



**FLORIDA INTERNATIONAL UNIVERSITY  
BOARD OF TRUSTEES**

**Retreat Minutes  
Thursday, July 7, 2016  
Coral Gables Country Club  
Fountain Room  
997 North Greenway Drive  
Coral Gables, FL 33134**

Board Chair Claudia Puig convened the Florida International University Board of Trustees Retreat at 10:15 a.m. on Thursday, July 7, 2016, at the Coral Gables Country Club, Fountain Room.

The following attendance was recorded:

**Board of Trustees**

Claudia Puig, *Board Chair*  
Jorge L. Arrizurieta, *Board Vice Chair*  
Cesar L. Alvarez  
Leonard Boord  
Alian Collazo  
Michael G. Joseph  
Gerald C. Grant, Jr.  
Natasha Lowell  
Justo L. Pozo  
Marc D. Sarnoff  
Kathleen L. Wilson (*telephonically*)

**Excused**

Jose J. Armas  
Albert Maury

**Welcome**

Chair Puig described the goals of the Retreat and explained that the agenda would focus on governance in order to provide the Board with the opportunity to evaluate Board responsibilities and examine best practices. She introduced Dr. Carol Cartwright as the Retreat's moderator, noting that Dr. Cartwright serves as a consultant for the Association of Governing Boards of Universities and Colleges and is President Emerita of Kent State University. Chair Puig added that, from 1991–2006, Dr. Cartwright served as president of Kent State University, a role that earned her the distinction of the first female president of a state college or university in Ohio. Chair Puig also mentioned that Dr. Cartwright served as president of Bowling Green State University from 2008–2011, stating that her retirement in June of 2011 marked a 45-year career in higher education.

### **Introductions and Setting the Stage**

Chair Puig asked that Trustees introduce themselves in a roundtable manner. Trustees discussed their respective expectations and priorities and answered some of the following questions:

- What drew you to become a Board of Trustees member? What has kept you on the Board?
- What matters most to you?
- What's important to you about today? What do you hope to accomplish?
- One thing you'd like others to know about you?

### **New Business**

Chair Puig noted that following the Board of Trustees June meeting, she formed the Board's Ad-Hoc Committee to review current policies, including naming policies, and to make a recommendation for the Board's consideration. She thanked the Committee for its work and requested that Committee Chair Natasha Lowell provide an update on the Committee's meeting earlier in the day.

Trustee Lowell reported that the Ad-Hoc Committee recommended that the Board of Trustees create and/or modify the University policy on donative and non-donative naming in relation to University facilities, including campuses, to ensure compliance with BOG policy on naming of university facilities as specified in BOG regulation 9.005, and furthermore to rename the Modesto A. Maidique campus to FIU.

Trustee Lowell noted that the Board of Trustees action in 2009 to rename the University Park Campus is not allowed under current policy, referring to Florida Board of Governors (BOG) Regulation 9.005, naming of Buildings and Facilities. She further stated that, under this Regulation, the honorary naming of a University Facility is not allowed for any active board member or employee of the Board of Governors or any active employee, student, or trustee of the university.

Trustees engaged in a substantive discussion on the 2009 honorary campus naming, and any possible limitations for future naming opportunities associated with donor recognition. Trustee Marc D. Sarnoff motioned to review the issue at a later time in order to allow the Board to review best practices on namings and move forward on a policy basis. Trustees concurred and the Board issued the following directive:

Based on the naming related matters considered by the Board of Trustees Ad-Hoc Committee and the discussion by the Trustees during their Retreat on July 7, 2016, the Board Chair tasked the University administration with reviewing best practices, including university and public sector, as to donative and non-donative naming of assets, including, but not limited to, any university facilities, as defined in BOG Regulation 9.005 and 8.009, and/or programs.

### **President's Remarks on State of the University**

University President Mark B. Rosenberg provided his vision for the University: *FIU will be the most trusted and student-centered institution of higher education committed to solutions, partnerships, community impact through high quality learning and discovery.* He presented rankings and other indicators that articulate the University's distinctiveness. He noted that FIU is the largest majority minority research university, is

ranked by Forbes as one of best large employers in the United States and in Florida, and is ranked #17 in social mobility by Washington Monthly. He added that FIU graduates command a starting salary of \$36,200, which is the highest among the State University System for Florida employment. He indicated that 77% of FIU Bachelor's graduates have full time-employment or are continuing their education one year after graduation.

President Rosenberg noted that the University remains committed to providing quality learning, state-of-the-art research, and problem-solving engagement. He added that FIU's unique mission reaffirms its commitment to the community by adhering to an inclusive approach that provides access to academically qualified students. President Rosenberg also led the discussion on current challenges. Trustees discussed the importance of engaging the University's growing alumni base and building an image in the community. Trustees engaged in a substantive discussion on the changing landscape of the traditional university and the state of online teaching and learning.

### **Facilitated Discussion**

Dr. Cartwright facilitated a discussion centered on the characteristics of high functioning boards in today's environment. She provided an overview of fiduciary responsibilities of public higher education governing boards and stressed the importance of Trustees remaining properly engaged and informed. She noted that engaging directly in fundraising and philanthropy is also a part of the governing board's fiduciary responsibility. A discussion ensued on the need to enhance collaboration among the University's volunteer boards in order to further enhance fundraising efforts.

Dr. Cartwright commented that an effective, high performing board must be knowledgeable of the educational role and aware of the contributing factors that ensure student success. Trustees engaged in a substantive dialogue regarding the Board's culture, noting that establishing and maintaining the right culture is key to effectiveness.

### **Wrap-Up**

Chair Puig thanked Dr. Cartwright for facilitating the Retreat. She also thanked the Trustees for their contributions to the Retreat and for their respective support of the University.

With no other business, Board Chair Claudia Puig adjourned the Florida International University Board of Trustees Retreat on Thursday, July 7, 2016 at 4:41 p.m.

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Claudia Puig  
*Chair*  
*FIU Board of Trustees*

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Mark B. Rosenberg  
*Corporate Secretary*  
*FIU Board of Trustees*