



**Strategic Planning Committee
December 6, 2022
FIU, Modesto A. Maidique Campus, Graham Center Ballrooms**

MINUTES

1. Call to Order and Chair's Remarks

The Florida International University Board of Trustees' Strategic Planning Committee meeting was called to order by Committee Chair Marc D. Sarnoff at 10:51 AM on Tuesday, December 6, 2022.

General Counsel Carlos B. Castillo conducted roll call of the Strategic Planning Committee members and pointed out that a quorum was not present at the time of roll call. Present were Trustees Marc D. Sarnoff, *Committee Chair*; Cesar L. Alvarez, *Committee Vice Chair*; Cristhofer E. Lugo; and Gene Prescott (*joined after roll call*).

Trustees Deanne Butchey and Carlos Trujillo were excused.

Board Chair Dean C. Colson, Board Vice Chair Roger Tovar, Trustees Carlos A. Duarte, Natasha Lowell and Chanel T. Rowe and University President Kenneth A. Jessell also were in attendance.

Committee Chair Sarnoff welcomed all Trustees and members of the University administration. He also welcomed Trustees attending via the virtual environment and the University community and general public accessing the meeting via the University's webcast.

2. Approval of Minutes

Deferred due to lack of quorum at the time of roll call.

3. Information and Discussion Items

3.1 Wolfsonian-FIU

Interim Provost and Executive Vice President Elizabeth M. Bejar pointed out that in 2004, the Wolfsonian-FIU received \$10M from Miami-Dade County to develop 25,000 sq. ft. of newly accessible public space within the Wolfsonian-FIU. She added that in November 2022, Miami Beach voters approved an additional \$5M to support the museum expansion as part of a new Arts and Cultural Bond Program. Interim Provost Bejar introduced Wolfsonian-FIU Director of Museum Operations Casey Steadman.

Mr. Steadman described the Wolfsonian-FIU as a museum dedicated to the modern age, with over 200,000 items in the library museum collection. He commented on goals aimed at presenting more of the collections to increase programming space and plans focused on the Washington Avenue location and adjacent properties owned by the FIU Foundation for the benefit of the Wolfsonian-FIU. Mr. Steadman stated that founder Mitchell "Micky" Wolfson set the tone by collecting

paintings and sculptures found in traditional museums, to early telephones, vintage postcards, and propaganda. Mr. Steadman commented on collaborations with contemporary artists and personalities. He also remarked on the fellowship program, which brings scholars to the Wolfsonian-FIU to work with collections. He described how the Wolfsonian-FIU engages audiences through programs, guest talks, tours, lectures, curator-led experiences, and behind-the-scenes opportunities. He commented on transformative partners and the Wolfsonian-FIU's role in lifelong learning opportunities.

Mr. Steadman presented conceptual designs for the Wolfsonian-FIU expansion. He described plans to redesign the entry and explained that the plans ensured that the FIU signature brand would be front and center and to encourage people to enter the building. He mentioned plans to add expansive windows that would allow passersby to view the collections on display. Mr. Steadman pointed out that the expansion would be sustainable and seamless and respect and preserve the historic structure. He added that the new surroundings will feel familiar to visitors as it will echo the designs of the original building by embedding collection objects into the fabric of the new spaces. He noted that the expansion will allow for the Great Hall Gallery to exhibit never-before-displayed, larger-than-life artworks. Mr. Steadman added that the Great Hall can also be quickly transformed into a gathering space for programs and events to be represented against the backdrop of the Wolfsonian-FIU collections. He further stated that the Wolfsonian-FIU has aligned expansion goals with the goals outlined in FIU's Next Horizon 2025 plan, which includes, amplifying learner's success, accelerating preeminence, and assuring responsible stewardship.

Mr. Steadman pointed out that the Wolfsonian-FIU expansion is planned into three (3) scalable phases. He commented that \$2.5M has been secured from federal grants, match funds, and the Knight Foundation for phase one (1) and will be used for the development of a new library and paper storage facility within the existing building. He mentioned that phase two (2) involves the expansion of a minimum of 25,000 sq. ft., and phase three (3) would realize the full potential of the 36,000 sq. ft. expansion. Mr. Steadman commented on capital funding, which includes \$10M from the Miami-Dade County General Obligation Bond, \$5M from the 2022 Miami Beach Arts and Cultural General Obligation Bond, \$2.5M in-hand, and a potential \$5.3M from potential brand opportunities and donors.

Board Chair Dean C. Colson and Trustee Natasha Lowell commented on the Wolfsonian-FIU's value to the community and its special and rare collections. In response to Board Vice Chair Roger Tovar, Mr. Steadman indicated that the architectural design will be presented for Board of Trustees approval at an upcoming meeting. Mr. Steadman added that approximately \$500,000 cash funds will be needed to fund the architectural design plan. Further responding to Board Vice Chair Tovar, Mr. Steadman stated that due to changes in the economics of construction and development, 2022 costs for all three phases were estimated at \$20.3M. In response to Committee Chair Sarnoff, Mr. Steadman stated that the capital campaign and operational model are designed to sustain the facility from the revenue it will produce without adding pressure on other University resources. Board Vice Chair Tovar requested that Mr. Steadman's presentation include retail revenue data.

3.2 Health/FIU

Dean of the Herbert Wertheim College of Medicine (HWCOC) and Senior Vice President for Health Affairs, Juan C. Cendan commented on the long-term aim relating to establishing a clinical partnership that will lead to joint program development and advance the impact that FIU and HWCOC can provide across its missions. He explained that the core work of a medical school is to fulfill the typical academic tripartite missions, research and education with a clinical care delivery service. He described that the approach lies at HWCOC's strategic plan and aligns with FIU's goals to yield impact within the community as a center of higher education and clinical care, thus elevating the University's research ranking and reputation.

Dean and Sr. VP Cendan remarked on the clinical partnership process. He stated that FIU's partnership vision, capabilities, and objectives were defined through self-assessment, interviews and dialogues, uniform approach, and exploration of shared vision and level of commitment. He stated that HWCOC has now spoken with seven (7) major hospital systems in the area as well as two (2) more focused partners. He noted that said discussions have been under non-disclosure agreements. Dean and Sr. VP Cendan described HWCOC's current state. He remarked on HWCOC's strong performance in terms of educational programs and student placement. He commented that HWCOC is still undersized as a research platform and, in terms of the clinical component, he mentioned that HWCOC has a limited footprint and brand in the marketplace and has the opportunity for growth.

Dean and Sr. VP Cendan presented a graph detailing and contrasting the sources of funding among all Florida public medical schools, newer state of Florida medical schools, and HWCOC. He also presented a graph detailing and contrasting the sources of funding among all public medical schools in the nation, newer U.S. medical schools, and HWCOC. He described the funding sources, which include clinical affiliation, gifts and endowments, other, research, state and local funding, and tuition and fees. He commented on HWCOC's opportunities for growth.

Dean and Sr. VP Cendan provided an overview of strategic options, which include building a new clinical enterprise or purchase of a hospital and/or practice plan, status-quo, and identifying willing partner(s) that will share in the cost of the tripartite mission and share in the risk/rewards. In terms of partnerships and shared vision, he commented on education, partnership integration, and clinical growth. He explained that Miami and South Florida continue to grow at the compound annualized growth rate of the areas in the population subgroup that uses the most healthcare. He mentioned that said growth can translate to another \$7B to \$8B in annual healthcare expenditures in the area over the next decade. He mentioned that of the top 50 universities in the country, 40 of them have a medical school, and 46 have a medical school or a hospital partner or both.

Dean and Sr. VP Cendan commented on next steps, including the continuation of partnership discussions, finalizing the framework for negotiation, receiving and evaluating potential partner proposals, and presenting to the FIU Board of Trustees for review and approval in June 2023. Board Chair Colson commended the work of Dean and Sr. VP Cendan and noted that a consultant has been retained and the FIU Board of Trustees will review the consultant's recommendation along with an agreement that would be approved by a national healthcare law firm. Committee Chair Sarnoff added that elevating HWCOC is critical to the University's aspiration of reaching Top-50

ranking. He stated that FIU could make a dimensional shift and be a solutions center in terms of a problematic system of medical care delivery that is the most expensive in the nation yet delivers the least efficient medicine.

2. Approval of Minutes

General Counsel Castillo verified a quorum. Committee Chair Sarnoff asked if there were any additions or corrections to the minutes of the Strategic Planning Committee meeting held on April 26, 2022. Hearing none, a motion was made and unanimously passed to approve the minutes of the Strategic Planning Committee meeting held on April 26, 2022.

4. New Business

No new business was raised.

5. Concluding Remarks and Adjournment

With no other business, Committee Chair Marc D. Sarnoff adjourned the meeting of the Florida International University Board of Trustees Strategic Planning Committee on Tuesday, December 6, 2022, at 11:40 AM.