



**FLORIDA INTERNATIONAL UNIVERSITY  
BOARD OF TRUSTEES  
ACADEMIC POLICY AND STUDENT AFFAIRS COMMITTEE  
MINUTES  
NOVEMBER 2, 2018**

**1. Call to Order and Chair's Remarks**

The Florida International University Board of Trustees' Academic Policy and Student Affairs Committee meeting was called to order by Committee Chair Cesar L. Alvarez at 2:36 p.m. on Friday, November 2, 2018, at the Modesto A. Maidique Campus, Graham Center room 355.

Committee Chair Alvarez welcomed all Trustees and University faculty and staff to the meeting.

General Counsel Carlos B. Castillo conducted roll call of the Academic Policy and Student Affairs Committee members and verified a quorum. Present were Cesar L. Alvarez, *Chair*; Dean C. Colson; Michael G. Joseph (*participated telephonically*); Joerg Reinhold; Sabrina L. Rosell; and Marc D. Sarnoff. Trustee Natasha Lowell, *Vice Chair*, arrived after roll call.

Board Vice Chair Jose J. Armas was excused.

Trustees Leonard Boord, Gerald C. Grant, Jr., and Rogelio Tovar, and University President Mark B. Rosenberg were also in attendance. Board Chair Puig participated telephonically.

**2. Discussion Item**

**AP1. FIU Strategic Plan 2025**

University President Mark B. Rosenberg explained that meeting together with monthly update meetings serve as a means to engage the Board of Trustees in the strategic planning process.

Provost and Executive Vice President Kenneth G. Furton provided an update on actual and projected enrollment by category. Trustee Dean C. Colson expressed the concern of the Chair of the Board of Governors' regarding enrollment growth and requested information on the adjunct faculty costs needed in order to support the projected growth. In response to Trustee Colson's inquiry regarding space needs, Provost Furton stated that the strategic planning committees are looking at enrollment projections and final data, adding that an additional 4,200 square feet of space would be needed in order to accommodate 4,000 incoming students. Provost Furton noted that the adjunct faculty costs would be finalized based on the final projections.

Trustee Michael G. Joseph inquired on the revenues and expenditures by academic unit, requesting an analysis that detailed which units are supporting or subsidizing.

Trustee Leonard Boord made several inquiries with respect to financial information in terms of enrollment projections, return on investment for dual enrollment, and administrative overhead.

Committee Chair Alvarez requested a comparative analysis in terms of enrollment growth and population growth.

President Rosenberg explained that from a strategic perspective, direction for growth is critical, adding that the Board's strategic understanding of the University's responsibility to the community in terms of graduate education and just-in-time education, which will be the standard for the workforce, has gained significant importance. He indicated that the number of traditional students graduating will plateau by 2027, stating that the growth in adult learners returning to complete their degree or advance their skills is predicted to grow exponentially.

Senior Vice President and Chief Financial Officer Kenneth A. Jessell presented a detailed overview of the expenditures for the 2018-19 academic year, and the University's operating budget history from FY 2005-06 through FY 2018-19. Sr. VP and CFO Jessell delineated the five-year capital improvement plan and legislative budget requests from FY 2019-20 through FY 2023-24 and stated that currently students are opting for less debt in terms of student loans than they did in 2012-13.

In response to Trustee Gerald C. Grant, Jr.'s comment regarding the growth of online education in terms of impacting space needs, Sr. VP and CFO Jessell stated that buildings and additional space are still needed to support the function of online programs.

Trustee Rogelio Tovar expressed his concern regarding deferred facilities maintenance and inquired as to the University's current efficiency levels.

Provost Furton presented the FIUNextHorizon2025 proposed goals. President Rosenberg added that given their importance to the University's funding, performance funding metrics must be embedded within the new strategic plan. Provost Furton added that the four pillars are centered around student success, preeminence, highest research, and expanded financial base. He then described each pillar and provided a detailed overview of the implementation workgroups, and noted that the workgroups meet on a weekly or bi-weekly basis with about half of the workgroup members being represented by faculty members.

Trustee Tovar stated that details on the strategies to achieve the proposed goals would be beneficial in terms of providing guidance. Senior Vice President for Academic and Student Affairs Elizabeth M. Bejar stated that the proposed strategic plan will be comprehensive, inclusive of strategies, budget implications, and return-on-investment.

Trustee Tovar requested year over year historical data for four-year graduation rates and made several inquiries relating to average cost per student and how that is measured, as well as the funding source that is being utilized to lower the average cost to the student.

In response to Trustee Tovar's inquiries, Provost Furton explained that the workgroups are collaborating on those questions.

Trustee Tovar requested comprehensive information relating to the data and strategies to achieve the proposed goals, in addition to the calculations and definitions used.

Trustee Boord mentioned that in order to maintain the same level of services to the demographic, a 1.9% ratio to the general population is needed. Trustee Boord then inquired as to the rationale driving the projected increase to 61,000 instead of an approximate 10% increase, which is represented by approximately 57,000. In response to Trustee Boord's inquiry, Provost Furton stated that the majority of the 4,000 online students are expected to be completer students, who are defined as adult learners who returned to complete their degrees after a break in their higher education pursuit. He added that completer students are one subset of the population that is projected to grow.

Trustee Boord made several data requests pertaining to online students in order to contrast traditional students with those who are considered completers, in addition to current and future projections in terms of completer enrollment.

President Rosenberg presented a historical perspective on state university funding prior to the recession, noting that the University reduced its operating budget by \$460 million in a period of three to four years. He added that the University's current finances are a function of a carefully developed strategy critically necessary to sustain programs and graduate students. In response to Trustee Tovar's request for definitions, President Rosenberg explained that definitions are included as part of the Accountability Plans that the Board approves annually.

Trustee Colson suggested that dual enrollment students be removed from enrollment projections, adding that with regards to preeminence, the University should review key programs and present data on how critical investments in said programs could result in positive impacts. He would like to see accountability built into the strategic plan.

Trustee Boord requested that the goals and related strategies be presented once the workgroups have concluded their work. Committee Chair Alvarez noted that Trustee Boord's request is the intention of the process.

Provost Furton stated that the strategic planning committees have delineated numerous student success strategies, adding that the workgroups are now collaborating on their prioritization and that feedback from the Board would be welcome by the committees and workgroups.

Committee Chair Alvarez expressed his concern over a perception relating to recent graduates lacking soft skills and stated the importance of effective collaboration and possessing interpersonal skills.

Provost Furton added that the workgroup being led by Sr. VP Bejar is focused on the competencies that employers are looking for in terms of hiring candidates. Sr. VP Bejar shared that the

workgroups are currently in an exploratory phase and explained that new areas are being reviewed in terms of incorporating badging or upscaling and exploring ways to potentially convert the non-credit experience as to stackable credentials within the curriculum. She added that four competencies have been identified as the most critical: critical thinking; teamwork and collaboration; cultural agility; and oral/written communication. Sr. VP Bejar stated that the workgroups are delving into creative problem solving, entrepreneurship and innovation, leadership, resilience, empathy, systems thinking design, ethical decision making, and civic engagement. She provided further detail on stackable badges and micro-masters, as well as credit versus non-credit mechanisms and indicated that it is the University's responsibility to alumni and the community to reskill them with those competing paradigms.

Trustee Colson suggested that a discussion with the Board of Governors on badging could be beneficial.

Trustee Grant mentioned that soft skills are critical for professionals in today's workforce and related his personal experience, attributing his success in graduate school due to involvement in group dynamics and group presentations. He indicated that the quality of the student will improve once soft skills are incorporated within all educational levels.

President Rosenberg reported that the University is currently evaluating an approach that would ensure that soft skills and technical skills are embedded in the staff evaluation program, adding that professional staff is expected to take continuing education courses to demonstrate proficiency in said skills sets.

President Rosenberg asked for input from all the Trustees.

Trustee Joerg Reinhold provided positive feedback on the current progress in terms of the strategic plan, adding that there is value not only for the Board members, but also for the faculty to receive a higher level of data

Trustee Sabrina L. Rosell explained that the workgroups are developing strategies that are justified by research and best evidence, and noted that she is serving as one of the co-chairs for the committee focused on highest research.

Trustee Marc D. Sarnoff made several comments regarding the significance placed on performance funding and also inquired as to the University's current and future vision and aspirations. In response, Trustee Grant stated that as a state institution, performance based funding is critical and that in order to minimize the reliance on BOG funding, an expanded fundraising base is necessary.

Trustee Natasha Lowell made several requests in terms of definitions and a proforma for each metric, action plan items, strategies, and return-on-investment. She also requested that the chair of each workgroup present at a future Board meeting. Trustee Board requested that the Board review the top 10 recommendations from each workgroup in order to subsequently identify the top four priorities. He also made requests regarding definitions, context, costs associated with strategies, return on investment projections, and potential revenue.

**3. New Business** *(If Any)*

*No new business was raised.*

**4. Concluding Remarks and Adjournment**

With no other business, Committee Chair Cesar L. Alvarez adjourned the meeting of the Florida International University Board of Trustees Academic Policy and Student Affairs Committee meeting on Friday, November 2, 2018 at 5:06 pm.

*KS November 13, 2018*