



**FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES**

**Retreat Minutes
Thursday, April 12, 2018
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 9:01 a.m. on Thursday, April 12, 2018, at the Coral Gables Country Club, Fountain Room.

General Counsel Carlos B. Castillo conducted roll call of the Florida International University Board of Trustees and verified a quorum. Present were Claudia Puig, *Chair*; Cesar L. Alvarez; Leonard Boord; Dean C. Colson; Gerald C. Grant, Jr.; Michael G. Joseph; Natasha Lowell; Justo L. Pozo; Marc D. Sarnoff; Krista M. Schmidt; Roger Tovar; and Kathleen L. Wilson.

Trustee Jose J. Armas was excused.

Welcome and Introductions

Chair Puig described the goals of the Retreat and introduced Nance Guilmartin as the Retreat's moderator, noting that Ms. Guilmartin is a Fellow of FIU's Center for Leadership and has taught in FIU's Academy for International Disaster Preparedness, Executive MBA, Healthcare MBA, Women Leaders and other programs. Chair Puig welcomed Professor Joerg Reinhold, noting that he is the incoming Faculty Senate Chair.

Public Comment Period

At Chair Puig's request, General Counsel Castillo explained that in accordance with the timely registration procedures set forth in Section 9.1 of the FIU Board of Trustees Bylaws, three Request for Public Comment Forms were received as of the 11:00 a.m. deadline of April 11, 2018. He added that Board Chair Puig had permitted the additional three requests received after the referenced deadline the opportunity to address the Board. General Counsel Castillo provided an overview of the rules of decorum and the time limits for speakers addressing the Board as set forth in the Board's Bylaws.

Trustee Marc D. Sarnoff noted that this was the first Board of Trustees meeting since the bridge event and requested a moment of silence, which was observed.

Thereafter, General Counsel Castillo proceeded to call the registered speakers by name in the order in which their respective requests had been received. No speaker was present other than the following individual, who addressed the Board after his name was called:

- Leonardo Cosio, Student Government President, Biscayne Bay Campus (BBC) – Mr. Cosio spoke in support of the reopening of the BBC access road.

At the conclusion of Mr. Cosio's statement, General Counsel Castillo, at the request of Chair Puig, called the names of the other speakers (in the order in which their respective requests had been received). Only the following three speakers were present when their respective names were called, and each of them addressed the Board:

- Scott Galvin, Councilman, City of North Miami, Florida – Mr. Galvin spoke against the reopening of the BBC access road.
- Mary Lou Pfeiffer, Senior Instructor, Honors College – Ms. Pfeiffer spoke in support of the reopening of the BBC access road.
- Steven Moll, Vice Provost, FIU, BBC – Mr. Moll read a letter from Dr. Jan Salomon, which was in support of the reopening of the BBC access road.

Chair Puig thanked the speakers for their comments and time taken to express their concerns.

Board Development

Chair Puig noted that in the coming weeks, Trustees Roger Tovar and Kathleen L. Wilson would be participating in the annual Association of Governing Boards of Universities and Colleges (AGB) National Conference on Trusteeship. Trustee Wilson stated that the national conference is designed to drive consequential change and to advance higher education and urged Trustees to attend future AGB events and conferences.

Long and Short Term Strategic Issues

The Trustees discussed their respective expectations and priorities and engaged in a discussion on the University's vision.

President Rosenberg proposed the following themes to help frame the discussion on long and short-term strategy issues:

- competencies
- pathways
- technology

The Trustees engaged in a substantive discussion on the University's expansion needs in terms of the changing landscape of the traditional university with the state of online teaching and learning. Senior Vice President of Administration and Chief Financial Officer Kenneth A. Jessell noted that even under the current projected increased demand for online education, funding for improvements

and maintenance to the physical plant would be necessary. He also shared an example of how the University has implemented market tuition rates for certain graduate-level courses, adding that all associated costs of managing these programs are included in the rate. He stated that the Educational and General savings resulting from market rate programs have been shifted to expand undergraduate programs.

Managing Priorities

Provost and Executive Vice President Kenneth G. Furton mentioned that he chaired the iREAL (integrating Research, Engagement, Assessment and Learning) Commission as Dean of the College of Arts and Sciences to develop the vision paper that then formed FIU's 2015-2020 *BeyondPossible2020* Strategic Plan. Provost Furton shared an overview of the *BeyondPossible2020* goals, and the Trustees engaged in a discussion on performance-based funding and maintaining quality in years of declining State resources.

Challenges and Opportunities

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 also discussed the need to enhance collaboration among the University's volunteer boards in order to further enhance fundraising efforts.

Summary

Chair Puig thanked Ms. Guilmartin 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, April 12, 2018 at 2:24 p.m.

MB 4.17.18

Post-Retreat follow-up

1. Online education
2. Students/Enrollment
3. Vision
4. Dashboards
 - Colleges and Schools; Budget
5. For discussion to gain better understanding
 - Herbert Wertheim College of Medicine; Honors College
6. Marketing