



## FLORIDA INTERNATIONAL UNIVERSITY BOARD OF TRUSTEES

### Modesto A. Maidique Annual Report Performance Goals Outcomes Fiscal Year 2006-2007

#### EXECUTIVE SUMMARY

The President's FY06-07 objectives were aligned with the strategic mission of the institution and are in accordance with the Millennium plan currently in effect. A target date of 2008 was established to ensure that these are longer term objectives where solely the numbers to be achieved change but not the metric itself. These objectives aim to measure how successful FIU is in reaching the vision of being a Top Ten Urban Public Research University.

During FY06-07, the university made significant strides in advancing its strategic vision. Increases in academic excellence specifically demonstrated by advances in high quality research and growth in granting doctoral degrees are evidence of FIU's progress. This growth did not come at the expense of weakening our financial position. Rather, FIU generated a higher indirect cost recovery rate, that is only expected to continue increasing as more strategic research projects are awarded and the federal rate is renegotiated.

The College of Medicine made great progress in FY06-07. **We gained approval for first year planning funds of \$5.5 million, recruited a world-class leadership team, submitted LCME accreditation documents that resulted in granting FIU a site visit for November 2007 and signed an affiliation agreement with Jackson Memorial Hospital.** All of these are critical building blocks for the creation of a high quality College of Medicine.

**During the year, FIU filled eight critical executive positions that will help guide the institution to greatness.** The most vital positions filled that will pave a new strategic direction in academics and research are the Executive Vice President, Provost and Chief Operating Officer, Dr. Ronald Berkman; Dean of the College of Medicine, Dr. John Rock; and Vice President for Research & Dean of Graduate Studies, Dr. George Walker. Athletics plays a strong role in our student life and alumni affinity. As such, high

investments were made in this area, specifically with the hiring of a new Athletics Director Pete Garcia and a new football coach Mario Cristobal. Finally, we also strengthened the operations filling position in operating functions that will enhance our academic performance, increase our role in the community, and ensure FIU's long term sustainability. These include the Vice President for Academic Affairs, Dr. Douglas Wartzok, the Vice President for External Affairs, Sandra Gonzalez-Levy and the Vice President of Information Technology and Chief Information Officer, Dr. Min Yao.

The University had a banner year in obtaining legislative operating funds totaling \$33.5 million, including legislative budget requests of \$17.8 million, and Public Education Capital Outlay of \$75.9 million. **Overall, we achieved a 15.5% increase in state operating funds, our best year to date.** Key projects endorsed included the College of Medicine, Research and Life Sciences. Though budget cuts were announced, FIU continued to protect key projects and a significant amount of the additional core funding.

Though the university continued strengthening its financial sustainability through legislative funding, greater returns on research, higher auxiliary sales and improved assets utilization (classroom), one aspect, our advancement efforts, fell short of expectations. Though the year was short of our goal, it still represented one of the best three years ever in fundraising. It is clear that for the university to reach its ultimate goal of being a great academic institution, advancement efforts must be strengthened. We are committed to accomplishing this goal in FY07-08.

Finally, the second major disappointment for the fiscal year emanated from our compliance capabilities. Though we strengthened compliance effort throughout the institution through new policies, training and enhanced communications, Athletics lagged behind and we did not meet NCAA requirements. FIU continues reinforcing its compliance operations, specifically in Athletics through the hiring of specialized compliance personnel and greater academic advising support for student athletes.

As we enter next year, FIU will build on its many accomplishments of FY06-07 continuing to build one of the Top Ten Urban Public Research Institutions in the country.



## **FLORIDA INTERNATIONAL UNIVERSITY BOARD OF TRUSTEES**

### **Annual Report Performance Goals Outcomes Fiscal Year 2006-2007**

The President's FY06-07 objectives are aligned with the strategic mission of the institution and are in accordance with the Millennium plan currently in effect. A target date of 2008 was established to ensure that these are longer term objectives where solely the numbers to be achieved change but not the metric itself. These objectives should measure how successful FIU is in reaching the vision of being a Top Urban Public Research University.

We are focusing our efforts at achieving four overarching goals:

- growth,
- academic excellence,
- local development and
- financial stability

### **GROWTH**

#### **1. Increase Degree Production:**

- **Exceed six-year Board of Trustees approved graduation rate target set at 50%**

Results: Partially Achieved. When assessing the entire 2000/2001 Full-time FTIC cohort, the university realized a 47.7% six-year graduation rate. The six-year graduation results for the 2001/2002 cohort will be available next year. However, in an effort to increase graduation rates, the university recently developed a new communication and outreach strategy to track students' progression to their degree. This new system was first applied to a cohort of 1,297 full-time, first-time-in-college students who entered in Fall 2001 with the expectation of graduating 48% of the students within six years. With the help of this new outreach program, the university

graduated 637, or 49.1%, of these students exceeding expectations and moving closer to achieving a 50% six-year graduation rate.

Though this goal of undergraduate graduation was only partially achieved, FIU demonstrated strong performance in doctoral degree production. The goal of increasing doctoral degrees from 86 to 93 was surpassed achieving 100 awarded degrees, our goal for next year.

➤ **Increase athletes' Graduation Success Rate (GRS) from 57% to 60% based on the new NCAA GSR standard**

Results: Achieved. The Student-Athlete Graduation Success Rate (GRS) improved from 57% (based on 1998-99 Freshman Cohort) to 62% (based on 1999-00 Freshman Cohort).

*Note: The GSR measures graduation rates at Division 1 institutions and includes students transferring into the institutions. The GSR also allows institutions to subtract student athletes who leave their institutions prior to graduation as long as they would have been academically eligible to compete had they remained.*

➤ **Maintain national ranking in top five for granting baccalaureate degrees to minority students**

Results: Achieved. The university maintained its national prominence in granting baccalaureate degrees to minority students. According to the most recent graduation statistics for 2005/06, *Hispanic Outlook* reported FIU ranked 1<sup>st</sup> in the nation for awarding baccalaureate degrees to Hispanic students and *Diverse: Issues in Higher Education* reported FIU ranked 3<sup>rd</sup> in the nation for awarding baccalaureate degrees to minority students.

➤ **# of Doctoral degrees increase from 86 to 93 to continue the path for the university to reach 100 by the 2007-08 academic year.**

Results: Achieved. The university surpassed their goal of awarding 93 doctoral degrees in 2006-07. The actual number of doctoral degrees awarded was 100, reaching our three year target one year earlier than projected.

## **2. Enhance State Leadership:**

- **Maintain statewide competitive position by enrolling at least 12.5% of total State University System FTE enrollment in Fall 2006**

Results: Virtually Achieved. The university earned 12.4% of the total State University System (SUS) FTE during Fall 06. During this same period, enrollment reached a historic high at 38,537 student headcount representing 13.1% of the SUS total enrollment of 294,016 students

*Note: these are FTE's generated in Education & General and excludes all FTE's found in Auxiliary Enterprises.*

- **Meet state funded enrollment target of 23,995 FTE**

Results: Achieved. The university generated 24,530 FTEs in FY06-07 exceeding its 23,995 FTE target by 2.2%.

## **2. Improve Student Retention and Affinity:**

- **Enhance residential life by expanding student housing facilities**

Results: Achieved. Lakeview Housing project was completed August 2006 providing the University with an additional 825 bed spaces. The University now has the capacity to house over 3,000 students. The housing system maintained an overall occupancy rate for the Fall 06 and Spring 07 term of 94%.

- **Perform a housing demand analysis and complete a Building Program Statement by Spring 2007**

Results: Achieved. A University Housing Committee has submitted a Building Program Statement for the President's approval for the construction of 600-800 additional bed spaces at the University Park campus. The project is being planned for completion in the fall of 2010. This Building Program Statement addresses Phase I of the housing goal, representing the first of possibly three to four phases.

Phase II of the housing goal will focus on Biscayne Bay Campus. A University Housing Committee is being established to draft a Building Program Statement for Biscayne Bay Campus, which is scheduled to be developed by the end of Fall 2007.

- **Increase opportunity for student engagements through the following:**

- **Complete the expansion of the Wolfe University Center (WUC) by May 2007, which will provide an additional 21,482 square feet of student support service space at the BBC.**

Results: Achieved. The WUC construction project was completed on schedule. The new fitness center is being fitted with equipment and is scheduled to open this September. The new cafeteria construction is complete and the build-out of the food court is in design.

- **Complete the construction of new student Recreation Field on the University Park campus June 2007. This artificial turf field will more than double the outdoor recreation space available to our students.**

Results: Achieved. The new student Recreation Field was completed on schedule and is currently being utilized by our students. The football team is currently using the field for preseason practice (football camp).

- **Increase alumni participation by 20% through paid membership in the FIU Alumni Association from 6,943 to 8,370 total alumni.**

Results: Achieved. Paid alumni memberships in the FIU Alumni Association for the FY06-07 was 9,726. This result is 16% above the 2006-2007 annual goal and represents a 40% increase over the alumni membership in the previous fiscal year.

- **Enhance student life and strengthen affinity to the university by increasing student attendance at athletics events by 10% from 13,232 to 14,500.**

Results: Achieved. Student life was enhanced by increasing student attendance at all Athletic home ticketed events from 13,232 (FY05-06) to 16,493 (FY06-07) or an increase of 24.6%.

## 2. ACADEMIC EXCELLENCE

### ➤ Strengthen National Research Ranking:

- **Increase the number of applications in strategic areas for funding and grow total research revenue to \$83 million**

Results: Achieved. Research revenue for the fiscal year slightly surpassed the goal of \$83 million with \$81.1 million recorded by the University research office and \$2 million by the FIU Foundations to 83.1 million.

The University has significantly increased the number of applications in strategic areas of funding for the fiscal year ending 2007. The strategic areas for funding growth, health care research, engineering, technology and environment, are represented by the colleges and centers listed below.

The key areas where applications for funding have increased are:

- College of Engineering and Computer Science, 32% increase
- College of Nursing and Health Sciences, 16% increase
- School of Public Health, 52% increase
- \*College of Medicine, \$5.5 million in first time applications
- \*\*International Hurricane Research Center

*Note:*

*\*Initial year for funding request*

*\*\*Applied for state funded Center of Excellence*

- **Create partnerships designed to increase sponsored research applications and grants**

Results: Achieved. Collaborative partnerships with other institutions, agencies, and industry are necessary to contribute to the development and implementation of a strong, coherent, and united research agenda. FIU has demonstrated its ability to seize opportunities to collaborate with public and private entities for enhancing research applications and sponsorships. **Highlights** that exemplify accomplishments for FY06-07 in terms of meeting this objective are:

**1. Assistant Professor Evelyn Gaiser**, College of Arts and Sciences, Southeast Environmental Research Center in collaboration with Biological Sciences, the School of Social Work,

Environmental Studies, Sociology, and Anthropology. (12/1/06 to 1/14/12) \$4.92 million. Funding from the National Science Foundation allows FIU to be a part of the Florida Coastal Everglades Long Term Ecological Research (LTER), an excellent laboratory for understanding how coastal ecosystem dynamics respond to and influence human activities. The LTER Network is a collaborative effort involving more than 1,800 scientists and students investigating ecological processes over long temporal and broad spatial scales. FIU LTER collaborates with partners at the College of William and Mary, Louisiana State University, Florida Agricultural and Mechanical University.

**2. Assistant Professor Kathleen Rein**, College of Arts & Sciences, Department of Chemistry in collaboration with Biological Sciences, Environmental Studies, and the School of Public Health. (9/18/06 to 8/31/11) \$3.73 million. The Advanced Research Cooperation in Environmental Health (ARCH) program focuses on establishing research partnerships between investigators at Research Intensive Universities (RIUs) with significant environmental health sciences research and investigators at Minority-Serving Institutions (MSIs) with a strong interest in such research. Funding from the National Institutes of Health for the Advanced Research Cooperation in Environmental Health Research (ARCH) to FIU are shared with the University of Miami as a key contributor in the research theme of Algal Toxins and will expand the research into Trace Metals in the environment. Other key collaborators are Wright State University, University of California, University of Michigan, and University of North Carolina.

➤ **Achieve National Ranking Recognition:**

- **Maintain national ranking recognition through 5 programs**

Results: Achieved. We are proud to have once again achieved this objective. There are five Ph.D. programs that have been ranked above the national research university norm in the most recent national ranking by Academic Analytics.

Social Work  
History  
Physics  
Spanish  
Management



***Business:*** The International Business Program was ranked by *US News and World Report* as the 7<sup>th</sup> best for undergraduate programs and 23<sup>rd</sup> best for graduate programs. Amongst accredited business schools, *US – Business Week* ranks FIU's in the top 15%.

FIU Executive MBA program ranked 78<sup>th</sup> in the world by the prestigious *Financial Times* annual study, the highest ranked Executive MBA program in Florida.

***Criminal Justice:*** In the latest ranking from the *Journal of Criminal Justice*, our Criminal Justice program is rated 10<sup>th</sup> nationally.

***College of Law:*** #1 in the state for the February 2007 Florida Bar Exam pass rate. In addition, the College of Law received full accreditation by the American Bar Association.

***Robert Stempel School of Public Health:*** Received accreditation by the Council on Education for Public Health (CEPH). Accreditation is for a period of five years which is the maximum initial accreditation time for a new school of public health. Besides the University of South Florida, FIU's is the only other accredited school in Florida.

In addition to these schools and programs that received recognition in FY06-07, we continue to demonstrate national stature in our ***School of Hospitality.***

***College of Medicine:*** The accrediting arm of the American Association of Medical Colleges (AAMC) is the Liaison Committee on Medical Education (LCME). The planning self-study and preliminary medical education database submitted by FIU in April 2007 to the LCME in June 2007 resulted in authorization of an on-site survey of the College of Medicine scheduled to take place November 18-20, 2007.

- **Achieve 10 students and faculty members receiving national recognition**

Results: Achieved.

**Students:** FIU's students gained recognition beyond the established objective in key areas through both team efforts and individual drive. Two team achievements are noteworthy.

- FIU’s Materials Advantage Chapter in the College of Engineering were team winners of the first ever “Materials Bowl” in the Annual Minerals, Metals & Materials Society Bowl Tournament.
- “Team FIU”, consisting of four Professional MBA program students, chosen as one of six finalists to compete in the National Society of Hispanic MBAs Dell/Microsoft case competition.

Our students gained recognition from distinguished institutions in diverse disciplines from History to Mechanical & Materials Engineering. The awards received are listed below and additional information can be found in Addendum A:

- **Anthony Atwood**, \$1 million grant recipient to help establish a naval museum in South Florida
- **Kantesh Balani**, David Merchant International Student Achievement Award
- **Tiffany Brannon**, Ford Foundation Predoctoral Fellowship Award, one of 62 from over 1,500 applicants
- **Monica Cabrera**, First place prize winner at the Phi Alpha Theta Florida Conference
- **Zoila Clark**, American Association of Teachers of Spanish and Portuguese First-Time Attendee Award for 2007 sole winner
- **Erika Edwards**, Fulbright Dissertation Fellowship
- **Magda Gomez**, Dissertation research prize winner at annual meeting of the Latin America and Caribbean Section of the Southern Historical Association
- **Krystel Ramos**, Association of Latino Professionals in Finance and Accounting (ALPFA) National Student of the Year
- **Jenay Robert**, Annual Biomedical Research Conference for Minority Students poster award winner
- **Michelle Zapiain**, Pamela Harriman Foreign Service Fellowship and Thomas Pickering Foreign Affairs Fellowship.

**Faculty:** We are proud at the achievements of our faculty and the breadth of academic expertise demonstrated by the following award recipients. More details are provided in Addendum B.

- **Associate Professor Dr. Wonbong Choi**, Material Research Society (MRS) Medal winner.
  - **Dean Joyce Elam**, International Dean of the Year 2007 from the Fellows of the Academy of International Business.
  - **Professor Jean-Claude Garcia-Zamor**, Fulbright Scholar grant recipient to Poland from the J. William Fulbright Foreign Scholarship Board.
  - **Professor Golam Kibria**, Featured as rising star of Statistics Department in *AMSTAT News* article Membership Magazine of the American Statistical Association.
  - **Dr. Robert Moses**, *U.S. News & World Report* “America’s Best Leaders” honoree.
  - **Professor Meredith Newman**, Recipient of the Presidential Citation of Merit by the American Society for Public Administration (ASPA).
  - **Dean Vish Prasad**, 2007 University Educator award from the Hispanic Engineer National Achievement Awards Conference (HENAAC).
  - **Associate Professor Wolfgang F. Rogge**, featured as a highly cited researcher in the *ISI HighlyCited.com* database.
  - **Professor Surendra Saxena**, recipient of Rudbeck Medal by Uppsala University in Sweden.
  - **Associate Professor Hugh Willoughby**, selected fellow in the American Association for the Advancement of Science (AAAS).
- **Advance academic infrastructure by completing Frost Art Museum by June 2007 and Graduate School of Business building by August 2007.**

Result. Partially achieved.

**Graduate School of Business:** The project is on track for student occupancy for the Spring 2008 semester.

**Frost Art Museum:** During FY06-07, FIU had under construction two landmark projects. The Frost Art Museum experienced numerous changes to the building exterior, floor finishes, and additional State Fire Marshall unplanned directives. In addition, design issues discovered during the on-going punch/close-out process were encountered regarding the decorative steel structure. The actual occupancy date depends on the architectural assessment and is currently being determined by the contractor.

➤ **Improve Athletics Academic Performance:**

- **Maintain overall NCAA Academic Performance Rating (APR) for the institution above the official standard of 925**

Results: Not achieved. The cumulative NCAA Academic Performance Rating for the last period reported 2005/06 is 905 (based on years 2003/04, 2004/05, 2005/06) which is below the goal of 925. In response, we have allocated incremental funds to hire academic advisors, technology infrastructure, and compliance officers.

*NOTE: APR is based on four years of data and could change based on consultant's investigation and re-certification of eligibility if required.*

### 3. LOCAL DEVELOPMENT

➤ **Increase access to health care for our community by advancing the College of Medicine Initiative**

- **Conclude partnership agreements with local community health care providers**

Results: Achieved. Jackson Health Systems and FIU signed an affiliation agreement in July 2007, which will allow FIU medical students to undertake their clinical rotations at Jackson. The affiliation agreement calls for an annual operating agreement which is currently being negotiated.

We prioritized our efforts at completing the Jackson affiliation that would establish a sound base for accreditation. Furthermore, we continue making progress with private hospital affiliations and based on our plan expect to complete those in FY07-08.

In addition, the FIU College of Medicine partnered with Mercy Hospital as joint co-sponsors of the annual Cuban Medical Congress event that took place at the end of June 2007. During this week-long medical congress that was attended by over 600 doctors, the FIU College of Medicine was prominently featured and well received by this mostly local group of medical doctors.

Efforts continue with the University of Miami (UM) to find opportunities for mutual collaboration and shared infrastructure. The clearest evidence of this partnership is the recent agreement that our students will be using UM's medical library until FIU's is completed.

- **Obtain \$5.5 million recurring funds for Planning Phase as indicated in the Legislative Budget Request (LBR)**

Results: Achieved. In the 2007 legislative session, the full amount asked for the College of Medicine, \$5.5M, was authorized as recurring funds.

- **Prepare preliminary accreditation documentation for submission to Liaison Committee on Medical Education (LCME) by Fall 2007**

Results: Achieved. On April 25, 2007, FIU completed and delivered The Medical Education Database and Self Study for Preliminary Accreditation to the Liaison Committee for Medical Education (LCME).

On June 12, 2007 FIU received excellent news from the Liaison Committee for Medical Education (LCME) board that a site visit was approved for November 18-20<sup>th</sup>, 2007. This site visit, along with the final submission of the Medical Education Database and Self Study due in October, 2007, is pivotal in determining FIU's outcome for provisional accreditation. The LCME board will make their final recommendation for provisional accreditation at the February 2008 meeting.

➤ **Expand community presence**

- **Leverage university and private sector assets through five strategic partnerships to increase local competitiveness and job growth**

Results: Achieved.

*Hospital Corporation of America.* The Foreign Educated Physician to Nursing program, a revolutionary education initiative pioneered by FIU expanded from the Biscayne Bay Campus (BBC) to Florida's Tampa Bay Region supported by a collaborative agreement with the Hospital Corporation of America-West Florida. This corporation is funding faculty, scholarships, and long distance technology equipment for real time video conferencing delivery of the program from BBC to St Petersburg Largo Medical Center Kids Clinic.

*The E.W. Scripps Company.* A partnership between the Scripps Howard Foundation and FIU's School of Journalism and Mass Communication (SJMC) includes Scripps Howard internships awarded to FIU students and a donation of \$150,000 from the foundation to fund a writing center for the school's students. The result has been the development of innovative methods for teaching journalism and expanded opportunities for SJMC students.

***Kinetic Kids, Inc.*** A new partnership was completed for an onsite clinic providing occupational and physical therapy to children with Autism. This on site clinic provides research opportunities for faculty and students as well as clinical observation for all College of Nursing & Health Sciences' students. The site will make a difference in improving the quality of life of children with autism and the lives of their families. It will be the site of a multidisciplinary research venture that will involve our students and faculty alike. This partnership highlights the importance of on-campus clinical partnerships that support the education of students and the mission of the university.

***South Miami Hospital.*** Occupational Therapy students experience virtual clinical patient treatment education at a hospital without ever leaving the classroom. Through a joint venture with South Miami Hospital Occupational Therapy, FIU students experience Tele- Medicine, a collaborative learning platform that allows televised live feeds to FIU labs from the OT Department at South Miami Hospital where patients are treated daily.

***Athletic Training Program.*** Athletic Training Post Professional Master's students provide athletic training health care for athletes in selected Miami Dade and Broward County High Schools which allows them a platform to utilize their advanced educational training and help the school athletes simultaneously. Some of the high schools represented are Belen Jesuit, Bay Point, Coral Springs Academy, North Broward Prep, Miami Christian, Miami Country Day and Doral Academy.

- **Continue to work with Miami Dade County government to bring Metrorail to both University Park and Engineering campuses**

Result: Achieved. The Vice President of Government Relations, Steve Sauls, has been appointed to represent FIU on the East-West Corridor Citizens and Business Advisory Committee (CBAC). Participation on the CBAC allows FIU to provide input to guide the outcome of the project. The first meeting is not anticipated to take place until January 2008.

Additionally, Associate Vice President for Real Estate Development and Planning, Charles Scurr, and Director of Planning, Robert Griffith, are working with Miami-Dade County staff and consultants on planning and design working groups.

- **Continue the implementation process developed in last year's charrette with the City of Sweetwater**

Results: Achieved. The President and Senior Administration staff have convened a series of meetings with elected leaders from Miami-Dade County and Sweetwater to continue and advance not only the "College Town Charrette", but also to explore a range of collaboration ideas. This has included meetings with Miami-Dade Mayor Carlos Alvarez, Commission Chair Bruno Barreiro, Commissioners Joe Martinez and Pepe Diaz, and Sweetwater Mayor Manny Marono.

The Metropolitan Center continues to work closely with the City in implementing the Charrette. The next step in the process is for the City to file an update to their Comprehensive Development Master Plan which is being prepared by the Metropolitan Center. The Center is also working with the City and the Florida Department of Transportation to explore improvements to the 107<sup>th</sup> Avenue corridor.

The newly established Real Estate Development and Planning Department is also working closely with the City to implement the Charrette and to develop additional collaborative opportunities. Meetings are ongoing with Sweetwater officials to identify and implement these collaborative ventures.



#### 4. FINANCIAL STABILITY

➤ **Increase Fiscal Self-Sufficiency**

- **Achieve advancement funding goal of \$30.7 million including increased support to tap into new State matching initiatives\***

Results: Not Achieved. The University raised **\$17.6 million** in the FY06-07 (57% of goal).

*\*Note: Fundraising reporting was adjusted in the 2006-2007 fiscal year to ensure alignment with the Council for Advancement and Support of Education (CASE) standards of reporting.*

- **Grow Auxiliary revenue to \$100 million, 10.6% growth**

Results: Achieved. Auxiliary revenue reached \$113.9 million or \$13.9 million over objective. The 26% growth in auxiliary revenue from last year's \$90.4 million was primarily driven by \$10 million in Treasury Operations and \$5.7 million in housing. The housing increase was due to the opening of Lakeview Housing. The housing system maintained an overall occupancy rate for the Fall and Spring term of 94%.

- **Attain congressional line item funding of \$7 million as well as the authorization of \$1 million for the establishment of a FIU/SOUTHCOT Security Analysis Center.**

Results: Achieved. FIU obtained \$7.7 million total, including \$1 million for the FIU/SOUTHCOT Security Exchange Analysis Center. The breakdown is as follows:

- \$3.2 million in Department of Defense (DOD) projects earmarked for FIU including \$1 million for the FIU/SOUTHCOT Security Exchange Analysis Center.
- \$4.0 million in Department of Energy discretionary funding achieved by Governmental Relations and Applied Research Center ARC for a minority/Environmental Management program.
- \$500,000 from the Department of Commerce/National Oceanic & Atmospheric Administrations (NOAA)/National Weather Service for the Florida Mitigation Alliance, a consortium of Florida public universities lead by the FIU International Hurricane Research Center (IHRC).

- **Increase Average Indirect Cost from contracts and grants by 10%, from 15.7% to 17.3% of total awards**

Results: Achieved. An increase in the effective indirect cost rate provides the University with increased cost recovery to reimburse for overhead expenses. The large increase from 15.7% to 20.8% in the effective rate of recovery is partially due to a thorough examination of expenses that allowed us to bill for historical money due. The extraordinary recovery reached \$1.5 million. The results would still remain favorable even if we subtract this one time recovery. FIU would still have collected \$12.5 million of indirect cost resulting in the effective rate of 18.6%, exceeding the target rate of 17.3%.

➤ **Increase Revenue**

- **Change mix: 2.5% growth in non-resident student FTEs**

Result: Achieved. FIU continues to successfully reverse the trend by increasing non-resident students. Actual non-resident student FTEs of 2,068 represents a 12.8% increase from prior year, six times the 2.5% growth target. The ratio of non-resident FTE to total FTE was 8.4% in 2006-2007 compared to 7.9% in 2005-06.

➤ **Increase Classroom Utilization**

- **Increase the utilization rate from the current 42% to 50% within two years, targeting 48% in FY06-07**

Result: Achieved. The classroom utilization rate, using the OPPAGA (Office of Program Policy Analysis and Government Accountability) methodology, for Spring 2007 is 50%.

## GENERAL MANAGEMENT

### ➤ Fill Leadership positions

- **Fill Provost, Senior Vice President Medical Affairs and Dean of the College of Medicine, Dean of the College of Arts & Sciences, Dean of the College of Education, Executive Director of Libraries, Vice President Research and Dean of Graduate Studies, Vice President Information Technology and Chief Information Officer, Vice President for Human Resources, Vice President for Advancement, Associate Vice President Government Relations and Associate Vice President Media**

Result: Largely Achieved. Of the eleven positions, nine were filled and one is in its final stage. One of the filled positions, Vice President for Advancement, once again became vacant with the resignation of the appointed executive.

**Executive Vice President, Provost and Chief Operating Officer – Filled.** This position was filled internally with the appointment of Dr. Ronald Berkman who had served as interim provost since November 2005. With more than 25 years of academic administrative experience, his candidacy was overwhelming endorsed by the search and screen committee. His record of leadership and achievement while serving in an acting capacity has been remarkable. Dr. Berkman began his career with FIU in 1997 as dean of the College of Public Affairs. Prior to joining FIU, Dr. Berkman served as University Dean of Academic Affairs at City University of New York.

**Dean of the College of Medicine and Senior Vice President for Medical Affairs – Filled.** Dr. John Rock, assumed his new duties in January 2007. Dr. Rock most recently held the titles of chancellor emeritus and professor of obstetrics and gynecology, pediatrics and public health at Louisiana State University (LSU). During his tenure at LSU he served as chancellor of the Health Sciences Center and had management oversight of Louisiana's statewide Charity Hospital System. Dr. Rock is former director of the Division of Reproductive Endocrinology and the Department of Gynecology and Obstetrics at Johns Hopkins Medical Institutions. In addition, he served as chairman and director of residency training programs in the Department of Gynecology and Obstetrics at Emory University School of Medicine.

**Dean of the College of Education – Filled.** Dr. Luis Miron, Ph.D., came to FIU from the University of Illinois (UI) at Urbana-Champaign having served as program chair in the College of Education's Department of Educational Policy Studies since 2005. Before UI, Dr. Miron served as Chair of the Department of Education at UC-Irvine for 5 years.

He has taught at UC-Berkeley, Loyola University, Tulane University, University of New Orleans, and Vanderbilt University. Dr. Miron's research has earned more than \$1.6 million in funded grants and contracts.

**Executive Director of Libraries – Filled.** This position was initially expected to be filled by the end of the 2006 Fall Semester; however, the candidate that was extended an offer subsequently declined. The position will now be filled as **Dean of University Libraries** with the appointment of Ms. Laura Probst, effective October 1, 2007. Ms. Probst has served as Head of Public Services and Associate Librarian at Pennsylvania State University since 2000. Prior to her current position, she served at the University of Minnesota as the Head of the Music Library and Coordinator of Arts and Humanities Collections.

**Vice President Research and Dean of Graduate Studies – Filled.** Dr. George Walker joined FIU September 1, 2006. Dr. George Walker is one of the nation's leading research administrators, active in the leadership of many national organizations related to graduate education and research management. Dr. Walker most recently served as Vice President for Research & Dean of the University Graduate School at Indiana University and as Senior Scholar and Director of the Carnegie Initiative on the Doctorate at The Carnegie Foundation for the Advancement of Teaching. Dr. Walker holds his Ph.D. in Physics from Case Institute of Technology (currently Case Western Reserve University) and he is also an accomplished scientist.

**Vice President Information Technology and Chief Information Officer – Filled.** Prior to arriving at FIU, Dr. Min Yao served as Chief Information Technology Officer and Associate Vice President of Information Technology at California State University Dominguez Hills. With a doctorate degree in Educational Psychology and a doctor of education degree in Educational Administration, he has over 15 years of experience in the Information Technology industry and has spent the majority of his career in higher education institutions.

**Associate Vice President Government Relations – Filled.** The position of Associate Vice President Government Relations was filled as **Vice President Government Relations** with fifteen year veteran of FIU Governmental Relations, Mr. Steve Sauls. Mr. Sauls held various positions of increasing responsibility in the areas of public and government relations at FIU from 1990 to 2005. In August 2005, Mr. Sauls resigned from Florida International University to pursue a career in the private sector. After approximately one year of managing corporate, community, and governmental relations for a Fortune 150 global corporation, he requested to return to the university. Mr. Sauls returned to FIU in 2006 bringing with him more than 34 years experience in the public sector as a senior political advisor, lobbyist, legislative strategist, fund-raiser, manager of Washington offices for elected officials, and University Vice President.

**Associate Vice President Media – Restructured.** This position was not recruited but rather funds were used to promote specific members of existing staff and fund other critical positions in University & Community Relations. The role of **Vice President of University and Community Relations** was filled with the appointment of **Sandra B. Gonzalez-Levy**. Ms. Gonzalez-Levy most recently served as Senior Vice President for Corporate Communications at Terremark Worldwide, Inc. Prior to joining Terremark, she was President and Chief Executive Officer of the Miami-Dade Community College Foundation, Inc., the direct support organization of Miami-Dade College.

**Vice President for Advancement – Filled (Partial Year).** This position was filled with the appointment of Mr. Marcos Perez. Mr. Perez occupied the position until June 2007, when he submitted his resignation. The President immediately reconstituted the Search & Screen Committee which is actively working with one of the most renowned executive search professionals in higher education, Mr. William Funk. Currently, Vice President for University and Community Relations, Ms. Sandra B. Gonzalez-Levy is overseeing Advancement and Alumni Relations as Interim Vice President for Advancement.

**Vice President for Human Resources – Pending.** The search and screen committee, initially formed in August of 2006, was placed on hold due to the reorganization. As a result of the new organizational structure, the committee was reconstituted earlier this year and has been moving forward with the search process to fill the position of Vice President for Human Resources. The two finalists identified were interviewed. However, based on feedback

received from the interviewers, the search committee will reconvene to explore additional candidates.

**Dean of the College of Arts and Sciences – Pending.** This position was to be filled by March 31, 2007. An offer was extended to a candidate but was declined to accept an offer at the University of Nebraska. As the search continues, the position is targeted to be filled by January 2008.

**Additional filled Leadership Positions**

It is worthy to note that though not included as an objective, the following critical positions were filled:

**Vice President for Academic Affairs.** Dr. Douglas Wartzok, Executive Vice Provost, was appointed Vice President for Academic Affairs. Dr. Wartzok served 15 years as Dean of the Graduate School at FIU and the University of Missouri-St. Louis. He was also the Associate Vice Chancellor for Research in Missouri and served as the Interim Vice President for Research at FIU. Dr. Wartzok is Editor Emeritus of *Marine Mammal Science*, maintains a research program in marine biology, and is a member of the Committee of Scientific Advisors of the US Marine Mammal Commission.

**Associate Vice President Real Estate Planning and Development.** Mr. Charles Scurr will be taking over for our current Associate Vice President of Real Estate Development, Alexander Zyne, who is retiring in October after 30 years of service for the university. Mr. Scurr most recently served as the inaugural City Manager of the Village of Palmetto Bay. Prior to that, he served in the same capacity for the city of South Miami. Mr. Scurr brings extensive public administration experience to FIU and has also served as the president and managing director of the South Florida Super Bowl XXIII and XXXIX Host Committees and as the vice president and chief operating officer for The Lipton Tennis Championships (currently the Sony Ericsson Open) from 1989 – 1994.

**FIU Athletic Director.** Mr. Pete Garcia joined FIU from the University of Miami, where he most recently served as senior associate director for External Operations. He brings to FIU years of experience in sports management and recruitment from the University of Miami and the NFL's Cleveland Browns.

**Football Coach.** Mr. Mario Cristobal, the former offensive line coach for the University of Miami, was named head coach of the

Golden Panthers football team becoming the second head coach in FIU's football history. Mr. Cristobal is regarded as one of the top recruiters and coaches in college football, the first Cuban-American head coach in Division 1-A and the second youngest behind Northwestern's coach.

➤ **Strengthen Compliance**

- **Continue implementation of an Institutional Compliance Program that will have functioning compliance-related education, training and initiatives throughout the University**

Result: Achieved. The institutional compliance program at Florida International University has been implemented and continues to gain strength. This is evidenced by the numerous initiatives aimed at strengthening the infrastructure to support regulatory compliance at the University, including strengthening the infrastructure that is in place for compliance with NCAA rules.

The concept for university-wide compliance training came to fruition with the integration of a compliance presentation in the New Employee Experience orientation program. From November of 2006 through June of 2007, 450 FIU employees received compliance education and training. Additional compliance and education training opportunities were offered by the University Compliance Office, Office of General Counsel, Office of Sponsored Research Administration, IT Security Office, and University Technology Services.

➤ **Ensure Succession Planning**

- **All Vice Presidents will have completed succession plan for key leadership positions at the Director level and above**

Result: Not Achieved. Each Vice President undertook a capabilities assessment and needs analysis for each of their Directors and above positions last fiscal year. The Provost determined that the title of Director was not the appropriate level for succession planning within Academic Affairs. The levels of Dean and Department Chair are the appropriate levels within Academic Affairs. The succession plan was completed for Deans. Across the schools and colleges department chairs are either elected or appointed. Working within the constitutions of the different schools and colleges, the Provost appointed a group of Chairs to better define the role of the Chair. This working group is expected to have a document prepared for discussion with the Deans and the Provost in Fall 2007. Succession planning in the absence of a better definition of the critical role of the Chair would be meaningless.



➤ **Achieve the employment equity program goals and the accountability measures**

Result: Partially Achieved. The Employment Equity Program Goals were presented and approved at the Board of Trustees' meeting in June 2007. For reference, the main goals for the Employment Equity Program pertaining to instruction are presented in Addendum C.

The 2006 FIU Accountability Report pertaining to instruction, such as graduation rates, degrees awarded, etc. is submitted pursuant to the requirements of Section 1008.46, Florida Statutes, by the State Board of Education and provides a means for the systematic, ongoing evaluation of quality and effectiveness of state universities. The Accountability Report provides information on the implementation of performance measures and standards for the eleven institutions of the State University System. The academic accountability measures for the State University System are grouped in seven areas:

- 1) Graduation rates;
- 2) Degrees awarded;
- 3) Degree production in targeted areas, meeting statewide professional and workforce needs;
- 4) Students from underserved populations who enroll in and earn degrees;
- 5) Licensure and certification exam pass rates;
- 6) Academic learning compacts; and
- 7) Building world-class academic research programs

## PERSONAL DEVELOPMENT

- **Develop Abstract and Outline for new Research Project, “The Imperfect Leader”**

Results: Achieved. The abstract was completed in August 2007.

- **Revise “The Leadership Dance” article and prepare for submission to publish**

Results: In-process. The metaphor has been revised and the President is currently working with a colleague to finalize the new matrix.

- **Attend leadership development program at the Gallup Institute for Leadership.**

Results: Not accomplished. Due to university priorities, there was a need to reschedule. The President was tentatively scheduled to attend a leadership development program at the Gallup Institute in October of 2007, the first available opening. However, the Sun Belt conference meeting is scheduled to be held in Mobile, Alabama in October. Sun Belt Conference Commissioner, Wright Waters has requested that all University Presidents attend. All University Presidents are confirmed to attend. Therefore, the President has rescheduled his attendance at the Gallup Institute for 2008. He is anticipated to attend the Jack Welch Management Program in November of 2007.

It is important to note that the President designed and delivered three leadership development workshops on Vision and Management Philosophy for University Administrators.

## **ADDENDUM A**

### **FIU Students Recognitions**

- **Anthony Atwood**, History Department, doctoral student, secured a major grant [\$1 million] to help establish a naval museum in south Florida. The grant will, among other things, help provide for the training of students interested in Museum Studies.
- **Kantesh Balani**, College of Engineering, Department of Mechanical & Materials Engineering, recipient of the David Merchant International Student Achievement Award by the Phi Beta Delta Honor Society. This award is given to students who are members of Phi Beta Delta and have demonstrated great interest and involvement in international activities and superior scholastic achievement.
- **Tiffany Brannon**, awarded a Ford Foundation Predoctoral Fellowship and a full scholarship to Stanford University. Tiffany will be continuing her undergraduate research psychology honors thesis on African-American identity. Brannon, a summa cum laude Honors graduate, aims to pursue a Ph.D. at Stanford University on a full, 5-year scholarship - in addition to her Ford Foundation Fellowship. The Ford Foundation award provides three years of support for individuals engaged in graduate study leading to a Doctor of Philosophy (Ph.D.) or Doctor of Science (Sc.D.). The Ford Foundation awarded 62 fellowships this year from among over 1,500 applicants. Tiffany, a psychology major, is an exemplary student who participated fully in Honors College life including undergraduate research activities. “As an undergraduate researcher, the notion that a foundation is willing to invest more than \$60,000 in support of my graduate studies is immensely humbling,” Tiffany said. “For their generous support and encouragement, I proudly share my academic success with the Honors College and Florida International University.”
- **Monica Cabrera**, History Department, graduating senior won a first place prize in the American history area competition at the Florida conference meeting of the national history honorary society, Phi Alpha Theta.
- **Zoila Clark**, Modern Languages, (Ph.D. student and Teaching Assistant) received the "AATSP First-Time Attendee Award for 2007". This award, based on an outstanding teacher application, is given by the American Association of Teachers of Spanish and Portuguese, the most prestigious Spanish association in the U.S. to attend their annual meeting. With only one award given, it is an extremely competitive process as there are hundreds of applications from teachers, teacher assistants and professors from all over the country.
- **Erika Edwards**, History Department, has been awarded a Fulbright Dissertation Fellowship for research in Argentina for 2008. Her director is Dr. Mark Szuchman.

- **Magda Gomez**, History Department doctoral candidate, won a prize at the annual meeting of the Latin American and Caribbean Section of the Southern Historical Association for a paper stemming from her dissertation research.
- Business major, **Krystel Ramos**, past President of Association of Latino Professionals in Finance and Accounting (ALPFA) FIU and current Student Representative on the ALPFA Miami Board, was recognized as the ALPFA National Student of the Year. She is the second ALPFA Miami student to be recognized with this award. Krystel will also continue the six (6) year streak of FIU students receiving the South Region Student of the Year. She competed against very talented student leaders from across the country. The criteria for the award was based on GPA, leadership activity, commitment, passion, and contributions to ALPFA. She was a unanimous selection by the ALPFA National Awards Committee. She has been an active advocate of ALPFA at FIU, in the South Florida community, and with other University chapters across the country. Some of her key contributions were the launch of the ALPFA Honors Society (the first Hispanic honors society to recognize academic excellence in Finance and Accounting); the formalization of a Corporate Advisory Board to serve the student chapter; and the training of other ALPFA students on best practices from ALPFA FIU. Krystel received her award in front of nearly 2,500 attendees at the 2007 ALPFA National Convention, held August 3 - 8 in Orlando, Florida at the Disney Contemporary Resort.
- **Jenay Robert**, chemistry student, received an award for her poster at the Annual Biomedical Research Conference for Minority Students (ABRCMS). She is starting her Ph.D in chemistry at Penn State.
- **Michelle Zapiain**: A summa cum laude graduate with a dual degree in international relations and economics, Michelle has been awarded the Pamela Harriman Foreign Service Fellowship. As a recipient of the award, she will be working in the office of the Secretary of State. Michelle also received the Thomas R. Pickering Foreign Affairs Fellowship, another prestigious award that has allowed her to work in Washington this summer. The Honors College graduate plans to continue her research into the Iranian nuclear program and eventually pursue a career in the Foreign Service.
- “Team FIU,” **Mahendran K. Jawaharlal, Tatiana Lopez, Martin Fernández, and Ruben Salazar**, was selected as one of the six finalists for the National Society of Hispanic MBAs (NSHMBA) Dell/Microsoft case competition, which will take place at the NSHMBA National Conference in October, 2007. The team, comprised of four Professional MBA program students, was one of 44 teams nationwide who competed.
- The Materials Advantage Chapter at FIU, College of Engineering, Department of Mechanical & Materials Engineering, was team winner of the first ever “Materials Bowl” and awarded a \$2500 cash prize by the Annual TMS (The Minerals, Metals & Materials Society) Materials Bowl Tournament. In addition, FIU’s Materials Advantage Chapter also won the “Chapter of Excellence Award” for the third

consecutive year as well as the “World Materials Day Award”. The awards were presented at the Materials Science & Technology 2006 Conference held in Cincinnati, Ohio. The Chapters of Excellence Program rewards and recognizes Student Chapters for consistently good performance in areas deemed by the 4 leading material science societies, “TMS, AcerS, AIST and ASM”, as beneficial to students and the community as a whole. The “World Materials Day Award” is intended to promote the wider knowledge of materials and their importance in everyday life to the benefit of young people.

- For the fourth time in seven years, the **Institute of Transportation Engineers (ITE) FIU Chapter** has been selected as the Best Student Chapter internationally. The Chapter now has four titles and ties with Purdue University for this honor. Only Texas A&M University has more, with five titles (see <http://www.ite.org/awards/StudentChapter.asp> ).
- The College of Business Administration’s American Marketing Association (AMA) chapter received the “Distinguished Chapter” award at the 29th Annual International AMA Collegiate Conference in New Orleans in late March, 2007. This award keeps the chapter in the Top 8 within the collegiate division (more than 300 strong) and it has been in the Top 10 for the past five consecutive years. Because the chapter was named “Collegiate Chapter of the Year” in the United States in 2007, the members were the hosts at this year’s conference. In this role, they organized a networking session, led seminars, designed the conference t-shirt (which was distributed to over 1,100 students), and introduced every guest speaker.
- The Financial Management Association International honored the College of Business Administration’s Financial Management Association (FMA) and the Finance Honor Society (FHS) chapter for their effective efforts to increase membership. Only eight FMA chapters and only ten FHS chapters out of about 200 received the bronze award this year. It was the second consecutive year FMA earned a bronze award for its recruitment success.

## **ADDENDUM B**

### **FIU Faculty Recognitions**

- **Associate Professor Dr. Wonbong Choi**, Mechanical & Materials Engineering, received the Material Research Society Medal from the Materials Research Society. The MRS Medal is intended to offer public and professional recognition of an exceptional recent achievement in materials research.
- **Dean Joyce Elam**, College of Business Administration was awarded International Dean of the Year for 2007 from the Fellows of the Academy of International Business.
- **Professor Jean-Claude Garcia-Zamor**, College of Social Work, Justice, and Public Affairs in Public Administration was awarded a Fulbright Scholar Grantee to Poland by the J. William Fulbright Foreign Scholarship Board.
- **Professor Golam Kibria**, Statistics in the College of Arts & Sciences, recently received tenure and is an elected fellow of the Royal Statistical Society. He was featured in an article in AMSTAT News as a rising star in the department.
- **Dr. Robert Moses**, Eminent Scholar in Urban Education, was awarded “Americas Best Leaders” from the *U.S. News & World Report*. "America's Best Leaders" is a collaboration between *U.S. News & World Report* and the Center for Public Leadership at Harvard University's John F. Kennedy School of Government. The honorees were selected by a committee of government, community, and private-sector leaders convened by the center.
- **Professor Meredith Newman**, College of Social Work, Justice, and Public Affairs in Public Administration was awarded the Presidential Citation of Merit for outstanding service above and beyond the call of duty as 68th Annual Conference Co-Chair 2006-2007 by the American Society for Public Administration (ASPA). The Presidential Citation of Merit is awarded for distinguished contribution. ASPA is committed to the advancement of excellence in public service.
- **Dean Vish Prasad**, Executive Dean for the College of Engineering & Computing, has been selected to receive the prestigious Education Award for 2007 from the Hispanic Engineer National Achievement Awards Conference (HENAAC).
- **Associate Professor Wolfgang F. Rogge**, Civil & Environmental Engineering in the College of Engineering, was featured as a highly cited researcher in the *ISIHighlyCited.com* database. This database includes the publication and achievement records of 250 preeminent researchers in each of 21 categories including life sciences, medicine, physical sciences, engineering, and social sciences.

- **Professor Surendra Saxena**, Mechanical & Materials Engineering was the recipient of the Rudbeck Medal given by Uppsala University at the January 26, 2007 Conferment Ceremony. The award acknowledges a career of innovative research into high-pressure phenomena and high-pressure materials related to the Earth's core.
- **Associate Professor Hugh Willoughby**, Earth Sciences in the College of Arts & Sciences, was selected fellow in the American Association for the Advancement of Science. He is currently working on the creation of a meteorology program.

## ADDENDUM C

### EMPLOYMENT EQUITY GOALS & INSTRUCTIONAL ACCOUNTABILITY MEASURES RESULTS

#### Achieve the employment equity program goals and the accountability measures

##### **Employment Equity Goals and Instructional Accountability Measures Result**

The results of this objective were presented to the BOT in the Annual Equity Act Report and approved in our last Board meeting in June. Six of the fifteen targeted hiring goals were achieved. Three Females, two African-Americans, and one Other Minority were hired or promoted into the targeted areas as indicated in the table below. Although the university was not successful in achieving specific goals, the overall hiring of minorities and females was quite successful. Overall, 59 females and 64 minorities were hired for a total of 123, which far exceeded the projected goal of 15 hires.

#### **2006-2007 University Employee Goals Assessment**

<b>Goals 2006-07</b>	<b>Females</b>	<b>African Americans</b>	<b>Hispanics</b>	<b>Other Minority*</b>	<b>Total</b>
<b>Goals – Hires &amp; Promotions (targeted areas)</b>	8	4	2	1	15
<b>Results</b>	3	2	0	1	6

<b>Overall 2006-07</b>	<b>Females</b>	<b>African Americans</b>	<b>Hispanics</b>	<b>Other Minority*</b>	<b>Total</b>
<b>Overall – Hires &amp; Promotions (targeted and non-targeted areas)</b>	59	21	12	31	123

\*Other Minorities includes: Asians, Pacific Islanders, American Indians, and Alaskan Natives.

##### **Undergraduate Student Enrollment Goal**

The goal related to undergraduate student enrollment involved increasing the enrollment rate for Black and Hispanic students by 1% - 2%. The enrollment rate for Black students increased by 1% and by 0.4% for Hispanic students. Even though we did not achieve the goal for Hispanic students, the University's rate of 63.7% far exceeds the SUS rate of 18.6% as reported in the 2006 IPEDS data.

<b>GROUP</b>	<b>FALL 2005 % of Total FTIC*</b>	<b>FALL 2006 % of Total FTIC*</b>	<b>Point Difference</b>
<b>Black</b>	10.8%	11.8%	1.0
<b>Hispanic</b>	63.3%	63.7%	0.4



\*FTIC = First Time-In-College

### **Undergraduate Student Retention Goal**

The goal entailed increasing retention rates for all student groups, with an emphasis on Black students. The University's retention rate for Black students increased from 77.4% to 78%. The American College Testing (ACT) 2006 Report indicates a public four-year university national average of 77.3% for students who return for the second year. FIU's retention rate for Black students is above the national student retention rate.

<b>GROUP</b>	<b>FALL 2005 (2004 Entrants)</b>	<b>FALL 2006 (2005 Entrants)</b>	<b>Point Difference</b>
<b>Black</b>	77.4%	78.0%	0.6

### **Undergraduate graduate rate**

The goal was to increase the graduation rates for Black students by 3%. The graduation rate for Black students remained the same in the 05-06 AY compared to the 04-05 AY. As result, the University will hire additional enrollment services professionals, implement a new tracking and communication program along with other strategies that will assist with monitoring and managing academic progress as well as increase the graduation rate for all students.

<b>GROUP</b>	<b>% of Total Student Population for 04-05 AY*</b>	<b>% of Total Student Population for 05-06 AY*</b>	<b>Percent Change</b>
<b>Black</b>	42.5%	42.5%	No Change

\*AY = Academic Year

### **Graduate enrollment rate**

The goal entailed increasing Hispanic graduate student enrollment at the rate of increase for the total graduate student population and increasing Black student enrollment by 2% faster than the general growth rate for the graduate student population. Result: The University surpassed its enrollment goals for Black and Hispanic students. Black students increased from 12.9% of the total student body to 13.2%, or a 2.3% change while Hispanic students represented a 39% to 40.5%, or a 3.8% change in the percent represented. If we simply look at the difference in the percentages, Black student representation grew by 0.3% point and Hispanics by 0.7% points.

<b>GROUP</b>	<b>FALL 2005</b>	<b>FALL 2006</b>	<b>Percent Difference</b>	<b>Percent Change</b>
<b>Black</b>	12.9%	13.2%	0.3%	2.3%
<b>Hispanic</b>	39.0%	40.5%	0.7%	3.8%

**Graduate completion rate**

The goal entailed increasing the completion rates for under-represented groups. The goal was achieved for Black and Hispanic students. Other Minorities remained unchanged. However, the completion rate for Females declined by 6.7%. The University will assess the availability and accessibility of academic resources with regard to female students. Based on the findings, the University will enhance and/or expand resources that can help increase the completion rate for the female student population.

<b>GROUP</b>	<b>% of Total Student Population for 04-05 AY*</b>	<b>% of Total Student Population for 05-06 AY*</b>	<b>Percent Change</b>
<b>Black</b>	10.1%	10.4%	3%
<b>Hispanic</b>	39.9%	41.3%	3.5%
<b>Other Minority</b>	4.1%	4.1%	0%
<b>Female</b>	59.9%	55.9%	-6.7%

\*AY = Academic Year

The university made progress towards decreasing the gap between percentage of female athletes and percentage of female enrollment.

<b>Women Athletes</b>	<b>2005-06 AY*</b>	<b>2006-07 AY*</b>
<b>% of Enrollment</b>	56.78%	56.90%
<b>% of Participation</b>	42.25%	42.90%
<b>Gap Variance</b>	-14.53%	-14.0%

\*AY = Academic Year