



Academic Policy and Student Affairs Committee
February 23, 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' Academic Policy and Student Affairs Committee meeting was called to order by Committee Chair Natasha Lowell on Thursday, February 23, 2023, at 11:27 AM.

General Counsel Carlos B. Castillo conducted roll call of the Academic Policy and Student Affairs Committee members and verified a quorum. Present were Trustees Natasha Lowell, *Committee Chair*; Cesar L. Alvarez; Jose J. Armas, *Health Affairs liaison*; Deanne Butchey; Dean C. Colson, *Board Chair*; Cristhofer E. Lugo; Chanel T. Rowe (*via Zoom*); Marc D. Sarnoff; and Roger Tovar, *Board Vice Chair and Athletics Liaison*.

Trustee Gene Prescott and University President Kenneth A. Jessell were also in attendance.

Committee Chair Lowell welcomed all Trustees and members of the University administration. She also welcomed the University community and general public accessing the meeting via the University's webcast.

Trustee Lowell congratulated Elizabeth M. Bejar on her appointment as Provost, Executive Vice President, and Chief Operating Officer.

Provost Bejar commented on the launch of national searches for the Dean of the Steven J. Green School of International and Public Affairs and the Dean of University Libraries. Provost Bejar stated that 2014 FIU College of Law graduate, Desmond Meade, who serves as the Executive Director of the Florida Rights Restoration Coalition, has been nominated for a Nobel Peace Prize. Provost Bejar indicated that the U.S. Department of Education has awarded FIU a \$6M five-year grant to help improve access and mental-health services for students in Miami-Dade County Public Schools (MDCPS). She pointed out that the Florida Board of Governors (BOG) identified school psychology and social work as areas of strategic emphasis and added that expanding the capacity of school-based mental health providers is of the utmost priority in order to mitigate the national, state, and local shortages. She noted that FIU, in collaboration with MDCPS, will support and expand the training and credentialing of psychologists and school social workers in 243 high-needs schools, serving over 170,000 students. She further stated that, at least 145 graduate students will be supported by the grant through coursework, fieldwork, specialized workshops, and seminars. Provost Bejar explained that, upon completion, students are guaranteed positions in MDCPS working in their field.

Provost Bejar indicated that during the Superbowl, 17 FIU students from the Chaplin School of Hospitality & Tourism Management spent that Sunday in Arizona welcoming guests as part of their Mega Events specialization. Provost Bejar commented on FIU athletic training alumnae who were on both sides of the field during the Superbowl. She remarked that the National Football League has 150 athletic trainers, 21 are female and added that three (3) of which are FIU alumnae. Provost Bejar commented that the FIU Board of Trustees-approved MBA in Cybersecurity Risk was approved by the BOG and added that the University is actively recruiting students for a Fall 2023 launch with the first cohort of graduates planned for December 2024.

2. Approval of Minutes

Committee Chair Lowell asked if there were any additions or corrections to the minutes of the Academic Policy and Student Affairs Committee meeting held on December 6, 2022. Hearing none, a motion was made and unanimously passed to approve the minutes of the Academic Policy and Student Affairs Committee meeting held on December 6, 2022.

3. Action Items

AP1. Tenure as a Condition of Employment Nominations

Trustee Lowell indicated that Tenure as a Condition of Employment (TACOE) is proposed for two candidates and added that to be considered for TACOE, newly hired faculty must qualify for tenure at FIU based on their caliber of work and/or tenure status at their previous institutions. Provost Bejar presented the TACOE nominations for Committee review and noted that TACOE is reserved for individuals who have achieved highly prestigious academic careers prior to their becoming FIU faculty. She noted that TACOE candidates have either received or are eligible for tenure at their previous institution. She explained that at the time of hire, the faculty candidate understands the expectation that the tenure and rank appointment will be granted upon review of the candidate's materials by the department, the college, the Provost, the President, and the Board of Trustees. She indicated that said process is the regular process for tenure and promotion decisions at FIU. Provost Bejar remarked that the department and college have vetted the scholarly qualifications and completed the required expedited tenure review for the TACOE candidates. She commented on the TACOE candidates, Dr. Kyung Bo Kim and Dr. Maria Clara Franco who will be joining the Department of Cellular Biology and Pharmacology in the Herbert Wertheim College of Medicine and the Center for Translational Science as professor and associate professor, respectively.

A motion was made and unanimously passed that the FIU Board of Trustees Academic Policy and Student Affairs Committee recommend that the FIU Board of Trustees approve of the two candidates for Tenure as a Condition of Employment as specified in the Board materials.

AP2. Proposed Regulation FIU-2507 Examinations and Assessments

Provost Bejar presented the proposed Regulation FIU-2507 Examinations and Assessments for Committee review. She indicated that the purpose of the new regulation is to document that FIU's examinations and assessments are confidential and/or exempt from disclosure under Florida Statute. She noted that while the University had an existing process in place, FIU did not have a regulation to inform the public regarding it. Provost Bejar stated that said new regulation references FIU's processes related to the access, maintenance, and destruction of examination and assessment

instruments and related developmental materials and workpapers for all University academic units, testing centers, technology services, and online curriculum learning management systems.

A motion was made and unanimously passed that the FIU Board of Trustees Academic Policy and Student Affairs Committee recommend that the FIU Board of Trustees approve proposed Regulation FIU-2507 Examinations and Assessments, and delegate authority to the University President to approve any subsequent non-material amendments based on comments to the Regulation received from the Florida Board of Governors and as a result of the regulation-making process.

AP3. Proposed Amendment to Regulation FIU-1305 Students in Military Service

Provost Bejar presented the proposed amendment to Regulation FIU-1305 Students in Military Service for Committee review. She indicated that in accordance with revisions to BOG Regulation 6.013 Military Veterans and Active Duty Students, FIU has proposed changes to its existing regulation including: changing the title to Military Veterans and Active Duty Students; details concerning enrollment and registration options for students called into active military service; inclusion of a description of how veterans' military training, courses, and occupations may be evaluated to earn undergraduate college credit; and references the location of publicly available information regarding the process for awarding such credit and any associated appeal.

A motion was made and unanimously passed that the FIU Board of Trustees Academic Policy and Student Affairs Committee recommend that the FIU Board of Trustees approve the proposed amendment to Regulation FIU-1305 Students in Military Service, and delegate authority to the University President to approve any subsequent non-material amendments based on comments to the Regulation received from the Florida Board of Governors and as a result of the regulation-making process.

AP4. New Program Proposal: Bachelor of Science in Sport and Exercise Science

Provost Bejar presented the Bachelor of Science in Sport and Exercise Science new program proposal for Committee review. She indicated that the proposed program would fall under a STEM (science, technology, engineering or mathematics) degree and replace the existing Bachelor of Science degree in Physical Education, which currently offers a track in Sports and Fitness Studies. She commented that the proposed degree responds to shifts in the discipline of movement sciences and will provide a rigorous undergraduate education with an emphasis on anatomy, physiology, human movement, and applications to exercise and sport. She pointed out that baccalaureate training in exercise science offers opportunities for graduates' immediate employment as exercise physiologists in hospitals, health care clinics, health and wellness facilities, sport performance and fitness facilities, private practices, and government agencies. She indicated that the demand for exercise physiologists continues to grow locally and nationally.

A motion was made and unanimously passed that the FIU Board of Trustees Academic Policy and Student Affairs Committee recommend to the FIU Board of Trustees approval of the Bachelor of Science in Sport and Exercise Science new program proposal.

4. Discussion Items

4.1 Enrollment Discussion

Provost Bejar provided a high-level overview of enrollment at FIU. She commented that enrollment at a research university in an urban setting such as Miami is complex and is based on recruitment, scholarship funding, and marketing efforts, but is also predicated on human behavior such as familial ties, affinities, situational factors, and economic indicators. Provost Bejar mentioned that shifts in higher education enrollment are partly predicated on the declined births rates from 18 years ago which has now led to less college freshman. She added that said shifts have been affected by the pandemic as well. She remarked on the University's commitment to a sound enrollment strategy that can provide flexibility, be responsive to changing market conditions, and achieve the learning and research environment that is envisioned for the future of FIU and the community. She commented that the University's leadership is committed to understanding what factors create downstream impacts in order to make recommendations to the Board of Trustees and remain conscientious of FIU's tolerance for growth, risk, innovation, and protecting the foundation of FIU's academic mission as an anchor public research university.

Provost Bejar indicated that in April, the Board of Trustees will review the University's Accountability Plan, which will include enrollment projections through 2027. She pointed out that nationally, undergraduate enrollment has decreased by 7.5% since 2019 and added that in Florida, the decrease was less at 4.7%. She noted that, since 2019, graduate enrollment increased at the national level by 4.17% and that Florida outpaced the national growth rate with an 8.7% increase. She stated that total enrollment in 2019 decreased nationally by 5.8% and in Florida by approximately 3%. Provost Bejar commented on the 2022 Hanover Research survey of U.S. high school sophomores and juniors and noted that there is declining interest in earning a bachelor's degree and in on-campus courses and an increasing focus on affordability and opportunities for a successful career.

Provost Bejar highlighted the Florida College System (FCS) AA transfer rate, which showed a 13.4% decline from 2018-2022. She commented on FIU's long-standing successful relationships with Miami-Dade College and Broward College. She remarked on the 20% enrollment decline of freshmen in Miami Dade College from 2019 to 2021 and added that Broward College showed an overall enrollment decline of freshman by 24%. Provost Bejar highlighted the 8% freshman enrollment growth from 2019 to 2022 and stated that said growth was intentional between 2021 and 2022 and addressed, in the short term, the decline in transfer students. She noted that post-baccalaureate student enrollment increased negligibly. She indicated that the 2022 fall semester enrollment for degree-seeking students is at 48,782 and 75% of said students are Black or Hispanic and 57% are female. She commented on the discussions with the Board of Trustees regarding concerns with the male crisis in higher education and added that the University's leadership is monitoring that very closely and will continue to provide updates.

Provost Bejar commented that the enrollment projections for 2023 through 2026 currently remain consistent with the University's Accountability Plan at approximately 55,500 students by fall 2026. She pointed out that the 2022 Accountability Plan projected 4,400 First-Time-in-College (FTIC) students for 2026 and added that said projection was pushed to 4,600 to mitigate the arising challenges. Provost Bejar remarked on strategies for increasing enrollment moving forward,

including expanding FTIC recruitment efforts, and increased targeted enrollment in specific programs. She highlighted top feeder schools, with academies, for FTICs. Provost Bejar remarked on strategies related to increasing AA transfers, including diversifying the transfer pipeline, focus on increasing articulation agreements throughout the state, and increasing focus on recruiting out-of-state students. She mentioned the University's ongoing brand awareness campaign as critical in promoting FIU in target markets.

Provost Bejar provided an overview pertaining to FIU's historical revenue and lottery funds per full-time-equivalent (FTE) student that takes thirty (30) credits across an academic year. She explained that FIU ranks eleven (11) when compared to other Florida SUS institutions and added that there is an opportunity cost with growing enrollment if FIU is underfunded in enrollment. President Jessell added that FIU's strategic plan was developed on the basis of declining FTIC enrollments and increasing AA transfers and added that the University instead made strategic decisions to increase the number of qualified FTIC students. He stated that it is a high priority for FIU to have equity in funding and added that over the past five (5) years, FIU has placed in the top three (3) in the SUS' performance-based funding but is in the bottom two (2) in terms of funding. Provost Bejar explained that the University will develop multiple models for moving forward. She commented on targeted growth and increasing return on investment on messaging and branding and finetuning the modality mix to meet the needs of the learning community.

In response to Trustee Cesar L. Alvarez, Provost Bejar explained that the FIU academic inventory allows students to have an appropriate variety of degrees to choose from and FIU does not have a cap for enrollment for individual degree programs if a student meets the admissions requirements. She added that this can inadvertently cause an oversaturation in a certain career but that is where the University works to inform students on their career choices. President Jessell added that recruitment, retainment, and career readiness are all linked, and FIU has to produce students that are ready for the jobs of today but are also critical thinkers that can adapt to the jobs of the future. Provost Bejar added that legislatively, the BOG established MyFloridaFuture, which requires every freshman to have completed a Panther Career Readiness Module as an asynchronous module that prepares them for career readiness and requires them to use a Handshake account which is a system that informs students on disciplines and careers. Trustee Deanne Butchey added that the faculty are also being nimble in having these discussions regarding the skills and knowledge that are needed for the future.

In response to Trustee Marc D. Sarnoff, Provost Bejar explained that there have not been any substantive shifts in male population and added that the University's graduate population is 60% female. Board Vice Chair Roger Tovar requested that the presentation be shared with the Board of Trustees. In response to Board Vice Chair Tovar, President Jessell indicated that FIU has the most high school dual enrollment students in the SUS. Also responding to Board Vice Chair Tovar, Provost Bejar pointed out that dual enrollment students do not pay by state statute and added that the majority of students that graduate high school with credits from FIU have an affinity to FIU and about 50% return to FIU. Provost Bejar stated that the University will continue to monitor the efficacy of dual enrollment across all levels. Board Vice Chair Tovar commended the detailed presentation on enrollment and encouraged the University's leadership to mention the dual-enrollment students when speaking to the legislature to in terms of the benefit that this provides. In response to Board Chair Dean C. Colson, Provost Bejar stated that FIU has a high school on

campus, Academy for Advanced Academics, where high school students have opted out of their high school experience and are taking three high school courses with high school teachers at FIU.

4.2 Student Government Updates

Trustee Cristhofer E. Lugo, Student Government Association (SGA) President, commented that three (3) presidential candidates are vying for office. He remarked on the Meet Your Dean event where students had the opportunity to meet and engage with their respective deans in a social setting. He remarked on the Barbershop Talk Event, that will be taking place later in the day as part of Black History Month, to address student concerns and provide a safe space for students to discuss issues affecting Black students in the community. Trustee Lugo remarked on the Hunger-Free Campus Bill and explained that the proposed bill seeks to establish a Swipe Out of Hunger Program that allows students to donate meal swipes to fellow students in need, will set up and fund a food pantry on campus, and create Supplemental Nutrition Assistance Program (SNAP) enrollment opportunities for students with food insecurity.

Trustee Lugo mentioned that SGA is also advocating for the Housing Affordability Act and that SGA is collaborating with FIU in DC to organize a symposium that invites all student government officials from the Alliance of Hispanic Serving Research Universities to find ways to increase opportunities for those historically underserved by higher education. He noted that the Activity and Service budget for the 2023-24 fiscal year has been approved by the Budget Committee and the legislative branch and is now under review by Interim Vice President for Student Affairs, Charlie Andrews. Trustee Lugo mentioned that the projected revenue for 2023-24 is \$19.5M, which is \$300,000 less than the current fiscal year. He stated that SGA is committed to being a strong advocate for the student body and is collaborating with the University administration to create an inclusive, equitable, and supportive campus environment for all students.

4.3 Faculty Senate Updates

Trustee Deanne Butchey, Faculty Senate Chair, commented on faculty concerns regarding freedom of speech or expression, academic freedom, and the ability to investigate and discuss issues that embrace the most pertinent environmental, societal, and governance issues of the time. She stated that faculty will continue to educate students within the confines of the law and equip them with the foundational knowledge and the analytical reasoning skills necessary to succeed. She indicated that, over the last several weeks, the FIU Faculty Senate, as is the case with other faculty senates across the SUS, has prepared statements and resolutions which present cogent facts about the possible outcomes of the proposed policies relating to higher education. She remarked that when universities are unhampered in their ability to effectively complete their missions, they all gain economically and improve the quality of life for all constituents. Trustee Butchey remarked that there are also faculty concerns relating to current enrollment trends and the quickly evolving use of ChatGPT and other artificial intelligence techniques. She commented on raising the faculty's awareness of safety resources at FIU. Trustee Butchey commented that the Faculty Senate would like to publicly congratulate Provost Bejar on the appointment as Provost, Executive Vice President, and Chief Operating Officer.

5. Academic Affairs Regular Reports

There were no questions from the Committee members in terms of the Academic Affairs regular reports included as part of the agenda materials.

6. New Business

No new business was raised.

7. Concluding Remarks and Adjournment

With no other business, Committee Chair Natasha Lowell adjourned the meeting of the Florida International University Board of Trustees Academic Policy and Student Affairs Committee on Thursday, February 23, 2023, at 1:01 PM.