



FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES
ACADEMIC POLICY AND STUDENT AFFAIRS COMMITTEE

FIU, Modesto A. Maidique Campus, Graham Center Ballrooms

Thursday, February 13, 2025
11:00 AM

or

Upon Adjournment of Previous Meeting

Chair: Dean C. Colson

Vice Chair: Alberto R. Taño

Members: Noël C. Barengo, Francesca Casanova, Roger Tovar – *Athletics liaison*

AGENDA

- | | |
|---|--------------------|
| 1. Call to Order and Chair's Remarks | Dean C. Colson |
| 2. Approval of Minutes | Dean C. Colson |
| 3. Action Items | |
| AP1. Proposed Amendment to Regulation FIU-1103 Textbook and Instructional Materials Affordability and Transparency | Elizabeth M. Bejar |
| AP2. Updated Continued Exclusion of Trustees other than the Board Chair, Updated Continued Exclusion of the Board of Trustees Corporate Secretary, exclusion of the Interim President, appointment of the Senior Vice President and Chief Administrative Officer as the Interim Senior Management Official and appointment of the updated members of the Key Management Personnel | Elizabeth M. Bejar |
| AP3. Master Affiliation with Nicklaus Children's Hospital | Juan C. Cendan |
| 4. Information and Discussion Items <i>(No Action Required)</i> | |
| 4.1 Alternative Admissions | Elizabeth M. Bejar |
| 4.2 Student Government Updates | Francesca Casanova |
| 4.3 Faculty Senate Updates | Noël C. Barengo |

5. Academic Affairs Regular Reports *(For Information Only)*

- I. Academic and Student Affairs
- II. Enrollment Management and Services
- III. Florida International University and Baptist Health South Florida Collaboration
- IV. Information Technology
- V. Research and Economic Development/ University Graduate School

6. New Business *(If Any)*

Dean C. Colson

7. Concluding Remarks and Adjournment

Dean C. Colson

Meeting Book - 02.13.25 - Academic Policy and Student Affairs Committee Meeting

1. Call to Order and Chair's Remarks

Dean C. Colson

2. Approval of Minutes

Dean C. Colson

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3. Action Items

AP1. Proposed Amendment to Regulation FIU-1103 Textbook
and Instructional Materials Affordability and Transparency
Elizabeth M. Bejar

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Instructional Materials Affordability and Transparency 8

AP2. Updated Continued Exclusion of Trustees other than the
Board Chair, exclusion of the Interim President, appointment of
the Sr. VP and Chief Administrative Officer as the Interim SMO
Elizabeth M. Bejar

Updated Continued Exclusion of Trustees other than the Board
Chair, exclusion of the Interim President, appointment of the Sr.
VP and Chief Administrative Officer as the Interim SMO 12

AP3. Master Affiliation with Nicklaus Children's Hospital
Juan C. Cendan

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4. Information and Discussion Items (No Action Required)

4.1 Alternative Admissions
Elizabeth M. Bejar

4.2 Student Government Updates
Francesca Casanova

4.3 Faculty Senate Updates
Noël C. Barengo

5. Academic Affairs Regular Reports (For Information Only)

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6. New Business (If Any)

Dean C. Colson

7. Concluding Remarks and Adjournment

Dean C. Colson

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February 13, 2025

Subject: Approval of Minutes of Meeting held November 21, 2024

Proposed Committee Action:

Approval of Minutes of the Academic Policy and Student Affairs Committee meeting held on November 21, 2024.

Background Information:

Committee members will review and approve the Minutes of the Academic Policy and Student Affairs Committee meeting held on November 21, 2024.

Supporting Documentation: Minutes: Academic Policy and Student Affairs Committee meeting, November 21, 2024

Facilitator/Presenter: Dean C. Colson, *Chair, Academic Policy and Student Affairs Committee*

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Academic Policy and Student Affairs Committee
November 21, 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' Academic Policy and Student Affairs Committee meeting was called to order by Committee Chair Francis A. Hondal on Thursday, November 21, 2024, at 10:30 AM.

General Counsel Carlos B. Castillo conducted roll call of the Academic Policy and Student Affairs Committee members and verified a quorum. Present were Trustees Francis A. Hondal, *Committee Chair*; Alberto R. Taño, *Committee Vice Chair*; Noël C. Barengo; Francesca Casanova; Dean C. Colson; Natasha Lowell; and Roger Tovar, *Board Chair and Athletics Liaison*.

The following Board members were also in attendance: Trustees Alan Gonzalez, Yaffa Popack, Gene Prescott, and Marc D. Sarnoff.

Committee Chair Hondal welcomed the Trustees, University leadership and general public.

Provost and Executive Vice President Elizabeth M. Bejar provided updates related to the approval of the FIU Experience Impact 2030 Strategic Plan by the Florida Board of Governors (BOG), the ribbon cutting event for the Stephen J. Green School of International and Public Affairs (SIPA) II building, Dr. Charlie Andrews' appointment to serve as the Vice President for Student Affairs, events held by the Office of Public Policy and Events in 2024 and the fall commencement events.

2. Approval of Minutes

Committee Chair Hondal asked if there were any changes or corrections to the minutes of the Academic Policy and Student Affairs Committee meeting held on September 12, 2024. Hearing none, a motion was made and unanimously passed to approve the minutes of the Academic Policy and Student Affairs Committee meeting held on September 12, 2024.

3. Action Items

AP1. Tenure as a Condition of Employment Nomination

Committee Chair Hondal stated that Tenure as a Condition of Employment (TACOE) is proposed for one (1) candidate and added that to be considered for TACOE, newly hired faculty must qualify for tenure at FIU based on their caliber of work and/or tenure status at their previous institution.

Provost Bejar explained the regular process for tenure and promotion decisions at FIU. She commented on the TACOE candidate: Dr. Yuanpu Peter Di, who will be joining the Department of Cellular and Molecular Medicine in the Herbert Wertheim College of Medicine as Professor.

In response to Board Chair Tovar's inquiry, Senior Vice President for Health Affairs and Dean of the Herbert Wertheim College of Medicine, Juan C. Cendan explained that the candidate fits well with the areas of expertise that the Herbert Wertheim College of Medicine (HWCOC) is seeking to develop. Sr. VP and Dean Cendan mentioned the interest in pulmonary research and associated technologies. Senior Vice President for Research and Economic Development and Dean of the University Graduate School, Andres G. Gil pointed out that the candidate also has experience with technology transfer and brings several National Institutes of Health (NIH) grants. Committee Chair Hondal commented on the candidate's area of specialization and its potential applications.

A motion was made and unanimously passed that the FIU Board of Trustees Academic Policy and Student Affairs Committee recommend that the FIU Board of Trustees approve of the candidate for Tenure as a Condition of Employment as specified in the Board materials.

AP2. Proposed Amendment to Regulation FIU-110 Expressive Activities in Outdoor Areas on Campus

General Counsel Carlos B. Castillo presented the proposed amendments to Regulation FIU-110 Expressive Activities in Outdoor Areas on Campus. He explained the four (4) sets of substantive amendments.

A motion was made and unanimously passed that the FIU Board of Trustees Academic Policy and Student Affairs Committee recommend that the FIU Board of Trustees approve the revisions to Regulation FIU-110 Expressive Activities in Outdoor Areas on Campus, and delegate authority to the University President to approve any subsequent non-material amendments based on comments to the Regulation received from the Florida Board of Governors and as a result of the regulation-making process.

4. Information and Discussion Items

4.1 2024 Equity Report

Committee Chair Hondal explained that Florida BOG regulation requires each state university to develop a gender equity plan for sports offerings, participation, availability of facilities, scholarship offerings, and funds allocated for administration, recruitment, comparable coaching, publicity and promotion, and other support costs. She added that previously, the report required Board of Trustees approval, however a recent change to the regulation no longer requires said approval.

Assistant Vice President for Human Resources, Emmanuele Bowles mentioned that of the 12 required reporting elements for the athletics program, FIU is equitable in 10 of the categories. She commented on the 4.6% difference in the male and female participation rates that do not meet the proportionality, and the availability of facilities. Dr. Bowles stated that, as improvement plans, Athletics will continue the student interest surveys, adjust roster target practices, and continue to make updates to the enhancements of the softball facilities. She added that improvements to the softball facilities are under construction and scheduled for completion in December 2024. She

commented on additional athletics facilities that have undergone improvements. She pointed out that there is a 1.6% difference of financial assistance awarded that favors women. She added that there is a valid, non-discriminatory reason for the 0.6% above the allowable 1%.

4.2 Graduate Medical Education Program Annual Institutional Review

Provost Bejar explained that FIU is the sponsoring institution for graduate medical education programs, namely residencies for graduated medical students. She delineated that the accrediting body, the Accreditation Council for Graduate Medical Education (ACGME), requires the University to annually submit a written executive summary of the Annual Institutional Review (AIR) to the sponsoring institution's governing body.

Sr. VP and Dean Cendan provided an overview of the 2023 findings, including strengths in faculty and resident satisfaction and compliance, and opportunities for improvement such as workspace availability and palliative care education.

Board Chair Tovar requested an update on the integration with Baptist Health. Sr. VP and Dean Cendan explained that there are thousands of applicants for the residency programs with high interest from both international and American medical graduates including students from HWCOM. He mentioned that advances have been made in the planning of the clinical facility and transfer of the ambulatory care center to be under BHSF. He commented on marketing and investments in research.

4.3 Student Government Updates

Trustee Francesca Casanova shared that the Student Government Association (SGA) and Center for Leadership and Service, hosted the "Day on the Bay" service event. She mentioned that SGA senators representing the College of Business and College of Arts, Science, and Education each hosted a Business Club Fair and CASE Club Fair, respectively. She noted that Senators hosted "coffee hours" to connect with students. She thanked the FIU Police Department for hosting "Panthers' Night Out" and inviting SGA to participate. Trustee Casanova advised that she would be participating in a Campus Safety Walk at the Modesto A. Maidique Campus (MMC) on November 21st and at the Biscayne Bay Campus (BBC) at a later date. She mentioned that SGA will be hosting the "Meet Your Dean" and "Recharge for Finals" events. Trustee Casanova shared that during the spring 2025 semester, SGA activity and service fee budgetary process and elections will take place. She added that nearly all deans confirmed their attendance for the "Meet Your Dean" event with an expected attendance of 50-100 students.

4.4 Faculty Senate Updates

Trustee Noël C. Barengo shared that from September to November 2024, the Faculty Senate and Steering Committee met four (4) times. He mentioned the outcome of the review of the General Education Course offerings noting the efforts by University Administration to retain University Core Curriculum courses and the removal of courses from the group two (2) category. He mentioned that the Faculty Senate will hold a panel discussion on Academic Freedom and Civil Discourse in the Spring 2025 semester. He commented on the second Post Tenure Review process. Trustee Barengo mentioned Faculty Convocation and the Tenure and Promotion Recognition events. He added that Faculty Get-Togethers were hosted at MMC and BBC. He shared that

University President Kenneth A. Jessell invited Faculty Senators to the Faculty Senate-Senators President's Reception. Trustee Barengo added that a Faculty Get-Together will be held on November 22, 2024, hosted by the FIU Alumni Center.

5. Academic Affairs Regular Reports

There were no questions from the Committee members in terms of the Academic Affairs regular reports included as part of the agenda materials.

6. New Business

No new business was raised.

7. Concluding Remarks and Adjournment

With no other business, Committee Chair Francis A. Hondal adjourned the meeting of the Florida International University Board of Trustees Academic Policy and Student Affairs Committee on Thursday, September 12, 2024, at 11:05 AM.



February 13, 2025

Subject: Proposed Amendment to Regulation FIU-1103 Textbook and Instructional Materials Affordability and Transparency

Proposed Action:

Florida International University Board of Trustees approval of the proposed amendments to Regulation FIU-1103 Textbook and Instructional Materials Affordability and Transparency, and delegation of authority to the University President to approve any subsequent non-material amendments based on comments to the Regulation received from the Florida Board of Governors (BOG) or as a result of the regulation-making process.

Background Information:

This regulation is being updated to comply with recent amendments made to Board of Governors Regulation 8.003 on October 18, 2024 by the Board of Governors. The amendment requires each university board of trustees to outline a process for textbook and instructional materials approval and adoption in a university regulation. The amendment also includes the requirement for faculty and instructors to attest that all required course materials have been reviewed for each course they teach each semester and are appropriate for the course.

Pursuant to Florida Board of Governors Regulation 8.003, Textbook and Instructional Materials Affordability and Transparency, each board of trustees shall adopt a regulation that establishes textbook and instructional materials affordability policies to minimize the cost of required or recommended textbooks and instructional materials for students while maintaining the quality of education and academic freedom.

Supporting Documentation: Proposed Amendment to Regulation FIU-1103 Textbook and Instructional Materials Affordability and Transparency

Facilitator/Presenter: Elizabeth M. Bejar

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**THE FLORIDA INTERNATIONAL UNIVERSITY BOARD OF TRUSTEES
FLORIDA BOARD OF GOVERNORS**

NOTICE OF PROPOSED AMENDMENT TO REGULATION

REGULATION NO.: FIU-1103

REGULATION TITLE: Textbook and Instructional Materials Affordability and
Transparency

SUMMARY: This regulation is being updated in accordance with the amendments made to Board of Governors Regulation 8.003 on October 18, 2024 by the Board of Governors. The amendment requires each university board of trustees to outline a process for textbook and instructional materials approval and adoption in a university regulation. The amendment also includes the requirement for faculty and instructors to attest that all required course materials have been reviewed for each course they teach each semester and are appropriate for the course.

TEXT OF REGULATION: The full text of the Proposed Regulation can be viewed below and on the website of The Florida International University Board of Trustees, <http://regulations.fiu.edu/>. If you would like a copy of the Proposed Regulation, please contact Eli Deville, Departmental Administrator, Office of the General Counsel, 305.348.2103.

AUTHORITY: Board of Governors Regulation 8.003.

NAME OF PERSON INITIATING PROPOSED REGULATION: Dr. Elizabeth Bejar, Provost, Executive Vice President, and Chief Operating Officer.

ANY PERSON SEEKING TO COMMENT ON THE PROPOSED REGULATION MUST SUBMIT COMMENTS IN WRITING TO THE CONTACT PERSON LISTED BELOW. ALL WRITTEN COMMENTS MUST BE RECEIVED BY THE CONTACT PERSON WITHIN 14 CALENDAR DAYS OF THE DATE OF PUBLICATION OF THIS NOTICE.

CONTACT PERSON REGARDING THE PROPOSED REGULATION:

Eli Deville, Departmental Administrator, Office of the General Counsel
Florida International University, 11200 SW 8th Street, PC 511, Miami, Florida 33199.
Email: devillee@fiu.edu | Phone: 305.348.2103 | Fax: 305.348.3272.

DATE OF PUBLICATION: January 13, 2025

THE FULL TEXT OF THE PROPOSED REGULATION IS PROVIDED BELOW:

FIU- 1103 Textbook and Instructional Materials Affordability and Transparency

1. Faculty and staff shall select textbooks and instructional materials through cost-benefit analyses that enable students to obtain the highest-quality product at the lowest available price while maintaining academic freedom and the quality of education by:
 - a. Making available digital textbooks in bulk; expanding the use of open access textbooks and instructional materials; providing rental options for textbooks and instructional materials; increasing the availability and use of affordable digital textbooks and learning objects; developing mechanisms to assist in buying, renting, selling, and sharing textbooks and instructional materials; increasing the length of time that textbooks and instructional materials remain in use; and other proactive measures;
 - b. Distinguishing the required materials from those which are recommended. By identifying any materials as required, instructors certify that the students need these materials for the course. By identifying any bundled materials as required, instructors certify that students must obtain all the items in the bundle. When it is possible to obtain the bundled materials separately, instructors should specify only those materials which the students need for the course as required;
 - c. Determining which edition(s) to require for the course, whereby the instructor's adoption shall constitute certification that a newer edition differs significantly and substantively from the earlier versions to warrant the change. When instructors do not believe this to be the case and when it will not impede the instruction of the course, faculty members may indicate on the adoption that students may obtain either the new or older editions as this will ensure affordability options to the students; and
 - d. Making required and recommended textbooks and instructional materials for each course offering available to students who cannot afford the cost of the textbooks will include the consideration of the extent to which an open- access textbook or instructional material may be available for students' use by promoting the use and facilitating the adoption and adaptation of open educational resources.
2. Prior to presenting or assigning course materials to students, the course instructor shall review all required materials, including textbooks, tests and assignment questions, assigned and supplemental readings, and any other instructional material assigned to students and attest each semester that the contents are appropriate for the course and in accordance with university policy. In instances where the department chair, a program director or committee selects the course materials for the instructor, the individual or committee chair responsible for making the selection must complete the attestation as well.
- 2.3. Textbooks and other instructional materials shall be adopted by the course instructor or his/her designee via the University Bookstore's adoption online platform and posted no later than forty-five (45) days prior to the first day of classes.
 - a. The forty-five (45) days deadline is established to allow sufficient time for the University Bookstore to confirm availability of the requested materials, ensure availability of sufficient used instructional materials, source lower cost options,

explore alternatives with faculty, coordinate its book-buy-back activities at the end of the semester with the book orders for the ensuing semester to maximize the availability of used textbooks and instructional materials. A course or section added after this 45-day deadline is exempt from this requirement.

Adoptions for required and recommended textbooks and instructional materials for the upcoming term will be posted publicly by course section on the University's website and linked to the student registration system as soon as they are received and verified by the University's Bookstore.

- b. The list of required and recommended textbooks and instructional materials will include the International Standard Book Number (ISBN) or other identifying information, which must include, at a minimum, all of the following: the title, all authors listed, publishers, edition number, copyright date, published date, and other relevant information necessary to identify the specific textbooks or instructional materials required and recommended for each course;
- c. Beginning Fall 2022, the required and recommended textbooks and instructional materials adoptions will be publicly posted, downloadable and searchable, on our Textbook & Instructional Materials Explorer website at <http://tim.fiu.edu> for at least five (5) academic years. The postings will be searchable by course subject, the course number, the course title, the name of the instructor, the title of each assigned textbook or instructional material, and each author of an assigned textbook or instructional material.
- ~~e~~d. The syllabus for a general education course, as defined by section 1007.25, Florida Statutes, subject to this paragraph ~~will be~~was posted effective Fall 2022 on the Textbook & Instructional Materials Explorer (<https://tim.fiu.edu>) website. Effective Fall 2023 and thereafter, such syllabi are posted at <https://fiu.simplesyllabus.com>.

~~3.4~~3.4. The University shall develop innovative and effective pricing and payment options for textbooks and instructional materials through several initiatives such as:

- a. Consultations with providers including the University Bookstore and publishers to implement price match and other options;
- b. Determining a students' ability to pay for instructional materials through the standard student financial aid eligibility assessment. When financial aid applications are made within stated deadlines students with confirmed financial aid eligibility for textbooks will be notified of this prior to the beginning of each semester. Students may elect to have their Panther Accounts credited with the approved funding to make textbook and instructional materials purchases from the University Bookstore directly;
- c. Making book advances available three (3) weeks before the start of classes each Fall/Spring/Summer term, including for students receiving early loan disbursements as not all students take their loans;
- d. Evaluating cost savings for textbooks and instructional materials which students may realize from opt-in or opt-out provisions for the purchase of materials; or
- e. The use of innovative pricing techniques and payment options for textbooks and instructional materials in consultation with providers including bookstores. The pricing techniques and payment options must include an opt-in or opt-out

provision for students and may be approved only if there is documented evidence that the options reduce the cost of the textbooks and instructional materials.

~~4.5.~~The University shall consult with dual enrollment partner schools to identify best practices that reduce the cost of dual enrollment course textbooks and instructional materials.

~~5.6.~~No employee of Florida International University may demand or receive any payment, loan, subscription, advance, deposit of money, service, or anything of value, present or promised, in exchange for requiring students to purchase specific items. However, an employee may receive, subject to the requirements of the Florida Code of Ethics for Public Officers and Employees and the outside activity and conflict of interest requirements set forth in University regulations and collective bargaining agreements:

- a. Sample copies, instructor copies, or instructional materials. These materials may not be sold for any type of compensation if they are specifically marked as free samples not for resale.
- b. Royalties or other compensation from sales of textbooks that include the instructor's own writing or work (which requires the filing and approval of the "Outside Activity and Conflict of Interest" form).
- c. Honoraria for academic peer review of course materials.
- d. Fees associated with activities such as reviewing, critiquing, or preparing support materials for textbooks.
- e. Training in the use of course materials and learning technologies.

~~6.7.~~The University's Textbook and Instructional Materials and Transparency report will be provided to the Board of Trustees annually by September 30 in the format required by the Board of Governors of the State University System of Florida. The University will provide updates on compliance with Regulation 8.003 upon the Chancellor's request.

Authority: Section 7(d), Art. IX, Fla. Const., Board of Governors Regulation 8.003. History-New 3-25-10, Amended 6-14-17, Amended 3-3-21, Amended 9-27-22, Amended _____.



February 13, 2025

Subject: Updated Continued Exclusion of Trustees other than the Board Chair, Updated Continued Exclusion of the Board of Trustees Corporate Secretary, exclusion of the Interim President, appointment of the Senior Vice President and Chief Administrative Officer as the Interim Senior Management Official and appointment of the updated members of the Key Management Personnel

Proposed Action:

Florida International University Board of Trustees (BOT) adoption of a Resolution that updates the exclusion of the named members of the FIU BOT and the Interim President, continues the exclusion of the BOT Corporate Secretary from the requirements for a personnel security clearance, appoints the Senior Vice President and Chief Administrative Officer as the Interim Senior Management Official (SMO) and appoints the updated members of the Key Management Personnel (KMP).

RESOLUTION

WHEREAS, Florida International University (“FIU”), a university in the State University System of Florida, has and desires to continue to enter into contractual obligations with agencies of the United States Government, including contractual obligations requiring security clearance; and

WHEREAS, current Department of Defense (DoD) policy requires that the Chair of the FIU Board of Trustees and all FIU principal officers meet the personnel clearance requirements established for the level of the University’s security clearance; and

WHEREAS, said DoD policy permits the exclusion from the personnel security clearance requirement of members of the Board of Trustees and other officers, provided that this Board adopts a resolution stating that such Board members and officers designated by name shall not require, shall not have, and can be effectively excluded from access to all classified information in the possession of FIU, and that they do not occupy positions that would enable them to adversely affect FIU's policies or practices in the performance of classified contracts for the DoD or other agencies of the National Industrial Security Program; and

WHEREAS, by previous resolutions, the BOT excluded all of the BOT Trustees except for the BOT Chair from the requirements for a personnel security clearance; and

WHEREAS, by Resolution dated April 25, 2024, the BOT excluded the BOT Corporate Secretary from the requirements for a personnel security clearance; and

WHEREAS, the composition of the BOT Trustees has changed since the latest exclusion resolution dated July 31, 2024 was adopted and therefore, the exclusion of the BOT members must be updated; and

WHEREAS, on February 7, 2025, the BOT appointed an Interim President of FIU, effective February 17th, 2025, to serve pending the appointment of a permanent FIU president following a presidential search and selection process; and

WHEREAS, the current President of FIU served as a KMP and was the FIU SMO and effective February 17, 2025, the current President will transition to the position of Senior Vice President and Chief Administrative Officer; and

WHEREAS, the current composition of the KMP pursuant to BOT Resolution adopted February 29, 2024 are FIU's Facility Security Officer, FIU's Insider Threat Program Senior Official, FIU's Associate Vice President for Research, FIU's Deputy Executive Director of the Global Forensic and Justice Center, and the then FIU President, with the then FIU President being the SMO and having final authority, as required by the NISPOM; and

WHEREAS, the new FIU Interim President currently does not possess the requirements necessary to serve as a KMP or as the SMO pursuant to the NISPOM and as required by the Defense Counterintelligence and Security Agency (DCSA); therefore necessitating the appointment of an Interim SMO and an updated composition of the KMP and the exclusion of the Interim President from the requirements for a personnel security clearance at this time; and

WHEREAS, the Senior Vice President and Chief Administrative Officer currently possesses the requirements necessary to serve as a KMP and as the Interim SMO pursuant to the NISPOM and as required by the DCSA, and may serve in such capacities pending the Interim President obtaining the necessary requirements to serve as a KMP and as the SMO.

NOW THEREFORE, BE IT RESOLVED, that the following Board of Trustees members Corporate Secretary and Interim President shall not require, shall not have, and can be effectively excluded from access to all classified information in the possession of FIU, and do not occupy positions that would enable them to adversely affect FIU's policies or practices in the performance of classified contracts for the Department of Defense (DoD) or other agencies of the National Industrial Security Program. As such, they are excluded from the requirements for a personnel security clearance.

Jeanette Nuñez	Interim President
Carlos A. Duart	Trustee, Vice Chair
Noël C. Barengo	Trustee
Francesca Casanova	Trustee
Dean C. Colson	Trustee
Alan Gonzalez	Trustee
George Heisel	Trustee
Jesus Lebeña	Trustee

Alexander M. Peraza	Trustee
Yaffa Popack	Trustee
Chanel T. Rowe	Trustee
Marc D. Sarnoff	Trustee
Alberto R. Taño	Trustee
Milly Bello	Corporate Secretary

BE IT FURTHER RESOLVED, that the KMP is now comprised of FIU’s Facility Security Officer, FIU’s Insider Threat Program Senior Official, FIU’s Associate Vice President for Research, FIU’s Deputy Executive Director of the Global Forensic and Justice Center and FIU’s Senior Vice President and Chief Administrative Officer, with the Senior Vice President and Chief Administrative Officer being the Interim SMO, having final authority, as required by the NISPOM.

BE IT FURTHER RESOLVED, that the FIU BOT continues to delegate to the KMP all duties, responsibilities and authorities pertaining to FIU’s obligations under the NISPOM.

This action is in the form of a resolution to take effect immediately upon adoption.

Adopted this 13th day of February, 2025 by the Board of Trustees of Florida International University.

Rogelio Tovar
Chair
FIU Board of Trustees

Milly Bello
Corporate Secretary
FIU Board of Trustees

Supporting Documentation: N/A

Facilitator/Presenter: Elizabeth M. Bejar

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February 13, 2025

Subject: Master Affiliation with Nicklaus Children’s Hospital

Proposed Actions:

Florida International University Board of Trustees adoption of the Resolution set forth below to:

1. Authorize FIU to finalize and execute the Master Affiliation Agreement between FIU and Nicklaus Children’s Hospital, which will expand the Parties’ tripartite mission (Education, Research, Clinical) and will provide new financial opportunities available to FIU and/or Nicklaus Children’s Hospital because of the alliance;
 2. Establish a health services support organization that will serve to coordinate, enhance and help facilitate oversight of the relationship between FIU and Nicklaus Children’s Hospital; and
 3. Provide authorizations and delegations to the Chair of the Board of Trustees and/or President as described below.
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RESOLUTION

WHEREAS, Florida International University (“FIU”), a university in the State University System of Florida, desires to develop a new pediatric academic affiliation with Nicklaus Children’s Hospital (“NCH”), which will span the clinical, research and education missions and be exclusive to children’s healthcare; and

WHEREAS, FIU and NCH have been actively developing terms and conditions to memorialize a Master Affiliation Agreement, with a target completion date of March 2025; and

WHEREAS, a key component of the affiliation calls for FIU to establish a health services support organization (“HSSO”) that will coordinate, enhance and help facilitate oversight of the relationship between FIU and NCH; and

WHEREAS, universities may establish support organizations and certify them to use university property, facilities, and personal services; and

WHEREAS, support organizations are organized and operated to serve the missions of the university and may, among other things, receive, hold, invest, and administer property or make expenditures to or for the benefit of the university; and

WHEREAS, FIU intends to establish an entity, referred to as the Florida International University Children’s Alliance for Research and Education, Inc., which meets all of the requirements set forth in Florida law and Board of Governors Regulation 9.011 for an HSSO.

NOW THEREFORE, BE IT RESOLVED, that the FIU Board of Trustees (“Board of Trustees”) authorizes the President and/or designee to finalize and execute the Master Affiliation Agreement and all related transactions between FIU and NCH; and

BE IT FURTHER RESOLVED, that the Board of Trustees hereby (i) approves the formation of a new entity, in the form of an organization meeting the requirements of Florida law pertaining to an HSSO or other form of nonprofit entity as appropriate, (ii) authorizes transfers of funds between FIU and the HSSO as required to effectuate the Master Affiliation Agreement and operations of the HSSO, and (iii) instructs the President to take all steps necessary to carry out the purpose of this Resolution; and

BE IT FURTHER RESOLVED, that should the President determine that another type of nonprofit entity authorized by law would best serve FIU’s objectives in lieu of an HSSO, the President may move forward with the establishment of such different entity; and

BE IT FURTHER RESOLVED, that the Board of Trustees shall delegate to the Chair the authority to approve all such requirements related to the establishment of an HSSO or other form of nonprofit entity, including but not limited to, preliminary approval of articles of incorporation and bylaws, establishing all necessary bank accounts and Chair appointments to the initial board of directors, which post-Chair approval shall be presented to the Board of Trustees for ratification as needed.

This action is in the form of a resolution to take effect immediately upon adoption.

Adopted this 13th day of February, 2025 by the Board of Trustees of Florida International University.

Rogelio Tovar
Chair
FIU Board of Trustees

Milly Bello
Corporate Secretary
FIU Board of Trustees

Supporting Documentation: N/A

Statutory Authority: This resolution is being adopted pursuant to Florida Board of Governors Regulation 9.011(1).

Facilitator/Presenter: Juan C. Cendan

ACADEMIC AFFAIRS REGULAR REPORTS

- I. Academic and Student Affairs**
- II. Enrollment Management and Services**
- III. Florida International University and Baptist Health South Florida Collaboration**
- IV. Information Technology**
- V. Research and Economic Development / University Graduate School**

I. ACADEMIC AND STUDENT AFFAIRS

1. All-new FIU Career Guide available digitally and in print

In an effort to provide students clear and concise tips and tools as they prepare for their future careers, the Career and Talent Development Department has launched an all-new Career Guide, available for free digitally and in print. The 44-page guide covers everything young professionals need to know “to get a foot in the door,” from proper formatting of resumes and cover letters to acing interviews to effective networking, and much more.

2. Daughter of Archbishop Desmond Tutu visits FIU as keynote at annual MLK Commemorative Celebration

On January 17th, FIU hosted the 34th Annual MLK Commemorative Celebration, honoring the life and legacy of Rev. Dr. Martin Luther King Jr. The annual celebration takes place over a week and includes a day of community service at off-campus locations across Miami-Dade County, essay contests for student scholarships, a youth forum targeted toward the community’s middle and high school students, and its signature event, the MLK Commemorative Breakfast. In keeping with its tradition of inviting the nation’s foremost thought leaders to share insights at the breakfast, which is attended by hundreds, this year, the university welcomed Rev. Nontombi Naomi Tutu – an acclaimed human rights activist, economist, and development consultant in West Africa, and the daughter of Nobel Peace Prize winner Archbishop Desmond Tutu – as the Dotson Family MLK Keynote Speaker.

3. FIU hosts conference for Florida TRIO professionals

TRIO program professionals from across the state convened at FIU in December 2024 for their annual professional development conference, this year hosted by FIU’s Office of Student Access & Success. The university hosts five of these federally funded programs, which are designed to increase the higher education talent pipeline while promoting the academic success of underrepresented students; and FIU is recognized as a “TRIO fort” for the quality and volume of programming offered. The conference facilitated networking and exchange of ideas among Florida TRIO program professionals as they strategized on how best to meet the needs of the communities they serve. TRIO work is critical to developing productive citizens, and sharing best practices among programs is the best way to achieve this return on investment.

II. ENROLLMENT MANAGEMENT AND SERVICES

1. University Admissions

This year marked the first time in FIU’s history that we implemented Early Action. Decisions were released on December 11 and prioritized Florida residents. A second round of decisions was released on January 22, with final round March 31st.

We received more than 30,000 applications from all 50 states, and Puerto Rico and admitted just over 12,600 of the applicants.

- 48% of applicants are interested in STEM fields.
- Outside of South Florida, we saw more applicants from the Orlando, Tampa, Naples, and Jacksonville areas.
- Outside of Florida, our admits are from Atlanta, San Juan, New York, Charlotte, Houston, and Denver; we are also very excited about two top students from Plymouth Massachusetts who are anxious to join the Panther Family.

Closing out the 2024-25 application year, we finished with 6,049 FTIC and 8,175 transfer students.

2. Transfer and Transition Services

In collaboration with transfer administrators from FAU, FIU, UCF, and USF, the Florida Consortium of Metropolitan Research Universities hosted the 7th Annual Florida Summit on Accelerating Transfer Success on October 28, 2024, at the University of Central Florida. The summit, which saw over 200 participants, provided an opportunity for FIU’s delegation to exchange best practices and discuss emerging trends in the transfer student landscape. Our Connect4Success team led a concurrent session on empowering student independence while managing the role of over-involved parents. The session was interactive, well-attended, and well-received.

Finally, as part of our Transfer Success Grant, TTS will conduct the last round of focus groups with transfer students in the coming weeks. Facilitated by a consultant, these focus groups will provide important insights to help improve the transfer student experience.

3. Financial Aid

Disbursement: For the Fall 2024 Semester, the Office of Financial Aid delivered \$210 Million in aid. This is \$7.1 million more than this point in time during the Fall 2023 semester.

Student Borrowing Trends: FIU Undergraduate students continue their downward trend in student borrowing. The following table provides details concerning FIU student borrowing and national trends.

Academic Year	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023
Percent of FIU Undergraduates who Graduated and borrowed any student loans	47.22%	45.26%	44.89%	41.27%	40.75%	33.98%	28.36%
Cumulative FIU Undergraduate Principal Borrowed	\$20,022.00	\$19,923.47	\$19,705.00	\$18,064.00	\$18,054.00	\$18,318.00	\$18,139.00
Percent of All US Undergraduates who Graduated and borrowed any student loans	65%	66%	62%	53.3%	*Not yet available	*Not yet available	*Not yet available
Cumulative US Undergraduate Principal Borrowed	\$28,650.00	\$29,200.00	\$28,950.00	\$21,830.00	*Not yet available	*Not yet available	*Not yet available

*The National Center for Education Statistics annual National Postsecondary Student Aid Study was delayed by the pandemic. Once it is released updated national student debt data will be available.

4. CRM and Enrollment Communications

Over the past three months, our team successfully launched the first round of communications for admitted student decisions on December 11. This included auto-admission notifications into the Honors College, as well as targeted emails encouraging eligible students to apply to the Honors College. Additionally, we sent communications to students who were auto-awarded scholarships, as they no longer need to start an application. These updates to communications were designed to enhance the

student experience by providing timely and relevant information to help students make FIU their school of choice early.

In collaboration with the Panthersoft team, we developed a real-time dashboard to monitor key metrics for decision day, including decision views, deposit activity, and demographic breakdowns such as top high schools, colleges, majors, and states for that round. We will update the dashboard for subsequent decision rounds and are now actively preparing for the second round of communications.

III. FLORIDA INTERNATIONAL UNIVERSITY AND BAPTIST HEALTH SOUTH FLORIDA COLLABORATION

1. Joint Graduate Medical Education (GME) programs

The committee has initiated the review of new program requests for future Graduate Medical Education (GME) programs, receiving a total of 11 requests. After careful evaluation, the committee has decided to approve the exploration of four of the programs, while four others are pending additional information before a final decision can be made. In addition, Baptist employees who previously supported the GME program have transitioned to become employees of Florida International University (FIU). We are also continuing preparations for the residents who will transition to FIU employees in July 2025. Recruitment of the new Designated Institutional Official (DIO) has been finalized and Dr. Subhagar Thangarasu has been appointed as the DIO and Associate Dean for Graduate Medical Education (GME). His official start date is January 2025. In these capacities, Dr. Thangarasu will lead all aspects of our GME programs, including accreditation, compliance with ACGME standards, recruitment, and the oversight of residency and fellowship programs. He will also play a vital role in bridging the undergraduate and graduate medical education experiences for our clinical trainees. Dr. Thangarasu brings extensive GME experience to FIU. He joins us from Texas Tech University Health Sciences Center El Paso, where he served as assistant DIO and assistant dean for GME. In 2019, he became the founding program director for Texas Tech's Internal Medicine Residency Program, developed in partnership with a private, not-for-profit hospital system—a collaboration similar to FIU's partnership with Baptist Health. Dr. Thangarasu earned his medical degree from Stanley Medical College in India and completed his Categorical Internal Medicine Residency at the University of Pittsburgh Medical Center Mercy.

2. Joint Research Initiatives

The research committee is currently in the recruitment phase for positions funded through research dollars and has identified several highly attractive candidates. This phase looks promising as we move closer to building a strong team to support our initiatives. Separately, we have engaged a consulting firm to finalize the procedures for joint grant submissions through the FIU grant office. Additionally, we are in the process of releasing The Irma & Kalman Bass Neuroscience Research Award, which will soon be open for applications. This prestigious award is dedicated to advancing our fundamental understanding of basic mechanisms related to neurological diseases and disorders in the adult population. The research committee will thoroughly review all applications and issue the award to the most deserving candidates.

3. Clinical ACC Assessment

The committee has approved the first phase of transitioning the ACC clinic, with a target transition date set for June 2025. A transition kickoff meeting is scheduled for the second week of January. In parallel, the committee continues to review the range of medical services currently offered and is exploring additional clinical services to be included in phase 2. Discussions regarding the potential use of the MRI on campus are ongoing.

4. Joint Marketing

The Marketing Committee is currently working on a few key initiatives: the marketing agreement is awaiting revised language, a press release is being prepared to announce the construction company

selected for the new ACC design, and marketing representatives have been assigned to each sub-committee to ensure all potential marketing needs are addressed moving forward. Brand agency, Monigle, has been working on a style guide for co-branded communications and the initial design elements were moved forward by both teams. They are developing some templates as well to simplify the integration process for faculty and staff. Updates will be shared as progress continues.

5. Medical Center

The design architect for the new medical center has been identified and officially contracted. A kickoff meeting was held on December 4, 2024. Moving forward, a series of design meetings will be held to refine and finalize the center's design. The next round of these meetings is scheduled for January 23, 2025, with the goal of achieving detailed programming verification by January 28, 2025.

IV. INFORMATION TECHNOLOGY

1. FIU Mobile App Update

The division is in the final phase of deploying a completely redesigned FIU Mobile App. The updated application aims to significantly enhance the student experience by providing a more intuitive, user-friendly interface and a range of new features tailored to meet the diverse needs of the university's community. Students can expect seamless access to essential services such as course schedules, grades, campus maps, and real-time notifications, all designed to simplify their academic journey and foster a more connected campus environment.

This redesign has been in the works for over two years, involving extensive efforts and collaboration. Our team has conducted over 450 hours of user research to ensure that the app meets the highest standards of usability and addresses the genuine needs of our students.

2. AI @ FIU

The division is committed to helping advance the university's AI mission through several key initiatives to support academic, research, and administrative goals. With the support of the administration, the division acquired licenses for Microsoft Copilot to help enable the utilization of new features in the Microsoft 365 platform. Training resources for faculty and staff will be available and provided by internal and third-party vendor resources. This initiative aims to explore how these features can support, streamline, and enhance the academic and administrative functions of the university.

The division has also been developing AI services within its existing Oracle platform using the Oracle Cloud Infrastructure, including developing generative AI prompts for frequently asked administrative questions. The team has been working with Oracle to pilot a design and develop use cases with FIU's data.

Additionally, the division is in the design phase of refreshing its High-Performance Computing (HPC) System to build AI clusters for on-premises use to support academic and research initiatives. HPC is a resource that allows faculty and students to examine more complex scientific and engineering problems with HPC's large scale computing power. This refresh includes potential OpenAI integration and collaboration with Dell. The goal is to develop an FIU branded AI platform for students, faculty, and staff.

Lastly, the division is collaborating with the University of Florida on Navigator AI. Built by UF, Navigator AI is accessible to all SUS schools and includes open-source LLMs and OpenAI integrations. Accounts will be made available for FIU to test.

3. IDC Research Platform

The Division of IT is excited to announce the availability of a new industry research platform, IDC. IDC is a global research and advisory company. Similar to platforms such as Gartner and Forrester, they provide market intelligence, advisory services, and events for the information technology, telecommunications, and consumer technology markets. This resource aims to deliver the latest research, comprehensive data, and insightful analysis to support our ongoing projects and initiatives, while also helping faculty enhance their academic endeavors. The IDC platform offers a wealth of information across diverse industries, ensuring we stay ahead in technological advancements and industry trends.

The introduction of this platform reinforces our commitment to fostering an environment of continuous learning and innovation. The resources available on IDC will be instrumental in driving informed decision-making and strategic planning to enhance our capabilities and achieve new heights in our research and development efforts.

V. RESEARCH AND ECONOMIC DEVELOPMENT / UNIVERSITY GRADUATE SCHOOL

1. External Grant Awards' Performance

Between September and November of the current fiscal year (FY) 2024-2025, the value of awards received increased by 5%, rising from \$121M to \$127M, compared with the same period in the last fiscal year. Notable increases were observed across several colleges: the College of Engineering and Computing had an 11% increase compared with the same period last FY. The Robert Stempel College of Public Health and Social Work had a 22% increase, and the Steven J Green College International and Public Affairs had a 21% increase, and Herbert Wertheim College of Medicine had a 6% increase. Centers and Institutes had an increase of 124%, with the Extreme Events Institute, the Institute of Environment, the J. Gordon Institute, and the STEM Institute experiencing significant increases. In terms of research proposals, there was an increase of 6% in the amount of funding requested (from \$403M to \$426M).

2. Innovation and Economic Development

ORED supported five faculty teams in completing a 12-hour I-Corps pre-training to prepare NSF national I-Corps grant submissions. Additionally, four faculty teams began preparing SBIR/STTR funding proposals, and Adjunct Faculty Sherry-Ann Brown, MD, PhD, was admitted to the NIH NCI SBIR/STTR Training and Entrepreneurship Program (STEP), a 16-week training program supported by ORED. ORED supported three faculty members in commercializing their research with domestic and international partners. The team attended five conferences, including the 2024 World Bridge Engineering Conference, to explore sponsored research opportunities. Additionally, 34 faculty and graduate students participated in two Faculty Research workshops this quarter.

During the reporting period, we mentored 51 students on research, entrepreneurship, and graduate studies. Its two learning communities also provided support: Hacker Nation engaged 84 students in weekly sessions on research and innovation, while the Student Idea Circle hosted 34 attendees for discussions on entrepreneurship. At the 2024 World Bridge Engineering Conference, FIU showcased infrastructure technologies from Titan America, Carbon Limit, and 1Print, along with the Wall of Wind's capabilities, as part of the ClimateReady Tech Hub initiative. Summary of Grants and Proposals (PI/Co-PI Gresham) Active Grants: EDA ClimateReady Tech Hub: \$10.3M over 5 years and DOE Project Access Community Benefits: \$100K over 2 years.

3. University Graduate School (UGS)

UGS-supported initiatives included:

Writing Support: A mentorship program through the Center for Excellence in Writing (CEW) saw 47 students participate in weekly three-hour sessions. UGS also hosted a virtual three-day workshop series on academic writing, facilitated by the 2023-2024 UGS Writing Fellows.

Events and Workshops: A roundtable featuring FIU doctoral students addressed topics such as mental health and academic culture. An ISSS information session covered policies for international students (42 attendees). UGS supported 23 graduate students presenting research posters at the Academy of Science, Engineering & Medicine of Florida meeting. The "Mind Matters" Workshop emphasized mental health, stress reduction, time management, and healthy living. A Fellowship Information Session covered UGS Fellowships (40 attendees).

UGS awarded 26 Dissertation Fellowships (DF), 8 Dissertation Evidence Acquisition (DEA) Fellowships, and selected 10 students for the Undergraduate to Graduate Program, starting in Fall 2025. Five doctoral candidates were chosen as 2025 UGS Writing Fellows, receiving training from Writing Across Curriculum (WAC) faculty, with writing groups set to launch in February 2025. The 3 Minute Thesis (3MT) competition finalists (10 students) will receive coaching in January and compete on January 24, 2025. Additionally, a weeklong Dissertation Bootcamp hosted in partnership with CEW was attended by 10 graduate students. In December 2024, commencement ceremonies celebrated the graduation of 61 Ph.D./EdD/DBA and 15 master's thesis students. Leading up to commencement, UGS hosted graduation workshops in October and November (50 attendees) and offered ETD Office hours to 11 participants.

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