



**Strategic Planning Committee  
December 7, 2023  
FIU, Modesto A. Maidique Campus, Graham Center Ballrooms**

**MINUTES**

---

**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 11:51 AM on Thursday, December 7, 2023.

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*; Francis A. Hondal, *Committee Vice Chair*; Noël C. Barengo; Alan Gonzalez; Gene Prescott; and Alexander P. Sutton.

The following Board members were also in attendance: Board Chair Roger Tovar, Board Vice Chair Carlos A. Duarte, Trustees Cesar L. Alvarez, Dean C. Colson, Natasha Lowell, and Yaffa Popack.

**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 September 14, 2023. Hearing none, a motion was made and unanimously passed to approve the minutes of the Strategic Planning Committee meeting held on September 14, 2023.

**3. Information and Discussion Item**

**3.1 Strategic Plan 2030 Update**

Provost and Executive Vice President Elizabeth M. Bejar commented that the FIU Strategic Plan framework is predicated on three (3) foundational pillars, including the FIU experience, research, and mission-aligned engagement and partnerships. She added that aspirational statements are being refined and affirmed. She indicated that the foundation of the plan includes the accountability, reputation, and flexibility of FIU while also harnessing, leveraging, and empowering the University's physical, financial, and human capital resources. She commented that the areas of strategic focus are environment and environmental resilience, health, and technology and innovation. Provost Bejar announced the leadership of the pillar committees. Provost Bejar highlighted the anticipated timeline and explained that the Florida Board of Governors (BOG) is on a similar trajectory for updating the 2030 State University System (SUS) Strategic Plan. She added that the anticipated approval date for FIU with the Board of Governors is January 2025 to account for flexibility and alignment with the SUS strategic plan. She pointed out that University-wide listening sessions at the Modesto A. Maidique and Biscayne Bay campuses will be scheduled along with sessions targeted to different audiences, including area/division leaders, student government leadership, faculty senate, FIU Online students, volunteer leadership, students, alumni, external stakeholders, and industry councils.

She added that there will be strategic areas of focus visioning sessions on environment and environmental resilience, health, and technology and innovation. She stated that the FIU Board of Trustees will have workshops to ensure alignment with the strategic plan. She emphasized the importance of engaging all constituencies for a well-built strategic plan.

### **3.2 Campus Master Plan Update**

Trustee Natasha Lowell, Campus Master Plan Ad Hoc Committee Chair, explained that Board Chair Roger Tovar formed the Campus Master Plan Ad Hoc Committee so that the FIU Board of Trustees can participate in the development of the campus master plan prior to the release for public comment and prior to the presentation for FIU Board of Trustees approval. She commented on the Ad Hoc Committee's meeting on October 5, 2023. Trustee Lowell stated that the 2015 to 2030 campus master plan update provides a framework based on planning goals as FIU's planned future growth will require more land improvements. She added that Public Education Capital Outlay (PECO) funding alone cannot meet FIU's facilities' needs. Trustee Lowell mentioned that key parameters include a 10-to-20-year planning period with updates required every five (5) years, widespread dissemination of the draft master plan to state agencies and host local governments, and two (2) public hearings that allow the general public to have a 90-day period for comment, followed by formal FIU Board of Trustees approval, and negotiation of Campus Development Agreement (CDA) with host local governments.

Trustee Lowell remarked that the campus master plan is considered resources unconstrained in terms of financial resources, time, and management capacity, and sets forth a vision of what the campus can be. She noted that there are eight (8) required elements and ten (10) optional planning elements. She indicated that, according to the estimated timeline, the plan is to bring the final campus master plan before the FIU Board of Trustees for approval by the September 2024 meeting. She delineated the major planning goals, including: meeting enrollment needs for academic and research facilities and for housing; supporting the University strategic plan; developing a sustainable campus environment; developing better options with transportation and access; and optimizing development within land use constraints.

Trustee Lowell mentioned that the Ad Hoc Committee also reviewed an overview of the Fixed Capital Outlay five-year Capital Improvement Plan as well as enrollment projections. Trustee Lowell indicated that consultant Ms. Krisan Osterby of the DLR Group described space needs methodologies. Trustee Lowell explained that the master planning process considers who is projected to be present on campus including students, faculty, and staff, and considers research activity, housing, and sports. She mentioned that Ms. Osterby noted that in FIU's highly urban environment and land constraints, there will always be an outstanding recreation space needs even when compared to other urban institutions. Trustee Lowell stated that Ms. Osterby commented on post-pandemic housing challenges in terms of the demand for workforce housing within the university campus across the country.

Trustee Lowell stated that a space needs analysis was presented for the Biscayne Bay Campus (BBC) and future 2030 space needs. Trustee Lowell remarked that initiatives for student success are a priority. She indicated that the Ad Hoc Committee was challenged to consider the upkeep of existing facilities to accommodate for changing times and to also understand the approach that

makes up the analysis and outcome of the campus master plan. Trustee Lowell mentioned the discussion related to multipurpose facilities, which provide flexibility and can be used for academic and research programming, clinical partnerships, and workforce needs. She shared that the Modesto A. Maidique Campus (MMC) and Engineering Center (EC) space needs analysis was also reviewed. She noted that since 2007, research has been the existing unmet need that continues to roll forward even with the construction of the engineering building. Trustee Lowell pointed out that other emerging uses are study spaces and faculty offices. She added that Ms. Osterby presented MMC's Capital Improvement Plan and commented that FIU has additional development capacity beyond those space needs that are projected in a very flexible way for the next 10 to 20 years. Trustee Lowell indicated that Ms. Osterby referred to the continuing densification and the build out of the Academic Health Center in the northeast corner of MMC. Trustee Lowell noted that the anticipated location for the future medical center, as a result of the partnership with Baptist, was discussed. She added that it is envisioned that the first phase of the medical center would also include a parking garage. Trustee Lowell added that there were discussions around mixed use and verticality for facilities. She mentioned that Ms. Osterby commented on comparable institutions across the country in terms of urbanized environment and how set institutions had buildings of 15 stories and higher not including their older construction. She added that the current location of University apartments at MMC is the most feasible location for the medical center, contingent upon the replacement of student housing elsewhere on campus. She commented that there were also discussions regarding combining student and workforce housing.

Trustee Lowell shared that Ms. Osterby provided an overview of the athletic facilities and their current uses, detailing that areas with plans for investments at MMC include track and field and soccer facilities and the reorganization of the courts. She added that Ms. Osterby mentioned the addition of combined varsity sports and recreational sports facilities to the arena and pointed out where an aquatic center could be located. Trustee Lowell noted that Athletics Director Scott Carr shared that while there is not currently consensus on a specific location for a new swimming pool, the plan is to first define what the goals for the facilities are.

Trustee Lowell mentioned that Senior Vice President for Finance and Administration and Chief Financial Officer Aime Martinez provided three examples of "Big Ideas" for discussion, including public-private partnerships, a research/industry park at the Engineering Campus, and re-development of the west side of MMC. Sr. VP and CFO Martinez provided examples of current public-private partnerships at BBC including Bayview Housing, Royal Caribbean, and Mast @ FIU. She also indicated a potential opportunity for developing a master developer plan where multiple projects would be completed through one partnership. Trustee Lowell mentioned that the idea of increasing industry partnerships in research is important not only for FIU, but across the country. She noted that Senior Vice President for Research and Economic Development and Dean of the University Graduate School Andres G. Gil expressed the need for more labs and incubators for partnerships with industry.

Trustee Lowell explained that the west side of MMC provides opportunity for new development including potential workforce housing and addition of a gas station and car wash to vehicle services. She also mentioned that the southwest side of MMC contains low density areas that could be opportunities for public-private partnerships and integration of more purposeful facilities. Trustee

Lowell stated that Professor Philip K. Stoddard addressed the Campus Master Plan Ad Hoc Committee, on behalf of the Faculty Senate, and shared various environmental concerns regarding the future of FIU campuses and the sustainability, including transportation and the concern of coastal hazards. Trustee Lowell emphasized that environmental sustainability is a priority for FIU and will be factored when completing the campus master plan.

Trustee Lowell shared that the next meeting of the Campus Master Plan Ad Hoc Committee is scheduled for December 14, 2023 and welcomed all members of the FIU Board of Trustees to attend.

### **3.3 Student Housing**

Provost Bejar commented that in fall 2023, 1,400 students were on the housing waitlist for the fall 2023 semester and that the University was unable to provide on-campus housing for 180 first year students. She added that for spring 2024, there are 302 active first year students applying for housing for January 2024, resulting in the recommendation to shift populations across housing. Provost Bejar explained that 35% of the total 3,800 bed spaces are allocated to first-time-in college (FTIC) and international/global first-year students (G1Y) and that the proposed plan would bring an allocation of 45% of the bed spaces for freshmen in the 2024-2025 academic year to progress towards the national best-practice standards. She noted that institutions such as the University of Florida and Florida State University allocate 75% and 80%, respectively, of their bed spaces for FTIC students. Provost Bejar outlined the operational strategy of the housing timeline to aid students in finding off-campus housing solutions should they not be selected for on-campus housing. She noted that as of fall 2024, there will be 5,200 off-campus bed spaces across from MMC available and there will be 500 less on-campus bed spaces allocated for juniors and seniors. Provost Bejar provided an overview of on-campus and off-campus monthly rental rates.

Trustee Dean C. Colson noted that in an ideal situation all students would live on campus and that the demand for housing requires planning to ensure that FIU provides the best experience for students, faculty, and staff in the future. Trustee Francis A. Hondal requested statistics regarding housing capacity versus total student enrollment across institutions within the State University System of Florida. In response to Trustee Yaffa Popack, Provost Bejar explained that there are 3,800 bed spaces on-campus at MMC and by fall 2024, there will be 5,200 bed spaces off-campus adjacent to MMC. Further responding to Trustee Popack, Provost Bejar mentioned that most of the off-campus housing is leased to FIU students. Board Chair Tovar mentioned that there are close working relationships with the off-campus housing facilities across from MMC. In response to requests from Trustees Popack and Hondal, Provost Bejar commented that additional data will be provided and that as the campus master plan is developed, there is the ability for Trustees to visit off-campus housing facilities. President Kenneth A. Jessell added that the affiliation agreements with 109 Towers and The One at University City specifically require that they lease to only FIU students, faculty, and staff and under the University City zoning under the City of Sweetwater, students have preference. Trustee Lowell mentioned that she would like to coordinate visits to the off-campus housing facilities across from MMC before the February 29, 2024 FIU Board of Trustees meetings.

#### **4. New Business**

No new business was raised.

#### **5. Concluding Remarks and Adjournment**

With no other new business, Committee Chair Marc D. Sarnoff adjourned the meeting of the Florida International University Board of Trustees Strategic Planning Committee on Thursday, December 7, 2023, at 12:27 PM.