



**FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES
WORKSHOP
MINUTES
OCTOBER 29, 2021**

Call to Order and Chair's Remarks

The Florida International University Board of Trustees' Workshop was called to order by Board Chair Dean C. Colson at 9:17 AM on Friday, October 29, 2021 at the FIU, Modesto A. Maidique Campus, Herbert and Nicole Wertheim Performing Arts Center Concert Hall and via Zoom.

General Counsel Carlos B. Castillo conducted roll call of the Florida International University Board of Trustees. Present were Dean C. Colson, *Board Chair*; Roger Tovar, *Board Vice Chair*; Jose J. Armas; Carlos Duart; Donna J. Hrinak (*joined after roll call; via Zoom*); Natasha Lowell (*joined after roll call*); Gene Prescott; Joerg Reinhold; Chanel T. Rowe; Alexander Rubido; and Carlos Trujillo (*via Zoom*).

Trustee Cesar L. Alvarez was excused.

Board Chair Colson welcomed Trustees and University administrators attending in-person and via the virtual environment. He indicated that Mr. Leonard Boord concluded his service on the Board in June and was succeeded by Trustee Carlos Duart, who was appointed by Governor DeSantis on October 22, 2021 for a term ending on January 6, 2025. Board Chair Colson commented that Trustee Duart is the founder and CEO of CDR Enterprises Inc. and its subsidiaries, served on the FIU Foundation Board of Directors from 2009-2017, and is a two-time FIU alumnus. Board Chair Colson explained that no action items would be voted on at the workshop, adding that the sessions would be for information purposes only. Chair Colson remarked on his plans to transition to a paperless agenda delivery system.

College of Communication, Architecture + The Arts (CARTA)

Refer to attachment for presentation slides, presenter bios, and handout(s).

Overview | CARTA

Unified in our mission, purpose, and approach to prepare diverse leaders with global perspectives

Presenter: Brian Schriener, Dean College of Communication, Architecture + The Arts (CARTA)

- **Three (3) schools**
 - School of Architecture
 - School of Communication + Journalism
 - School of Music

- **Seven (7) academic departments**
 - Department of Architecture
 - Department of Art + Art History
 - Department of Interior Architecture
 - Department of Landscape Architecture + Environmental Design
 - Department of Communication
 - Department of Journalism + Media
 - Department of Theatre
- The arts are a \$9.7B industry nationwide, or .3% of the nation's economy with a \$1.4B annual impact locally
- Questions asked regarding how arts, communication, and design disciplines are contributing to their respective colleges and universities goals and strategic priorities:
 - How do they fit in?
 - How are they leveraged?
- Questions asked regarding FIU's reasoning for housing three disciplines (Architecture, Communication + Journalism, and Music) in one college:
 - Why?
 - How have you been able to produce such positive impact results?
 - In terms of what many might consider disparate disciplines and professions that are traditionally standalone colleges or schools, how do you manage to work so well together?

CARTA at a glance

Presenter: Katie Rothfield, Assistant Dean of Students (CARTA); Associate Teaching Professor; Internship Coordinator for the Department of Interior Architecture

- 136 full-time faculty
- 148 adjunct/ professional faculty
- 18:1 student to faculty ratio
- Nearly 4,000 students from over 90 countries
- Retention rate exceeds 90%
- Six-year graduation rate is over 75%

Rankings, Reputation, and Visibility

Presenter: Marilyns Nepomechie, FAIA, DPACSA; Architect; Distinguished University Professor of Architecture; Associate Dean of Faculty and Program Development, CARTA

- FIU is ranked #1 producer of minority graduate degrees
- FIU is ranked top 20 in Design Intelligence

CARTA Ecosystems

Presenter: Dean Brian Schriener

- Teaching + Learning
- Innovation + Technology
- Careers + Entrepreneurship

Key Performance Indicators

Presenter: Katie Rothfield

Performances:

- Piece from Shakespeare's Taming of the Shrew by Department of Theatre students, Alex Camacho and Sofia Salgado, directed by Professor Philip Church
- Piece from junior trumpet performance major in the School of Music, Miguel Alba

Innovation + Technology

Presenter: Ebru Ozer, Associate Professor in the Department of Landscape Architecture + Environmental and Urban Design

- Lee Caplin Immersive Studio for Altered Reality (iSTAR)
- Video: Mr. Caplin, Founder and funder of iSTAR, and member of CARTA Dean's Leadership Advisory Board
- Volumetric capture of Provost and Executive Vice President Kenneth G. Furton and Cobra, COVID-19 certified detector dog

School of Architecture Robotics Lab

Presenter: Marilys Nepomechie

Video: Shahin Vassigh, Director, Robotics and Digital Fabrication Lab

Careers + Entrepreneurship

Presenter: Katie Rothfield

- IPAL – Integrated Path to Architectural Licensure

Video: Craig Aquart, AIA, NOMA, CSI, Managing Partner, MC Harry & Associates; Founder and Chairman, Black Architects in the Making (BAM); Director, AIA Miami Board

Ratcliffe | Art + Design Incubator

Presenter: Jacek Kolasinski, Founding Director of the Ratcliffe Incubator of Art + Design, CARTA; Associate Professor of Art at the Art + Art History Department

Video: Neil Ramsay, Research Associate Ratcliffe-in-Resident FIU Ratcliffe Art + Design Incubator

Pathways to Excellence

Pathway | School of Architecture

Presenter: Marilys Nepomechie

- Doctor of Design program
 - Low residency; high impact
 - One of only six in the nation; only one in Florida
- Video: Dr. Neil Leach, Director, Doctor of Design Program and Associate Professor of Architecture
- Video: Three (3) School of Architecture faculty members (Eric Goldenberg, Thomas Spiegelhalter, and Elisa Silva) exhibiting at the 2021 Venice Biennale

Pathway | MFA Visual Arts

Presenter: Jacek Kolasinski

Videos:

- David Y. Chang, Frost Professor of Art, Chair, Department of Art and Art History, and Director, Academy of Portrait + Figurative Art
- Dennis Scholl, President and CEO, Oolite Arts Award-winning Filmmaker

Pathway | School of Communication + Journalism

Presenter: Allan Richards, Professor, CARTA

Video: Sandy Sharp, Director, Strategic Partnerships and Initiatives, NBC Universal, NBCU Academy

Pathway | School of Music

Presenter: Karen Fuller, Director, School of Music

Announcement: Dr. and Mrs. Herbert Wertheim \$10M gift to the School of Music

Performance: FIU Concert Choir

Trustee Marc D. Sarnoff praised the opening night of FIU's 2021 Music Festival, which celebrated Cuban music.

Summary/Closing/Q&A

Presenter: Dean Brian Schrinier

Videos:

- Rick Tonkinson, MBA, MPA, CFP®, CLU, AIF®; President, Tonkinson Financial; Chair, CARTA Dean's Leadership Advisory Board
- CARTA collage

Board Chair Colson remarked on the MFA Visual Arts program, noting that the related requirements and investments should be quantified. In response to Board Chair Colson, Dean Schrinier described CARTA priorities, specifically the MFA program, interdisciplinary technologists, the Doctor of Design program, and advancing marketing efforts. Responding to Trustee Natasha Lowell, Dean Schrinier remarked that the curriculum has incorporated entrepreneurial opportunities for students and that the College pays close attention to the demand in the local South Florida economy where there is a need for work in using creative talents.

In response to Board Vice Chair Roger Tovar, Dean Schrinier explained that the Jewish Museum of Florida-FIU, the Patricia & Phillip Frost Art Museum, and the Wolfsonian-FIU report to Provost Furton. Board Vice Chair Tovar suggested that the University consider possible restructuring of reporting to CARTA as this may provide for enhanced collaboration. Provost Furton commented on ongoing discussions regarding a possible shared services model under the FIU brand. Trustee Marc D. Sarnoff mentioned that the taxation plan currently in Congress provides that art in public display will not be taxed. In response to Trustee Chanel T. Rowe, Associate Professor Kolasinski discussed CARTA's work with non-fungible tokens (NFT) and artificial intelligence. Trustee Lowell encouraged further utilization of museum space by students.

MacKenzie Scott and Dan Jewett \$40M gift to FIU

Refer to attachment for presentation slides and handout(s).

Provost Furton commented on student success improvements and rankings gains. He indicated that the \$40M gift from MacKenzie Scott and Dan Jewett can augment FIU's ascent in the Florida Board of Governors (BOG) Performance Based Funding (PBF) and *U.S. News & World Report* rankings. He pointed out that since the inception of PBF in 2014, FIU has coordinated more than 100 high-touch and high-tech tactics resulting in dramatic student success. He highlighted the Gateway to Graduation project, where FIU implemented empirically based teaching practices to transform how students are educated, adding that since its inception, nearly 27,000 more students have passed 22 gateway courses than would have at the 2013-14 passing rates. Provost Furton described the University's improvement in terms of PBF and described changes to PBF metric 9B, Six-Year Graduation Rate for Students who are Awarded a Pell Grant in their First Year. He mentioned the University's goal of achieving an 80% six-year Pell graduation rate, relating how this goal aligns with PBF metrics and *U.S. News & World Report* rankings.

Provost Furton presented the University's spending plan for the \$40M gift, noting that the proposed plan includes \$10M in a quasi-endowment and subsequently matching said endowment through fundraising. He added that over the next three and a half years, the University would expend \$30M, commenting that \$9M recurring incremental investments would be needed in order to achieve an 80% graduation rate for Pell students. He stated that by 2026, \$8M each year will be needed in order to maintain the initiatives, remarking that this could be achieved by annual fundraising, an endowment, use of institutional funds, or through a combination of the aforementioned. Provost Furton commented that by 2026, the University would reevaluate the effectiveness of the initiatives.

Senior Vice President for Academic and Student Affairs Elizabeth M. Bejar addressed the underlying principles for an annual investing strategy, specifically that the initial investment will seed and scale student success initiatives that are innovative and show promise, ensure accountability and measurement, and has the potential for matching gifts to provide support for pilot projects that are successful. She pointed out that the University remains committed to supporting students financially and academically using a holistic student-centered approach, noting that said approach is asset-based, employs high-tech and high-touch innovations, is coordinated and transparent, and is effective and efficient. In terms of the 80% Pell graduation rate goal, Sr. VP Bejar delineated program investments and outcomes.

Vice President for Development and Innovation Philanthropy George Corton highlighted four (4) alumni donors, Jose Pepe Badia, Ph.D. '19, Chad Moss '94, Malcom Butters, MS '83, and Carlos Sabater, CPA '81, who collectively have given over \$10M in student directed philanthropy. VP Corton commented on the First-Generation Scholarship, pointing out that while over 7,000 students qualify for said scholarship, the University is only able to support 900 of them. He remarked on the Truist Foundation's \$1.7M grant award to the FIU College of Business to establish a financial literacy program. He described the \$10M incentive campaign endowment model and the related 10-year cumulative impact.

Provost Furton commented on possible success indicators, specifically more than 2,000 additional students graduating per year, more than 1,000 additional students entering graduate programs, more

than doubling endowment portion of the gift to over \$20M, increasing operational support from philanthropic dollars, achieving a perfect score on PBF metric related to six-year Pell graduation rate, top-50 ranking in *U.S. News & World Report*, and #1 Social Mobility ranking in *U.S. News & World Report*.

In response to Board Chair Colson, Trustee Joerg Reinhold commented on his personal experience successfully transforming high student enrollment courses with high failure rates. Responding to Trustee Lowell, Sr. VP Bejar explained that talking points, regarding how the University is spending the \$40M gift, are being developed, and added that FIU is not only supporting its students, but also charting the path for research universities in the 21st century where students and faculty are working together to design the futures that they live in. Board Vice Chair Tovar commented that he was in agreement that the University needs to build the endowment, but stated that there are multiple ways to invest the funds. He urged the administration to consider the purpose of the gift, adding that if the administration determined that the endowment was the best path forward, then action should be taken swiftly in order to effectuate change as soon as possible. In response to Trustee Rowe, VP Corton explained that once-a-year reporting is no longer sufficient for the donors of today, commenting that the University understands the importance of good stewardship and communication. He indicated that the Board of Trustees can expect to receive a plan on the University's marketing strategy. University President Mark B. Rosenberg reiterated the University's focus on student success while also ensuring that eligible qualified students, regardless of income, have access to and graduate from FIU.

Athletics

Refer to attachment for presentation slides and handout(s).

Board Vice Chair Tovar explained that the session related to Athletics will provide a macro level view. President Rosenberg commented on the significance of athletics within American colleges and universities, adding that college athletics serves as the front porch of a university. He pointed out that even where there may be quality academic programs at an institution, intercollegiate athletics tends to receive a disproportionate amount of attention. He commented that intercollegiate athletics is a critically important element of identification and affinity to U.S. universities in particular.

Executive Director for Sports and Entertainment Pete Garcia mentioned that intercollegiate athletics unifies the University community. He remarked on FIU's ability to recruit internationally. He indicated that the National Collegiate Athletic Association (NCAA) requires a minimum of 16 sports teams, specifically six men's and six women's, and a representation of 50% women and 50% men. He explained that FIU has 17 total sports teams, stating that the football program is comprised of over 100 athletes and that in order to maintain the equilibrium of representation, FIU does not have other sports teams such as men's tennis and men's golf. Mr. Garcia presented an overview of the athletics department structure. He mentioned that, generally, college athletics departments are measured by the success of their respective football programs. He highlighted accomplishments in terms of sport teams' performance.

Senior Vice President for Administration and Chief Financial Officer Kenneth A. Jessell remarked that he and the President, as part of NCAA oversight compliance requirements, regularly review conference and NCAA data. He mentioned that the NCAA Clearinghouse publishes annually the

institutional performance report which provides a comparison within the conference and benchmarks against other conferences. He delineated FIU's reported operating budget under NCAA which is \$37.42M, specifically noting that the auxiliary budget totals \$33.3M and represents the local funds related to student fees, tickets sales, NCAA conference distributions, royalties, licensing, sponsorship, media and other revenues. He added that \$3.26M of said budget is comprised of direct institutional support and \$.86M in indirect institutional support.

Sr. VP and CFO Jessell compared FIU's total operating revenues to Conference USA(C-USA) institutions, noting that FIU is over the 50th percentile and under the 75th percentile. He pointed out that the University generates approximately \$7.8M in revenues, which is the C-USA minimum and below the 25th percentile among C-USA institutions. In terms of how the University compared to C-USA institutions, he highlighted FIU's tickets sales, game guarantees, contributions, and royalties, licensing, advertising, sponsorships, program, novelty, parking and concession sales. Sr. VP and CFO Jessell described possible additional generated revenue if FIU were to reach C-USA's 50th and 75th percentiles in the areas of tickets sales, game guarantees, contributions, and royalties, licensing, advertising, sponsorships, program, novelty, parking and concession sales. He delineated the possible total operating revenues if FIU were to reach C-USA's 50th and 75th percentiles. As an additional benchmark, he compared FIU to the 25th percentile of institutions within the American Athletics Conference (AAC).

Sr. VP Bejar indicated that the Student Athlete Academic Center (SAAC) was realigned with the overall institutional mission, adding that the SAAC aligns the student athlete experience with student success. She explained that the SAAC has 12 full-time staff supporting over 450 student athletes. She commented on the roles of the academic coordinators and learning specialists, stating that other SAAC resources include tutoring and computer and writing labs. Sr. VP Bejar remarked on the NCAA Academic Rating System, specifically the Graduation Success Rate and the Academic Progress Report. She presented academic success highlights, specifically that in 2019-20 spring semester, FIU had 167 Dean's list students, which led the C-USA for the second consecutive year. She added that 301 and 296 students for the 2020-21 fall and spring semesters, respectively, scored a 3.0 Grade Point Average (GPA) or higher. She indicated that in 2018-19, FIU was awarded the C-USA SAAC Cup and the C-USA Institutional Excellence Award, explaining that the Cup is awarded to the institution with the highest overall point total among member schools and that the Institutional Excellence Award is awarded to the institution with the highest GPA during each academic year for all student-athletes in conference-sponsored sports.

Board Vice Chair Tovar commended student athlete academic success and congratulated the Men's Soccer team. He urged Mr. Garcia and the Athletics department to review Sr. VP and CFO Jessell's presentation and focus on generating additional revenues. Board Vice Chair Tovar remarked on the need to develop strategies that ensure relevance and on-the-field success. Board Chair Colson mentioned the University's Athletics Fee, noting that growth must be seen in other areas, such as ticket sales, marketing, game guarantees, and philanthropy. He remarked on facilities needs and engaging with the alumni base and donors.

Board Chair Colson presented each Board member with a basketball signed by the Head Men's Basketball Coach, Jeremy Ballard, and the Head Women's Basketball Coach, Jesyka Burks-Wiley.

Concluding Remarks and Adjournment

Board Chair Dean C. Colson adjourned the Workshop of the Florida International University Board of Trustees on Friday, October 29, 2021 at 1:49 PM.

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