



FLORIDA INTERNATIONAL UNIVERSITY

BOARD OF TRUSTEES

FULL BOARD MEETING

Zoom Meeting

<http://webcast.fiu.edu/>

Friday, March 28, 2025
11:00 AM

AGENDA

- | | |
|--|-----------------------------------|
| 1. Call to Order and Chair's Remarks | Chair Roger Tovar |
| 2. Public Appearances | Roger Tovar |
| 3. Action Items | |
| BT1. Presidential Position Criteria | Carlos A. Duarte |
| BT2. Range of Compensation | Carlos A. Duarte
Carlos Flores |
| 4. Presidential Search Update | |
| 4.1 Presidential Search Marketing Plan (<i>No Action Required</i>) | Carlos A. Duarte |
| 5. New Business (<i>If any</i>) | Roger Tovar |
| 6. Concluding Remarks and Adjournment | Roger Tovar |

The next FIU Board of Trustees Full Board Meeting is scheduled for April 15, 2025

Meeting Book - 03.28.25 - FIU Board of Trustees Full Board Meeting

1. Call to Order and Chair's Remarks

Chair Roger Tovar

2. Public Appearances

Roger Tovar

3. Action Items

BT1. Presidential Position Criteria

Carlos A. Duart

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BT2. Range of Compensation

Carlos A. Duart I Carlos Flores

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4. Presidential Search Update

4.1 Presidential Search Marketing Plan I Informational Item: No Action
Required 12

5. New Business (If Any)

Roger Tovar

6. Concluding Remarks and Adjournment

Roger Tovar



March 28, 2025

Subject: Presidential Position Criteria

Proposed Action:

Pursuant to Florida Board of Governors Regulation, approve the Presidential Position Criteria.

Background Information:

Pursuant to Florida Board of Governors Regulation 1.002(1)(c)(3), Presidential Search and Selection, the Florida International University Presidential Search Committee, assisted by the executive search firm, Funk Associates, will be responsible for developing recommended position criteria that are consistent with the institution's mission, strategic plan and aspirational goals, which shall be approved by the board of trustees.

Supporting Documentation: Presidential Position Criteria

Facilitator/Presenter: Carlos A. Duarte, *Vice Chair, FIU Board of Trustees; Chair, FIU Presidential Search Committee*

Presidential Position Criteria

Introduction

Florida International University (FIU), a top-ranked, Carnegie R1 public research institution based in Miami, Florida, seeks a visionary and dynamic leader to serve as its 7th President. Designated one of Florida's four preeminent state research universities, FIU has one of the nation's largest student enrollments and is recognized for its commitment to academic excellence and economic mobility.

Qualifications, Qualities, and Characteristics

The ideal candidate for the FIU Presidency will demonstrate the following qualities and experiences:

- **Visionary Leadership:** Ability to articulate and implement a bold and innovative vision for FIU's future, including accomplishing the bold goals of the Experience Impact 2030 strategic plan.
- **Commitment to Academic Excellence:** A deep understanding of the academic enterprise, including teaching, research, and student success.
- **Strategic Fundraising and Financial Stewardship:** Proven ability to lead successful fundraising campaigns, build and expand strategic alliances, and ensure responsible financial management.
- **Student Experience Focused:** Commitment to making FIU a destination university by enhancing the student experience and student success.
- **Community and Government Relations:** Experience in engaging with local, state, and federal officials, as well as strengthening relationships with the South Florida community.

Key Institutional Priorities

The next President of FIU will be responsible for advancing several key priorities:

1. **Enhancing Research and Innovation**
 - Strengthen FIU's position as a leading Carnegie R1 research institution by increasing funding, faculty support, interdisciplinary and industry collaborations.
 - Expand FIU's academic health enterprise and further strengthen clinical alliances.
 - Establish FIU as a leading partner for industry, including expanding technology transfer and partnerships with both the public and private sectors.

2. Elevating Student Success and Experience

- Recruit top undergraduate, graduate and professional students focused on excellence.
- Continue FIU's track record of student success, especially student retention, graduation, and career success.
- Focus on elevating FIU Athletics.

3. Strengthening Financial Sustainability

- Develop and implement strategies to diversify revenue streams and optimize resource allocation.
- Lead capital campaigns and philanthropic initiatives to support scholarships, faculty endowments, and infrastructure improvements.

4. Deepening Community Engagement and Strategic Alliances

- Foster meaningful partnerships with businesses, local government, and nonprofit organizations.
- Strengthen FIU's role as an anchor institution in Miami and South Florida.

5. Enhancing FIU's National and Global Reputation

- Position FIU as a leader in higher education through strategic branding, communications, and thought leadership.
- Expand international partnerships and global learning opportunities for students and faculty.

Candidates will ideally possess many of the following skills, qualities, and abilities:

- A distinguished record of successful executive-level leadership in a complex organization, preferably in higher education, healthcare, public service or business.
- Strong communication and interpersonal skills, with the ability to inspire and unite diverse stakeholders.
- A deep appreciation for FIU's mission, culture, and role in the state of Florida and beyond.
- Terminal degree or significant professional achievement, recognition and prestige are required.

Application Process

The Search Committee welcomes nominations and applications from individuals who meet these criteria. Review of applications will begin immediately and continue until the position is filled. Confidential inquiries and nominations should be directed to Funk Associates via email to krisha.creal@funkassociates.com.



March 28, 2025

Subject: Range of Compensation

Proposed Action:

Pursuant to Florida Board of Governors Regulation, approve range of compensation to be used by the FIU Board of Trustees or its designee in negotiating the employment contract with the final candidate for president of FIU.

Background Information:

In accordance with Florida Board of Governors Regulation 1.002(1)(b)(1), Presidential Search and Selection, the Florida International University Presidential Search Committee obtained an executive compensation analysis that encompasses all components of compensation and that takes into consideration compensation paid to the current president, presidents of peer institutions, as well as other relevant factors, from which the search committee will establish a range of compensation that will be submitted to the board of trustees for approval and use by the board of trustees or its designee in negotiating the employment contract with the final candidate.

Supporting Documentation: Presidential Executive Compensation Analysis

Facilitator/Presenter: Carlos A. Duarte, *Vice Chair, FIU Board of Trustees; Chair, FIU Presidential Search Committee*

Carlos Flores, *Associate Vice President, Division of Human Resources*



Presidential Salary Comparison

Peer and Aspirant Institutions

Peers	Aspirants
Arizona State University University of South Florida-Main Campus University of Utah Temple University University of Cincinnati-Main Campus Wayne State University University of Houston University of Central Florida George Mason University Georgia State University	Florida State University University of Florida Pennsylvania State University Purdue University Rutgers the State University of NJ New Brunswick

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State of Florida Universities

State University System

Florida Agricultural and Mechanical University
Florida Atlantic University
Florida Gulf Coast University
Florida International University
Florida Polytechnic University
Florida State University
New College of Florida
University of Central Florida
University of Florida
University of North Florida
University of South Florida
University of West Florida

PRESIDENTIAL COMPENSATION COMPARISON

	FSU 2021-2026 ³	UCF 2020-2026 ⁴	UF 2023-2028 ⁵ (Former President)	USF 2022-2025 ⁶	FAU 2025-2030	FIU 2022-2025 (Former President)	FIU 2025-2026 (Interim President)
1. Annual Base Salary	\$1,100,000	\$900,000	\$1,040,000 ⁷	\$825,000	\$875,000 ⁸	\$650,000	\$850,000
2. Annual Incentive Bonus Opportunity ⁹	\$550,000	\$375,000	\$156,000 ¹⁰	\$412,500	\$150,000	\$175,000	\$127,500 ¹¹
3. Housing Allowance	Provided	Provided	Provided	\$84,000	Provided	Provided	n/a
4. Car Allowance	\$12,000	\$15,315	n/a	\$12,000	\$19,800	\$12,500	\$12,500
Subtotal (1 through 4)	\$1,662,000	\$1,290,315	\$1,196,000	\$1,333,500	\$1,044,800	\$837,500	\$990,000
5. Annual Supplemental Deferred Compensation or Retirement Supplement	\$275,000 ¹²	\$180,000 ¹³	\$150,000 ¹⁴	\$206,250 ¹⁵	\$100,000	\$130,000	n/a
6. Annualized Value of Retention Bonus ¹⁶	\$200,000	\$140,000 ¹⁷	\$200,000	n/a	n/a	n/a	n/a
7. Annualized Value of Leave Year ¹⁸	n/a	\$91,667 ¹⁹	n/a	n/a	n/a	\$28,251	n/a
Subtotal (5 through 7)	\$475,000	\$411,667	\$350,000	\$206,250	\$100,000	\$158,251	\$0
Total (1 through 7)	\$2,137,000	\$1,701,982	\$1,546,000	\$1,539,750	\$1,144,800	\$995,751	\$990,000



PRESIDENTIAL COMPENSATION RANGE

COMPENSATION CATEGORY ²	AVERAGE	MEDIAN	MIDDLE 50 25th to 75th percentiles
Annual base salary	\$948,000	\$900,000	\$875,000 - \$1,040,000
Annual incentive bonus opportunity	\$328,700	\$375,000	\$156,000 - \$412,500
Base + Bonus	\$1,276,700	\$1,275,000	\$1,031,000 - \$1,452,500
Annual supplemental deferred compensation or retirement supplement	\$182,250	\$180,000	\$150,000 - \$206,250
Car allowance ³	\$11,823	\$12,000	\$12,000 - \$16,436
Annualized value of retention bonus ⁴	\$108,000	\$140,000	\$50,000 - \$150,000
Total	\$1,578,773	\$1,607,000	\$1,243,000 - \$1,825,186

Presidential Search Marketing Plan

FIU has launched a search for the 7th president to lead our Carnegie R1 public research university. The next president will continue FIU's upward trajectory and excellence in research, student success, teaching, and innovation.

Communicating FIU's strengths is critical to attracting top candidates for the position. The search provides an exceptional opportunity for FIU to clarify our institutional values and aspirations. It also provides an opportunity for FIU constituents and the greater community to share those characteristics they would like to see in FIU's president.

The chairperson of the FIU Board of Trustees has charged the Presidential Search Committee (PSC) with prioritizing transparency throughout the process. Below is a proposed plan to ensure FIU constituencies are updated continually and the most qualified candidates are made aware of the opportunity.

FIU will work collaboratively with Funk Associates to develop national advertisements, collateral recruitment materials and updates for dissemination through the following channels, among others, to ensure an inclusive and transparent search:

Owned media (FIU communication channels):

- Presidential Search website (presidentalsearch.fiu.edu)
- FIU Board of Trustees website
- FIU News (news.fiu.edu)
- FIU News daily newsletter
- Webcast.fiu.edu (for livestreaming of PSC meetings and other important search-related meetings)
- FIU social media channels (Facebook, Instagram, X, LinkedIn, YouTube)
- FIU email communications with students, faculty, staff, alumni, and volunteer boards
- Campus electronic message boards, FIU custom email accounts, etc.

Paid media

- The Chronicle of Higher Education
- Inside Higher Ed
- Higher Ed Jobs
- Search-related placements are complemented by FIU's ongoing paid media reputational campaign, which is supported through a Board of Trustees mandated investment. The target audience of this campaign includes individuals who could be candidates to become FIU's next president.

Targeted timing: March-May 2025. This timing may be extended as necessary to ensure that the best candidate is identified.

Earned Media

- FIU will disseminate press releases and pursue search-related local, state and national media placements that include mention of the university's accomplishments and distinguishing characteristics, including research excellence.

Budget

- Not to exceed a cost of \$25,000, including ad buys and creation of collateral materials. Any amount greater than this figure will require further approval.