



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

FIU, Modesto A. Maidique Campus, Graham Center Ballrooms

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

**Thursday, December 7, 2023**

**11:30 AM**

*or*

*Upon Adjournment of Previous Meeting*

**Chair:** Marc D. Sarnoff

**Vice Chair:** Francis A. Hondal

**Members:** Noël C. Barengo, Alan Gonzalez, Gene Prescott, Alexander P. Sutton

**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 Strategic Plan 2030 Update        | Elizabeth M. Bejar |
| 3.2 Campus Master Plan Update         | Natasha Lowell     |
| 3.3 Student Housing                   | Elizabeth M. Bejar |
| 4. New Business <i>(If Any)</i>       | Marc D. Sarnoff    |
| 5. Concluding Remarks and Adjournment | Marc D. Sarnoff    |

*The next Strategic Planning Committee Meeting is scheduled for April 25, 2024*

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December 7, 2023

**Subject: Approval of Minutes of Meeting held September 14, 2023**

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**Proposed Committee Action:**

Approval of Minutes of the Strategic Planning Committee meeting held on September 14, 2023.

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**Background Information:**

Committee members will review and approve the Minutes of the Strategic Planning Committee meeting held on September 14, 2023.

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**Supporting Documentation:** Minutes: Strategic Planning Committee Meeting, September 14, 2023

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

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**Strategic Planning Committee**  
**September 14, 2023**  
**FIU, Modesto A. Maidique Campus, Tamiami Hall, Multipurpose Room**

**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 10:03 AM on Thursday, September 14, 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; and Alexander P. Sutton.

Trustee Gene Prescott was excused.

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, and Chanel T. Rowe (*Zoom*).

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 April 27, 2023. Hearing none, a motion was made and unanimously passed to approve the minutes of the Strategic Planning Committee meeting held on April 27, 2023.

**3. Information and Discussion Item**

**3.1 Office of Public Policy Events**

Provost and Executive Vice President Elizabeth M. Bejar explained that the Office of Public Policy Events is the newest office established by the University in response to HB 931, which requires Florida state universities to establish an Office of Public Policy and Events and appoint a Director of Public Policy Events. She noted that HB 931 also requires the University to host, at a minimum, two group forums or debates in the fall and spring semesters with events including speakers on opposing sides of public policy issues. Provost Bejar mentioned that in August 2023, FIU hired Dr. Mireya Mayor to be the Founding Executive Director for Strategic Projects and Director of Public Policy Events. Provost Bejar added that Dr. Mayor is an anthropologist, author, National Geographic Explorer, National Science Foundation Fellow, and Fulbright Scholar, and that she

previously served as FIU's College of Arts Science and Education Director of Exploration and Science Communication.

Provost Bejar mentioned that the Office of Public Policy Events currently has events planned for the fall 2023 semester with topics including immigration and foreign policy, and in the spring 2024 semester with topics, including climate and the role of media and journalism. Provost Bejar commented that there will be updates provided to the Strategic Planning Committee in the future and that they will be working together to develop and refine the opportunities that will be designed with intentionality to ensure that speakers on opposing sides can share widely held views on public policy issues. She added that the public policy issues chosen are ones that are relevant to the community and society at large.

### **3.2 Performance Funding Metrics, Preeminence, and Rankings**

Provost Bejar provided an overview of the Performance Based Funding score history from the June 2023 Florida Board of Governors (BOG) system wide review of institutions. She commented that FIU has performed very well and that the State of Florida System is number 1 in the country. Provost Bejar added that at the June 2023 BOG meeting, FIU was recognized for achieving a score of 95, which was number 1 in the State of Florida.

Provost Bejar introduced preeminence as being a metric that requires achievement in differing criteria set by the BOG with FIU being currently recognized as an Emerging Preeminent institution alongside the University of Central Florida. Provost Bejar detailed that only 11 of the 12 metrics are required to be considered a Preeminent university and that FIU was one (1) metric away. She stated that FIU had not achieved the four (4) year graduation rate and endowment size metrics. She referred to the term of Projected Preeminence and explained that said term is being used as data must first be submitted and vetted across the institution and the BOG.

Provost Bejar highlighted the Preeminence profile for the Fall 2023 freshman class and the First-Time-In-College (FTIC) returning cohort. She commented that the goals included a 4.0 GPA and 1,200 SAT. She noted that FIU has 1,548 fall admits with an average GPA of 4.32 and average SAT of 1,290. She explained that the 2022 FTIC cohort has a goal of 90% re-enrolled students to achieve the metric and that FIU currently has 92.1% re-enrollment. Provost Bejar explained that the 2019 FTIC Cohort would have graduated across the 2022-2023 academic year. She thanked the Board members for their leadership and participation in the Summer 2023 commencement ceremonies. She mentioned that degrees have been posted at 63.68% of the four (4)-year graduated cohort. Provost Bejar added that the data is still unofficial and will not be certified until the Spring of 2024. She explained that it can be estimated that FIU will be designated as Preeminent.

Provost Bejar indicated that *Washington Monthly* recognized FIU as one of the Top 20 universities in the nation in their annual College Guide and Rankings with FIU coming in 19<sup>th</sup> nationally and 6<sup>th</sup> among public universities and number 1 in Florida. Provost Bejar recognized Committee Chair Sarnoff for addressing the *Wall Street Journal* and imploring the administration to see the relevance of their rankings. She added that FIU was ranked 4<sup>th</sup> among public universities in the nation and is ranked 29<sup>th</sup> nationally, top 10 overall both for social mobility and student experience.

Committee Chair Sarnoff mentioned that FIU is a life changing University and commended the Board of Trustees and University's leadership.

### **3.3 Strategic Plan 2030 Process**

Provost Bejar introduced the 2025-2030 Strategic Plan and mentioned the prior World's Ahead 2010-2015, Beyond Possible 2015-2020, and Next Horizon 2020-2025 strategic plans. She added that as the Next Horizon Strategic Plan concludes, the next strategic plan will be the first to be drafted while the Board of Trustees has a Strategic Planning Committee in place. Provost Bejar explained that a framework has been established to initiate the development of the broad-based institutional involvement to begin aggregating information from the University community.

Provost Bejar highlighted the focus areas of environmental resiliency, health, and tech/innovation for inclusion into the next strategic plan. She commented on the three pillars, specifically FIU experience, research, and mission-aligned engagement and partnerships. Provost Bejar described the foundation that will be built on accountability, reputation, and flexibility, as well as the physical, financial, and human capital resources to lay out the framework of the strategic plan. She explained that workshops, townhalls, or discussions around environmental resilience, health and tech/innovation will be used to delve deeper into those areas of focus.

Provost Bejar provided an overview of the proposed timeline with there formally being an advisory task planning meeting, identification of chairs/co-chairs and members of the committee and kicking off the strategic plan in September and October 2023. She added that in October and November 2023 there will be feedback gathering sessions. She stated that December 2023 will include submission of definitions, goals, and metrics for success. She added that in the spring of 2024 there will be dedication to refinement and finalization of the Committee recommendations. Provost Bejar described that by June of 2024 there should be review and approval by the FIU Faculty Senate to then have an action item presented to the FIU Board of Trustees by September 2024. She indicated that, following approval by the FIU Board of Trustees, the BOG would review and approve the strategic plan to ensure alignment with system-wide goals.

In response to Trustee Colson's inquiry regarding the BOG strategic plan and their timeline, Provost Bejar stated that the BOG was unable to meet in August due to a tropical storm. Board Chair Roger Tovar commented that FIU should continue to maintain and improve in the rankings, and also continue to focus on the student, faculty, and staff experience.

### **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, September 14, 2023, at 10:53 AM.

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