



FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES
GOVERNANCE COMMITTEE

FIU, Modesto A. Maidique Campus, Graham Center Ballrooms

Tuesday, April 15, 2025
11:30 AM

or

Upon Adjournment of Previous Meeting

Chair: Roger Tovar, *Board Chair*

Vice Chair: Carlos A. Duarte, *Board Vice Chair*

Members: Dean C. Colson, Alan Gonzalez, Yaffa Popack, Marc D. Sarnoff

AGENDA

- | | |
|--|-------------------|
| 1. Call to Order and Chair's Remarks | Roger Tovar |
| 2. Approval of Minutes | Roger Tovar |
| 3. Action Items | |
| G1. Board Appointment, Florida International University Foundation, Inc. | Kenneth C. Hall |
| G2. University President's Performance and Incentive Goals, 2025-26 | Jeanette M. Nuñez |
| 4. New Business | Roger Tovar |
| 5. Concluding Remarks and Adjournment | Roger Tovar |

The next meeting of the FIU Board of Trustees Governance Committee is scheduled for June 12, 2025

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Meeting Book - 04.15.25 - Governance Committee Meeting

1. Call to Order and Chair's Remarks
Roger Tovar

2. Approval of Minutes
Roger Tovar

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3. Action Items

G1. Board Appointment, Florida International University
Foundation, Inc.
Kenneth C. Hall

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G2. University President's Performance and Incentive Goals,
2025-26
Jeanette M. Nuñez

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4. New Business
Roger Tovar

5. Concluding Remarks and Adjournment
Roger Tovar

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April 15, 2025

Subject: Approval of Minutes of Meeting held September 12, 2024

Proposed Committee Action:

Approval of Minutes of the Governance Committee meeting held on September 12, 2024.

Background Information:

Committee members will review and approve the Minutes of the Governance Committee meeting held on September 12, 2024.

Supporting Documentation: Minutes: Governance Committee Meeting, September 12, 2024

Facilitator/Presenter: Roger Tovar, *Board Chair and Governance Committee Chair*

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Governance Committee

September 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' Governance Committee meeting was called to order by Board Chair Roger Tovar at 12:56 PM on Thursday, September 12, 2024.

General Counsel Carlos B. Castillo conducted roll call of the Governance Committee members and verified a quorum. Present were Trustees Roger Tovar, *Board Chair*; Carlos A. Duarte, *Board Vice Chair*; Alan Gonzalez; Francis A. Hondal; Yaffa Popack (*Zoom*); and Marc D. Sarnoff.

The following Board members were also in attendance: Trustees Noël C. Barengo, Francesca Casanova, Dean C. Colson, Gene Prescott, and Alberto R. Taño.

2. Approval of Minutes

Board Chair Tovar asked if there were any additions or corrections to the minutes of the Governance Committee meeting held on June 5, 2024. Hearing none, a motion was made and unanimously passed to approve the minutes of the Governance Committee meeting held on June 5, 2024.

3. Action Items

G1. Board of Governors' Statement of Free Expression Endorsement Resolution

Vice Provost for Faculty Leadership and Success, Heather Russell, presented for Committee review the Board of Governors' Statement of Free Expression endorsement resolution. She indicated that in 2019 the State University System of Florida (SUS), through the university presidents, adopted the Statement of Free Expression to promote greater respect on SUS campuses in the mutual exchange of ideas and perspectives. She added that in 2022, the Florida Board of Governors published their Civil Discourse Report. She noted that said report included seven (7) recommendations relative to civil discourse. Vice Provost Russell pointed that since then, FIU has implemented all recommendations, the majority of which are ongoing, many of which predated the report, and some of which require annual actions. She commented that, in the third recommendation, the BOG recommends that each university board of trustees annually review and endorse the Board of Governors' Statement of Free Expression and recommit to the principles of civil discourse. She remarked that the Statement of Free Expression affirms that the hallmark of any university must be the commitment to freedom of speech and the free and open exchange of ideas and perspectives, and that such expressions are expected to occur lawfully and with civility and respect. Vice Provost Russell stated that the FIU Board of Trustees reviewed and endorsed the Statement and its

expressed commitment to the principles of civil discourse at the September 2022 and December 2023 meetings respectively.

In response to Trustee Marc D. Sarnoff, Vice Provost Russell indicated that the Student Government Association annually endorses the Statement of Free Expression.

A motion was made and unanimously passed that the FIU Board of Trustees Governance Committee, having reviewed the State University System of Florida Statement of Free Expression, recommend Florida International University Board of Trustees endorsement of such statement.

G2. Board Appointment, Florida International University Foundation, Inc.

Senior Vice President for University Advancement and CEO of the FIU Foundation, Inc., Kenneth C. Hall presented the appointment to the FIU Foundation, Inc. Board of Directors for Committee review. He indicated that the FIU Foundation, Inc. Board of Directors approved one new Director, Debra “Debbie” I. Taño. Sr. VP Hall commented on the new appointee.

A motion was made and unanimously passed that the FIU Board of Trustees Governance Committee recommend FIU Board of Trustees approval of the appointment of the individual as presented and included in the board materials, to the Florida International University Foundation, Inc. Board of Directors.

G3. Ratification of the 2024-2027 Collective Bargaining Agreement between The Florida International University Board of Trustees and The United Faculty of Florida-FIU

Provost and Executive Vice President Elizabeth M. Bejar presented for Committee review the 2024-2027 Collective Bargaining Agreement between the Florida International University Board of Trustees and the United Faculty of Florida-FIU. She recognized the work of the chief negotiators. She commented on the Agreement’s three-year salary article. She referred to the agenda materials, which contain a term sheet and summary of changes.

A motion was made and unanimously passed that the FIU Board of Trustees Governance Committee recommend FIU Board of Trustees ratification of the 2024-2027 Collective Bargaining Agreement between the FIU Board of Trustees and the United Faculty of Florida-FIU.

4. New Business

No new business was raised.

5. Concluding Remarks and Adjournment

With no other business, Board Chair Roger Tovar adjourned the meeting of the Florida International University Board of Trustees Governance Committee on Thursday, September 12, 2024, at 1:09 PM.



April 15, 2025

Subject: Board Appointment, Florida International University Foundation, Inc.

Proposed Action:

Florida International University Board of Trustees approval of the appointment of the individual listed below and in the board materials, to the Florida International University Foundation, Inc. Board of Directors.

Background Information:

The Board of Directors of the Florida International University Foundation, Inc. (the “FIU Foundation”), a direct support organization (“DSO”) of Florida International University, appointed one (1) new director on February 8, 2025, identified below.

The FIU Foundation is requesting that the Florida International University Board of Trustees (the BOT) approve the appointment of said individual to the FIU Foundation Board of Directors, as follows:

New Director Appointment for initial one-year term:

- Francis A. Hondal '87, MBA '94

The BOT approved amendments to Regulation FIU-1502, Direct Support Organizations, at its March 4, 2019 meeting. Pursuant to FIU-1502, the BOT shall approve all appointments to the governing body of each DSO, other than the BOT Chair’s representative(s) or the President or President’s designee.

Florida Board of Governors Regulation 9.011(9) University Direct Support Organizations and Health Services Support Organizations, provides, in relevant part, that the university board of trustees shall approve all appointments to any DSO board other than the chair’s representative(s) or the president or president’s designee.

Florida Statute 1004.28(3) Direct-support organizations; use of property; board of directors; activities; audit; facilities, provides, in relevant part, that “the university board of trustees shall approve all appointments to any direct-support organization...” other than the BOT Chair’s representative(s) or the President or President’s designee.

Supporting Documentation: Biography | Board Appointment, FIU Foundation, Inc.

Facilitator/Presenter: Kenneth C. Hall

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Francis A. Hondal '87, MBA '94

Board Member | Executive | Advisor Formerly President, Loyalty & Engagement for Mastercard

Bio

Francis A. Hondal is the former president of loyalty and engagement at Mastercard, where she led a global P&L, the development of new products, strategic partnerships and B2B services that enable exceptional consumer experiences through loyalty, rewards, and performance-based marketing services for enterprises worldwide. She served as a member of Mastercard's Management Committee.

Francis has over 30 years of experience in consumer marketing, finance, and international general management. She previously led credit and loyalty products globally for Mastercard, responsible for growing usage and preference of Mastercard-branded products. She has been a passionate advocate for consumer-centric strategies leveraging insights and technologies that influence consumer engagement and build brand affinity throughout her career. For Mastercard in Latin America and the Caribbean, she was responsible for the development, management, and marketing of all products and solutions, as well as Mastercard Advisors consulting, data and analytics services. Prior to joining Mastercard in 2011, she launched a business development and marketing service firm after a 17-year career at American Express, where she held various senior-level general management, product and finance roles within international consumer services.

She currently serves on the board of Bath & Body Works, Inc. (formerly L Brands, Inc.) and Equitable Holdings, a financial service holding company comprised of two complementary and well-established principal franchises, Equitable and AllianceBernstein. She also serves on the FIU Foundation Board as executive co-chair of Marketing committee. Francis is a first-generation Cuban-American and has been named to ALPFA/Fortune's Top 20 Most Powerful Latina Women in corporate America several times.

She has a bachelor's degree in Finance and International Business and an MBA from Florida International University (FIU). Francis lives with her family in Miami.

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April 15, 2025

Subject: University President's Performance and Incentive Goals, 2025-26

Proposed Action:

Florida International University Board of Trustees adoption of the Interim President's Performance and Incentive Goals for fiscal year 2025-26.

Background information:

The Interim President's Performance and Incentive Goals are related to, and in furtherance of, FIU's Experience Impact 2030 Strategic Plan goals, Accountability Plan, the Board of Governors' strategic plan and performance model, and other priorities as established by the Board of Trustees and/or the Board of Governors. The three strategic focus areas of Experience Impact 2030 address complex and demanding challenges in the areas of Environment and Environmental Resilience, Health, and Technology and Innovation.

Paragraph 6 of the Interim President's employment agreement provides as follows:

6. Performance Goals and Incentive Compensation.

On or before on April 1, 2025, the Interim President will provide the Board Chair with a list of proposed goals and objectives for the fiscal year 2025-2026. The proposed goals and objectives shall be related to, and in furtherance of, the University's strategic plan goals, work plan and accountability report, and the Board of Governors' strategic plan and performance funding model, and other priorities as established by the Board or the Board of Governors. The Board, or a Committee thereof, and the Interim President shall agree upon finalized goals and objectives for initial evaluation period.

Florida Board of Governors Regulation 1.001(5)(a) states, in relevant part, that each board of trustees shall provide for the establishment of the personnel program for all the employees of the university, including the president, which may include but is not limited to: compensation and other conditions of employment.

Supporting Documentation: University President's Performance and Incentive Goals, 2025-26

Facilitator/Presenter: Jeanette M. Nuñez

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PERFORMANCE-BASED FUNDING METRICS

1. Percent of Bachelor's Graduates Enrolled or Employed (\$40,000+)

	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28
ACTUAL	.	68.0	72.8	77.2	76.4
APPROVED GOALS	.	.	.	74.0	75.5	77.0	78.5	80.0	80.0	.
PROPOSED GOALS	77.0	78.5	80.0	80.0	80.0

Note: In November 2022, the Board's Budget and Finance Committee approved a change increase the wage threshold for graduates found employed from \$30,000 to \$40,000. Due to the change in methodology, outcomes for graduates prior to 2019-20 are not available.

2. Median Wages of Bachelor's Graduates Employed Full-time

	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28
ACTUAL	41,000	40,800	44,900	49,600	50,400
APPROVED GOALS	40,500	41,000	41,000	45,000	47,000	47,000	47,000	47,000	47,000	.
PROPOSED GOALS	50,000	51,000	52,000	53,000	54,000

3. Average Cost to the Student [\[Net Tuition & Fees per 120 Credit Hours for Resident Undergraduates\]](#)

	2019-20	2020-21*	2021-22*	2022-23*	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
ACTUAL	3,950	2,970	-1,630	920	-450
APPROVED GOALS	9,000	8,500	8,375	7,000	7,000	7,000	7,000	7,000	7,000	.
PROPOSED GOALS	7,000	7,000	7,000	7,000	7,000

Note: Asterisks indicate years when the Coronavirus Aid, Relief, and Economic Security (CARES) Act Higher Education Emergency Relief Fund (HEERF) provided institutions with gift aid for students.

4. FTIC Four-Year Graduation Rate [\[Full-time, First Time in College students\]](#)

	2016-20	2017-21	2018-22	2019-23	2020-24	2021-25	2022-26	2023-27	2024-28	2025-29
ACTUAL	49.3	59.4	59.8	64.9	70.0
APPROVED GOALS	43.0	55.0	60.0	61.0	65.0	65.0	66.0	68.0	70.0	.
PROPOSED GOALS	66.0	68.0	70.0	72.0	74.0



PERFORMANCE-BASED FUNDING METRICS (cont.)

5. Academic Progress Rate [Second Fall Retention Rate with at Least a 2.0 GPA for Full-time FTIC students]

	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
ACTUAL	90.4	89.2	88.8	90.8	91.5
APPROVED GOALS	90.0	91.0	92.0	92.0	92.0	92.0	92.0	92.0	92.0	.
PROPOSED GOALS	92.0	93.0	93.0	94.0	95.0

6. Percentage of Bachelor's Degrees Awarded within Programs of Strategic Emphasis

	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25*	2025-26*	2026-27*	2027-28*	2028-29*
ACTUAL	50.5	57.5	59.0	60.9	61.4
APPROVED GOALS	50.0	50.0	50.0	50.0	50.0	42.0	43.0	45.0	45.0	.
PROPOSED GOALS	39.0	40.0	42.0	44.0	45.0

Note: In November 2023, the Board approved a revised Programs of Strategic Emphasis list. The revised list will be implemented for 2024-25 degrees awarded in the 2026 Accountability Plan. Proposed goals for 2024-25 degrees awarded and beyond reflect the revised Programs of Strategic Emphasis list.

7. University Access Rate [Percent of Undergraduates with a Pell grant]

	FALL 2019	FALL 2020	FALL 2021	FALL 2022	FALL 2023	FALL 2024	FALL 2025	FALL 2026	FALL 2027	FALL 2028
ACTUAL	50.9	50.1	50.3	50.4	50.5
APPROVED GOALS	50.0	50.0	50.0	50.0	50.0	50.0	50.0	50.0	50.0	.
PROPOSED GOALS	50.0	50.0	50.0	50.0	50.0

8. Percentage of Graduate Degrees Awarded within Programs of Strategic Emphasis

	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25*	2025-26*	2026-27*	2027-28*	2028-29*
ACTUAL	60.0	63.8	61.5	64.7	67.1
APPROVED GOALS	58.0	60.0	60.0	60.0	60.0	46.0	46.0	48.0	51.0	.
PROPOSED GOALS	42.0	42.0	45.0	48.0	51.0

Note: In November 2023, the Board approved a revised Programs of Strategic Emphasis list. The revised list will be implemented for 2024-25 degrees awarded in the 2026 Accountability Plan. Proposed goals for 2024-25 degrees awarded and beyond reflect the revised Programs of Strategic Emphasis list.



PERFORMANCE-BASED FUNDING METRICS (cont.)

9a. BOG Choice: FCS AA Transfer Three-Year Graduation Rate [Full- and part-time students]

	2017-20	2018-21	2019-22	2020-23	2021-24	2022-25	2023-26	2024-27	2025-28	2026-29
ACTUAL	65.2	70.7	71.9	70.0	70.6
APPROVED GOALS	62.5	63.0	72.0	73.0	74.0	75.0	76.0	76.0	76.0	.
PROPOSED GOALS	75.0	76.0	77.0	78.0	79.0

Note: House Bill 2524 passed during the 2022 Florida Legislative session changed this metric from a two-year graduation rate to a three-year graduation rate.

9b. BOG Choice: FTIC Pell Recipient Six-Year Graduation Rate [Full- and part-time students]

	2014-20	2015-21	2016-22	2017-23	2018-24	2019-25	2020-26	2021-27	2022-28	2023-29
ACTUAL	63.8	65.0	68.6	72.2	73.0
APPROVED GOALS	.	65.3	66.8	69.0	70.0	71.0	72.0	74.0	75.0	.
PROPOSED GOALS	75.0	76.0	77.0	78.0	79.0

10. BOT Choice: Number of Post-Doctoral Appointees

	FALL 2019	FALL 2020	FALL 2021	FALL 2022	FALL 2023	FALL 2024	FALL 2025	FALL 2026	FALL 2027	FALL 2028
ACTUAL	260	235	278	262	274
APPROVED GOALS	255	235	276	278	274	272	273	274	275	.
PROPOSED GOALS	274	280	285	290	295



PREEMINENT RESEARCH UNIVERSITY FUNDING METRICS

A. (1). Average GPA

	FALL 2020	FALL 2021	FALL 2022	FALL 2023	FALL 2024	FALL 2025	FALL 2026	FALL 2027	FALL 2028	FALL 2029
ACTUAL	4.3	4.3	4.3	4.3	4.3
APPROVED GOALS	4.1	4.1	4.1	4.1	4.1	4.1	4.1	4.1	4.1	.
PROPOSED GOALS	4.3	4.3	4.3	4.3	4.3

A. (2). Average SAT Score

	FALL 2020	FALL 2021	FALL 2022	FALL 2023	FALL 2024	FALL 2025	FALL 2026	FALL 2027	FALL 2028	FALL 2029
ACTUAL	1,270	1,241	1,286	1,284	1,287
APPROVED GOALS	1,260	1,260	1,260	1,260	1,260	1,260	1,260	1,260	1,260	.
PROPOSED GOALS	1,287	1,290	1,293	1,296	1,300

Note*: The 2020 Florida Legislature amended statute (1001.7065, FS) so that beginning in Fall 2020, this metric also includes ACT scores that have been translated into the SAT scale. Starting Fall 2024, CLT scores translated to the SAT scale have also been added.

B. Public University National Ranking [Top50 rankings based on BOG's official list of publications]

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
ACTUAL	1	2	3	2	5
APPROVED GOALS	2	2	2	3	3	3	3	3	3	.
PROPOSED GOALS	3	3	4	4	5

Note: The number of publications included in the Board's official list of rankings declined from 11 to 10 in 2025. This can explain why proposed goals might be one less than previously approved goals.

C. Freshman Retention Rate [Full-time FTIC students]

	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
ACTUAL	91	91	91	92	93
APPROVED GOALS	91	92	93	91	92	92	92	92	92	.
PROPOSED GOALS	92	93	94	95	96



PREEMINENT RESEARCH UNIVERSITY FUNDING METRICS (cont.)

D. Four-year Graduation Rate [Full-time FTIC students]

	2016-20	2017-22	2018-22	2019-23	2020-24	2021-25	2022-26	2023-27	2024-28	2025-29
ACTUAL	49	59	60	65	70
APPROVED GOALS	43	55	60	61	65	65	66	68	70	.
PROPOSED GOALS	66	68	70	72	74

E. National Academy Memberships

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
ACTUAL	7	7	8	7	8
APPROVED GOALS	7	8	8	8	8	8	8	8	9	.
PROPOSED GOALS	8	9	10	12	14

F. Total Research Expenditures (\$M)

	2019-20	2020-21	2021-22	2022-23*	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
ACTUAL	237	246	282	306	326
APPROVED GOALS	230	248	269	296	340	400	417	427	444	.
PROPOSED GOALS	400	417	427	444	460

Note: FIU's FY2023 research expenditures have been revised to align with data resubmitted to the National Science Foundation.

G. Non-Medical Science & Engineering Research Expenditures (\$M)

	2019-20	2020-21	2021-22	2022-23*	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
ACTUAL	196	200	233	263	279
APPROVED GOALS	178	200	204	239	275	300	325	340	350	.
PROPOSED GOALS	300	325	340	350	400

Note: FIU's FY2023 research expenditures have been revised to align with data resubmitted to the National Science Foundation.

H. Number of Broad Disciplines Ranked in Top 100 for Research Expenditures

	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28
ACTUAL	6 of 8	6 of 8	7 of 8	7 of 8	7 of 8
APPROVED GOALS	6 of 8	6 of 8	6 of 8	7 of 8	7 of 8	7 of 8	7 of 8	7 of 8	7 of 8	.
PROPOSED GOALS	7 of 8	7 of 8	7 of 8	7 of 8	7 of 8



PREEMINENT RESEARCH UNIVERSITY FUNDING METRICS (cont.)

I. Utility Patents Awarded [over three calendar years]

	2018-20	2019-21	2020-22	2021-23	2022-24	2023-25	2024-26	2025-27	2026-28	2027-29
ACTUAL	189	186	184	178	170
APPROVED GOALS	188	182	180	180	180	180	180	180	180	.
PROPOSED GOALS	180	180	180	180	180

J. Doctoral Degrees Awarded Annually

	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
ACTUAL	430	460	513	541	518
APPROVED GOALS	455	480	506	535	565	600	600	612	625	.
PROPOSED GOALS	538	548	558	571	584

K. Number of Post-Doctoral Appointees

	FALL 2019	FALL 2020	FALL 2021	FALL 2022	FALL 2023	FALL 2024	FALL 2025	FALL 2026	FALL 2027	FALL 2028
ACTUAL	260	235	278	262	274
APPROVED GOALS	255	235	276	278	274	272	273	274	275	.
PROPOSED GOALS	274	277	280	285	290

L. Endowment Size (\$M)

	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
ACTUAL	219	276	284	307	338
APPROVED GOALS	210	250	275	300	325	350	375	400	425	.
PROPOSED GOALS	355	374	392	404	416

M. Science & Engineering Research Expenditures (\$M)

	2019-20	2020-21	2021-22	2022-23*	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
ACTUAL	210	216	250	281	296
APPROVED GOALS	207	219	227	257	290	300	315	325	340	.
PROPOSED GOALS	300	315	325	340	380

Note: FIU's FY2023 research expenditures have been revised to align with data resubmitted to the National Science Foundation.

INTERIM PRESIDENT NUÑEZ'S INCENTIVE GOALS
FY 2025 – 2026

1. Increasing funding at state level and beyond

- Advocate on behalf of the university during the 2025 Legislative Session.
- Represent the university at the local, state and federal levels.
- Secure enhanced levels of funding to provide operational support to the university.
- Pursue capital funding to align with the areas of focus, including environment and environmental resilience, health, and technology and innovation.

2. Focusing on our fundraising efforts

- Develop, cultivate and foster relationships across a broad array of stakeholders, including but not limited to existing donors, potential new donors, alumni, elected and administrative leaders, agency and cabinet officials.
- Increase outreach efforts to highlight FIU locally, nationally, and globally.

3. Maintaining and furthering our position within our rankings

- Ensure the university is well-positioned for the Florida Board of Governors (BOG) Performance Funding and Preeminence metrics.
- Focus on increasing rankings (overall and program-specific) throughout various publications; aligning with our vision to be a Top 30 public university and Top 75 overall.

4. Ensuring FIU is a thought leader in the higher education landscape

- Better position the university with industries, particularly around Health and Innovation, to provide our students with high-caliber post-graduation opportunities. The university will focus on increasing the quantity and quality of experiential learning, apprenticeships, and internships that provide pathways to post-graduation employment.
- Navigate the ever-changing landscape in higher education and ensure FIU is a thought leader in shaping public policy.
- Contribute to the mission of the BOG of providing high quality higher education, innovative research, and public service, while propelling Florida's economic prosperity.
- Bring renewed attention and increased enthusiasm around the FIU brand at all levels.

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