



Finance and Facilities Committee
November 20, 2025
FIU, Modesto A. Maidique Campus, Graham Center Ballrooms

MINUTES

1. Call to Order and Chair's Remarks

The Florida International University Board of Trustees' Finance and Facilities Committee meeting was called to order by Committee Vice Chair Dean C. Colson at 9:15 AM on Thursday, November 20, 2025.

General Counsel Carlos B. Castillo conducted roll call of the Finance and Facilities Committee members and verified a quorum. Present were Trustees Dean C. Colson, *Committee Vice Chair*, Alan Gonzalez; Jesus Lebeña; and Alberto R. Taño.

Trustee Marc D. Sarnoff, Board Vice Chair and Committee Chair, was excused.

The following Board members were also in attendance: Trustees Noël C. Barengo; Francesa Casanova; Carlos A. Duarte, *Board Chair*; George Heisel; Alexander M. Peraza; Yaffa Popack; and Fred Voccola (*Zoom*).

Committee Vice Chair Colson welcomed all Trustees and members of the University administration.

2. Approval of Minutes

Committee Vice Chair Colson asked if there were any additions or corrections to the minutes of the Finance and Facilities Committee meeting held on September 18, 2025. Hearing none, a motion was made and unanimously passed to approve the minutes of the Finance and Facilities Committee meeting held on September 18, 2025.

3. Action Items

FF1. Authorization for the Issuance of Debt to Finance the Construction of a Student Residence Facility at the University's Modesto A. Maidique Campus

Interim Senior Vice President and Chief Financial Officer David H. Snider presented the request for the authorization for the issuance of debt to finance the construction of a student residence facility at the University's Modesto A. Maidique Campus for Committee review. He noted that FIU Board of Trustees approval is required to request the Florida Board of Governors and the Division of Bond Finance to issue revenue bonds on behalf of FIU to finance the construction of a suite style residence hall supporting the University's mission to expand on campus housing. He commented that the new facility will offer modern amenities and will include a collaborative makerspace and vibrant living environments designed to foster student engagement and success. Interim Sr. VP and CFO Snider indicated that among FIU's 55,827 degree-seeking students, only 4,225, or 7.6%, reside

on campus. He noted that, as of fall 2025, a total of 1,105 students were on the waiting list for on-campus housing at the Modesto A. Maidique Campus. He added that demand studies conducted by Brailsford and Dunlavy in 2024 and 2025 projected an immediate demand for an additional 2,302 to 2,671 beds by 2028. Interim Sr. VP and CFO Snider mentioned that the demand analysis accounted for the 195 University apartments scheduled to go offline in early 2026. He stated that recent off-campus housing developments have not alleviated the demand.

Interim Sr. VP and CFO Snider pointed out that FIU houses the lowest percentage of undergraduate students on campus when compared to other universities in the State University System. He mentioned that the new residence hall, which will stand 17 stories tall and contain 1,174 beds—of which 1,135 will generate revenue—will be located adjacent to Tamiami Hall as reflected in the University's current Campus Master Plan. He noted that the new residence hall will be comprised mostly of four-bedroom units and will have lounges on every floor, study rooms and collaboration space and outdoor social areas. Interim Sr. VP and CFO Snider remarked that construction is planned to start in June 2026 with completion by June 2028 and an opening for the fall 2028 semester (Note: Sitework began January 2026 and vertical construction remains on track for the June start date). He pointed out that the total project cost is approximately \$248.1M, funded by \$238.5M in revenue bonds, \$20M in housing system reserves, and \$12M in unrestricted auxiliary funds. Interim Sr. VP and CFO Snider stated that the bonds will have a maximum maturity of 30 years and will be backed by a first lien on net housing system revenues, ensuring the bonds are secured by the income generated by the University's housing operations. He stated that approximately \$28.6M of the debt is designated to fund capitalized interest throughout the estimated 24-month construction period, ensuring interest expenses are covered until the facility becomes operational and generates revenue.

Interim Sr. VP and CFO Snider indicated that the FIU housing system has historically generated positive debt service coverage and with the new facility, the housing system will continue to meet debt service coverage ratios, albeit at a lower rate on opening. He added that the building is projected to generate operating revenues of \$14.7M in fiscal year 2028-29, increasing to \$15.6M by fiscal year 2030-31. He stated that although the building is not forecasted to generate positive net income after accounting for debt service payments, it will provide debt service coverage of approximately .6X and receive financial support from the University housing systems earnings. Interim Sr. VP and CFO Snider indicated that the standalone building would reach a 1.0 debt service coverage after approximately 15 years of operations. He commented that at approximately \$211,000 per bed, the project is on the upper end of other recent student housing projects approved by the Florida Board of Governors and that the higher cost reflects current South Florida trends, with rising construction expenses and modern amenities pushing project budgets upward. He further stated that the proposed project is financially sound, meets all statutory and regulatory requirements, and will significantly enhance the University's ability to retain and attract high quality students.

In response to Trustee inquiries, Interim Sr. VP and CFO Snider stated that the final interest rate will be determined in early 2026. Further responding to Trustee inquiries, he indicated that the current occupancy rate for on-campus housing stands at 100%.

A motion was made and unanimously passed that the FIU Board of Trustees Finance and Facilities Committee recommend FIU Board of Trustees authorization of a request to the Florida Board of Governors to request the Division of Bond Finance of the State Board of Administration to issue revenue bonds on behalf of Florida International University to finance the construction of a Student Residence Facility on the Modesto A. Maidique campus.

FF2. Approval of a Student Housing Agreement between the Florida International University Board of Trustees and PRG – Casa Properties LLC

Interim Sr. VP and CFO Snider presented the student housing agreement between the FIU Board of Trustees and PRG – Casa Properties LLC for Committee review. He indicated that the agreement facilitates a private sector affiliation that will significantly enhance housing options for FIU students, faculty and staff, directly supporting the University's strategic objective of increasing residential capacity. He explained that the agreement relates to the construction of a large scale off-campus housing facility—a 21-story structure with around 205 units and 820 beds—specifically intended to house FIU students, faculty, and staff. Interim Sr. VP and CFO Snider stated that the building will be located immediately adjacent to the FIU Modesto A. Maidique campus at S.W. 5th Street in Sweetwater, Florida with a projected cost of approximately \$250M to be financed via tax exempt and taxable housing revenue bonds issued by the Miami-Dade County Industrial Development Authority. He pointed out that the owner is required to use commercially reasonable efforts to achieve substantial completion of the facility by fall 2028, but by no later than spring 2029.

Interim Sr. VP and CFO Snider commented that the projected net present value for FIU is \$90.81M. He remarked that the owner will transfer an amount equal to 90% of the project's surplus cash flow annually to FIU and that the funding can support FIU student housing operations, development, operational activities or other academic purposes. He stated that FIU retains the option to receive title to the facility, including land and all improvements at the end of the 40-year financing or upon the repayment of all indebtedness, whichever occurs first and that this option is exercisable entirely at FIU's sole discretion. Interim Sr. VP and CFO Snider commented that FIU will not have any financial obligations or responsibilities related to the financing, design, development, construction, maintenance or operation of the project. He further stated that the agreement structure is designed as an off-balance sheet transaction for the University, effectively isolating FIU from financial liability and FIU will not be a sponsor or promoter of the facility. He mentioned that based on State of Florida Division of Bond Finance review, it is not believed that the agreement will have any rating implications for FIU housing.

Interim Sr. VP and CFO Snider noted that FIU, through its Department of Housing and Residential Experience, will establish and oversee the Residential Life Program at the facility. He added that FIU will appoint a Residence Director who is an FIU employee and will serve as a liaison with the department and will live on site in a rent-free furnished apartment inclusive of basic utilities and a reserved parking spot. He pointed out that the annual operating budget for the project includes the Residence Director's compensation and benefits for which the owner will reimburse FIU quarterly. He indicated that the annual operating budget includes a \$23,000 line item for funding of the Residential Life Program with a guaranteed 3% annual increase to that initial \$23,000. Interim Sr. VP and CFO Snider noted that FIU's operational influence is secured through boards and committee appointments. He commented that the agreement ensures that FIU students have the exclusive right

to rent units until April 30th of each calendar year and that any unleased units after this date may then be rented to any member of the faculty and staff.

Trustees commented that the new on-campus housing facility and the ongoing and upcoming off-campus housing projects will help meet the demand highlighted in the housing studies.

A motion was made and unanimously passed that the FIU Board of Trustees Finance and Facilities Committee recommend FIU Board of Trustees (BOT) (1) approval of a Student Housing Agreement (“Agreement”) with PRG – Casa Properties LLC; and (2) delegation of authority to the University President, or designee, to execute the Agreement, and all other documents that may be necessary to effectuate the transaction contemplated in the Agreement, on behalf of the BOT.

FF3. Approval of a Letter of Intent between the Florida International University Board of Trustees and Capstone Collegiate Communities, LLC.

Interim Sr. VP and CFO Snider presented the Letter of Intent between the FIU Board of Trustees and Capstone Collegiate Communities, LLC. for Committee review. He noted that the proposed facility will be an approximately 30 story, 452-unit, 1,600 bed residential rental housing facility that will house FIU students, faculty and staff. He added that the site is located at S.W. 3rd Street and S.W. 107th Avenue in Sweetwater, Florida, geographically situated between FIU’s Modesto A. Maidique Campus and Engineering Center. Interim Sr. VP and CFO Snider indicated that the targeted substantial completion date is June 1, 2029 and when open, the facility’s leasing priorities will be for sophomores, juniors, seniors, and graduate students and if space is available, it will also house freshman students, FIU faculty and staff. He noted that the plan features 19 residential floors above 11 parking levels, with a density of 234 units per acre and 1,600 parking spaces—one per bed—and includes a 20,868-square-foot amenity area.

Interim Sr. VP and CFO Snider pointed out that the projected net present value for FIU is \$147.9M, which is discounted at 5%. He added that the project's economic viability is based on the net operating income and subsequent debt service schedule. He indicated that, after accounting for all operating expenses, debt service reserves, and manager fees, the entirety of the surplus cash flow is to be distributed to FIU on an annual basis. Interim Sr. VP and CFO Snider commented that the funds are earmarked to support FIU student housing acquisition, development, and operational activities or to further FIU’s other academic purposes. He mentioned that the definition of surplus funds and all distribution provisions and the loan documents are subject to prior approval by FIU. He stated that the transaction is designed to be an off-balance sheet transaction and carries no risk for FIU. Interim Sr. VP and CFO Snider further stated that the University will have no obligations regarding the project's financing, design, construction, maintenance, or operations. He noted that the owner intends to finance the project via tax exempt and taxable housing revenue bonds with the goal of qualifying as a 501(c)(3) organization to allow them to borrow tax exempt debt proceeds. He remarked that each year, a minimum of 25 beds will be made available as housing scholarships for students, including veterans and those with demonstrated financial need. He explained that these scholarships are guaranteed and are not contingent upon the project's net cash flow or surplus funds.

Interim Sr. VP and CFO Snider pointed out that FIU retains the option to acquire title to the property encompassing both the land and all associated improvements, either at the conclusion of the financing term or following repayment of all indebtedness, whichever occurs first. He added that, upon reaching this milestone, FIU may choose one of two options at no cost to the University: either accept the transfer of title for the facility—which includes the land, building, furniture, equipment, and furnishings—or request that the facility be demolished and the land restored to its original state, funded by a designated Land Restoration Reserve Account. Interim Sr. VP and CFO Snider stated that FIU will develop and manage the Residential Life Program through the Department of Housing and Residential Experience and will appoint an on-site Residence Director who is an FIU employee. He stated that the annual operating budget of the project will include compensation and benefits of said Residence Director and the owner will reimburse FIU quarterly for all such expenses. Interim Sr. VP and CFO Snider remarked that the Residence Director will be provided with a rent-free furnished apartment, basic utilities and one (1) reserved parking spot at no charge. He further stated that the annual operating budget will include a line item for the Residential Life Program funding, which shall be increased annually by a mutually agreed upon percentage.

Interim Sr. VP and CFO Snider indicated that the University shall market the facility as an affiliated off-campus housing option. He added that while the project will receive elevated and preferential marketing placement over nonaffiliated projects, FIU will prioritize filling its own on-campus housing beds first. He pointed out that there will be no financial obligation by FIU to fill beds in the project. Interim Sr. VP and CFO Snider commented that FIU retains the right to terminate the agreement if the initial financing documents are not mutually acceptable or if the financing is not closed by the deadline of January 31, 2027. He noted that any modifications, refinancing or additional financing must not be adverse to FIU's benefits and shall require prior written consent of FIU. He mentioned that the State of Florida Division of Bond Finance has reviewed the transaction and does not believe it will have any rating implications for existing FIU housing bonds.

Trustees commented that it is critical to address South Florida housing issues when recruiting world class faculty and researchers.

A motion was made and unanimously passed that the FIU Board of Trustees Finance and Facilities Committee recommend FIU Board of Trustees (BOT) (1) approval of a Letter of Intent (“LOI”) for the negotiation of a Student Housing Agreement (“Agreement”) with Capstone Collegiate Communities, LLC; and (2) delegation of authority to the University President, or designee, to execute the LOI and the Agreement, and all other documents that may be necessary to effectuate the transactions contemplated in the LOI and the Agreement, as applicable, on behalf of the BOT.

FF4. Sublease and related agreement(s) for certain space in FIU’s Innovation I Complex for the construction and operation of a radiopharmaceutical manufacturing facility

Interim Sr. VP and CFO Snider presented the sublease and related agreement(s) for certain space in FIU’s Innovation I Complex for the construction and operation of a radiopharmaceutical manufacturing facility for Committee review. He indicated that the state-of-the-art radiopharmaceutical manufacturing facility will be located within FIU’s Innovation I Complex and fully funded, built, and operated by PharmaLogic Holdings Corporation. He added that the new facility will be equipped with two (2) GE PETTrace cyclotrons enabling critical activities such as

PET/CT imaging, the execution of clinical trials and the translation of research from the bench to early phase studies. Interim Sr. VP and CFO Snider commented that PharmaLogic is committed to manufacturing radiopharmaceuticals at cost to support FIU's research trials and clinical programs, further enhancing the University's research capacity. He stated that a volume based tiered revenue sharing agreement will also be implemented with FIU benefiting as product volume grows through the University's affiliation and participation from hospitals and health systems across South Florida. He mentioned that PharmaLogic will provide internships and engage with the Office of the Provost in the development of new training programs on campus.

Interim Sr. VP and CFO Snider indicated that the sublease involves approximately 8,866 rentable square feet of first floor grey shell space and about 1,301 rentable square feet of office and conference room space. He remarked that the initial sublease term is 20 years from the rent commencement date with two (2) five(5)-year renewal options totaling up to 30 years. He stated that PharmaLogic will pay a base rent of \$30 per rentable square foot on a triple net basis and rent will be subject to annual index increases and periodic resets which will be finalized shortly. Interim Sr. VP and CFO Snider pointed out that PharmaLogic will be responsible for funding all tenant improvements at its sole cost and expense and will provide a fixed annual research fund of \$175,000 a year, which will directly support research and development activities at the University. He commented that a joint steering committee will be established to ensure effective coordination and prioritization of research efforts. He stated that PharmaLogic will be responsible for U.S. Food and Drug Administration (FDA) approval, a more than one (1) yearlong process, and all associated regulatory requirements.

A motion was made and unanimously passed that the FIU Board of Trustees Finance and Facilities Committee recommend FIU Board of Trustees (BOT) approval of terms and authorization to negotiate and execute (i) a sublease of certain space in the FIU's Innovation I complex between FIU and the FIU Health Care Network, Inc. ("HCN"), (ii) a related sub-sublease of said space by HCN for the construction and operation of a cyclotron radiopharmaceutical manufacturing facility, and (iii) related agreements documenting the research component and additional financial terms and benefits of the transaction; and delegation of authority to the University President, or designee, to execute the subleases, related agreement(s) and all other documents that may be necessary to effectuate the transactions contemplated in the subleases, on behalf of the BOT.

FF5. Approval of Unrestricted Auxiliary Funds to Support Intercollegiate Athletics for FY 2025-26 to FY 2027-28

Interim Sr. VP and CFO Snider presented the request to use \$8.25M of unrestricted auxiliary funds to support Intercollegiate Athletics for fiscal years 2025-26 through 2027-28 for Committee review. He added that the request aligns with Florida Board of Governors Regulation 9.013, Auxiliary Operations. He explained that the current request includes the \$2.5M that the FIU Board of Trustees previously approved on June 12, 2025 for NIL (name, image and likeness) support in fiscal year 2025-26. Interim Sr. VP and CFO Snider indicated that two developments frame the request: (1) the House versus National Collegiate Athletic Association (NCAA) settlement which allows direct revenue sharing with student athletes effective July 1, 2025 and requires back pay to former athletes; and (2) the Florida Board of Governors amended Regulation 9.013 initially by emergency action on June 18, 2025 and then formally adopted on November 6, 2025 to allow use of unreserved

cash from non-athletic auxiliaries for intercollegiate athletics with some guardrails. Interim Sr. VP and CFO Snider added that the guardrails include a system-wide annual cap of \$22.5M through June 30, 2028, no material effect on the financial stability or debt service of participating auxiliaries, and a requirement that universities obtain board of trustees approval and submit justification to the Chancellor within 14 days of such approval. He also noted that on October 2025, Conference USA approved a requirement of significant, minimum NIL and revenue sharing investment from each member institution over three years.

Interim Sr. VP and CFO Snider indicated that the University intends to allocate unreserved auxiliary funds from Treasury Operations at \$6M and the Office of Business Services at \$2.25M. He noted that transfers are scheduled at \$2.5M in fiscal year 2025-26, comprised of \$2M from Treasury and \$500,000 from Business Services and \$2.875M in each of fiscal years 2026-27 and 2027-28 to be comprised of \$2M from Treasury and \$875,000 from Business Services. Interim Sr. VP and CFO Snider commented that after the commitments, Treasury cash reserves will remain strong, moving from \$36.9M to \$30.9M and Business Services from \$4.79M to \$2.54M. He pointed out that Athletics will utilize the funds towards NIL initiatives and revenue sharing across football, men's and women's basketball, baseball, softball, men's and women's soccer, and volleyball. He stated that annual updates will be provided to the Board of Trustees and reported to the Board of Governors as required under Regulation 9.013, detailing the amounts expended and their use. He added that FIU Athletics will develop a long-term sustainable plan per Regulation 9.013 to reduce reliance on auxiliary support and grow independent revenues.

A motion was made and passed that the FIU Board of Trustees Finance and Facilities Committee recommend FIU Board of Trustees (BOT) approval to use \$8.25M of unrestricted auxiliary funds over the period of fiscal year 2025-26 through fiscal year 2027-28 in support of FIU Athletics and in accordance with State University System of Florida Board of Governors Regulation 9.013(5) *Auxiliary Operations*. This total includes \$2.5M previously approved by the BOT on June 12, 2025, for name, image, and likeness (NIL) support in fiscal year 2025-26 and aligns with Conference USA's minimum institutional contribution toward NIL and revenue sharing.

Committee Vice Chair Colson voted against the motion.

4. Discussion Items: No Action Required

4.1 Financial Performance Review, First Quarter 2025-26

Interim Sr. VP and CFO Snider commented that operating revenues were above plan by \$14.1M or 2.8% and that operating expenses were below budget by \$3.6M or .9% with an overall net favorable variance of \$17.7M. He indicated that total investment earnings for the University and University Organizations exceeded planned expectations by \$25.8M. In terms of revenues, he commented that higher undergraduate student credit hour enrollment led to increased revenues in Education and General (E&G), student fees, and student financial aid. Interim Sr. VP and CFO Snider added that auxiliaries are performing well and revenues in contracts and grant funds are above plan. Pertaining to operating expenses, he mentioned that E&G funds realized significant savings largely from vacant positions, auxiliaries and student fee funded operations contributed to additional savings through lower personnel cost, and University organizations benefited from vacant positions and the postponement of certain projects.

4.2 FIU Direct Support Organizations Financial Audits FY 2024-2025:

1. *FIU Foundation, Inc.*
2. *FIU Research Foundation, Inc.*
3. *FIU Athletics Finance Corporation*
4. *FIU Health Care Network, Inc.*

Interim Sr. VP and CFO Snider indicated that the financial audits covered the following component units: 1. FIU Foundation, Inc.; 2. FIU Research Foundation, Inc.; 3. FIU Athletics Finance Corporation; and 4. FIU Health Care Network, Inc. He added that the audits were completed by James Moore & Co, CPA Tax Accountants and Auditors and were presented to and approved by the respective boards in October 2025. He stated that the audits received an unmodified opinion, meaning the financial statements presented fairly in all material respects the financial positions of the entities as of June 30, 2025. Interim Sr. VP and CFO Snider pointed out that the auditors did not identify any weaknesses in internal controls that they consider material weaknesses. He commented that there were no instances of noncompliance or other matters identified that are required to be reported under government auditing standards. Interim Sr. VP and CFO Snider remarked that assets and liabilities totaled \$594.8M and \$42.1M, respectively. He mentioned that revenues totaled \$137.3M, expenses are \$79.1M, and the net position is \$548.5M.

4.3 Facilities Major Projects Update

Interim Sr. VP and CFO Snider referred Trustees to the dashboard document relating to the University's major construction projects. There were no questions from the Trustees.

5. Reports

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

6. New Business

In response to Board Chair Carlos A. Duarte, Ms. Lydia "Lili" Betancourt Space, Executive Director of CasaCuba, noted that a gift agreement has been signed representing a \$5M challenge grant for the CasaCuba capital campaign and \$2.5M for academic programming for the project.

Responding to an inquiry from Board Chair Duarte relating to the Salary/Performance Report, Executive Vice President and Provost Elizabeth M. Bejar stated that employees receiving an unsatisfactory or less than satisfactory evaluation are placed on an annual improvement plan.

7. Concluding Remarks and Adjournment

With no other business, Finance and Facilities Committee Vice Chair Dean C. Colson adjourned the meeting of the Florida International University Board of Trustees Finance and Facilities Committee on Thursday, November 20, 2025 at 10:15 AM.