



**FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES
ACADEMIC POLICY AND STUDENT AFFAIRS COMMITTEE
MINUTES
JANUARY 28, 2019**

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 Cesar L. Alvarez at 8:17 a.m. on Monday, January 28, 2019, at the Modesto A. Maidique Campus, Graham Center room 243.

Committee Chair Alvarez welcomed all Trustees and University faculty and staff to the meeting.

General Counsel Carlos B. Castillo conducted roll call of the Academic Policy and Student Affairs Committee members and verified a quorum. Present were Trustees Cesar L. Alvarez, *Chair*; Natasha Lowell, *Vice Chair*; Dean C. Colson; Joerg Reinhold; Sabrina L. Rosell; and Marc D. Sarnoff.

Board Vice Chair Jose J. Armas and Trustee Michael G. Joseph were excused.

Board Chair Claudia Puig, Trustees Leonard Boord and Rogelio Tovar, and University President Mark B. Rosenberg were also in attendance.

2. Approval of Minutes

Committee Chair Alvarez asked if there were any additions or corrections to the minutes of the December 5, 2018 Academic Policy and Student Affairs Committee meeting. A motion was made and unanimously passed to approve the minutes of the Academic Policy and Student Affairs Committee meeting held on Wednesday, December 5, 2018.

3. Discussion Item

AP1. FIU Strategic Plan 2025

University President Mark B. Rosenberg explained that the University's vision would orient FIU's priorities. He stated that once consensus on the priorities is reached, a budget delineating the funding needed to support achieving those priorities would be presented at a subsequent Committee meeting.

Clinical Associate Professor and Director of Accreditation Jennifer Doherty-Restrepo provided an overview on the process and progress of the development of 2025 Strategic Plan. She explained that numerous stakeholders, including, 196 faculty and staff, students and alumni, formed 13

workgroups, each of which was tasked with specific charges. She noted that, for the past three months, the workgroups met weekly and produced 70 whitepapers with numerous recommendations. Professor Restrepo explained that the whitepapers captured the recommendations of the workgroups and that the strategic plan facilitators carefully reviewed the 70 white papers and identified 18 emerging themes. She indicated that once the 18 themes were identified, feedback was solicited, adding that the workgroups underwent an additional exercise of evaluating each theme using four sets of criteria: importance; time to impact; effect on other university systems; and impact on FIU's four year graduation rate. She noted that the outcome of this exercise led to a fruitful discussion that resulted in further refinement from 18 themes to 14 themes. Professor Restrepo mentioned that using the 14 themes, five strategic priorities were identified and then condensed into three strategic priorities with associated goals and objectives.

Senior Vice President for Academic and Student Affairs Elizabeth M. Bejar described the first strategic priority, which relates to amplifying learner success and institutional affinity. She explained that for each goal, there is a set of objectives and that those objectives relate to the recommendations from the white papers. Sr. VP Bejar delineated the seven goals associated with the first strategic priority, which encompass timely graduation, personalized educational experiences, an inclusive and supportive University climate, aligning curriculum with industry needs, and connecting with alumni and the community.

Vice President for Research and Economic Development, Andres G. Gil described the second strategic priority, which relates to the acceleration of preeminence and research and innovation impact. He explained that the four goals associated with the second strategic priority pertain to novel and interdisciplinary research, the continued growth of preeminent programs, providing viable opportunities for technology transfer, and enhancing the University's national and global reputation among prioritized rankings, surveys and metrics.

Senior Vice President for Finance and Administration and Chief Financial Officer Kenneth A. Jessell described the third strategic priority, which relates to assuring responsible stewardship for resilience. He delineated the three goals associated with this priority, which encompass establishing an agile workforce in support of efficiency and productivity, ensuring that all investments are in support of the University and its mission, and optimizing operations.

Provost and Executive Vice President Kenneth G. Furton noted that the University was recently ranked as one of the top 100 public universities in the country by U.S. News & World Report. He indicated that US News & World Report is the most widely looked at metric and that it would be one of the top rankings to pursue in order to achieve top 50. He pointed out that another factor would be reputation, adding that marketing and public relations for FIU must extend beyond South Florida. In response to why the University would have a top 50 aspiration and why is it so important, Provost Furton explained that the top universities attract top-tiered faculty and students. He mentioned that while FIU is proud of its outstanding faculty and students, reputation growth drives improvements in quality. Provost Furton noted that currently, there are only two universities in Florida that are ranked as top 50 institutions and stated that indicators such as graduation rates, can positively affect placement in these rankings. He noted that an approximate \$300M investment

would be needed to achieve top 50 rankings, adding that this would also help further align the University in terms of research preeminence and with the Board of Governors preeminence metric.

Committee Chair Alvarez solicited Trustee feedback in terms of University priorities relating to top 50 rankings.

Trustee Dean C. Colson stated that a significant increase in funding is critical in order to achieve top 50 rankings. He added that a reach goal must be set in order request the appropriate funding from the legislature.

Board Chair Claudia Puig, Committee Chair Alvarez, and Trustee Roger Tovar concurred that while achieving top 50 rankings may not be easily attainable, it is an important goal for the University, as it will drive institutional improvements along with reputational and economic growth. Trustee Leonard Boord mentioned that while achieving top 50 is an ambitious and aspirational goal, the budgetary implications would be needed to determine its viability to proceed.

In response to Trustee Boord, President Rosenberg explained that the vision is pivoted around student success, advancing research, and engagement as well as efficiency and that clarity on the priorities allows for the development of detailed budgetary plans.

President Rosenberg stated that while it is anticipated that the strategic plan will be approved by the Board of Trustees at its April 2019 meetings, this timeline might be extended if there is a need to continue discussions and review the overall financial model required to implement the priorities defined within the strategic plan. .

For the next regularly scheduled Committee meeting, Trustee Boord requested the budgetary plan associated with the recommendations.

Trustee Sabrina L. Rosell described her work as a member of one of the workgroups and noted that before financial plans can be further developed, the Board's support of the workgroup recommendations was critical. She discussed her own student experience within the University, noting that resources have improved significantly over time and shared that she is confident that the University will continue on an upward trajectory allowing it to reach such aspirational goals as top 50 rankings.

Committee Chair Alvarez explained that the while the Board of Trustees is responsible for oversight, the President and his leadership team are responsible for carrying out the strategic plan.

Board Chair Puig explained that a vision statement is the anchor point of any strategic plan.

Trustee Tovar conveyed his support.

3. New Business

No new business was raised.

4. Concluding Remarks and Adjournment

With no other business, Committee Chair Cesar L. Alvarez adjourned the meeting of the Florida International University Board of Trustees Academic Policy and Student Affairs Committee meeting on Monday, January 28, 2019 at 9:43 am.

<i>Trustee Request</i>	<i>Follow-up</i>	<i>Completion Date</i>
<i>1. For the next regularly scheduled Committee meeting, Trustee Leonard Boord requested the budgetary plan associated with the recommendations.</i>	<i>Provost and Executive Vice President, Kenneth G. Furton</i>	<i>Next regularly scheduled meeting</i>

KS February 6, 2019