



**FLORIDA INTERNATIONAL UNIVERSITY**  
**BOARD OF TRUSTEES**  
**STRATEGIC PLANNING COMMITTEE**

FIU, Modesto A. Maidique Campus, Graham Center Ballrooms

*Livestream: <http://webcast.fiu.edu/>*

**Tuesday, December 6, 2022**

**11:00 AM**

*or*

*Upon Adjournment of Previous Meeting*

**Chair:** Marc D. Sarnoff

**Vice Chair:** Cesar L. Alvarez

**Members:** Deanne Butchey, Cristhofer E. Lugo, Gene Prescott, Carlos Trujillo

**AGENDA**

- |                                       |                    |
|---------------------------------------|--------------------|
| 1. Call to Order and Chair's Remarks  | Marc D. Sarnoff    |
| 2. Approval of Minutes                | Marc D. Sarnoff    |
| 3. Information and Discussion Items   |                    |
| 3.1 Wolfsonian-FIU                    | Elizabeth M. Bejar |
| 3.2 Health/FIU                        | Juan C. Cendan     |
| 4. New Business ( <i>If Any</i> )     | Marc D. Sarnoff    |
| 5. Concluding Remarks and Adjournment | Marc D. Sarnoff    |

**THE FLORIDA INTERNATIONAL UNIVERSITY**  
**BOARD OF TRUSTEES**  
**Strategic Planning Committee**

December 6, 2022

**Subject: Approval of Minutes of Meeting held April 26, 2022**

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**Proposed Committee Action:**

Approval of Minutes of the Strategic Planning Committee meeting held on April 26, 2022, at the FIU, Modesto A. Maidique Campus, Graham Center Ballrooms and via Zoom.

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**Background Information:**

Committee members will review and approve the Minutes of the Strategic Planning Committee meeting held on April 26, 2022, at the FIU, Modesto A. Maidique Campus, Graham Center Ballrooms and via Zoom.

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**Supporting Documentation:** Minutes: Strategic Planning Committee Meeting,  
April 26, 2022

**Facilitator/Presenter:** Marc D. Sarnoff, *Chair, Strategic Planning Committee*



## Strategic Planning Committee

April 26, 2022

FIU, Modesto A. Maidique Campus, Graham Center Ballrooms and via Zoom

### MINUTES

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

The Florida International University Board of Trustees' Strategic Planning Committee meeting was called to order by Committee Chair Marc D. Sarnoff at 10:01 a.m. on Tuesday, April 26, 2022.

General Counsel Carlos B. Castillo conducted roll call of the Strategic Planning Committee members and verified a quorum. Present were Trustees Marc D. Sarnoff, *Committee Chair*; Gene Prescott; Joerg Reinhold; Alexander Rubido; and Carlos Trujillo (*via Zoom*).

Trustees Cesar L. Alvarez and Donna J. Hrinak were excused.

Board Chair Dean C. Colson, Board Vice Chair Roger Tovar, Trustees Carlos A. Duarte, Natasha Lowell and Chanel T. Rowe and Interim University President Kenneth A. Jessell also were in attendance.

Committee Chair Sarnoff welcomed all Trustees and members of the University administration. He also welcomed Trustees attending via the virtual environment and the University community and general public accessing the meeting via the University's webcast.

#### 2. Approval of Minutes

Committee Chair Sarnoff asked if there were any additions or corrections to the minutes of the Strategic Planning Committee meeting held on March 3, 2022. A motion was made and unanimously passed to approve the minutes of the Strategic Planning Committee meeting held on March 3, 2022.

#### 3. Action Item

##### SP1. Florida International University Annual Accountability Plan, 2022

Interim Provost and Executive Vice President Elizabeth M. Bejar explained that the Accountability Plan is a Florida Board of Governors (BOG) template that combines the prior annual work plan and accountability report. She indicated that the BOG would review the annual accountability plans for all State University System (SUS) institutions at their June meeting. Interim Provost Bejar presented FIU's 2022 Accountability Plan for Committee review and referred to updates and refinements to the Accountability Plan after its initial submission to the Board of Trustees. She provided an overview of key institutional achievements and investments, namely, amplifying learner success and institutional affinity, accelerating preeminence and research and innovation impact, and assuring responsible stewardship. She explained that the aforementioned areas are in alignment with the University's strategic plan.

Interim Provost Bejar presented an overview of the University's outcomes and proposed goals as they relate to the 10 BOG Performance Based Funding Model metrics. She pointed out that the metric relating to Percent of Bachelor's Graduates Enrolled or Employed (\$30,000+) was adjusted from the previous amount of \$25,000+. She commented on the University's efforts to enhance student employability through career alignment. She indicated that FIU achieved \$40,800 in Median Wages of Bachelor's Graduates Employed Full-time and added that the University proposes to maintain \$41,000 as the goal through 2024-25. Interim Provost Bejar mentioned that the Average Cost to the Student in 2018-19 was \$8,000 and explained that the significant decline leading to the outcomes in 2019-20 and 202-21 was due to several factors, including Coronavirus Aid, Relief, and Economic Security (CARES) Act and Higher Education Emergency Relief Fund (HEERF) funding and additional assistance provided to FIU students. She stated that FIU achieved a 59.4% FTIC Four-Year Graduation Rate [*Full-time, First Time in College students*] for the 2017-21 cohort and noted that the University increased 10 points over the prior year. She added that FIU proposes to gradually increase the goal each subsequent year to 65% in 2022-26.

Interim Provost Bejar mentioned that the University's 89.2% Academic Progress Rate was slightly below the 90% goal. She remarked on efforts to ensure that systematized improvements are in place. She indicated that FIU achieved its goals relating to Percentage of Bachelor's Degrees Awarded within Programs of Strategic Emphasis and the University Access Rate. She explained that the University proposes to maintain 50% as the goals through 2025-26 and fall 2025, respectively. She mentioned that the University achieved 63.8% in relation to the Percentage of Graduate Degrees Awarded within Programs of Strategic Emphasis. She added that the University proposes to maintain goals of 60% through 2025-26.

Interim Provost Bejar referred to the two (2) BOG choice metrics, FCS (Florida College System) AA (Associate in Arts Degree) Transfer Two-Year Graduation Rate and FTIC Pell Recipient Six-Year Graduation Rate. She remarked that FIU achieved 59.3% in the 2019-21 FCS AA Transfer Two-Year Graduation Rate and that the University achieved 65% in the 2015-21 FTIC Pell Recipient Six-Year Graduation Rate. In terms of the BOT choice metric, Interim Provost Bejar further stated that FIU had 235 Post-Doctoral Appointees in fall 2020 and explained that the proposed goal for fall 2020 was reduced in response to the challenges that the COVID-19 pandemic posed for a number of international students. She pointed out that the rating and ranking of Performance Based Funding Model metrics were not final until each university board of trustees approves and the BOG affirms the data. She indicated that based on the University's calculations, FIU has achieved 91 (Performance Based Funding Model) points this year.

In terms of key performance indicators, Interim Provost Bejar indicated that the University is on track and remains committed to prior goals relating to Six-Year FTIC Graduation Rates. She pointed out that the University proposes to increase the goals relating to the Pell Recipient Four-Year Graduation Rate each year, resulting in a goal of 65% for 2022-26. She remarked that the University expects to achieve \$416M in Total Research Expenditures by 2025-26 and 30 Licenses/Options Executed Annually by 2024-25.

Interim Provost Bejar stated that the University is proposing to maintain the same total headcount. She indicated that the University's distance learning offerings increased from 36% in 2018-19 to

77% in 2020-21 and explained that the significant increase can be attributed to the COVID-19 pandemic. She commented that Interim President Kenneth A. Jessell and the University's administration is committed to working with faculty, staff, and students to ensure that the academic enterprise remains dedicated to the goals that primarily reside in face-to-face instruction, research enterprise, and pedagogical advancements. Interim Provost Bejar highlighted the University's steadfast commitment to aligning with the 40% distance learning split, which is part of the SUS broad 2025 goals. She mentioned that the University does not expect to meet the 40% goal for 2021-22 based on the information that she and the President have received. Interim Provost Bejar pointed out that the University did not meet the goal relating to the percentage of Baccalaureate-Seeking Resident Undergraduates Earning 15+ Credits and commented on efforts to ensure a year-round university where learning is continuous. She commented on FIU's 10-point improvement in the four-year graduation rate.

In response to Committee Chair Sarnoff, Interim Provost Bejar indicated that, based on the 91-point calculation, preliminary discussions indicate that FIU may rank among the top 3 in the SUS in Performance Based Funding Model metrics.

Board Vice Chair Roger Tovar voiced his concerns over the distance learning totals for 2020-21. He stressed that previously provided information did not align with the reported actuals. Interim Provost Bejar explained that in fall 2020, 89% of course sections were offered online with an additional 2% hybrid and explained that distance learning encompasses all that is not 100% face-to-face instruction. She added that 46% of course sections were fully online in fall 2021. Board Vice Chair Tovar commented on the need for greater transparency and added that students should receive the type of instruction that they have selected. Interim President Jessell remarked on significant discussions regarding the alignment of percentages for face-to-face instruction to those which have been approved by the Board of Trustees. In response to Trustee Carlos Trujillo, Interim President Jessell remarked that, pedagogically and based on student need, 50% of courses should be offered as face-to-face instruction. Also responding to Trustee Trujillo, Interim Provost Bejar commented that the BOG's 2018 system-wide strategic plan included planned increases in online education as a means of accommodating burgeoning growth without the need for capital expenditures. She added that while the online model is appropriate for a certain group of students, it represents a smaller subset of who the University serves. In response to Board Chair Dean C. Colson, Interim President Jessell indicated that students who are not enrolled as part of a fully online program, should be presented with options when selecting courses and not limited to course sections with online instruction only. Board Vice Chair Tovar requested, for the next regularly scheduled Committee meeting, that the terms fully online, face-to-face, and hybrid be defined. He commented that courses intended for face-to-face instruction, should follow the intended format.

A motion was made and unanimously passed that the FIU Board of Trustees Strategic Planning Committee recommend that the FIU Board of Trustees (1) approve Florida International University's Annual Accountability Plan as provided in the Board materials and (2) delegate authority to the University President to perform finish editing as needed and to amend consistent with comments received from the Board of Governors.

## **4. Information and Discussion Item**

### **4.1 Strategic Planning Process**

Interim Provost Bejar explained that the University is mid-cycle toward completion of its Next Horizon 2025 strategic plan and, as such, it is the expectation that the next president will promptly launch a strategic planning discussion. She indicated that in the state of Florida, the BOG has delegated specific authority to the boards of trustees with respect to strategic planning. She provided an overview of said specific authorities, including establishing committees of the board to address matters such as strategic planning and adopting a strategic plan that is in alignment with the BOG's systemwide strategic plan and regulations, and the University's mission. Interim Provost Bejar provided a listing of SUS boards of trustees with strategic planning committees. She described the history of FIU strategic plans and noted that the development of an institutional values statement was incorporated into the Millennium Strategic Plan: "freedom of thought and expression; excellence in teaching and in the pursuit, generation, dissemination, and application of knowledge; respect for the dignity of the individual; respect for the environment; honest, integrity, and truth, diversity, and strategic, operational, and service excellence."

Interim Provost Bejar commented that strategic planning committees should focus on the mission, vision, and values of a university which serve as the backbone of university strategic plans and long before the process begins, entities should be reviewing strategic priorities both short term, mid-range, and long term. She remarked that strategic planning processes should include clarity, feedback from all stakeholders, internal and external scans, prioritizing what the institution wants to accomplish, and the understanding of the investments and resources required for implementation. Interim Provost Bejar mentioned that strategic planning requires data informed, inclusive, and collaborative dialogue among board members, administrators, faculty, staff, and key stakeholders. She added that boards spearhead the alignment of strategic plans and institutional missions to ensure long term fiscal sustainability and growth of higher education institutions. She indicated that the Association of Governing Boards of Universities and Colleges has provided several questions for boards to consider as they frame the strategic planning discussion. She noted that said questions relate to vision, mission, and model and students and beneficiaries. She delineated considerations for the next strategic planning model, such as identifying critical stakeholders, clarifying the role of the Board of Trustees Strategic Planning Committee, and developing a timeline.

## **5. New Business**

Committee Chair Sarnoff indicated that each Board of Trustees member has a fiduciary obligation to the University. He commented that if the Board is to rely upon information provided by the University's administration, then said information should be tendered in what the law refers to as "uberrima fides", or utmost good faith. He added that the President, Provost, and/or other member of the administration should be obliged with a similar obligation. Committee Chair Sarnoff requested that Board Chair Colson consider that the University administration have a similar obligation that is imposed contractually or by policy. Committee Chair Sarnoff further requested that Senior Vice President, Strategic Communications, Government and External Affairs Michelle L. Palacio lobby the Florida legislature for said obligation to become a statutory or BOG requirement. Board Chair Colson noted that the Board's frustration is not directed towards the current administration and thanked Interim President Jessell and Interim Provost Bejar for the transparency that they have demonstrated. In response to Committee Chair Sarnoff, Board Chair Colson stated

that he would discuss the request further with the administration and report back at the next regularly scheduled Board of Trustees meeting.

#### **6. Concluding Remarks and Adjournment**

With no other business, Committee Chair Marc D. Sarnoff adjourned the meeting of the Florida International University Board of Trustees Strategic Planning Committee on Tuesday, April 26, 2022, at 11:02 a.m.