



Campus Master Plan Ad Hoc Committee
October 5, 2023
FIU, Modesto A. Maidique Campus, Graham Center 243

MINUTES

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 at 9:00 AM on Thursday, October 5, 2023.

Corporate Secretary Milly Bello conducted roll call of the Campus Master Plan Ad Hoc Committee members and verified a quorum. Present were Trustee Natasha Lowell, *Committee Chair*; Trustee Alan Gonzalez; Provost and Executive Vice President Elizabeth M. Bejar; Vice President for Operations and Safety and Chief of Staff Javier I. Marques; and Trustees Marc D. Sarnoff (*joined after roll call*); Alexander P. Sutton (*joined after roll call*); and Roger Tovar, *Board Chair*.

Committee Chair Lowell welcomed Trustees, Committee members, and members of the University administration. She indicated that Board Chair 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 approval next June. She added that the Ad Hoc Committee will provide feedback to the Board of Trustees prior to the open hearings and request final approval by the Board. Committee Chair Lowell commented that the 2015 to 2030 campus master plan update provides a framework for FIU based on planning goals and within this context, it is critical to emphasize that FIU's planned future growth will require more land improvements, PECO (Public Education Capital Outlay) funding alone cannot meet FIU's facilities' needs, and construction projects involve significant investments and need to be conducted in an open, competitive, and transparent fashion.

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 welcomed and introduced consultant Krisan Osterby of the DLR Group and recognized Director for Facilities Planning Robert (Bob) Griffith. Mr. Cal pointed out that the master planning process is based on law and regulation, specifically Florida Statute 1013.30 and BOG Chapter 21. He indicated that legislative language recognizes universities as vital public facilities with impacts on public facilities and natural resources of the host local governments. He commented that campus master planning is perceived as the vehicle to ensure a quality relationship with host communities. He remarked on key parameters, including 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 the general public with a 90-day period for comment, two (2) public hearings for

host local communities, formal Board of Trustees approval, and negotiation of Campus Development Agreement (CDA) with host local governments. Mr. Cal explained that the state no longer funds, as a line-item appropriation, master planning updates, which can cost approximately \$500,000. He added that previously FIU funded master planning updates utilizing carryforward funds.

Mr. Cal indicated that the master plan is resource unconstrained in terms of financial resources, time, and management capacity and sets forth a vision of what the campus can be. He commented on the planning scope. He noted that there are eight (8) required elements and ten (10) optional planning elements. Mr. Cal presented a timeline, which culminates with Board of Trustees approval in June 2024. He pointed out that the master plan is currently being reviewed by University constituencies. He added that comments are being received and that said comments will be addressed and integrated into the master plan. He mentioned that mid-November is the target to hold the first public meeting and start the 90-day comment period, which would run November through February. Mr. Cal stated that if the first public meeting is held in November, the second public session can be held in May to respond to comments received. Committee Chair Lowell requested that the second public session be held in April. Mr. Cal remarked that if comments are received and responded to, potentially the second public session can be held in April.

Mr. Cal explained that the University's strategic plan and campus master plan are in alignment and are planned for formal Board of Trustees approval in June 2024. He delineated the major planning goals: 1. support University Strategic Plan: "Next Horizon 2025" and new plan currently being developed; 2. develop a sustainable campus environment; 3. develop better options with transportation and access; 4. establish better connectivity with neighboring communities; 5. meet enrollment needs for academic and research facilities and for housing; and 6. optimize development within land use constraints. Mr. Cal described the following guiding principles: 1. develop forward looking, innovative and interdisciplinary learning and research environments; 2. reinforce a culture of sustainability and a sustainable campus environment; 3. strengthen FIU's identity and sense of place through the expression of its campus environment; strengthen the FIU brand and legacy; 4. create a more compact and comprehensive urban environment with multi-modal solutions to transportation and infrastructure; 5. establish better connectivity with neighboring communities; 6. create a safe, transparent, connected, pedestrian-friendly campus; 7. site core academic programs along main axes; 8. develop student life mixed use communities; 9. foster learning through multipurpose open space; and 10. reinforce FIU's opportunistic character by maximizing flexibility for future expansion. He highlighted funding opportunities to create campus master plan development, including state funding, student funds, revenue bonds, grants, public-private partnerships, and philanthropy.

Mr. Cal highlighted indicators of master plan success, including continued rise in rankings through student success and research achievements, reduction in current space deficit of 2.8gsf, town-gown relationships enhancing the community and University, increased on-campus housing occupancy, flexibility of plan to adapt to new opportunities, use of outdoor gathering spaces and activity areas, and student surveys on impact and importance of campus appearance. He provided an overview of the Fixed Capital Outlay five-year Capital Improvement Plan. Board Chair Tovar requested that,

moving forward, the Fixed Capital Outlay five-year Capital Improvement Plan include required or envisioned footprint for each included project.

Provost and Executive Vice President Elizabeth M. Bejar commented on critical start points in terms of enrollment projections. She explained that the projections were generated using an overall increase for the Accountability Plan projections, distributing down to home campus based on Fall 2022 percentages, and then extending the 1% increase to the total from 2028 until 2030.

Ms. Osterby remarked on space needs methodologies. She indicated that while there is a visionary aspect to the master planning process, said process is data informed and focused on facilitating the strategic plan. She added that the master planning process considers who is projected to be present on campus in terms of students, faculty, staff, and also considers research activity, housing, and sports. She noted that in FIU's highly urban environment and land constraints, there will always be an outstanding recreation space need even when looking at other urban institutions. Ms. Osterby commented on post-pandemic housing challenges in terms of the demand for workforce housing within the university campus across the country. She presented a space needs analysis for the Biscayne Bay Campus (BBC) and future 2030 space needs. She mentioned that space needs for certain planned projects are calculated using State of Florida guidelines for Education and General (E&G) spaces and that for the other projects the state does not provide guidelines. She stated that the University will prioritize planned projects in relation to the strategic plan. University President Kenneth A. Jessell indicated that initiatives for student success must take priority and that it is not necessarily dictated by the surplus or deficit that is reflected in the space needs. Trustee Alan Gonzalez stated that it would be valuable, during the master planning process, to also 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. In response to Trustee Gonzalez, Ms. Osterby explained that every time there's a master plan cycle, the process starts with a volume that is referred to as inventory and analysis and it goes through the 18 elements (of the planning scope) to highlight the current issues and set the program for the master plan. Further responding to Trustee Gonzalez, Board Chair Roger Tovar indicated that the state's legislature no longer funds deferred maintenance on an annual basis and when funding for deferred maintenance is received, the University must prioritize needs in terms of what students need and how best to affect change. In response to Trustee Marc D. Sarnoff, President Jessell stated that he would grade the University, overall, a B+ in terms of deferred maintenance. Senior Vice President for Research and Economic Development and Dean of the University Graduate School Andres G. Gil indicated that a lab may be a D in terms of deferred maintenance given that it has been used for a very long period of time and that when the faculty member leaves said lab, it presents an opportunity for renovation and maintenance.

Ms. Osterby commented on BBC's land use. Board Chair Tovar requested that the campus master plan denote spaces that are identified for future use and not yet built. In response to Committee Chair Lowell, Interim Vice President for Student Affairs Charlie Andrews indicated that BBC housing is serving as overflow to meet the unmet demand for student housing at the Modesto A. Maidique Campus (MMC). Chief Financial Officer and Senior Vice President for Finance and Administration Aime Martinez pointed out that the University has engaged Brailsford & Dunlavey to conduct a housing demand study. In response to Board Chair Tovar, Ms. Osterby explained that,

in terms of BBC, a multipurpose facility provides flexibility and can be used for academic and research programming, clinical partnerships, workforce needs, including housing and workplace, and non-FIU facilities, such as MAST@FIU BBC.

Ms. Osterby presented the MMC and Engineering Center (EC) space needs analysis. She noted that research has always been, since 2007, the existing unmet need that continues to roll forward even with the construction of the engineering building. She added that other emerging uses are study spaces and faculty offices. In terms of future 2030 space needs, she indicated that the largest numbers, in terms of assignable square feet, translates to almost at a 50% to 55% grossing factor, particularly around research facilities. In response to Board Chair Tovar, President Jessell commented that the strategic planning process is collaborative and is linked to the campus master planning process and identifies the University's priorities. Provost Bejar commented that substantive conversations with the Board of Trustees and discussions with the faculty, alumni, and FIU constituents will be required and that said collaboration will inform the strategic plan. Trustee Sarnoff remarked that athletics and intramurals provide on campus activity and are part of a more full layered University experience. Sr. VP Gil indicated that the fifth and sixth floors of the new engineering building are estimated to add \$12M a year in research funding based on the productivity in other labs. He added that there have been instances when the University had to decline significant funding from incoming faculty as the University did not have the required facilities.

At the request of Committee Chair Lowell, Ms. Osterby presented MMC's Capital Improvement Plan. Ms. Osterby 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. She referred to the continuing densification and build out of the Academic Health Center in the northeast corner of MMC. In response to Committee Chair Lowell, Senior Vice President for Health Affairs and Dean of the Herbert Wertheim College of Medicine Juan C. Cendan commented on the anticipated location for the partnership with Baptist, should that materialize. He added that the first phase would also include a parking garage and that five (5) acres would be needed if there were to be a hospital on campus. Trustee Sarnoff inquired as to the possibility of building above the University's existing parking garages and recommended mixed use and verticality for the University's facilities. In response to Trustee Sarnoff, Ms. Osterby commented on comparable institutions across the country in terms of urbanized environment and how said institutions had buildings of 15 stories and higher, not including their older construction. President Jessell indicated that adding floors to an existing parking garage can create issues related to vibrations and considerations must be given to the potential costs and benefits.

Trustee Alexander P. Sutton referred to the space that is currently occupied by the University apartments, and expressed his support for the potential building of a hospital so long as there are still adequate accommodations for student housing. In response to Trustee Sutton, Board Chair Tovar mentioned that he would not support the addition of a medical center without having a replacement for the student housing that is currently on campus. Board Chair Tovar commented on his vision of combining student housing with affordable workforce housing for individuals in need of assistance with costs of living. Board Chair Tovar added that the current Florida Senate President is focusing on the key topic of affordable housing.

At Committee Chair Lowell's request, Ms. Osterby provided an overview of the athletic facilities and their current uses. She explained that there are areas where there are plans for significant investments in athletics related facilities at MMC including the track and field and soccer facilities and additionally, the reorganization of the courts which could be used as tennis, pickle ball, basketball, or volleyball courts. She mentioned the addition of combined varsity sports and recreational sports facilities to the arena. Ms. Osterby pointed out where the new swimming pool would be located, per the request of Committee Chair Lowell. Athletic Director Scott Carr added that the exact location of the new swimming pool has not yet been decided. He also explained that the sand volleyball courts need expansion as there are currently three (3) sand volleyball courts, and the ideal amount to host a competition is at least five (5). In response to Committee Chair Lowell, AD Carr indicated while there is not currently consensus on a specific location for the new swimming pool, there has been discussion about a particular location that is in the footpath from the Panther Parking Garage to the Wellness and Recreation Center. Board Chair Tovar explained that he has toured swimming pool facilities at other schools in South Florida. He mentioned that it is important to first define what the goals for the facility are before the location is decided. Board Chair Tovar added that an additional area that should be considered is the spectator area of the swimming pool so that it can be well thought out. He pointed out that the Student Government Association could potentially work with the University administration to ensure that there is a recreational component to the swimming pool facility. Vice President for Operations and Safety and Chief of Staff Javier I. Marques concurred with Board Chair Tovar regarding the prioritization of defining the use of the facility prior to determining the location on campus. In response to VP Marques' inquiry, Mr. Cal explained that the main challenges include land and funding. President Jessell detailed the importance of accommodating the needs of athletic and recreational student use for the pool along with selecting an ideal location based on those needs. Trustee Sutton added that students have expressed interest in expanded aquatic facilities for recreational use. Board Chair Tovar noted that it is important to create a facility that is efficient in terms of long-term maintenance.

AD Carr explained that there are plans to add a basketball practice facility adjacent to the Ocean Bank Convocation Center to allow for the use of the space for additional University events. He detailed that there are plans to include additional locker room space for student athletes and space for offices. He mentioned the need for a track and that it could potentially be accommodated around the current FIU soccer stadium. AD Carr added that there are plans to construct a covered practice field. He mentioned that there is currently an Athletics Facilities Master Plan in development.

Ms. Osterby pointed out that the Committee members have access to the full report and the inventory and analysis. She presented a two-dimensional perspective graphic of MMC and added that there is a three-dimensional model that can be provided to the members of the Committee.

Sr. VP and CFO Martinez introduced three (3) examples of "Big Ideas" for Committee discussion, including public-private partnerships, research/industry park at EC, and re-development of the west side of MMC. In response to Committee Chair Lowell's request, Sr. VP and CFO Martinez provided examples of current public-private partnerships with FIU, including Bayview Housing at BBC, Royal Caribbean at BBC, and MAST@FIU BBC. Sr. VP and CFO Martinez mentioned the potential for

forming a master development plan where multiple projects would be completed through one partnership. She also expressed that the University seeking the Committee's feedback in terms of forming public-private partnerships. Trustee Sarnoff inquired about the process of developing the public-private partnerships. He added that there should be an established idea of what the University is seeking from any partnership prior to their start. In response to Committee Chair Lowell, President Jessell referred to the University of Central Florida and Florida Atlantic University as other State University System institutions that have completed master development partnerships. President Jessell added that University leadership would need to go through a competitive solicitation process to begin a public-private partnership and that there have been successful partnerships in the past. He also stated that there are costs related to engaging in public-private partnerships as there is University land being utilized in the arrangements. In response to Trustee Sutton, President Jessell explained that public-private partnerships are only as good as the dedication of the parties involved and emphasized the importance of a tied initiative and goal.

Sr. VP and CFO Martinez commented on the idea of developing a "research park" at EC. Sr. VP Gil mentioned that the idea of increasing industry partnerships in research is important not only for FIU but across the country. He remarked on the expansion of the Cold Spray Lab, which is supported by funding from the Department of Defense and has a connection to possible manufacturing. He expressed the need for more labs that will be incubators for partnerships with industry and can provide opportunities for faculty and students.

Sr. VP and CFO Martinez commented on the west side of MMC, which includes the National Hurricane Center and support buildings such as, vehicle services, grounds offices, and modular buildings that are an opportunity for new development. In response to Committee Chair Lowell, Sr. VP and CFO Martinez explained that ideas for the development of the west side of MMC include adding a gas station and car wash to vehicle services, and workforce housing. Board Chair Tovar pointed out that Dr. Carlos J. Finlay Elementary and the National Hurricane Center are located on FIU-owned land and inquired as to the level of collaboration between FIU and the elementary school. President Jessell mentioned that the University's leadership will follow-up with details related to the lease agreements between FIU and the National Hurricane Center and the elementary school. He also added that on the southwest side of MMC there are low density areas that could be opportunities for public-private partnerships and integration of facilities that will be more purposeful. Board Chair Tovar concurred regarding the underutilization of the land in the southwest portion of MMC and mentioned that there should be precautions taken when giving up any land on the campus as it is very valuable. In terms of the leases with the National Hurricane Center and Dr. Carlos J. Finlay Elementary, Sr. VP and CFO Martinez indicated that the lease agreements will end in 2033 and 2046 respectively and that any subsequent lease renewal with the National Hurricane Center will terminate the Center's ownership of the adjacent land.

Committee Chair Lowell allotted FIU Professor Philip K. Stoddard two (2) minutes to address the Committee members. Professor Stoddard shared that he would be presenting on behalf of the FIU Faculty Senate. He laid out various environmental concerns regarding the future of the FIU campuses and sustainability including transportation and the concern of coastal hazards. Trustee Sutton shared that he agreed with the sentiments brought forth by Professor Stoddard and Committee Chair Lowell added that environmental sustainability is a priority for the University and

the State University System. Board Chair Tovar mentioned that input from the FIU community is welcome in the master planning process. President Jessell described the process that was used to develop the FIU Nature Preserve as an example of successful collaboration with the FIU community.

Committee Chair Lowell requested that Sr. VP and CFO Martinez provide guidance as to the next steps for the Committee and expressed that the committee would like to have a follow-up meeting. Trustee Sutton commented about the development of the west side of MMC, and suggests a focus on spaces for student organizations, in particular dedicated meeting spaces for “Greek” organizations.

3. New Business

Committee Chair Lowell thanked John Cal, Bob Griffith, the University leadership, Krisan Osterby, and consultants, Miller Legg and SGM Engineering.

4. Concluding Remarks and Adjournment

With no other new business, Committee Chair Natasha Lowell adjourned the meeting of the Florida International University Board of Trustees Campus Master Plan Ad Hoc Committee meeting on Thursday, October 5, 2023, at 1:02 PM.

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