



**Strategic Planning Committee**  
**April 25, 2024**  
**FIU, Biscayne Bay Campus, Wolfe University Center, Room 221**

**MINUTES**

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**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 Vice Chair Francis A. Hondal at 10:08 AM on Thursday, April 25, 2024.

General Counsel Carlos B. Castillo conducted roll call of the Strategic Planning Committee members and verified a quorum. Present were Trustees Francis A. Hondal, *Committee Vice Chair*; Noël C. Barengo; Alan Gonzalez; Gene Prescott; and Alexander P. Sutton.

Trustee Marc D. Sarnoff, *Committee Chair* was excused.

The following Board members were also in attendance: Board Chair Roger Tovar, Board Vice Chair Carlos A. Duarte, Trustees Cesar L. Alvarez, Dean C. Colson, Natasha Lowell, and Yaffa Popack (*Zoom*).

Committee Vice Chair Hondal commented that the Strategic Planning Committee has been very engaged over the past few months. She advised that the Committee's action item relates to the FIU Annual Accountability Plan and the information and discussion items relate to the Strategic Plan and Campus Master Plan updates and a Student Government Association (SGA) update.

**2. Approval of Minutes**

Committee Vice Chair Francis A. Hondal asked if there were any additions or corrections to the minutes of the Strategic Planning Committee meeting held on December 7, 2023. Hearing none, a motion was made and unanimously passed to approve the minutes of the Strategic Planning Committee meeting held on December 7, 2023.

**3. Action Item**

**SP1. Florida International University Annual Accountability Plan, 2024**

Provost and Executive Vice President Elizabeth M. Bejar explained that the Strategic Planning Committee was created under the leadership of Trustee Dean C. Colson. She shared that she would be reviewing highlights of the FIU 2024 Accountability Plan which is the annual report that is closely aligned with the Florida Board of Governors (BOG) 2025 State University System (SUS) Strategic Plan. She noted that the report enhances the SUS commitment to accountability and strategic planning by fostering greater coordination between institutional administrators, university boards of trustees, and BOG members regarding each institution's directions as well as priorities and

performance expectations and outcomes on institutional and system-wide goals. She explained that once an accountability plan is approved by each institution's respective boards of trustees, the BOG will review and consider the plans for approval, excluding sections of the plan that require additional regulatory or procedural approval, pursuant to law or board regulations. She pointed out that committee members were provided with printed copies of the report and set of metrics. Provost Bejar reviewed the FIU Statement of Strategy. She reviewed the 10 BOG Performance Based Funding metrics. She presented an overview of the first four (4) sets of metrics including the Percentage of Bachelor's Graduates Enrolled or Employed (\$40,000+), Median Wages of Salaries, Average Cost to the Student, and First Time in College (FTIC) Four-Year Graduation Rate. Provost Bejar noted that the class of 2023 graduated at a 64.9% four-year graduation rate.

Provost Bejar presented the next set of metrics including the measures of Retention and Graduation Success as well as Strategic Emphasis. She presented the Associate in Arts (AA) Transfer Three-Year Graduation Rate, Six-Year Graduation Rate of Pell Recipients, and the Number of Post-Doctoral Appointees metrics. She noted a strategy to appropriately shrink the Post-Doctoral Appointees metric goal to ensure that post-doctoral appointees are consciously and ethically recruited, and to pivot into hiring associate or tenured faculty with robust research. In response to Trustee Natasha Lowell's question, Provost Bejar advised that the State University System has not offered to replace the Post-Doctoral Appointees metric that was selected by the FIU Board of Trustees. In response to Board Chair Tovar's inquiry, Provost Bejar explained that there was a decision made to not hire the amount of post-doctoral appointees needed to reach the goal. In response to Board Chair Tovar, Senior Vice President for Research and Economic Development and Dean of the University Graduate School Andres G. Gil noted that it is a financial decision. Sr. VP Gil remarked that other universities are also reducing post-doctoral hiring. Provost Bejar clarified that the BOG has not opened the window to change the category of the metric, but that the goal is being adjusted. She further clarified that the goal is being lowered and that the Board can advise against it or support it. In conjunction with Board Chair Tovar, Provost Bejar clarified that the set goals for the upcoming years of the Post-Doctoral Appointees metric can be achieved.

Provost Bejar presented the performance-based funding score history from 2016-2024. She noted that in 2021, FIU was #1 in the State of Florida, with 99 points, top three (3) in 2022 with 91 points, and #1 in 2023 with 95 points. Board Chair Tovar took a moment to congratulate everyone on the accomplishments of the University. Trustee Dean C. Colson commented on the work of the University to achieve these metrics. Committee Vice Chair Hondal congratulated the University on the improvement of the Four-Year Graduation Rate. University President Kenneth A. Jessell mentioned that the metrics are reflective of the University's commitment to students, faculty, staff, and community. Provost Bejar provided an overview of the preliminary FIU 2024 Performance Based Funding points achieved and whether each metric falls under the "excellence" or "improvement" ratings. She noted that 96 out of 100 points were achieved by FIU.

Provost Bejar explained the Preeminence 2023 metrics and noted that FIU achieved the Emerging Preeminent designation. She provided an overview of the preliminary FIU 2024 Preeminence

Metrics, noting that 12 out of the 13 benchmarks have been achieved. She added that the official designation of Preeminence for FIU will be announced at the June 2024 BOG meetings.

Provost Bejar discussed the fall headcount enrollment by student type from 2019 – 2028. She noted that there is not a goal to increase the overall student population in the coming years. She detailed the shifts in graduate student population and incoming freshman class through the year 2028. Committee Vice Chair Hondal commented on corporate sponsorships for graduate students. In response to Board Chair Tovar, Provost Bejar commented that FIU is trending 15% ahead of with FTIC students and commented on the national changes to the Free Application for Federal Student Aid (FAFSA). She also noted that the State of Florida is seeing an increase in out-of-state students. Trustee Colson commented on the non-degree seeking students, and high school students taking college courses. Provost Bejar explained that dual-enrollment students do not pay tuition. President Jessell commented on the alignment of the FIU Strategic Plan with the BOG Strategic Plan and noted that FIU is becoming an institution of first choice based on the profile of incoming students. He added that dual enrollment provides a great return on investment for FIU and the community. In response to Committee Vice Chair Hondal, Provost Bejar advised that the enrollment data focuses on degree-seeking students.

A motion was made and unanimously passed that the FIU Board of Trustees Strategic Planning Committee recommend that the Florida International University Board of Trustees (1) approve Florida International University's Annual Accountability Plan as provided in the Board materials and (2) delegate authority to the University President to perform finish editing as needed and to amend consistent with comments received from the Board of Governors.

#### **4. Information and Discussion Items**

##### **4.1 Strategic Plan Update**

Provost Bejar shared that a Strategic Planning Committee Workshop was held on April 12, 2024, and a Strategic Plan Visioning Session was held on April 17, 2024. She thanked Trustees Cesar L. Alvarez and Marc D. Sarnoff for their participation at the Visioning Session. She shared that the writing of the Strategic Plan has begun and that there is a goal of preparing a draft of the plan for Faculty Senate and Board of Trustees consideration by the end of May. She commented that in Fall 2024, a formal plan will be brought forward for consideration by the Board. Committee Vice Chair Hondal inquired about having an additional workshop of the Strategic Planning Committee and Provost Bejar advised that it would be held during the summer.

##### **4.2 Campus Master Plan Update**

Trustee Natasha Lowell shared that the Board's Campus Master Plan Ad Hoc Committee met on March 7, 2024, and engaged in a substantive discussion related to the aquatics center program. She noted that the Committee reviewed the test fit locations for the top three (3) sites along with the challenges and opportunities associated with each. She presented the locations of the three (3) test fit locations including Graham Center area (Site #11), Blue Garage (Site #7), and the Athletics/Recreation Corridor (Site #24). She commented that Committee members concurred that Site #24 in the Athletics/Recreation Corridor, should not be considered as a possible location because it is not as highly visible as the other options and would have limited use by the overall

student population and community. She noted that the committee also concurred with the potential opportunities related to Sites #7 and #11 and commented on the importance of proximity to food venues and parking. She added that the committee requested a follow-up meeting to review reconfigurations of Sites #7 and #11 that incorporate: (1) A north-south oriented competition pool with north facing dive well, (2) Support building with additional floors that can be used for student classrooms, (3) A separate dive pit, impactful architectural elements, and verticality of the design, and (4) Projected revenue streams of the reconfigured sites. Trustee Lowell shared that the Campus Master Plan Ad Hoc Committee is scheduled to meet on May 6, 2024, at 11:00 AM in the Frost Art Museum at the Modesto A. Maidique Campus and welcomed all trustees to attend. She commented that as a result of the follow-up meeting, the public hearing dates have been rescheduled to later in May and the Board of Trustees approval of the Campus Master Plan is now anticipated for November 2024.

Committee Vice Chair Hondal inquired about the archetype of student who would find the pool appealing as opposed to a student interested in athletics and noted that to her, it makes sense to have the pool near Site #24. She commented that she joined for the discussion on Sites #7 and #11 at the previous Campus Master Plan Ad Hoc Committee meeting but was interested to hear comments about Site #24. In response to Committee Vice Chair Hondal, Board Chair Tovar shared that the pool could change the overall environment of the campus. He also noted the importance of having a recreational pool so that students can utilize it. He emphasized the idea of the pool being in a central location for it to be visible on campus. Committee Vice Chair Hondal asked whether there would be disruptions with having a pool in the central locations and Board Chair Tovar advised that this was part of the analysis and discussion of the Committee. Trustee Alexander P. Sutton commented that Site #11 would be beneficial to the students and that he would like to conduct further research to gauge the opinions of the student body as there are some dissenting opinions. Provost Bejar recognized the Student Government Association President-Elect Francesca Casanova who was in attendance and noted that her first meeting will be the Campus Master Plan Ad Hoc Committee meeting on May 6<sup>th</sup>. Trustee Lowell asked that Associate Vice President for Facilities Management John Cal comment on the process. AVP Cal shared that when the Board of Trustees participates in the planning process, it leads to a better outcome. He commented that Sites #7 and #11 are viable options for the placement of the aquatic center and understands that the location of Site #24 is not as central to the campus. Trustee Lowell mentioned that the Committee is thankful to AVP Cal and Senior Vice President for Finance and Administration and Chief Financial Officer Aime Martinez.

#### **4.3 Student Government Updates**

Trustee Sutton thanked the Board and University Administration for their leadership, support, and kindness throughout his term. He shared that his time in his role was guided by three (3) principles: Panther Pride, Inclusivity, and Reform. He commented that the SGA worked to build athletic affinity by organizing watch parties and tailgates to support FIU football and paying for students' tickets to the Men's Soccer NCAA tournament game. He added that SGA gave students FIU-branded merchandise and held a "merch swap" event. He noted that SGA supported inclusivity through events like Juneteenth, the "Barbershop Talk" series, and the formation of new student organizations such as the Disabled Student Union and the International Student Union. He commented that the Student Senate passed resolutions regarding the rights of LGBTQ students.

Trustee Sutton commented on the Constitutional Convention and approval of the revised Student Body Constitution. He noted another reform effort to investigate ways to improve Academic Advising at FIU through the formation of an Advising Task Force which partnered with the student organization VOCES, or Voices for Organizing Change in Educational Systems. He mentioned a resolution passed by the Student Senate titled “*UCC at BBC*,” advocating for more undergraduate core curriculum courses to be offered at the FIU, Biscayne Bay Campus. He noted that the Board was provided with physical copies of the resolution at the meeting. He shared his gratitude for the opportunity to serve as a member of the Board.

Board Chair Tovar commented on the resolution “*UCC at BBC*” and encouraged students to assess the resolutions that are brought to the Board more thoroughly. He pointed out details that were not provided in the resolution brought forward by Trustee Sutton. Board Chair Tovar also commented on a prior resolution brought forward by SGA about advising. Committee Vice Chair Hondal thanked Trustee Sutton for his service.

#### **5. New Business**

No new business was raised.

#### **6. Concluding Remarks and Adjournment**

With no other new business, Committee Vice Chair Francis A. Hondal adjourned the meeting of the Florida International University Board of Trustees Strategic Planning Committee on Thursday, April 25, 2024, at 11:20 AM.