



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

**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 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 Bejar detailed that the FIU Strategic Plan framework is predicated on three (3) foundational pillars including the Florida International University (FIU) experience, research, and mission-aligned engagement and partnerships. She added that aspirational statements are being refined and affirmed. She detailed that the foundation of the plan includes the accountability, reputation, and flexibility of FIU while also harnessing physical, financial, and human capital resources. She mentioned that the strategic focus areas include environment and environmental resilience, health, and technology and innovation. Provost Bejar announced the leadership of the pillar committees. Provost Bejar reviewed 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 explained that during the spring 2024 semester there will be listening sessions for administrators and committee leaders to listen to stakeholders. She detailed that the listening sessions will include university-wide at Modesto A. Maidique campus (MMC), area/division leaders, university-wide at Biscayne Bay campus (BBC), student government leadership, faculty senate, FIU Online students, Board of Directors, 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 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**

Committee Chair Sarnoff introduced Campus Master Plan Ad Hoc Committee Chair Natasha Lowell to provide an update on the Campus Master Plan. Trustee Lowell explained that Board Chair Roger Tovar formed the Campus Master Plan Ad Hoc Committee so that the 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 Board of Trustees approval. She stated that the subcommittee met on October 5, 2023. Trustee Lowell detailed 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, and that Public Education Capital Outlay (PECO) funding alone cannot meet FIU's facilities' needs. She added that Associate Vice President for Facilities Management, John Cal introduced consultant Krisan Osterby of the DLR Group alongside Director of Planning, Robert Griffith. She 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, host local governments, and two (2) public hearings that allow the general public to have a 90-day period for comment, followed by formal Board of Trustees approval, and negotiation of Campus Development Agreement (CDA) with host local governments. She stated that the intention is to bring the final campus master plan before the Board of Trustees for approval by September 2024. She detailed the major planning goals.

Trustee Lowell explained that an overview of the Fixed Capital Outlay five (5) year Capital Improvement Plan and enrollment projections were reviewed. She added that Ms. Osterby shared the 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 described how FIU's highly urban environment and land constraints, lead to an outstanding recreation space needs. She also noted 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 shared that Ms. Osterby emphasized that initiatives for student success are a priority and she explained that the subcommittee 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 that a multipurpose facility provides 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 along with other emerging uses being study spaces and faculty offices. She added that Ms. Osterby presented MMC's Capital Improvement Plan and referred to the continuing densification and 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 because of the partnership with Baptist was discussed, and that it is envisioned that the first phase of the medical center would 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. 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 the new swimming pool, the plan is to first define what the goals for the facilities are.

Trustee Lowell mentioned that Chief Financial Officer and Senior Vice President for Finance and Administration 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 with FIU at BBC. Trustee Lowell mentioned that the idea of increasing industry partnerships in research is important not only for FIU, but across the country, noting 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 that will be 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 shared that the Campus Master Plan Ad Hoc Committee members head from FIU Professor Philip K. Stoddard, who spoke on behalf of the FIU Faculty Senate and shared concerns regarding FIU campuses and the environment and sustainability including transportation and coastal hazards. Trustee Lowell emphasized that environmental sustainability is a priority for FIU.

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 Board of Trustees to attend. Committee Chair Sarnoff encouraged trustees to attend the upcoming meeting.

### **3.3 Student Housing**

Provost Bejar recognized Andrew Naylor, Senior Director for Housing Administration. She shared that in fall 2023, 1,400 students were on the housing waitlist for fall 2023 and that there are currently 583 on the waitlist for spring 2024. She added that in fall 2023, 180 first year students were unable to be provided housing and for spring 2024, there are 302 active first year students applying to get housing for January 2024; resulting in the recommendation to shift populations across housing. Provost Bejar explained that 35% of the total 3,815 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 school year to progress towards the national best-practice standards. She noted that preeminent institutions such as the

University of Florida and Florida State University allocate 75% and 80% of their bed spaces for FTIC students respectively. 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 5,256 off-campus bed spaces across from MMC available as there will be 500 less on-campus bed spaces allocated for juniors and seniors. Provost Bejar provided an overview of the 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 the statistics regarding housing capacity versus the total student enrollment across other State University System of Florida institutions. Trustee Yaffa Popack inquired whether the housing buildings across MMC are included in the total number of bed spaces. In response, Provost Bejar explained that there are 3,800 bed spaces on-campus at MMC plus the 5,200 that will be off-campus adjacent to MMC. Trustee Popack inquired about the percentage of off-campus housing bed spaces that are leased to FIU students or faculty. Board Chair Tovar mentioned that there are close working relationships with the off-campus housing facilities across from MMC. In response to Trustee Popack and Trustee Hondal's requests, 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 the off-campus housing facilities. President Kenneth A. Jessell added that there are partnerships with 109 Towers and The One at University Center requiring that only FIU students, faculty and staff occupy those bed spaces. Trustee Lowell mentioned that she would like to coordinate visits to the off-campus housing facilities across from MMC before the February 29, 2024 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.