

4/22/79  
E. PUGH

# The "I" Stands For International



1976-1979

Florida International University, Miami, Florida





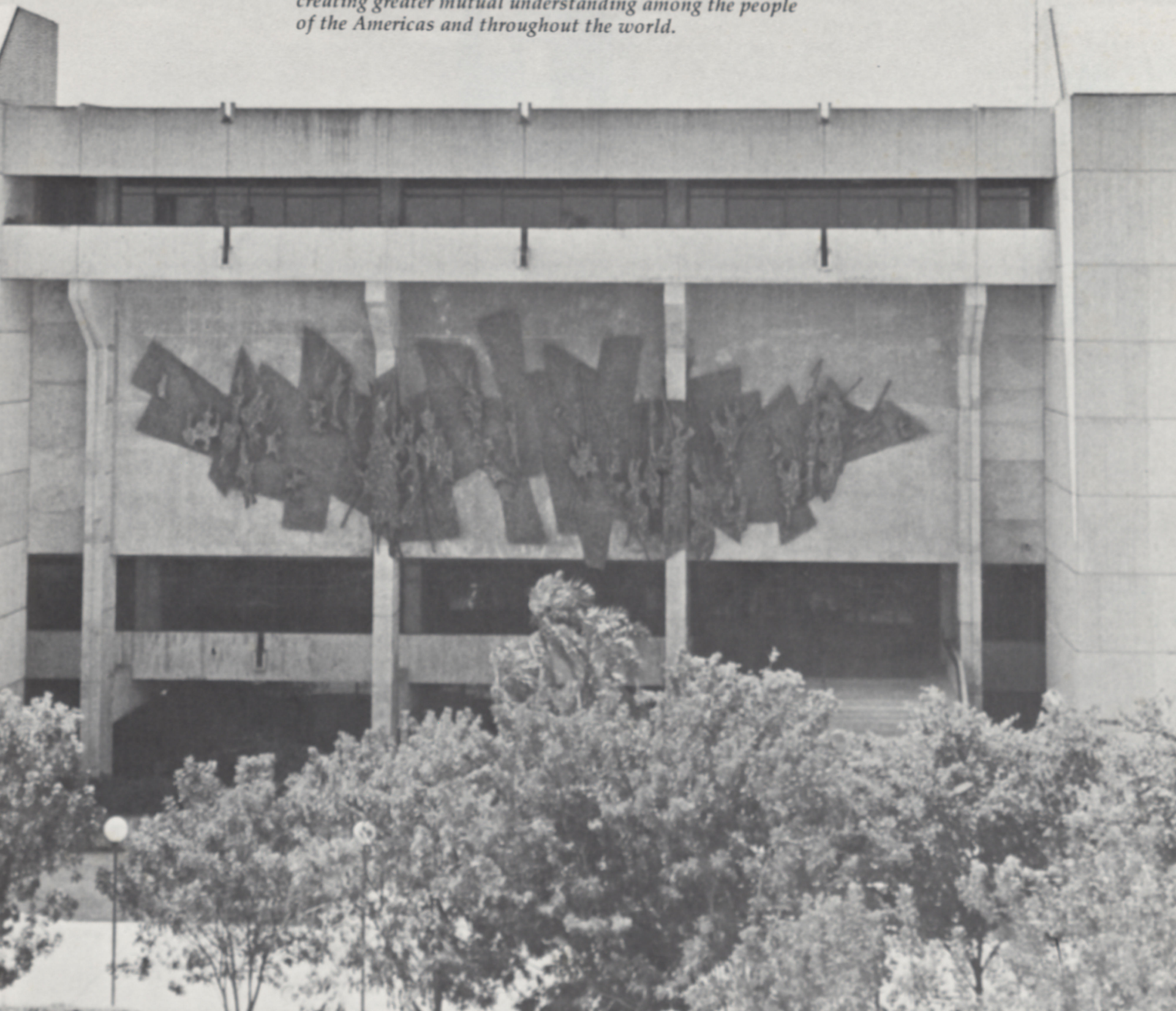


Gl. 2  
Box 5  
C. 3  
File 15a

## Preface

Dr. Harold Bryan Crosby, second President of FIU, early affirmed the need to focus on developing a programmatic emphasis on the "I" in FIU. Following Dr. Crosby's service as President from January 1975 to March 1, 1979, an acknowledged internationalist, Dr. Gregory Baker Wolfe, became the university's third President. This text covers the period of those years in FIU's history by providing a narrative accounting of events as well as a statistical profile of current annual report data.

*Las Cuatro Razas (The Four Races) an inspiration of sculptor Albert Vrana, symbolizes FIU's commitment to become a major international education center, thus creating greater mutual understanding among the people of the Americas and throughout the world.*





This book is a privately funded publication, copyright 1979 by  
Florida International University Foundation, Inc., Miami, Florida All Rights Reserved

Prepared by Florida International Publications Department

Design: Eleanor Bonner; Text: Rick Schuster;

Photography: Florida International University/Media Services, Michael Upright



The "I" Stands For International  
1976-1979





## Tamiami Campus





## Table of Contents

### Part One: The Crosby Years

- Chapter 1. An Interim President 1
- 2. The Promise of North Miami Campus 5
- 3. Structuring For Stability 7
- 4. "I" Is For International 11
- 5. "A Sense of Self Worth" 15

### Part Two: 1978 -79 Annual Report

- Chapter 6. Academic Affairs 20
- 7. Student Affairs 24
- 8. Administrative Affairs 33
- 9. 1978 Financial Statement 41



# Florida International University

Florida International University is a state supported upper division and graduate university. It is a member of the nine-school State University System that is governed by the Board or Regents. The Board of Regents reports to the Florida Cabinet sitting as the State Board of Education, through the Commissioner of Education. Beginning with the 1979 session, funds for the State University System will be appropriated biannually by the Florida Legislature.

## STATE OF FLORIDA CABINET

Bob Graham  
Governor

Wayne Mixson  
Lieutenant Governor

George Firestone  
Secretary of State

James C. Smith  
Attorney General

Gerald A. Lewis  
Comptroller

Ralph D. Turlington  
Commissioner of Education

Doyle Conner  
Commissioner of Agriculture

Bill Gunter,  
Treasurer & Insurance Commissioner



## FLORIDA INTERNATIONAL UNIVERSITY

Dr. Harold Bryan Crosby  
President

Dr. Joseph D. Olander  
Executive Vice President

Mr. Ronald Arrowsmith  
Vice President for Administrative Affairs

Dr. Robert Fisher  
Vice President for Academic Affairs

Dr. Judy Merrit  
Vice President for Student Affairs





## STATE UNIVERSITY SYSTEM BOARD OF REGENTS

Hon. James J. Gardener  
Chairman  
Fort Lauderdale

Hon. Jack McGriff  
Vice-Chairman  
Gainesville

Hon. Marshall M. Criser  
Palm Beach

Hon. J. J. Daniel  
Jacksonville

Hon. Murray H. Dubbin  
Miami

Hon. Chester H. Ferguson  
Tampa

Hon. William Maloy  
Pensacola

Hon. Dubose Ausley  
Tallahassee

Mrs. Betty Anne Staton  
Orlando

## BOARD OF REGENTS EXECUTIVE STAFF

Dr. E. T. York  
Chancellor

Dr. George Bedell  
Executive Assistant and Director  
of Public Affairs

Dr. Roy McTarnaghan  
Vice Chancellor for Academic  
Programs and Support

Dr. Steve McArthur  
Vice Chancellor for Administration

Ms. Delores Auzenne  
Special Assistant to the Chancellor

Mr. Hendrix Chandler  
Corporate Secretary

Mr. Grady Rea  
Director of Internal Audits

Dr. Joseph Stafford  
Vice Chancellor for Planning  
and Budgeting

Dr. Caesar Naples  
Associate Vice Chancellor and  
Director of Personnel and Faculty Relations



## Part One: The Crosby Years





# 1

## An Interim President

Everyone knew that it was going to be different and that FIU would change with changing faces and time. The time was the fall of 1975, and the era of the second president of Florida International University was about to begin. Harold Bryan Crosby, a man with an established reputation as an educator and administrator, was coming to campus as president.

Florida International University had grown and developed rapidly from its planning phase in 1969 to its opening in the fall of 1972 with nearly 6,000 students at the junior, senior and graduate levels. The three Goals of the University were cast in bronze on a plaque which was placed on the front of Primera Casa: education of students, service to the the community, and greater international understanding. By early 1979, with over 10,000 alumni, 12,000 currently-enrolled students and hundreds of community service projects and international programs, most would agree that substantial progress had been made. But what differences had emerged in the Crosby years and how would they affect the Florida International University of the 1980's?

FIU'S Founding President Charles Perry resigned in October of 1975 to accept new professional challenges outside of academe. He had done what he needed to do in carrying FIU through its infancy. From 1976 to 1979 it was to be someone else's turn to guide the university through its next stage of growth.

There were many challenges facing the university in the fall of 1975.

The state's economy was in the midst of a recession, making dollars scarce for the continued expansion of the young school. There were questions about when the promised campus of FIU on the Interama Tract in North Dade would be able to open. The Board of Regents gave serious consideration to cutting enrollment in the State University System in order to allow existing dollars to go toward building the quality of programs rather than toward increasing the number of students. One of Perry's last acts as president was to announce a temporary hold on admissions projected for the fall of 1976 in light of the state's budget crunch.

However, the basic optimism and dynamism generated by the excitement of this still very young university persisted. Everyone knew things were going to be very different with a new president, that a new personality would mean a new style of leadership. In early November 1975, Dr. E. T. York, Chancellor of the State University System, announced that a search and screen committee would be formed to recommend a permanent president. Later that month, the university community learned exactly what new style of leadership would come to them when Chancellor York announced the appointment of Harold Bryan Crosby as Interim President of Florida International University.

In the fall of 1975, Harold Crosby was Regents Professor for the State University System.





*Dr. Harold B. Crosby at FIU Homecoming, 1978; at Sunblazers reception honoring Metro Mayor Steve Clark, June 2, 1978; at 1977 Holiday Ball with FIU Trustee Robert O. Collins.*

He was the founding president of the University of West Florida, but now he was busy chairing a commission on educational outreach and services for the State University System and the community college system. When he was asked to become Interim President of FIU for the six to eight months it might take to find a permanent president, Crosby accepted because he felt it was an appropriate role for a Regents Professor to fill.

Crosby brought a long and distinguished career as an educator and administrator to his new role at Florida International University. A native of Jacksonville, he went to high school in Kissimmee and received his undergraduate education at Northwestern University. After service in the United States Air Force, where he achieved the rank of major, Crosby attended the University of Florida Law School. He received his J. D. degree in 1948 with high honors. As a law student at Florida, Crosby was first editor-in-chief of the **Law Review** and was named to the University of Florida Hall of Fame.

From his graduation until 1955, Crosby maintained a private law practice in Pensacola. He then served as a state circuit court judge for five years. In 1960, Crosby relinquished his judicial post to become a professor of law at the University of Florida. He quickly became involved in administrative matters as well as his teaching. Crosby assumed the assistant deanship of the College of Law at Florida in 1961, and the following year he was appointed Dean of University Relations and Development.

In 1964, Crosby accepted a new challenge. Just as five years later FIU would be organizing as an upper-division university in southeast Florida, so the University of West Florida was organized in Pensacola in 1964. Harold Crosby was chosen to be Founding President, and he held that post for just over ten years, retiring to the position of Regents Professor in December 1974. As Regents Professor, he carried out special assignments for the Board of Regents. He was chairman and coordinated "Access to Knowledge," was a comprehensive report on the ways life-long educational needs could be met within Florida.





*Dr. Crosby at first annual Orange Bowl Marathon, December 26, 1977*

Then in January of 1976, he was President Crosby again. Although his was an interim appointment, his mandate from the board and from the Chancellor was clear. His tenure was not to be in a holding pattern. While some might have postponed particular actions for a permanent president, President Crosby was to exercise the full responsibility of that office.

The university community found itself with a president who was willing to utilize that power. He moved quickly to reorganize the University Relations function, and soon established himself as being both accessible and interested in Minority Affairs and Women's Concerns. President Crosby had helped write the equal opportunity plants the university was implementing when he was Regents Professor, and he recognized immediately the need to maintain effective communication with all campus constituency groups.

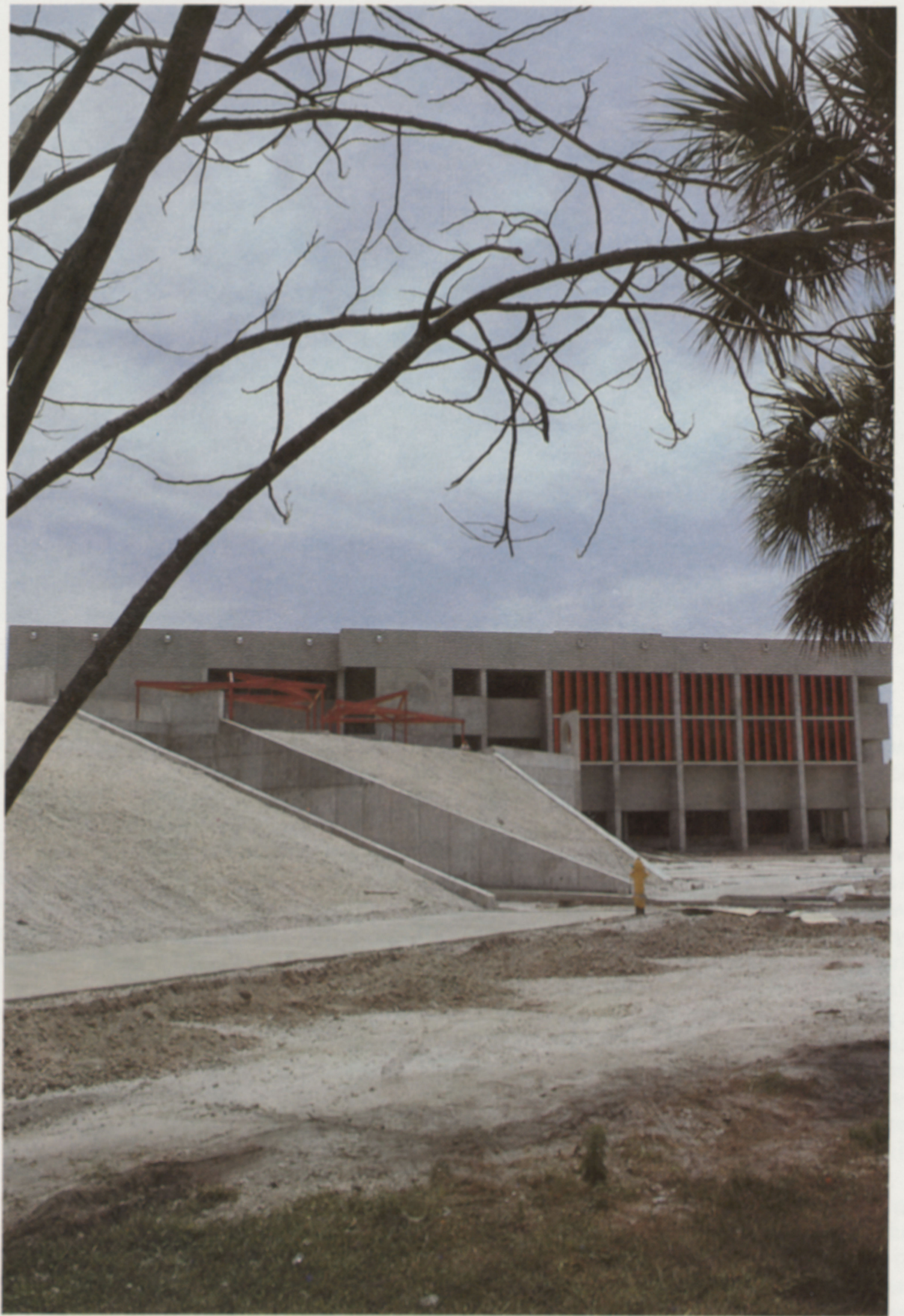
Even though some were looking beyond Interim President Crosby, wondering what kind of a person the permanent president would be, for the present the campus had a new personality with whom to work. In President Crosby, faculty and staff saw a gracious statesman. He spoke quietly and carefully. At his first meeting with FIU's Council of Deans, those in attendance quickly realized that they had to listen carefully; they were dealing with an understated style, not overstatement. His was a steadying approach, concerned with quality. It was the clement style of a man who always had a smile on his face.

One person described him as "having an air of reverence about him, of respect obviously warranted because he had accomplished a great deal." he was "very much the judge, and a gentleman."

He carried and image of stability and strength, of being and imposing and at the same time engaging administrator. His meetings were orderly, and while all opinions were heard and considered, he would make and take the responsibility for his decisions. He would look to achieve unity, and always produce clarity. He would proceed in the deliberate manner of a judge, setting a pace that was not flamboyant, but lively.



## North Miami Campus





# 2

## The Promise of North Miami Campus

One of the first issues facing Harold Crosby as President of FIU was the fight for legislative funding for the North Miami Campus, and obtaining enough dollars to allow that campus to open to students by January 1977, on a partial basis, and on a full-time basis by June of that year. Throughout the winter and spring of 1976, President Crosby worked with the North Miami city council and the Dade delegation to the legislature to assure the future of the campus. In March, the Florida Cabinet approved the construction contract for the renovation of the trade center building already on the site. The question before the legislature involved both timing and scope: When would it open, and would it be a limited center or a full-service campus?

In addition, a change in the name of the site of the new campus occurred. To dissipate the images of controversy and failure surrounding the old Interama project, the name Interama Campus was dropped. From that time forward, the project was known as the North Miami Campus.

Plans for the North Miami Campus were first put forward in 1972 with the drawing up of a master plan. It had a defined service area of 1.2 million people, with 40 percent of that total living in Broward County as far north as mid-Fort Lauderdale. A six-year plan was developed with the intent of offering programs similar in scope to the Tamiami Campus.

The big break for the North Miami Campus came when the 1976 legislature agreed to \$3.85 million in special funding for operating expenses over a three-year period in addition to the usual enrollment-generated funding. The first year, North Miami Campus would get an extra \$1.9 million in start-up funds. The following year it would drop by one-third to \$1.3 million, and then in its third year it would have \$650,000 of supplemental funding. In June, the Board of Regents approved \$12.7 million in construction monies for the new campus, including Academic I to house classrooms, laboratories and office and work space, and a Student Center to include a cafeteria, bookstore, recreation facilities, meeting rooms, a pub and an auditorium. The North Miami Campus of Florida International University was on the way to opening its doors to its first students.





*North Miami Campus Student Center groundbreaking, July 25, 1978*

Out of the concerns within the 1976 legislative session about quality education in the State University System there grew an effort to upgrade the status of the libraries within the system. The plan that emerged was born with the help of FIU. President Crosby acted as the catalyst in setting up a meeting that included Chancellor York, then Board of Regents member Marshall Harris and State Senator Jack Gordon. The occasion was spring commencement. Chancellor York was invited by President Crosby to be the speaker. York, Harris, Gordon and Crosby met together before the ceremony. The idea of using a special appropriation from capital funds for the library system was proposed by Senator Gordon. Chancellor York committed himself to support the partial opening of the North Miami Campus in January 1977 and full-service opening in June 1977. Senator Gordon agreed to support necessary developmental funding for that campus and stated his intention to support the special library appropriation in the 1977 session of the legislature. It was an excellent arrangement, and in the subsequent session FIU ended up with \$1,177,907 to help build its collection of back periodicals.

Obtaining the necessary support from the legislature and the Board of Regents was quite an accomplishment for the person viewed by everyone as the interim president. Faculty and staff quickly realized that in Harold Crosby they had a man who understood keenly the State University System and Florida politics, and that he could work effectively for the future of the university.

*(left) North Miami Campus Trade Center building. (right) Dr. Rose Foster, Assistant Vice President for Academic Affairs, North Miami Campus*





# 3

## Structuring for Stability

**I**n the meantime, the active search for a permanent president was underway. A 15-member search and screen committee was appointed, with Dr. Ricardo Arias as chairman and Dr. Richard Konkell as executive secretary. A majority of its members were faculty, and various constituency groups were represented in the membership.

The committee then began its search for a permanent president; one of the qualifications they stressed was that they wanted someone with "international experience and antecedents." The position was advertised nationally, and about 450 applications and nominations were received; some included just resumes, some letters of recommendation and some both. The committee went to work cutting the number down to 40 on the basis of the preliminary data gathered. They looked for evidence of excellence in academic productivity and in administrative activity, and for indications that the nominee worked well with multi-ethnic groups. Ten candidates were selected for extensive interviews but the committee could not agree on a single person in that group to recommend to the full Board of Regents. Something was missing: they wanted a candidate more knowledgeable about Florida and the way in which the State University System operated. The result was that in late August 1976 the board committee recommended that Harold Crosby be made permanent President of Florida International University.

Crosby agreed to the appointment, but he made it clear to Chancellor York that he intended to serve for three years. He had observed the university and had a clear vision of what needed to be done to organize it for the next stage of its history. He had strong feelings about internationalism and the potential for its development at Florida International University. He would accept the presidency through the end of 1978 and help the university come to terms with its future.

One item of business that President Crosby felt was extremely important as he took up his permanent position was the need for self-assessment. FIU had grown rapidly. However, since the



pre-opening planning, the university had not analyzed itself as a whole, and in the fall of 1976 it was starting its fifth year of classes. President Crosby perceived the need to make a thorough study to see where the university was going, to review internal lines of authority and patterns of communication and to explore how community needs for service and education were being fulfilled.

He talked about this need and other specific goals in a planning retreat in September 1976. He then announced his intent to seek agreement and assistance from our regional community colleges to form an educational consortium for southeast Florida which would include FIU, Miami-Dade Community College and Broward Community College. In addition, there was a great deal of discussion about the administrative structure that would be needed as the university approached its multi-campus status.

The formation of the Southeast Florida Educational Consortium began almost immediately. The concept was supported by the Board of Regents and by the presidents of the three institutions as making good economic and practical sense. A total of 80,000 students in a service area that covered 2.5 million people were involved and what was being sought was the most cost effective means for delivering education, and areas of agreement in looking for scarce dollars could only improve the political clout of the three institutions.

In early 1977 a brainstorming session was held to discuss ideas. A steering committee made up of two representatives from each institution came up with eight general areas for discussion: admissions, registration and records; financial aid; cooperative education, career planning and placement; audio-visual; library; institutional research; student activities; counseling and advising. That meeting grew out of formal agreement among the three schools to informally pursue the consortium concept.

Eventually, a search and screen committee was established to find a full-time director for the consortium. Richard Konkel, an associate professor of religion and a former interim associate provost of the North Miami Campus, was selected for the position. Under Konkel, task forces were organized in a number of areas, including academic programming, facilities and disadvantaged and handicapped student needs. The consortium has been able to work out arrangements for inter-library check out and loan privileges, the block purchase of tickets to cultural events, a one-day communication service among the campuses and the cooperative purchase of audio-visual supplies. In addition, groups are working on joint programs in cooperative education and brochures on academic and career planning. The consortium has sponsored workshops in the biological sciences, criminal justice and business administration aimed at developing four-year programs for students in these areas that can begin at the community college level.

While the consortium was first getting off the ground in early 1977, FIU was also moving ahead, preparing for the opening of the North Miami Campus and its internal structure. Dean Robert Ellis of the School of Technology was named Interim Provost of the North Miami Campus. He supervised the beginning of classes in conjunction with Miami-Dade Community College in the Winter Quarter, and the formal opening of the North Miami Campus to 1,200 students in June. At the same time, a search which was underway for a permanent provost for North Miami was narrowed to five finalists.

While North Miami Campus was in the midst of simply becoming operational, President Crosby was facing the equally difficult task of deciding how it should be organized in relationship to the Tamiami Campus. In April, Dr. Patricia Lutterbie joined Crosby's staff as Executive Assistant to the President, and one of her early tasks was to consider the academic programming of the North Miami Campus. What appeared to be happening was that candidates for the job of permanent provost were viewing that campus as semi-autonomous. President Crosby realized that could not occur; the North Miami and Tamiami campuses could not become rivals for the same resources. The priority became to integrate activities on the two campuses. The hard decision was made not to appoint a permanent provost, and in September 1977, Dr. Lutterbie was assigned to the North Miami Campus until overall administrative changes could take place to create a unified administrative structure.

Too much had taken place between the initial planning for the North Miami Campus and the date of its opening to allow the new campus to develop in the manner first outlined. The North Miami Campus is now administered by representatives of the three vice presidents, and in July 1978,





*Dr. Patricia H. Lutterbie, Acting Executive Assistant to the President at a meeting of the Southeast Florida Educational Consortium. (Left to right) SEFC Executive Director, Dr. Richard Konkel, Dr. Lutterbie, Dr. Robert Pope, MDCC South Campus and Dr. David Groth, Broward Community College.*

Dr. Lutterbie returned to the Tamiami Campus where one of her responsibilities is to work with Assistant Vice President Rosebud Foster and the academic deans in program development for the North Miami Campus.

At present, the North Miami Campus has an enrollment of about 1,600 students. Some 25 percent of them are from Broward County; about 12 percent are black, and the student body is generally older than the 29-year-old average age of the Tamiami Campus students. Of the approximately 120 major areas of study offered by the university, 22 of them are offered on the North Miami Campus. About half the students enrolled at North Miami also take courses on the Tamiami Campus.

As space becomes available with the completion of Academic I, Academic II and the Student Center, it is anticipated that, through the master planning process, a broader range of courses can be offered at the North Miami Campus, including programs in nursing, the sciences and fire science.

The decisions about the organization of the North Miami Campus were rooted in great part in the decisions of May 1977 about how the university as a whole should be organized. President Crosby decided to move the university toward a more traditional structure in order to build a more effective administrative team.

*(left) E.T. York, Chancellor of the Florida Board of Regents at FIU Commencement, June 12, 1976. (right) Dr. Clair McElfresh, Professor, Performing Arts and Director, Faculty Scholars Program and to his left, Dr. Willie Williams, Assoc. Professor, Mathematical Sciences and Assistant Director, Faculty Scholars Program.*





Under the old structure, for example, all university outreach programs — including academic programs — were under the Vice President for Community Affairs. Areas of concern to students were split between Academic Affairs and Administrative Affairs.

With the reorganization of May 1977, President Crosby moved to squarely place all academic activities under the Vice President for Academic Affairs, and he created the Division of Student Affairs to upgrade emphasis on such services for students as registration, records, financial aid, student activities and athletics. The Office of University Outreach, all university-wide institutes and the library were placed under Academic Affairs. Alumni Affairs and Development, University Relations and legislative and governmental relations were placed directly under the President. The office of Executive Vice President was created to ensure coordination between the campuses, to coordinate the activities of the three vice presidents and to supervise Institutional Research, the International Affairs Center, the Consortium and the FAU-FIU Joint Center for Environmental and Urban Problems. Dr. Ricardo Arias would continue as Interim Vice President for Academic Affairs; Ronald Arrowsmith was Vice President for Administrative Affairs; Judy Merritt was named Acting Vice President for Student Affairs; and in July 1977, Joseph Olander returned to FIU as Executive Vice President from his work with the Commissioner of Education in Tallahassee.

It was a sweeping series of changes and additions over a short period of time. However, President Crosby laid the basis for them in the first year and a half of his presidency. He moved to the traditional structure not for its own sake, but because he believed the emphases it represented were best for the university at that stage of its development.

From the series of retreats and meetings he held with his staff over the previous year, he evaluated his personnel and acted to create the structure that best fitted a university that had to consolidate its position in the community while continuing to look for new ways to meet that community's needs.

The Crosby reorganization plan was approved by the Board of Regents. Over the next year, Robert Fisher came through the search and screen process to be named Vice President for Academic Affairs in April 1978. Vice President Merritt was also confirmed in her permanent position in 1978.

The reorganization stirred some feeling in an area of some surprise to President Crosby — minority concerns. In early 1977 he moved the reporting line of the Director of Minority Affairs and Women's Concerns from the Vice President for Academic Affairs directly to the President. He realized that was the proper place for it to be, given the university-wide implications of the work; and it was in keeping with his own experience in looking at equal opportunity policies for the Board of Regents. In May and June of 1977, he held meetings with officially organized groups of Hispanics, blacks and women in order to hear their concerns. Earlier, in 1976, he took action to equalize the salaries of female employees.

However, with all that was happening in 1977, black faculty and staff began to feel that they were being overlooked. The feeling emerged that their strength on campus was decreasing with some of the administrative changes, and while they were happy with the stability that President Crosby promised to bring with his permanent appointment, they seemed to perceive a conservatism on campus with which they were uncomfortable. In December 1977, the Black Employees Faculty Association (BEFA) met and decided to secure an attorney to represent them. Meetings were held between BEFA representatives and the university and eventually the BEFA set a deadline for settlement.

Although agreement was close on the primary issue of how the university would fill key positions, it was not reached in time, and the suit was filed. Soon after that, the Board of Regents voted to support the university administration in the suit and protect them from liability. Eventually, the matter was amicably settled out of court. The suspicion over the question of priorities in policies of recruitment and advancement was alleviated by the good will of all the parties involved in maintaining effective communication.

As Interim President of Florida International University, Harold Crosby watched, listened and evaluated. He made decisions and set directions based on his perceptions of the needs he saw around him. However, in one area President Crosby freely admits he brought one bias with him to campus: a desire to see Florida International University live up to its name to indeed become an international university.



# 4

## “I” is for International

**P**resident Crosby has said that the founders of FIU showed remarkable foresight in the name they chose. At the time of the founding of the university there was not a strong belief in an international future for the new school. But it seemed clear to him that, given the strategic position of southeast Florida, it could become a center of importance serving the hemisphere and the world.

Over the three years of his work at FIU, President Crosby has seen the orientation of the community change and move toward its international promise. He proudly points to the role of Florida International University in helping that orientation toward internationalism come about. When he came to FIU the foundation existed in a strong faculty with much expertise and individual involvement in the community and international affairs. Over the past three years, an international focus has evolved for the school and the process of defining internationalism has begun, setting the tone for university-wide endeavors.

Many educators feel that defining internationalism starts with an attitude, with a perception of the world as being interdependent in thought and activity. Out of that point of view come international programs in some very practical areas such as business and banking. Ultimately it moves towards the arts, sciences and humanities as representing the kinds of cultural ties that bind people together.

Attention to the international nature of the university began soon after President Crosby's arrival on campus. The International Relations Department was formally organized in 1976, offering core courses in the discipline and a bachelor's degree based upon those and courses taken in other disciplines.

International relations has usually included interdisciplinary approaches to the under-



standing of problems, issues and developments that cross national boundaries. This is evident in the Caribbean-Latin American Studies Certificate Program which combines international relations with the physical sciences, economics, history, sociology and politics. It focuses them on a specific geographic area. All of the professors in the program are from Puerto Rico or Cuba, or have lived in the regions. A total of over 55 courses relevant to the program are offered through the program.

When the position of Dean of International Affairs became open, President Crosby instituted a national search for someone to fill the position and direct the new International Center. The objective was to find the right person to turn the center into a nuclear entity that would promote internationalism throughout the entire university, aiding the development of internationalism across national boundaries and helping the university develop a sense of internationalism. In 1977, K. William Leffland joined FIU as Dean of International Affairs, and directed the center.

The center facilitates the planning and developing of international programs and provides assistance to departments that wish to establish programs and sponsors research, programs and conferences with an international scope. It also coordinates contracts and overseas activities.

Through the programs that it initiates, and through the assistance and coordination it provides for departments throughout the university, the center encourages a wide variety of student activity in international affairs. It is a central impetus to education, training and research programs in the Caribbean and Latin America. Its impact, however, also reaches Europe and Asia. The center acts as the central university resource on international programs and helps faculty turn their ideas and international contacts into effective accomplishment.

One of the major thrusts of the center over the past two years has been to provide long-term education and training contracts in foreign countries for the residents of Florida. Florida International University administrators and faculty set up the programs, provide the facilities and perform the teaching and training. All non-degree courses and conferences conducted in foreign countries are coordinated through the Department of Conferences, in cooperation with the Department of International Affairs.

Performing this training and education function involves developing relationships with schools and governments. Two good examples of this are taking place in Peru and Mexico. The School of Education has an annual teacher training contract with the Colegio Roosevelt in Lima, Peru. In Mexico, the FIU School of Business and Organization has established a tax administration program, and the School of Public Affairs and Services has a masters degree program in public administration for officials of the Mexican government.

One of the ways in which the center maintains a special university involvement in the Caribbean area is through membership and participation in regional associations, such as the Association of Caribbean Universities and Research Institutes. President Crosby has been active in the Association which is called UNICA in Spanish. At its meetings, a wide variety of topics are covered. President Crosby attended the April 1978 meeting, for example, where subjects ranging from ways to strengthen the region's fishing industry, to problems of pollution and the transfer of technology and cultures were discussed.

Many university faculty members are studying around the world and developing relationships with individual schools, governments or foreign corporations. They range from the collection of election data in Brazil to geological mapping projects in Haiti, from data collection on information technology in western Europe to providing hotel management training in the Caribbean.

One of the areas of international study in which Florida International University is playing an especially dominant role is international housing science. Professors Okun and Majzub were early developers of this interdisciplinary, international approach to the basic problem of providing shelter in a world that is under-housed to begin with, suffering from pressures of growing populations and subject to the devastating effects of natural disasters. The **International Journal for Housing Science** is housed on campus, as are the offices of the International Association for Housing Science.

In the fall of 1978, the university formed an International Institute for Housing Science to promote research on the subject. It was organized after the return of Dr. Ural from Turkey where he held a professorship in housing at Aegean University and an appointment as



tor of housing research for the government of Turkey. Many members of the School of Technology are involved in housing science and bringing recognition to themselves and FIU through the presentation of their ideas at international forums.

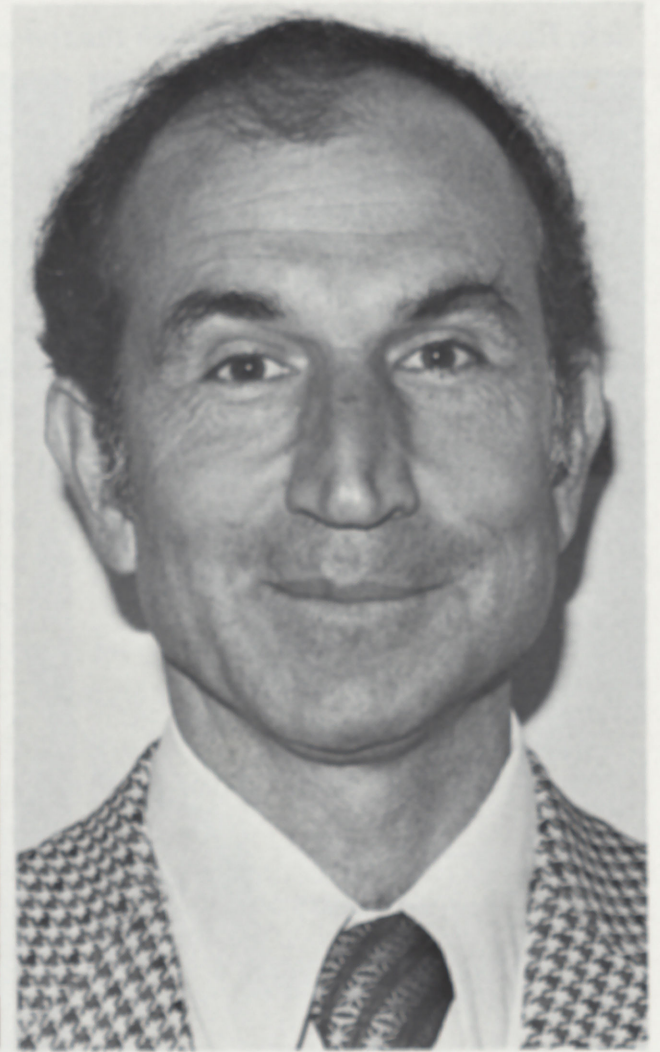
Miami has responded to the interest of Florida International University in exploring the potential of the area as an international center. Within the past three years there has been a flurry of activity within the business community to make South Florida a center for international banking. FIU has responded to this new thrust within the community by establishing an International Banking Center. Approved by the 1978 session of the Florida Legislature under the "Centers of Excellence" program, the IBC will be the principal facility for research and education in international banking within the State of Florida. Conferences and meetings within the international banking community will be arranged and educational programs — including a possible degree or certificate program in international banking — will be developed through the center through related academic departments.

The brand new center was formally organized in September 1978, and Professor George Sutija, Associate Dean of FIU's School of Business and Organizational Sciences, was named the interim director. An advisory committee comprised of respected members of the international banking community was appointed to aid in the search for a permanent director. The committee is chaired by State of Florida Comptroller Gerald Lewis. President Crosby has agreed to serve on the committee after he leaves FIU, demonstrating his continuing commitment to the future of internationalism for the university and South Florida.

Eventually, the center will be located in the central banking and financial district of downtown Miami. There faculty and staff will be able to work closely with organizations involved in international banking.

Complementing much of the activity in the international area have been the conferences that FIU has hosted on international issues. Hispanic dialectology, management in higher education,

*(Top right, l. to r.) Dr. J. Arthur Heise, Chairperson and Dr. Myung S. Park, Associate Professor, Department of Public Administration; Dr. William K. Leffland, Dean International Affairs Center, at installation of the FIU Master of Public Administration Program in Mexico. (lower right) Dr. Ricardo Arias, Philosophy Professor (second from left), at Venezualen MBA graduation. (left) Dr. Oktay Ural, Professor, FIU Construction Department and Director, International Institute of Housing and Building.*





Afro-American literature, Latin American studies and technologies for developing countries have been some of the international themes of conferences held at FIU.

The university is also getting involved in the kind of cultural exchanges that President Crosby envisioned as one of the most important benefits of strengthening the international focus of the university. FIU sponsored a week-long seminar on film in conjunction with the first Greater Miami International Film Festival. There was a Festival of the Americas division that presented films from Mexico, Colombia, Venezuela, Brazil and Argentina. The university's course was the first ever offered in conjunction with a world film festival.

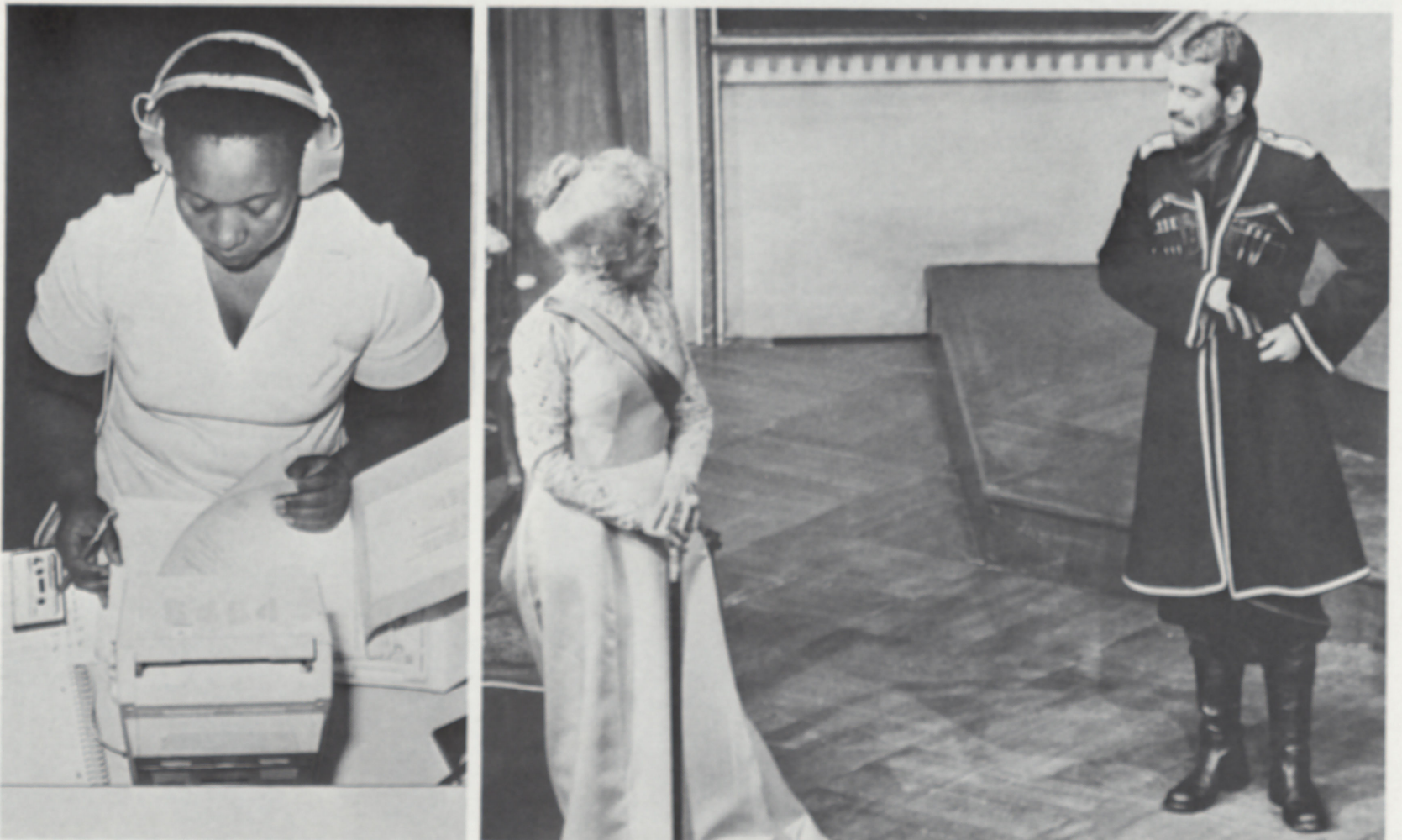
Internationalism in the arts also found a voice in the Department of Performing Arts during the presidency of Harold Crosby. In lunchtime theater presentations directed by students, and in a major presentation of **Anastasia** in Spanish, audience, actors and technicians learned that culture can successfully cross the language barrier, to the delight of audiences.

As President Crosby prepared to leave campus, the university was in the midst of planning a Spanish language theater conference scheduled for the spring of 1979 and expected to gather experts from throughout the United States and Latin America. The conference was co-sponsored with Miami-Dade Community College through its Spanish language theater program.

Another important international program born during the Crosby years at FIU was the Multi-Lingual, Multi-Cultural Center, which will gather existing special language programs under one roof, and set some far-reaching goals for improving individual knowledge and the general teaching of foreign languages. It will include current programs to teach foreign languages for special purposes such as for airline attendants and medical personnel, and will specialize in the intensive teaching of both English and Spanish to international students and members of the community. The center will eventually have a certificate or degree program in translation and interpretation. It hopes to develop a research capability in bilingualism, language policy and planning. The center has been approved by the Board of Regents, and was in its organizational stages as 1978 drew to a close.

These kinds of efforts, along with a growing number of international students on campus and the activities that they generate, have helped give Florida International University an international identity. The seeds were in the ground when President Crosby came to FIU, and he has seen the early fruit come forth with the promise of future maturity and beauty.

*(left) Reading Lab. (right) Spanish theater production of "Anastasia"*





# 5

## “A Sense of Self Worth”

**I**t was Christmas 1975, just before the arrival of Harold Crosby on campus, when Vierdes Haus, which houses the School of Technology, was occupied. Soon after, the Athenaeum was dedicated, and then Owa Ehan, with its science laboratories and classrooms, was completed. President Crosby presided over the completion of current construction plans at the Tamiami Campus and the beginning of construction on the North Miami Campus.

The planning continues, and President Crosby considers the non-traditional self-study of the university that was underway at the end of his tenure of office as one of the most important legacies he leaves his successor. The non-traditional aspect of the study is its concern with considerably more than the traditional aspect of self studies that are usually concerned with validating current situations. The FIU project is looking ahead and conducting a study of the university as a “future enterprise.”

During the spring of 1978, President Crosby convened two special advisory groups composed of local civic leaders. The Special Advisory Committee is headed by Alvah Chapman of **The Miami Herald**, and the Special Advisory Task Force is chaired by Lester Freeman of the Greater Miami Chamber of Commerce. Each is viewing specific aspects of southeast Florida’s development, and the relationship of each to FIU’s future.

The self study, which is under the overall direction of Stephen Fain, will help determine the structure of programming at the North Miami Campus, and help set the course of planning for offering courses downtown in conjunction with Miami-Dade Community College. Basic questions about the quality of university life, the general quality of community life, the academic development of students and the preparation of students for career and life are all being explored.



President Crosby inherited a university that had accomplished the miraculous task of opening with an enrollment of over 5600. He has tried to keep that spirit of dynamism alive while creating an atmosphere for an orderly progression toward the maturing of the university. As one faculty member put it President Crosby "has successfully presided over the adolescence of a university."

There has been growth in almost every area of the university, and the addition of meaningful programs in the college and each of the schools. And there has been controversy, with President Crosby generating and presiding over the solutions to problems.

One such program was born in controversy but has since settled into making important contributions to its field. In the spring of 1976, reports prepared by FIU faculty members were highly critical of the quality of water found in Dade County. The legislature responded by creating the Drinking Water Quality Research Center. Its major work has been on grants from the Environmental Protection Agency on organic contaminants in drinking water that are related to the chlorination process. In October 1978, the Drinking Water Quality Research Center became the recipient of the largest federal grant ever awarded to Florida International University, in the form of \$747,000 over three years. The grant, which came to FIU from the EPA through the Dade County Public Health Department, is for the research part of a project to build a demonstration plant for the removal of the organic contaminants. The plant is being constructed at the Preston Water Treatment Facility of the Miami-Dade Water and Sewer Authority.

Another problematic area inherited by President Crosby involved the nursing program that had been a part of the School of Health and Social Services. This school first opened in 1972, and included medical technology, physical therapy, social work and nursing, in addition to criminal justice. All the programs in the school established themselves and were able to obtain professional accreditation except nursing, and the decision was made in early 1978 to change the academic philosophy as it affected the organization of the programs.

The result was the creation of a new School of Public Affairs and Service to focus on the training of upper and middle government professionals. The social work program, along with criminal justice, public administration and health services administration, became a part of the new school. All of health-related programs, dietetics and nutrition, occupational and physical therapy and medical technology, were moved to the School of Technology. The nursing program was phased out and planning was started to establish a joint program in nursing with Florida Atlantic University that would be based at FIU's North Miami Campus.

Over the last three years the School of Technology has not only added the health service programs to its curriculum, but has established M.S. programs in environmental science and in advanced construction techniques. It has been given approval to plan a B.S. program in fire science that would also be housed on the North Miami Campus.

In the School of Hospitality Management (its name changed in early 1978 from the School of Hotel Food, and Travel Services), the thrust over the past three years has been in accelerating the quality of its programs, and the result has been national and international recognition for its excellence. It prides itself on being the most industry-oriented school of its kind in the country, with a well-regarded faculty to insure the credibility of its program. The school was one of the first within the State University System to be cited by the Florida Legislature as a Center of Excellence. It has an outstanding record of placement, and it attracts a large number of international students because of its world-wide reputation.

Within the School of Education, entrance into undergraduate programs during the past two years has been decreasing, while increased emphasis and enrollment have been in the area of graduate training for teachers. This school has added degree programs in second language teaching, business education and health occupations, and has started an Ed. S. and Ed. D. program in administration, curriculum and instruction with the University of Florida. It is the first post-masters, doctoral program FIU has established.

The School of Education has also been active in working with the various school systems in the continuing training and education of currently employed teachers. It is heavily involved with the Southwest Teacher Education Center which serves Lee and Collier counties, and is also involved





(left) Dr. Barry Levine, "Caribbean Review" Editor and Associate Professor, Dept. Anthropology & Sociology. (top right) Water Quality Research Center. (lower right) Cardio Pulmonary Resuscitation demonstration.

in establishing similar centers in Dade and Broward counties to provide in-service instruction at schools throughout the counties. The school has also begun work on the Teacher Corps project which will provide special in-service training for Title I schools over the next five years.

The School of Business and Organizational Sciences (SBOS) during the Crosby years has seen the creation of a program in international business that focuses on dealing with multiple sovereignties and cultures, currencies and legal systems. An M.A. in accounting for the College of the Bahamas is being taught by FIU faculty on Fridays and Saturdays. SBOS also fares extremely well in the important test of placing graduates, and it is among the top two or three schools nationally in the percentage of its accounting graduates who pass the CPA examination.

The Crosby years also saw growth within the College of Arts and Sciences. Masters degrees were added in community psychology and in mathematical sciences, and a graduate program was started in physics in cooperation with Florida Atlantic University.

With the opening of the North Miami Campus, the College of Arts and Sciences initiated an integrated program leading to a degree in humanities. This is an interdisciplinary curriculum with core courses in humanities and electives chosen from English, modern languages, philosophy and religion, history and the fine arts.

In the area of international studies, the International Relations Program graduated to departmental status, and the Caribbean Studies Program was developed. In addition to the certificate program in the area, a university-based publication, **Caribbean Review**, was revitalized under the joint sponsorship of Academic Affairs and the Student Government Association. The magazine, edited by Barry Levine of the Department of Sociology and Anthropology, is published quarterly as a general interest journal covering a wide range of topics relevant to the region.

**Caribbean Review** receives production support from the Publications Department of the Division of University Relations and Development. Publications, under director Eileen Marcus, is responsible for the design and layout of the publication. Susan Alvarez, Assistant Director, serves as art director and assistant editor for the magazine. Because of its attractive, as well as informative format, **Caribbean Review** won first place in the magazine category in the 1978 statewide Golden Image Awards sponsored by the Florida Public Relations Association.

While the effectiveness of FIU's communication efforts were being recognized, other



public relations changes were being made at the university. The Division of University Relations was reorganized under Terry L. Spence, dean of the division. Development, Alumni Affairs, Information Services, Publications, Special Events, legislative information and University Relations at the North Miami Campus were all placed within one Division of University Relations and Development under the Office of the President. This reorganization, coupled with an expanded role for the FIU Foundation, Inc., was designed to enhance the university's communication efforts and to increase university involvement with public and private resources and support constituencies.

It was also during this time that the degrees offered in the arts were divided. Two departments, one for performing arts and another for visual arts, were created. Performing Arts offers majors in applied music, conducting, theory and composition, musicology and theater, and Visual Arts offers a major in the area.

Another unique program that had its beginning during the three years of Harold Crosby as President of FIU is the Faculty Scholars Program. Under the direction of Clair T. McElfresh, it provides an opportunity for well qualified high school graduates to enroll directly in an upper-division program and complete their baccalaureate degree in two to three years. A professor-specialist in the student's field acts as an advisor and mentor for the scholar, and helps design a personalized program of instruction.

The creation of the Faculty Scholars Program was one of the responses of the university to a growing feeling among FIU faculty that educationally combined cooperative programs of education with community colleges must be offered to the brightest students in our region if we are to compete equitably with four-year universities for the highest quality students directly out of high school.

The Department of Conferences and the many university institutes, such as those for women and for labor research and studies, have continued to target programs to meet recognized needs within the community, and to involve university faculty directly in the process of providing services. One new institute that was formed is based on the North Miami Campus and coordinates programs and activities for the many senior citizens living within a short distance of the campus. The Elders Institute was organized in 1977 and falls under the Department of Conferences and University Outreach umbrella. Each quarter it presents a series of informal lectures designed to put people in touch with a particular aspect of the world, ranging from the arts to conversations with industry, government and media leaders, and from how to write a book and publish it to the area of consumer affairs.

Harold Crosby leaves Florida International University and will move to Tallahassee, take a part-time appointment on the law faculty at Florida State University and continue special assignments as Regents Professor.

In three years at Florida International University he has worked to create a structure for a stable future, and has tried to create for the university a "community of purpose" feeling among faculty, staff and students.

"FIU isn't quite there yet," he comments, "but I believe it is on the right path. Much has been done to create a structure for stability."

A lot of what President Crosby would like to see for FIU has been started, but must wait for future development. In addition to the continuing assessment of the programs for North Miami Campus, President Crosby has been leading the effort to obtain an additional 300 acres of land at the site, and to obtain student housing for the campus. That housing, and a hoped for International Conference Center as a part of the campus, would be two important steps along the road to internationalism that President Crosby has supported for FIU.

Harold Crosby came to FIU when it was beginning a period of transition. The educational heyday of the 1960's and early 1970's had ended. Funding support disappeared with the recession and suddenly the university was in a period of stress trying to stretch scarce resources. But he sees Florida International University as a maturing university, one that has a valid future.

FIU has come through a period of transition, and as President Crosby says, "The university is moving toward a sense of self-worth, and it is developing a sense of purpose." This new sense of direction and the structure to support the still-developing vision of a relevant, urban-based, international university, is the legacy of the Crosby years.



## Part Two: 1978-79 Annual Report

**F**lorida International University is more than 11,700 students, 1,700 full and part-time employees and 220 departments. It is a whole much greater than the sum of its individual parts in its impact on the students who receive education and training, on the community which benefits from the service provided and on the international community toward which the university is reaching.

FIU is a state-supported upper division and graduate university. It is a member of the nine-school State University System governed by the Florida Board of Regents, which reports through the Commissioner of Education to the Florida Cabinet sitting as the State Board of Education. Beginning with the 1979 session, funds for the State University System will be appropriated biannually by the Florida legislature.

The following sections are general summaries of fiscal 1977-78 at FIU. They are intended to demonstrate the broad range of activity necessary for the work of a university in its daily operations, and in meeting its goals of education, service to the community and promotion of international understanding.

*North Miami Campus lunchbreak on the Bay*





# 6

## Academic Affairs

**T**he Division of Academic Affairs provides the administrative umbrella for the academic and outreach programs of the university. In April 1978, Robert C. Fisher was named vice president for this division.

During 1977-78, other administrative changes were made within the division. In January 1978, James Mau was appointed Dean of the College of Arts and Sciences. At the end of 1978, search and screen committee work had been completed for a new Dean of the School of Education and a final appointment was expected.

Similar committees were at work in late 1978 in searches for deans for the School of Business and Organizational Sciences, Technology and Public Affairs and Service.

Within the office of the vice president, functions were reorganized and personnel assigned to the specific areas of budget, program planning and evaluation, university outreach and faculty relations and development. An Assistant Vice President for Academic Affairs was appointed to manage the daily operations of this division at the North Miami Campus, and a half-time position was allocated to the planning for a Downtown Center.

In specific areas of academic programming three Centers of Excellence programs now have the approval of the Board of Regents. The program in Hospitality Management was again funded, the International Banking Center was funded and the Multi-Lingual, Multi-Cultural Center was approved for development.

The Board of Regents also approved a cooperative doctoral and educational specialist program in educational administration and educational leadership between FIU and the University of Florida beginning in January 1979.

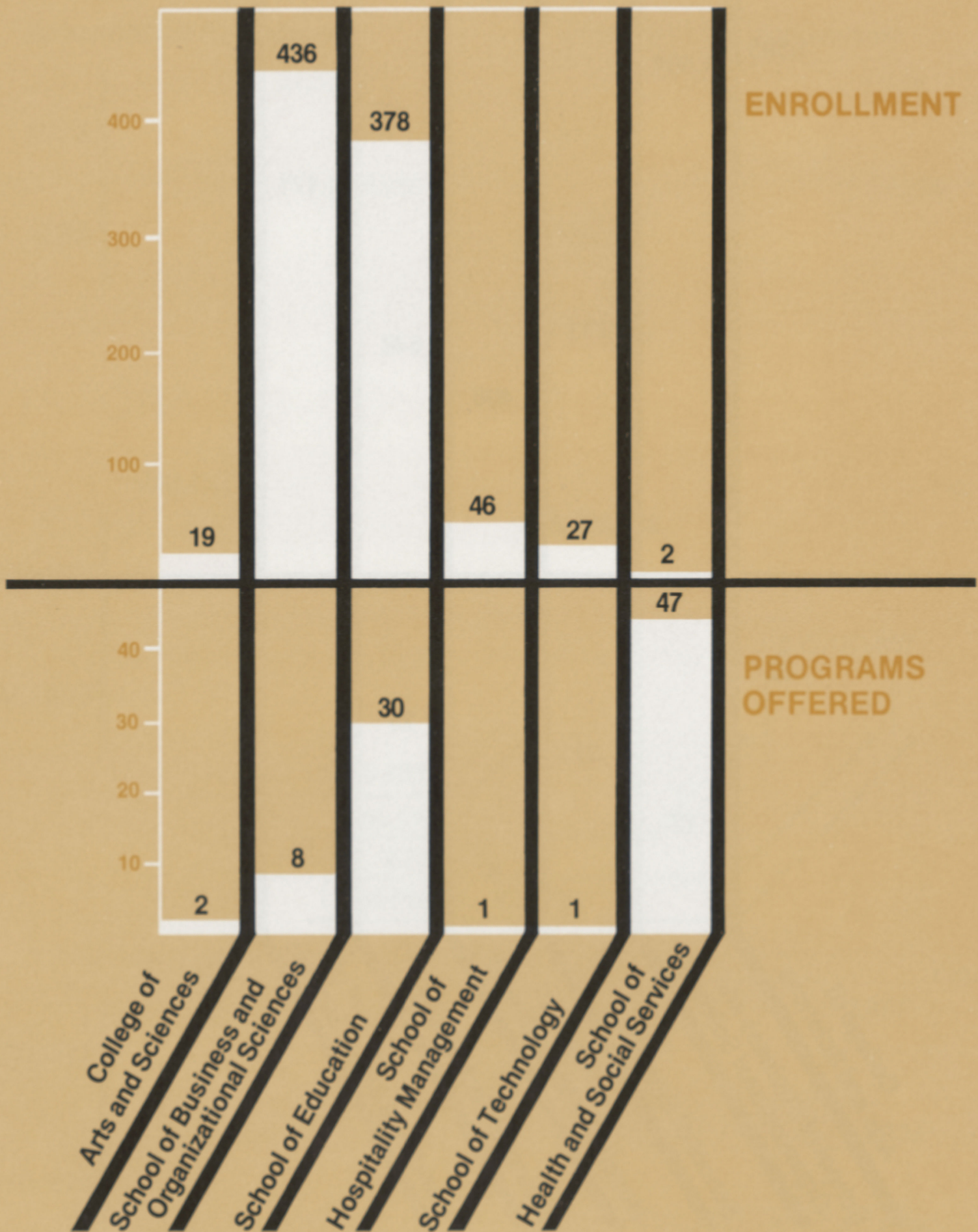
A comprehensive review of academic programming was also begun during this year, with a number of selections in the process in conjunction with Board of Regents teams.

The new Faculty Scholars Program, which provides for the admission of highly-qualified high school graduates directly to FIU, accepted 14 students into nine different programs in the College of Arts and Sciences and the School of Technology in September 1978.

Other projects that have been completed during 1977-78 include the review of the university's affirmative action plans and the completion of Title IX reports. The Academic Affairs Policy Manual was completed and policy statements on promotion and tenure were revised. Programs in University Outreach continued to expand to meet the needs of the community through such vehicles as the Elders Institute at the North Miami Campus and the Cultural and Human Interaction Center that operates within the community.



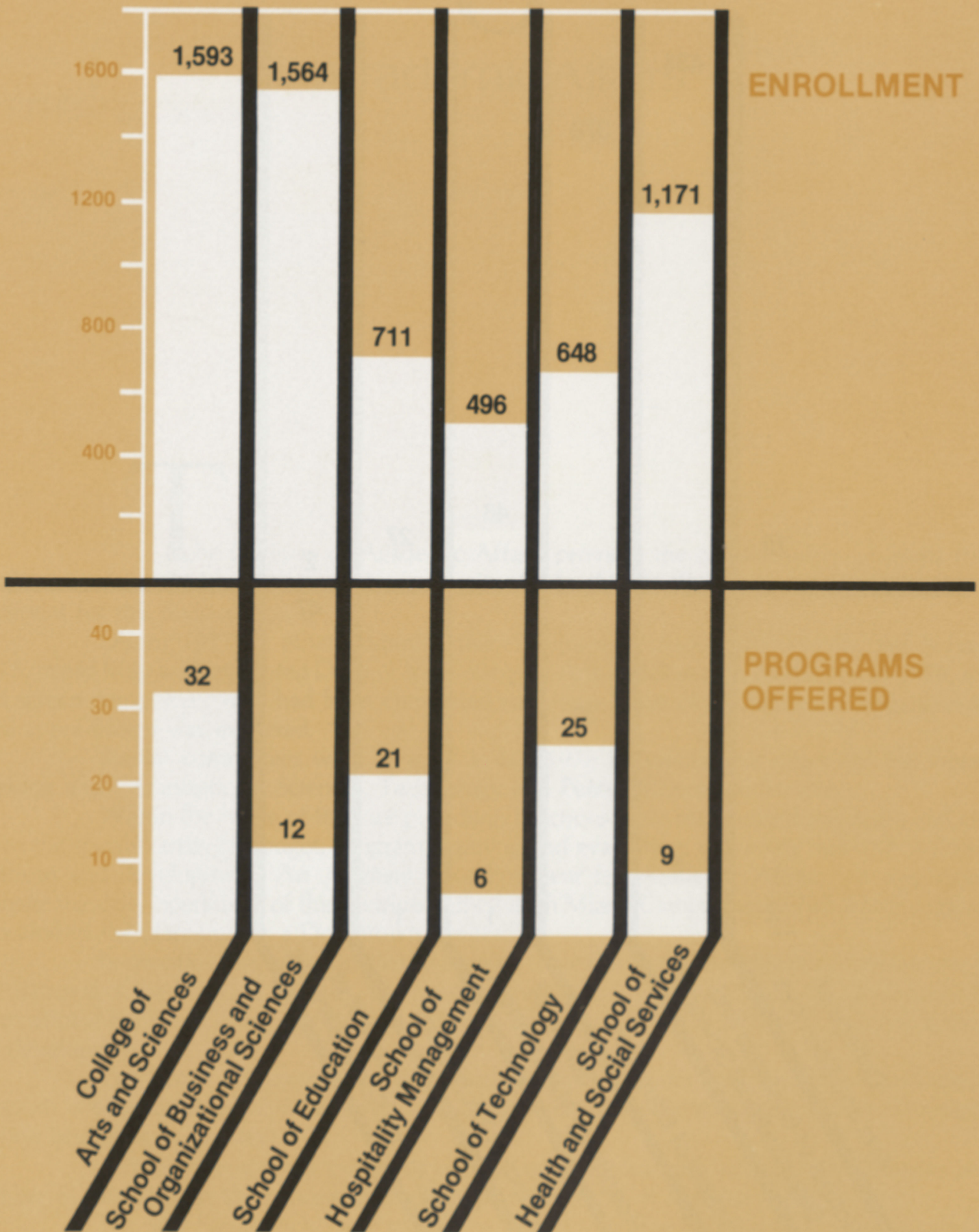
# MASTERS



COMPARISON FIGURES 1978 (Spring Quarter) Fig. 1a



# BACCALAUREATE



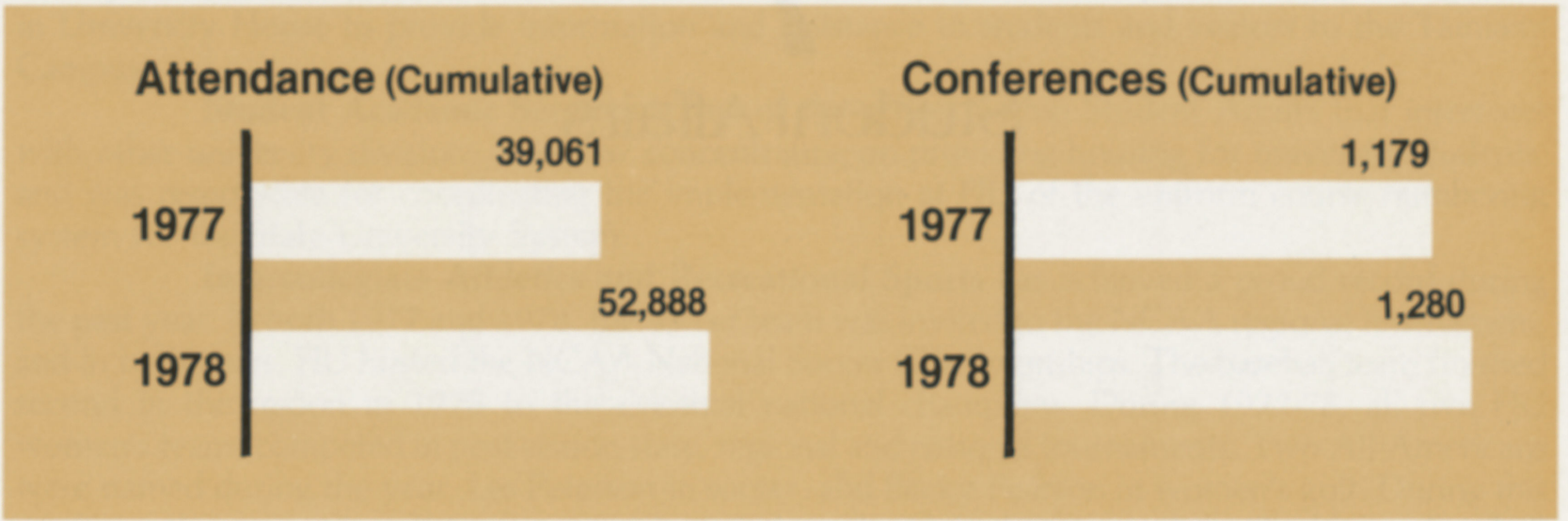
COMPARISON FIGURES 1978 (Spring Quarter)

Fig. 1 b



# DEPARTMENT OF CONFERENCES

Fig. 2



# GIFTS - GRANTS - CONTRACTS

Fig. 3, 4

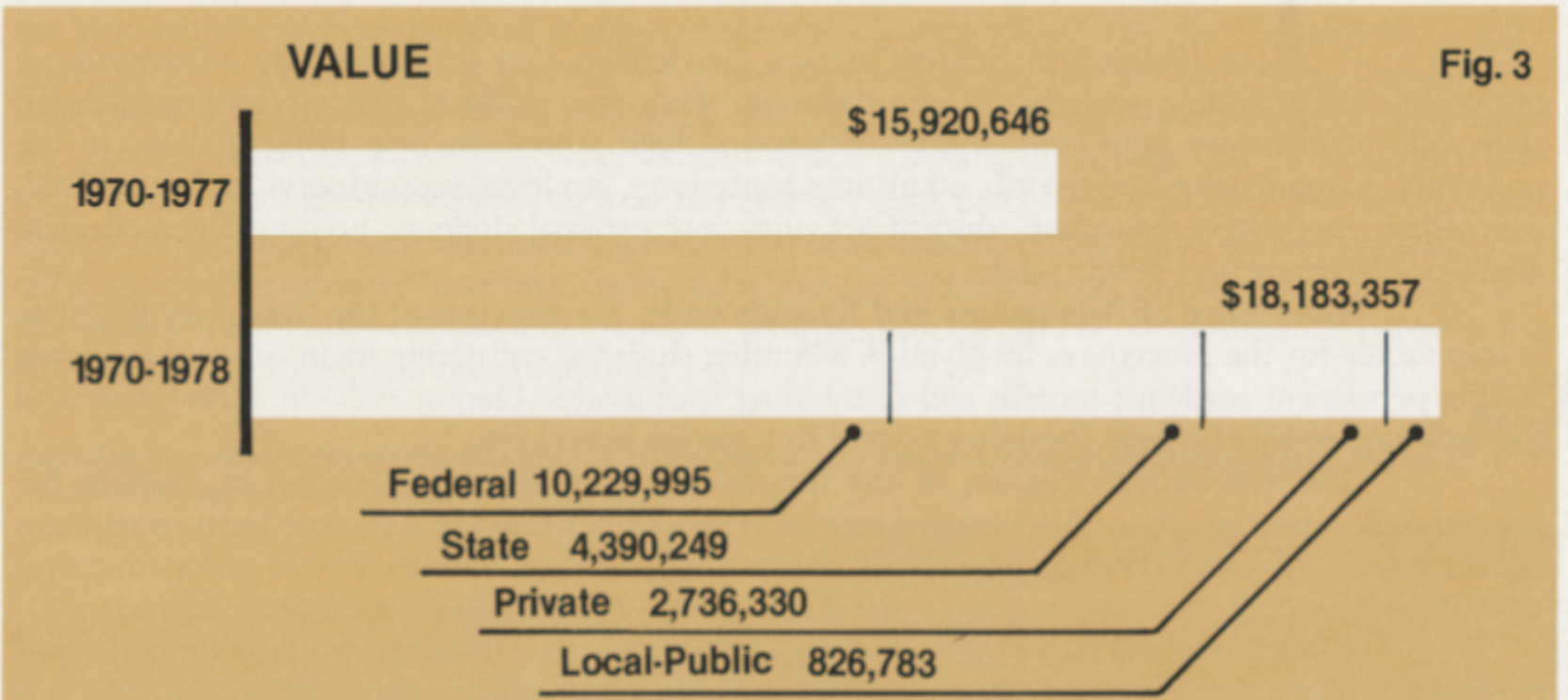


Fig. 3

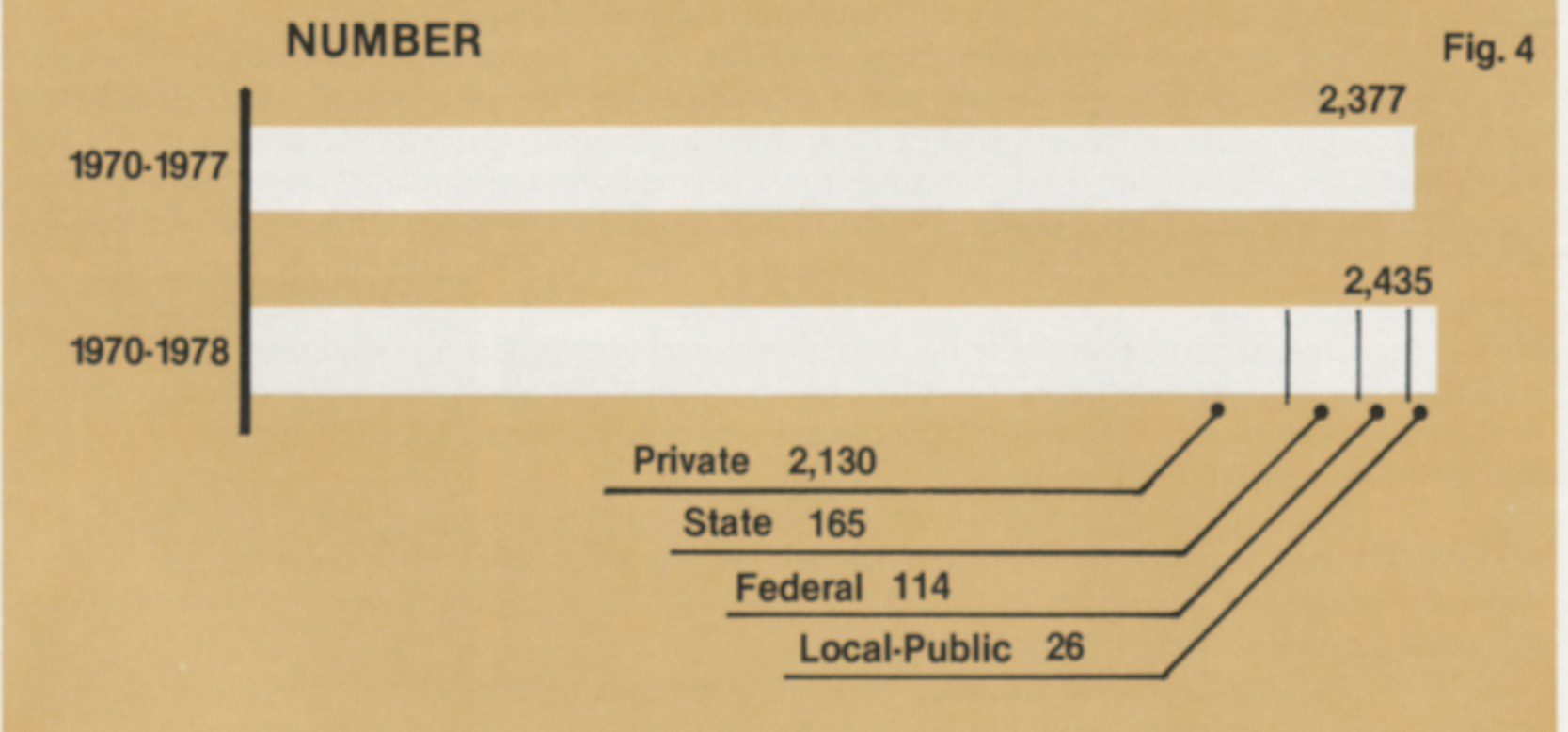


Fig. 4



# 7

## Student Affairs

**T**he Division of Student Affairs, headed by Vice-President Judy M. Merritt, is responsible for providing a number of non-classroom services to students, ranging from maintaining state-wide relationships with community colleges and high schools to help bring students to the university, to registration and records, admissions procedures, academic support services, financial aid, counseling, cooperative education, student activities, international students, housing, intercollegiate athletics, placement and public safety.

**The Office of Admissions and Records** under the direction of the University Registrar is responsible for the procedures involved in admitting students, registering them for courses, maintaining permanent academic records and distributing final grades. During 1977-78, Admissions and Records implemented a new computer system to expedite processing.

The scholarship program of the university has been very successful in meeting the general philosophy of FIU—that financial condition should not prevent a student from receiving a college education. **The Office of Financial Aid** offers a number of alternatives that make education affordable, including scholarships, grants, loans and employment. Awards are based on need.

**Counseling and Advising** is the newest addition to the division, and provides assistance to students in matters as diverse and important as selection of major, career goals, academic difficulties, marriage counseling and personal psychological counseling.

**The International Student Services Office** is now functioning within the Department of Counseling and Advising. It helps meet the special needs of the international student, acting as liaison with the U.S. Office of Immigration and assisting with the academic, financial, social and personal problems that can come with adjusting to learning in a new cultural surrounding. This office also helps make internationalism a part of campus life through its sponsorship of International Week in cooperation with the International Student Club and student activities, and in the community through the host family program.

Over the past year, there has been a 29 percent increase in the numbers of international students who complete their education at FIU. Other recent accomplishments of the International Student Services are the establishment of a placement service for international students and the publication of a quarterly **Global Forum**.

Determining the credentials of international students is more complex than for domestic students. Through the efforts of the **International Student Admissions Office**, the number of international students has risen from 212 in 1972 to over 450 in 1978, with over 895 currently being processed for future admission to the university.

**Student Activities**, charged with meeting the co-curricular needs of the student, seeks to provide a campus atmosphere within a commuter university. Recently, this department initiated a



leisure activity mini-class program known as "The Other Quarter." offering non-credit courses in a variety of leisure-oriented activities. An Information Center, open 12 hours a day, began during 1978 in University House to provide information and assistance to students and visitors to the Tamiami Campus.

**Student Academic Services** is one of the offices within Student Affairs that interfaces with other university divisions. It is now concentrating on providing housing for university students, and was responsible for coordinating the implementation at FIU of the uniform course numbering system for the State University System.

**Intercollegiate Athletics and Recreational Sports** has achieved a proud record during the past year. In both 1977 and 1978, the soccer team was invited to the NCAA regional tournament, and in both years, FIU hosted the NCAA National Soccer Championships. The baseball team finished second in the region in 1978 to the eventual national champions. During 1977-78, all five FIU women's teams competed in post-season state, regional and national tournaments. Two All-Americans were named during the year, Les Peterson in soccer, and Becky Pearson in women's golf. During this past year the women's golf team was ranked sixth in the United States and the Sunblazers baseball team was ranked in the top 20 in Division II by a poll conducted by a collegiate baseball magazine.

The university's **Department of Public Safety** has developed into a representative, professional law enforcement agency over the past 18 months. This developmental growth process has included several organizational changes of noteworthy significance. The development of a quality safety office is already paying tremendous professional dividends for the university. This office is responsible for occupational safety adherence and training, fire safety, structural safety compliance and handicapped compliance. The office assists Physical Planning in insuring that the university is in total structural compliance as we continue to expand. Public Safety is a total state law enforcement agency functioning around the clock to protect and serve the FIU community. Several programs of a rather innovative category have been instituted within the police division, including the establishment of a quality community relations unit to assist in setting up strong lines of communication between the FIU police department and the community.

or ref. to TOP  
Picture on next  
page →

(top) Sun Tan Jam at North Miami Campus. (lower right) (Registration) (lower left) Officer Breno Penichet, FIU Public Safety Department





# FALL ENROLLMENT

Fig. 5

1978



11,614

1977



10,687

1976



9,975

1972



5,400

Thousands

3

6

9

12



# NUMBER OF GRADUATES

(Cumulative)

1978



13,628

1977



10,884

1976



7,190

1973

165

Thousands

4

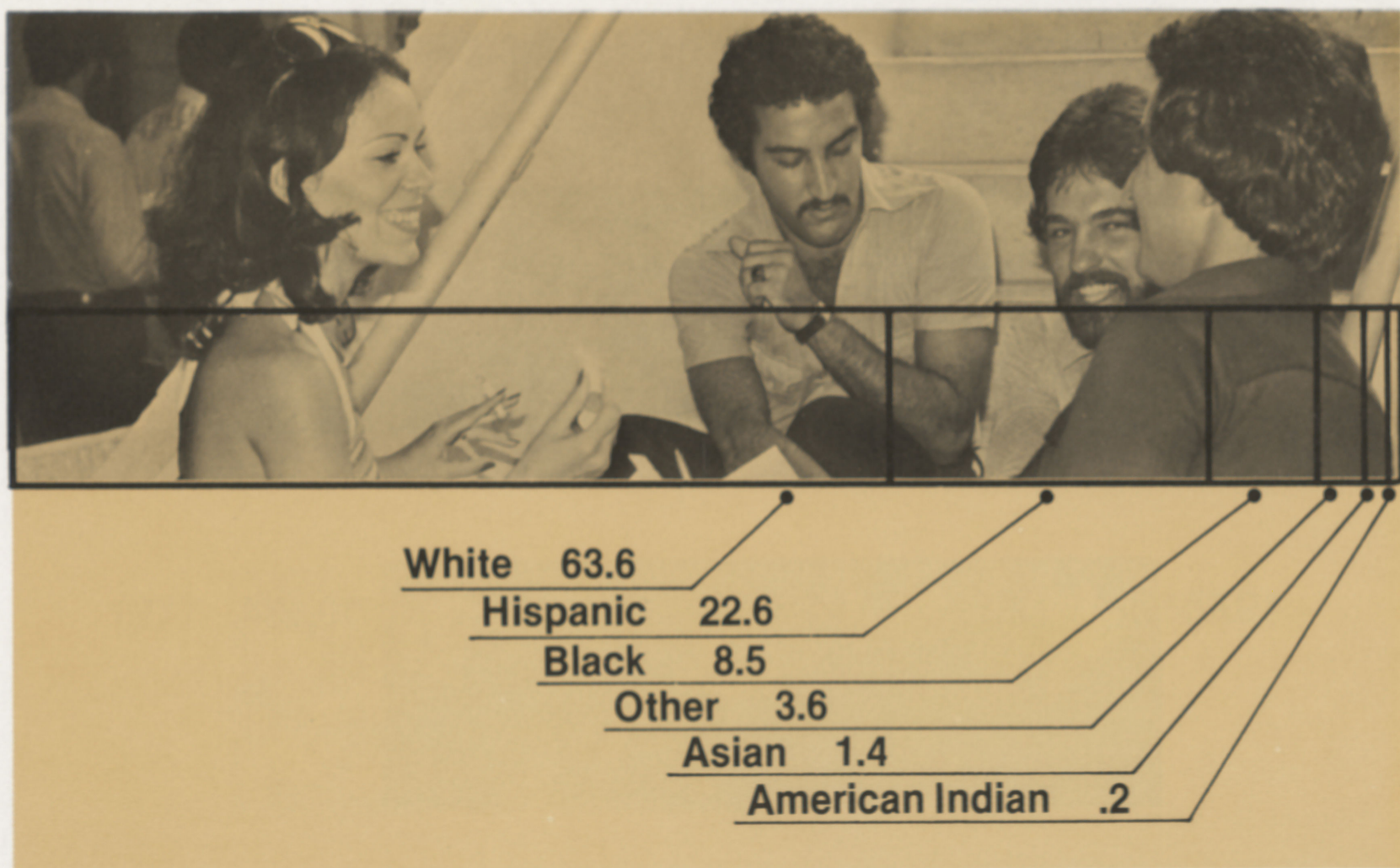
8

12



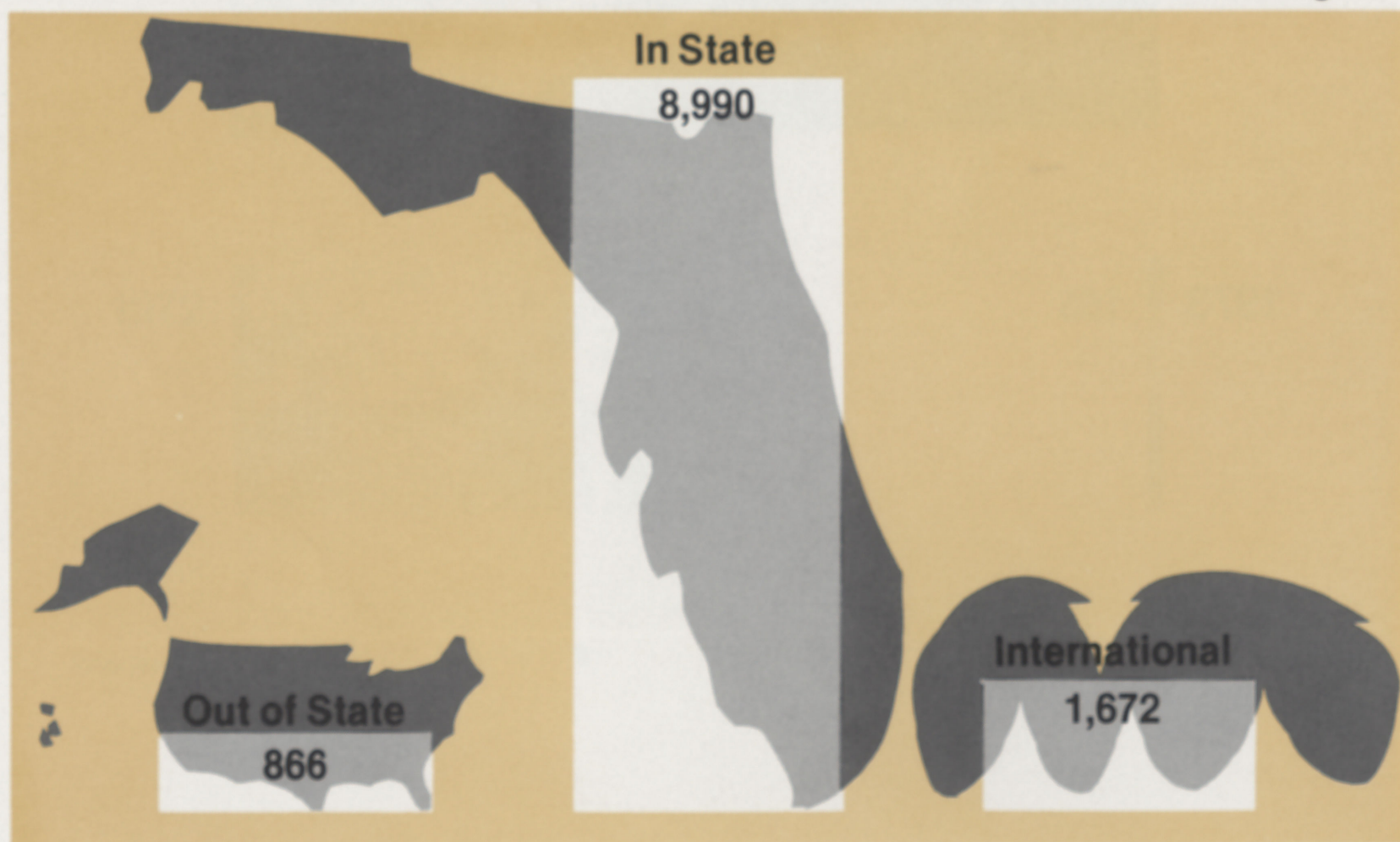
# POPULATION DEMOGRAPHY BY PERCENT

Fig. 7



# NUMBER BY ORIGIN

Fig. 7A





## Residential Status of International Students

Fig. 8



## Foreign Countries Represented

Fig. 9





Fig. 10

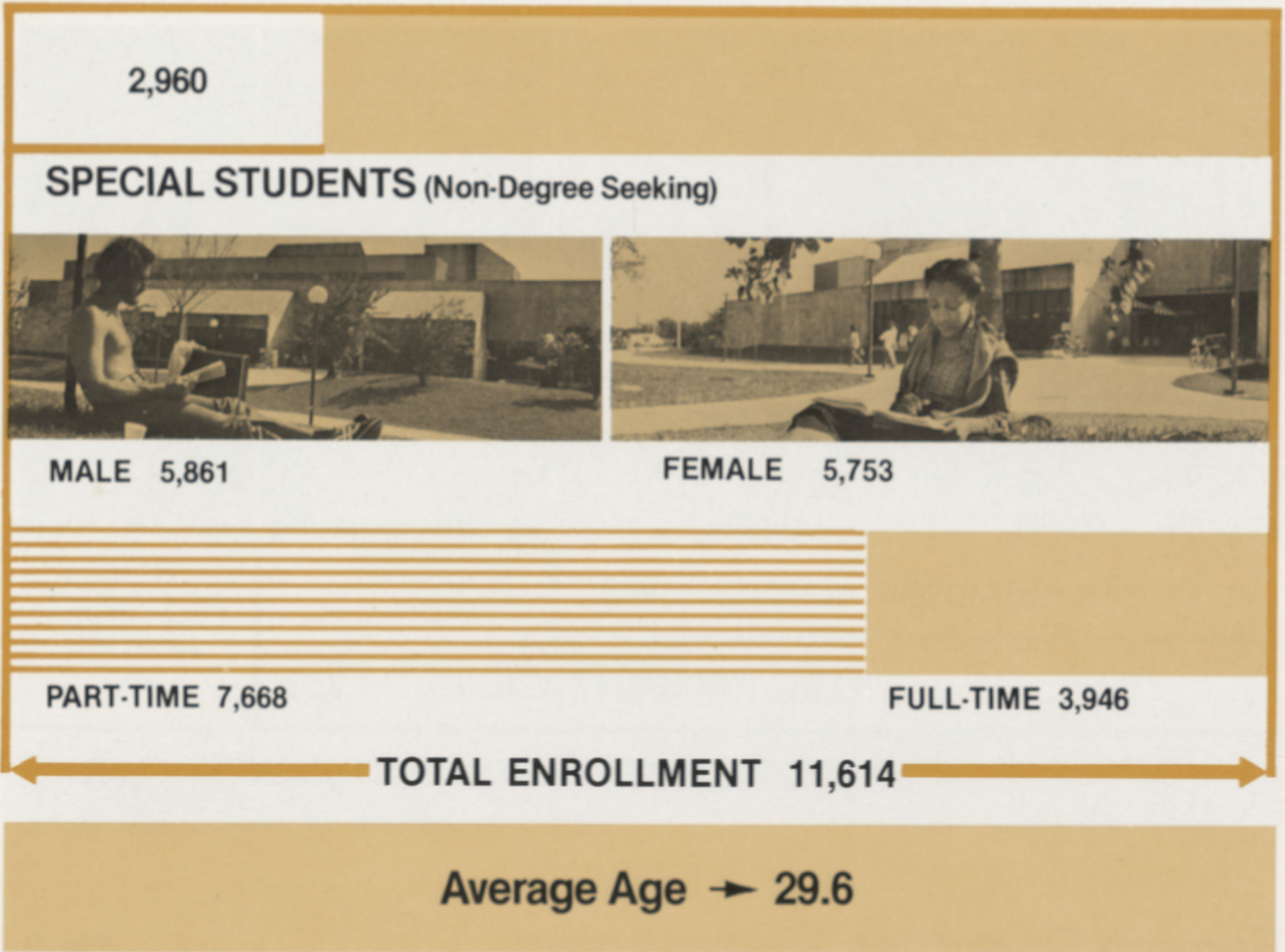


Fig. 11

**ADMISSION AND CURRENT FEES**

**Non-refundable Application Fee → \$15.00**

**Florida Residents**

	(per credit hour)	(per quarter costs based on average course loads)
Upper Level →	\$16.50	\$247.50
Graduate →	\$22.00	\$220.00

**Non-Florida Residents**

	(per credit hour)	(per quarter costs based on average course loads)
Upper Level →	\$51.50	\$772.50
Graduate →	\$62.50	\$625.00



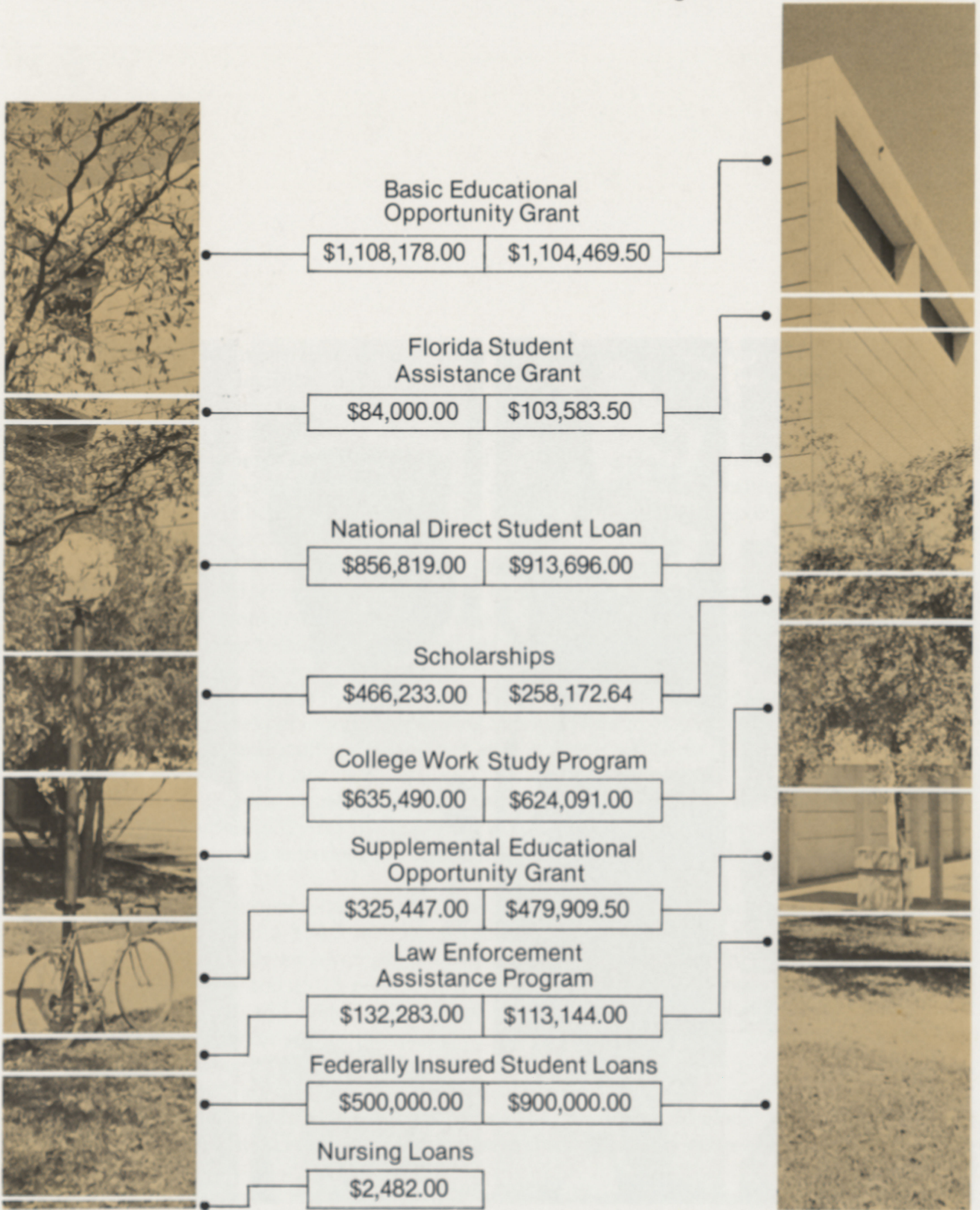
# FINANCIAL AID

Fig. 12

1977-78

1978-79

\$4,110,932.00 ← Awarded ← Total Dollars → Budgeted → \$4,497,066.14





# International Week





# 8

## Administrative Affairs

**A**dministrative Affairs, under Vice President Ronald Arrowsmith, provides administrative, financial, logistical, legal and physical plant services for the University. Departments within the division include Auxiliary Services, Budget Office, Controller, Internal Management, Legal Affairs, Personnel, Physical Planning, Physical Plant, Purchasing and SERDAC.

**Auxiliary Services** supervises all food service operations at both campuses, including the cafeteria, two pubs and vending machines. It runs a printing shop and duplicating services. It oversees bookstore operations at both campuses and it has general administrative responsibility for the operation of University House, the student center at the Tamiami Campus.

During 1977-78, food service gross sales increased by 18 percent, reflecting an improvement in both quality and service. Expansion of the Rathskeller to provide more seating and an improved atmosphere was completed. Vending operations on both campuses continued to increase, and a number of new vending locations were added for the convenience of students and staff.

Duplicating Services also improved operations during the year. This was highlighted by an increase in production from the Xerox 9200 Total Copy System from 458,000 copies to a new average of 682,000 copies per month. Duplicating Services plans to increase its scope of service by expanding mailing label and stuffing capabilities after a move to a new 4,000 square foot facility, scheduled for completion in late 1979.

During the year Auxiliary Services ended the contractual agreement with a private vendor and assumed responsibility for the operation of the game room in University House. Under the new arrangement, it was able to double the gross revenue of the facility and increase significantly the return to the university.

With a total operating budget for the year 26 percent larger than the previous year, the **Budget Office** assembled a \$34.5 million operating budget —the largest ever. As part of that increase, the office administered seven percent average pay increase to faculty and administrative and professional employees, and an 18 percent average increase for career service staff. Throughout the year, budget, salary rate and authorized positions were monitored within the faculty, administrative and professional and career service pay plans.

The Budget Office completed the analysis of expenditures and student credit hour production for 1976-77 as part of the Board of Regents annual expenditures analysis. It also completed the move of computerized budget records from the Southwest Regional Data Center to the Northwest Regional Data Center as part of the general administrative systems off-load to the Northwest Center.

Comparisons of Fiscal Year 1976-77 and Fiscal Year 1977-78 budgets, by budget entities



for the total budget and by budget categories for the Education and General portion of the budget, are presented in Chapter 9.

The **Controller's Office** has experienced the same increased workload as other departments in Administrative Affairs. Transactions in accounts payable and disbursements were up 34 percent, as verified by Board of Regents internal auditors. The Controller is responsible for the functions of finance and accounting, payroll and cashier's office at both campuses. Larger budgets, larger payrolls and more students all contribute to increased workload within the department. However, dramatic growth in financial aid, contracts and grants, auxiliary enterprises and other minor budget entities all produce workload increases disproportionate to their budget size as a result of federal and state reporting requirements.

To offset this increased workload without adequate additional staffing, substantive reorganization was required. For example, the payroll function was transferred from Personnel to the Controller's Office in order to improve the interface between the accounting and payroll systems, thereby reducing some unnecessary duplication of effort. Additionally, a collections function was developed to monitor repayment of long-term federal student loans. This function, housed at the North Miami Campus, has been highly successful in reducing the delinquency rate in loan repayments.

A comparative financial statement for Florida International University for 1976-77 and 1977-78 is presented in Chapter 9.

The **Internal Management Auditing Unit** is a department within Administrative Affairs that reports to the Director of Internal Management Auditing at the Board of Regents. Different areas or functions within the university are selected for audit each year. The audits help determine whether resources have been utilized efficiently and economically and whether there has been compliance with applicable laws and regulations.

During 1977-78, Physical Plant was the major focus of departmental audits, including an in-depth analysis of utilities management. The auditing department participated in and helped conduct training sessions on statistical sampling, report writing and audit work papers. The department also participated in the development of a policy and procedures manual for the Division of Internal Management Auditing, continued to revise and update the Administrative Affairs Policy and Procedures Manual and set an audit schedule for the coming year.

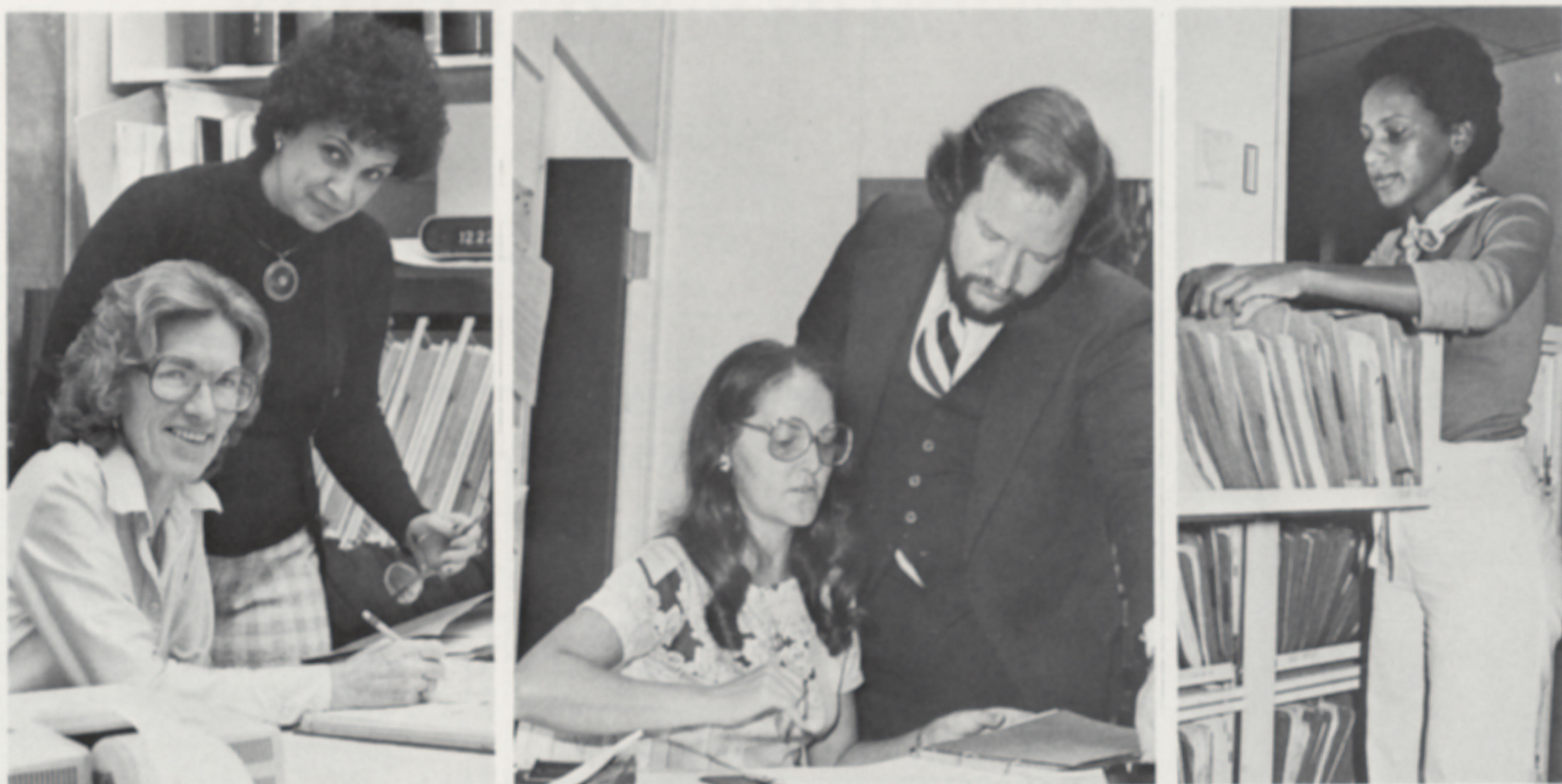
The **Legal Affairs Office** provides legal services to the university under a contractual agreement with the law firm of Mahoney, Hadlow and Adams. An advantage of this arrangement is the flexibility of being able to add legal staff, on an as-needed basis, as the workload fluctuates. The total caseload of this office has increased dramatically over the past several years, both as a result of the overall growth of the university and as a result of increased activity in the area of labor relations.

The **Personnel Department** is another area of Administrative Affairs which made a concerted effort to increase its level of service during 1977-78. Personnel provided orientation and sign-on services for 300 new career service employees, 140 faculty members, 20 administrative and professional employees and a total of 1,450 adjunct professors, workstudy students, graduate assistants and temporary personnel. To communicate more effectively with persons interested in a job or promotional opportunities, Personnel established the Job Information Line (JIL), a telephone recording which provides complete information on job openings 24 hours a day, every day. Personnel also developed a computer-based applicant referral system to facilitate access to the more than 2,000 active applications the department has on file.

A comprehensive training program was started during the year. The Training Section was formed to help employees develop an understanding of their role in the university and to help prepare them for advancement. A number of programs were conducted, including seminars on affirmative action, public contact, collective bargaining and motivation. The department also sponsored short courses for faculty and staff in conversational Spanish.

Personnel supervised the introduction of a new State of Florida health insurance program. Two Health Maintenance Organization health care plans were also introduced, providing university personnel a range of health care options.





(left) Accountant Grace Brown and Accountant Clerk Doris Jacobs, (center) Serdac Director James E. Helm (r.) and secretary Patricia Clifford. (right) Alison Silvera, Purchasing Dept. student assistant, Controller's Office.

In keeping with its responsibility for development of facilities and capital outlay projects, the **Physical Planning Department** was actively involved in the construction of Academic I and the Student Center on the North Miami Campus. Academic I, an \$8 million classroom/office building, is scheduled for completion early in 1979. The Student Center, a \$5 million facility housing food services, a bookstore and a variety of student activities, is scheduled for completion in December 1979. Owa Ehan, the sixth major building on the Tamiami Campus, was completed and occupied in mid-1977.

Physical Planning is working on the design and construction of a number of projects, including a campus support complex, aquatic center and racquet sports center at North Miami, as well as the expansion of the Athenaeum, laboratory conversions and other projects on the Tamiami Campus.

Physical Planning is also at work in long-range planning for additional expansion of North Miami facilities, for acquiring additional land for that campus and in working toward the development of student housing at both campuses.

The past year was one of substantial accomplishment for the **Physical Plant Department**. Campus beautification projects, expanded parking facilities, major campus alterations, remodeling of Primera Casa, expansion of the utilities power management system and continued landscaping and development of the North Miami Campus highlight the major activities of 1977-78.

Groundwork for the newly-developed environmental preserve and extensive landscape improvements around the Tamiami Campus were important contributions to its beautification. Site preparation and groundwork for four additional modular buildings and the construction of a physical fitness course and nature trail were important campus developments at North Miami.

Over 300 parking spaces were added to the Tamiami Campus during the past year. All together, Physical Plant provided architectural and engineering support for 125 minor projects budgeted at \$425,000. These renovation projects included remodeling the fifth floor of Primera Casa, site preparation for the Occupational Institute trailers and remodeling of the Physical Plant shops and other West Campus buildings.

As part of its continuing program to conserve energy, Physical Plant expanded the utilities power management system to include Vierdes Haus, the Athenaeum and Owa Ehan. Significant cost savings continue to be achieved through this energy management program.

The **Purchasing Department** is responsible for a number of functions including Central Stores, Central Receiving, Property Control, Campus Mail and Purchasing. During the year, all but Purchasing moved into a new facility on the west side of the Tamiami Campus. The additional space



# 3 YEAR COMPARISON BY BUDGET ENTITY

1976 - 77  
ACTUAL

1977 - 78  
ACTUAL

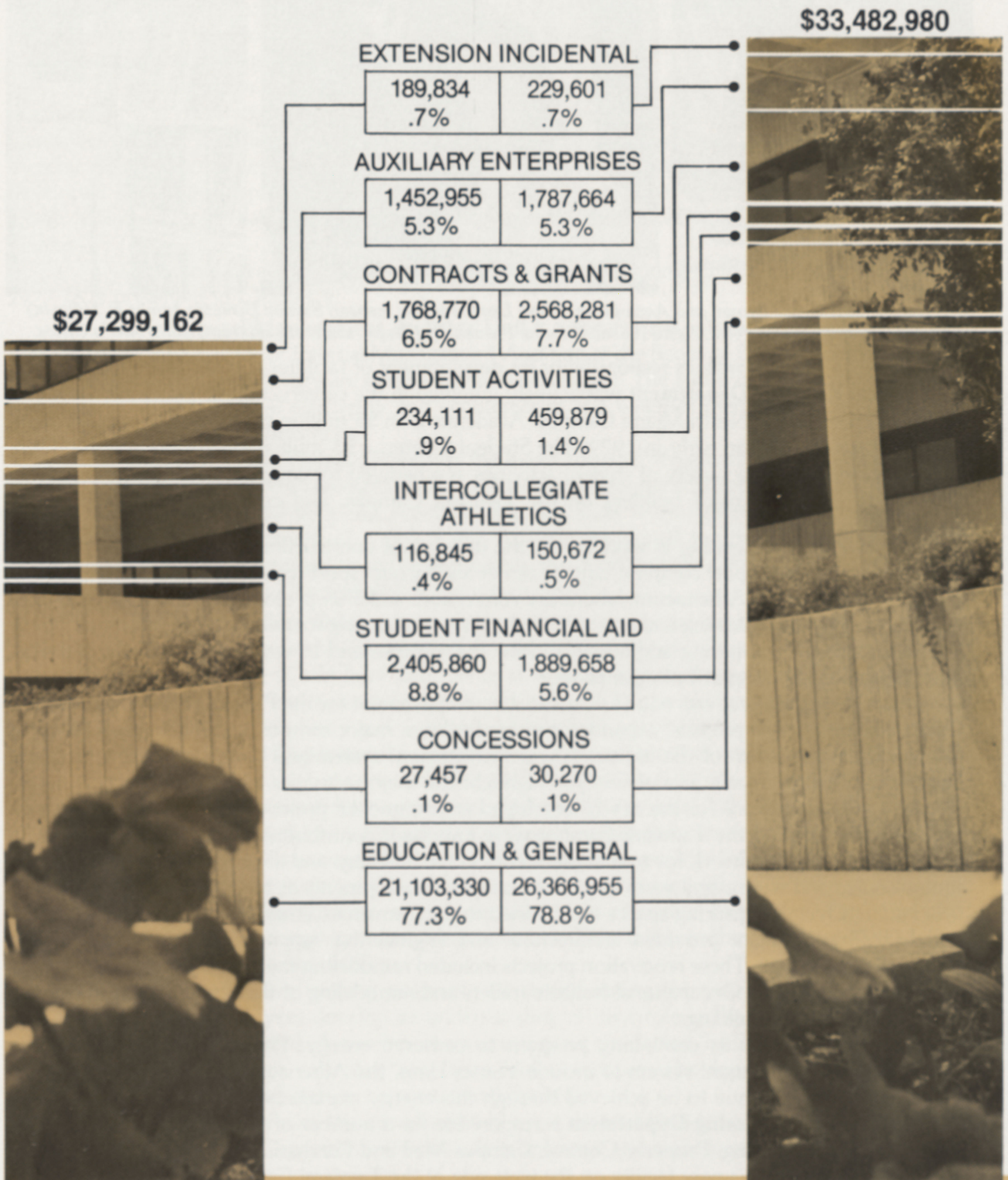
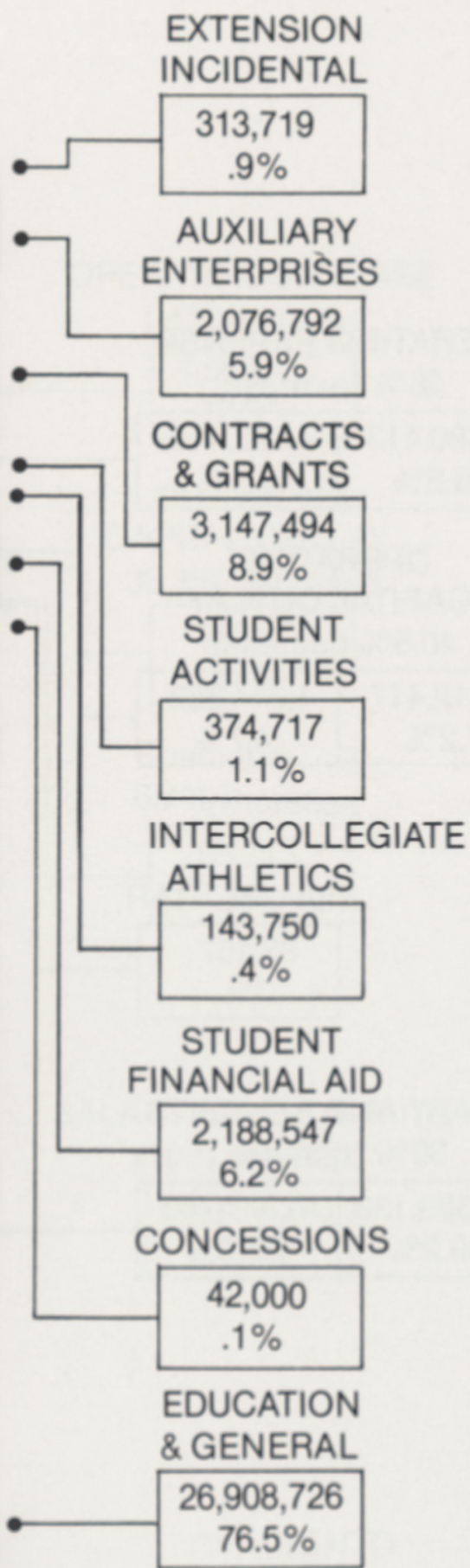




Fig. 13

1978 - 79  
BUDGET  
\$35,195,745  
5.1% increase





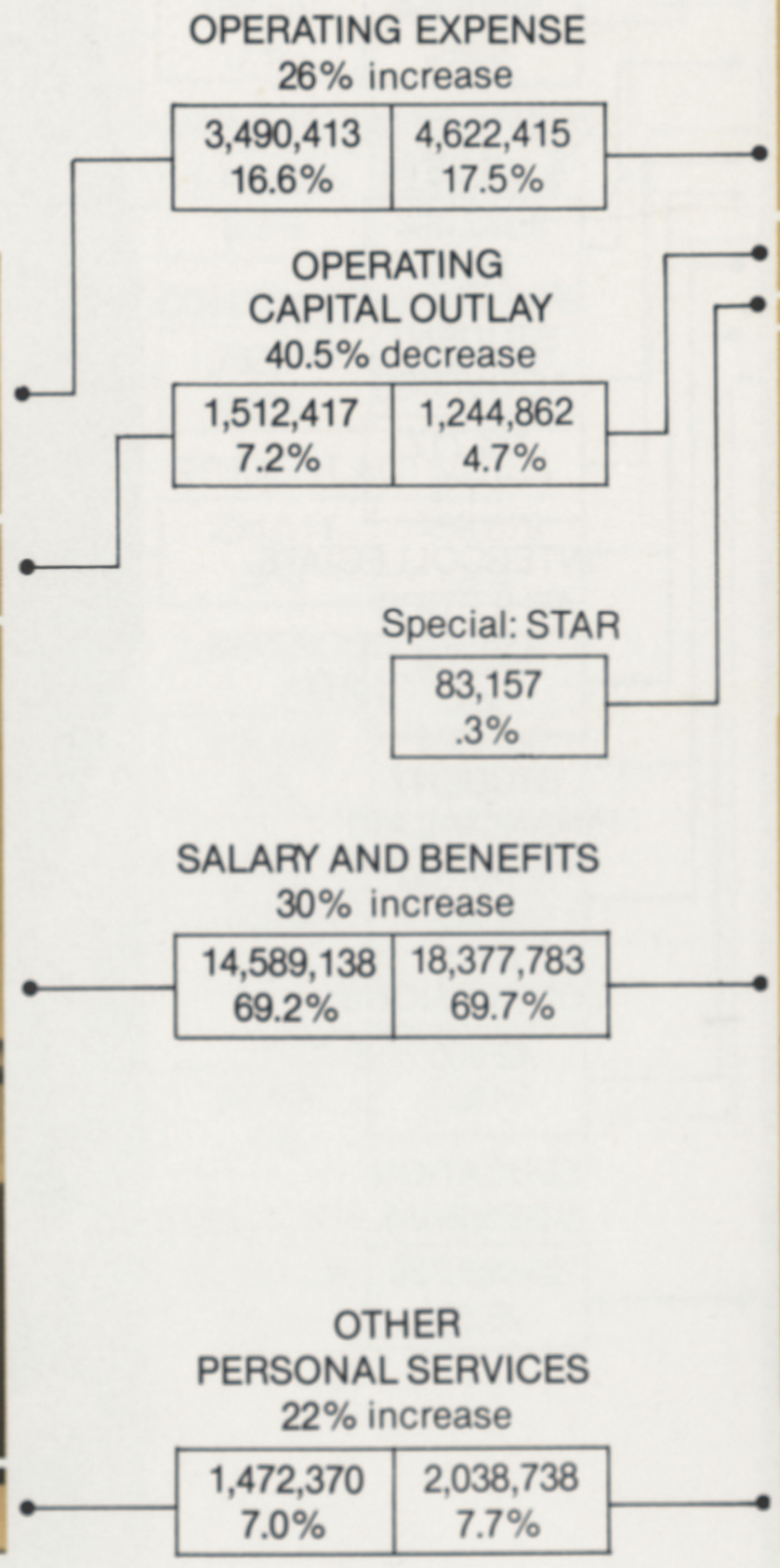
# 3 YEAR COMPARISON OF EDUCATION AND GENERAL

1976 - 77  
ACTUAL

1977 - 78  
ACTUAL

\$21,064,330\*

\$26,366,955



\* For comparability, special category for STAR (Service Through Applied Research) with expenditures of 39,000 is omitted.

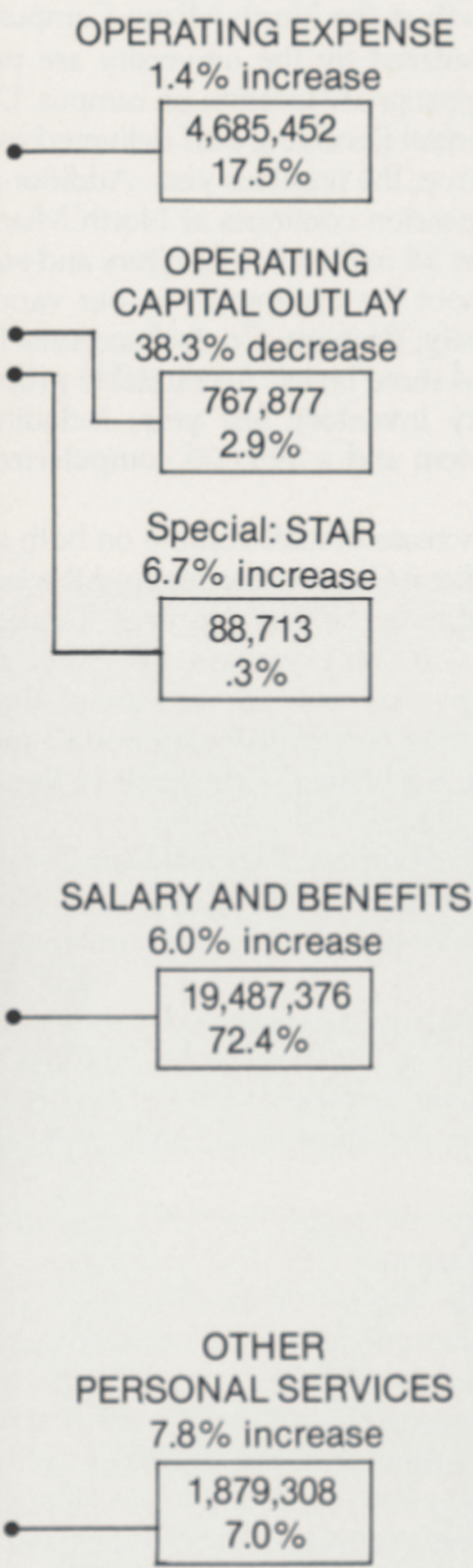
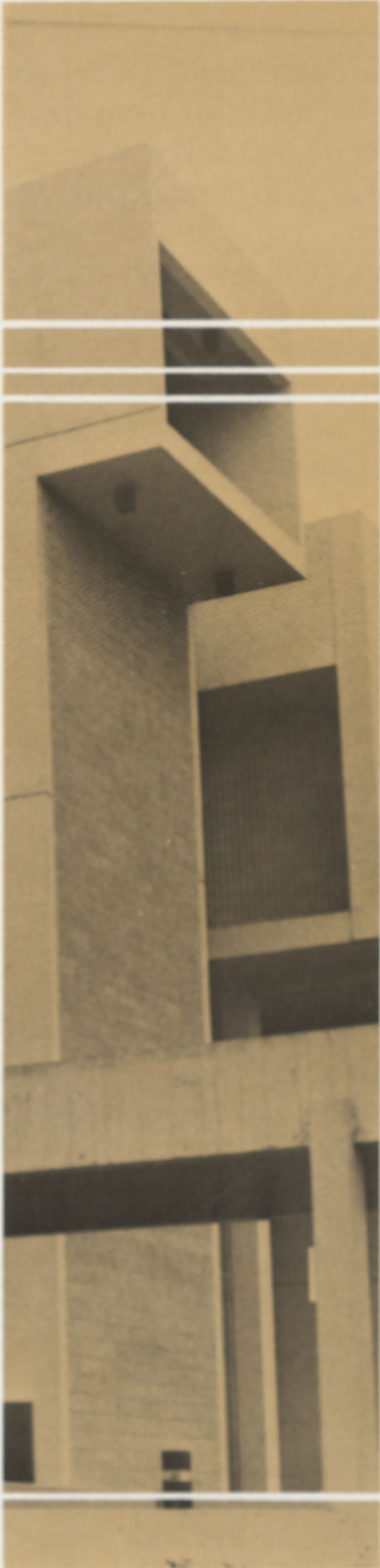


# BUDGET BY CATEGORY

Fig. 14

1978 - 79  
BUDGET

\$26,908,726  
2.1% increase





and centralization of these functions has improved operations and increased workload capacity without additional staff.

Within the general Purchasing operation, reassignment of additional staff to data entry functions and improved computer systems contributed to the department's ability to process the 16,500 requisitions it received during the year, a 24 percent increase over the previous year. Approximately 60 percent of that increase was associated with the continuing development of the North Miami Campus.

Central Stores streamlined its operation during the year in order to handle a 30 percent increase in the number of requisitions processed and double the number of deliveries made. Much of this increased activity is the result of growth at the North Miami Campus.

All supplies and equipment ordered by the university are processed through Central Receiving and are then distributed to the appropriate location on campus. Deliveries range from electron microscopes to laboratory animals. Central Receiving staff delivered over 32,000 different items during the year, an increase of 15 percent over the previous year. Additional growth is anticipated as buildings are completed next year and expansion continues at North Miami.

Property Control monitors over \$8 million in a furniture and equipment inventory that is located on the two campuses and throughout the community in our various centers and institutes. Within the 220 departments of the university, Property Control accounts for more than 15,000 tagged items, including 68 motor vehicles and three boats. Accountable property valued at more than \$1.5 million was added to the university inventory last year, including two \$30,000 electron microscopes, a \$68,000 hydraulic test system and a \$98,000 computerized library book checkout system.

Campus Mail saw a marked increase in mail volume on both campuses despite the continued increase of mail costs. The North Miami Campus experienced the largest increase, nearly four times the volume of mail sent and received over the previous year. Tamiami mail increased approximately 10 percent. A substantial increase was also experienced in inter-campus mail. In an effort to reduce mail costs, more effort is being expended to insure full use of the State University System Courier Service and to the pre-sorting of mail to insure the lowest postal rates. All mail is weighed and meter stamped to assure no excess postage is included. As a result of these steps, Campus Mail has been effective in containing the cost of mailing.

**SERDAC** is the acronym for the Southeast Regional Data Center. Founded in 1972 as the first regional data center within the State University System, it serves both campuses of Florida International University and Florida Atlantic University, and provides contractual services to Miami-Dade Community College and Barry College.

During 1977-78, SERDAC completed a long-range hardware plan that will include installation of a UNIVAC 1100/80 computer, a move which will bring SERDAC to the forefront of educational computing—not only within the state, but nationwide. Two additional interim equipment upgrades were implemented during the year, which provided additional capability as well as improving the stability of the system.

In anticipation of heavier involvement with the SUS Computer Network, SERDAC staff implemented a computer interface which permits the UNIVAC system to communicate with the other four regional data centers in the state. In view of the differences in the hardware used at the various centers, this interface may be a milestone for educational computing.

Another major activity centered around the planning, acquisition and installation of the Harris computer system, which was implemented to replace two existing remote job entry terminals and, at the same time, provide timesharing support to the Office of Institutional Research.

Next year will see considerable effort expended to develop and expand external use of SERDAC on a contractual basis. This external user support will be necessary if SERDAC is to deliver cost-effective service within the university. The planned equipment upgrade provides the opportunity to achieve an expanded and more economical base of operation.

To provide backup for SERDAC users and the University of Miami, both have agreed to help each other by providing support facilities to the other in the event of an emergency. This is a prime example of public/private cooperation for mutual benefit.



# 9

## 1978 Financial Statement

*Owa Ehan, Tamiami Campus*





## BALANCE SHEET - JUNE 30, 1978 With Comparative Figures for June 30, 1977

### ASSETS

CURRENT - UNRESTRICTED FUNDS:	CURRENT YEAR	PRIOR YEAR
Cash	\$1,818,508.11	\$2,422,061.08
(l) Investments	1,531,263.61	1,472,424.83
Accounts receivable	189,323.64	61,908.70
(2) Inventories	147,777.67	148,988.72
Due from other fund groups	65,690.36	103,816.60
Due from other SUS Universities		22,280.73
Deposits	108,636.89	90,182.09
Deferred Charges / prepaids	37,681.38	29,251.18
	<u>                    </u>	<u>                    </u>
<b>TOTAL CURRENT-UNRESTRICTED FUNDS</b>	<b>\$3,898,881.66</b>	<b>\$4,350,913.93</b>
	<u>                    </u>	<u>                    </u>

CURRENT-RESTRICTED FUNDS:		
Cash	\$ 117,080.93	\$ 334,607.31
(1) Investments	62,929.95	109,638.10
Accounts receivable	215,568.10	38,965.24
Due from other fund groups	8,358.15	5,000.49
	<u>                    </u>	<u>                    </u>
<b>TOTAL CURRENT-RESTRICTED FUNDS</b>	<b>403,937.13</b>	<b>488,211.14</b>
	<u>                    </u>	<u>                    </u>
<b>TOTAL CURRENT FUNDS</b>	<b>\$4,302,818.79</b>	<b>\$4,839,125.07</b>
	<u>                    </u>	<u>                    </u>

LOAN FUNDS:		
Cash	\$ 143,501.27	\$ 170,121.62
(l) Investments	20,000.00	
Accounts receivable	3.85	
(7) (13) Notes /mortgages receivable	2,577,796.88	1,965,652.89
Due from other fund groups		1,257.00
	<u>                    </u>	<u>                    </u>
<b>TOTAL LOANS FUNDS</b>	<b>\$2,741,302.00</b>	<b>\$2,137,031.51</b>
	<u>                    </u>	<u>                    </u>

See accompanying Summary of Significant Accounting Policies and Notes to Financial Statements



## LIABILITIES AND FUND BALANCES

CURRENT-UNRESTRICTED FUNDS:	CURRENT YEAR	PRIOR YEAR (16)
<b>LIABILITIES:</b>		
Accounts Payable	\$681,062.35	\$1,366,922.28
Due to other fund groups	8,358.15	4,601.93
Due to other SUS Universities	100,000.00	100,000.00
Due to depositors	1.00	1.00
Deferred credits	77,846.85	38,545.51
Total liabilities	<u>867,268.35</u>	<u>1,510,070.72</u>
<b>FUND BALANCE:</b>		
Reserve for encumbrances	731,636.93	720,160.43
Unrestricted fund balance	2,299,976.38	2,120,682.78
Total fund balance	<u>3,031,613.31</u>	<u>2,840,843.21</u>
<b>TOTAL CURRENT-UNRESTRICTED FUNDS</b>	<u><u>\$3,898,881.66</u></u>	<u><u>\$4,350,913.93</u></u>

## CURRENT-RESTRICTED FUNDS:

<b>LIABILITIES:</b>		
Account Payable	\$ 85,661.93	\$ 117,672.59
Due to other fund groups	1,744.70	25,182.56
Due to other SUS Universities	13,605.61	4,319.60
Total liabilities	<u>101,012.24</u>	<u>147,174.75</u>
<b>FUND BALANCE:</b>		
Reserve for encumbrances	9,940.55	6,739.12
Restricted fund balance	292,984.34	334,297.27
Total fund balance	<u>302,924.89</u>	<u>341,036.39</u>
<b>TOTAL-CURRENT-RESTRICTED FUNDS</b>	<u>403,937.13</u>	<u>488,211.14</u>
<b>TOTAL CURRENT FUNDS</b>	<u><u>\$4,302,818.79</u></u>	<u><u>\$4,839,125.07</u></u>

## LOAN FUNDS:

<b>LIABILITIES:</b>		
Accounts Payable	\$327.53	
Due to other fund groups		11,216.00
Total liabilities	<u>327.53</u>	<u>11,216.00</u>
<b>FUND BALANCE:</b>		
Federal Govt. grants refundable	2,756,627.70	2,092,213.70
Contributed capital	498,406.00	367,768.72
Restricted fund balance	(514,059.23)	(334,166.91)
Total fund balance	<u>2,740,974.47</u>	<u>2,125,815.51</u>
<b>TOTAL LOANS FUNDS</b>	<u><u>\$2,741,302.00</u></u>	<u><u>\$2,137,031.51</u></u>



## BALANCE SHEET - JUNE 30, 1978 With Comparative Figures for June 30, 1977

### ASSETS

ENDOWMENT FUNDS:	CURRENT YEAR	PRIOR YEAR
Cash	\$ 71.92	\$ 81.04
(I) Investments	49,918.96	49,923.90
Accounts receivable	<u>828.65</u>	<u>434.75</u>
<b>TOTAL ENDOWMENT FUNDS</b>	<b>\$ <u>50,819.53</u></b>	<b>\$ <u>50,439.69</u></b>

PLANT FUNDS:		
(1) UNEXPENDED:		
Cash	\$35,059.27	\$ 49,546.43
(I) Investments	23,999.73	364.13
Accounts receivable	244.80	-0-
Due from other fund groups	-0-	370.91
Construction in progress	<u>37,809.00</u>	<u>-0-</u>
<b>TOTAL UNEXPENDED PLANT FUNDS</b>	<b>\$ <u>97,112.80</u></b>	<b>\$ <u>50,281.47</u></b>

RETIREMENT OF INDEBTEDNESS PLANT FUNDS:		
Cash	\$ 4,141.06	\$ 18,978.63
(I) Investments	519,323.58	566,671.42
Accounts receivable	8,136.92	11,709.08
Due from other funds	<u>                    </u>	<u>501.85</u>
<b>TOTAL RETIREMENT OF INDEBTEDNESS PLANT FUNDS</b>	<b>\$ <u>531,601.56</u></b>	<b>\$ <u>597,860.98</u></b>

See accompanying Summary of Significant Accounting Policies and Notes to Financial Statements



**LIABILITIES AND FUND BALANCES**

<b>ENDOWMENT FUNDS:</b>	<b>CURRENT YEAR</b>	<b>PRIOR YEAR (16)</b>
<b>LIABILITIES:</b>		
Due to other fund groups		4.94
Total liabilities	<u>-0-</u>	<u>4.94</u>
<b>FUND BALANCE:</b>		
Restricted fund balance	50,819.53	50,434.75
Total fund balance	<u>50,819.53</u>	<u>50,434.75</u>
<b>TOTAL ENDOWMENT FUNDS</b>	<u><u>\$50,819.53</u></u>	<u><u>\$50,439.69</u></u>

<b>PLANT FUNDS:</b>		
<b>UNEXPENDED:</b>		
<b>LIABILITIES:</b>		
Accounts Payable		\$17,059.53
Total liabilities	<u>-0-</u>	<u>17,059.53</u>
<b>FUND BALANCE:</b>		
Reserve for encumbrances	53,868.00	6,365.77
Restricted fund balance	43,244.80	26,856.17
Total fund balance	<u>97,112.80</u>	<u>33,221.94</u>
<b>TOTAL UNEXPENDED PLANT FUNDS</b>	<u><u>\$97,112.80</u></u>	<u><u>\$50,281.47</u></u>

<b>RETIREMENT OF INDEBTEDNESS PLANT FUND:</b>		
<b>LIABILITIES:</b>		
Due to other fund groups		14,789.13
Deferred credits		12,256.95
Total liabilities	<u>-0-</u>	<u>27,046.08</u>
<b>FUND BALANCE:</b>		
Unrestricted fund balance	426,601.56	355,814.90
Restricted fund balance	105,000.00	215,000.00
Total fund balance	<u>531,601.56</u>	<u>570,814.90</u>
<b>TOTAL RETIREMENT OF INDEBTEDNESS PLANT FUNDS</b>	<u><u>\$531,601.56</u></u>	<u><u>\$597,860.98</u></u>



**BALANCE SHEET - JUNE 30, 1978** With Comparative Figures for June 30, 1977

**ASSETS**

INVESTMENTS IN PLANT FUNDS:	CURRENT YEAR	PRIOR YEAR
<b>ASSETS:</b>		
(11) (12) Investment in plant:		
(10) Land	\$7,467,521.96	\$7,467,521.96
Land improvement	1,642,838.20	1,562,695.11
Buildings	35,019,407.91	34,037,159.68
(3) Equipment	8,592,954.30	6,830,750.99
(14) Library Books	5,651,262.27	4,363,432.09
	<hr/>	<hr/>
<b>TOTAL INVESTMENTS, IN PLANT FUNDS</b>	<b>\$58,373,984.64</b>	<b>\$54,261,559.83</b>
	<hr/>	<hr/>
<b>TOTAL PLANT FUNDS</b>	<b>\$59,002,699.00</b>	<b>\$54,909,702.28</b>
	<hr/> <hr/>	<hr/> <hr/>

**AGENCY FUNDS:**

<b>ASSETS:</b>		
Cash	\$ 210,892.98	\$ 365,880.17
(l) Investments	6,000.00	31,990.96
Accounts receivable	49,317.16	48,448.19
Due from other SUS Universities		601.26
	<hr/>	<hr/>
<b>TOTAL AGENCY FUNDS</b>	<b>\$266,210.14</b>	<b>\$ 446,920.58</b>
	<hr/> <hr/>	<hr/> <hr/>

See accompanying Summary of Significant Accounting Policies and Notes to Financial Statements



**LIABILITIES AND FUND BALANCES**

<b>CURRENT-UNRESTRICTED FUNDS:</b>	<b>CURRENT YEAR</b>	<b>PRIOR YEAR (16)</b>
<b>LIABILITIES:</b>		
Long term installment purchase	\$1,056,314.57	\$ 215,000.00
Total liabilities	<u>1,056,314.57</u>	<u>215,000.00</u>
<b>FUND BALANCE:</b>		
New investment in plant	57,317,670.07	54,046,559.83
Total fund balance	<u>57,317,670.07</u>	<u>54,046,559.83</u>
<b>TOTAL INVESTMENTS IN PLAN FUNDS</b>	<u>\$58,373,984.64</u>	<u>\$54,261,559.83</u>
<b>TOTAL PLANT FUNDS</b>	<u><u>\$59,002,699.00</u></u>	<u><u>\$54,909,702.28</u></u>

**CURRENT-UNRESTRICTED FUNDS:**

<b>LIABILITIES:</b>		
Accounts Payable	\$ 4,894.97	\$ 14,763.20
Due to other fund groups	63,945.66	55,152.29
Due to other SUS Universities	72,707.87	94,122.90
Due to depositors	124,661.64	282,882.19
Total liabilities	<u>266,210.14</u>	<u>446,920.58</u>
 <b>TOTAL AGENCY FUND:</b>	 <u><u>266,210.14</u></u>	 <u><u>446,920.58</u></u>



## STATEMENT OF CHANGES IN FUND BALANCES - JUNE 30, 1978

	CURRENT FUNDS	
	UNRESTRICTED	RESTRICTED
<b>REVENUES AND OTHER ADDITIONS</b>		
Educational and General Revenue	27,830,322.87	384,661.69
Auxiliary Enterprises Revenue	600,872.33	
Governmental Grants and Contracts		2,008,752.79
Private Gifts, Grants and Contracts		206,910.50
Investment Income	40,163.86	
Federal Government Advances		
Interest on Loans Receivable		
Expended for Plant Facilities		
Revenues for Retirement of Indebtedness		
<b>TOTAL REVENUES AND OTHER ADDITIONS</b>	28,471,359.06	2,600,324.98
<b>EXPENDITURES AND OTHER DEDUCTIONS</b>		
Educational and General Expenditures	27,227,002.37	2,777,349.06
Auxiliary Enterprises Expenditures	598,671.32	
Indirect Costs Recovered		65,400.02
Refunded to Grantors		28,423.77
Loan Cancellations and Write-Offs		
Administrative and Collection Cost		
Expended for Plant Facilities		
Retirement of Indebtedness		
Interest on Indebtedness		
Disposal of Plant Facilities		
Reversions - State Appropriations	49,422.83	
<b>TOTAL EXPENDITURES AND OTHER DEDUCTIONS</b>	27,875,096.52	2,871,172.85
<b>TRANSFERS AMONG FUNDS - ADDITIONS (DEDUCTIONS)</b>		
<b>MANDATORY:</b>		
Loan Fund Marching Grants	(123,243.00)	
Other Matching Requirements	(105,540.50)	105,540.50
Non Mandatory		
Interfund Transfer	(155,963.05)	95,520.19
<b>TOTAL TRANSFERS AMONG FUNDS</b>	(384,746.55)	201,060.69
<b>NET INCREASE/(DECREASE FOR THE YEAR</b>	211,515.99	(69,787.18)
<b>FUND BALANCE AT BEGINNING OF YEAR</b>	2,840,843.21	341,036.39
<b>FUND BALANCE ADJUSTMENTS</b>	(20,745.89)	31,675.68
<b>FUND BALANCE AT END OF YEAR</b>	3,031,613.31	302,924.89

See accompanying Summary of Significant Accounting Policies and Notes to Financial Statements



LOAN FUNDS	ENDOWMENT FUNDS	UNEXPENDED	PLANT FUNDS	
			RETIREMENT OF INDEBTEDNESS	INVESTMENT IN PLANT
			27,768.27	
2,663.18	2,988.00	244.80	35,173.40	
665,288.00				4,185,454.63
26,089.07		37,809.00		110,000.00
<u>694,040.25</u>	<u>2,988.00</u>	<u>38,053.80</u>	<u>62,941.67</u>	<u>4,295,454.63</u>
4,130.70				
1,140.00			115.17	
164,026.27		71,030.94	110,000.00	
10,477.47			10,427.50	73,029.82
<u>179,774.44</u>	<u>-0-</u>	<u>71,030.94</u>	<u>120,542.67</u>	<u>73,029.82</u>
123,243.00				
(33,816.98)	(2,608.98)	96,868.00		
<u>89,426.02</u>	<u>(2,608.16)</u>	<u>96,868.00</u>	<u>-0-</u>	<u>-0-</u>
603,691.83	379.84	63,890.86	(57,601.00)	4,222,424.81
2,125,815.51	50,434.75	33,221.94	570,814.90	54,046,559.83
11,467.13	4.94	-0-	18,387.66	(951,314.57)
<u>2,740,974.47</u>	<u>50,819.53</u>	<u>97,112.80</u>	<u>531,601.56</u>	<u>57,317,670.07</u>



**STATEMENT OF CURRENT FUNDS REVENUES, EXPENDITURES, AND OTHER CHANGES - JUNE 30, 1978**

DESCRIPTION	CURRENT YEAR			PRIOR YEAR
	UNRESTRICTED	RESTRICTED	TOTAL	TOTAL
<b>REVENUES:</b>				
Educational and General:				
Student Tuition and Fees	1,402,955.32	12,469.50	1,415,424.82	942,365.48
Gov. Appropriations-State	26,359,578.00		26,442,735.00	21,155,362.10
Grants, Contracts and				
Gifts - Governmental		2,546,133.39	2,546,133.39	1,919,493.26
Grants, Contracts and Gifts-				
Private		275,030.98	275,030.98	406,446.87
Other Sources:				
Investment Income	28,404.21	1,301.08	29,705.29	4,367.99
Other	40,111.11	7,814.13	47,925.24	38,076.03
Total Educational and General	<u>27,831,048.64</u>	<u>2,842,749.08</u>	<u>30,756,954.72</u>	<u>24,466,111.73</u>
Auxiliary Enterprises				
Sales and Services-Operations	600,872.33		600,872.33	506,924.96
Students Fees	39,438.09		39,438.09	11,741.83
Total Auxiliary Services	<u>640,310.42</u>	<u>-0-</u>	<u>640,310.42</u>	<u>518,666.79</u>
<b>TOTAL CURRENT REVENUES</b>	<u>28,471,359.06</u>	<u>2,842,749.08</u>	<u>31,397,265.14</u>	<u>24,984,778.52</u>
<b>EXPENDITURES AND MANDATORY TRANSFERS:</b>				
Educational and General				
Instructions	10,737,178.20	549,756.26	11,286,934.46	8,950,493.75
Research	37,383.88	254,666.21	292,050.09	204,299.84
Public Service	1,145,649.17	862,567.03	2,008,216.20	1,548,391.77
Academic Support	4,846,332.75	193,936.80	5,040,269.55	4,450,654.65
Student Services	1,484,346.88		1,484,346.88	1,006,208.38
Institutional Support	5,006,964.42	492,189.27	5,499,153.69	3,329,087.16
Operation / Maintenance of Plant	3,968,207.07		3,968,207.07	3,019,099.19
Scholarships and Fellowships		489,633.51	489,633.51	525,439.28
Transfers to Other Universities	940.00		940.00	450.00
Educational and Gen. Expenditures	<u>27,227,002.37</u>	<u>2,842,749.08</u>	<u>30,069,751.45</u>	<u>23,034,124.02</u>
Mandatory Transfers for:				
Loan Fund Matching Grant	123,243.00		123,243.00	65,064.00
Other Matching Requirements	103,377.22	(105,540.50)	(2,163.28)	(1,796.21)
Total Education and General	<u>27,453,622.59</u>	<u>2,737,208.58</u>	<u>30,190,831.17</u>	<u>23,097,391.81</u>

Continued on next page



DESCRIPTION	UNRESTRICTED	CURRENT YEAR		PRIOR YEAR
		RESTRICTED	TOTAL	TOTAL
Auxiliary Enterprises:				
Expenditures	598,671.32	-0-	598,671.32	883,688.42
Mandatory Transfers for:				
Principal and Interest	2,163.28	-0-	2,163.28	1,796.21
Total Auxiliary Enterprises	600,834.60	-0-	600,834.60	885,484.63
Reversions-State Prropriations	49,422.83	-0-	49,422.83	338,943.77
<b>TOTAL EXPENDITURES, MANDATORY TRANSFERS AND REVERSIONS</b>	<u>28,103,880.02</u>	<u>2,737,208.58</u>	<u>30,841,088.60</u>	<u>24,321,820.21</u>
<b>OTHER TRANSFERS AND ADDITIONS</b>				
(Deductions):				
Excess of Restricted Receipts over				
Transfers to Revenues		(242,424.10)	(242,424.10)	(18,048.26)
Refunded to Grantors		(28,423.77)	(28,423.77)	(13,304.61)
Non-mandatory Transfer	(155,963.05)	95,520.19	(60,442.86)	35,220.81
Total other transfers	(155,963.05)	(175,327.68)	(331,290.73)	3,867.94
<b>NET INCREASE (DECREASE) IN FUNDS BALANCE</b>	<u>211,515.99</u>	<u>(69,787.18)</u>	<u>224,885.81</u>	<u>666,826.25</u>

See accompanying Summary of Significant Accounting Policies and Notes to Financial Statements



# SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

JUNE 30, 1978

The significant accounting policies followed by Florida International University are described below to enhance the usefulness of financial statements.

## Reporting Entity

Although the university is considered a separate entity for financial reporting purposes, it is a part of the State University System and accordingly is governed, regulated and coordinated by the Department of Education, Board of Regents, and is subject to the general supervision of the State Board of Education. The President is responsible for the management of the university, but is under the general direction and control of the Chancellor of the State University System who has ultimate responsibility for administering the policies prescribed by the Board of Regents.

Although one of the primary obligations of reporting is to account for resources received and used, there are several instances where university resources are accounted for and reported by other entities:

For example:

Unexpended plant funds which are committed to university construction financed from statewide sources are accounted for and reported by the Board of Regents. When such construction projects are completed, they are included in the university's Investment in Plant Fund.

The university's fund raising program is accounted for and reported by a private non-profit organization which is a separate legal entity. This organization is the Florida International University Foundation, Inc.

## Basis of Accounting

The university's fiscal and accounting operations were essentially structured around the recommendations of the National Association of College and University Business Officers, constituting generally recognized accounting principles, as published under the title of **College and University Business Administration, Administrative Service**. Financial statements were prepared in accordance with instructions provided by the Board of Regents.

Financial statements for the current funds have been prepared on the accrual basis of accounting; however, depreciation of fixed assets is not recognized.

The statement of current funds, revenues, expenditures and other changes is a statement of financial activities of current funds related to the current reporting period. It does not purport to present the results of operations or the net income or loss for the period as would a statement of income or a statement of revenues and expenses.

To the extent that the current funds are used to finance plant assets, the amounts so provided are accounted for as (1) expenditures, in the case of normal replacement of movable equipment and library books; (2) mandatory transfers, in the case of required provisions for debt amortization and interest; and (3) as transfers of nonmandatory nature for all other cases.

Financial statements of the loan funds, endowment fund, plant fund, and agency funds have been prepared on the accrual basis of accounting. Notes receivable from students are reported in the loan funds at net value. An estimate of the amount of uncollectible loans is shown in the notes to the financial statements.



The balance sheet, as noted above, includes accruals, deferrals and accounts payable, except for accumulated depreciation. The reserve for encumbrances portion of the fund balance is a presentation of purchase commitments for which the merchandise or services have not been received.

Inventories have been categorized into the following two types:

- A. Departmental Inventory - those inventories maintained by departments and not available for resale. Departmental inventories are comprised of such items as classroom and laboratory supplies, teaching material and office supply items, which are consumed in the teaching/work process. These inventories are normally expensed at the time of purchase and therefore are not reflected on the balance sheet.
- B. Merchandising Inventory - those inventories maintained which are available for resale and are not expensed at the time of purchase. These inventories are reflected on the balance sheet and the methods of inventory valuation are footnoted in the notes to the financial statement.

Library books reported on the balance sheet have been valued at cost, except for those books received as contributions, which have been valued at fair market value at the date of acquisition.

Due to the appropriation process in which salaries for Summer Quarter are not appropriated until the new fiscal year, the university elects not to recognize salaries of Summer Quarter faculty as a liability in the current year but prefers to treat them as deferred charges. The following tabulation summarizes those salary costs:

<u>Fund</u>	<u>Regular Faculty</u>	<u>Adjunct Faculty</u>	<u>Total</u>
Unrestricted-current	\$116,615	\$7,119	\$123,734

### Fund Accounting

In order to ensure observance of limitations and restrictions placed on the use of the resources available to the university, the financial records and accounts are maintained in accordance with the principles of "fund accounting." This is the procedure by which resources for various purposes are classified for accounting and reporting purposes into funds that are in accordance with activities or objectives specified. Separate accounts are maintained for each fund; however, in the accompanying financial statements, funds that have similar characteristics have been combined into fund groups. Accordingly, all financial transactions have been recorded and reported by one of the following fund groups:

**Current Funds.** This fund group includes those economic resources of the university which are expendable for operational purposes in performing the primary objectives of the University. Resources restricted by donors or other outside agencies for specific current operating purposes are reported as restricted current funds.

**Loan Funds.** This fund group consists of loans to students and of resources available for such purposes. The terms of the loan agreements usually specify that the money operates on a revolving basis, i.e., repayments of principal and interest are loaned to other individuals.

**Endowment Fund.** This is a quasi-endowment fund which may be expended at the discretion of the university. The university has decided that the principal is to remain inviolate and any earnings from the investment of the principal are to be expended for scholarships.

**Plant Funds.** This category represents three separate self-balancing fund groups for which separate accountability and reporting is required. These fund groups are as follows:



1. Unexpended plant funds to account for the unexpended resources received directly by the university from various sources to finance the acquisition of long-lasting plant assets and associated liabilities.
2. Retirement of indebtedness funds to account for the accumulation of resources received directly by the university for interest and principal payments and other debt service charges including contributions for sinking funds relating to plant fund indebtedness.
3. Investment in plant includes all long-lasting assets in the service of the university except for construction in progress, unless carried in the unexpended plant fund, as well as all associated liabilities.

**Agency Funds.** This fund group consists of funds held by the university as custodian or for others.

Ordinary income derived from investments, receivables, and inventories is accounted for in the fund owning such assets. All other unrestricted revenue is accounted for in the unrestricted current fund. Restricted gifts, grants and other restricted resources are accounted for in the appropriate restricted funds. Restricted current funds resources are reported as revenue to the extent that such funds were expended.

#### **Other Significant Accounting Policies**

Other significant accounting policies are set forth in the financial statements and notes thereto.

#### *North Miami Campus*





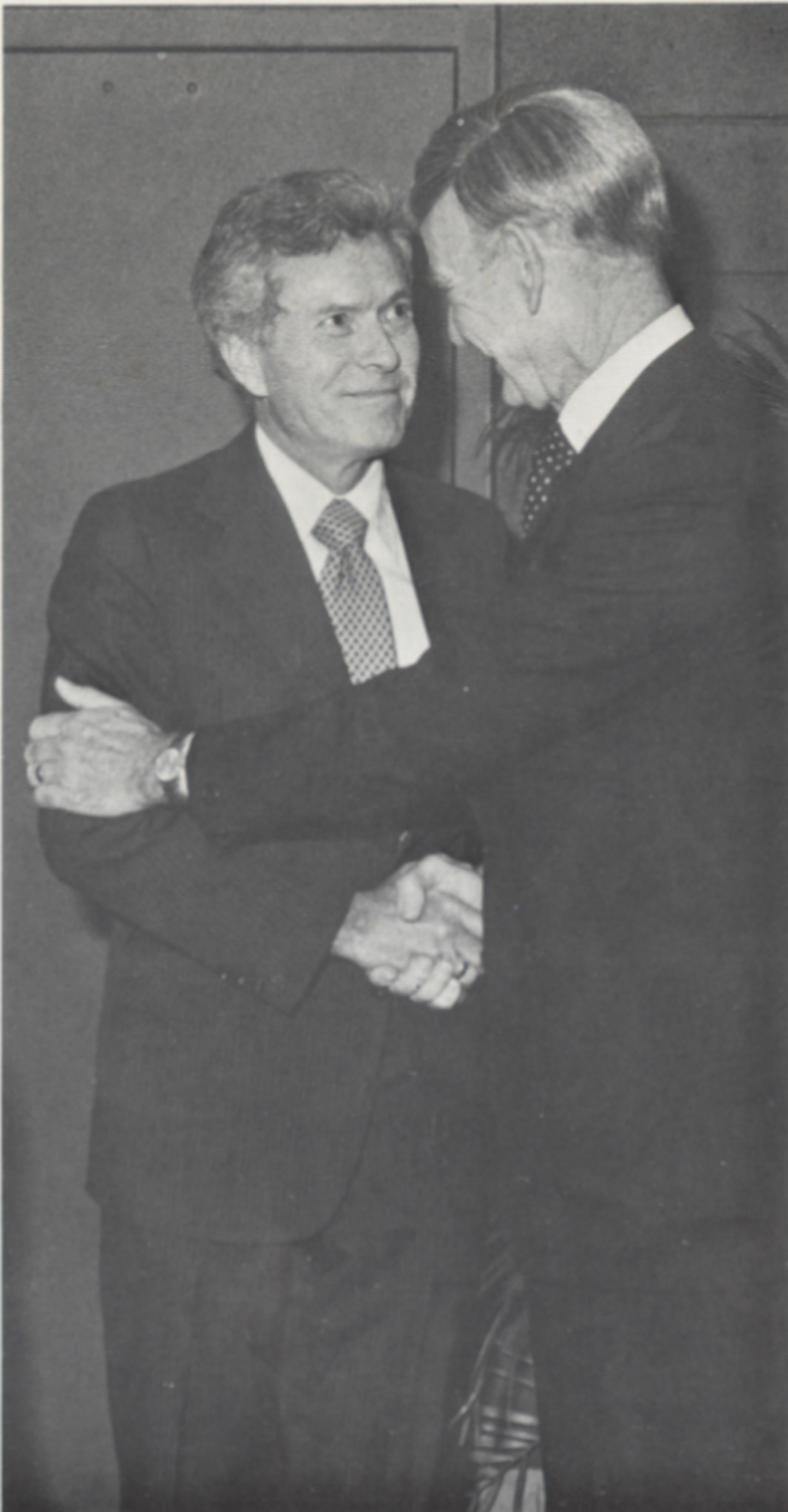
## NOTES TO FINANCIAL STATEMENTS

JUNE 30, 1978

1. Investments were made through the State Board of Administration in accordance with the provisions of Section 215.49, Florida Statutes. Investments consisted of U.S. Treasury Bills. The investments are recorded at cost; however, the difference between market value and the cost of investments is negligible.
2. Inventories are valued on the basis of a moving average cost.
3. Physical Plant and equipment are recorded at cost at date of acquisition or at appraised value at date received in the case of gifts or purchases from the state's Division of Surplus Property. Some items of equipment purchased from the Division of Surplus Property have title restrictions. Depreciation on physical plant and equipment is not recorded.
4. Employees of the university participate in retirement plans of the State, administered by the Department of Administration, Division of Retirement. Employee's attendance and leave regulations make provisions for the granting of a specified number of days leave with pay each year. The amount of leave earned but not taken as of June 30, 1978, is not recorded on the balance sheet; however, records are maintained for each employee showing the number of days leave accrued.
5. Incidental Trust Fund collections are remitted directly to the State Treasury on behalf of the Board of Regents.
6. The financial statements do not include the financial position or the results of operation of Florida International University Foundation, Inc., which operates on behalf of the university, but is a separate legal entity.
7. The amount of uncollectible notes receivable from student loans is estimated to be \$429,833.03. The estimate was made by using cumulative delinquent reports as provided by Wachovia Services, Inc., and application of percentages from prior year aging experience. Notes receivable are shown as net after allowance for uncollectible notes receivable.
8. The amounts reported in the Retirement of Indebtedness Fund balance sheet includes cash of \$612.22 and investments of \$112,136.32 held in escrow by the State Board of Administration.
9. Debt service, investments, and other activity of the Florida International University Improvement Bonds have been included in the exhibits. These bonds are under a lease-purchase agreement executed by the Board of Regents, with the university having the responsibility of generating other revenue for the payment of rent to the State Board of Administration. Total disclosure for these bonds is shown in this report even though the State Board of Administration is ultimately responsible for managing and reporting the Debt Service Fund. The university is required to remit annually as rental payments from activity and service fees and other available sources an amount equal to the annual debt service on the bonds. Total interest due to maturity on these bonds is \$5,092.50.
10. Land has been donated for use by the university. The amount shown is the assessed value at the time of donation.
11. The amounts shown for investment in plant do not include construction in progress funded from a centralized Construction Trust Fund reported by the Board of Regents.
12. Florida International University and the Board of Regents are custodians of the land and buildings; actual title is in the name of the Trustees of the Internal Improvement Trust Fund of the State of Florida.
13. Loan cancellations and write-offs equal the amounts that will be submitted to the Board of Regents for bad debt expense. Final approval of this and all bad debt expenses are not final until approval by the Board of Regents.
14. Library books are shown at net after an allowance for unreturned books. The method used for calculating this allowance is by using the average price of library books multiplied by the number of unreturned volumes.
15. The restricted fund balance of the loan funds consists of accumulated interest received on loans, and administrative expense, loan cancellations and bad debt expense on federal loans for which responsibility has not yet been established.
16. Prior year comparative figures for June 30, 1977, have been adjusted to agree with the Legislative Auditor's Preliminary Audit Finding.



## Foreword



Even as this chapter of the university's history comes to a close, the next chapter is being written. In effect, these closing remarks comprise the foreword for a new phase in the development of this young institution.

Dr. Gregory Baker Wolfe has been appointed the third president of Florida International University.

May the chapters written under his leadership tell the history of the maturing seeds planted and nourished during the university's first decade.



**FLORIDA INTERNATIONAL UNIVERSITY FOUNDATION, INC.  
BOARD OF TRUSTEES**

---

**Ronald G. Arrowsmith**  
Vice President for Administrative  
Affairs  
Florida International University

**John R. Benbow**  
Chairman of the Board  
Barnett Bank of Miami

**Allen M. Bernkrant**  
President  
Southern Gun Distributors

**Elaine Bloom**

**Robert L. Bowlby**  
President  
Alcoa Inter-America, Inc.

**James B. Byrne**  
Medical Director — Florida  
Southern Bell Telephone and  
Telegraph Company

**Ralph E. Cades**

**Robert O. Collins**  
Brown, Malman, Salmon, Murphy  
and Collins

**Murray H. Dubbin**  
Dubbin, Schiff, Berkman and  
Dubbin

**Catherine H. Fahringer**  
Senior Vice President and Secretary  
Dade Federal Savings and Loan  
Association

**David Fincher**  
President  
Fincher's Inc. — Investigative  
Agency

**Harold Gaines**  
Owner  
Holiday Inn of Coral Gables —  
Downtown

**Samuel J. Gillott**  
Vice President  
Washington Federal Savings and  
Loan Association of Miami Beach

**Stanley J. Glaser**  
President  
Seacoast Appliance Distributors,  
Inc.

**Arthur R. Hallgren**  
First Vice President  
Florida AFL-CIO

**J. Ernest Hartz, Jr.**  
Senior Vice President —  
Administration and Secretary  
Southeast Banking Corporation

**Lawrence V. Hastings**  
Hastings and Goldman, Attys.

**Florence Hecht**  
Flagler Kennel Club

**J. Edward Houston**  
Chairman of Board  
Barnett Bank of Broward

**J. Stephen Hudson**  
Chairman of the Board and Chief  
Executive Officer  
Flagship National Bank of Miami

**Dewey Knight**  
Assistant to the County Manager  
Metropolitan Dade County Florida

**William M. Lehman, Jr.**  
William Lehman Buick, Inc.

**Thomas D. Lumpkin**  
Consultant

**H. Calvin Minor**  
Vice President  
Texaco, Inc.

**Nicholas H. Morley**  
Chairman of the Board  
Interterra Developers Limited

**Ricardo Nunez-Portuondo**  
President  
Central Investment Trust  
Corporation

**W. James Orovitz**  
Developer

**David L. Perlman**  
President  
Automatic Data Processing South,  
Inc.

**Earl W. Powell**  
Managing Partner  
Peat, Marwick, Mitchell & Co.

**Blanka Rosenstiel**  
President  
The American Institute of Polish  
Culture

**E. Christian Schoenleb**  
Group Vice President — Marketing  
Burger King

**Terry L. Spence**  
Dean, University Relations and  
Development  
Florida International University

**Joseph Stefan**  
Interterra, Inc.

**Paul J. Vaughan**  
President  
Vader, Inc.

**Jack J. Weiss**  
Attorney

**Armer E. White**  
Armer E. White, Inc.

**Gregory B. Wolfe**  
President  
Florida International University

**Richard E. Wolfson**  
Executive Vice President  
Wometco Enterprises, Inc.

#### **TRUSTEES EMERITUS**

**John K. Aurell**  
Mahoney, Hadlow & Adams

**Jordan Davidson**

**Victor I. Eber**  
Certified Public Accountant

**Leon J. Ell**

**Gui L.P. Govaert**  
President  
Belgo International of Florida, Inc.

**Jay Janis**  
Department of Housing and Urban  
Development  
Office of the Secretary

**Lester R. Johnson, Jr.**  
President  
Johnson Insurance Agency, Inc.

**Dave W. Schornstein**  
President  
Dow Chemical Pacific Limited  
**Thomas L. Wolfe**  
Shutts and Bowen

**Sonny Wright**  
President  
University Real Estate, Inc.

**Charles J. Zwick**  
President  
Southeast Banking Corporation



