Finance and Facilities Committee
February 26, 2026
FIU, Modesto A. Maidique Campus, Graham Center 243

MINUTES

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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 Chair Jesus Lebeña at 1:15 PM on Thursday, February 26, 2026.

General Counsel Carlos B. Castillo conducted roll call of the Finance and Facilities Committee members and verified a quorum. Present were Trustees Jesus Lebeña, *Committee Chair*; Alan Gonzalez, *Committee Vice Chair*; Francesa Casanova; Patrick McDowell; and Nestor Plana.

The following Board members were also in attendance: Trustees Noël C. Barengo; Carlos A. Duart, *Board Chair*; Tila Falic-Levi; George Heisel; Alexander M. Peraza; Yaffa Popack; and Albert R. Taño.

Committee Chair Lebeña welcomed all Trustees and members of the University administration. On behalf of the Committee, he thanked Mr. Marc D. Sarnoff, the Committee's past Chair, for his dedicated service.

Committee Chair Lebeña commented on the Committee's role in providing strategic oversight of the University's financial matters, ensuring that financial decisions strengthen long-term sustainability, safeguard student access, and preserve academic excellence. He remarked that sound financial stewardship supports innovation and enables strategic investment in academic programs, technology, research, and athletics.

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2. Approval of Minutes
Committee Chair Lebeña asked if there were any additions or corrections to the minutes of the Finance and Facilities Committee meeting held on November 20, 2025. Hearing none, a motion was made and unanimously passed to approve the minutes of the Finance and Facilities Committee meeting held on November 20, 2025.

3. Action Items
FF1. Proposed Amendment to Regulation FIU-1101 Tuition Fees Schedule for the 2026-27 Academic Year
Senior Vice President for Finance and Administration and Chief Financial Officer David H. Snider explained that the Florida Board of Governors (BOG) approved a two-phase approach at their June 18, 2025, meeting, permitting universities to increase out-of-state fees by up to 10% for fall 2025 and up to 15% for fall 2026. He noted that the FIU Board of Trustees approved the first phase, the 10%

increase, on July 30, 2025 and that the University is now requesting Board of Trustees approval of the second phase. He pointed out that prior to fall 2025, FIU's out-of-state fees had not increased in over 10 years. Sr. VP and CFO Snider presented for Committee review the proposed amendment to Regulation FIU-1101 Tuition Fees Schedule for the 2026-27 academic year. He indicated that the University is proposing to increase the Out-of-State fee and the corresponding Out-of-State Financial Aid fee by 15% for undergraduate, graduate, and professional programs, effective fall 2026. Sr. VP and CFO Snider commented that the FIU-1101 is also being amended to clarify that annual tuition and fees for medical students are calculated on a forty-credit hour academic year and that medical students enrolled in optional courses only in a semester that total fewer than three credit hours will be assessed the graduate student tuition and fees. He mentioned that non-resident students enrolled in Self-Supporting and Market Tuition Rate Programs are excluded from the Out-of-State fee increase.

Sr. VP and CFO Snider indicated that the out-of-state fee for undergraduate students will be raised by $64.94 per student credit hour and the financial aid fee would increase by $3.25 to $24.89. He pointed out that the out-of-state fee for graduate students will increase by $85.80 per credit hour to $657.85. He stated that the out-of-state fee for law students will increase by $72.20 per credit hour to $553.57 and the out-of-state fee for medicine students, calculated on an academic year basis, will increase by $4,950 to $37,950, and the Financial Aid fee will increase by $247.50 to $1,897.50. Sr. VP and CFO Snider explained that the out-of-state fee for nursing and health sciences graduate programs, on average, will increase by $83.22 per credit hour to $638.01. He presented an overview of non-resident enrollment data for fall 2024 and 2025, highlighting the scope of students who will be affected by the proposed amendment. He also presented data illustrating how FIU compares to other institutions across the State University System (SUS). He commented that, assuming all SUS institutions implement the 15% increase for fall 2026, FIU would rank as the fourth lowest in undergraduate non-resident tuition and required fees per student credit hour and approximately 9% lower than the SUS average. He commented on the estimated incremental net tuition revenue resulting from the 15% increase in out-of-state fees.

A motion was made and unanimously passed that the FIU Board of Trustees Finance and Facilities Committee recommend FIU Board of Trustees approval of the proposed amendments to Regulation FIU-1101 Tuition and Fees Schedule 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 and as a result of the regulation-making process.

FF2. Auxiliary Facilities Income and Expenditure Statements

Sr. VP and CFO Snider explained that, in accordance with BOG Regulation 9.008, universities with auxiliary facilities that have outstanding revenue bonds issued by the Florida Division of Bond Finance must submit annual income and expenditure statements to the BOG. He added that each institution's board of trustees is required to approve these statements prior to submission and the approved statements will be presented to the BOG at its March meeting. He pointed out that FIU's Parking and Housing systems revenue bonds fall under this requirement. Sr. VP and CFO Snider presented the auxiliary facilities income and expenditure statements for Committee review. He commented that the Income and Expenditure Statement includes actual results for the prior fiscal

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year, the current year's budget, and projections for one (1) additional year. He added that the FIU Board of Trustees approved the current year budget and projections on June 12, 2025 and the University now seeks approval of the actual results for fiscal year 2024–25.

Sr. VP and CFO Snider stated that the Parking system began fiscal year 2024–25 with a cash balance of $12.2M, including $3M in reserves and by year-end, the cash balance increased to $14.3M, while reserves remained unchanged at $3M. He noted that key metrics for the Parking System include total revenue of $16.8M, debt service of $3.4M, and total ending revenue growth of 5%. Sr. VP and CFO Snider indicated that the Housing system started the fiscal year with a cash balance of $30.4M, including $16.3M in reserves and by year-end, the cash balance grew $36.3M, and reserves increased to $19.8M. He pointed out that the reserve growth supports commitments for the new student residence facility at the Modesto A. Maidique Campus with the Housing system appropriately positioned to accommodate the 1,174-bed Sunblazer Hall. Sr. VP and CFO Snider commented that the estimated ending cash for fiscal year 2025–26 is $46.4M combined, and for fiscal year 2026–27, the estimated ending cash is $46M combined. He further stated that the projected fiscal year 2026–27 budget will be updated and presented for final FIU Board of Trustees approval at the June 2026 meeting. He remarked that both systems maintain full bond covenant compliance with adequate debt service coverage.

A motion was made and unanimously passed that the FIU Board of Trustees Finance and Facilities Committee recommend FIU Board of Trustees approval of the Auxiliary Facilities Income and Expenditure Statements, as specified in the Board materials.

FF3. Seventh Lease Amendment with BP Land Holdings, LLC for the National Forensic Science Technology Center (NFSTC)

Sr. VP and CFO Snider commented that FIU acquired the National Forensic Science Technology Center (NFSTC) in December 2017, establishing it as a world-class forensic science research and training facility. He added that the landlord is BP Land Holdings, LLC, also known as Harrod Properties, and there have been six (6) prior amendments since the original 2014 lease. He commented that the NFSTC operates across several critical mission areas, including digital forensics, operations and equipment management, crime scene training, chemical detection evaluations, forensic biology, and warehouse and logistics operations. Sr. VP and CFO Snider commented that the NFSTC has received $80M in cumulative research awards since December 2017 and generates $2.7M in annual Facilities and Administrative revenue from research activities. He indicated that the NFSTC currently occupies 126,218 total square feet at the Largo facility and of that space, 35,612 square feet is subleased to collaborative partners and government agencies.

Sr. VP and CFO Snider presented for Committee review the seventh lease amendment with BP Land Holdings, LLC for the NFSTC. He stated that due to more efficient use of office space and a reduction in the need for high-bay warehouse space, the NFSTC will vacate and reconfigure a portion of the space at the landlord's expense, yielding a net reduction of 24,830 leasable square feet, effective May 1, 2026. He added that the reduced footprint will consist of 101,388 square feet. Sr. VP and CFO Snider mentioned that the lease term will be extended by eight years through April 30, 2034, exercising the four (4) two(2)-year renewal options simultaneously. He commented on negotiated average annual rental rate savings of $0.61 per square foot from the current rate of $17.80

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per square foot. He mentioned that, over the remaining renewal term of the lease, $4.4M in total rent savings will be realized. Sr. VP and CFO Snider stated that FIU will have the right to terminate the lease early, specifically, FIU may exercise the Early Termination Right on the second anniversary of the renewal commencement date, or on any subsequent second anniversary, provided FIU gives written notice no less than twelve months prior to the desired termination date. He mentioned that base rent and operating costs will continue to be covered by the NFSTC through Education and General funds, auxiliary, contracts funding, and Facilities and Administrative cost distributions.

A motion was made and unanimously passed that the FIU Board of Trustees Finance and Facilities Committee recommend FIU Board of Trustees approval of the delegation of authority to the University President, or her designee, to (1) negotiate and execute the seventh amendment to the National Forensic Science Technology Center (NFSTC) lease with BP Holdings, LLC (Harrod Properties) for 101,388 square feet of research and office space; and (2) execute the Amendment on behalf of the FIU Board of Trustees, and such other documents that may be necessary to effectuate the transactions contemplated therein for NFSTC.

FF4. Campus Development Agreements between the FIU Board of Trustees and Miami-Dade County and the City of North Miami

Sr. VP and CFO Snider presented for Committee review the Campus Development Agreements between the FIU Board of Trustees and Miami-Dade County, covering the Modesto A. Maidique Campus (MMC) and the Engineering Center (EC) and between the FIU Board of Trustees and the City of North Miami, covering the Biscayne Bay Campus (BBC). He pointed out that the agreements cover a 10-year term from 2025 through 2035, with two (2) five(5)-year renewal options. Sr. VP and CFO Snider explained that the agreements are required by Florida statute after the adoption of a campus master plan and formalize the relationship between the University and its host local governments, addressing matters such as transportation, utilities, stormwater management, and other infrastructure. He mentioned that the current FIU Board of Trustees meeting is the first meeting following the conclusion of the local government review period and both agreements have been reviewed by the respective local governments, and all required procedures have been followed.

Sr. VP and CFO Snider stated that the Miami-Dade County Agreement covers over 50 planned buildings, including Sunblazer Hall and Innovation II. He added that Miami-Dade County is still reviewing its agreement but has advised that it will have comments. He mentioned that the City of North Miami Agreement covers 10 planned buildings with academic and research facilities occupying more than 130,000 gross square feet and additional buildings N20 through N23 pending size determination. Sr. VP and CFO Snider noted that the City of North Miami Council approved their agreement on February 24, 2026. Sr. VP and CFO Snider remarked that both agreements confirm that existing infrastructure supports all planned development, that development is transportation concurrency exempt, and that no off-campus upgrades are required. He further stated that both local governments reserve infrastructure capacity for FIU's planned growth through 2035 and FIU development will not reduce any public service below adopted level-of-service standards. He pointed out that FIU pays retail utility rates, fair-share costs pass through via rate adjustments, and there are no new assessments.

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A motion was made and unanimously passed that the FIU Board of Trustees Finance and Facilities Committee recommend FIU Board of Trustees approval of (1) a Campus Development Agreement between The Florida International University Board of Trustees (BOT) and Miami-Dade County; (2) a Campus Development Agreement between the BOT and The City of North Miami; and (3) the delegation of authority to the University President, or her designee, to negotiate, finalize and execute said agreements, and all other documents that may be necessary to effectuate the transactions contemplated in said agreements, as applicable, on behalf of the BOT.

FF5. Ground Lease between the FIU Foundation, Inc. and the FIU Board of Trustees for the Expansion of the Wolfsonian-FIU

Sr. VP and CFO Snider presented for Committee review the ground lease between the FIU Foundation, Inc. and the FIU Board of Trustees for the expansion of the Wolfsonian-FIU. He explained that, as part of the proposed design, the museum expansion will encumber two parcels adjacent to the museum that are currently owned by the FIU Foundation. He added that the City of Miami Beach's zoning and historic review process requires single-owner control of the expansion site and that to satisfy this requirement, the FIU Foundation and the FIU Board of Trustees will enter into a ground lease. Sr. VP and CFO Snider commented that the lease is structured as a triple net ground lease and that, in accordance with Florida statutes, the term shall be for a minimum of 40 years, or the expected time the project is to remain in a condition acceptable for use, whichever is longer. He indicated that the base rent is $10 annually and there is an additional rent of $85,000 per year, paid in two semi-annual installments of $42,500 in March and September, for so long as the FIU Foundation remains obligated to its annuity obligation created by the gift agreement that conveyed the property to the Foundation. Sr. VP and CFO Snider noted that the FIU Foundation, Inc. Board of Directors approved the Letter of Intent on February 7, 2026 and all proceeds from the property will continue to benefit the Wolfsonian–FIU.

Sr. VP and CFO Snider commented that the expansion will add at least 25,000 square feet of new publicly accessible space, offering substantial benefits across academic excellence, student success, while preserving a state-owned historic asset. He indicated that the total project budget is $20M, which includes $16.7M for construction, $1.4M for professional fees and staff, $352K for inspection services, $925K for contingency, and approximately $670K for other expenses. He stated that funding streams total $15.7M: $10M from the Miami-Dade County Building Better Communities-General Obligation Bond, pending contract approval; $5M from the City of Miami Beach Arts and Culture-General Obligation Bond, which is already contracted; $580K available in cash for Wolfsonian-FIU capital projects; and $115K in committed pledges. Sr. VP and CFO Snider pointed out that the funding gap to be raised is $4.3M and major gift solicitations are underway with a target of calendar year 2026. He clarified that FIU Board of Trustees approval for the overall project will be sought once full funding is secured, but it is not needed at this stage. He pointed out that design alignment and fundraising are in progress and City approvals are being prepared. Sr. VP and CFO Snider stated that with the ground lease approval in February 2026, the City of Miami Beach will then likely review the project around September 2026. He remarked that if the fundraising goal is met by the end of 2026 and groundbreaking planned for late 2027, project completion can be achieved by late 2029. He presented a design concept.

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A motion was made and unanimously passed that the FIU Board of Trustees Finance and Facilities Committee recommend FIU Board of Trustees (i) approval of terms and authorization to negotiate and execute a ground lease between the FIU Foundation and the FIU Board of Trustees for the expansion of the Wolfsonian-FIU museum, and (ii) the delegation of authority to the University President, or her designee, to negotiate, finalize and execute the Ground Lease, and all other documents that may be necessary to effectuate the transactions contemplated therein, on behalf of the FIU Board of Trustees.

FF6. Authorization to Purchase or Lease a Facility for Student Housing in Washington D.C.
Sr. VP and CFO Snider presented for Committee the review the request to purchase or lease a facility for student housing in Washington D.C. He commented that FIU in Washington, D.C. opened in 2016 as a hub for students, visiting faculty, and convening space. He explained that the Talent Lab at FIU in Washington, D.C. is a comprehensive program ensuring success for FIU students seeking to make an impact through fly-in seminars, internships, and courses. Sr. VP and CFO Snider mentioned that, in the last calendar year alone, the program placed 120 interns in Washington organizations and congressional offices. He indicated that currently, each semester 30 - 40 FIU students live in the D.C.-Maryland-Virginia region, relying primarily on Airbnb, short-term rentals, rooms in private homes, and co-living arrangements. He noted that these options entail high rental costs, short-term lease limitations, and safety and commute considerations. Sr. VP and CFO Snider pointed out that safe, convenient, and affordable student housing is critical. He added that housing will support student well-being and retention by reducing stress from housing uncertainty and will also strengthen FIU's presence in D.C. He further stated that adding a student housing facility to FIU's existing presence in D.C. could expand student participation by 30 - 40% across majors and backgrounds and that given the University's 10-year vision of growing from 30 - 40 students to 100 students per semester, ownership is preferred over leasing. Sr. VP and CFO Snider further stated that ownership creates a University asset, avoids annual rent escalations of 2.5 - 3.5%, and allows FIU to set student rates without a landlord's profit margin, which makes the program more accessible and sustainable long-term.

Sr. VP and CFO Snider commented on the results of the student survey, namely that there is a strong demand for University-provided housing and that housing uncertainty is one of the primary barriers to student participation in Washington, D.C. opportunities. He added that the survey also shows that students currently pay an average of $1,900 - $2,000 per month in the fall semester, with many reporting this exceeds what they can comfortably afford. Sr. VP and CFO Snider stated that the maximum amount students are willing to pay is approximately $2,000 per month. He commented that with University-owned housing, the target rate would be below market as rates would be set to cover operations and maintenance only, without amortizing the acquisition of the facility. He indicated that the brokers the University is working with focused on properties with a minimum of 15 beds, located in Capitol Hill and Downtown areas, with Metro accessibility and potential for joint use. Sr. VP and CFO Snider indicated that the maximum purchase price would not exceed $10M. He remarked on how peer universities have addressed student housing in Washington, D.C., with most peer institutions owning rather than leasing their D.C. housing.

A motion was made and unanimously passed that the FIU Board of Trustees Finance and Facilities Committee recommend FIU Board of Trustees (i) authorization to purchase or lease a facility for

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student housing in Washington D.C.; (ii) the delegation of authority to the FIU Board of Trustees Chair to approve the terms and conditions for any such purchase or lease, on behalf of the FIU Board of Trustees and to report timely to the FIU Board of Trustees on the results thereof, including whether any such purchase or lease is consummated; and (iii) the delegation to the University President, or her designee, to offer, negotiate, finalize and execute letters of intent, purchase and sale agreements, and all other documents that may be necessary to effectuate the transactions contemplated therein, on behalf of the FIU Board of Trustees.

FF7. Investment Policy Amendment
Sr. VP and CFO Snider presented the Investment Policy amendment for Committee review. He explained that Florida statutes require a written investment policy that prioritizes safety of capital and liquidity, with optimization of return as secondary and also require prudent and ethical standards and recognizes risk, diversification, and other factors. He noted that the University Investment Committee is an advisory committee created by the FIU Board of Trustees to make recommendations regarding University investments. Sr. VP and CFO Snider added that on February 11, 2026 the Committee ratified the proposed revisions, which amend the long-term strategic asset allocation targets for the Strategic and Reserve Pool, specifically, the current 5% allocation to Bank Loans will be eliminated and replaced with an increased allocation to U.S. Equity and International Developed Equity. He highlighted the following revisions: U.S. Equity increase from 9 to 12%, or approximately $6M; International Equity increase from 8 to 10%, or approximately $12M; and total equity exposure for the Strategic and Reserve Pool moves from 17 to 22%. Sr. VP and CFO Snider remarked that the short-term benefits of the reallocation include enhanced growth potential, global diversification, favorable valuations in international markets, and policy simplification by eliminating the asset class of Bank Loans. He added that longer-term benefits include compounding growth, potential currency tailwinds from a weaker U.S. dollar, tactical flexibility through a plus or minus 3% allowable range on equity allocations, and alignment with fiduciary best practices.

A motion was made and unanimously passed that the FIU Board of Trustees Finance and Facilities Committee recommend FIU Board of Trustees adoption of revisions to the University's Investment Policy, as specified in the Board materials.

4. Discussion Items: No Action Required
4.1 Financial Performance Review, Second Quarter 2025-26
Sr. VP and CFO Snider commented that operating revenues were above plan by $14.6M or 1.5% and that operating expenses were below budget by $15.1M or 1.9% with an overall net favorable variance of $29.7M. He indicated that year-to-date investment earnings for the University and University Organizations total $59M, $34.7M above plan. He commented that the $14.6M revenue variance is primarily due to increased enrollment and that lower operating expenses were primarily due to personnel savings across various funding sources, lower operating costs, and deferred projects.

4.2 FIU Health Services Support Organization Financial Audits FY 2024-2025: Children's Health Alliance for Research and Education, Inc.
Committee Chair Lebeña noted that while direct support organization financial audits received approval by the respective boards in October 2025, the audit related to the Children's Health

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Alliance for Research and Education, Inc. (FIU CARE) was approved subsequent to the Finance and Facilities Committee's November 2025 meeting. Sr. VP and CFO Snider explained that FIU CARE is a not-for-profit University health services support organization affiliated with FIU and the Herbert Wertheim College of Medicine and was established to facilitate the academic, research, and clinical objectives of FIU's pediatric programs outlined in the Comprehensive Pediatric Agreement with Nicklaus Children's Health System. He pointed out that fiscal year 2025 was FIU CARE's first year of operations, running from inception on February 21, 2025, through June 30, 2025. Sr. VP and CFO Snider noted that the audit was completed by James Moore & Co., CPA Tax Accountants and Auditors and received an unmodified opinion, meaning the financial statements presented fairly, in all material respects, the financial position of FIU CARE as of June 30, 2025. He indicated that the auditors did not identify any weaknesses in internal controls that they consider material weaknesses, and there were no instances of noncompliance or other matters required to be reported under Government Auditing Standards.

4.3 State University System Efficiency Study
Mr. Ben Watkins, Director of the Florida Division of Bond Finance, commented that Florida Governor Ron DeSantis issued Executive Order No. 25-44 on February 24, 2025, directing a study of efficiency for the State University System of Florida (SUS). Mr. Watkins explained that the Efficiency Study was conducted using the universities' audited financial statements, student performance information and personnel data provided by the Universities to evaluate efficiency. Mr. Watkins presented the Efficiency Study, highlighting SUS key performance and productivity metrics, including degree yield, operating expenses per student, cost per degree, credit hours per instructional Full Time Equivalent, and personnel ratios. He summarized the key takeaways from the Efficiency Study, noting that the SUS provides the best value in the country for obtaining a college degree, performance funding has had a profound impact on student success and outcomes, and that the tools created and enabled by the Efficiency Study should be used by the SUS to enhance financial transparency and accountability and move towards managing universities as enterprises so Florida can continue its position as the leader in higher education reforms and performance.

5. Reports
There were no questions from the Committee members in terms of the reports included as part of the agenda materials. Committee Chair Lebeña noted that the Facilities and Construction report provides a comprehensive overview and visual context regarding the University's major capital and construction projects.

6. New Business
No new business was raised.

7. Concluding Remarks and Adjournment
With no other business, Finance and Facilities Committee Chair Jesus Lebeña adjourned the meeting of the Florida International University Board of Trustees Finance and Facilities Committee on Thursday, February 26, 2026 at 2:46 PM.

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