



**Campus Master Plan Ad Hoc Committee Meeting  
December 14, 2023**

**FIU, Modesto A. Maidique Campus, Patricia and Philip Frost Art Museum, R105**

**MINUTES**

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

The Florida International University Board of Trustees' Campus Master Plan Ad Hoc Committee meeting was called to order by Committee Chair Natasha Lowell on Thursday, December 14, 2023, at 9:01 AM.

General Counsel Carlos B. Castillo conducted roll call of the Campus Master Plan Ad Hoc Committee members and verified a quorum. Present were Trustees Natasha Lowell, *Committee Chair*; Alan Gonzalez, *Committee Vice Chair*; Elizabeth Bejar; Javier Marques; Marc D. Sarnoff (*Arrived after roll-call*); and Alexander P. Sutton.

The following Board members were also in attendance: Board Vice Chair Carlos A. Duart (*Zoom*), and Trustees Noel C. Barengo and Francis A. Hondal.

Committee Chair Lowell welcomed Trustees and members of the administration, and thanked Trustees, not serving on this Committee, for attending. She also welcomed faculty, staff, members of the University community, and the general public.

Committee Chair Lowell explained that during the meeting, there will be a review of the changes that have been incorporated into the plan based on feedback received. She added that according to the estimated timeline, the next step in the process is the public hearing phase. She commented that it is expected that the final campus master plan will be presented to the Board of Trustees for approval by the September 2024 meeting.

**2. Discussion Item** (*No Action Required*)

**2.1 2015-2030 Campus Master Plan (CMP) Update**

Committee Chair Lowell introduced Associate Vice President for Facilities Management, John Cal. Mr. Cal mentioned that Board of Trustees involvement in the campus master plan process results in a better product and thanked the trustees for their participation. He thanked Krisan Osterby and Eddie Kim, consultants from the DLR Group and recognized Director for Facilities Planning Robert (Bob) Griffith. Mr. Cal explained that the second workshop is structured to answer questions that were posed by the committee members during the first campus master plan workshop that was held on October 5, 2023. He provided an overview of the topics that were to be covered throughout the workshop regarding the FIU Modesto A. Maidique Campus (MMC), Biscayne Bay Campus (BBC), and Engineering Center (EC). He stated that the focus of the plan is from 2015-2030 but

that there are plans for buildings beyond the 2030 timeline. He emphasized the importance of flexibility and opportunity with the master plan.

Ms. Osterby explained the enrollment projections data and mentioned that there are no changes needed due to the current enrollment projections. She added that students are often hybrid learners, being both on campus and learning online. She also mentioned that the projections are very stable. Board Chair Roger Tovar inquired regarding the growth of enrollment and asked how a growth by 10,000 students would affect the space on campus. In response to Board Chair Tovar's question, Ms. Osterby advised that there is sufficient space within the campus and that recharacterization and modified use of the spaces provides the flexibility to accommodate an increase in the campus population. Provost Bejar also added that there are shifts in the enrollment projections regarding first-time-in-college (FTIC) and transfer students and agreed that the campus can absorb an enrollment increase with proper utilization of the quality and kinds of spaces on-campus. President Kenneth A. Jessell explained that there is capacity for enrollment growth within certain programs but not the ones that are in high demand such as science, technology, computer science, and engineering which would require additional funding to maintain their quality. Board Chair Tovar commented that there should be a shift in the narrative regarding the projected enrollment growth with the office of State University System of Florida Chancellor Ray Rodrigues. President Jessell emphasized that there must be alignment with the Florida Board of Governors (BOG) objectives. Provost Bejar added that the Board of Trustees approves the accountability plan on an annual basis in late spring.

Mr. Cal introduced the current Modesto A. Maidique Campus (MMC) master plan and divided the map into categories including existing buildings, future buildings, and future parking garages. Mr. Cal highlighted the two areas of future housing development on the MMC map. He first explained a proposed concept to combine the Honors College building with student housing. He added that it would be a structure like Tamiami Hall, with 700 bed spaces. He mentioned that there are currently \$11M allocated for the Honors College and pending \$25M more from the state legislature. Committee Chair Lowell asked Mr. Cal to outline where the current housing spaces are located on the MMC campus map, and he explained that there are around 2,900 bed spaces on-campus. He described that the Honors College project could potentially be a 16-story building and if parking were included it could reach up from 20-22 stories high. Mr. Cal mentioned that this would position FIU to have a unique Honors College experience that is not widely provided in the Miami-Dade and Broward County areas.

Trustee Marc D. Sarnoff asked about incorporating a "super structure" on campus and that there and whether the state legislature permits building 20-story structures without limitations. Trustee Sarnoff mentioned that with a mixed-use space there would likely be a need for a building with a minimum of 20 stories. He emphasized that proper considerations should be taken before deciding to pursue the process of planning for a structure of that magnitude. Trustee Alexander P. Sutton inquired about the number of students living in the Honors College housing spaces and Mr. Cal and Provost Bejar advised that those numbers would be provided. Mr. Cal clarified that to house 700 bed spaces and additional floors, the structure would likely need to be 15 stories tall in response to a question by Committee Chair Lowell. Mr. Cal explained that the master plan accounts for a net inventory of 2,200 bed spaces at MMC.

Mr. Cal shifted the discussion into the clinical partnership center and explained that the parameters have been partly decided in the agreement with Baptist Health South Florida (BHSF) but are contingent upon funding. He added that Baptist made a commitment of up to \$100M for facility 54 A on the campus map and the parking garage. He mentioned that while working with Baptist it was estimated that the parking garage will cost between \$212M to \$227M, and that a second phase of the clinical partnership center including health and research buildings would potentially increase the total to reach a \$1B development. Committee Chair Lowell asked that Dean Cendan provide a brief overview of what would be included in the clinical partnership center. Committee Chair Lowell asked that Mr. Cal provide insight as to the housing spaces near the clinical partnership center. Mr. Cal mentioned that one (1) or two (2) buildings similar to Tamiami Hall could fit near the clinical partnership center. Trustee Sutton asked whether the clinical housing would be part of the net 2,200 bed spaces discussed prior and Mr. Cal explained that it would be a challenge to add a net of 2,200 beds if there were to be a hospital constructed on campus.

Dean Cendan mentioned that he would be remiss to not share that there is potential for building the clinical center as the partnership with Baptist develops over time. Mr. Cal emphasized that a decision on the clinical partnership center is not being made yet, but that the Campus Master Plan Ad Hoc Committee can work now to protect the flexibility of campus space to add it in the future. Chair Tovar asked that Trustee Sutton consider that there are 1,200 beds being added across MMC and that Tamiami Hall was just constructed, to avoid the narrative that there will be a loss of 200 beds due to the building of a clinical partnership center and hospital. Trustee Sutton asked for the number of beds that would be taken away with the removal of University Apartments and the number of beds that would be added with the new housing buildings. Chair Tovar clarified that the clinical partnership center would be added within the next two (2) years and that the hospital would be in the next ten (10) years. Senior Vice President for Research and Economic Development and Dean of the University Graduate School Andres G. Gil added that there are benefits to adding buildings for clinical research and that research spaces are constantly changing over time. He mentioned that Academic Health Center 5 (AHC 5) currently has patient spaces being used for research and that the proximity of the AHC and Engineering buildings to the clinical enterprises provide greater opportunities.

Mr. Cal pointed out where the aquatic center and track (with no inner field) would be placed according to the consultants. He described the different areas on campus including academics and research, support, housing, athletics/recreation/open-space, community interface, and multipurpose. Mr. Cal introduced the open space overlay and potential development sites at MMC. He also provided an overview of the 29 potential development sites.

Mr. Cal explained that he estimates the current demand for housing to be 2,500 bed spaces as there are students living off-campus that would likely prefer to be living on-campus. He also described that more students are willing to live on campus even if they are local, due to a desire to have the campus residential experience. He added that the current total need is 1,975 bed spaces. Committee Chair Lowell inquired whether there are any more parcels of land where housing buildings could be placed. Mr. Cal described the challenge of fitting housing buildings in the ideal locations on-campus. Trustee Sarnoff asked about optimizing the use of parking garages to include more than solely parking spaces. Trustee Sutton remarked about having a space on-campus for students involved in Fraternity and Sorority Life. Mr. Cal and Provost Bejar explained that Trustee Sutton's request would be a programming discussion. Mr. Cal explained that the clinical partnership medical center is flexible in regard to the placement of buildings. In response to Trustee Lowell, Mr. Cal explained

that the construction of the clinical partnership medical center would displace 213 bed spaces and that it could be offset by the addition of the Honors College buildings and housing. Chair Tovar shared a concern that the Honors College and clinical partnership facility funding will likely not be received at the same time and that housing should be a priority.

Mr. Cal presented the athletics and recreation facility plan. He explained that current spaces include a soccer practice field, softball field (which needs renovation), and recreational and athletics tennis courts. Mr. Cal pointed out where future spaces such as pickleball (which would require re-routing a roadway), a multi-purpose support building, arena expansion, and pool would be located. He highlighted that the potential housing areas are very close to the athletics and recreation facilities which should be maintained.

Mr. Cal presented four (4) different design options for the on-campus pool. He described that there are twelve (12) sites that could potentially fit an aquatic center at MMC. He mentioned that he thinks it would be ideal to use Tamiami Park as a place for the aquatic center and track. Board Chair Tovar mentioned that it can be complex to work with Miami-Dade County to coordinate the use of the space of the pool and the track. He also mentioned that it would be more feasible to coordinate the development and use of a track than the pool on county property. He further detailed that it would be challenging to balance the community use of the space and student use of the aquatic center. Board Chair Tovar emphasized that the ideal layout would be to have a pool for student athletes and a recreational pool in a central location on campus so that all students may access it. Board Chair Tovar emphasized that the current athletic facilities on campus are underutilized because the location is not central to the campus. Trustee Sarnoff provided a personal account, mentioning that the pool was a very central aspect of the University of Tampa when he attended, and emphasized that the pool should be central to campus to provide for increased student life. Provost Bejar mentioned that at the University of Miami, the pool and housing are centrally located but that proportionally FIU housing buildings are further from the center of campus. Chair Tovar mentioned that the student housing landscape at University of Miami is shifting as new buildings are constructed and that it would be comparable to the FIU distance between housing and site 11 for the aquatic center. Trustee Sutton agreed that site 11 would be central as it is close to the Graham Center and provides for increased student life. Committee Chair Lowell asked about selecting the type of pool model that would be used for the aquatic center. Mr. Cal advised that option C of the four (4) presented models would be best, based on the consultants' recommendations.

President Jessell asked the committee members whether they would be willing to consider the potential placement of the aquatic center and track on county property in Tamiami Park. He noted that Miami-Dade County has shown interest in the development of a track. Vice President for Operations and Safety and Chief of Staff Javier I. Marques clarified that the on-campus location for the track can be included in the master plan as discussions with the county continue and Mr. Cal concurred. Chair Tovar mentioned that he thinks the track would be a good potential ask, as Miami-Dade County has interest in constructing a track as it may provide areas for parking and recreation, to which President Jessell agreed. He accounted for the cost benefits associated with working on developing the track with the county. Senior Vice President for Strategic Communications, Government and External Affairs Michelle L. Palacio explained that the potential space for the track would be on the south side of the Ricardo Silva Football Stadium where soccer fields are currently located. She added that the track would be built around a soccer field. Mr. Cal pointed out that the track and field facility could be placed either on the surface lot adjacent to the College of Business and College of Law or on the soccer field. Board Chair Tovar asked Mr. Cal for the development of

a design layout of the aquatic center, and Committee Chair Lowell concurred that it should be placed on the site 11 location.

Board Chair Tovar commented that he does not think there would be a net loss if the pool were to be constructed on site six (6). Mr. Cal added that there would need to be studies conducted on the impact of the loss of AHC1 parking space which could raise a concern regarding accessibility of research facilities. Ms. Osterby added that the footprint would extend into the service area and accessible parking of AHC1 which would be included in the study. She also mentioned that the committee members should consider keeping options open regarding the placement, and Sr. VP Gil mentioned that AHC1 has a clinic and that PG5 also has a clinic and MRI machine which would make it challenging to the sustainability of those centers.

Committee Vice Chair Alan Gonzalez and Board Chair Tovar inquired about the cost analysis of an in-ground as opposed to an above ground pool and shared concerns about the of an above ground pool and support building. Board Chair Tovar mentioned that having the raised pool would defeat the purpose of placing the pool in the center of campus.

Mr. Cal briefly presented a map of MMC to show the projects included in the Campus Improvement Plan (CIP). Mr. Cal presented a map of the BBC land use and pointed out where the environmental center would be constructed. Sr. VP Gil explained that the funding has been acquired for this center but that additional funding might be required depending upon the plans for the environmental center. Mr. Cal stated that there are no BBC projects on the CIP.

Mr. Cal shared that the Engineering Center (EC) has five (5) parcels of land for potential development. He shared the CIP and planned projects for EC. He mentioned that project one (1) is the Cold Spray Lab which has been completed and is operational with a planned second phase adjacent to the first building. Trustee Lowell inquired about what the cold spray lab does, to which Sr. VP Gil explained that it is a Department of Defense funded initiative involving 3D printing with a military and industry component involved. Mr. Cal mentioned that project two (2) is partially funded and is the Wall of Wind expansion.

Ms. Osterby provided various campus benchmarks as models for urban academic health centers or hospitals. She introduced The University of Texas at Dallas and explained that they utilized an urban grid and are at the mid-rise level of construction. She mentioned that The University of Texas at Houston is moving towards the high-rise model and there is comparable enrollment and research classification to FIU. She also provided images of The University of Texas at Arlington and mentioned that University of California San Diego contains new developments that fall under the high-rise category. She added that Arizona State University, Tempe provides a great example for R1 institutions. Trustee Sarnoff concurred that the benchmarks are what should be looked at. He also mentioned that FIU should work in conjunction with University of Central Florida (UCF) and University of South Florida (USF) when communicating with the BOG. He noted that The University of Texas provides a great benchmark for an urban institution. Sr. VP Palacio and President Jessell mentioned the importance of support from the state legislature. Trustee Sarnoff inquired about the land use system and whether buildings outside of a given category can be constructed in that area. In response to Trustee Sarnoff, President Jessell clarified that amendments to the master plan can be made internally through the Board of Trustees. Ms. Osterby emphasized that the land use has shifted and that there is more space for multi-purpose structures in the master plan. Trustee Sarnoff asked whether the best practice for an urban institution is to have multi-use

buildings and to have parking within those facilities. He followed-up by asking whether the campus plan currently contains enough multi-purpose space in the land use model. Ms. Osterby concurred.

Trustee Barengo mentioned that he is in support of the development of a hospital on campus and he noted that having residential spaces in that space would be a concern that should be considered in the 10–15-year plan. Ms. Osterby shared images of various university hospitals noting that the specialty of the hospital influences how the structure is designed. She added that having a hospital on-campus is becoming a best practice as it provides for an integrated learning, research, and clinical experience. Ms. Osterby presented an image and rendering of the University of Minnesota Masonic Children's Hospital as a model. She addressed Trustee Barengo's prior concern regarding housing near the hospital. She presented a test-fit model of a clinical partnership center and hospital at MMC where the University Apartments are currently located. Dean Cendan pointed out that the test-fit model contains a hospital for women and children. He noted that there is a need for a women's hospital in the local community and that women's hospitals are usually of the scale that was presented by Ms. Osterby. In response to Trustee Sarnoff, Ms. Osterby clarified that the hospital could be developed in any of the land use categories except for preserves or open space areas. Committee Chair Lowell was excused, and Committee Vice Chair Gonzalez assumed the role of chairing for the duration of the meeting.

Ms. Osterby clarified that the open space areas are intended for wellness and health perspectives and that the preserve spaces are typically used for quads and courtyards between buildings. Committee Chair Lowell introduced Director of the Patricia and Philip Frost Art Museum Jordana Pomeroy, who welcomed and thanked the committee members and FIU leadership for hosting the Campus Master Plan Ad Hoc Committee meeting in the space.

President Jessell explained that the land use model is a method of planning and visualization and that it can be modified. Sr. VP Gil confirmed that the master plan has been changed in the past.

Mr. Cal outlined the revised target timeline for the master plan and mentioned that there is an objective to hold a public hearing in February 2024 followed by a 90-day period for public comment and the presentation of a revised master plan based on the public comments received. He added that there would be a second public hearing in July 2024 depending on the volume and nature of the comments from the first public hearing. Mr. Cal explained that the master plan should be brought before the BOT for approval by September 2024 and with board approval move into the CDA with Miami-Dade County for MMC and EC and with North Miami for BBC.

Mr. Cal summarized that the biggest takeaway from the ad-hoc committee meeting is to explore model C for the aquatic center on site eleven (11) of MMC. President Jessell responded to Chair Tovar's request, noting that there would be housing projections by February. President Jessell added that once the BOG gives approval, then FIU will enter the competitive solicitation process. In response to Trustee Sarnoff, Mr. Cal explained that a request for qualifications (RFQ) would be presented to the BOG regarding the construction of a housing building. Board Chair Tovar asked whether the location would be adjacent to the Tamiami Hall building and Mr. Cal confirmed that it would be. Mr. Cal expressed that including the Honors College project with housing could slow down the process of developing the housing building. In response to Board Chair Tovar, Mr. Cal

explained that the total program for housing and the Honors College building is estimated to cost \$36M. Board Chair Tovar asked to address both honors and housing in a more economical manner. President Jessell explained that part of the Honors College buildings would be used for classrooms, research facilities and offices along with housing bed spaces. Board Chair Tovar emphasized the idea of inserting the Honors College facilities into the planned housing project adjacent to Tamiami Hall as opposed to constructing two (2) separate facilities. Interim Vice President for Student Affairs Charlie Andrews suggested that deferring the Honors College building to the next phase and begin the development of the housing building as there is a current need for bed spaces. He added that having the Honors College building near the clinical partnership center - to be in closer proximity to other research laboratories - would be beneficial. Mr. Cal added that parking options will be assessed, and Trustee Sarnoff mentioned the use of “exoskeleton” parking structures. President Jessell noted that regarding the aquatic center, there will be slight elevation needed for the pool. In response to President Jessell, Committee Vice Chair Gonzalez mentioned that elevation of the entire area could resolve the concern.

### **3. New Business**

Committee Vice Chair Gonzalez thanked the Committee, the University leadership, John Cal, Bob Griffith, the DLR group, Miller Legg and SGM Engineering.

### **4. Concluding Remarks and Adjournment**

With no other new business, Committee Vice Chair Gonzalez adjourned the meeting of the Florida International University Board of Trustees Campus Master Plan Ad Hoc Committee meeting on Thursday, December 14, 2023, at 11:42 AM.