

FLORIDA INTERNATIONAL UNIVERSITY BOARD OF TRUSTEES FULL BOARD MEETING

Friday, September 24, 2010 9:00 a.m. Florida International University Biscayne Bay Campus Wolfe University Center Ballrooms

AGENDA

l. Call to Order and Chair's Remarks Chairman Albert E. Dotson, Sr.

2. Remarks by Student Government Association President for the Biscayne Bay Campus

Christin Battle

3. Foundation Report

4. Public Appearances

5. President's Report

6. Office of the General Counsel presentation

7. Action Items - Consent Agenda

BT1. Minutes, June 4, 2010

BT2. Minutes, September 2, 2010

FA1. 2005-2015 Campus Master Plan

FA2. Revision to Investment Policy Asset Allocation: Addition of Real Assets Class

AP1. Tenure as a Condition of Employment

AP2. Doctorate of Nursing Practice New Program Proposal

AP3. PhD in Biochemistry New Program Proposal – follow up

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

Noel J. Guillama-Alvarez

Albert E. Dotson, Sr.

Mark B. Rosenberg

Isis Carbajal de Garcia

Albert E. Dotson, Sr.

The Florida International University Board of Trustees Agenda September 24, 2010 Page 2

8. Action Items

AP4./P1. University Smoke- and Tobacco-Free Regulation (*Tab AP*)

S. Lawrence Kahn, III Cesar L. Alvarez

P2. President's Management Review, 2009-2010 (Tab P)

Cesar L. Alvarez

P3. University Goals, 2010-2011 (*Tab P*)

Cesar L. Alvarez

- 9. Status Reports, Board Committees (For Information Only)
 - Finance and Audit Committee Report
 - Academic Policy and Student Affairs Committee Report
 - Personnel Committee Report
- 10. New Business (If any)

Albert E. Dotson, Sr.

11. Concluding Remarks and Adjournment

Albert E. Dotson, Sr.

THE FLORIDA INTERNATIONAL UNIVERSITY BOARD OF TRUSTEES

September 24, 2010

Subject:	Call to Order and Chair's Remarks
	Proposed Board Action:
	None. Information only.

Background Information:

Albert E. Dotson, Sr., FIU Board of Trustees Chair, will convene the meeting with opening remarks.

Supporting Documentation: N/A

Facilitator/Presenter: Albert E. Dotson, Sr.

THE FLORIDA INTERNATIONAL UNIVERSITY BOARD OF TRUSTEES

September 24, 2010

Subject: Remarks by Student Government Association President for the Biscayne Bay Campus, Christin Battle

Proposed Board Action:

None. Information only.

Background Information:

The Florida International University Board of Trustees welcomes Christin "Cici" Battle, Student Government Association President for the Biscayne Bay Campus

Supporting Documentation: N/A

Facilitator/Presenter: Christin "Cici" Battle

THE FLORIDA INTERNATIONAL UNIVERSITY BOARD OF TRUSTEES

September 24, 2010

Subject:	Foundation Report	

Proposed Board Action: None. Information only.

Background Information:

Noel J. Guillama-Alvarez, FIU Foundation, Inc. Board of Directors Chair, will report on the activities of the Foundation Board since the last meeting of the Board of Trustees.

Supporting Documentation: N/A

Facilitator/Presenter: Noel J. Guillama-Alvarez

THE FLORIDA INTERNATIONAL UNIVERSITY BOARD OF TRUSTEES September 24, 2010

September 24, 2010				
Subject: Public Appearances				
Proposed Board Action: None. Information only.				
Bac Public Comment Pe	kground Information: eriod (if timely requested and approved)			
Supporting Documentation:	N/A			
Facilitator/Presenter:	Albert E. Dotson, Sr.			

THE FLORIDA INTERNATIONAL UNIVERSITY **BOARD OF TRUSTEES**

September 24, 2010				
Subject: President's Report				
Proposed Board Action: None. Information only.				
Background Information: Mark B. Rosenberg, President, will provide the University report.				
Supporting Documentation:	N/A			
Facilitator/Presenter:	Mark B. Rosenberg			

THE FLORIDA INTERNATIONAL UNIVERSITY BOARD OF TRUSTEES

		September 24, 2010		
Subject:	Office of the General C	ounsel Presentation		
	Proposed Board Action: None. Information only.			
	Bac Isis Carbajal de Ga	ckground Information: arcia, Deputy General Counsel presents.		
Supportin	g Documentation:	N/A		
Facilitato	·/Presenter·	Isis Carbaial de Garcia		

Consent Agenda BT1 – BT2

THE FLORIDA INTERNATIONAL UNIVERSITY BOARD OF TRUSTEES

September 24, 2010

Subject: Approval of Minutes of Meetings held June 4, 2010; and September 2, 2010

Proposed Board Action:

Approval of Minutes of the Florida International University Board of Trustees, Full Board meeting held on Friday, June 4, 2010 at the FIU Modesto A. Maidique Campus, Graham Center Ballrooms; and Minutes of the Full Board meeting held via conference call on Thursday, September 2, 2010.

Background Information:

Board members will review and approve the Minutes of the Florida International University Board of Trustees, Full Board Meeting held on Friday, June 4, 2010 at the FIU Modesto A. Maidique Campus, Graham Center Ballrooms; and Minutes of the Full Board meeting held via conference call on Thursday, September 2, 2010.

Supporting Documentation:

Florida International University Board of Trustees Full Board Meeting Minutes: June 4, 2010 (BT1); September 2, 2010 (BT2)

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FLORIDA INTERNATIONAL UNIVERSITY BOARD OF TRUSTEES FULL BOARD MEETING JUNE 4, 2010 MINUTES

1. Call to Order and Chair's Remarks

Chairman Albert E. Dotson, Sr. convened the meeting of the Florida International University Board of Trustees at 9:03 a.m., on Friday, June 4, 2010, at the Modesto A. Maidique Campus, Graham Center Ballrooms, Miami, Florida.

The following attendance was recorded:

Present:

Albert E. Dotson, Sr., *Chair*Albert Maury, *Vice Chair*Michael M. Adler
Sukrit Agrawal
Jorge L. Arrizurieta
Thomas Breslin
Joseph L. Caruncho
S. Lawrence Kahn, III
Claudia Puig
Helena Ramirez
Mark B. Rosenberg, *University President*

Excused:

Cesar L. Alvarez Marcelo Claure Miriam López

Chairman Dotson welcomed newly appointed Trustees Sukrit Agrawal, CEO of American Medical Depot, and Helena Ramirez, President of the Student Government Association (SGA) for the Modesto A. Maidique Campus.

Chairman Dotson noted that the final State budget included \$10 million for the New Florida initiative, which mobilizes State universities to create a new Florida economy based on knowledge and innovation. Chairman Dotson commended the University community for demonstrating its sensitivity to the Gulf oil crisis as well as the continued Haiti relief efforts.

On behalf of the Board, Chairman Dotson congratulated the University's Baseball team on its victory over Troy to claim the SBC Tournament Baseball Championship, noting that the team was scheduled to play later in the afternoon to begin the NCAA regional tournament. Chairman Dotson also congratulated player Garrett Wittles on his remarkable performance during the season, offering best wishes as he continued to pursue the Division 1 hitting-streak record.

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Florida International University Board of Trustees Minutes June 4, 2010 Page | 2

Chairman Dotson announced that the General Counsel's presentation has been deferred to the next regularly scheduled Board meeting.

2. Foundation Report

FIU Foundation, Inc. Board of Directors Chairman Noel J. Guillama-Alvarez presented the Foundation Report, noting that the Foundation Board welcomed Mr. Jose Aldrich as a new member. Chairman Guillama-Alvarez presented a coin to each of the Trustees as part of a challenge, noting that each member of the key governing boards was responsible for contributing to the University's success and challenged that the coins should be carried by each member at all times. He also provided an update on the investments performance and fundraising efforts. He further noted that a Capital Campaign Workshop was planned for August, adding that all Trustees were invited to participate and should expect additional event details within the coming weeks.

3. Public Appearances

There were no public appearances.

4. President's Report

University President Mark B. Rosenberg announced that he asked interim Provost Douglas Wartzok, to continue as Provost and Executive Vice President on a permanent basis, effective immediately. He noted that during his interim leadership period, Dr. Wartzok demonstrated the proven leadership consistent with FIU's trajectory as a student-centered engaged research University.

President Rosenberg introduced a brief video depicting his first trip to China where he presided over the graduation of nearly 170 Chinese students from the University's School of Hospitality and Tourism Management on the campus of Tianjin University of Commerce. He also introduced another brief video where Instructor for the School of Hospitality and Tourism Management Susan Gladstone announced the collaboration with the City of Qingdao to produce a Wine and Food Festival to take place on the City's scenic pier.

5. Action Items - Consent Agenda

Chairman Dotson noted that the items included in the Consent Agenda were thoroughly reviewed and discussed at the Committee level. He further noted that the Finance and Audit Committee, the Academic Policy and Student Affairs Committee, and the Personnel Committee each recommended approval by the Board of the respective action items contained in the Consent Agenda.

Chairman Dotson noted that the Proposed 2010-2011 – Fixed Capital Outlay Budget and the Request for Approval of FIU's 2011-2012 Fixed Capital Outlay Legislative Budget Request, consisting of the 5-year Capital Improvement Plan were amended and submitted as part of the Consent Agenda.

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

- **BT1. Minutes, February 20, 2010** Approval of the Minutes of the FIU Board of Trustees, Foundation Board of Directors Executive Committee Joint Retreat held on February 20, 2010 at the FIU Modesto A. Maidique Campus, the Patricia & Phillip Frost Art Museum, room 107.
- FA2. Proposed 2010-2011 Fixed Capital Outlay Budget Approval of the University's 2010-2011 Fixed Capital Outlay Budget and authorization of the University President to amend the budget as necessary, consistent with Board of Governors and Board of Trustees directives and guidelines. The Proposed 2010-2011 Fixed Capital Outlay Budget request was amended in accordance with the final State budget for 2010-11 as signed by Governor Charlie Crist.
- FA4-A. Signature Authority Depositories for the University Approval of the following banking institutions as designated depositories at which University funds may be deposited:

Bank of America, N.A. Jacksonville, FL

U.S. Bank St. Paul, MN

Wachovia Bank, N.A. Charlotte, NC

Regions Bank, N.A. Birmingham, Alabama

Approval that the University President, the Chief Financial Officer, and University Treasurer, are each individually authorized to take all actions necessary to open or close bank accounts at any of the designated depositories.

■ FA4-B. Signature Authority – Authorization to sign checks for the University – Approval that the following officers and employees of the University are authorized to sign checks to pay legal obligations of the University from any and all designated University depositories:

Kenneth A. Jessell, Chief Financial Officer
Charlene M. Blevens, Interim and Deputy Controller
Ramon V. Duenas, Associate Controller
Nathaniel J. Bell, Assistant Controller

- FA4-C. Signature Authority Transfer of Funds for the University Approval of the University President, or a University official he authorizes as his designee, to transfer funds from one depository to another, within a depository, to another institution, or from another institution to a depository for investment purposes and may transfer funds to pay expenses, expenditures, or other disbursements, evidenced by an invoice or other appropriate documentation.
- FA5. Approval of the Amendment to the Bylaws of the Florida International University Research Foundation, Inc. Approval of the Florida International University Research Foundation, Inc. Bylaws as amended on April 21, 2010 and authorization for the Chairperson of the Research Foundation to take all actions necessary pertaining to these Amended Bylaws and to conform the Research Foundation's Articles of Incorporation to these amended Bylaws.
- FA7. Request for Approval of Florida International University's 2011-2012 Fixed Capital Outlay Legislative Budget Request, Consisting of the 5-year Capital Improvement Plan (CIP) Approval of the Florida International University 2011-2012 Fixed Capital Outlay Legislative Budget Request, consisting of the 5-year Capital Improvement Plan (CIP) and authorization of the University President to amend the Legislative Budget Request as necessary, consistent with Board of Governors and Board of Trustees directives and guidelines. Chairman Dotson noted that the University's 2011-2012 Fixed Capital Outlay Legislative Budget Request, consisting of the 5-year Capital Improvement Plan (CIP) was revised to incorporate the Satellite Chiller Plant Expansion.
- **AP1. Tenure as a Condition of Employment** Approval of the Tenure as a Condition of Employment nominees as specified in the Board materials.
- **AP2. Tenure Nominations** Approval of the Tenure Nominations as specified in the Board materials.
- AP3. Master of Science in Information Technology New Program Proposal –
 Approval of the Master of Science in Information Technology (CIP 11.0103) new program proposal.
- **AP4. Master of Arts in Global Governance New Program Proposal** Approval of the Master of Arts in Global Governance (CIP 30.2001) new program proposal.
- **AP5. PhD in Biochemistry New Program Proposal** Approval of the PhD in Biochemistry (CIP 26.0202) new program proposal.
- **AP6.** Limited Access Designation Approval of Limited Access designation for eight (8) academic programs:

Bachelor of Accounting (CIP code: 52.0301) Bachelor of Business Administration (CIP code: CIP 52.0201; 52.0801; 52.1101, 52.1201; 52.1401; 52.1501; 52.1001)

Bachelor of Health Services Administration (CIP code: 51.0701)
Bachelor of Arts in Music, Bachelor of Music (CIP code: 50.0901)
Bachelor of Science in Communication (CIP code: 09.0101)
Bachelor of Science in Hospitality Management (CIP code: 52.0901)
Bachelor of Science in Nursing (CIP code: 51.1601)
Bachelor of Science in Social Work (CIP code: 44.0701)

- P1. University Equity Reports Approval of the University Equity Reports.
- P2. Proposed Amendment to the Employment Agreement for President Mark B. Rosenberg – Approval of a Resolution requesting an amendment to the Employment Agreement for President Mark B. Rosenberg concerning primarily dates for the coverage and reporting of goals.

6. Action Items

FA1. Proposed 2010-2011 Operating Budget

Trustee Albert Maury, Chair of the Finance and Audit Committee, provided brief highlights from the May 20, 2010 Committee meeting and requested that CFO and Senior Vice President for Administration Kenneth Jessell present the Proposed 2010-2011 Operating Budget and subsequent action items for Board consideration and approval. Trustee Maury recommended that all of the action items included within the 2010-11 Operating Budget be voted on in one (1) motion. There were no objections.

A motion was made and passed by the FIU Board of Trustees approving the proposed 2010-2011 Operating Budget and subsequent fees:

A. University and Direct Support Organizations (DSO) Operating Budgets
The FIU Board of Trustees approved the 2010-11 University and DSO Operating
Budgets and authorized the University President to amend the University budget
consistent with Legislative, Board of Governors' and Board of Trustees' directives and
guidelines. The University President shall keep the Board of Trustees informed of any
changes in excess of 2% made to the total approved 2010-2011 Operating Budget during
the operating year.

B. University Tuition Fee

The FIU Board of Trustees approved the Amended Regulation FIU-1101 Tuition Fees Schedule and delegated to the University President authority to approve subsequent amendments required by the Florida Board of Governors.

C. Tuition for Market Rate Programs

The FIU Board of Trustees adopted a new Regulation FIU-1102 Tuition for Market Rate Programs and delegated to the University President authority to approve subsequent amendments required by the Florida Board of Governors.

D. Student Health Fee

The FIU Board of Trustees approved the proposed Florida International University Health Fee Increase from the current \$67.20 per student headcount to \$83.19 per student headcount effective the Fall term of 2010 for fiscal year 2010-2011.

E. Amendment of University Traffic and Parking Regulation

The FIU Board of Trustees approved the Amendment of the University Traffic and Parking Regulation FIU-1105 and delegated authority to the University President to approve any subsequent amendments that are based on comments to the Regulation received from the Board of Governors and as a result of the regulation-making process.

President Rosenberg praised the inclusion of several critical University projects in the State budget signed by Governor Charlie Crist and thanked the State legislators for their support. He also thanked Trustees for their involvement in the budget process.

FA3. Authorization for the Issuance of the Debt to Finance the Construction of the Department of the Health Building at the Modesto A. Maidique Campus

Trustee Maury noted that although not in the PECO budget, the Governor did veto the FIU/Miami Dade Health Department Facility. As such, this item has been removed from the agenda and will not be considered by the Board during the current meeting.

AP7. 2010 University Work Plan

Trustee S. Lawrence Kahn, Chair of the Academic Policy and Student Affairs Committee, provided brief highlights from the May 20, 2010 Committee meeting and requested that Provost and Executive Vice President Douglas Wartzok present the 2010 University Work Plan for Board consideration and approval. VP Wartzok noted that Work Plan outlines the University's top priorities, strategic directions, and specific actions and financial plans for achieving those priorities, as well as performance expectations and outcomes on institutional and System-wide goals.

A motion was made and passed by the FIU Board of Trustees approving the 2010 University Work Plan.

7. Status Reports, Board Committees (for information only)

Chairman Dotson noted that these Committees met prior to the regular Board meeting: External Relations; Finance and Audit; Academic Policy and Student Affairs; Personnel; Athletics. He added that summaries of the Committee meetings were submitted for Board of Trustees review in anticipation of the Board meeting.

Chairman Dotson requested that the External Relations Committee report, the Finance and Audit Committee report, the Academic Policy and Student Affairs Committee report, the Personnel Committee report and the Athletics Committee report be accepted as written. There were no objections.

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Florida International University Board of Trustees Minutes June 4, 2010 Page | 7

Chairman Dotson thanked the Committees for their work noting that their careful review of University issues was of invaluable service to the entire Board. He noted that he was pleased to see the level of involvement by the Foundation Board, President's Council and Alumni Association Liaisons at the Board of Trustees Committee meetings, adding that greater collaboration among the University Boards played a critical role in helping FIU to become a leading student-centered urban public research University that is locally and globally engaged.

8. New Business

No new business was raised.

9. Concluding Remarks and Adjournment

Since there was no other business, the meeting of the Florida International University Board of Trustees was adjourned on Friday, June 4, 2010 at 10:22 a.m.

Albert E. Dotson, Sr.	Mark B. Rosenberg
Chairman	Corporate Secretary
FIU Board of Trustees	FIU Board of Trustees

MB 6.8.10

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FLORIDA INTERNATIONAL UNIVERSITY BOARD OF TRUSTEES FULL BOARD MEETING SEPTEMBER 2, 2010 MINUTES

1. Call to Order and Chair's Remarks

Chairman Albert E. Dotson, Sr. convened the meeting of the Florida International University Board of Trustees at 2:05 p.m., on Thursday, September 2, 2010, via conference call.

The following attendance was recorded:

Present:

Albert E. Dotson, Sr., Chair
Albert Maury, Vice Chair
Michael M. Adler
Sukrit Agrawal
Jorge L. Arrizurieta
Thomas Breslin
Marcelo Claure
S. Lawrence Kahn, III
Claudia Puig
Helena Ramirez
Mark B. Rosenberg, University President
Noel J. Guillama-Alvarez, FIU Foundation Inc. Board of Directors Chairman

Excused:

Cesar L. Alvarez Joseph L. Caruncho Miriam López

Chairman Dotson welcomed all Trustees, members of the University administration and callers joining the telephonic meeting via listen-only lines. He thanked all Trustees for making themselves available for the meeting. He stated that the Board was being asked to ratify amendments to certain articles and policies of the 2008-11 Collective Bargaining Agreement between the FIU Board of Trustees and the United Faculty of Florida – FIU Chapter.

2. Action Item

BT1. Ratification of Amendments to the 2008-11 Collective Bargaining Agreement Between the Florida International University Board of Trustees and the United Faculty of Florida (UFF) – FIU Chapter

President Mark B. Rosenberg noted that he was pleased to announce that the UFF had just concluded their voting and had unanimously approved the proposed amendments to the Agreement. He added that FIU's distinguished faculty shared a sense of commitment for the success of the students and the University. He introduced the Ratification of the Amendments to the 2008-11

Collective Bargaining Agreement between the Florida International University Board of Trustees and the UFF – FIU Chapter for Board review and approval and requested that Executive Vice President and Provost Douglas Wartzok delineate the key amendments to the Agreement. Provost Wartzok noted that in addition to the salary article, UFF had chosen to re-open three other articles and policies of the Agreement. He added that the negotiated salary article will cover the years 2009-10, 2010-11, and 2011-12. He further described the proposed changes in assignment of responsibilities, benefits, and totality of agreement.

A motion was made and passed by the FIU Board of Trustees ratifying the Amendments to the 2008-11 Collective Bargaining Agreement between the Florida International University Board of Trustees and the United Faculty of Florida – FIU Chapter.

3. New Business

President Mark B. Rosenberg reported on the start of the Fall 2010 semester, noting the record enrollment for the 2010-2011 academic year.

Chairman Dotson, on behalf of the Board, congratulated the members of the negotiating team and thanked them for their hard work and efforts.

4. Concluding Remarks and Adjournment

Since there was no other business, the meeting of the Florida International University Board of Trustees was adjourned on Thursday, September 2, 2010 at 2:23 p.m.

Albert E. Dotson, Sr.

Chairman

FIU Board of Trustees

Mark B. Rosenberg

Corporate Secretary

FIU Board of Trustees

MB 9.3.10

Consent Agenda FA1

THE FLORIDA INTERNATIONAL UNIVERSITY BOARD OF TRUSTEES

September 24, 2010

Subject: Florida International University Campus Master Plan Update 2005-2015

Proposed Board Action:

Approve the Florida International University Campus Master Plan Update 2005-2015.

Background Information:

Pursuant to the Subsection 1013.30, of the Florida Statues, each university Board of Trustees shall adopt a campus Master Plan for the university and the Master Plan is to be updated every 5 years. Following the development of the draft of the Master Plan, FIU held the first of two scheduled public hearings at the Koven's Conference Center at the Biscayne Bay Campus on October 9, 2009. At the hearing, a presentation on the draft Master Plan was made and the draft Master Plan was distributed to host and affected local governments and public agencies for public review. In accordance with FS 1013.30, host and affected local governments had 90 days to review the draft and provide comments to the University. Upon receiving the review comments, the draft Master Plan was revised to reflect and address all relevant comments that were submitted to the University. A second public hearing was held on May 27, 2010 at the Koven's Center where the final draft Master Plan, reflecting the changes that were made since the October meeting, was presented.

The Florida International University will be effective for a term of ten years (2005-2015) upon approval and execution by the Board of Trustees.

Supporting Documentation: 2005-2015 Master Plan Update Executive Summary

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FLORIDA INTERNATIONAL UNIVERSITY

2005-2015 Campus Master Plan Update State Project No. BT-805

EXECUTIVE SUMMARY

August 2010

FLORIDA INTERNATIONAL UNIVERSITY 2005-2015 CAMPUS MASTER PLAN UPDATE

Statutory and Regulatory Requirements

Florida Statutes contain special growth management provisions in recognition of the unique relationship between university campuses and the local governments in which they are located. While the campuses provide research and educational benefits of statewide and national importance, and further provide substantial educational, economic, and cultural benefits to their host local governments, they may also have an adverse impact on the public facilities and services and natural resources of host governments. The statutes state that universities should be considered as vital public facilities of the state and local governments.

Section 1013.30 addresses this unique relationship by providing for the preparation of campus master plans and associated campus development agreements. The statutes require that each university board of trustees prepare and adopt a campus master plan for the university and maintain a copy of the plan on the university's website. The master plan must identify general land uses and address the need for and plans for provision of roads, parking, public transportation, solid waste, drainage, sewer, potable water, and recreation and open space during the coming 10 to 20 years. The plans must contain elements relating to future land use, intergovernmental coordination, capital improvements, recreation and open space, general infrastructure, housing, and conservation. Each element must address compatibility with the surrounding community.

The master plan must identify general location of structures, densities and intensities of use, and contain standards for onsite development, site design, environmental management, and the preservation of historic and archaeological resources. The transportation element must address reasonable transportation demand management techniques to minimize offsite impacts where possible. Data and analyses on which the elements are based must include the characteristics of vacant lands; projected impacts of development on onsite and offsite infrastructure, public services, and natural resources; student enrollment projections; student housing needs; and the need for academic and support facilities. Master plans must be updated at least every 5 years.

In addition to statutory requirements, Chapter 21 of the Florida Board of Governors Regulations describes specific requirements for university comprehensive campus master plans. BOG Regulations include content requirements, data and analysis requirements, application of requirements, planning time frame, internal consistency, plan implementation requirements, and monitoring and evaluation requirements.

On July 26, 2004 BOT adopted the 2000-2010 master plan and two minor amendments to Element 4.0 Future Land Use, were approved by the BOT on June 20, 2007 and

June 12, 2008. Amendment #1 revised land use categories to enable the construction of the FIU Stadium Expansion. Amendment #2 further revised land use to enable mixed use development in the Academic Health Center precinct of the Modesto A. Maidique Campus.

In Fall 2004, funds were allocated to each university from the State Concurrency Trust Fund by the Board of Governors to commission consultants for the 2005-2015 update. The FIU Metropolitan Center prepared an Evaluation and Appraisal Report and the FIU Lehman Center for Transportation Research performed traffic engineering analyses at both campuses. Perkins & Will was selected to prepare the comprehensive plan update in Spring 2008.

In Fall 2008 funds were again allocated to each university from the State Concurrency Trust Fund by the Board of Governors to commission consultants for the 2010-2020 update. Once the university adopts the 2005-2015 plan, these funds can be used to begin planning the 2010-2020 comprehensive plan update.

Upon adoption of the campus master plan, the university will draft a proposed campus development agreement for each local government. The agreement will address the impact of existing and proposed campus development reasonably expected over the term of the campus development agreement on each service or facility and any deficiencies in such service or facility which the proposed campus development will create or to which it will contribute. The university's fair share of the cost of the measures identified, if any, must be stated in the campus development agreement.

FLORIDA INTERNATIONAL UNIVERSITY 2005-2015 CAMPUS MASTER PLAN UPDATE

INTRODUCTION

The two principal campuses of Florida International University (FIU) lie within Miami-Dade County. The largest campus, Modesto A. Maidique, occupies approximately 342 acres at the southeast quadrant of the intersection of the Homestead Extension of the Florida Turnpike (SR 821) and Tamiami Trail (US 41) in west central Miami-Dade County. Biscayne Bay Campus occupies approximately 195 acres on Biscayne Bay within the City of North Miami in northeast Miami-Dade County. A branch campus, Engineering Center, is located north of Modesto A. Maidique at the northeast intersection of SW 107th Avenue and West Flagler Street.

This Master Plan Update provides growth opportunities for FIU for the next ten-year planning period (2005-2015). The 2005-2015 Campus Master Plan Update is based on the following principles:

- Correct existing program, facility, service and operational deficiencies.
- Anticipate and reasonably plan for programs, facilities, services and infrastructure required to meet the needs of a growing student population over the next ten (10) years in an increasingly urbanizing area of its host community.
- Plan for the continued development of the University by organizing future growth with land use zones.

The following narrative summarizes each of the eighteen elements mandated by the State University System.

1.0 ACADEMIC MISSION OF THE UNIVERSITY ELEMENT

FIU has been part of the Florida Board of Education, Division of Colleges and Universities since 1965, hiring its founding staff members in September 1969. In 1972, FIU opened the doors for 6,000 students enrolled in upper division undergraduate and graduate. Nine years later, in 1981, lower division classes for freshman and sophomore level students were added to the University. Soon after this, doctoral level degree programs were added.

FIU's mission statement reads as follows:

"Florida International University (FIU) is an urban, public, multi campus, research university serving South-Florida, the state, the nation and the international community. It fulfills its mission by imparting knowledge through excellent teaching, promoting public service, discovering new knowledge, solving problems through research, and fostering creativity."

Five key strategic themes guide the development of the University's educational and research programs: International, Environmental; Florida and Local Economic Development; Health; Arts, Culture and Diversity; and Learning Opportunities.

The University's operational philosophies complement these themes by encouraging: high quality, competitiveness, accountability, innovation, collegiality, diversity, and operational excellence. Its vision can be stated in five words: top public urban research university.

2.0 ACADEMIC PROGRAM ELEMENT

Florida International University provides a vast and rapidly expanding array of educational opportunities for the 39,146 students enrolled in the fall 2008 academic degree programs. The majority of these students take classes at Modesto A. Maidique, though a large percentage of students take classes at more than one campus due to the availability of course offerings.

In addition to the students found on-campus, there are a number of students who are enrolled in off-campus degree programs, either out of the country or on an independent basis. These students are currently a small percentage of the total University headcount. However, as technology continues to expand, more students are expected to enroll in these types of programs.

The FTE and headcount projections provided in this element are based on enrollment data from the Fall of 2008. Below is a list of the colleges and schools at FIU as of 2008.

College of Architecture and the Arts
School of Architecture
School of Art and Art History
School of Music
School of Theatre and Speech Communication
College of Arts and Sciences
College of Business Administration
Alvah H. Chapman, Jr. Graduate School of
Business
School of Accounting
College of Continuing and Professional Studies

College of Education
College of Engineering & Computing
College of Nursing & Health Sciences
School of Computing and Information Sciences
College of Public Health and Social Work
School of Social Work
Robert Stempel School of Public Health
Honors College
School of Hospitality and Tourism Management
School of Journalism and Mass Communication
College of Law
College of Medicine
University Graduate School

Within the University structure, there are 163 baccalaureate, masters, and doctoral majors and 195 academic degree programs. Majors are fields of study with areas of concentration, tracks or sequences. Authorized degree programs may have more than one major in a degree program.

In 2006, the Board of Governors approved the creation of a College of Medicine at FIU. This will be the only public medical school in South Florida and will be the fifth allopathic program in the State*. The initiative will require a restructuring of FIU's health and medical science programs, as well as partnerships with health service providers in the community. The goal is to create a multidisciplinary research consortium. It is planned that the first class of the College of Medicine will graduate 40 students and, after its first stage of development that will occur in approximately seven years, 120 students. FIU has partnered with the Florida Department of Public Health and Miami-Dade County to develop the 40-acre center at the northeast corner of Modesto A. Maidique. FIU's Master Plan has been amended to include the College of Medicine.

In accordance with the University mission, FIU has committed itself to providing a high quality education to the South Florida area by offering programs at locations both on and off campus. University Out-Reach advances the mission of Florida International University by delivering quality lifelong learning programs that fulfill the educational needs of local, state, regional, national, and international learners. Through innovative and effective instructional approaches, the Division offers academic credit, distance learning, and professional development and personal enrichment programs in partnership with FIU's academic units that maximize access and value. University Out-Reach's customer-driven professional team incorporates leading edge technologies in an optimal learning environment.

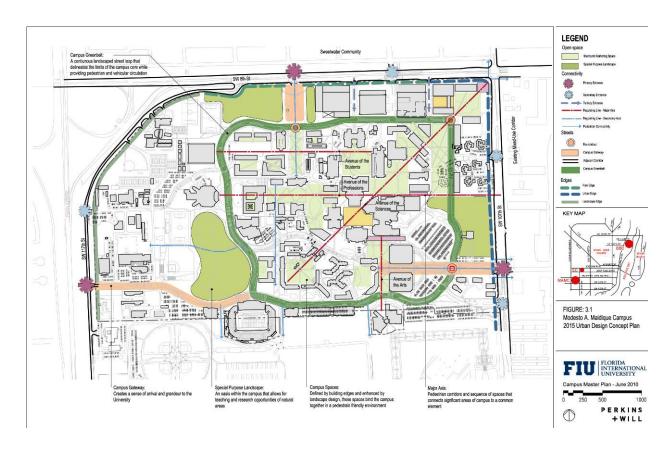
^{*}In 2010, the BOG and state legislature approved the establishment of a College of Medicine at Florida International University.

3.0 URBAN DESIGN ELEMENT

The physical environments of FIU's three main campuses are integral to the educational experiences of its students and to the health and well being of all of those who come in contact with the university. The urban design character of each of its campuses should emphasize the creation of model public spaces developed upon best practices in sustainable sub-tropical systems and refine the base concepts of earlier planning efforts.

Modesto A. Maidique Campus

The response at Modesto A. Maidique Campus is to encourage a more compact, "urban" pattern within the academic core and along its eastern edge. A sense of geometric order with renewed emphasis on axial patterns and the spatial sequences of campus open spaces such as quads, parks and courtyards to define the future development pattern of the campus. In addition, the campus loop road, termed the Greenbelt, will define the limits of the traditional academic campus core while still providing access throughout the growing campus. The majority of surface parking lots will be strategically replaced with parking structures placed along the edges of the campus allowing the expansion of the academic buildings within the academic core to truly define the proposed sequence of open spaces and suggest pedestrian circulation (See Figure 3.1).



Engineering Center

Engineering Center, although visually separated from Modesto A. Maidique Campus, will maintain its connectivity to the main campus through a consistency in design fabric in the form of enhanced pedestrian corridors, enhanced edge conditions, gateway treatments, and site furnishing elements such as lighting and signage similar to of that Modesto A. Maidique Campus (see Figure 3.2). This consistency is to be considered whenever upgrades or expansion occurs. Other issues such as building to space relationships, pedestrian movement, activity nodes, parking and landscaping are crucial to enhancing the character and appeal of this campus.



Biscayne Bay Campus

At Biscayne Bay Campus the challenge is to preserve the existing open space and views that enhance the sustainability objective of the campus while consolidating a compact academic core, increasing student services and improving the on-campus housing options (See Figure 3.3). This campus is unlike that of the other FIU campuses. While Modesto A. Maidique Campus and Engineering Center are located within an existing urban fabric, the Biscayne Bay campus is surrounded by state parks and is physically disconnected from its adjacent neighbors. If the campus is to be truly sustainable while still being attractive to potential students, the campus must function more as a small town than an isolated campus. Increasing the services, creating higher density development and establishing a sense of place are crucial in highlighting the uniqueness of this campus.



4.0 LAND USE ELEMENT

The Land Use Element represents existing and proposed development patterns within the campus boundaries to be coordinated and not conflict with the adjacent areas planned by the City of Miami, Sweetwater and North Miami.

Modesto A. Maidique Campus

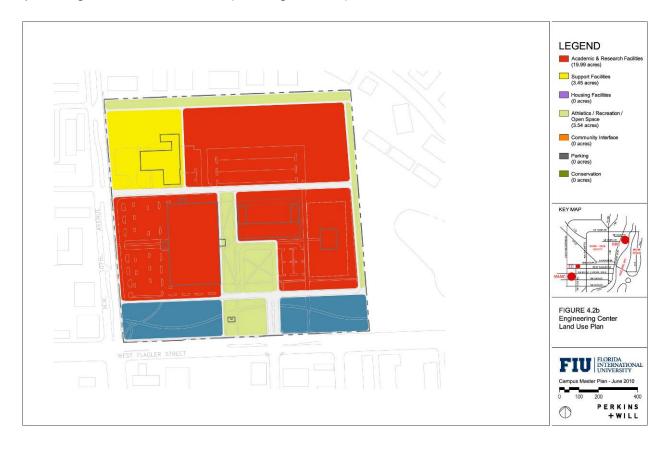
At Modesto A. Maidique, three strategies are used to accommodate future expansion needs. First, housing and surface parking from the northeast corner of the site are relocated to create an expansion zone for academic health sciences programs. Second, infill sites are identified and build upon adjacencies with academic or student life functions. Third, infill and building sites are shaped to preserve and strengthen existing open spaces and pedestrian corridor axes.

The goal is to move toward a more compact, efficient urban scale of development. This can be accomplished by increasing allowable heights for new construction. Moreover, by using the best and highest use of land, academic facilities will dominate the campus core. and surface parking will be re-located to the periphery (see Figure 4.1b).



Engineering Center

To effectively develop this site, a more efficient access and circulation pattern is recommended. The relocation of the main entrance and better parking facilities creates a more user-friendly atmosphere for faculty and students. Building sites between the existing building and the Wall of Wind will accommodate new facilities and shape central open space development. The central open space reflects the landscape structure of the Modesto A. Maidique Campus which includes buildings organized around open space quadrangles and shared axes (See Figure 4.2b).



Biscayne Bay Campus

Development at Biscayne Bay Campus must place renewed emphasis on embracing the unique value of the bayfront while consolidating a highly fragmented development pattern. Open space quadrangles extend east-west across the campus, enhancing views to the bay. These quads are organizing elements for campus development and unify the surrounding facilities. Future academic and research expansion sites are located at the perimeter of the quadrangles, adjacent to similar academic or student life programs.

Student housing is located along the main street that runs north-south on the campus, bridging the academic core with new program development. Land on the southern edge of the campus, near the wetland restoration area, has been reserved for potential faculty/staff/retiree housing. The organization of land use, identified building sites and open space structure is similar to the Modesto A. Maidique Campus and Engineering Center, creating a shared physical identity among the three disparate campuses (See Figure 4.3b).



5.0 ACADEMIC & RESEARCH FACILITIES ELEMENT

Projected enrollment growth and the new College of Medicine are a catalyst for growth in academic and research facilities. Because of the tendency for "lag time" in the building planning, funding and design cycles, this process must be tightened and accelerated in order to "catch up" to present needs while also preparing to meet the needs which will exist in 2015.

By 2015, FIU will phase future academic and research facility development in the following increments by location:

	Existing (Fall 2008)	Current 5-Yr. CIP	Add. 2015 Needs	Total
MMC	1,147,573	456,353	409,579	2,013,505 ASF
BBC	263,721	34,600	6,892	304,763 ASF
Total	1,411,294 ASF	490,953 ASF	416,471 ASF	2,318,718 ASF

Facilities include classrooms, teaching labs, study areas, and research labs. The square footages account for new facilities and renovation and expansion of existing structures.

Modesto A. Maidique Campus

- Academic expansion sites are located within an academic core and clustered according to primary building usage. A research and mixed use cluster is located at the northeast corner of the campus to support the new College of Medicine.
- Additional building sites, designated as primarily classroom facilities, are located within the academic core.
- A cluster of mixed-use facilities is located at the southern edge near the Stadium and Performing Arts Center.
- Additional building sites for the future Graduate School of Business and the College of Law expansion are located adjacent to the existing School of Business.
- A building site for the future location of the Honors College is located along the Avenue of the Sciences, southwest of Deuxieme Maison.
- Additional research lab and teaching lab facilities are located on the western edge of the campus.

Engineering Center

 A future academic and research facility is located adjacent to the existing buildings, defining a central quadrangle.

Biscayne Bay Campus

- A future mixed-use academic facility is proposed adjacent to the existing library.
- A future office/classroom facility is proposed to the south of Academic Two.

6.0 SUPPORT FACILITIES ELEMENT

The extreme growth in projected enrollment and the addition of academic and non-academic space has increased the need of additional support facilities. The majority of these projected needs are found in office space, much of which is accounted for within academic facilities. Funding mechanisms instituted at the SUS level will continue to play an integral role in the fulfillment of FIU's goals, objectives and policies as related to the continued adequate provision of on-campus support facilities.

In addition to academic, student life and physical support space need, Florida International University (FIU) must become more aware of its limited land availability for athletics and recreation at Modesto A. Maidique. Athletic programs and future needs must be carefully evaluated and the possibility of joint use facilities must continue to be studied with Miami/Dade County. FIU will continue its practice of careful and constant planning as it continuously re-evaluates the support facility needs of the University at Modesto A. Maidique Campus, Engineering Center and Biscayne Bay Campus.

By 2015, FIU will phase future support facility development in the following increments by location:

Exis	sting (Fall 2008)	Current 5-Yr. CIP	Add. 2015 Needs	Total
ММС	144,844	113,014	151,360	409,218 ASF
BBC	34,735	13,331	20,477	68,543 ASF
Total	179,579 ASF	126,345 ASF	171,837 ASF	477,761 ASF

Facilities include food service, student lounge, merchandising, recreation and healthcare. The square footages account for new facilities and renovation and expansion of existing structures.

7.0 HOUSING ELEMENT

As FIU matures in its stature as a leading educational institution, attracting higher proportions of non-local and international students, the need for appropriate affordable on-campus student housing will grow. As student enrollment numbers continue to increase and the nature of student housing changes, FIU must provide suitable housing on campus.

In addition to the need to increase the quantity of on-campus housing, FIU will strive to provide alternatives to traditional dormitories to reflect the housing preferences of undergraduate students, graduate students and honors students, as well as married students and members of fraternities and sororities.

Modesto A. Maidique Campus

At the Modesto A. Maidique Campus, student housing is located in all quadrants of the campus: to the northwest near the College of Business, to the southwest near the Stadium and Performing Arts Center, and to the northeast at the existing Modesto A. Maidique Apartments. Additional student housing is also located near the existing Greek houses.

Provide a minimum of 4,144 on-campus housing beds by the end of the planning period, contingent on demand. The beds will be distributed generally as follows:

Existing Fall 2008: 2,709 beds
Planned (under construction + CIP): 1,148 beds
Planned Demolition -240 beds

(four units at University Park Apartments)

Future Main Street Development 190 beds Future Housing at Honors College 246 beds Future Greek Housing 120 beds

Projected 20% Goal - 2015: 4,144 beds (min.)

Biscayne Bay Campus

At the Biscayne Bay Campus, student housing is located along a main street running north-south through the campus. Proposed housing for faculty, staff and retirees is located to the southeast corner of the campus.

Provide a minimum of 683 on-campus housing beds by the end of the planning period, contingent on demand. The beds will be distributed generally as follows:

Existing Fall 2008: 300 beds
Planned (under construction + CIP): 300 beds
Planned Demolition -300 beds
Future Main Street Housing 383 beds

Projected 20% Goal - 2015: 683 beds (min.)
Future faculty/staff/retiree housing (8) 5-unit buildings

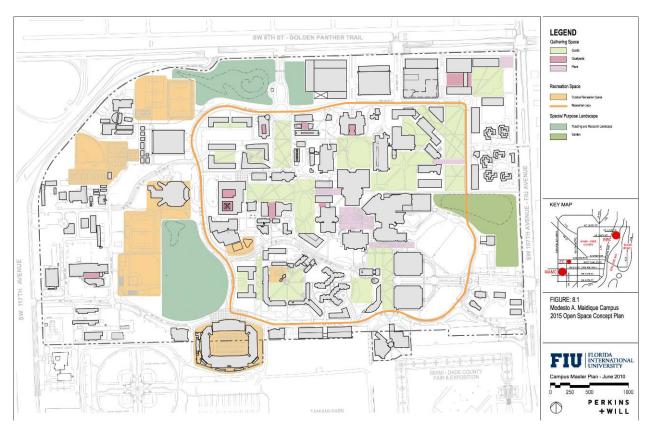
8.0 RECREATION AND OPEN SPACE ELEMENT

The 2015 Master Plan Update identifies the need for additional on-campus recreation facilities and the development and preservation of open space to support the projected growth in student enrollment.

The 2015 Open Space Concept Plan (See Figures 8.1 Modesto A. Maidique Campus, 8.2 Engineering Center and 8.3 Biscayne Bay Campus) identifies three categories: gathering space, recreational open space and special purpose landscapes. Recreational space refers to structured recreation and athletic spaces. Special Purpose Landscapes refer to open spaces that can be used for teaching or research. The remaining gathering spaces include that which is integral to the surrounding built campus environment.

Modesto A. Maidique Campus

Due to the increased pressure at Modesto A. Maidique to use its available land for academic facilities, active recreational activities are limited to the western edge of campus, which is experiencing yet further constraints due to the construction of additional support facilities. This has forced the University to limit its long-range growth in on-campus recreation and look for off-campus joint use facilities. Negotiations with Miami-Dade County for possible joint use of of Tamiami Park should remain as a constant tool to use for additional recreational facilities. FIU will continue to work with the Miami-Dade County Park and Recreation Department (MDPR) regarding recreation and open space needs for both the University and Miami-Dade County.



Engineering Center

Engineering Campus does not have available land for development of recreational spaces. Open space development is focused around gathering and special purpose landscapes.

Biscayne Bay Campus

Biscayne Bay Campus has available land to accommodate a growing student population and associated recreation and athletic facilities. As additional housing is completed, recreational fields and facilities will be located to the north and south portions of the campus.

Environmentally sensitive and bay-front open spaces should be protected from development encroachment by strictly enforcing future placement of buildings, parking, infrastructure and other man-made improvements consistent with the land use plan.



9.0 GENERAL INFRASTRUCTURE ELEMENT

The purpose of this element is to ensure coordinated provision of public facilities and services required to meet the future needs of the University, consistent with current efforts to address sustainability issues on campus include the development of a Climate Action Plan (a responsibility as a signatory of the American College and University Presidents Climate Commitment) and the university-driven direction that all new facilities meet United States Green Building Council (USGBC) standards and be LEED certified.

Stormwater Management: The stormwater management plan for Modesto A. Maidique Campus is a combination of percolation, overland flow, exfiltration systems and positive drainage systems with outfalls into existing onsite lakes. No offsite discharge connections exist, as all stormwater runoff is contained onsite (see Figure 9.1: Drainage System Map).

The Engineering Center drainage system is designed to handle on-site stormwater runoff with a combination of exfiltration trenches, dry and wet retention areas, drainage swales, lakes, overland flow, and positive drainage pipe systems (see Figure 9.2: Drainage System Map).

The stormwater management plan for the Biscayne Bay Campus is a combination of percolation, overland flow and exfiltration systems. The Biscayne Bay Campus stormwater management plan also utilizes positive drainage systems with outfalls both to onsite lakes and adjacent off-site water bodies. Currently, there are two outfalls to offsite surface water bodies located on the north and east sides of the site. The north outfall system consists of a 42-inch culvert and the east outfall consists of an 8" x 12" culvert (see Figure 9.7: Drainage System Map).

Water: Potable water for Modesto A. Maidique Campus is provided by the Miami-Dade Water and Sewer Department (MDWASD). MDWASD owns and maintains all existing watermains inside the campus. It is important to note that there are no easements over any of the internal mains. If MDWASD requires easements along future mains, there will be restrictions on development within the easements. The internal water distribution system is fed via existing water mains located within the right-of-way of SW 8th Street, SW 107th Ave and SW 117th Avenue (see Figure 9.5: Water Distribution System Map).

The Engineering Center is serviced from a MDWASD owned water distribution system with points of connection on SW 107th Avenue and West Flagler Street (see Figure 9.6: Water Distribution System Map).

Potable water service to the Biscayne Bay Campus is provided by the City of North Miami. Connections are made to the City owned off-site system located along NW 151st Street and NW 135th Street (see Figure 9.8: Water Distribution System Map.)

Sewer: The Modesto A. Maidique Campus sanitary sewer system consists of gravity sewer lines, force mains, a series of privately owned sanitary sewer lift stations. Sewage flows from the campus are transmitted off-site to the MDWASD owned system via two connection points located within the right-of-way of SW 8th Street and SW 117th Avenue. (see Figure 9.8: Sanitary Sewer Map.)

The Engineering Center sanitary sewer collection system is comprised of a series of gravity sewer lines which flow into a single privately owned lift station. The sanitary sewer flow generated by the Engineering Campus is transmitted off-site into the MDWASD owned system via a connection point located on West Flagler Street. (see Figure 9.9: Sanitary Sewer System.).

The Biscayne Bay Campus sanitary sewer system consists of a combination of gravity sewer lines, a force main and a master pump station with connections to multiple on-site secondary pump stations. The sanitary sewer system for the Biscayne Bay Campus is transmitted to the City of North Miami's collection system and ultimately to the MDWASD system for treatment and disposal of the of the wastewater flows. (see Figure 9.9: Sanitary Sewer Map).

Solid Waste: Solid waste collection and disposal is accomplished at Modesto A. Maidique Campus, Engineering Campus and Biscayne Bay Campus by utilizing a combination of University staff, private contractors and public entities. Upon collection, the solid waste material is either recycled or sent to the landfill for disposal.

10.0 UTILITIES ELEMENT

The purpose of this element is to ensure coordinated provision of utility services required to meet the future needs of the University, consistent with current efforts to address sustainability on campus such as the development of a Climate Action Plan (a responsibility as a signatory of the American College and University Presidents Climate Commitment) and the university-driven direction that all new facilities meet United States Green Building Council (USGBC) standards and be LEED certified.

Chilled Water: The requirements imposed by Florida International University Expansion of Facilities on the chilled water generation and distribution are three-fold. First is the upgrade of the Plant's ability to pump the chilled water to all the growth areas, coupled with the energy efficiency optimization of the generating and pumping equipment. Third is the increment in capacity of the plant to satisfy the higher chilled water demands imposed by new buildings.

Electrical Power: Electrical energy is furnished to Florida International University by Florida Power and Light (FP&L). They master plan their facilities to satisfy all campus expansion. Close coordination must be maintained with them so the needs of new buildings are provided for. Additionally, FP&L offers various incentive programs that may be used by the University to improve the energy consumption of their lighting and chiller systems.

Telecommunications: The existing telecommunications grid has been heavily used in some areas of Modesto A. Maidique Campus. The planning priorities are to expand the grid to serve new buildings and to reinforce the existing grid by adding new ductbanks. Another area of development is the creation of a second feed at Modesto A. Maidique Campus so the grid has the reliability of two sources of off-Campus communication.

For all updated information pertaining to utilities and infrastructure, a copy of the *Utility Infrastructure Survey Update* is on file in the offices of FIU Facilities Planning and Construction.

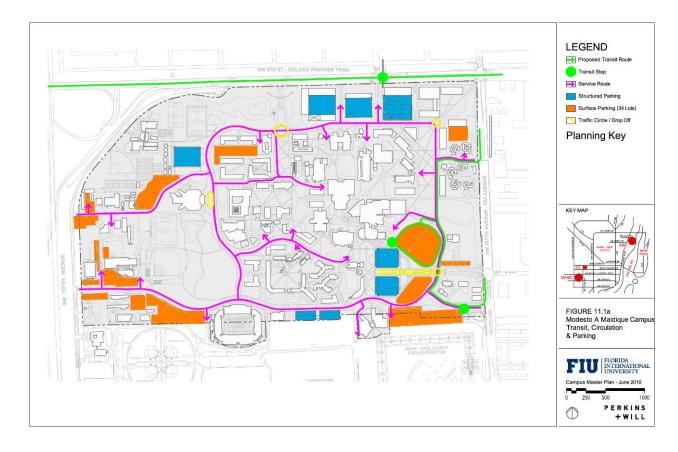
Stormwater: FIU addresses stormwater management issues in the design and review process for each building project. Each project shall meet the County's criteria and will be submitted to the County for review.

11.0 TRANSPORTATION ELEMENT

For all campuses, FIU's goal is to increase multimodal access. In combination with other measures - such as the development of a Climate Action Plan as a responsibility of being a signatory of the American College and University Presidents Climate Commitment and the requirement that all new facilities achieve LEED certification - FIU continues to increase sustainable development on campus.

Modesto A. Maidique Campus

With the continuing student enrollment growth coinciding with the anticipated expansion of Modesto A. Maidique Campus, major emphasis will be on the ability of Florida International University (FIU) to provide adequate access. While FIU remains a commuter-oriented institution, it must still accommodate a rapidly increasing population within Miami-Dade County. Additional parking garages are planned outside of the loop road to accommodate parking needs as well as for the replacement of surface parking lots lost to construction of new facilities. FIU will continue to address the use of lands to the south of campus for overflow parking for special events (see Figure 11.1a: Transit, Circulation and Parking).



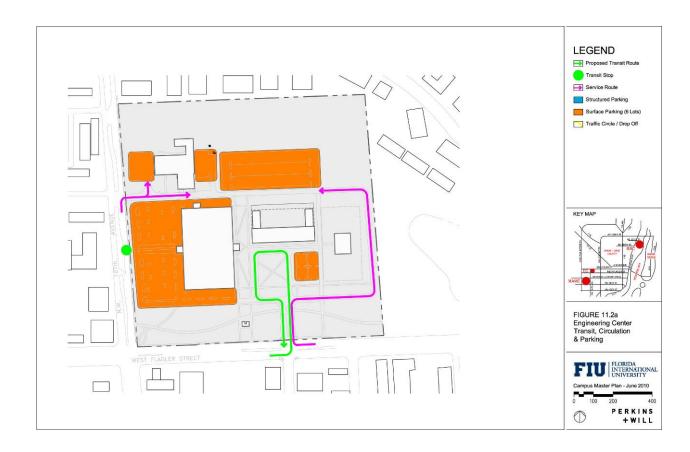
Biscayne Bay Campus

Biscayne Bay Campus continues to have adequate lands available for its parking requirements. Although the existing parking lots support its parking needs, it is recommended that these lots be re-configured to provide more efficient circulation for both vehicular use and for safe pedestrian circulation to the campus core (see Figure 11.3a: Transit, Circulation and Parking).



Engineering Center

Engineering Center has adequate land for its 2015 parking needs. Surface parking lost to future development will be relocated to the east of the existing operations / utilities facilities. (See Figure 11.2a)



Pedestrian and Non-Vehicular Circulation

Pedestrian circulation remains a major design issue. FIU will provide safe pedestrian walkways from the perimeter of campus by creating identifiable crosswalks at strategic locations from the parking garages and surface lots into the campus core. Signage and lighting will be key components to these areas. Safe movement throughout the campus for its users will continue to be paramount when placing new facilities and creating pedestrian corridors. Vistas and pedestrian corridors will be maintained and created throughout each campus, making way-finding easier and more efficient for all users (see Figure 11.1b: Pedestrian and Non-Vehicular Circulation for Modesto A. Maidique Campus, Figure 11.2b: Transportation Network Map for Engineering Center and Figure 11.3b: Pedestrian and Non-Vehicular Circulation for Biscayne Bay Campus)

12.0 INTERGOVERNMENTAL COORDINATION ELEMENT

In the traditional master planning process, the principle institution focuses primarily on itself as it charts a course for growth into the future. The comprehensive planning process, by contrast, is reflective of and responsive to the interaction between the principle institution and vital elements of the surrounding community and concerned jurisdictions and governmental agencies. The most important factors in successful comprehensive planning are cooperation, consideration, and coordination.

These basic principles of comprehensive planning are evident throughout this Comprehensive Master Plan:

Cooperation: The Comprehensive Master Plan recognizes the importance of the existing regulatory structure at the local, state and federal levels of government. Throughout the Comprehensive Master Plan, FIU states its intention to cooperate with the permitting, concurrency and other applicable code requirements of overseeing regulatory agencies and departments of local and state government.

The University has dedicated itself to being a responsive and responsible member of both the Miami-Dade County business and educational communities. The Academic Program at the University, the development of new areas of study and the creation of work-based learning opportunities for area businesses all rely on cooperation and communication between the University and the Miami-Dade County business and economic development agencies. Continuation of this highly successful relationship has been structured into relevant elements of the University's Master Plan.

Consideration: FIU recognizes that it is a large development within the community. Consequently, projects at the University have the potential to affect development patterns and surrounding land uses. Similarly, developments around the University have the potential to enhance or detract from the University's unique academic environment. These efforts are supported through the Intergovernmental Coordination Element.

Coordination: The goal of intergovernmental coordination is the joint process for collaborative planning, decision making, and development review by governmental agencies. The University Master Plan Update identifies issues, which because of their unique circumstances; require intergovernmental coordination above and beyond that which routinely occur in the day-to-day university operations. Resolutions of these issues require mechanisms and procedures which facilitate coordination and communication between the University, local government and service providers. In addition, this element establishes procedures for the review of this master plan by local, county and state government and the service providers. When the provisions in the campus master plan conflicts with the provisions in the comprehensive plan of the local government, these intergovernmental coordination mechanisms will be used to resolve the conflicts while working toward achievement of the goals, objectives and policies.

13.0 CONSERVATION ELEMENT

In order to appropriately manage native vegetative communities and wildlife habitats, campus expansion must be in accordance with local, state and federal regulations and when practicable, conform with various agency guidelines and policies. Landscape efforts will utilize native vegetation. Avoidance or minimization of wetland impacts and the establishment of upland buffers adjacent to wetlands will be implemented where feasible. Unavoidable wetland impacts will be mitigated. The undeveloped upland habitat will be left in its natural state when possible. Adverse impacts to protected wildlife species will be mitigated in accordance with local, state and federal guidelines.

Natural resources occur at Modesto A. Maidigue Campus, Engineering Center and Biscayne Bay Campus Florida International University (see Figures 13.1 for Modesto A. Maidique Campus, Figure 13.2 for Engineering Campus, and Figure 13.3 for Biscayne Bay Campus). Many of these resources are protected and will remain so throughout the future of each campus and site. There are parcels, however, which need to be assessed as to its viability for native species and vegetation as well as for its suitability for protection versus development. Therefore, a principal challenge of the master planning process is to allow sensitively planned development of these campuses while protecting and enhancing natural resources.



To minimize adverse impacts to local air quality and maintain existing good air quality conditions, FIU will manage its stationary sources of air discharges through an organized preventative maintenance and inspection program. Points of discharges such as boilers and laboratory flues will be inspected regularly to ensure their operations are within applicable regulatory standards. Implementation of preventative maintenance of stationary sources will reduce the probability of unexpected releases of air pollutants as well as establish a reliable management tool.

Where possible, less hazardous materials will be substituted for more hazardous materials. The purpose of such replacement will reduce the potential for more serious accidents affecting the environment, reduce the generation rate of hazardous waste on campus, and reduce the volume of hazardous wastes contributed by the University to landfills elsewhere. It is an objective of the University to minimize hazardous waste accumulation points on campus and implement a system of Best Management Practices to safely manage these locations.

14.0 CAPITAL IMPROVEMENTS ELEMENT

Florida International University faces a need for enormous expansion and development activity over the next decade, if facilities are to be made available to correct deficits and meet the needs of a rapidly expanding enrollment. Where appropriate, creative funding mechanisms such as user fees and joint development agreements are identified. The funding of capital improvements, which constitutes this Master Plan, is one of the most critical steps in the planning process. The implementation of this Master Plan is contingent upon the identification, application and efficient use of both State University System (SUS) monies and those made available to or by Florida International University. Table 14.2 identifies the Capital Improvement Plan for 2005-2015.

Table 14.2 Capital Improvement Plan 2005-2011

Bldg No.	Building Name	ASF	GSF	Project Cost
Under Co	onstruction (not in use yet, but not in Exstg Inventory)			
Univ Par	k College of Nursing & Health Sciences (Molecular Biology) /	62,192	103,653	\$0
·	Health Sciences Laboratory Clinic	,		
	Total Under Construction	62,192	103,653	\$0
2009-1	10 CIP-2 CIP-3 CIP-3B – Final 1.05.09.doc			
Bldg No.	Building Name	ASF	GSF	Project Cost
Unio Dan				
Univ Par 2	Student Academic Support Center	50,000	80,000	\$30,887,426
4	Public Safety Bldg Supplement	2,500	4.000	\$2,066,679
5	Social Sciences / Phase I Completion	na	na	\$28,449,971
6	Satellite Chiller Plant Expansion	7,500	12.000	\$7,000,000
10	Humnanities Center (Arts + Sciences)	48,500	77,600	\$33,814,021
11	Graduate School of Business / Phase II	55,820	89,312	\$40,033,112
12	Science Labatory Complex	79,500	127,200	\$61,168,234
14	Const Mgmt + Engineering Expansion	17,400	27,840	\$14,233,194
15	Training Complex (Human Resources)	25,270	40,432	\$17,998,308
16	Honors College	24,780	39,648	\$20,162,055
17	Science Science / Phase II	35,678	57,085	\$28,646,751
18	College of Law BR-832	96,415	153,768	\$38,962,981
19	IHRC- Wall of Wind Testing Facility	1,651	1,981	\$1,480,726
20	College of Nursing + Helath Sciences (Molecular Biology) Helath Sciences Labatory Clinic	-	-	\$39,931,185
22	Engineering Center / Lab Remodeling and Expansion	260	312	\$180,000
24	Graduate School of Business / Phase 1	54,705	87,528	\$32,270,346
25	Patricia and Phillip Frost Art Museum UP BR-839	30,839	48,874	\$18,180,751
	Total CIP Plan Projects UP Campus	530,818	847,580	\$415,465,740
Bldg No.	Building Name	ASF	GSF	Project Cos
Biscayne	e Bay			
13	Classroom / Office (Academic IV)	39,600	54,000	\$33,272,408
21	ASF Category % of Total Hospitality Management / Carnival Student Center	1,700	2,550	\$1,000,000
23	ASF Category % of Total Hospitality Management / Beverage Management Center ASF Category % of Total	3,500	5,600	\$2,100,000
	Total CIP Plan Projects BB Campus	44,800	62,150	\$36,372,408
GRAND	TOTAL	637,810	1,013,383	\$451,838,148

15.0 ARCHITECTURAL DESIGN GUIDELINES ELEMENT

The university conducts a process of design professional selections focused on the ability of the professionals to deliver the criteria set by FIU on each given project. This process seeks to select firms employing individuals possessing expertise, directly related design talent, and capabilities to deliver the project.

The design professional must satisfy the program requirements as well as give consideration beyond the exterior walls of the project he/she has been commissioned to design. To assist the design process, a set of Architectural Design Guidelines has been defined to preserve and enhance the image of higher education that has been the base concept for past design and has served as the foundation for development of FIU and this Comprehensive Master Plan.

The urban design guidelines and the architectural design guidelines must work in conjunction to assure that future development supports the overall mission and vision of FIU.

Highlights of Architectural Design Guidelines include the following:

Quality of Materials:

Design Professionals should adhere to performance levels set forth in the nationally recognized standards of ASTM and the industry standards, and apply sustainable design criteria when selecting materials.

Energy Efficiency:

New and renovated buildings are major consumers of energy; therefore, implementation of strategic design approaches targeting energy



conservation/energy efficiency is mandatory. The USGBC standard of LEED Silver or above must be applied as a minimum level of performance.

Life Cycle Cost:

The University provides minimum requirements to be used in addressing design and quality levels which are consistent with the State University System's interest in long term (40-year life) ownership. FIU has supplemented these requirements and adherence to these guidelines is required, by contract, of all firms providing design and/or construction services.

Color and Texture:

The guidelines for the color and texture of new and renovated or expanded facilities have been established to provide continuity between the new and existing facilities. This approach provides aesthetic harmony in the campus appearance and allows more

cost-efficient maintenance of

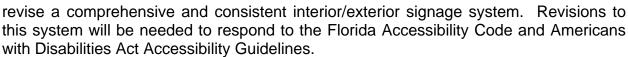
facilities.

Scale / Proportion:

Guidelines for the scale and proportion of buildings and adjacent facilities will continue to support development to be compatible with a pedestrian campus environment.

Graphics and Signage:

FIU will continue to evaluate and



Safety Statements:

The safety standards identified in the guidelines reflect the most recent safety guidelines established for materials and building systems.

Building Siting and Linkages:

The basis of design objectives are to create courtyards, connect buildings with colonnades, pedestrian covered walkways or breezeways, and establish unifying architectural edges. The guiding principles identified for building siting and linkage

provide for open areas, access for emergency and maintenance vehicles as well as disabled / handicapped persons and the relationship of new facilities to adjacent facilities and the surrounding natural environment.



16.0 LANDSCAPE DESIGN GUIDELINES ELEMENT

The purpose of the Landscape Design Guidelines is to provide the campuses of Florida International University with a framework for landscape and hardscape treatments in order to maintain a high level of quality to the design of new spaces and to the enhancement of existing landscaped areas. It is the intent of the Landscape Design Guideline Element to provide an overall landscape framework that unifies each campus with its built environment and its unique natural environment, and to reinforce

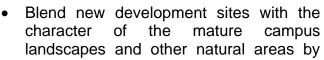


sustainable design practices as outlined by both USGBC standards for LEED Silver certification and American Society of Landscape Architects Sustainable Sites Initiative (SSI).

Hierarchy of spaces have been identified and main circulation routes will be reinforced with identifiable landscape treatments. Significant pedestrian corridors will continue to be identified, linking unique academic cores within the campus. As the overall character of the FIU campus continues to mature, various spaces will be defined following these guiding principles:



- Integrate architectural and site design in conjunction with landscape architectural design in the planning process to ensure that attractive settings and ample open spaces are provided in conjunction with new facilities.
- Seek to develop new significant landscape features in association with campus
- growth, including campus spaces such as quads, plazas, campus streets and campus edges while enhancing the concept of the "Avenue of the Arts" and "Avenue of the Professions", "the Avenue of the Sciences", and the "Avenue of the Students".





retaining islands of natural vegetation in new development areas and creating new

and similar vegetative areas that integrate the buildings and site facilities into the landscape.

- Continue the initial style and character of the original campus plantings with emphasis on transitioning and reflecting the natural formation of plantings.
- Maintain a selective palette of indigenous and site-adaptive plant species that express the subtropical environment, as well as those plants that promote Xeriscape principles.

17.0 FACILITIES MAINTENANCE ELEMENT

Florida International University is working toward the integrated Facility Maintenance Program. At present, priorities are assigned to address facility deficiencies based on explicit criteria and standards, with implementation limited by funding availability. The Goals, Objectives and Policies of this element are aimed at documenting present procedures, while mandating an expansion of the facility maintenance program with an emphasis on long term scheduling of routine, preventive and deferred maintenance.

18.0 COASTAL MANAGEMENT ELEMENT

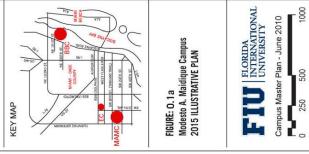
Few university campuses nationwide are located in the type of sub-tropical, coastal setting in which Biscayne Bay Campus of Florida International University is found. The coastal

environment, however, offers many challenges such as determining how one may take advantage of the amenities offered by the coastal setting, while limiting the vulnerability of the campus to hurricanes, tropical storms and flooding, and at the same time protecting and enhancing important natural resources.

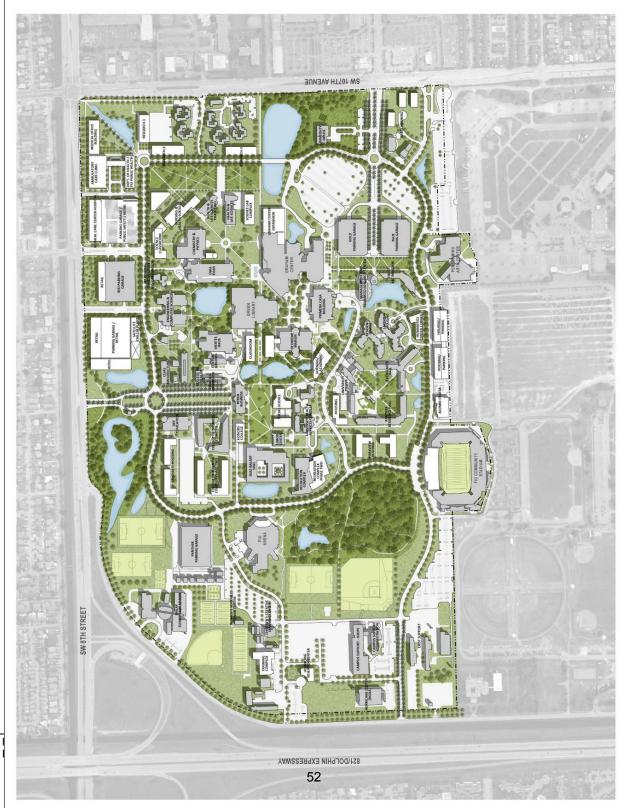
Legislative changes require the State University System to assess existing facilities to identify the

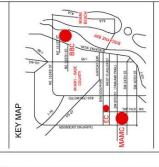


extent to which each campus has public shelter space adequate to house those students, faculty, and employees expected to seek public shelter prior to or during a disaster and those persons for which the campus has agreed with the local emergency management agency or other voluntary organization to provide shelter space. The State University System is also required to survey existing University facilities to determine those that are appropriately designed and located to serve as shelters. The goals, objectives and policies contained in this element are designed to establish the framework for meeting these requirements.



PERKINS +WILL





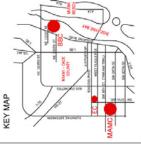






















Consent Agenda FA2

THE FLORIDA INTERNATIONAL UNIVERSITY BOARD OF TRUSTEES

September 24, 2010

Subject: Revision to Investment Policy Asset Allocation

Proposed Board Action:

Adopt the revisions to the University's Investment Policy Statement.

Background Information:

The administration recommends that the Investment Policy be revised to (1) include commodities as an authorized investment in accordance with allocation targets recommended by the University Investment Committee and (2) create a real assets composite and revise categorization of asset classes.

Pursuant to Sections 1011.42 and 218.415 of the Florida Statutes, each university board of trustees has the authority to adopt a written investment policy. The University's Investment Policy Statement was last revised on June 12, 2009.

Supporting Documentation: Proposed revisions to the University's Investment Policy

Statement

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FLORIDA INTERNATIONAL UNIVERSITY OFFICIAL UNIVERSITY POLICY

University Community (faculty, staff and students)

SUBJECT (R*)	EFFECTIVE DATE (R)	POLICY NUMBER
INVESTMENT POLICY STATEMENT (IPS)	June 29, 2005	
RESPONSIBLE UNIVERSITY DIVISION/DEPARTMENT (R)	RESPONSIBLE UNIVERSITY OFFICER (R)	
Division of Business and Finance Florida International University	John Miller Interim Senior Vice President of Administr and Chief Financial Officer University Treasurer	

POLICY STATEMENT (R)

It is the policy of Florida International University (the "University") that:

The investment of the University's operating funds investment pool (the "Fund") shall be based on a financial an analysis that will consider:

- the financial condition of the University
- the expected long term capital market outlook
- Florida International University's risk tolerance
- future planned capital expenditures and cash requirements
- debt service requirements
- · current and projected expenses
- inflation

The financial plan measures the potential impact of alternative investment policies in terms of risk and return based on various levels of asset diversification and the current and projected cash flows of the Fund.

General Investment Goals and Objectives

The general investment goals are broad in nature to encompass the purpose of the Fund and its investments. They articulate the philosophy by which Florida International University Board of Trustees will manage the Fund's assets.

- 1. The overall goal of the Fund is to provide funds through a carefully planned and executed investment program necessary for regular expenses, capital expenditures and overall liquidity needs. There are both short term liquidity needs and longer term needs that allow for some incremental longer term growth of these assets. Specifically, the Fund shall be managed with the following objectives:
 - a) Maintain the safety of the principal;
 - b) Maintain the necessary liquidity to ensure funds are available to support operational needs;
 - c) Obtain a reasonable return for a prudent level of risk.
- 2. Florida International University seeks to produce a return on investment which is based on levels of operating liquidity needs and investment risk that are prudent and reasonable, given prevailing capital market conditions. While Florida International University recognizes the importance of the preservation of capital, it also adheres to the theory of capital market pricing which maintains that varying degrees of investment risk should be rewarded with compensating returns.

Governance

Board of Trustees (Audit and Finance Committee)

The Florida International University Board of Trustees is responsible for the oversight and approval of the overall investment policy of the University's operating funds portfolio. This oversight responsibility will include the final approval and any modifications to the Investment Policy of the University as written in the Investment Policy Statement (the "IPS"). This policy addresses specifics relating to:

- · investment goals and objectives
- policies and procedures

- asset allocation policy targets specifying minimum and maximum ranges
- rebalancing policy
- · selection of investment managers
- authorized investments

Investment Committee

The Investment Committee recognizes that matters concerning the investment of the operating fund assets owned by the University merit serious attention and frequent consideration.

1. The Investment Committee, at a minimum, will consist of: an individual designated by the Board of Trustees; the Chief Financial Officer of the University; the Treasurer of the University; and a representative from University academics. In addition, up to two business community and other representatives with specific expertise in investment and portfolio management may be added to strengthen the Committee's capabilities. The need for adding members will be determined by the Chair of the Board of Trustees in consultation with the Chair of the Finance and Audit Committee.

The Investment Committee, with the guidance and recommendations of the investment consultant hired by the University, is responsible for:

- directing all of its efforts toward the investment objectives stated in the IPS
- performing at least annually a review of the investment objectives stated in the IPS
- ensuring that the objectives stated in the IPS are practical and reflect the mission of the University
- hiring an investment consultant, subject to the approval of the Board of Trustees
- implementing and monitoring the asset allocation policy
- conducting an annual formal review of the investment structure
- · developing an updated financial projection a minimum of every three years
- selecting and monitoring of qualified, competent investment managers
- terminating investment managers failing to maintain acceptable quantitative (e.g. risk/return profile) and/or qualitative (e.g. organizational changes) standards
- · developing and reviewing the objectives and guidelines given to each specific investment manager
- meeting at least quarterly to review the results of the investment portfolios
- determining whether the investment objectives set forth herein are being met and whether the investment guidelines are being followed
- providing regular performance to the Board of Trustees with regular performance reports on the investment portfolios

Staff

The staff is an integral part of the day to day requirements of the operating portfolio. The staff has the responsibility of administering and coordinating the implementation decisions made by the Investment Committee and the Board of Trustees. The staff is responsible for:

- administering the investments of the Fund at the lowest possible cost, being careful to avoid sacrificing quality
- administering the rebalancing policy
- day-to-day interaction with the consultants and investment managers

Investment Guidelines

Investment guidelines establish parameters for the Total Fund and for each investment manager to follow while implementing their respective investment strategies. Guidelines address asset allocation, restricted transactions, diversification, quality and turnover.

I. Asset Class/Category Characteristics

Cash Equivalents

The purpose of the cash equivalents portfolio is to provide liquidity to fund operational expenses, debt service and other short term cash needs.

Fixed Income

This asset class is intended to be representative of the overall U.S. investment grade bond market. The purpose of the fixed income portfolio is to provide a high level of current income to provide liquidity for intermediate cash flow needs and to provide diversification benefits during periods of a stock market decline.

TIPS

Treasury Inflation Protected Securities are fixed income investments in which the principal is adjusted periodically based on changes in CPI. The purpose of the TIPS portfolio is to provide fixed income like returns with the additional diversification benefits of inflation protection.

High Yield

This asset class is intended to be representative of the non-investment grade U.S. bond market (bonds rated BB or lower). The purpose of this fixed income portfolio is to provide a higher level of current income to compensate for the additional level of credit risk employed. The purpose of this portfolio is to provide some return enhancement and diversification benefit in order for the Fund to realize long-term growth above inflation.

Absolute Return

This asset class is intended to be representative of a broadly diversified hedge fund strategy intended to provide an "absolute return" in any market environment with low – intermediate level of risk. This strategy is intended to provide modest return enhancement to that of fixed income with diversification benefits derived from its low correlation to other asset classes.

REITS

This asset class is intended to be representative of the Real Estate Investment Trust market. The purpose of the REIT portfolio is to provide a higher level of current income and capital appreciation than fixed income with diversification benefits from its low correlation to both stocks and bonds.

Commodities

This asset class is intended to be a passively managed representation of a direct investment in a diversified commodities strategy. A direct investment is either through the purchase of the physical commodity (e.g., crude oil, metals) or the purchase of derivatives (e.g., futures). The principal roles for commodities in the portfolio are as a portfolio risk diversifier, and an inflation hedge, providing an expected offset to assets such as fixed rate instruments, which typically lose value during periods of unexpected inflation.

U.S. Equity

This asset class is intended to be representative of the overall U.S. stock market. The purpose of the equity portfolio is to provide a high level of capital appreciation in order for the Fund to realize long-term growth above inflation.

International Equities

The purpose of the international equity portfolio is to provide exposure to equity in international developed equity markets. Exposure to international equities enhances returns of the combined equity portfolio while reducing return volatility.

II. Investment Pools

<u>Total Combined Pool</u> - This pool is the overall combined portfolio of the Operating Funds Investment Pool. In its entirety it is intended to satisfy the overall objectives and constraints set forth in the Investment Policy Statement herein.

The Total Combined Pool is divided into three distinct pools; each pool has a different investment time horizon, investment objective and minimum and maximum asset class allocations.

<u>Working Capital Pool</u> – This pool is intended to provide for the immediate normal operating requirements of the University (funds awaiting clearance), and other short-term investments of the University. This pool may include certain restricted funds and therefore, will comply with any applicable state and/or federal laws, rules and regulations.

Reserve Pool – This pool encompasses a state mandated unencumbered reserve. This pool is intended to be invested over the medium-longer term.

<u>Strategic Capital Pool</u> – The cash needs of this portfolio are intermediate and long term in nature. Therefore, this pool is intended to be invested over the medium-term, and will provide returns commensurate with an intermediate term investment time horizon.

* Revenue Bonds proceeds will be outside of the purview of these investment pools and will be invested in compliance with all relevant federal and state laws.

III. Authorized Investments

Investment guidelines establish parameters for each investment manager to follow while implementing their respective investment strategies. The following information addresses authorized investments and restrictions at the overall asset class policy level. Each underlying manager will have a specific set of guidelines that may be more restrictive than those at the overall policy level.

US Equity Portfolios

Investment Guidelines - US Equity			
Authorized Investments:	Status		
Equity securities denominated in US dollars and traded on recognized US			
exchanges including NASDAQ	Authorized		
Common and preferred Stock	Authorized		
Securities convertible into common and preferred stock	Authorized		
Rights and warrants	Authorized		
Depository receipts	Authorized		
Cash vehicle available through the trustee	Authorized		
Restrictions:	Guideline		
Maximum investment in an individual company	5% of account market value		
Maximum ownership of an individual company's outstanding shares	10%		
Maximum cash or cash equivalent position	10% of account market value		
Maximum position in preferred stocks	5% of account market value		
Maximum position in convertible securities	5% of account market value		
Maximum position in rights and warrants	10% of account market value		
Maximum position in depository receipts	10% of account market value		
Margined stocks	Prohibited		
Shorts sales	Prohibited		
Real or personal property	Prohibited		
Commodities or commodity contracts	Prohibited		
Swaps, options, or other derivatives	Prohibited		
Limited partnerships	Prohibited		
Venture capital	Prohibited		
Letter stock and other securities restricted as to public resale	Prohibited		
Borrowing and/or lending funds or securities	Prohibited		
Maximum position in dollar-denominated equity securities issued by non-US domiciled companies but traded on a recognized US exchange	10% of account market value		
Investments with a market capitalization less than the smallest security or greater than the largest security in the Benchmark at time of purchase	Prohibited		
Maximum position in investments with a market capitalization less than the smallest security or greater than the largest security in the Benchmark	5% of account market value		

Fixed Income – Investment Grade

Investment Guidelines - Investment Grade Fixed Income			
Authorized Investments:	Status		
Fixed Income securities issued in the U.S. investment grade bond market	Authorized		
Rule 144A securities with registration rights	Authorized		
Non dollar securities and securities of issuers outside the U.S.	Authorized		
U.S. Treasury, Agency, Eurodollar, and Swap financial futures	Authorized		
Interest rate swaps	Authorized		
Options on securities otherwise allowable under the guidelines	Authorized		
Agency mortgage dollar rolls	Authorized		
Cash vehicle through trustee	Authorized		
Restrictions:	Guideline		
Maximum invested in securities not paying in US dollars	10% of account market value		
Maximum invested in issuers domiciled outside the US	10% of account market value		
Maximum invested in non US dollar-denominated assets	10% of account market value		
Cross-currency hedging	Prohibited		
Rated by both S&P and Moody's (except US government and agency securities)	Required		
Rated BBB-/Baa3 or higher at time of purchase	Required		
Convertible securities and preferred stocks	Prohibited		
Maximum position in securities not rated or rated BB+/Ba1 or lower Collateralized securities must have a credit quality rated AAA by S&P and rated Aaa by Moody's	5% of account market value Required		
Interest-only (IO) securities	Prohibited		
Collateralized Bond Obligations, Collateralized Debt Obligations, and Collateralized Loan Obligations	Prohibited		
Credit derivatives	Prohibited		
Maximum per any one issuer	5% of account market value		
Maximum duration exposure derived from futures, options or swaps	20%		
Borrowing and/or lending of funds or securities	Prohibited		
Leverage	Prohibited		

Fixed Income – High Yield

Investment Guidelines - High Yield Fixed Income			
Authorized Investments:	Status		
Registered high yield and Rule 144A, with registration rights, fixed income securities and debt obligations issued by public, corporate, and sovereign entities	Authorized		
Securities issued or guaranteed by the US government, its agencies and instrumentalities	Authorized		
Forward contracts on "eligible" securities	Authorized		
Common stock, preferred stock and options or warrants to purchase common or preferred stock only where included in a unit with, or attached to, fixed income securities or upon conversion of a convertible security or exercise of a warrant or option or received in a reorganization	Authorized		
Convertible securities and preferred stocks, if most of their value is attributable to their yield and other fixed income features	Authorized		
Cash vehicle through trustee	Authorized		
Restrictions:	Guideline		
Maximum position in an individual security (excluding Government securities)	5% of account market value		
Maximum position in any one issuer (excluding Government securities)	5% of account market value		
Maximum position in Rule 144A, with registration rights, securities	5% of account market value		
Maximum position in emerging market debt (corporate or sovereign debt of countries with credit rating BB+/Ba1 or lower)	5% of account market value		
Purchase of securities on margin	Prohibited		
Short sales	Prohibited		
Securities lending	Prohibited		
Employ leverage	Prohibited		
Structured securities (e.g. ABS, CMBS, CDO) except for equipment trust certificates	Prohibited		
Maximum position in equipment trust certificates	5% of account market value		
Investment in direct real estate or real estate mortgage loans	Prohibited		
Debt issued by corporate entities involved in real estate otherwise allowed under these guidelines	Permitted		
Investment in commodities or commodity contracts	Prohibited		
All securities at the time of purchase must be rated single-B or higher by both S&P and Moody's (securities issued w/o rating are exempt if one can be reasonably expected within one month of issuance)	Required		
Maximum invested in securities not rated single-B or higher by both S&P and Moody's and any equity securities received into the account	5% of account market value		

International Equity

	Investment Guidelines - International Equity			
Authorized Investments:	Status			
Countries represented in the MSCI EAFE benchmark	Authorized			
Equity securities of companies domiciled in countries represented in the				
MSCI EAFE benchmark	Authorized			
Common and Preferred Stock	Authorized			
Securities convertible into common and preferred stock	Authorized			
Rights and warrants	Authorized			
Depository receipts	Authorized			
Rule 144A securities Foreign currency and currency forwards of countries allowable under the	Authorized			
guidelines	Authorized			
International index futures contracts used solely for hedging purposes	Authorized			
Cash vehicle available through the trustee	Authorized			
Restrictions:	Guideline			
Maximum investment in an individual company	5% of account market value			
Maximum ownership of an individual company's outstanding shares	10%			
Maximum cash or cash equivalent position	10% of account market value			
Maximum position in preferred stocks	5% of account market value			
Maximum position in convertible securities	5% of account market value			
Maximum position in rights and warrants	10% of account market value			
Maximum position in private placement securities eligible for resale pursuant				
to Rule 144A	10% of account market value			
Private placements outside of Rule 144A	Prohibited			
Maximum position in depository receipts	10% of account market value			
Margined stocks	Prohibited			
Shorts sales	Prohibited			
Real or personal property	Prohibited			
Commodities or commodity contracts	Prohibited			
Swaps, options, or other derivatives	Prohibited			
Limited partnerships	Prohibited			
Venture capital	Prohibited			
Letter stock and other securities restricted as to public resale	Prohibited			
Foreign currency and currency forward contracts for hedging purposes	Permitted			
Use of derivatives to expose more than 100% of the net assets of the				
account to equity securities	Prohibited			
Net aggregate holdings of foreign currency exposure in excess of net assets of the account	Prohibited			
Borrowing and/or lending of funds or securities	Prohibited			

<u>Authorized Investments - Hedge Funds</u>

As this asset class is intended to be representative of a broadly diversified hedge fund strategy intended to provide an "absolute return" in any market environment with low – intermediate level of risk. This strategy is expected to be implemented through a fund-of-funds investment vehicle. The organization managing the fund-of-fund vehicle must be registered with the SEC. Specific investment guidelines will be reviewed and approved by the Investment Committee prior to the implementation of such an investment vehicle.

<u>Authorized Investments – Commodities</u>

This asset class is intended to be representative of a passively managed commodities portfolio. It requires staying current at all times with the objectives of the manager's investment policy for discretionary commodity portfolios and the requirements of these guidelines.

The manager may buy or sell futures, forwards, options and swaps on both individual commodities as well as the derivatives on commodity indices. Although this account is intended to be passively managed, should the account migrate to an active management strategy, a short duration fixed income portfolio will be maintained as collateral. The guidelines for investment grade fixed income portfolios contained herein must be followed.

The Portfolio may hold a portion of its assets in cash and cash instruments, including short-term investment vehicles. Although certain investments may exhibit characteristics of leverage transactions, the Portfolio will be managed to produce an unleveraged return. The Portfolio will not borrow money or use derivatives for the Portfolio in a manner that has the purpose of creating investment leverage.

The investment management firm responsible for managing the assets must be registered with the SEC. Specific investment guidelines will be reviewed and approved by the Investment Committee prior to the implementation of such an investment vehicle.

<u>Investment Guidelines - Commodities</u>			
Authorized Investments:	<u>Status</u>		
Securities represented in the DJ – UBS Commodity Index	<u>Authorized</u>		
Commodity Groups Currently Included in the Dow Jones-UBS Commodity Index			
<u>Energy</u>	<u>Authorized</u>		
<u>Agriculture</u>	<u>Authorized</u>		
Industrial Metals	<u>Authorized</u>		
Precious Metals	<u>Authorized</u>		
<u>Livestock</u>	Authorized		
Commodities Currently Included in the Dow Jones-UBS Commodity Index Aluminum, Coffee, Copper, Corn, Cotton, Crude Oil, Gold, Heating Oil, Lean Hogs, Live Cattle, Natural Gas, Nickel, Silver, Soybeans, Soybean Oil, Sugar, Unleaded Gasoline, Wheat and Zinc	<u>Authorized</u>		
Futures, Forwards, Options and Total Return Swaps	Authorized		
Commodity or Commodity Contracts	<u>Authorized</u>		
Restrictions:	<u>Guideline</u>		
Maximum weight to any commodity group	33% of account market value		
Minimum weight to any single commodity	2% of account market value		

Commingled Investment Vehicles and/or Mutual Funds

Investment may be made in commingled vehicles and or mutual funds in which a specified set of guidelines developed for a broad number of institutions are already predetermined. It will be expected that these portfolios be managed in a manner consistent with but not specific to the specified restrictions made in this section. These guidelines will be reviewed and approved by the Investment Committee prior to the implementation of such an investment vehicle.

IV. Asset Allocation Guidelines

The long-term allocation guidelines adopted by the Florida International University Board of Trustees shall be expressed in terms of a target and ranges for each asset class to provide sufficient flexibility to take advantage of shorter-term market opportunities as they may occur. The asset allocation shall be sufficiently diversified to maintain risk at a reasonable level without imprudently sacrificing return.

The target allocation to each asset class will differ between the various pools as denoted in a previous section of the IPS. The asset allocation of each of the individual investment pools and the total combined pool are summarized in **Appendix I** – **Asset Allocation Targets and Rebalancing Policy**.

V. Manager Selection

For the Strategic and Reserve Pools, the Investment Committee, with the guidance and recommendations of the consultant, is responsible for the selection and continued monitoring of qualified, competent investment managers. The manner of procurement will be in compliance with University policy and Florida law.

For the Working Capital Pool, management is authorized to invest in the following managers and investments:

- Florida State Treasury
- State Board of Administration
- Qualified Public Depositories as defined by the State of Florida
- U.S. Government and its Agencies
- Money Market and Short Term Fixed Income Funds rated AA or higher by at least two of the following ratings agencies: Moody's Investors Service, Standard & Poor's and Fitch.
- Variable rate bonds issued by or on behalf of The FIU Athletics Finance Corporation (for the construction of the FIU Stadium) or the FIU Foundation, Inc. (for the construction of the MARC building) as an investment on a temporary, short-term basis in accordance with any applicable Internal Revenue Service guidelines. The authority to invest in such bonds is specifically limited to any portion of the Working Capital pool that does not constitute funds awaiting clearance and shall not extend to funds awaiting clearance. In the event this investment vehicle is utilized at any time, any such investments in these bonds shall only be made upon prior written approval by the Chairperson of the University Board of Trustees and the Chairperson of the Board's Finance and Audit Committee, and the University President.

VI. Performance Measurement & Evaluation

Investment objectives provide quantifiable standards to measure and evaluate the progress of both the investment pools and each individual investment manager. For the purpose of monitoring and evaluating the ongoing investment activity and results, both relative and comparative performance standards and objectives are defined.

- 1. **Relative standards** are used to review the return and risk at both the Pool and individual manager level. The relative standards for the pool level will represent a target policy index that will be constructed from the relative market indices weighted by the Total Fund's target allocation to each asset class. Each individual investment manager will be evaluated relative to an appropriate benchmark. An appropriate benchmark is defined as an identifiable market index or a "normal" portfolio that is constructed to replicate the manager's investment style. Benchmarks for each investment manager are identified in the Individual Manager section of this document.
- 2. **Comparative standards** are used to evaluate the returns of both the pool and each of its asset class components.

3. **Objectives** are established to measure the long-term (3 to 5 years) results of the Total Pool and each investment manager. The Committee must recognize the limitations of reviewing results over short-term horizons; however, current performance can serve as an early indication of the Fund's progress toward meeting the more fundamental primary objectives.

The Fund's performance objectives can be divided into two components: objectives for the overall fund and objectives for the individual portfolio components. Both levels of objectives will be incorporated into quarterly reviews of the Fund's performance. The performance objectives for each individual investment pool and the Total Combined Pool are detailed in **Appendix II** – **Performance Objectives**.

REASON FOR POLICY (O*)

This document will provide the framework for the investment management of Florida International University's operating funds investment pool (the "Fund"). Specifically, it will address:

- the general goals of the investment program
- the policies and procedures for the management of the Funds' assets
- investment guidelines (asset allocation)
- performance objectives

The philosophy incorporated herein is to allow for sufficient flexibility in the management process to capture investment opportunities as they may occur, yet set forth reasonable parameters to ensure prudence and care in the execution of the investment program.

CONTACTS (R)		
Administrative Office's Address	Telephone Number	Fax Number
John M. Miller Interim Senior Vice President of Administration and Chief Financial Officer Tony Vu University Treasurer Florida International University 11200 S.W. Eighth Street, PC 523 Miami, Florida 33199	(305) 348- 2101 2544	(305) 348- 3678 <u>2990</u>

HISTORY (R)

Effective June 29, 2005; Revision Date(s): September 11, 2007; March 12, 2008; March 30, 2009; September 24, 2010

^{*}R = Required *O = Optional

RELATED INFORMATION (O)

Appendix I – Asset Allocation Targets & Rebalancing Policy

Asset Allocation Guidelines

The asset allocation guidelines differ between the various funds, and are summarized as follows:

	Working Capital Pool	Strategic Capital Pool	Reserve Pool	Total Combined Pool
% of Total	30%	60%	10%	100%
<u>Cash Equivalents</u>	<u>40.00%</u>	0.00%	<u>0.00%</u>	<u>12.00%</u>
Short-Int. Fixed Income	<u>60.00%</u>	0.00%	0.00%	<u>18.00%</u>
Fixed Income (Inv. Grade)	0.00%	<u>27.5%</u>	<u>27.5%</u>	<u>19.25%</u>
High Yield	0.00%	10.00%	10.00%	<u>7.00%</u>
Total Fixed Income	<u>100.00%</u>	<u>37.50%</u>	<u>37.50%</u>	<u>56.25%</u>
TIPS	0.00%	<u>17.5%</u>	<u>17.5%</u>	<u>12.25%</u>
REITS	0.00%	<u>7.50%</u>	<u>7.50%</u>	<u>5.25%</u>
Commodities	0.00%	<u>5.0%</u>	<u>5.0%</u>	3.50%
Total Real Assets	0.00%	30.00%	30.00%	21.00%
U.S. Equity – Large Cap	0.00%	8.00%	8.00%	<u>5.60%</u>
U.S. Equity – Small Cap	0.00%	2.00%	2.00%	1.40%
International Equity	0.00%	7.50%	<u>7.50%</u>	5.25%
Total Equity	0.00%	<u>17.50%</u>	<u>17.50%</u>	12.25%
Absolute Return	0.00%	15.00%	15.00%	10.50%
<u>Total</u>	100.00%	100.00%	100.00%	100.00%

Asset Allocation Ranges and Rebalancing Policy

Asset allocation refers to the strategic deployment of assets among the major classes of investments such as domestic equity, fixed income and cash equivalents. The asset allocation decision reflects the Fund's return requirements as well as the Fund's tolerance for return variability (risk) within the context of the expected liabilities of the fund. Asset allocation policy is widely recognized and accepted as the primary source of return and risk for the investment program. It is used for setting the parameters for long term risk and return in order to meet the Plan's long-term financial objectives. The Florida International University Board of Trustees has adopted an asset allocation policy that identifies the strategic target weights to each of the major asset classes. The tables below highlight the general asset classes approved for investment, the strategic target weights and the allowable ranges around the target weights:

Working Capital Pool	Target (%)	<u>Minimum (%)</u>	Maximum (%)
Cash Equivalents	40	0	90
Short Term Fixed Income	60	0	90

Reserve Pool	Target (%)	Minimum (%)	Maximum (%)
Cash Equivalents	0	0	5
Fixed Income (Investment Grade)	30	25	35
TIPS	20	15	25
Absolute Return	15	10	20
High Yield	10	7	15
Commodities	5	2.5	7.5
REITS	7.5	5	10
International Equity	7.5	4.5	10.5
Domestic Equity	10	5	15

Strategic Capital Pool	Target (%)	Minimum (%)	Maximum (%)
Cash Equivalents	0	0	5
Fixed Income (Investment Grade)	30	25	35
TIPS	20	15	25
Absolute Return	15	10	20
High Yield	10	7	15
Commodities	5	2.5	7.5
REITS	7.5	5	10
International Equity	7.5	4.5	10.5
Domestic Equity	10	5	15
Total Combined Pool	Target (%)	Minimum (%)	Maximum (%)
Working Capital Pool	30	25	93
Strategic Capital Pool	60	0	70
Reserve Pool	10	7	20

A **Rebalancing Policy** is designed to provide a disciplined approach to control the risk exposure of the Fund to the investment categories that have deviated from the established target policy weights. Rebalancing parameters are addressed at the asset class level. The rebalancing policy requires a reallocation to be made whenever the quarter-end allocations exceed the minimum or maximum allocations specified above. Naturally occurring cash flows shall be used to the fullest extent possible to minimize transaction costs and rebalance toward policy targets.

Appendix II – Performance Objectives

The performance objectives for the overall fund are threefold:

- 1. objective relative to asset allocation targets
- 2. objective relative to capital market assumptions
- 3. objective relative to inflation

The first objective results in a comparative index that reflects the University's unique asset allocation policy (see example in Table 1). Exceeding this objective indicates that the active management of the various portfolio components has added value over a passively-managed fund with a similar asset mix. The second objective, to compare asset class performance to the capital market assumptions, ensures that the asset mix continues to achieve the long-term goals of the Fund. The inflation objective requires that the investment performance provide an adequate real return over the expected rate of inflation, the primary driver of costs.

Individual portfolio components also have performance objectives reflecting the unique investment style of each category. The investment style and performance benchmarks are also shown in Table 1.

TABLE 1 -

Five-Year Performance Objectives Methodology

1.	Relative to asset allocation targe	ets, index	es that represent appropriate asset classes
	Target Portfolio Weight	X	Representative cash equivalent portfolio
	Target Portfolio Weight	X	Investment grade fixed income index
	Target Portfolio Weight	X	TIPS index
	Target Portfolio Weight	X	Absolute return benchmark
	Target Portfolio Weight	X	High yield fixed income index
	Target Portfolio Weight	X	REIT Index
	Target Portfolio Weight	X	Commodities Index
	Target Portfolio Weight	X	Broad U.S equity index
	Target Portfolio Weight	X	International equity index
	100%		Total Fund Benchmark

```
Total Combined Pool -objectives (net of all fees and costs)
    Relative to asset allocation targets, index weighted by:
            30%
                           91 Day Treasury Bill rate
            <del>21</del>19.25%
                                 LehmanBarclay's Aggregate Bond Index
                          X
                                 LehmanBarclay's TIPS Index
            1412.25%
                          ML High Yield Master II Index
            7.0%
                          CPI + 3.25% (Absolute Return benchmark)
            10.5%
                    X
                          ML High Yield Master IIS&P GSCI Commodity Index
            <del>7.0</del>3.5% x
            5.25%
                          Wilshire REIT Index
                    X
                          Dow Jones Wilshire 5000 Index (US Equity broad market)
            7.0%
                     X
            5.25%
                          MSCI EAFE (int'l developed markets)
                    X
            100%
                          Total Combined Pool Benchmark
Working Capital Pool -objectives (net of all fees and costs)
    Relative to asset allocation targets, index weighted by:
            100%
                          91 Day Treasury Bill rate
                    X
            100%
                          Working Capital Pool Benchmark
Strategic Capital Pool -objectives (net of all fees and costs)
    Relative to asset allocation targets, index weighted by:
                          LehmanBarclay's Aggregate Bond Index
            \frac{30}{27.5}\% x
                          LehmanBarclay's TIPS Index
            2017.5% x
                          CPI + 3.25% (Absolute Return benchmark)
            15%
                     X
                          ML High Yield Master II Index
            10%
                     X
            7.5%
                          Wilshire REIT Index
            5.0%
                          S&P GSCI Commodity Index
            10%
                          Dow Jones Wilshire 5000 Index (US Equity broad market)
                     X
             7.5%
                          MSCI EAFE (int'l developed markets)
                     X
            100%
                          Strategic Capital Pool Benchmark
Reserve Pool -objectives (net of all fees and costs)
    Relative to asset allocation targets, index weighted by:
                          LehmanBarclay's Aggregate Bond Index
            3027.5%x
            2017.5%x
                          LehmanBarclay's TIPS Index
            15%
                          CPI + 3.25% (Absolute Return benchmark)
                     Х
                          ML High Yield Master II Index
             10%
                     X
            7.5%
                          Wilshire REIT Index
                     X
                          S&P GSCI Commodity Index
            5.0%
            10%
                     X
                          Dow Jones Wilshire 5000 Index (US Equity broad market)
            7.5%
                     X
                          MSCI EAFE (int'l developed markets)
            100%
                          Reserve Pool Benchmark
       Relative to capital market assumptions: (Wilshire's published assumptions, 20072010)
        Expected Return (%), (Inflation at 2.25%)
        Cash Equivalents
                                        3.00
        Fixed Income
                                        5.25
        TIPS
                                        5.00
        Absolute Return
                                        7.75
        High Yield
                                        6.75
        REITs
                                        5.75
        Commodities
                                        4.50
        U.S Equity
                                        8.25
        International Equity
                                        8.25
3.
        Relative to inflation: Total Combined Pool - 3.5% in excess of Consumer Price Index
```

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Consent Agenda AP1

THE FLORIDA INTERNATIONAL UNIVERSITY BOARD OF TRUSTEES

September 24, 2010

Subject: Tenure as Condition of Employment

Proposed Board Action:

Approve two (2) candidates for Tenure as a Condition of Employment (TACOE) 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 (2)

Attachment 1 – Tenure as a Condition of Employment

Nominees' Bios

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FLORIDA INTERNATIONAL UNIVERSITY 2010 - 2011 TENURE NOMINATIONS

(as a condition of employment)

NAME	DEPARTMENT	PROPOSED RANK
COLLEGE OF ARTS AND SCIENCES		
Jeffrey D. Wells	Biological Sciences	Associate Professor
COLLEGE OF EDUCATION		
Yoel Camayd-Freixas	Leadership and Professional Studies	Professor

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Jeffrey D. Wells

Department of Biological Sciences, College of Arts and Sciences

Jeffrey D. Wells received his Ph.D. in Biological Sciences from the University of Illinois at Chicago, an M.S. in Entomology from Washington State University, and a B.A. in Zoology from the University of Washington. He was Associate Professor and Director of Undergraduate Advising in the Department of Biology at West Virginia University. Prior to that appointment he held a faculty position (with tenure) in the Department of Justice Sciences at the University of Alabama at Birmingham, and postdoctoral fellowships at U.C. Berkeley, the Japanese National Institute of Health, and Louisiana State University.

Dr. Wells has taught biology and forensic sciences courses ranging from the introductory undergraduate to the graduate level. His research program includes death investigation methods, particularly those focused on insect evidence and estimating time since death, and forensic DNA analysis. This work was supported by awards to Dr. Wells from the National Science Foundation and the National Institute of Justice.

He is a Fellow of the American Academy of Forensic Sciences, and past President of the North American Forensic Entomology Association. He was a member of the National Institute of Justice sponsored Technical Working Group for Education and Training in Forensic Science, which established the guidelines by which forensic science academic programs are now accredited. Wells has published 42 refereed scientific papers and four book chapters. He has testified as an expert witness in civil and criminal trials in Alabama, Arizona, California, and Florida.

Yoel Camayd-Freixas

Department of Leadership & Professional Studies, College of Education

Yoel Camayd-Freixas received his Ph.D. in Social Psychology from Boston College together with a Psi Chi National Honor Society Research Award. He comes to FIU from the School of Community Economic Development at the Southern New Hampshire University where he served as tenured Professor, Chair of the MA and PhD programs, and Founding Director of the Applied Research Center. A trustee of the Nellie Mae Education Foundation, he chairs the Organizational Measurement Committee and serves on the Audit and Executive Finance Committees.

His instructional experience involves teaching courses in research design, survey research methods, evaluation research methods, and advanced dissertation seminars. He has concentrated a significant portion of his efforts on designing effective doctoral programs in order to enhance elements of the doctoral experience for students, and those that contribute to such outcome measures as reducing time to graduation and improving the retention and academic success of students at the university.

Dr. Camayd-Freixas' scholarship exemplifies an agenda as a research methodologist, focusing on the areas of education, community development, health, and with special emphasis on issues impacting minority communities such as Hispanic-Americans. He has published three edited books, one edited book is in-press and one in preparation, over ten refereed articles and book chapters, 18 monographs, and 75 research and evaluation reports. He has presented over 15 refereed papers at professional conferences and has been invited to present over 57 papers and lectures at national and international conferences.

Dr. Camayd-Freixas has been a leader in obtaining sponsored research funding to support his work and research agenda, having secured over \$3 million in grants from federal, state, and foundation sources including the U.S. Department of Justice, the U.S. Department of the Treasury, the U.S. Department of Health & Human Services, and the Kellogg Foundation. In addition, has led proposal development initiatives to obtain major research grants from the U.S. Institute of Education Sciences in collaboration with students and faculty.

Consent Agenda AP2

THE FLORIDA INTERNATIONAL UNIVERSITY BOARD OF TRUSTEES

September 24, 2010

Subject: Doctorate of Nursing Practice New Program Proposal

Proposed Board Action:

Approve the Doctorate of Nursing Practice (CIP 51.1601) new program proposal.

Background Information:

The Doctorate of Nursing Practice (DNP) is a program of graduate doctoral study for the registered nurse with specialty preparation in advanced nursing practice. The goal of the DNP program is to prepare nurses for leadership roles in a specialized area of advanced nursing practice with an emphasis on: (1) philosophical, ethical, and scientific principles that provide the foundation for leadership in professional nursing care; (2) continued acquisition of knowledge and clinical skills in an area of advanced practice specialization; and (3) leadership and clinical expertise in health care delivery, evaluation, quality improvement and advanced practice nursing education.

This program is aligned with the University's strategic plan to augment health education, research and doctoral degree production.

The Florida Board of Governors in March 2006 adopted a resolution to allow those universities that already offer a Ph.D. in Nursing to implement a Doctorate of Nursing Practice with approval from their board of trustees and Board of Governors staff.

Supporting Documentation: Doctorate of Nursing Practice New Program Proposal

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Request to Offer New Graduate Degree Program: The Doctorate of Nursing Practice (DNP)

Executive Summary

The changing demands of our complex health care environment require the highest level of scientific knowledge and practice expertise to assure high quality patient outcomes and evidence-based practices. Profound changes in contemporary health care - including pressures to improve quality of care while reducing costs, improving access, and eliminating disparities - have increased demands for nurses to assume major leadership roles in clinical, educational, and management arenas. To this end, in 2004, the American Association of Colleges of Nursing (AACN) endorsed the Position Statement on the Doctorate in Nursing Practice to move the current level of preparation necessary for advanced nursing practice from the master's degree to the doctorate level by the year 2015. The primary accreditation agency for graduate nursing programs, the Commission on Collegiate Nursing Education (CCNE), also endorsed the Doctorate of Nursing Practice and implemented accreditation standards for the Doctorate in Nursing Practice (DNP) degree. As of 2009, among the 388 AACN graduate programs in nursing, 120 (31%) have implemented the DNP and 161 (42%) are in the final planning and approval process.

The Doctorate of Nursing Practice (DNP) is a program of doctoral study for the registered nurse with graduate specialty preparation in advanced nursing practice. The DNP program of study builds upon the clinical specialization to include the study of: advanced specialty practice; systematic practice and program outcome evaluation; application of health informatics resources; development of safe, equitable, and cost effective health policies; innovation, implementation and evaluation of care delivery models; leadership development in health care delivery and new clinical expertise for advanced nursing practice and education. The goals of the DNP program are to prepare nurses for leadership roles in a specialized area of advanced nursing practice.

The proposed Doctorate of Nursing Practice curriculum consists of 42 credits beyond the Master of Science in Nursing degree, and includes a defined DNP course core of 24 credits, focus concentration electives of 6 credits, a designated DNP Residency of 6 credits, and a Capstone Project of 6 credits. The curriculum is based upon the terminal outcome objectives for DNP graduates as defined by the American Association of Colleges of Nursing (AACN) – 2006 Essentials of Doctoral Education for Advanced Nursing Practice.

The Doctorate of Nursing Practice (DNP) at FIU will be focused on improving healthcare by facilitating a culture of patient safety, evidence-based practice, culturally competent care for diverse patients/populations and by providing the additional skills necessary to develop advanced practice nursing leaders for the future. Graduates of this program will

be able to facilitate the application and integration of research into clinical practice using innovative approaches across multiple settings to improve healthcare outcomes of culturally and linguistically diverse patients, and healthcare systems in South Florida.

Implementation Analysis									
	Total	Pro	Projected Students						
	Estimated Costs	Full-Time Headcount	Part-Time Headcount	Total Headcount	FTE				
First Year of Implementation	\$117,563	20	0	20	15.00				
Second Year of Implementation \$294,125		40	0	40	26.25				
Third Year of Implementation	\$294,125	40	0	40	26.25				
Fourth Year of Implementation	\$353,250	60	0	60	41.24				
Fifth Year of Implementation	\$536,500	80	0	80	52.50				

Costs for Proposed Program - First and Fifth Years

	First Year					Fifth Year					
Instruction &	General Re	venue	Auxiliary			General Revenue		Auxiliary			
Research	Current	New	& Grants	Summary		Current	New	& Grants	Summary		
Position (FTE)											
Faculty	0.80	0.00	0.00	0.80		1.60	0.00	2.00	3.60		
A&P	0.00	0.00	0.00	0.00		0.00	0.00	0.00	0.00		
USPS	0.00	0.00	0.25	0.25		0.00	0.00	1.00	1.00		
Total	0.80	0.00	0.25	1.05		1.60	0.00	3.00	4.60		
Salary Rate											
Faculty	\$80,000	\$0	\$0	\$80,000		\$160,000	\$0	\$200,000	\$360,000		
A&P	\$0	\$0	\$0	\$0		\$0	\$0	\$0	\$0		
USPS	\$0	\$0	\$6,250	\$6,250		\$0	\$0	\$25,000	\$25,000		
Total	\$80,000	\$0	\$6,250	\$86,250		\$160,000	\$0	\$225,000	\$385,000		
I&R	I&R										
Salaries & Benefits	\$100,000	\$0	\$7,813	\$107,813		\$200,000	\$0	\$281,250	\$481,250		
OPS Graduate Assistants	\$0	\$0	\$0	\$0		\$0	\$0	\$0	\$0		
Other Personnel Services	\$0	\$0	\$9,000	\$9,000		\$0	\$0	\$14,000	\$47,000		
Expenses	\$0	\$0	\$750	\$750		\$0	\$0	\$3,000	\$8,250		
Graduate Assistant Waivers	\$0	\$0	\$0	\$0		\$0	\$0	\$0	\$0		
Operating Capital Outlay	\$0	\$0	\$0	\$0		\$0	\$0	\$0	\$0		
Electronic Data Processing	\$0	\$0	\$0	\$0		\$0	\$0	\$0	\$0		
Total I & R	\$100,000	\$0	\$17,563	\$117,563		\$200,000	\$0	\$298,250	\$536,500		

NUMBER OF ANTICIPATED GRADUATES

GRADUATE DEGREE PROGRAM

NAME OF Doctorate in Nursing

PROGRAM: Practice CIP CODE: 51.1601

	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7
	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
NUMBER OF GRADUATES	20	20	20	40	40	40

Consent Agenda AP3

THE FLORIDA INTERNATIONAL UNIVERSITY BOARD OF TRUSTEES

September 24, 2010

Subject: PhD in Biochemistry New Program Proposal – Follow-up

Proposed Board Action:

Approve the PhD in Biochemistry (CIP 26.0202) new program proposal.

Background Information:

The PhD in Biochemistry program prepares students for advanced research and training capabilities in the expanding fields of biochemistry and molecular biology, fields that have been growing rapidly. A deeper understanding of the principles of biochemistry and molecular biology will also complement the development of research at FIU's Herbert Wertheim College of Medicine.

Biochemistry has become a fundamental discipline in biology, chemistry and medicine. The proposed Ph.D. in Biochemistry will be a coordinated program; it will be a shared degree among the Department of Chemistry & Biochemistry, the Department of Biological Sciences, and the Herbert Wertheim College of Medicine. The primary faculty members participating in the degree will be from all three participating units, each having demonstrated expertise in teaching and research in biochemistry. Students participating in this program will, upon graduation, be expertly positioned to obtain employment in academia and industry, particularly where biomedical technology is developed or employed. The integration of biochemistry and molecular biology faculty from the Department of Chemistry & Biochemistry, the Department of Biological Sciences and the Herbert Wertheim College of Medicine will achieve sustained cooperation among the respective faculties.

The proposed Ph.D. program directly supports institutional goals and the Florida SUS's Strategic Planning priorities and accountability measures.

Each university board of trustees must approve new professional and research doctoral degree programs for submission to the Board of Governors for authorization, in accordance with the criteria outlined in BOG Regulation 8.011(3).

Supporting Documentation: PhD in Biochemistry New Program Proposal

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New program proposal: PhD in Biochemistry (CIP 26.0202)

College of Arts and Sciences and Herbert Wertheim College of Medicine

Executive Summary

This graduate program is designed to meet the need for advanced research and training capabilities in the expanding fields of biochemistry and molecular biology. For many years these fields have been growing rapidly. It has become evident that although substantial growth to support an increasingly important biomedical industry has been attained, many fundamental aspects of eukaryotic and prokaryotic biochemistry and molecular biology remain to be explored and brought into biomedical application. It is also our belief that strong programs in biochemistry and molecular biology, leading to a deeper understanding of their principles, complement the development of research-based medical school programs; having this program will strengthen FIU's new medical school.

Biochemistry has become a fundamental discipline in biology, chemistry and medicine. The proposed Ph.D. in Biochemistry will be a coordinated program; it will be a shared degree among the Department of Chemistry & Biochemistry, the Department of Biological Sciences, and the Herbert Wertheim College of Medicine (henceforth referred to as the three participating units). The primary faculty members participating in the degree will be from all three participating units, each having demonstrated expertise in teaching and research in biochemistry. Students participating in this program will, upon graduation, be expertly positioned to obtain employment in academia and industry, particularly where biomedical technology is developed or employed. The College of Arts and Sciences and the Herbert Wertheim College of Medicine at FIU have shown great interest in this program because of the inherent value to the Colleges. Furthermore, a strong extant Ph.D. program in Biochemistry will enhance the hiring of new faculty in the medical school at FIU and provide both expertise and opportunities in research for future medical students.

Although a graduate program in biochemistry has not existed at FIU, the departments of Chemistry & Biochemistry and of Biological Sciences have been very active in expanding their research capabilities in biochemistry and molecular biology. Both departments have been awarding graduate degrees that could have been awarded under the banner of biochemistry had this degree program existed. They have had many joint Ph.D. committees made up of faculty of both Chemistry & Biochemistry and Biological Sciences. These students, while getting a good, progressive and stimulating education, received diplomas that do not directly state their major field: Biochemistry. The College of Medicine opened in fall 2009, having hired faculty during the previous year. On its faculty are several accomplished biochemists, so it is poised for graduate education in biochemistry with active, well funded research programs.

The heart of this degree will be a core of graduate courses that provide a firm foundation in the theory and techniques of biochemistry, combined with a choice of deepening understanding in either of two directions: biochemistry or molecular biology. We will build upon that with graduate seminar courses that delve deeply into the current research literature. Each student will be required to complete five core courses and an additional two elective courses. The total number of credit hours required for the proposed program is 75. Likewise, with the combined research opportunities of the three participating units, students will have the opportunity to develop research expertise in either area of emphasis. The integration of biochemistry and molecular biology faculty from the Department of Chemistry & Biochemistry, the Department of Biological Sciences and the Herbert Wertheim College of Medicine will achieve sustained cooperation among the respective faculties. It will also establish a degree that substantially improves upon existing degrees for the target students.

With the continuing growth in the biotechnology sector, there are many job opportunities in industry, academia,

and government laboratories for students with a Ph.D. in Biochemistry. Nationally, a 21% growth in job openings for Biochemists and Biophysicists by 2014 vs the 2004 level was projected in *Monthly Labor Review*. There is every reason to believe this trend will continue for the foreseeable future.

A program run jointly by three units requires a carefully planned administrative structure. Details will have to be finalized upon approval of the program, but the three participating units have agreed in principle that the following administration structure would be desirable and workable. A Program Director chosen from among the faculty of the Departments of Chemistry & Biochemistry and of Biological Sciences would oversee the program with input from an executive committee, called the Biochemistry Graduate Committee. This committee would be formed with equal representation from the three participating units. Any faculty member at FIU holding dissertation advisor status and having a relevant research area could in principle apply for inclusion among the Biochemistry Faculty authorized to mentor Biochemistry Ph.D. students; approval of the three departments jointly running the program would be required.

The proposed Ph.D. program directly supports Goals 1 (access to and production of degrees), 2 (meeting statewide professional and workforce needs) and 3 (building world-class academic programs and research capacity). The program indirectly supports Goal 4 (meeting community needs and fulfilling unique institutional responsibilities) via the program's support of the new medical school at FIU and the training of local students.

The Florida State University System's Strategic Planning Resource for the period leading up to 2012-13 also identifies the following as priorities: meeting skilled workforce needs and directing resources to targeted fields. Doctorates in emerging technologies are identified in particular. The proposed Ph.D. in Biochemistry meets all of these criteria. The biomedical and biotechnology fields are sustaining a very rapid growth at the present time, as the 21% projected growth in jobs for biochemists and biophysicists between 2004 and 2014, mentioned above, demonstrates. Ph.D. training in biochemistry is critical for meeting the growing workforce demand.

The SUS Strategic Planning Resource also identifies a set of seven Accountability Measures. Among these are (III) to meet state workforce needs and (VII) to build world class academic research capacity. These measures clearly make the proposed program a priority. Furthermore, the SUS projects an increase of 58.2% in the number of first professional degrees, many of which are doctorates, between the 2002-03 and the 2012-13 academic years. The proposed Ph.D. program is clearly and directly supportive of these measures.

¹D. E. Hecker, "Occupational employment projections to 2014," *Monthly Labor Review*, Nov. 2005, p.70.

	Total	Projected Students			
	Estimated	Full-Time	Part-Time	Total	FTE
	Costs	Headcount	Headcount	Headcount	TIL
First Year of Implementation	\$316,185	5	0	5	3.75
Second Year of Implementation		10	0	10	7.50
Third Year of Implementation		15	0	15	11.25
Fourth Year of Implementation		21	0	21	15.75
Fifth Year of Implementation	\$1.080,127	27	0	27	20.25

Costs for Proposed Program - First and Fifth Years

First Year						Fig.1	Voc-	
						Year		
Instruction &			Contracts	_	General Revenue		Contracts	_
Research	Current	New	& Grants	Summary	Current	New	& Grants	Summary
Position (FTE)								
Faculty	0.94	0.00	0.00	0.94	1.50	0.00	0.00	1.50
A&P	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
USPS	0.00	0.50	0.00	0.50	0.00	0.50	0.00	0.50
Total	0.94	0.50	0.00	1.44	1.50	0.50	0.00	2.00
Salary Rate								
Faculty	\$104,244	\$9,000	\$0	\$113,244	\$173,740	\$9,000	\$0	\$182,740
A&P	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
USPS	\$0	\$15,000	\$0	\$15,000	\$0	\$15,000	\$0	\$15,000
Total	\$104,244	\$24,000	\$0	\$128,244	\$173,740	\$24,000	\$0	\$197,740
I&R								
Salaries & Benefits	\$130,305	\$30,000	\$0	\$160,305	\$217,175	\$30,000	\$0	\$247,175
OPS Graduate Assistants	\$45,200	\$67,800	\$0	\$113,000	\$45,200	\$248,600	\$316,400	\$610,200
Other Personnel Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Expenses	\$2,000	\$0	\$0	\$2,000	\$2,000	\$0	\$0	\$2,000
Graduate Assistant Waivers	\$16,352	\$24,528	\$0	\$40,880	\$16,352	\$89,936	\$114,464	\$220,752
Operating Capital Outlay	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Electronic Data Processing	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Library Resources	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Special Categories	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total I & R	\$193,857	\$122,328	\$0	\$316,185	\$280,727	\$368,536	\$430,864	\$1,080,127

Number of Anticipated Graduates

GRADUATE DEGREE PROGRAM

NAME OF PROGRAM: Ph.D. in Biochemistry

CIP CODE: 26.0202

	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7
	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
NUMBER OF GRADUATES	0	0	1	4	5	5

Consent Agenda AP5

THE FLORIDA INTERNATIONAL UNIVERSITY BOARD OF TRUSTEES

September 24, 2010

Subject: Naming of the Library on the Biscayne Bay Campus as the "Glenn Hubert Library"

Proposed Board Action:

Approve the naming of the Library on the Biscayne Bay Campus as the "Glenn Hubert Library".

Background Information:

Mr. Glenn A. Hubert is making a substantial contribution to support the FIU Library at the Biscayne Bay Campus to enhance the education of FIU's students at this campus. FIU, in recognition of Mr. Hubert's gift and according to his wishes, will name the facility that houses the library the "Glenn Hubert Library".

This contribution meets the threshold for the naming of a University facility, in accordance with the Florida International University Board of Trustees' past practice concerning minimum amount suggested for facility naming opportunities.

Florida Board of Governors Regulation 9.005, Naming of Buildings and Facilities, provides in pertinent part, as follows:

The naming of any building . . . or other similar facility of a state university for individuals . . . who have made significant contributions to the university . . . is vested in the Board of Governors. The Board of Governors hereby delegates such approval authority to each university board of trustees provided that the board of trustees establishes procedures for the naming of such buildings and facilities to include the following elements:

- The naming of any building or facility must be approved by the board of trustees as a noticed, non-consent agenda item. . . .
- Gift-related naming of buildings or facilities requires a donation which makes a significant contribution to the cost of the building or facility as established by the board of trustees' policy. . . .

Further, Article 2, Section 3 of the Florida International University Foundation By-laws recognizes "that only the Board of Trustees has the ability to recommend that state buildings and facilities be named after donors."

Supporting Documentation: N/A

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Agenda Item 8 AP4/P1

THE FLORIDA INTERNATIONAL UNIVERSITY BOARD OF TRUSTEES

September 24, 2010

Subject: University Smoke- and Tobacco-Free Campus Regulation

Proposed Board Action:

Approve the Smoke- and Tobacco-Free Campus Regulation FIU-113.

Background information:

The proposed regulation bans the use of smoking and tobacco products on all University property in order to create a smoke- and tobacco-free campus as part of a healthy campus initiative.

BOG Regulation 1.001(3)(j) provides that each board of trustees is authorized to promulgate university regulations in accordance with the Regulation Development Procedure adopted by the Board of Governors.

BOG Regulation 1.001(7)(g) provides that each board of trustees is responsible for the use, maintenance, protection, and control of university-owned or university-controlled buildings and grounds.

Supporting Documentation: Smoke- and Tobacco-Free Campus Regulation FIU-113

Facilitators/Presenters: S. Lawrence Kahn, III, Academic Policy and Student Affairs

Committee Chair

Cesar L. Alvarez, Personnel Committee Chair

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THE FLORIDA INTERNATIONAL UNIVERSITY BOARD OF TRUSTEES FLORIDA BOARD OF GOVERNORS

NOTICE OF REGULATION MAKING PROPOSED REGULATION

REGULATION TITLE: Smoke and Tobacco-Free Campus

REGULATION NO.: FIU-113

SUMMARY OF THE REGULATION: This regulation bans the use of smoking and tobacco products on all University property in order to create a smoke and tobacco-free campus as part of a healthy campus initiative.

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(7) (g).

NAME OF PERSON INITIATING PROPOSED REGULATION: Rosa Jones, Vice President, Student Affairs.

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: August 16, 2010.

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

REGULATION OF

FLORIDA INTERNATIONAL UNIVERSITY

FIU- 113 Smoke and Tobacco-Free Campus

- (1) Definitions:
- (a) "Smoking" means possession of a lighted cigarette, cigar, pipe, water-pipe or hookah or any product consumed in a similar manner; and the use of an unlit cigarette, cigar, pipe, water-pipe or hookah, or the use of an electronic cigarette, cigar, pipe or any other device intended to simulate smoked tobacco.
- (b) "Tobacco products" means cigarettes, cigars, pipes, smokeless tobacco, snuff, chewing tobacco, smokeless pouches, and any other form of loose-leaf, smokeless tobacco.
- (c) "University campus" or "campus" shall include all those lands occupied or controlled by Florida International University; which includes, but is not limited to the inside of all buildings, parking garages, parking lots, athletic fields, and all stadium seating.
- (2) Smoking and/or use of any tobacco product is prohibited in all areas of the University campus.
 - (3) Sale of all tobacco products is prohibited on the University campus.
- (4) Smoking and/or the use of tobacco products may be permitted in specific designated areas as part of a University approved research or education program.
 - (5) Effective date for this regulation shall be January 1, 2011.

Specific Authority: Board of Governors Regulation 1.001(7)(g).

History: New.

Agenda Item 8 P2

THE FLORIDA INTERNATIONAL UNIVERSITY BOARD OF TRUSTEES

September 24, 2010

SUBJECT: President's Management Review, 2009-2010

Proposed Board Action:

In accordance with its charge to annually evaluate the University president, the Florida International University Board of Trustees (the BOT) will (1) conduct the performance evaluation of President Mark B. Rosenberg for the 2009-2010 academic year; (2) grant a performance rating based on his achievement of the mutually agreed upon specified goals and such other criteria as the BOT deems appropriate; and (3) authorize the Vice President for Human Resources to submit the evaluation of the President to the Florida Board of Governors.

Background Information:

The Personnel Committee of the BOT met on Wednesday, September 8, 2010 to initiate the President's evaluation process for the 2009-2010 academic year. Committee members reviewed and discussed the President's performance during the 2009-2010 academic year based on his achievement of the mutually agreed upon specified University goals. The Committee shall present its written assessment and recommended performance rating for Board of Trustees approval.

In accordance with Florida Board of Governors Regulation 1.001 (5)(f), each board of trustees shall conduct an annual evaluation of the president.

The employment agreement between The Florida International University Board of Trustees and President Mark B. Rosenberg became effective August 3, 2009. Paragraph 3.2 of the employment agreement states in relevant part:

On or before September 30 of each calendar year, Dr. Rosenberg shall initiate the evaluation process for the academic year that began in August of the previous calendar year by submitting to the Committee a self-appraisal of such period's performance. This appraisal shall address Dr. Rosenberg's performance related to each of the goals and objectives determined the preceding September. After Dr. Rosenberg has submitted this self-appraisal, the Committee shall evaluate Dr. Rosenberg's performance during the academic year based on his achievement of the mutually agreed upon specified goals and objectives and such other criteria as the Committee deems appropriate. To aid the Committee in its annual evaluation, Dr. Rosenberg agrees to furnish such oral and written reports as may be reasonably requested by the Committee. The Committee shall provide Dr. Rosenberg with a written assessment of its evaluation. The Committee shall present its written assessment and recommended performance rating to the Board for its approval.

The Florida International University Board of Trustees September 24, 2010 Agenda Item 8 – P2 Page | 2

Supporting Documentation: University Goals Outcomes 2009-2010 Academic Year

University Goals Results 2009-2010 Academic Year, Self

Evaluation Scorecard

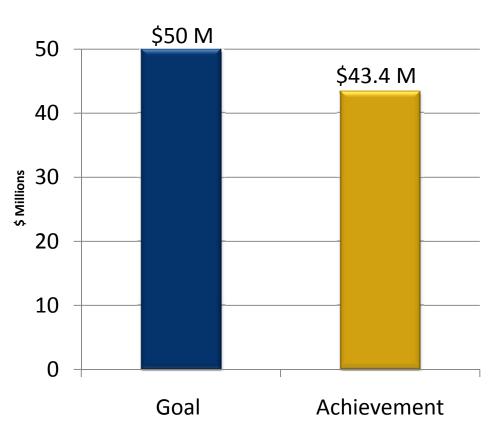
Executive Performance Ratings

Facilitator/Presenter: Cesar L. Alvarez, Personnel Committee Chair

Florida International University Board of Trustees Full Board Meting

September 24, 2010

Reach Fundraising Target of \$50 Million, Excluding State Match



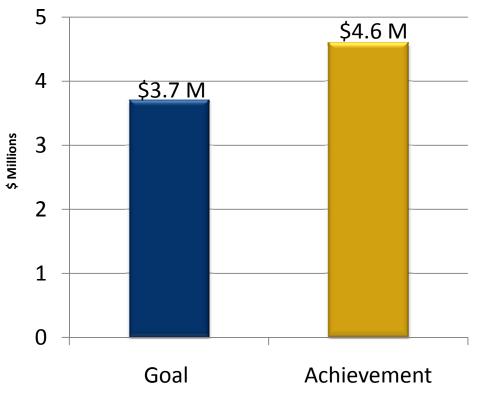
Highlights:

- ✓ Under challenging economic conditions, the Florida International University Foundation achieved 87 percent of an ambitious goal of \$50 million (prior year goal was \$35 million)
- ✓ Gifts include \$4.7 million in cash and securities, \$6.4 million in pledges, \$31.3 in planned gifts and \$1.0 million in gifts-in-kind

Begin Initial Phase of \$750 million Capital Campaign by identifying Capital Campaign leadership team

- ✓ Hired Jeffrey Robison, Associate Vice President for University Advancement
- ✓ Hired Steven Schwartz, Director of Estate and Planned Giving
- ✓ Hired Paul Landrum, Associate Director of Estate and Planned Giving
- ✓ Approved Capital Campaign fundraising program and budget by Board of Directors of the Florida International University Foundation on August 14, 2010 that will achieve a total of \$750 million in new gift revenues through 2016-17

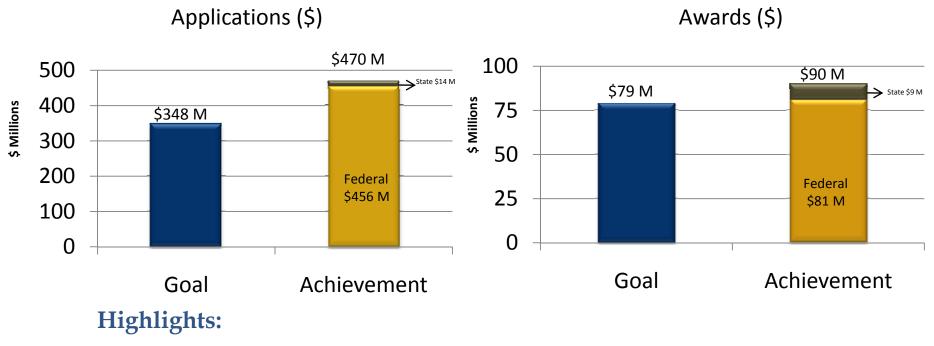
Obtain \$3.7 million funding for the Herbert Wertheim College of Medicine for FY 2010-11



Highlights:

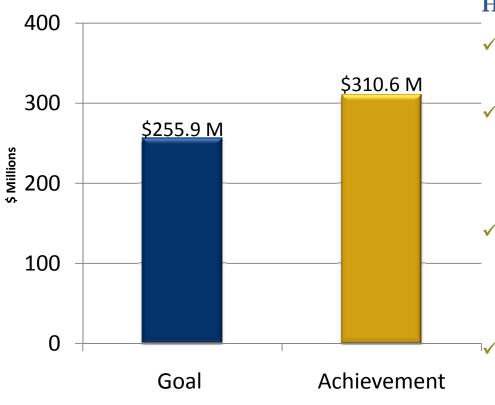
- ✓ In a difficult budget year for the State of Florida, Florida International University surpassed the goal of \$3.7 million for the Herbert Wertheim College of Medicine
- ✓ Total funding reflects \$2.7 million in recurring funding, \$1 million in non-recurring funding, and \$900,000 in Federal Stimulus funding

Increase total federal and state grant applications and awards by 7% from \$325 million to \$348 million (applications) and from \$74 million to \$79 million (awards)



- ✓ Total applications increased by 44 percent to \$496 million
- ✓ Federal and State applications increased by 44 percent to \$470 million
- ✓ Total awards increased by 13 percent to \$101 million
- ✓ Federal and State awards increased by 22 percent to \$90 million

Increase Financial Aid awarded to students by at least 10% from \$232.6 million to \$255.9 million

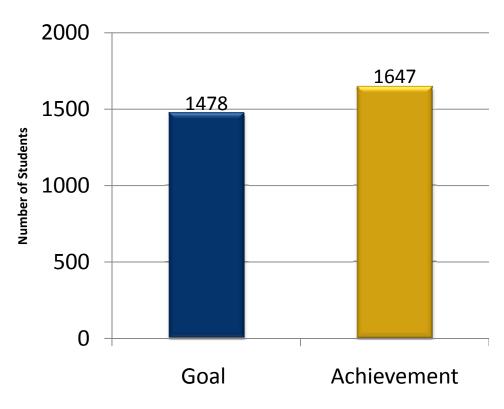


Highlights:

- ✓ Financial Aid awarded to students increased 33 percent
- ✓ Increases in need-based financial aid from BOT approved differential tuition, federal aid, and maximum allowable awards contributed to the significant increase in award
- ✓ The economic situation in South Florida contributed to a 23 percent increase in Pell Grant eligible students and a 26 percent increase in student borrowing
 - Number of students who received financial aid increased from 26,591 to 30,299

ACHIEVE RESULTS-ORIENTED STUDENT-CENTERED ACADEMIC EXCELLENCE

Increase the number of students participating in internships by 5% from 1408 to 1478



Highlights:

- ✓ The total number of students participating in internships increased by 17 percent
- ✓ Students participating in internships through the Office of Career Services increased from 555 to 698, a 26 percent increase
- ✓ Students participating in course related internships through their colleges increased from 853 to 949, an increase of 11 percent

ACHIEVE RESULTS-ORIENTED STUDENT-CENTERED ACADEMIC EXCELLENCE

Hire 10 advisors to improve student retention by 1 percent for first to second year (from 83.5 percent to 84.5 percent) and by 2 percent for second to third year (from 71.0 percent to 73.0 percent) for students entering in Fall 2009

- ✓ Ten masters-level, professional academic advisors (five central advisors and five bridge advisors) were hired
- ✓ First year to second year retention increased from 83.5 percent to 87.7 percent (1483 students)
- ✓ Second year to third year retention: data will be available and reported in 2011

ENHANCE QUALITY AND IMPACT OF RESEARCH AND CREATIVE INITIATIVES

Establish a framework for conducting clinical trials with appropriate Human Subjects (IRB) approval by creating a Clinical Trials Office, creating a biomedical IRB, and by finalizing an institutional relationship with Western IRB for multisite clinical trials. This will facilitate the initiation of at least one externally funded clinical trial in calendar year 2010.

- ✓ A Clinical Trials Office was established, the implementation of a biomedical IRB has been initiated, and an agreement with Western IRB is in effect
- ✓ Six protocols for clinical trials have been reviewed by Western IRB and initiated
- ✓ Three of the clinical trials were initiated by the new group of researchers in the Herbert Wertheim College of Medicine and the Department of Psychology being led by Dr. William Pelham, whose research focuses on Attention Deficit Disorder (ADD) which is a critical issue for children in schools
- ✓ Research awards included critical cutting-edge science in health and environment, including \$32M funding in health-related research

ENGAGE THE COMMUNITY

Expand partnership with Miami Dade County Public Schools by creating an Academy for Advanced Academics on the FIU Modesto A. Maidique Campus

- ✓ The Academy for Advanced Academics was established on the Modesto A. Maidique campus in August 2009 and began operations with 83 students, three founding faculty, an administrator, a counselor and the principal
- ✓ For Fall 2010, 100 students are enrolled in this innovative program
- ✓ Each semester, students enroll in a minimum of three college dual-enrollment courses taught by Florida International University faculty
- ✓ School population reflects the religious, ethnic and cultural diversity of the community
- ✓ Students and faculty are supported by parental and community involvement which again advances our commitment to community engagement and outreach
- ✓ All costs associated with the program were absorbed by Florida International University

ENGAGE THE COMMUNITY

Develop College of Medicine NeighborhoodHELP plan by completing the survey of 2,300 households and indentifying the 42 households in four neighborhoods that will be assigned to the 2009 entering medical school class

Achievement:

- ✓ The Herbert Wertheim College of Medicine's Green Family Neighborhood Education Program (NeighborhoodHELP), completed in the course of six months, from October 1, 2009 to March 31, 2010, a total of 1738 household surveys, which represents 80.1 percent of the available houses . Out of the surveyed group, 42 households in four neighborhoods have been assigned to the 2009 entering medical school class
- ✓ In the households they serve, students are expected to apply the knowledge they acquire in the classroom and clinical settings by focusing on prevention, improving access to healthcare, and education
- ✓ While learning, students are expected to produce a positive impact on the health and lifestyles of these households

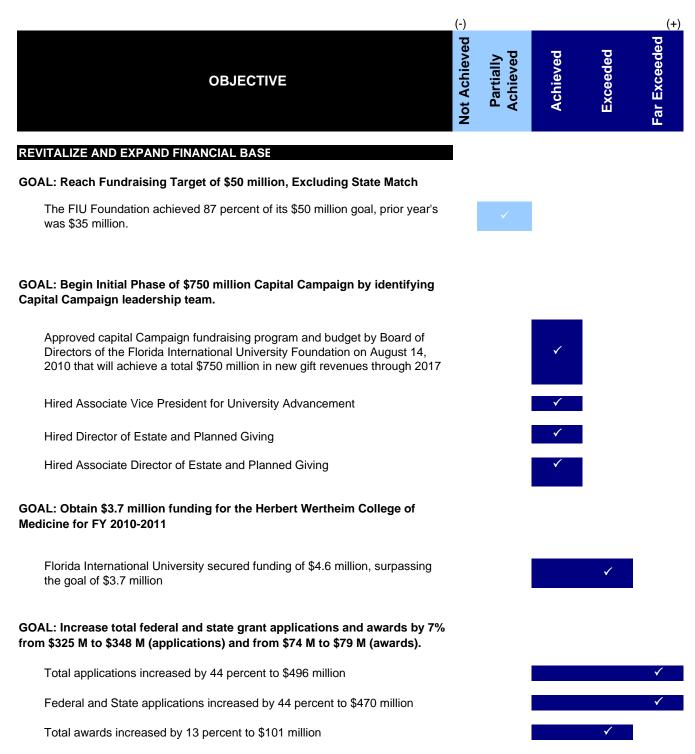
ENGAGE THE COMMUNITY

Engagement Activities

Achievement:

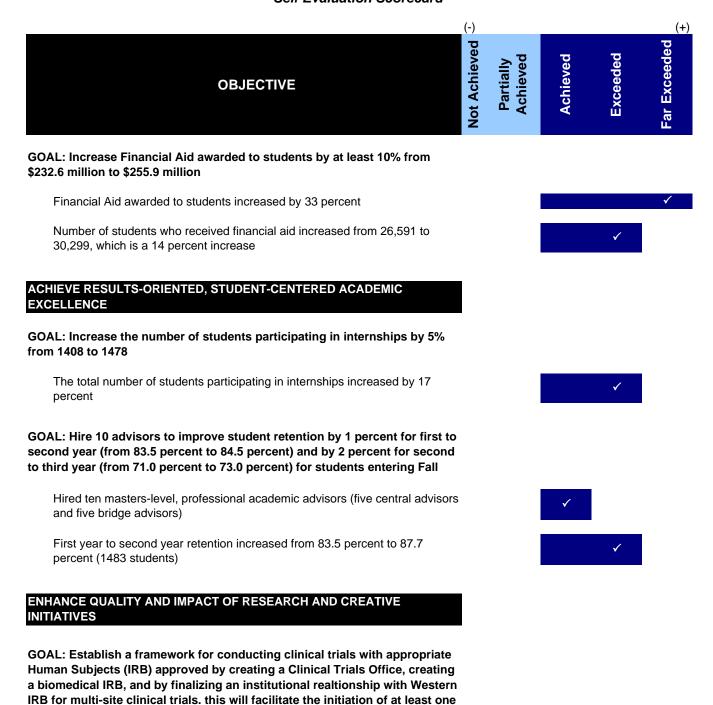
✓ Engaged with the internal and external community through attending lectures, community meetings, receptions at FIU's supporters homes, receptions for alumni hosted at the presidential home, faculty and staff, community leaders forums, hosting community events on campus, guest of honor at numerous events, one-on-one meetings with faculty, staff, alumni, retirees and others – it is estimated that over 5,000 people were touched as we presented the "Hit the Ground Running" theme, my vision for the future of our University.

UNIVERSITY & PRESIDENT PERFORMANCE GOAL & RESULTS FY09-10 Self Evaluation Scorecard



Federal and State awards increased by 22 percent to \$90 million

UNIVERSITY & PRESIDENT PERFORMANCE GOAL & RESULTS FY09-10 Self Evaluation Scorecard



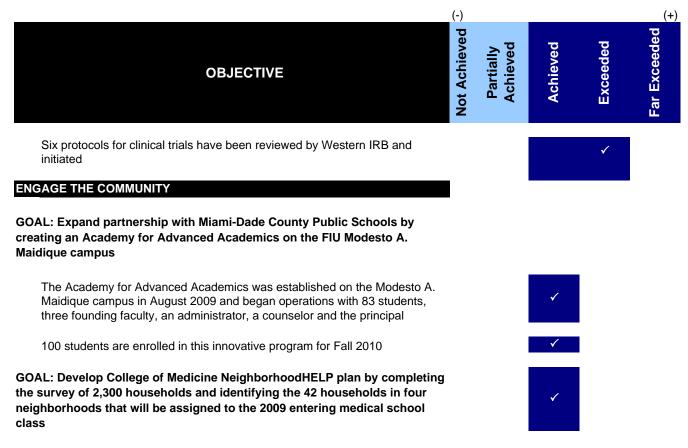
A Clinical Trials Office was established. The implementation of a biomedical IRB has been initiated, and an agreement with Western IRB is in effect

externally funded clinical trials. This will facilitate the initiation of at least

one externally funded clinical trial in calendar year 2010.



UNIVERSITY & PRESIDENT PERFORMANCE GOAL & RESULTS FY09-10 Self Evaluation Scorecard



The Herbert Wertheim College of Medicine's Green Family Neighborhood Education Program (NeighborhoodHELP), completed a total of 1738 household surveys, which represents 80.1 percent of the available houses, in six months (October 1, 2009 to March 31, 2010). Out of the surveyed group, 42 households in 4 neighborhoods have been assigned to the 2009 entering medical school class

Executive Performance Ratings

Performance Rating				
Superior				
Very Good				
Satisfactory				
Less than Satisfactory				
Unsatisfactory				

PERFORMANCE RATINGS

Determined relative to approved performance goals

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

<u>Very Good</u> - *Achieves* performance expectations and at times exceeds them.

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

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

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

Agenda Item 8 P3

THE FLORIDA INTERNATIONAL UNIVERSITY BOARD OF TRUSTEES

September 24, 2010

SUBJECT: University Goals, 2010-2011

Proposed Board Action:

Adopt the University Goals for the 2010-11 academic year as presented by President Mark B. Rosenberg and as included in the Board materials.

Background Information:

The Personnel Committee of the Florida International University Board of Trustees met on Wednesday, September 8, 2010 to review the proposed University Goals for the 2010-11 academic year. The Personnel Committee and President Rosenberg discussed and agreed upon the University Goals for the 2010-11 academic year. The agreed upon goals are directed towards achieving the University's strategic plan and are being presented for adoption by the Board of Trustees. Furthermore, the approved University Goals will be one component of the President's Management Review by the Board for the 2010-11 academic year.

The employment agreement between the Florida International University Board of Trustees and President Mark B. Rosenberg became effective August 3, 2009. Paragraph 3.2 of the employment agreement states in relevant part:

By no later than September 30, 2010 and each September 30th thereafter, Dr. Rosenberg shall provide to the Personnel Committee of the Board (the "Committee") a list of proposed goals and objectives for the twelve-month academic year beginning in August. The Committee and Dr. Rosenberg shall discuss Dr. Rosenberg's goals and objectives, after which time the Committee and Dr. Rosenberg shall agree upon goals and objectives for the academic year. The agreed upon goals and objectives shall be presented to the Board at its next regularly scheduled meeting for final approval. Said goals and objectives shall be directed towards achieving the University's strategic plan.

Supporting Documentation: University Goals Report, 2010-11 Academic Year

Facilitator/Presenter: Cesar L. Alvarez, Personnel Committee Chair



University Goals

Academic Year 2010-2011

President Rosenberg's "Hit the Ground Running" paper served as the launching pad for the next version of the FIU strategic plan incorporating an enhanced vision and operational statement.

Vision: A leading student-centered urban public research university that is locally and globally engaged.

Operational Statement: As an anchor public institution in South Florida, FIU must be committed to providing high quality learning, state-of-the-art research and creative activity, and engagement in community problem-solving.

The four objectives of the President's "Hit the Ground Running" which are the basis of the new University Strategic Plan are:

- 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

Consistent with the University's goals for 2009-10, the goals for 2010-11 continue with the themes developed in "Hit the Ground Running."

1. Revitalize and expand financial base

- Reach fundraising target of \$55 Million, excluding state matching funds
- Obtain \$2.0 million in state funding for the Herbert Wertheim College of Medicine for FY2011-12
- Increase total federal, state and other grant applications and awards by 5 percent, from \$496 million to \$520 million (applications) and from \$100 million to \$105 million (awards)

- Increase financial aid awarded to students by at least 10 percent, from \$310 million to \$340 million
- Increase business services auxiliary revenue by at least 10 percent, from \$4.7 million to \$5.2 million by increasing sales revenue in retail operations
- Generate new auxiliary and enterprise revenues of at least \$1 million through marketing and licensing agreements, partnership initiatives, and development of the FIU Health Care Network Faculty Practice Plan

2. Achieve results-oriented student-centered academic excellence

- Hire 31 new faculty to support additional students in order to maintain the current student-to-faculty ratio
- Hire 11 advisors to improve student retention by 1 percent for first to second year (from 84 percent to 85 percent) and by 2 percent for first to third year (from 71.2 percent to 73.2 percent)
- Hire 20 new staff members in key service areas to ensure that support functions essential to student success are available at appropriate levels
- Achieve six-year graduation rates for student athletes that are higher than the graduation rates for the general student population
- Modernize at least 12 classrooms to bring them up to minimum e-class standards
- Modernize three teaching labs to improve student science education
- Receive Liaison Committee on Medical Education (LCME) Provisional Accreditation status for the Herbert Wertheim College of Medicine
- Increase the number of students participating in internships by 10 percent from 1579 to 1735

3. Enhance quality and impact of research and creative initiatives

- Create 200 additional jobs within the community through research funding, clinical trials, licensing, and tech-transfer
- Establish the framework for a collaborative Life Sciences Corridor along I 95 and I-75 with public and private universities in southern Florida to serve

as a catalyst for economic development through innovation, entrepreneurship, and job creation

 Modernize 10 research labs to state-of-the-art standards in order to recruit and retain outstanding researchers

4. *Engage* the community

- Expand partnership with Miami-Dade County Public Schools by expanding the High School Dual Enrollment program from 25 to 35 schools to ensure a seamless transition to accelerated full-time study
- Apply for and receive the Carnegie Foundation classification for Community Engagement based upon FIU's collaboration with our community for the mutually beneficial exchange of knowledge and resources in a context of partnership and reciprocity
- Develop at least one collaborative partnership with a major local business that will benefit our students
- Develop or expand at least one collaborative partnership with a major local non-profit organization
- Increase the alumni participation rate, comprised of alumni memberships and annual fund contributions as a percentage of total university alumni, from 16 percent to 18 percent.
- The College of Architecture + The Arts will establish a graduate design studio, art gallery, and performance presence in downtown or midtown Miami to engage the South Florida community in the process of creating, appreciating, and exploring design and the visual and performing arts.

THE FLORIDA INTERNATIONAL UNIVERSITY BOARD OF TRUSTEES

September 24, 2010

Subject: Status Reports, Board Committees

Proposed Board Action:

None. Information only.

Background Information:

These Committees met prior to the regular Board meeting: Finance and Audit; Academic Policy and Student Affairs; Personnel. Summaries of the Committee meetings are being submitted for Board of Trustees review.

Supporting Documentation:

Finance and Audit Committee Meeting Summary

Academic Policy and Student Affairs Committee Meeting

Summary

Personnel Committee Meeting Summary



Finance and Audit Committee - Summary 8 September 2010

Agenda and materials available online here

The Florida International University Board of Trustees (the BOT) Finance and Audit Committee met on Wednesday September 8, 2010. Finance and Audit Committee Chair Albert Maury welcomed Committee members and non-members in attendance. The minutes from the February 5 and May 20, 2010 meetings were approved as presented and Chairman Maury proceeded to review two action items and heard several reports and presentations.

Action items recommended for Board of Trustees approval:

- 1) 2005-2015 Campus Master Plan. Florida Statutes and the Board of Governors require that the BOT adopt the University's development plans for the years 2005 to 2015 for the Modesto A. Maidique Campus, the Biscayne Bay Campus and the Engineering Center. The required elements of the Master Plan and development, infrastructure, and building Illustrations were presented and contained information about current conditions on each campus and future planning activities based on studies conducted to evaluate the needs for academic, support, and parking space; roadway capacity; housing demand; open spaces; land constraints; and campus image.
- 2) Revision to Investment Policy Asset Allocation. The proposed revision to the policy includes commodities as an authorized investment in accordance with allocation targets recommended by the University Investment Committee; to create real assets composite; and revise categorization of asset classes.

Other:

Richard Brilliant, FIU Foundation, Inc. Board of Directors Treasurer, presented an overview of the Capital Campaign Workshop, which took place on August 14^{th.} He thanked BOT Chairman Albert E. Dotson, Sr. and the Board of Trustees for their support and approval of the operational plan for FIU's Capital Campaign. He also presented the Preliminary Financial Statements Recap and Investment Summaries as of June 30, 2010.

Vice President & CFO Kenneth Jessell presented the FY 2009-10 financial performance review and provided a state economic outlook. Despite the economic uncertainty that remains surrounding the housing market, the oil spill, unemployment, and consumer confidence, the General Revenue (GR) Estimating Conference is cautiously optimistic of a slow and steady recovery. The University will continue to monitor the state economy to determine if reassessment of critical investments and unit level plans are necessary.

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Finance and Audit Committee - Summary 8 September 2010

Liane Martinez, Associate Vice President for Business & Finance, presented three of the most successful venues that opened in the fall semester:

- o Chili's Too, South Florida's largest in seating capacity with over 310 seats
- o Barnes & Noble at FIU, renovated with \$1.2 million and featuring additional indoor and outdoor seating, a larger convenience store, and a new GameStop, overall creating a state-of-the-art facility
- PG 5 Market Station, a multi-use retail and food service center offering six food service venues, three large volume classrooms, a cyber-lounge, indoor and outdoor seating, providing students with a place to learn, shop, gather and relax

Leyda Benitez, University Compliance Officer, provided an update on the implementation and effectiveness of the Compliance Program along with its operational responsibilities. To promote a culture of ethics and compliance, two new policies came into place:

- o University Policy #140.105, Ethics in Purchasing and Gift Policy (effective 8/3/09)
- University Policy #140.110, <u>Fraud Prevention and Mitigation/University</u> <u>Responsibility and Response</u> (effective 11/8/09)

Allen Vann, Director of Internal Audit, provided the Internal Audit Status Report. The report covered several investigations recently completed by his office, including the Information Systems Continuity Plan, a University Health Services Employee, the FIU ROTC program, and a conflict of interest issue at the Honors College.

The Committee was scheduled to meet with Senior Management without the presence of staff members from the Office of Internal Audit, but due to lack of sufficient time, Chairman Maury asked to postpone this item until the next regularly scheduled Committee meeting. There were no objections.

2



Academic Policy & Student Affairs Committee - Summary 8 September 2010

Agenda available online here

The FIU Board of Trustees Academic Policy and Student Affairs (APSA) Committee Chair Trustee S. Lawrence Kahn welcomed all Trustees, faculty, staff and students to the meeting. All Committee members were in attendance: Trustees Michael M. Adler, Cesar L. Alvarez, Thomas Breslin, Claudia Puig, and Helena Ramirez as well as Foundation Board of Directors liaison Gerald Grant.

The Committee approved the meeting minutes from its last meeting on May 20, 2010. As a follow up item, Provost and Executive Vice President Douglas Wartzok presented an oral summary of the Carnegie Foundation type of review of Ph.D. programs that is being carried out at FIU. Currently, six FIU programs have completed the review process and another twelve programs are at different stages in the review process. Provost Wartzok explained that programs that prove their ability to improve quality despite scarce resources will receive favorable consideration for new resources. Trustee Breslin expressed concern about this approach, questioning why successful (strong) programs would receive additional resources over less successful (weak) programs. Provost Wartzok agreed that the Administration and the Faculty Senate would continue the dialogue on this approach.

The nominations of Professors Yoel Camayd-Freixas and Jeffrey D. Wells for Tenure as a Condition of Employment were accepted by the Committee and recommended for Board of Trustees approval.

The Doctorate of Nursing Practice (DNP) New Program Proposal is a program of doctoral study for the registered nurse with graduate specialty preparation in advanced nursing practice to be implemented in the College of Nursing and Health Sciences. Trustee Breslin expressed concern for a lack of Ph.D. Nursing Professors and if the DNP program would be neutral to the PhD program. Provost Wartzok assured that the DNP program will not impact the productivity of the PhD program. The proposal was accepted by the Committee and recommended for Board of Trustees approval.

The PhD in Biochemistry was presented again to the APSA Committee at the request of the Board of Governors for an external review prior to Board of Trustees action. The review was conducted and the proposal was subsequently modified. The external review was very favorable for FIU to establish such a program. The Committee accepted this new program proposal and recommended it for Board of Trustees approval.



Academic Policy & Student Affairs Committee - Summary 8 September 2010

In an effort to provide a healthy study and work environment for our students and employees, the University proposes a regulation for smoke- and tobacco-free campuses. This initiative has been carefully reviewed by the Tobacco Free Campus Steering Committee and publicly presented to the University community for feedback and better understanding. Dr. Rosa Jones, Vice President for Student Affairs, who served on the committee shared further details on this initiative. While supportive of the regulation, Trustee Helena Ramirez requested a better understanding of enforcement mechanisms. VP Jones emphasized that the University community will be asked to become educated about what it means for the campuses to be smoke- and tobacco-free and that it is a change in culture, just as it has been for many other universities. The University Smoke- and Tobacco-Free Regulation was accepted by the Committee and recommended for Board of Trustees approval.

The fifth action item was a recommendation to name the Library on the Biscayne Bay Campus as the "Glenn Hubert Library" in recognition of the irrevocable bequest of Mr. Hubert. The Committee accepted this action item and recommended it for Board of Trustees approval.

Committee Chair Kahn asked the Committee members for comments and/or questions on the reports that were provided by Deans and VPs in the agenda book. He himself made one observation, namely the initiative of Mandatory Declaration of Major for freshmen students. He wondered if graduating high school students were in a position to elect a major and commit to it at the very beginning of a college career. Provost Wartzok responded that this initiative helps students through a more tightly knit support system (in housing by major, interest groups by major, faculty guidance early on) and hence students who identify with a major early generally display greater academic success. The option to change a major, however, is still available. Trustee Breslin stated that the current faculty body would not be able to handle the advising that would be required with earlier selection of major. Provost Wartzok stated that the implementation date for this initiative has not yet been determined and that further faculty consultation would take place.

Since no other questions or comments were made in regard to the reports, Provost Wartzok presented an update on the development of FIU's strategic plan. He introduced a "Strategic Map" which included an overview of the University's mission, vision, values, goals and themes. He welcomed the Trustees' feedback. The final strategic plan will be presented to the Board of Trustees in the December of this year for final approval.



Academic Policy & Student Affairs Committee - Summary 8 September 2010

In response to the Committee's request to have regularly scheduled special reports, Provost Wartzok had invited Professor William Pelham to introduce his nationally recognized summer treatment program for children with ADHD. Due to a pressing family matter, Professor Pelham was not able to present his program. Instead, a group of faculty and students from the College of Architecture and the Arts presented their work for two different housing projects: low income housing for the Broadmoor region of New Orleans, for which several students won top awards, and the solar decathlon house, which will be built on the MMC campus and later transported for display for 10 days at the National Mall in Washington DC. The Committee members applauded the students' and faculty's successful projects.

The meeting was adjourned.



Personnel Committee - Summary 8 September 2010

Agenda available online <u>here</u>

The FIU Board of Trustees Personnel Committee met on Wednesday, September 8, 2010. Committee Chair Cesar L. Alvarez welcomed Committee members Michael M. Adler, S. Lawrence Kahn, III and Albert Maury and thanked them for their participation. Chair Alvarez also welcomed Faculty Trustee Thomas Breslin and Foundation Board of Directors Liaison Richard Brilliant to the meeting.

The Committee approved the Minutes of the Personnel Committee meeting held on Thursday, May 20, 2010.

Items reviewed by the Committee:

P1. University Smoke- and Tobacco-Free Campus Regulation. Committee Chair Alvarez noted that the proposed Regulation was discussed at length at the Academic Policy and Student Affairs Committee meeting and requested that Vice President for Student Affairs Rosa Jones delineate the pertinent issues, including the planned objectives for implementation and enforcement.

The Committee recommended to the FIU Board of Trustees approval of the University Smoke- and Tobacco-Free Campus Regulation.

P2./P3. President's Management Report and Review, 2009-2010

President Mark B. Rosenberg presented a report on the University's performance, based on the Board approved goals for the 2009-2010 academic year. Committee Chair Alvarez led the discussion on the President's Management Review, 2009-2010, requesting that President Rosenberg excuse himself from this portion of the meeting. The Committee discussed the President's performance and Chair Alvarez noted that on behalf of the Committee, he would report on the Committee's comments for Board consideration. The Committee members commended President Rosenberg for his outstanding leadership and performance, despite such factors as declining State revenues and significant changes within the University's administration and leadership.

The Committee recommended to the FIU Board of Trustees the granting of a **Superior** performance rating for President Mark B. Rosenberg in his leadership of Florida International University during the 2009-2010 academic year.

Committee Chair Alvarez requested that the presentation of the President's Management Report, 2009-10 to the FIU Board of Trustees be expanded to include the number of community events, meetings and forums he attended during the report year.

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Personnel Committee - Summary

8 September 2010

P4./P5. University Goals, 2010-2011 Academic Year

President Rosenberg presented the University Goals for the 2010-2011 Academic Year. Committee Chair Alvarez led the discussion on the University Goals and recommended that the University Goals be expanded to include specific targets within the areas of *Goal* 2, *Achieve results-oriented student centered academic excellence and Goal* 4, *Engage the Community*, such as increasing alumni participation, increasing appreciation for the Arts, increasing student-athlete graduation rates and the hiring of additional staff to areas critical to the advancement of the University.

The Committee recommended to the FIU Board of Trustees approval of the University Goals for the 2010-2011 Academic Year, subject to final amendments as requested by the Committee.

2

THE FLORIDA INTERNATIONAL UNIVERSITY BOARD OF TRUSTEES

September 24, 2010

Subject:	New Business	
		Proposed Board Action: Information. Action, as necessary.

Background Information:

Board members will raise new business, if any.

Supporting Documentation: N/A

Facilitators/Presenters: Albert E. Dotson, Sr.

THE FLORIDA INTERNATIONAL UNIVERSITY BOARD OF TRUSTEES

September 24, 2010

Subject: (Concluding	Remarks	and Ad	journment
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Proposed Board Action:

None. Information only.

Background Information:

Albert E. Dotson, Sr., FIU Board of Trustees Chair, will adjourn the meeting with closing remarks.

Supporting Documentation: N/A

Facilitators/Presenters: Albert E. Dotson, Sr.