Florida nonresident	6,240 [12%]	3,824 [10%]
<i>Out of State</i>	<i>2,080 [4%]</i>	<i>1,269 [3%]</i>
<i>International</i>	<i>4,160 [8%]</i>	<i>2,555 [7%]</i>

HOUSING: ADD ONE MORE RESIDENCE HALL TO MAINTAIN CURRENT RESIDENT TO COMMUTING STUDENT RATIOS.

	<u>Target</u>	<u>Current</u>
Commuter student	48,200 [93%]	93%
Housing student	3,800 [7%]	7%

DEGREES AWARDED: BASED ON ENROLLMENT GROWTH AND PROJECTED RETENTION AND GRADUATION

Growth in professional doctorates primarily due to new DNP and DPT degrees

	<u>Target</u>	<u>Current</u>
Baccalaureate	7,308	5,663
Master's and specialist	2,874	2,255
Research doctorates	177	127
Professional doctorates	303	123

GRADUATION RATES: INCREASE BOTH FTIC AND AA TRANSFER GRADUATION RATES

	<u>Target</u>	<u>Current</u>
FTIC – 6 Year	48%	44.8%
AA Transfer – 4 Year	65%	60.7%

FACULTY

FULL-TIME AND PART-TIME: GROW FACULTY COMMENSURATE WITH ENROLLMENT GROWTH
TO MAINTAIN STUDENT-FACULTY RATIO AND SAME FULL-TIME TO PART-TIME RATIO

	<u>Target</u>	<u>Current</u>
Full-time faculty		
(Tenured/tenure-earning/Instructor)	1086	814
Part-time faculty	1076	784

RATIOS: MAINTAIN CURRENT STUDENT/FACULTY RATIO; IMPROVE STUDENT/ADVISOR RATIO
TO NATIONAL NORM

	<u>Target</u>	<u>Current</u>
Student/faculty	27:1	27:1
Student/advisor	300:1	555:1

Research

INCREASE TOTAL BY 36% WITH FASTER GROWTH IN FEDERAL FUNDING

	<u>Target</u>	<u>Current</u>
Federal Academic R & D expenditures	\$87,000,000	\$60,239,000
Total Academic R & D expenditures	\$143,000,000	\$105,000,000

THE FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES
Academic Policy and Student Affairs Committee
December 2, 2010

Subject: Student Financial Aid FIU Regulation 1310

Proposed Committee Action:

Recommend to the Florida International University Board of Trustees approval of the Student Financial Aid FIU Regulation 1310.

Background Information:

The proposed Student Financial Aid Regulation FIU-1310 will establish a financial aid policy committee that will (1) recommend University policy on matters related to institutional financial aid programs; (2) recommend program objectives consistent with the University's mission and work plan; and (3) facilitate the conduct of financial aid activities. The proposed Regulation FIU-1310 also provides for the distribution and use of financial aid funds.

Pursuant to Florida Board of Governors Regulation 3.009 (2) each university board of trustees shall establish by regulation a policy relating to the administration, distribution and use of student financial aid. This regulation shall not conflict with existing state or federal law or regulation relating to the award of student financial aid.

Supporting Documentation: Student Financial Aid, FIU Regulation 1310

Facilitator/Presenter: Douglas Wartzok

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

**NOTICE OF REGULATION MAKING
PROPOSED REGULATION**

REGULATION TITLE: Student Financial Aid
REGULATION NO.: FIU-1310

SUMMARY OF THE REGULATION: Florida Board of Governors Regulation 3.009 provides university boards of trustees the responsibility to establish by regulation a policy relating to the administration, distribution, and use of student financial assistance.

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

AUTHORITY: Board of Governor's Regulation 1.001(5) and 3.009.

NAME OF PERSON INITIATING PROPOSED REGULATION: Douglas Wartzok, Provost and Executive 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.

CONTACT PERSON REGARDING THE PROPOSED REGULATION: Eli Deville, Coordinator, Administrative Services, 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: November 8, 2010

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

FIU 1310 Student Financial Aid

- (1) Florida International University is dedicated to the principle that every student applying for financial aid will receive full consideration. Policies designed to provide funding to students who would otherwise be unable to receive a post-secondary education will be executed through the Financial Aid Office.
- (2) The Financial Aid Office is the office designated to administer financial aid at the University, including coordinating the collection of financial aid data.
- (3) Financial Aid Policy Committee
 - (a) This regulation establishes a financial aid policy committee, the purposes of which are:
 1. To recommend University policy on matters related to institutional financial aid programs;
 2. To recommend program objectives consistent with the University's mission and work plan; and
 3. To facilitate the conduct of financial aid activities.
 - (b) The membership of this committee will be as follows:
 1. The Director of Student Financial Aid
 2. The Vice President for Enrollment Services
 3. A representative from the Office of Finance and Administration
 4. A representative from Student Affairs
 5. A representative from the Student Government Association
- (4) Distribution and Use of Financial Aid Funds.
 - (a) Financial need and academic merit are given primary consideration in the awarding of financial aid to students. Additional considerations in awarding financial aid funds include balancing need-based and non-need based programs, the necessity to increase current programs versus the need for new programs, based on University priorities, and the requirement to assure the fiscal integrity of the financial aid program.
 1. Need-based funds are distributed on a priority basis to students who have a demonstrated financial need, as determined by a nationally recognized need-analysis system, and have timely completed all student aid application requirements. Need-based financial aid packages vary in size due to student classification, family financial status, availability of funds and application date.
 2. Academic merit assistance is awarded to students according to their academic standing, achievement test scores, and ability to contribute to the institution.
 3. The University recognizes special student talents and qualities in artistic, athletic, technical and other areas and awards scholarships, grants and waivers for such contributions.
 - (b) Information concerning any institutional need-based financial aid program, as well as general information concerning sources of non-need based financial aid may be obtained from the Financial Aid Office. The office coordinates the distribution and use of all need-based resources, as well as all merit-based

programs. Additionally, this office coordinates scholarships awarded to students by donors to the University as well as external donors.

- (5) Institutional resources used to fund financial aid awards include federal, state, institutional, foundation and other aid programs.

Authority: BOG Regulations 1.001, 3.009. History-New _____.

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THE FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES
Academic Policy and Student Affairs Committee
December 2, 2010

Subject: Foundation Report

Proposed Committee Action:
None. Information/Discussion only.

Background Information:

Gerald C. Grant, Jr. FIU Foundation, Inc. Board of Directors Liaison will report on the activities of the Foundation Board since the last meeting of the Board of Trustees Academic Policy and Student Affairs Committee.

Supporting Documentation: N/A

Facilitator/Presenter: Gerald C. Grant, Jr., *Executive Committee, FIU Foundation Board of Directors*

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THE FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES
Academic Policy and Student Affairs Committee
December 2, 2010

Subject: Academic Affairs Reports

Proposed Committee Action:
None. Information/Discussion only.

Background Information:

The Undergraduate Education Report discusses two pedagogical interventions aimed at improving undergraduate student success in critical courses. The Graduate Education Report outlines the University's 2015 graduate enrollment goals, analyzes enrollment growth over the past ten years, and discusses the progress of doctoral program self-studies by each department within the University. The Research Report reflects on the success of the 2009-2010 fiscal year and highlights six key initiatives to be addressed during 2010-2011. The Enrollment Services Report provides an update on Fall 2010 Enrollment statistics and the success of its implementation of the Concierge Experience for incoming students. The Special Report: Summer Treatment Program gives an overview of the program's first year of implementation by the newly formed Center for Children and Families, which serves children diagnosed with attention deficit hyperactivity disorder (ADHD).

Supporting Documentation:	Undergraduate Education Report Graduate Education Report Research Report Enrollment Services Report Special Report: Summer Treatment Program
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Facilitator/Presenter:	Douglas Robertson Kevin O'Shea Andres Gil Douglas Wartzok William Pelham
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**FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES
Academic Policy and Student Affairs Committee
December 2010**

Undergraduate Education Report

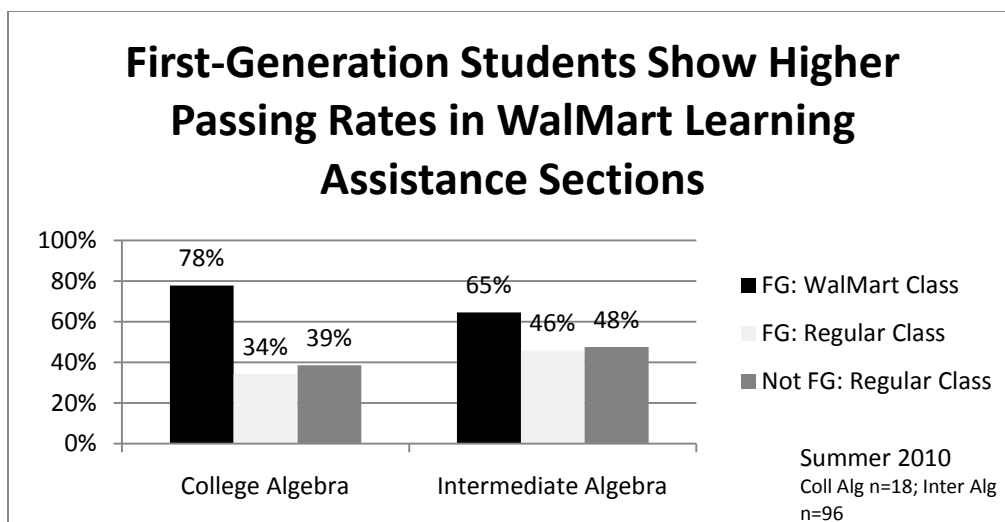
**UNDERGRADUATE RETENTION AND GRADUATION:
IMPROVING STUDENT SUCCESS IN CRITICAL COURSES**

Undergraduate student academic success, as measured by retention and on-time graduation, clearly connects to success in specific courses. FIU needs to focus important parts of its student success efforts on these empirically identified “stumbling blocks” for students.

For example, 7 students out of 10 who enroll in College Algebra, a gateway mathematics course, fail to pass the course. Freshman who fail to pass College Algebra are almost 20% less likely to return the following fall semester and are 75% less likely to graduate on-time than students who pass College Algebra. The lack of student success in these gateway mathematics courses has persisted for many years. The FIU on-time graduation rates (six-year graduation rates) for FTICs (First Time in College) students is actually going backwards—e.g., from 49% for the 2001 cohort to 46% for the 2003 cohort. The national average for public research universities is 54%. Attention to student academic success in these gateway mathematics courses is clearly required.

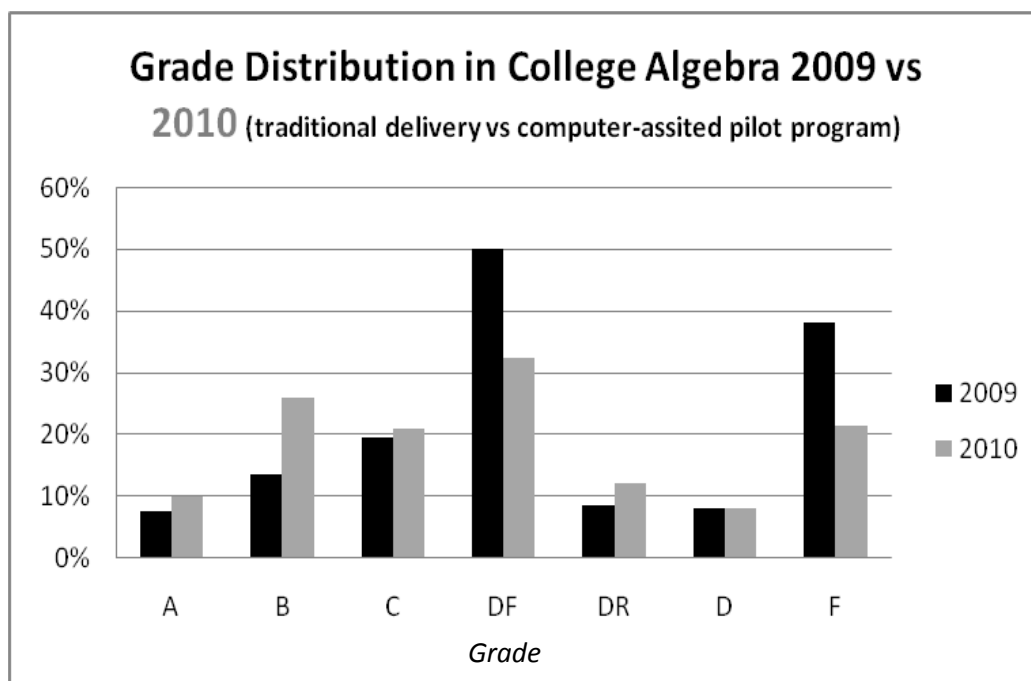
Two experiments in mathematics pedagogy are currently underway with regard to improved student academic success in gateway mathematics courses: (a) low tech--supplemental instruction, and (b) high tech—emporium model.

Supplemental instruction is a three-year, grant-funded experiment which involves students helping students in gateway mathematics courses and has produced positive early results: using this simple pedagogy has produced a 44% improvement in the pass rate in College Algebra when compared to the control groups (78% versus 34%).



Supplemental instruction has been identified as a cost-effective method of improving student academic success by FIU benchmarks, such as Arizona State University. Based on the data from these benchmark institutions, supplemental instruction shows promise of being a cost-effective solution in a variety of “stumbling block” courses outside of mathematics.

The second pedagogical experiment is the emporium model, a computer- and human-assisted pedagogy which has also produced positive early results: a 20% increase in the pass rate for College Algebra.



The emporium model being used at FIU is the version which was developed and employed successfully by University of Central Florida.

Both pedagogical interventions (supplemental instruction and emporium) have won the interest of funding agencies and will be funded by grants from either the Wal-Mart Foundation or Title V.

In addition, social science research techniques are being used with student transcript data in order to identify other predictors of student academic success. Using retention and on-time graduation as dependent variables, Undergraduate Education's Office of Retention has been conducting multivariate analyses of student transcripts in order to identify the most common course stumbling blocks for students, college by college. These results are then shared with each college's dean in order to pinpoint needed interventions for that specific college. These statistical analyses also provide the dean and faculty of each college with some critical marker events as the faculty of each college begin to create major maps (or four year programs of study) with academic performance markers which help to identify when a student is off-track and which provide a basis for alerts to students and advisors.

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THE FLORIDA INTERNATIONAL UNIVERSITY BOARD OF TRUSTEES
ACADEMIC POLICY COMMITTEE
RESEARCH & UNIVERSITY GRADUATE SCHOOL
NOVEMBER 2010

GRADUATE EDUCATION REPORT

I. Introduction

The University's 2015 enrollment goals are to achieve 52,000 students with 20.0% graduate enrollment. Graduate students currently make up 18.1% of the FIU student body. There are four aspects of enrollment that are relevant to this goal: 1) overall headcount; 2) new student enrollment; 3) FTEs and 4) student retention and success. All four aspects of graduate enrollment must increase or improve significantly to achieve the 2015 enrollment goal.

UGS is employing a multi-pronged approach to increase new student enrollment and overall headcount. The UGS recruiter meets with Graduate Program Directors annually to discuss recruitment plans/goals, strategies for minority recruitment, UGS funding for recruitment, program marketing and promotional materials, domestic and international recruitment strategies and recruitment days. UGS also represents the university at targeted recruitment fairs. A key component of our intensified recruitment efforts is implementation of the recruitment contact management system, Intelliworks, which will go live in spring 2011.

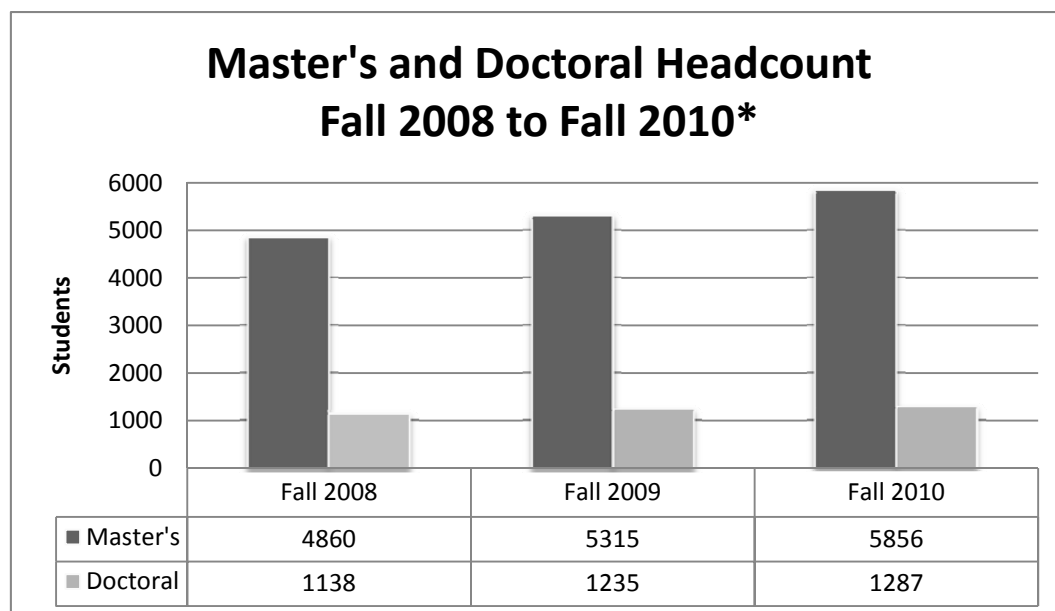
UGS is also using multiple approaches to increase FTE and improve student retention and timely degree completion. One strategy that has met with significant success is the implementation of routine audits to assure compliance with time limits for degree completion and continuous enrollment requirements. UGS is also in the process of implementing a degree audit system for graduate students within PantherSoft enabling students to track their progress and plan their course of study to degree completion. At the doctoral level, UGS is implementing a new form and process for the annual evaluation of students' performance and progress. In addition to these efforts, future initiatives are planned for enhancing graduate student mentoring and financial and infrastructural supports for graduate assistants (i.e. proposed policy on sick/maternity leave for graduate assistants). UGS continues to provide financial support for departmental research colloquia and the Center for Excellence in Writing and Statistical Consulting.

II. Graduate Enrollment

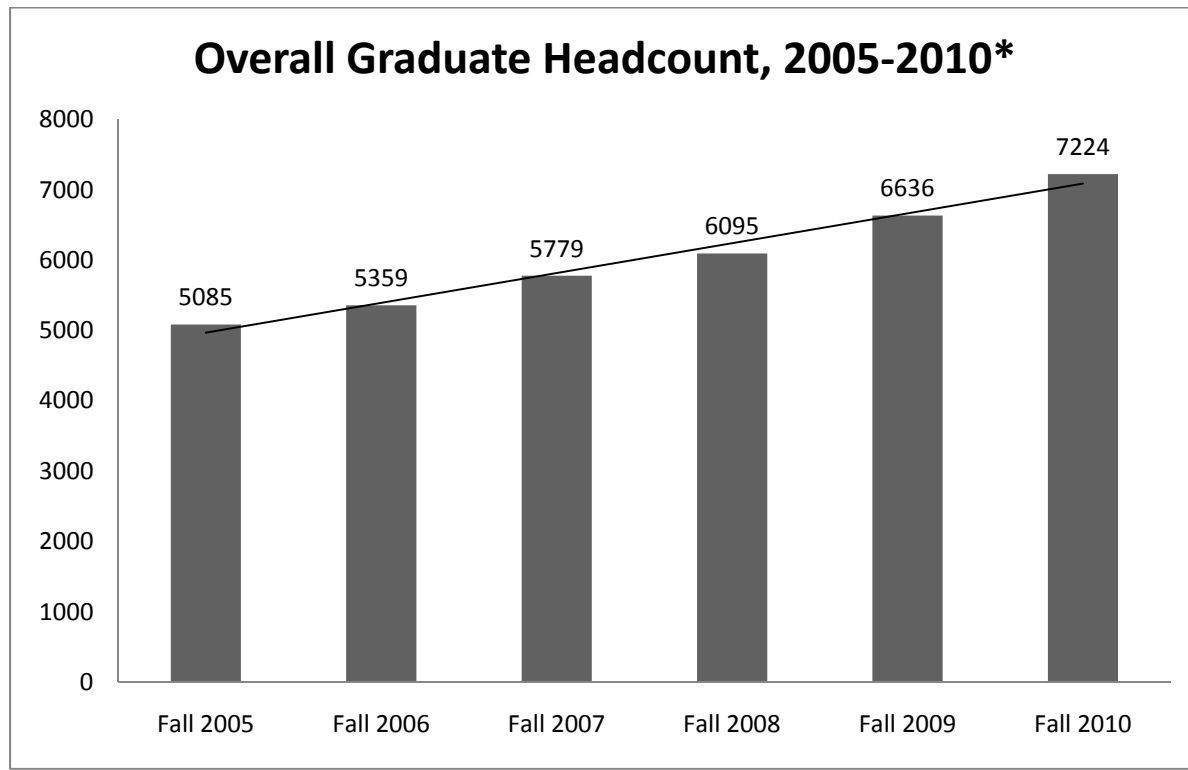
Headcount of Master's and Doctoral Students:

In year-to-year comparison, the headcount of masters' students increased 9.4% from 2008 to 2009 and 10.2% from 2009 to 2010 (Figure 1). The growth in the number of doctoral students was similar from 2008 to 2009 (8.5%), but growth was less robust in 2010, (4.2%). Overall graduate headcount, which also includes students pursuing Specialist degrees and Non-degree seeking students, increased by 8.9% from fall 2009 to fall 2010 (Figure 2). This growth compares favorably to the 4.7% annual increase in headcount that will be required in each of the next 5 years to achieve the graduate enrollment goals of the University.

The slower growth in doctoral enrollment in 2010 compared 2009 to may be the function of 1) doctoral programs reaching capacity; relatively slow growth in the number of graduate assistantships available to support doctoral students. 2) Limitations on the approval of new doctoral programs; and 3) limited number of faculty with Dissertation Advisor Status. The recently-approved doctoral programs slated to come on-line in spring and fall 2011, i.e. the Doctorate of Nursing Practice and the PhD in Biochemistry, respectively, should provide a boost to doctoral student headcount.



***Figure 1:** Master's and Doctoral Headcount excluding Specialist students or Non-degree Seeking students



***Figure 2:** Overall Graduate Headcount including Masters, Specialist, Doctoral and Non-degree Seeking students.

New Student Enrollment

To achieve the desired growth in graduate headcount, new student enrollment must be sufficient to achieve rapid growth while replacing graduating students and those lost to attrition. To this end, UGS has estimated that admission of graduate students must increase, on average, 6% each year for the next 5 years. Maintaining current rates of new student enrollment are sufficient to achieve this goal. Admissions of new graduate students was up ~8% in fall 2010 compared to fall 2009. However, it should be noted that applications to graduate programs may decline as the economy improves and the workplace begins to provide more favorable options for prospective students.

Graduate FTE:

In order to achieve the University's FTE goals, Grad I FTE must increase by 7% annually and Grad II FTE must increase by 8% annually through the 2014-2015 Academic Year (Figure 3).

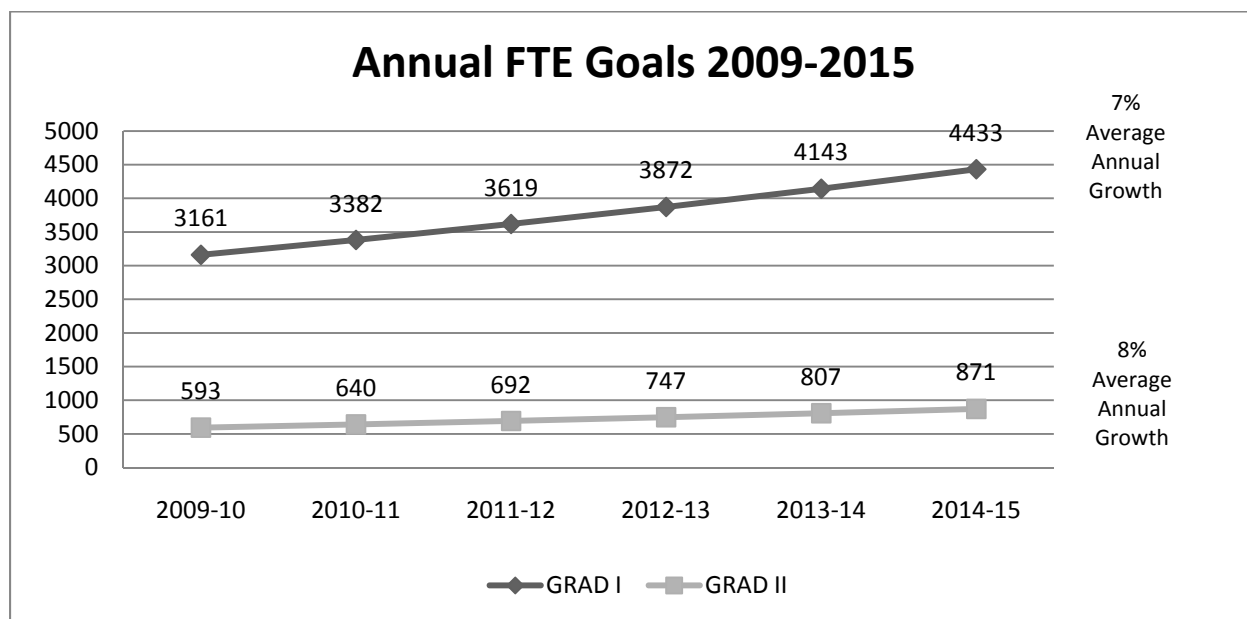


Figure 3: Annual FTE Goals for 2009-2015

Fundable fall Grad I FTE actually decreased 3.8% between fall 2009 and 2010 (1423 to 1369, respectively). This is primarily a function of a 10.8% decrease in the College of Business Administration (CBA). The decrease in fundable Grad I in the CBA is largely due to the success of their on-line Corporate MBA, which generates non-fundable FTE. CBA reports indicate that the number of South Florida residents in the Corporate MBA is almost equal to the enrollment drop in their face to face programs. Thus, although fundable Grad I FTE have declined, total FTE have not declined. There was also ~11% reduction in fall graduate FTE in the College of Education (COE), which is due primarily to the University's decision to close a number of COE master's programs. The College of Arts and Sciences (CAS) and the College of Engineering and Computing (CEC) experienced decreases in Grad I FTE of 6.9 and 12.1%, respectively, which is a consequence of changes in the way that the BOG categorizes the FTE generated by doctoral students (see below).

Some units did experience an increase in FTE from fall 2009 to fall 2010, but this growth was not large enough to offset the decreases described above. The School of Hospitality Management experienced a 21.3% increase during this time, which they attribute in part to the large number of Chinese students entering their program. These students are graduates of FIU's undergraduate program in Tianjin China and also from other universities in China that have heard about the popularity of the program in Tianjin. Other notable increases (~10%) were seen in the College of Architecture and the Arts and the College of Nursing and Health Sciences (CNHS), which have discontinued undergraduate programs in favor of accelerated graduate programs (i.e. Architecture, Landscape Architecture, Interior Design, Athletic Training and Occupational Therapy) or increased enrollment in existing graduate programs. Graduate FTE was relatively unchanged in the School of Journalism and Mass Communication and the Robert Stempel College of Public Health and Social Work.

In summer 2010, the BOG changed the way that it categorized FTE generated by doctoral students. Prior to summer 2010, only advanced doctoral students generated GRAD II hours. Under the new rules, all credit hours generated by doctoral students are considered Grad II. Because of this change,

Grad II FTE increased dramatically by 31.4% from fall 2009 to fall 2010 (242 to 318, respectively). This change in reporting caused the largest increases in the CAS and the CNHS (40% increase) and the CEC (23% increase).

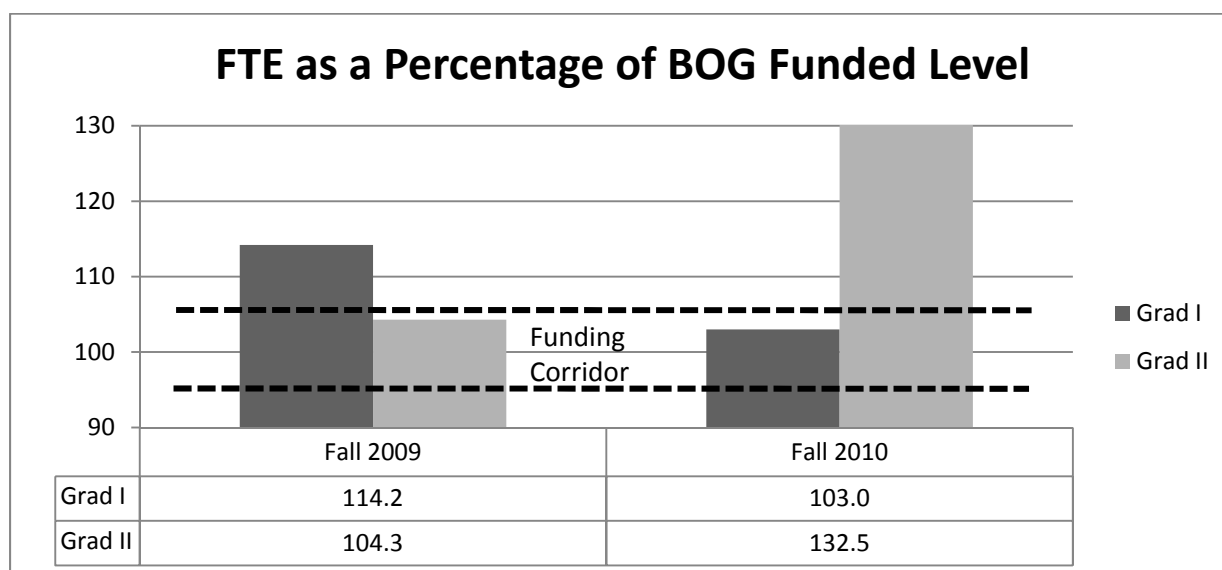


Figure 4: FTE as a Percentage of BOG Funded Level. Grad I and II FTE for fall 2009 and fall 2010.

For fall 2010, the fundable Grad I FTE is within the 5% BOG funding corridor, but Grad II FTE far exceeds the BOG funding corridor. This very large increase in Grad II FTE results from the change in BOG reporting is incongruent with the current BOG funding level for Grad II.

II. Doctoral Degree Production

Forty-seven doctoral degrees were conferred in summer 2010 and the UGS is expecting 46 doctoral degrees to be conferred in fall 2010 (36 Ph.D.s and 10 Ed.D.s), for a total of 93. The University Graduate School has been given the goal to produce 150 doctoral degrees (Ph.D. and Ed.D.) annually by the 2012-2013 Academic Year. Based on the high rate of doctoral production in the first two terms, we predict that the total number of doctoral degrees conferred in the 2010-2011 Academic Year will represent a significant increase over last year (115 in 2009-2010) and will bring us within sight of the 2012 goal.

III. National Research Council Rankings

The recently published 2010 National Research Council report ranked nearly 5000 doctoral programs including 18 of FIU's programs. The report is based on data collected in 2006 and provides a comprehensive snapshot of doctoral programs, their research productivity, student support and outcomes, and diversity of the academic environment. FIU's rankings show particular strength in the categories of student support and outcomes and diversity.

In the student support category, the majority of FIU's 18 programs surveyed were ranked above the median score. For "time to degree," 13 programs scored above the median; five programs scored above all other SUS programs. For "percentage of students on full support," 12 programs scored above the median; eight programs matched or scored above other SUS programs. In the overall scoring for student support, two FIU programs ranked above the 80th percentile of all programs.

The diversity category is representative of FIU's highest scores. For "diversity of the student body," 16 programs scored above the median; 13 programs scored above all other SUS programs. For "percentage of non-Asian minority faculty," 15 programs scored above the median; 13 programs scored above all other SUS institutions. In the overall scoring for diversity, 12 FIU programs ranked above the 90th percentile of all programs.

FIU's program rankings in research activity were not as strong as in the other two main categories. In the "publications per faculty member" area, only one program scored above the median and above all other SUS programs. For "citations," three programs scored above the median and five programs scored above all other SUS institutions. For "percentage of faculty with grants," five programs scored above the median and five programs scored above other SUS institutions. One limitation of the NRC data is that they were collected in 2006, and thus may not accurately reflect the research productivity of the current faculty. Regardless, research productivity of the faculty is critical for improving the national reputation of FIU and our graduate programs. Most of the responsibility for improving the research productivity of faculty lies outside of the responsibility of the UGS; however, we can assist the Division of Research and the Academic Deans in promoting research activity by assisting them in recruiting top quality doctoral students, helping students to be successful in applying for and securing external and internal research funding, and providing student support services to ensure student success.

IV. Academic Support and Mentoring of Developing Scholars

Doctoral Program Reviews

Draft departmental doctoral program self-studies are complete and site visits by external reviewers have been conducted for Biology, Psychology, History, Nursing, Chemistry, Public Administration, Social Welfare, and Computer Science. In addition, the departmental doctoral program self-studies are in advanced stages for four additional academic units: Physics, College of Education, Civil Engineering, and Electrical Engineering. External reviewer visits are in progress for fall 2010. The next cohort of programs to be reviewed is Public Health, Comparative Sociology, Political Science / International Relations, Mechanical/Materials Engineering, Biomedical Engineering and Business Administration. Four programs remain to be reviewed in 2011.

A summary of all doctoral program reviews and their initiated dates is as follows:

Doctoral Program(s)	Review initiated
Biology	2008
Psychology	2008
History	2008
Nursing	2008
Chemistry	2008
Public Administration	2008
Physics	2009

Social Welfare	2009
Electrical Engineering	2009
Civil Engineering	2009
Computer Science	2009
Education-- all EdDs & PhD	2009
Public Health	AY 2010-11
Comparative Sociology	AY 2010-11
Political Science / International Relations	AY 2010-11
Mechanical Engineering / Materials Science & Engineering	AY 2010-11
Biomedical Engineering	AY 2010-11
Business Administration	AY 2010-11
Economics	2011
Geosciences	2011
Spanish	2011
Dietetics and Nutrition	2011

Center for Excellence in Writing (CEW)

Center for Excellence in Writing (CEW) graduate-level tutors and workshops continue to be supported by the UGS. For the 2010-2011 AY, four half-time writing tutors are available on an appointment basis for graduate students at every phase of their program. Additionally, the CEW has hired a full-time Coordinator to facilitate the writing process for all students; importantly, this coordinator is a former graduate-level tutor with the CEW, Patsy Warman. The CEW has also revised their website so that it is more student-friendly:

<http://casgroup.fiu.edu/writingcenter/events.php>.

For the fall 2010 semester, the CEW has offered the following graduate-oriented workshops:

Research and Writing in the 21st Century, *Writing a Winning Personal Statement* and *Writing a Winning Literature Review*. Additionally, in November, the CEW will offer its successful *Writing a Curriculum Vitae* workshop.

Assistance with Grant and Fellowship Applications

En route to establishing a Graduate Grants Center, the UGS has taken on the role of facilitating grant applications and central submissions for graduate students fitting the criteria for certain external programs. Associate Dean Dr. Vicki Castellanos has been named as the UGS point person for submission of final applications to various programs including the Presidential Management Fellows Program (PMF), Fulbright-Hays Fellowship and Lindau Meeting of Nobel Laureates and Students. To date, UGS has submitted applications on behalf of nine students total: 6 for the PMF, 2 for the Fulbright-Hays and 1 for the Lindau Meeting.

Additional outside fellowship/scholarship opportunities that will require the UGS nomination over the next two semesters include the IIE/IAF Grassroots Development, Soros Fellowships for New Americans and NSF Graduate Research Fellowship programs.

V. Student Support Services

Graduate Advisory Board (GAB)

The Graduate Advisory Board now works closely with the Graduate Senators/Graduate Student Funding Committee (GSFC), the entity now responsible for advocacy and funding of graduate students through student services since the dissolution of the GSA. For the fall 2010 semester, the GAB has met to discuss appropriate payments for graduate senators (particularly those on a GA or fellowship or for international students), surveys being distributed by the GSFC to the graduate student body, recruitment of new GAB members, talking points for the Meet the Deans Events and the newly established spring Graduate Student Appreciation Week. Using Qualtrix, the GSFC recently conducted a survey regarding graduate student life which received over 400 responses. These responses were used as a baseline for discussion at the Meet the Deans events (events planned as a forum for graduate students to meet and discuss current issues with Drs. O'Shea and Castellanos) on October 27th and 28th.

GAB meetings for the remainder of the 2010-2011 AY have been scheduled for Fridays at 11:00 am on November 19th, January 21st, February 18th, March 25th and April 15th.

Teaching Assistant (TA) Credentialing

The Office of Academic Budget & Personnel, the Office of Planning and Institutional Research, the Office of the Registrar, and UGS currently collaborate in the processing, handling and clearing of any errors of the TA Credentialing for all Graduate Assistants. Presently, TA forms are reviewed and approved by the UGS Interim Dean. These approved forms are logged in a database by year and scanned into WebNow for departmental access. The database is then shared on a periodic basis with these offices to ensure timely assignment of TAs for primary and secondary instructor purposes. Furthermore, UGS routinely looks into ways to ensure that the [Certification of Credentials for Graduate Teaching Assistants](#) form is up to date and including step-by-step instructions for the academic units.

Electronic Thesis and Dissertation (ETD) Project

UGS is striving to find the most practical and user-friendly way for graduate students to submit their theses or dissertations digitally. For summer 2009 an ETD Pilot was launched with 60% (24 out of 40) of the graduated doctoral students using this option. There has been a significant increase of doctoral students uploading their dissertations electronically. In fall 2009, 34 of the 41 graduated doctoral students chose this option (83%). In spring 2010, 27 of the 33 graduated doctoral students chose this option (81%). The last graduating term of summer 2010 semester, 38 of the 47 received dissertations were uploaded through [DigitalCommons](#), making the ETD submission rate a success at 80%. For the fall 2010 the UGS is preparing workshops to further promote and train both master and doctoral students for ETD submission. To continue streamlining the processing of theses and dissertations for the Graduate community, UGS is currently engaged in the setting up of an ETD administrator online site through ProQuest, where students will be able to submit their payment information directly to ProQuest. UGS is in the process of hiring a full-time staff member responsible for the ETD process, with the goal to have all theses and dissertations submitted through ETD starting summer 2011.

Colloquium and Recruitment Enhancement Initiatives

For the third year, the UGS has announced its two initiatives to assist doctoral programs in providing programmatic opportunities (i.e. retention activities) and in assisting with recruitment of highly qualified applicants. As in past years, these initiatives provide up to \$3000 or \$5000 for colloquium and recruitment funding, respectively, for the 2010-2011 AY. Year-to-date funding for the Colloquium Enhancement Initiative includes \$41,000 awarded to the following academic units: Biology, Biology/Marine Science, Chemistry & Biochemistry, CIS, Geosciences, Economics, Finance, Global and Socio-cultural Studies, History, MME, Modern Languages, Physics/Math and Public Administration. Year-to-date funding for the Recruitment Enhancement Initiative includes \$39,939 awarded to AADS, Art/Art History, Biology, Global Studies, History, Modern Languages, Psychology, Public Administration, Biomedical Engineering and Geosciences.

Academic units have until December 10, 2010 to apply for funding for the 2010-2011 AY for both initiatives. All units awarded funding are expected to submit to the UGS a report detailing the activities and outcomes of the UGS-supported colloquium/recruitment efforts by May 20, 2011.

FIU Online Graduate Orientation

During the spring 2010 term, the University Graduate School established a partnership with FIU Online to create FIU's first Online Graduate Orientation using the Moodle course platform. After several months of development, Online Graduate Orientation was tested during the summer 2010 term by faculty, staff and students and piloted for the fall 2010 semester. Students who had not already attended an in-person Graduate Orientation were sent an email inviting them to participate in the online version. Forty-two unique students "attended" the Online Orientation and, when surveyed, responded positively about their experience. Overall, 88.1% of the students who responded to the survey were satisfied with the quality of information provided by the Online Orientation. Feedback pertaining to improvement of the Online Graduate Orientation will be incorporated into the spring 2010 module.

Given space limitations on campus and travel limitations for online, international and out-of-area domestic students, the UGS is proud to offer a fully online accessible version of its Graduate Orientation.

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THE FLORIDA INTERNATIONAL UNIVERSITY BOARD OF TRUSTEES

ACADEMIC POLICY AND STUDENT AFFAIRS COMMITTEE

DIVISION OF RESEARCH

Introduction

FIU just completed a remarkable fiscal year of research progress and growth. The report for fiscal year 2009-2010 reflected a 13% increase in grant awards, including surpassing the \$100M milestone in awards for the first time ever. This past year's increase is on the heels of a 22% increase the prior year. Research awards represented a remarkable breadth of cutting-edge research and training of future generations of scholars. However, the University is aware that the current economic climate has made obtaining funding to support research and training of students increasingly difficult, and this will continue for the near future. Despite such challenges, we remain enthusiastic about the potential contributions that FIU research will make to our community, the nation, and the world.

To support this growth, and fulfill our ambitious goals, including the research targets expected from the strategic plan currently in development, it will be critical for the University to invest in research infrastructure, recruitment and retention of outstanding faculty, students and staff, and continued development and improvement of support systems and services for research faculty and students. Related to research faculty support, below is a list of six key areas and initiatives we expect to address during the current fiscal year:

1. A revamped Division of Research website will be fully implemented by December 2010, which will provide better tools to support our research community, and better illustrate FIU's research endeavors and accomplishments to the University community and beyond.
2. The procedures and systems for the submission of grant and contract applications will be revamped through the implementation of an electronic system and the deployment of trained support personnel from the Division of Research to the colleges, including the Biscayne Bay Campus. These changes will allow faculty to concentrate on the research, and allow the support services within the colleges to focus on specialized areas of research support for faculty. We expect to begin deploying this new system in January 2011.
3. The transition to an electronic Institutional Review Board (IRB) and Institutional Animal Care and Use Committee (IACUC) system is expected to be completed by June 2011. Similar to item #2 above, this will allow faculty to focus on their scientific work.
4. Establishment of a Graduate Center in collaboration with the University Graduate School (UGS). This unit will assist advanced graduate students with the development of grant proposals. It will also be charged with identifying, investigating, prioritizing, and communicating opportunities for external funding to students engaged in doctoral education.

5. Establishment of the McNair Graduate Fellowship @ FIU. The Division of Research will partner with UGS in awarding a limited number of McNair Graduate Fellowships beginning in the Fall 2011. These fellowships will be specifically for *entering* graduate students who have completed the McNair Scholars Program as undergraduates.
6. We expect a trajectory of growth in sponsored research as well as in the breadth and complexity of research at FIU. This will require commensurate investments in research infrastructure, compliance, and support to the research community. The Division of Research continues to invest in these areas, and will focus on strategic use of resources to support the researchers and the colleges. Several new initiatives connected to this growth will be implemented:
 - A system for the creation and management of Core Research Facilities. Core Facilities are shared across researchers and disciplines, and with the growth in the complexity of research, we expect that FIU will have more Core Research Facilities.
 - In collaboration with faculty and Deans, we have developed mechanisms to distribute costs recovered from grants to the Principal Investigators and departments so that the funds are used to grow and expand their research efforts. Principal investigators (PIs) will receive directly 5% of the F&A (facilities and administrative) costs recoveries for use in support of their research during the first distribution of F&A, expected in January 2011.
 - Colleges will be able to retain salary savings from grant and contract expenditures for two years in order to have more strategic use of the funds. It is expected that faculty with sponsored research support will receive a minimum of 10% of salary savings from their sponsored research effort, and the department will receive 10%. These funds, in a similar manner as the F&A funds, will be available for the faculty members to support their research.
 - We will initiate several Faculty Research Development initiatives, including:
 - a. the Faculty Research Support Program (FRSP), which will include competitive internal research support consisting of several categories (e.g., mentoring awards for junior faculty, research seed funds, bridge funds, course buy-out for development of grant proposals, as well as for creative arts and humanities);
 - b. technology transfer/commercialization bridge funds;
 - c. grant writing workshops and individualized support, and
 - d. an Annual Interdisciplinary Research Retreat.

It is important to note that many of the initiatives we are implementing, and others we are planning, are a result of feedback we have received from the annual customer surveys we have conducted during the past two years. Such information is essential for the Division of Research to make improvements and implement strategic initiatives.

THE FLORIDA INTERNATIONAL UNIVERSITY BOARD OF TRUSTEES

ACADEMIC POLICY AND STUDENT AFFAIRS COMMITTEE

ENROLLMENT SERVICES REPORT DECEMBER 2010

I. University Enrollment

As of November 1st, 43,259 students have enrolled in courses for the fall 2010 term. This represents a 9% increase when compared to fall 2009 when 39,758 students had enrolled around the same time. In addition, the FTEs have increased by 7%, from 10,397 FTEs in fall 2009 to 11,090 in fall 2010. For 2010-2011, the university has a planned budget target of 25,994 FTEs.

II. New FTIC and Transfer Enrollment

In the Fall of 2010, 2,325 new First Time in College (FTIC) students, and 4,308 new transfer students enrolled in courses. The entering FTIC students had a high school mean GPA of 3.70 and a SAT mean of 1132 (critical reading and math only), or 1700 including the writing component. Whereas, SAT mean scores were 994 or 1473 (including writing) in the State of Florida, and were 962 or 1432 (including writing) in Miami-Dade County, respectively.

New Student Headcounts	Fall 2009	Fall 2010	% Change
First Time in College	2,005	2,325	16.0%
Transfers	<u>4,322</u>	<u>4,308</u>	<u>-0.3%</u>
Total New Students	6,327	6,633	4.8%

III. Financial Aid

The Financial Aid Office completed the 2009-2010 Academic Year disbursing record amounts of aid to a record number of students, (\$312 Million Dollars to 30,170 students). The advent of Year Round Pell Grant enabled an additional 1,153 students to receive funds. A total of 14,001 students received \$58 million in Pell grant for the 2009-2010 academic year.

Awarding and disbursing aid continues on a record pace for the 2010-2011 Academic Year as \$144 million has been disbursed as of mid-October 2010 compared to \$120 million as of mid October 2009.

IV. The Concierge Experience – Fall 2010

With full support from the Provost's Office during the Fall enrollment peak period (August 16 through September 7), fifteen employees from the Enrollment Services division were stationed

in the PC hallways and at other MMC locations to assist students with their enrollment needs. Concierge staff carried iPads that were linked to PantherSoft and were able to inform, research and resolve many problems students faced in enrollment and financial situations, right on the spot.

- A “Welcome Desk” was established at the east entrance to PC where Concierge members were able to greet and assist students as they came into the building.
- A “Forms” window was created at the Registrar’s Office to help students hand in or pick up forms quickly.
- The Health Center staffed the front counter in the Registrar’s Office to help students with immunization and insurance hold issues.
- An intense pre-planning and cross-training throughout the division was conducted during July and August helped make the Concierge Service a great success.
- There were fewer students in line, faster responses to student needs and information disseminated, and generally fewer problems or delays than ever before.

The Concierge Service will continue its development and will be offered this coming Spring semester at both MMC and BBC. The model serves as a successful planning instrument for the future Student Academic Support Center.

Special Report:
FIU's First ADHD Summer Camp
Center for Children and Families
Summer Treatment Program (STP)

The Children's Summer Treatment Program (STP) is a world-class treatment program for attention deficit hyperactivity disorder (ADHD) that has come to Florida International University (FIU) as part of the new Center for Children and Families (CCF). The program is directed by William E. Pelham Jr., Ph.D. Dr. Pelham, a nationally recognized expert in the diagnosis and treatment of children with ADHD and other behavior disorders, is Professor of Psychology and the Director of the CCF at FIU. As the most commonly diagnosed childhood mental health and school-related problem, ADHD is a major public health and educational issue. The STP is a comprehensive approach for treating ADHD that includes treatments that focus on the child with ADHD, the child's school, and the child's parents. The STP is based on the premise that combining an intensive summer treatment program that focuses on improving peer relationships and academic skills with a school year follow-up program is likely to provide a maximally effective intervention for ADHD. The STP focuses on service to children and their families, teaching and training of undergraduate and graduate students, and research.

In the STP, children between the ages of 5-15 are treated in a camp-like setting in which they are engaged in a variety of recreational and classroom activities with the goal of improving children's skills and self-esteem in social and academic domains. A number of evidence-based treatment components are implemented in the context of these recreational and classroom settings. Thus, treatment strategies are implemented throughout the day; including sports skill training and practice, group problem solving training, social skills training, reward programs, daily report cards, and academic skills taught in an intensive classroom setting. These treatment components are implemented by teams of 4-5 student interns per group of 12-16 children. Students participate in very intensive training prior to assuming their roles as counselors, and they are closely supervised by senior staff during the summer. Despite the fact that it is an intensive treatment program, to the children, the program day looks much like a summer camp with a few hours of summer school thrown in. In addition to the children's participation, weekly parent-training sessions are included in the STP, in which parents are taught skills to develop and maintain improvements in their children's behavior and functioning at home. After the summer, follow-up components include consultation with the children's regular classroom teachers, booster parent-training sessions throughout the school year, and Saturday sessions for the children. Since its inception in 1980, thousands of children with ADHD have been successfully treated in more than 25 STPs that have been conducted annually throughout the US and Japan in community, university, and medical settings.

It is widely known in departments of psychology throughout the US that the STP training experience is the single best applied training for work with children that can be obtained by an undergraduate psychology major. More than 2,500 undergraduates from hundreds of universities have received training in how to work with ADHD children through their experience as STP counselors; more than 1,000 of these have gone on to graduate training, and more than 150 of those are currently professors at universities throughout the country. Many others work in community settings as mental health professionals, teachers, and principals. By teaching other centers how to conduct their own programs, we have enabled the STP to be brought to some of the major cities and universities in the U.S., including Cleveland (The Cleveland Clinic), Pittsburgh, Chicago (UICC), Salt Lake City, Birmingham (UAB), and Boston (Harvard). In addition, the program has been translated into Japanese and offered for six years at a major university in Japan. The FIU CCF is the home site and model for all of these programs.

Finally, hundreds of studies of child behavior and treatment response have been conducted within the context of the STP. Some of these are student dissertations or research projects, while others are National Institute of Health - or Department of Education - funded research grants, including large collaborative

projects funded by National Institute of Mental Health and National Institute of Drug Abuse. Studies have included controlled investigations of the component parts of the STP treatment package, the effects of stimulant medication alone and combined with the STP treatments, and the effectiveness of the STP as a whole. The treatment components that make up the STP behavioral treatment have been shown to produce improvements in children's behavior that are as large as those typically obtained with stimulant medication, which provides an alternative for parents who are looking for non-medical treatments instead of or as an adjunct to medication. The STP has contributed to more than 20 million dollars worth of funding for the CCF's research in ADHD.

As a result of its excellence in service, teaching, and research, in 1993 the STP was named as a Model Program by the Society for Clinical Child and Adolescent Psychology (SCCAP) of the American Psychological Association. In 2009, Dr. Pelham, the program's developer and the director of the Center for Children and Families, received the lifetime career achievement award from the SCCAP for his work developing the STP. In 2003, the largest parent advocacy organization in the U.S., CHADD, named the STP its Innovative Program of the Year. The STP is in Substance Abuse and Mental Health Services Administration's (SAMHSA) National Registry of Evidence-based Programs and Practices.

Due to an extremely concentrated effort, staff of the CCF coordinated a successful STP for the summer of 2010 in Miami, FL. This was the first STP ever conducted in the South Florida area, and results were overwhelmingly positive.

CCF members contributed more than 1,000 hours to the preparation of the 2010 STP. Recruitment efforts included multiple Miami Dade County Public Schools (MDCPS) in-service presentations, print ads, radio advertisement, radio interviews, mailings to over 600 schools and over 1300 mailings to direct clinicians (e.g., pediatric offices, tutors, neurologists) in the Miami-Dade and Broward counties. In addition, we represented the FIU CCF at over seven public fairs (e.g., Trust Family Expo), distributed advertisements to every department on FIU's MMC, posted information to FIU staff via UnivMail, and spoke at several undergraduate and graduate program organizations. In addition, STP staff received 50 hours of intensive training in behavioral principles and direct implementation practice.

The Summer Treatment Program was held from June 16th –Aug 11th, 2010, at the MDCPS Dr. Carlos J. Finlay Elementary School from 7:30-5:30 M-F. Under the direction of Drs. Pelham, Coles, and Robb of the CCF, 16 graduate and undergraduate counselors from seven different universities, including FIU, implemented the program. Thirty-six children and adolescents were served in three STP groups. Families were primarily local and included one family from Jamaica. Attendance was exceptional (98.2%). In addition to direct treatment, eight weekly parenting classes were held to teach parents skills for working with their children and how to work with schools. Across STP and parent training, families received 480 direct hours of treatment. Parents were highly satisfied (all parent satisfaction and improvement ratings indicate parents have seen improvement in their child), and over 90% have already requested follow-up services from the CCF. Notably, the CCF is committed to serving children of low income, particularly students of MDCPS. A total of twelve partial scholarships were given to families in need, of which 83% were MDCPS students.

Demand for the 2011 STP is high, as the CCF has already received calls from both returning families and new families wanting to enroll their child. Our intent is to more broadly serve children in Miami-Dade and Broward counties. Next year, we will double the families served at the FIU South Campus STP, as well as expand to the FIU Biscayne Bay Campus.

In summary, the STP is a world-class program that provides state-of-the-art treatment for the leading child mental health problem in the U.S. Our group is very proud to have brought the CCF to Miami and to have made FIU the home university of the STP.

THE FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES
Academic Policy and Student Affairs Committee
December 2, 2010

Subject: Student Affairs Report

Proposed Committee Action:
None. Information/Discussion only.

Background Information:

The Student Affairs Report provides an update on the start of the Fall 2010 semester and highlights numerous events, programs and services.

Supporting Documentation: Student Affairs Report

Facilitator/Presenter: Rosa Jones

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**FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES
ACADEMIC POLICY AND STUDENT AFFAIRS COMMITTEE
NOVEMBER 2010**

DIVISION OF STUDENT AFFAIRS REPORT

The fall semester began with much enthusiasm and school spirit. Students are excited about the football team's two wins and have rallied around the team with expectations that this will be the best season yet for the Golden Panthers. The FIU spirit is highly energized as the University prepares for Homecoming! A full week of Homecoming activities promises to be bigger than ever, with activities for students, faculty/staff and families, returning alumni, parents and retirees.

The University experienced significant growth with a summer/fall freshman class of 3,973 students. Academically, the freshman class is bright and appears to be serious about their professional development. The staff in the Division of Student Affairs continues to evaluate programs and services to insure that they are aligned with the learning outcomes students are expected to achieve. We look forward to more student participation and engagement in co-curricula activities.

Career Services

- **Career Fair – Modesto A. Maidique Campus**
The Fall Career Fair on September 30, 2010 provided an opportunity for students and alumni to network with employers and access information regarding full time employment and internship opportunities. Eighty-seven employers and 1,074 students and alumni participated in the Career Fair.
- **Career Fair – Biscayne Bay Campus**
At the Biscayne Bay Campus Career Fair which was held on October 6, 2010, 24 employers and 165 students participated.
- **Graduate School Fair**
The Graduate School Fair took place on October 25, 2010 at the Modesto A. Maidique Campus where 35 graduate schools showcased their degree programs to FIU students.
- **Career Boot Camp**
Career Boot Camp was held on October 16, 2010 at the Engineering Center. It is designed to prepare students and alumni of the College of Engineering and Computing for successful internships and jobs. Over 50 students and alumni attended workshops in Resume Writing and Basic Interview, Advanced Interviewing and Networking. There was also a Mock Panel Interview and Discussion and a Business Etiquette Lunch.

- **Executive Protégé Initiative**

The Career Services Executive Protégé Initiative (EPI) program is a career development initiative that consists of a number of workshops and presentations and its purpose is to help students to be ready for the workplace. This fall, 140 students registered for the program.

- **Career Development Workshops and Special Presentation Requests**

There are several workshops on the Modesto A. Maidique Campus, the Biscayne Bay Campus and Engineering Center that provide students and alumni with information regarding career development skills. The workshops which also prepare students for the Spring and Fall Career Fairs as well as for the world of work include: *How to Choose a Major, Resume and Cover Letter Writing, Interviewing Skills, Internships 101, How to Prepare for a Career Fair, Where the Jobs Are, Salary Negotiation, Networking Skills, Oral Presentation Skills, CV Writing Workshop and How to Write a Personal Statement*. For the period August to October, 2010, a total of 71 workshops were conducted at the Modesto A. Maidique Campus, Biscayne Bay Campus and Engineering Center.

- **The Career Services Office** conducted workshops at the request of several departments and student clubs such as *Target After Hours* hosted by the Frost Art Museum, Undergraduate Admissions, Undergraduate Advising, Orientation and Commuter Student Services, Multicultural Program and Services (MPAS) and Psi Chi. In conjunction with the workshops hosted by the Career Services Office, presentations were made to a total of 3,425 students.

Counseling and Psychological Services

- **Counseling and Psychological Services** is currently undergoing review of its Pre-Doctoral Internship Program by the American Psychological Association (APA). Our internship program began in the Fall 2000 and was originally accredited in Fall 2004. The reaccreditation process began earlier this year with the completion of a comprehensive self-study. A site visit will take place the first week of November. The accreditation process is a voluntary, non-governmental process of self-study and external review intended to evaluate, enhance, and publicly recognize quality in institutions and in programs of higher education.

Housing and Residential Life

- **Housing and Residential Life** occupancy for Fall 2009 was 93% at MMC and 68% at BBC. During the Fall semester 2010 registration, MMC Housing reached 100% capacity with a waiting list of 172 students and BBC reached 80% capacity. The increased occupancy and demand on both campuses can be attributed to the increase in enrollment. With the University's goal of increasing enrollment by 2000 students each year over the next 10 years, the demand for on-campus housing will continue to increase. A Housing work group has been charged with developing a comprehensive ten-year plan for housing.

Grants and Research

- **Ronald E. McNair Program.** The Seventh Cohort of FIU McNair Fellows participated in our annual Scientific Research Symposium on September 27th and 28th, 2010 in the MARC Pavilion. Twenty-seven McNair Fellows conducted research over the course of the summer on a variety of scientific topics. The Fellows prepared scientific research papers, posters, and power point presentations that were successfully presented to a panel of FIU faculty judges, faculty mentors, and their peers over the span of two days. The papers, posters, and presentations were all rated and ranked by a panel of faculty judges. The Research Symposium enabled 100% participation of the Seventh Cohort of FIU McNair Fellows in conducting and presenting scientific research that will enhance their quest toward graduate school in the future.
- **The Office of Multicultural Programs & Services (MPAS)** was awarded the Student Support Services (SSS) grant of approximately \$1.1 million over five years from the U.S. Department of Education. This grant will provide retention-centered services to 160 first-generation, low income and disabled students enrolled at FIU. This grant will assist students in the attainment of a baccalaureate degree.
- **The Children's Creative Learning Center** received the CCAMPIS grant from the Department of Education for 2010-11 for \$294,677.00. The purpose of the grant is to support FIU Pell Grant recipients' continuation of their education at FIU by means of offering them a safe, affordable and convenient nationally accredited early childhood program for their children while they study or attend classes.
- **The FIU Center for Leadership & Service** and the Center for Community Involvement at Miami Dade College were awarded a \$2,500 grant for the annual Martin Luther King Day of Service. The funds will be split between the two institutions and each will be responsible for recruiting 250 participants for service projects in the local community. Plans are underway to organize a service project with the Miami Dade County Parks and recreation Department. The event will take place on January 15, 2011.
- **The College Reach Out Program (CROP)** received funding from the Florida Department of Education for \$65,391.65. The CROP initiative is a joint college access project in a consortium with Miami Dade College. The objective of the program is to serve middle and high school students who are low-income and first generation in college, focused on high school retention and college access.
- **The Upward Bound Program (UB)** received two gifts from State Farm; one for \$2,000 for summer programming and one for \$15,000 for programming during the academic year. The UB grant award is an initiative to prepare underserved and future first generation in college students to attend an institution of higher education.

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THE FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES
Academic Policy and Student Affairs Committee
December 2, 2010

Subject: University Technology Services Report

Proposed Committee Action:
None. Information/Discussion only.

Background Information:

The University Technology Services Report provides an update on the activities of the Division of Information Technology since the Academic Policy and Student Affairs Committee last met on September 8, 2010.

Supporting Documentation: University Technology Services Report

Facilitator/Presenter: Min Yao

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**FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES
ACADEMIC POLICY AND STUDENT AFFAIRS COMMITTEE
DECEMBER 2010**

UNIVERSITY TECHNOLOGY SERVICES REPORT

Instructional Media and Technology Support

The Department of Instructional Media and Technology Support (MTS) within the Division of Information Technology (IT) supports the University's pursuit of academic excellence by facilitating the integration of technology into teaching, learning, and research through collaboration, consultation, skill enhancement, creative design, content delivery, and technical support. MTS helps to fulfill each of the four areas of President Mark Rosenberg's Hit the Ground-Running areas of focus:

1. Revitalize and expand financial base
2. Achieve results-oriented student-centered academic excellence
3. Enhance quality and impact of research and creative initiatives
4. Engage the community

Broadcast Video Production

Broadcast Video Production has offered a broad range of video services including lecture, promotional videos, classroom support, special events, keynote speakers, and student presentation. This service helps enhance courses and assists students in their learning, supports research, and engages the community. The list below shows some of the projects this group has completed since the last report to the Board of Trustees:

Neighborhood Help – Produced an information video program to prepare FIU College of Medicine students for conducting home visits.

Miami Choral Academy – Created a promotional video program highlighting their summer program to be used on their website and for press conferences and marketing for summer 2011.

Employee Awards and Recognition Ceremony – Produced an employee highlight video program and provided the two-camera video production to record the event in an Academy Awards style.

College of Law Cleo Awards Graduation Ceremony – Videotaped and Web-streamed the ceremony for the College of Law

Fall 2010 Classes – Course Capturing and/or Distance Learning – The following courses were recorded and Web-streamed:

COT 5407	COP 4540	FIN 6644
ECO 2013	IDH 1001	EUH 2010
NGR 6460	COM 3110	ART 4945
Higher Ed Holdings recordings		
History Lectures		

Webcasts – The following events were live-broadcast on the Internet:

- Oil Crisis
- Haiti Teach In
- Geopolitical Summit
- Dalai Lama
- LA Grid

Other Projects and Services – In addition to the above events and activities, the Broadcast Video Production team provided services to the following events:

- President's Town Hall meetings
- Provost's Forums
- Lecture Series
- Faculty Convocation
- College of Medicine White Coat Ceremony
- Tuesday Times Roundtable
- Common Reader Book Signing
- Strategic Cultural Webcast
- Memorial Kendall Berry
- Britto
- Calculus courses
- Speech Communication courses
- Biology courses

General Statistics of the Broadcast Video Production Team:

Duplication services	17 work orders have been processed
Production services	55 work orders have been processed
Educational services	25 work orders have been processed
iTunesU Services	38 work orders have been processed
Course Capturing/Distance Learning	92 work orders have been processed.

Educational Technology Services

Educational Technology Services team is comprised of Instructional Design, Training, and the Resource Center for Educational Technology. This team provides direct support to faculty and staff. The following are the highlights of their services since the last the report to Board of Trustees:

Moodle Implementation – Developed FIU’s new Web-assisted course portal eCampus website (<http://eCampus.fiu.edu>), provided Moodle training workshops and support, and developed communication strategies for the transition from Blackboard/WebCT to Moodle.

Moodle Pilot – Completed the Moodle Pilot Program successfully in the Summer Semester. The 28 faculty members in the pilot group taught 33 courses on a variety of subjects to 1194 students over Summer A, B, and C terms.

Training Support – Worked with the Office of Student Conduct and Conflict, the Disability Resource Center, the Office of Compliance, and the Division of Research to develop Moodle courses for non-academic training and support.

Voicemail Project – Worked with the Voicemail team to develop print and online materials to provide “How to’s” and tutorials for the new voicemail system.

Resource Center for Educational Technology – Supported faculty and graduate/teaching assistants in the use of technology by providing one-on-one support sessions, workshops, and open lab activities. More than 200 faculty and students have used the technology services and equipment in the Resource Center per week since the start of the Fall Semester.

Enterprise Web Services

Enterprise Web Services team provides full web design and development services to the University community. This team went through a restructuring during the first quarter of 2010 and is supporting several major University and Division of IT projects. Below is a list of some of the projects completed this year:

Projects:

HR nominations for Employee Awards and Recognition

Faculty Nominations

Children and Family

BOT Policy Manager

Lost & Found Website for the Graham Center

College of Nursing and Health Sciences Sign-in Program (on HOLD from client)

New President Website Gallery

College of Education Website Redesign

Alumni Mobile Website

FIU Alumni Homepage Banners

United Way
President's New Site
MARCU*Star
Minority Opportunities in Biomedical Research Programs
Re-creation of Controller's Office Forms
Presidents Holiday RSVP Site/Form
Kappa Delta Pi Website
Geo-Political Summit (Summit.fiu.edu)
Biscayne Bay Campus Recreation (BBCRec.fiu.edu)
Any Event RSVP's that come in
Shots Fired Site (what to do if someone enters workplace with a gun)
Go Global Tuesday Times Roundtable
FIU Health Services 4 Site Redesign
American Reading Forum Site Redesign
Carrier Pigeon Journal Website

Edited and redesigned:

Community Engagement Website
Office of Business Services Website Updates
CASGROUP Website Maintenance
Commencement (Commencement.fiu.edu)
FIU Webcasts (Webcast.fiu.edu)

Transferred Websites to New Environments:

Finished transition of PRESIDENT.fiu.edu to new environment
Finished transition of WORDPRESS.fiu.edu to new environment
Moved EWS to new environment
Moved BOT to new environment

Long-term Projects

Chart creation for Community Engagement
CASGROUP rewrite
HR Nomination fixes for future year's use
Smart error mailer on GOPANTHER
FIU LDAP authentication service from EWS
Commerce Server Development
Security fixes for previously built websites.

Instructional Photography Services

Instructional Photography Services provides a variety of digital photography services that support the enhancement of teaching and learning as well as documenting events to promote community engagement. Below is a list of some of the photography projects completed this year.

Studio and on Location Portraits -- took hundreds of portraits of new staff and new students for departmental view books, including Residential Life, Peer Advisors, Football, Track and Field, Swimming, Golf, and other athletics teams.

Custom Portraits – School of Music “Renown Amernet String Quartet.”

Custom Group Shots for Use in Annual Reports and Poster: College of Law Advisory Board, FIU Dazzler’s, Golf Team, Swimming & Diving, Engineering Graduate Class, Medical School Entering class, FIU 5, 10, 15 year of Service Groups.

Editing and Collecting – assisted FIU Library in identifying and locating photographs for FIU Historical Archive.

Grant for Department of Physics: documentation of students engaged in projects with mentors.

Documenting Events & Ceremonies: BOT campaign workshops, College of Medicine Student Orientation, White Coat Ceremony, Securities Law Enforcement Lectures, Freshman Convocation, Annual Eric Williams Lecture, Ribbon Cutting Ceremony for Parking Garage 5 and Market Station, FIU Employee Recognition Awards, 2010 Geopolitical Summit Plenary on both campuses, President Mark Rosenberg’s Town Hall Meetings, and College of Medicine Students Neighborhood HELP first visit.

Athletics – Helicopter Fly By aerial photography of FIU campus stadium and 2010 Football kick-off season game.

Presidential VIP acknowledgements: Torch Award Recipients, Tenure & Promotion, Dali Lama Visit to Miami

Media Equipment Services (MES)

Media Equipment Services provides media equipment for checkout at both MMC and BBC campuses. In addition, MES supports our general eClassrooms by providing first and second level support. MMC also supports special events by providing audio enhancement and reinforcement along with projectors and laptops if needed. We have had the opportunity to support FIU events off-site, thereby saving the University significant AV money at the hosted hotels. Since the last BoT report, MES provided service assistance to 116 onsite events and processed 227 work orders and requests.

Media Engineering Services

Media Engineering provides consultation, design, integration and deployment for media systems across FIU.

Media Engineering finalized the equipment list for the School of International and Public Affairs (SIPA) Building to ensure that the AV Consultants kept the project within budget.

Media Engineering assisted in applying technology fee for the Wolfsonian Museum, GC 140 and 150, College of Arts and Sciences. This included equipment specifications and design.

Installation of eClassroom equipment for Instructional Labs PC 419.

Media Engineering provided consultation and design for a variety of FIU conference rooms requiring videoconferencing.

UTS Labs

UTS Labs provides open labs for students to access software they may not wish to purchase or cannot afford to purchase but need for class to complete assignments as well as pay to print services. The Lab team manages all open labs (PC 413, PC 414, ACI 293) and saw a total of 76,092 student visits to date since Fall Semester began.

To provide students anywhere anytime access to the software programs in our computer labs, the Lab team has been developing a virtual lab. When it is open for service, the FIU virtual lab will make several popular software packages available to students, such as SPSS, and MiniTab. Currently being tested software programs include AutoCAD, SAS, Photoshop, and several other statistical packages. Single sign-on for the virtual lab is being developed with Microsoft, Cisco, and UTS. Additionally, the Lab team has migrated lab computers from Patherlabs domain to Panther Domain to simplify the logon process for students.

Network Engineering and Telecommunications

Voice Mail Upgrade

On September 12, 2010 the university transitioned from an Avaya Map 100 legacy voicemail system to Microsoft Exchange 2010 Unified Messaging system. Over 4,400 voicemail boxes were migrated to the new system. As departments are migrated to Exchange 2010 email, faculty and staff will be able to take advantage of unified messaging whereby their voicemail messages can be managed in their email. The project

involved collaboration from multiple Division of IT workgroups and IT staff in colleges and other units.

Upgrade of Network Infrastructure

Obsolete and non-supported network hardware is in the process of being replaced. The new hardware ensures that the University continues to have a highly reliable and resilient converged network of data, voice and video, which saves money and serves critical applications like the Voice over IP (VoIP) telephone system, PantherSoft, Email and Web presence as well as research projects such as CHEPREO (Center for High-Energy Physics Research and Educational Outreach).

Upgrade of Network Connection Speed

The two core and the two border network switches/routers have been upgraded to support 10Gig throughput (10 gigabyte per second data transfer rate). As a result of the upgrade, FIU buildings that have high bandwidth requirements for research projects such as CHEPREO are now connected at a higher data transfer speed. In addition to upgrade connection speed between FIU buildings, as part of the upgrade to higher bandwidth capacity, the uplink gateway has been upgraded to 10Gig which links to our Internet2 and Florida Lambda research networks. This upgrade made it possible for FIU to connect to many research universities in the nation and around the globe at a fast data transfer speed.

Commodity (Non-Research) Internet Usage Growth

FIU has experienced an enormous growth during the Fall Semester in commodity Internet usage. We have had to upgrade our service to the commodity Internet from 400MB to 600MB, a 50% increase of usage since the new semester began.

Upgrade of Traffic Management Appliance

As part of maintaining a highly available and reliable network infrastructure, we recently replaced our aging Packeteer PacketShaper appliance with a Procera PacketLogic appliance. This device allows FIU to perform Internet traffic management based on time, application, and several other performance criteria.

Pinnacle Upgrade

Pinnacle is our telephone billing system. A new version has been released and we need to upgrade our current version to the new version. Upgrade planning and testing are currently underway. We are working closely with Paetec, the developer of Pinnacle, to ensure that the upgrade is smooth and transparent for our customers.

Digital Signage integration with InformaCast

FIU has entered into a 90-day pilot test of a Digital Signage solution offered by Credelis. We are currently in the process of testing the integration with InformaCast (used for Emergency Communications) with the Credelis Digital Signage system so that in the event of an emergency, the Digital Signage system would be used as another form of communication.

Expanding Wireless Network

As part of a three-year project to cover the entire University with wireless network access, funded by the technology fee, Phase I of the project has been completed. A total of 315 high-speed (802.11.n) wireless network access points have been installed in various parts of the University. An additional 300 are expected to be installed during Phase II of the project, which is currently underway.

Technology Infrastructure for Parking Garage 5

The infrastructure design, cabling, and the network and telephony hardware installation for Parking Garage 5 (PG5) have been completed. This building has been built with a full 10GB backbone and all Ethernet ports capable of 1GB throughput.

Technology Infrastructure for School of International and Public Affairs (SIPA)

The infrastructure design, cabling, and the network and telephony hardware installation for the new School of International and Public Affairs (SIPA) building are currently underway. The building is scheduled to open in January 2011.

Technology Infrastructure for College of Medicine AHC2 1st, 3rd and 4th Floor Renovations

The Infrastructure design for the new College of Medicine classrooms on the 1st floor of AHC2 and office renovations on 3rd and 4th floors are currently underway.

Technology Infrastructure for PG-5 Market Station HCN Build-out

The Infrastructure design for the new HCN clinic at PG-5 Market Station is currently underway with the Facility Management.

Emergency Communications

Two years ago, the InformaCast system was installed to allow Public Safety to send emergency audio and text messages to over 6,000 VoIP phones deployed throughout FIU. With funding provided by the University Financial Planning, we have extended the scope of the system with the installation of more telephones in 219 general-purpose classrooms, 134 class labs, 85 open labs and 132 conference rooms. In addition, 25 external speakers have been installed in the Student Housing and 55 loud speakers have been installed throughout the University. We have also installed telephones in several locations that house hazardous materials. For this fiscal year, more speakers will be installed in areas where students congregate (i.e., food courts) to expand the range of the emergency broadcast thanks to a grant of \$161,000 that FIU has received.

Brief Updates of Other Network and Telephone Service Projects

- A business impact analysis is currently being developed to be used by the University community to determine their need for disaster recovery services.
- IT project dashboard is updated monthly and posted on the Web
- Planning disaster recovery test for 2011
- Designing and quoting College of Medicine for disaster recovery services
- Completed upgrade to Call Manager telephone system

- Working with Florida Power and Light for their implementation of a call center located in MARC building
- Assisting the International Hurricane Center with the Wind Tunnel network design

Statistics of Network Services

Telephony Statistics

From July 1 of 2010 through October 25, 2010, the University telephone operators received and processed 59,848 calls for telephone related services. In addition, the telephone service management staff resolved 617 service requests and the voice technicians resolved 795 trouble tickets (432 voicemail related).

Statistics of Network Connection

Commodity (non-research) Internet usages (October 18 through October 22, 2010)

In: Average usage: 325Mbps MAX: 624Mbps

Out: Average usage: 57Mbps MAX: 103Mbps

Commodity (non-research) Internet usage (July 1, 2010 through October 24, 2010):

In: Average usage: 165Mbps MAX: 332Mbps

Out: Average usage: 41Mbps MAX: 63Mbps

High power computing network usage (July 1, 2010 through October 24, 2010):

In: Average usage: 30Mbps MAX: 100Mbps

Out: Average usage: 6Mbps MAX: 30Mbps

Florida Lambda network usage (July 1, 2010 through October 24, 2010):

In: Average usage: 22Mbps MAX: 46Mbps

Out: Average usage: 21Mbps MAX: 32Mbps

Statistics of Wireless Network Connection

Average daily wireless network usage: 831 simultaneous connections

Daily usage at the Student Housing: 495 simultaneous connections

Daily guest usage: 741 simultaneous connections

Unique users of wireless network in June: 17,474

Unique users of wireless network in July: 10,441

Unique users of wireless network in August: 14,479

Unique users of wireless network in September: 26,108

Unique users of wireless network in October: 33,662

As of October, the total number of registered computers on FIU network is 23,594

PantherSoft ERP Systems

PantherSoft Campus Solutions and Portal

We continue to manage and develop PeopleSoft Degree Audit system for the University. The College of Law is live and is using the degree audit system as a pilot group. PeopleSoft Degree Audit system will eventually replace our current Student Academic Support System (SASS) to generate degree audit for our students. The team is also focused on upgrading our my.fiu.edu portal to the latest version (9.1) and integrating our campus solution system to our Central Authentication System. As part of our continuing effort to improve our services, we synchronized the passwords for my.FIU.edu, with our single sign-on solution, MyAccounts. After the synchronization students and faculty are able to use their MyAccounts password (the same password as PantherMail, Wireless, AD, etc.) to logon to MyFIU.

In addition to this project, we are working on several other initiatives and projects. Some of our current projects are:

- Student Class Evaluation/Scantron integration into PeopleSoft: Students will have the ability to evaluate their classes using my.FIU.edu portal.
- Repeat Surcharge: Students will have the ability to appeal a repeat surcharge using student self service.
- Undergraduate and graduate students are required to fill out exit surveys upon applying for graduation as per Board of Governors requirements. They will utilize student self-service.
- Facility Table Synchronization – The process to ensure the FAMIS system is synchronized with PantherSoft student information system for campus locations.
- Guest Access- Ability for students to assign guest access (Parental) to their self-service account.

PantherSoft Financials/Contracts & Grants System

Some of the recent projects that have been completed are:

- Implementing Maintenance Packs 12 & 13 - part of strategic initiative to keep PantherSoft financial information system current by applying Oracle fixes and patches. The project is currently in the unit testing phase.
- Chart of Account Redesign – this initiative determines how to best use the PeopleSoft chart fields to create a Chart of Accounts table that will meet most of the FIU reporting needs. The project is currently in the planning phase.
- Effort Reporting/Division of Research (DOR) - to allow DOR to implement the effort reporting, certification, and tracking of grant funded projects. The product was acquired from Huron Consulting. It requires the building of separate infrastructure and this effort is currently in progress.
- Research Clearance/DOR - conversion of the legacy (InfoEd) pre-award functionality into PeopleSoft by utilizing delivered PeopleSoft pre-award functions with the SmartERP solution as a front-end interface. The project is currently in the Unit testing phase. Proof of concept was accepted by the users.

- Internal Billing - allows FIU to accommodate internal billing between departments by utilizing delivered PeopleSoft Billing functions with the SmartERP Divisional Billing module. The project is currently in the evaluation phase.

PantherSoft Human Resources and Payroll Implementation

The implementation team continues to work diligently on the Human Resources and Payroll project. We have completed the initial fit/gap analysis phase and have identified areas where additional work is required. We are on schedule to begin using payroll checks by the end of December 2010. This is an early test to ensure the payroll processing is accurate with the initial information that was converted from the current ADP system.

Office of IT Security

The Office of IT Security has had an excessively busy semester. In addition to the IT security consulting and risk assessment tasks that we conduct on continuous basis, we are developing a secure MS SharePoint and MS Office Communicator environment. We also provided training on IT security awareness and red flag identity theft prevention. We have been engaged in the mitigation, forensic analysis, and notification of a major breach incident at the College of Education. We also assisted in mitigating a total of 12 compromised and defaced Web pages and 23 copyright infringement cases. In April of 2009, we began our media sanitization process. To date, we have cleaned or erased 7,344 disposed computer storage devices. We have also been coordinating the development of the paperless workflow initiative with the pilot project the Tenure and Promotion Process. Additionally, in conjunction with the University Compliance Office, we presented IT security awareness training to the University information technology administrators. This training was an effort to help this group understand how compliance requirements impact technology implementation with an emphasis on their responsibilities. Below is a list of the recent services we provided:

Web Server Compromises since 8/1/10:

8/18/2010	Participating in a BOTnet - Advancement
8/19/2010	Malicious content on website - Chemistry/Gopanther
8/23/2010	Defaced website – RomeCasino (w3.fiu.edu)
9/12/2101	Defaced website - BOT
	Defaced website - Asian Studies
	Defaced website - Wordpress
	Defaced website - President's Office
	Defaced website - Global Learning
	Defaced website - Law
9/15/2010	Code showing in website - HR
	Code showing in website - Compliance
10/11/2010	Website selling medication - Computer Science
Media Sanitizations - year to date:	7344

Enterprise System Operations

Single Sign-on For PantherSoft CS

As reported at the last BoT meeting, we integrated Peoplesoft financial information system into our single sign-on system Myaccounts. At present (October 29), we are on track for integrating PeopleSoft Campus Solution student information system into MyAccounts by the end of October. This will further unify passwords across FIU enterprise information systems. This initiative makes it easier for faculty, staff, and students to remember their passwords and lowers the amount of password reset calls to the support center. We have already noticed how this single sign-on solution has helped faculty and staff on PantherSoft financial information system. We expect that it will be a significant improvement on streamlining the logon process for FIU students.

We Joined Incommon.org

Continuing on the path to reach our goal of a single sign-on on all FIU enterprise information systems, we have become a member of InCommon. InCommon is a federated identity management consortium that eliminates the need for multiple, password-protected accounts and simplifies online collaboration between universities and service providers. InCommon provides a framework of shared policies, trust-establishing processes, and technology standards for universities and services partners. InCommon benefits include:

- Support of Web-based distributed authentication and authorization services, such as controlled access to protected content resources.
- Participants exchange information in a standardized format.
- Higher security for access decisions and user privacy controls.
- Reduced account management overhead for institutions.
- Single authentication framework.

Expanding Single Sign-on Solution to Websites

We have expanded our single sign-on solution, CAS, to include various FIU websites. We are in the process of upgrading this system and adding a disaster recovery component, which will then allow us to expand this service to the majority of FIU's web based services. This service allows users to login to one CAS supported web site and not have to login again to any of the other websites/services that are supported by our single sign-on solution during that same session.

Email Upgrade for Faculty and Staff

We completed the installation of Microsoft Exchange 2010 email system and have migrated about 50% of faculty and staff email accounts to the new email system. All voicemail users are on the new MS Exchange voicemail system and we are in the process of enabling unified messaging feature for all voicemail users. We plan to complete the project by the end of December. Since the University already has a site license

agreement with Microsoft, using Microsoft Exchange unified messaging function to deliver voicemail service saves license money for the University.

Single Sign-on for Moodle

As reported earlier, we are migrating from WebCT learning management system to the open-source solution Moodle. Instead of carrying over the multiple logon requirements from WebCT, we have extended our single sign-on solution to Moodle. Faculty, staff, and students can use their single sign-on ID and password (i.e., their email ID and password) to access Moodle.

New Service for Sending Large Files

We implemented a large file transfer service for FIU faculty and staff. Since our email system has a limit of 20MB for attaching files. For files over 20MB, users previously did not have any available FIU resource that could get the files to the intended recipients. With the new large file transfer service, faculty and staff can now send large files to their colleagues.

Support Center Service Statistics

Call Center

Calls Received/Handled Fall '10 (Aug 23 to October 22)

Calls received:	20,584
Calls handled:	17,640
Average time in queue:	56 sec.

Field Team: (MMC & BBC)

	MMC	BBC
Requests Handled:	443	126

Hardware Repair/Software License

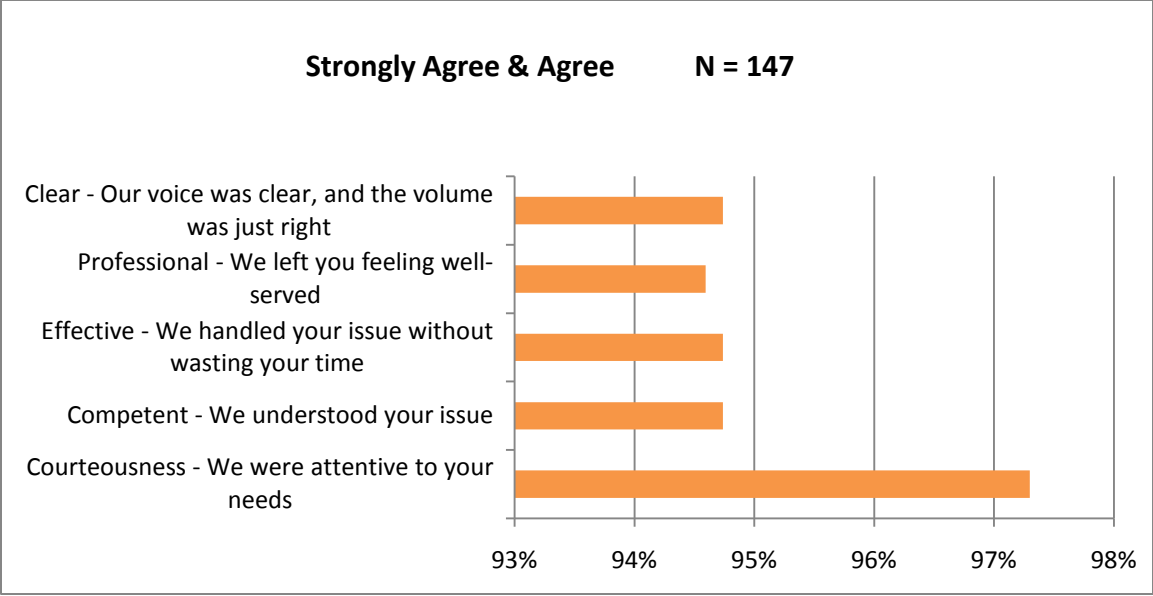
Requests Handled:	983
Average Time to Resolve*:	11 Days
*Includes part procurement	

User Accounts Management

Resolved Incidents:	448
Account disabled per HR request:	854

Results of Service Satisfaction Survey

To monitor and improve our service, the Support Center conducts on-going follow-up survey of faculty and staff who received service from the Call Center staff. Overall, 95% of the respondents strongly agreed or agreed that our service quality is good. The chart below shows the results of the follow-up survey in the past three months:



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