



Strategic Planning Committee Workshop
August 12, 2024
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 workshop was called to order by Committee Chair Carlos A. Duarte at 3:00 PM on Monday, August 12, 2024.

General Counsel Carlos B. Castillo conducted roll call of the Strategic Planning Committee members and verified a quorum. Present were Trustees Carlos A. Duarte, *Committee Chair*; Natasha Lowell (*joined after roll call*), *Committee Vice Chair*; Dean C. Colson; Yaffa Popack (*joined after roll call*); Marc D. Sarnoff; and Roger Tovar, *Board Chair*.

Trustee Gene Prescott was excused.

The following Board members were also in attendance: Noël C. Barengo and Alberto R. Taño.

2. Discussion Item (No Action Required)

2.1 Strategic Plan 2030 Discussion

Committee Chair Carlos A. Duarte welcomed the Trustees and members of the University administration to the Strategic Planning Committee workshop. He mentioned that the workshop would be an informal, open dialogue focusing on FIU's 2030 Strategic Plan. He advised that the workshop would begin with an introduction from the University administration, followed by a walkthrough of futures discussions facilitated by Jill Hellman and finally, a discussion on strategic focus areas conducted by Provost and Executive Vice President, Elizabeth M. Bejar.

University President Kenneth A. Jessell mentioned that FIU is a top-ranked research university and designated as a Preeminent University in the state of Florida. He commented that the University administration is focused on the long-term vision and plan for FIU, with a deliberate mindset of a preeminent research university. He noted that there have been multiple town-hall meetings, and Board of Trustees meetings to discuss the strategic focus areas of the strategic plan. He added that said conversations will continue as the writing of the strategic plan is finalized and presented to the Faculty Senate and then Board of Trustees for approval. He emphasized the significance of using strategic focus areas that every part of the University and community can be involved in. He explained that the strategic focus areas include environment and environmental resilience, health, and innovation and technology. He commented that these themes have been the focus of FIU over the last 20 years. President Jessell listed examples of how FIU demonstrates each strategic focus area and explained how the areas intersect.

Provost Bejar posed the questions “where are we going?” and “why now?” in an effort to reframe the initial conversation with respect to the strategic plan. She noted the commitment of the University community to FIU. She remarked that the value proposition of FIU is why the proposed name of the strategic plan is “Experience Impact.” She emphasized measuring outcomes instead of input. She explained that impact is the value proposition of higher education. She presented an overview of the foundational pillars and emphasized the importance of intentional focus on them.

Provost Bejar introduced Jill Hellman who is serving as the Strategic Advisor for the FIU 2030 Strategic Plan. She noted that Ms. Hellman is also contributing to the strategic planning efforts of the Florida Board of Governors (BOG). Provost Bejar added that it is important for FIU’s strategic plan to align with the SUS strategic plan. Ms. Hellman posed the question “if we do nothing different at FIU than we are doing today, what is the possible mess that we could end up in, in 2030?” to open the floor for discussion among the Committee members. In response, Committee Chair Duart mentioned changes in state funding, Trustee Dean C. Colson mentioned shifts in the workforce, Board Chair Roger Tovar mentioned evolving and assessing investments made, and Provost Bejar mentioned the role of FIU in Miami. Ms. Hellman also asked, “what are trends that FIU could lean into or consider in 2030?”. Committee Chair Duart mentioned that Miami is becoming a global financial center, Trustee Yaffa Popack mentioned the changing perspective on college education, Board Chair Tovar discussed return on investment, Trustee Noël C. Barengo mentioned the trend of students selecting FIU as their first-choice university. Trustee Popack noted the recent naming of Pitbull Stadium at FIU. Trustee Colson discussed the impact FIU has on the Miami community and mentioned the research expenditures of the University and how there will be continued growth in said area. Senior Vice President for University Advancement and CEO of the FIU Foundation, Inc., Kenneth C. Hall added that technology and artificial intelligence (AI) will affect the delivery of education in the future and that it is important for FIU to consider technology in the strategic plan. Committee Chair Duart mentioned the global reach of FIU. Senior Vice President for Research and Economic Development and Dean of the University Graduate School, Andres G. Gil pointed out that FIU needs a strategic plan that allows the University to remain informed about changes and capable of adapting. Board Chair Tovar mentioned the complexities associated with increased research expenditures. SVP Gil mentioned that the composition of faculty will continue to change. Board Chair Tovar suggested restructuring to adapt to the increasing research expenditures. President Jessell added that while faculty can be hired to conduct research, the grant processing, oversight, and compliance are also essential to ensure successful research. He also detailed that in 2018 - 2019 the total research expenditures were \$226M and that currently research expenditures are at \$400M or greater.

Provost Bejar emphasized the importance of focusing on the established strategic focus areas. She provided an overview of the strategic focus areas and outlined the areas of strength of the University. Regarding the environment and environmental resilience strategic focus area, she commented on CAT6, the Wall of Wind, access that the FIU Biscayne Bay Campus provides to become an environmentally resilient demonstration campus, and the FIU Academy for International Disaster Preparedness. Relating to health, Provost Bejar pointed out the FIU and Baptist Health alliance, public health concerns and the South Florida population as it relates to health research, the FIU Center for Translational Science, and industry partnerships. Provost Bejar detailed that technology and innovation involves not only Miami’s “tech moment” and the finance industry, but

also the development of the research park at the FIU Engineering Center. She commented on AI, FIU's ability to be a staging area for research and development, and cybersecurity and defense.

Provost Bejar opened the floor for further discussion. In response to Trustee Colson's inquiry, Provost Bejar explained that the strategic plan would be provided to the Trustees in advance of the next meeting of the Strategic Planning Committee to allow time for review. President Jessell added that the 2030 Strategic Plan is linked to the FIU Accountability Plan. Responding to Trustee Colson, President Jessell clarified that FIU's strategic plan is being developed on a parallel timeline to the BOG's strategic plan. In response to Trustee Natasha Lowell, President Jessell explained that Dean and Sr. VP Gil and Ms. Hellman are working on the development of the BOG's strategic plan serving as the FIU representative and consultant, respectively. President Jessell also advised that the BOG has reviewed and approved the FIU Accountability Plan. Board Chair Tovar added that the goals of the BOG were integrated and aligned in the FIU Strategic Plan. Trustee Lowell shared that she recalled the BOG identifying environmental resilience as a focus area for FIU. Board Chair Tovar and President Jessell confirmed that each university has an area of strategic emphasis assigned by the BOG, and that FIU's is environmental resilience. President Jessell explained the FIU strategic focus area of environment and environmental resilience and reviewed examples of what the University is doing to develop this area in response to Board Chair Tovar's question. President Jessell highlighted the legislative budget request that was submitted for \$25M in Operational Excellence. President Jessell explained that the accountability plan provides a form of measurement for the University. Provost Bejar explained the process that the BOG uses to review and approve strategic plans across the SUS. Dean and Sr. VP Gil added that the BOG has a steering committee to make recommendations for the BOG's strategic plan. He also commented that health and environment are being integrated through the population health initiative at FIU. The University administration presented a video developed by FIU Strategic Communications, Government and External Affairs, depicting future plans for FIU.

3. New Business (If Any)

Trustee Lowell requested that the video be shared with the Trustees. Senior Vice President, Strategic Communications, Government and External Affairs, Michelle L. Palacio advised that the video was a draft that will continue to be developed and can be tailored depending on the intended audience.

4. Concluding Remarks and Adjournment

With no other new business, Committee Chair Carlos A. Duarte adjourned the meeting of the Florida International University Board of Trustees Strategic Planning Committee on Monday, August 12, 2024, at 4:29 PM.