



Full Board
September 17, 2026
FIU, Modesto A. Maidique Campus, Graham University Center Ballrooms

MINUTES

1. Call to Order and Chair's Remarks

Board Chair Carlos A. Duarte convened the meeting of the Florida International University Board of Trustees at 4:30 p.m. on Thursday, September 17, 2026.

Acting General Counsel Ryan Kelley conducted roll call of the Florida International University Board of Trustees and verified a quorum. Present were Carlos A. Duarte, *Board Chair*; Alan Gonzalez, *Board Vice Chair*; Noël C. Barengo; Tila Falic-Levi (*arrived after roll call*); Jesus Lebeña; Patrick McDowell (*Zoom*); Alyssa Mederos; Alexander M. Peraza; Yaffa Popack; Albert R. Taño; and Fred Voccola (*Zoom; joined after roll call*).

Trustees George Heisel and Nestor Plana were excused.

Board Chair Duarte welcomed members of the University administration, faculty, staff, students, members of the University community, and the public. He welcomed Marcel L. Navarro to his first Full Board meeting as Chair of the FIU Foundation, Inc. Board of Directors. Board Chair Duarte also thanked Adalio T. Sanchez for his dedicated leadership and service as the prior Foundation Board Chair.

As the new academic year began, Board Chair Duarte thanked FIU faculty and staff for their daily work in support of students and the University's mission. He noted that Trustees were receiving passes for the 2026-27 CARTA Season of the Arts and thanked Dean Brian Schriener and the College of Communication, Architecture + The Arts for the invitation to experience the work of FIU students, faculty, and artists. He also recognized the milestone season celebrating the 30th anniversary of music and performance at the Herbert and Nicole Wertheim School of Music & Performing Arts.

Board Chair Duarte emphasized the Board's self-evaluation goal of strengthening Board effectiveness through Trustee participation in the annual Florida Board of Governors Trustee Summit, which FIU will host on November 12, 2026. He encouraged all Trustees to register and attend, noting that the Summit would provide an opportunity to welcome Trustees from across the State University System, engage with Board of Governors members, and participate in broader discussions regarding university governance and emerging best practices.

2. Public Appearances

Acting General Counsel Kelley reported that two (2) timely requests to address the Board had been received. As of the time of the meeting, no individuals were present to address the Board; therefore, no public appearances were made.

3. Foundation Report

Foundation Board Chair Navarro presented the Foundation Report. He reported that the Foundation concluded fiscal year 2025-26 with a record \$96.2M in gifts and commitments, exceeding its \$90M goal, and \$43.3M in cash gifts and pledge payments. He added that the Foundation filled 40 full-time positions, including 14 development positions, and engaged 12,000 Panthers, a 57% increase over the prior year. He reported that the momentum had continued into fiscal year 2026-27, with \$7.5M raised toward the \$90M goal, \$3.5M in accepted commitments awaiting signatures, more than \$47M in proposals delivered, and an additional \$122M in the pipeline.

Foundation Board Chair Navarro also highlighted the Foundation Executive Committee's August retreat, which focused on University priorities, Foundation performance, strategic planning, organizational capacity, and Board leadership. He commented that University President Jeanette M. Nuñez participated in the retreat and provided a University update. Foundation Board Chair Navarro further highlighted alumni engagement efforts, including the launch of an alumni chapter in Boston and two subsequent events for alumni throughout New England, the Class of 1976 50th reunion, and football-related activities in Tampa that engaged nearly 900 alumni, friends, and students.

Foundation Board Chair Navarro reported that the FIU Foundation held approximately \$555M in total assets and that its main investment portfolio was valued at approximately \$502M as of June 30, 2026. He added that the portfolio returned 15% net of fees, exceeding the policy benchmark by more than 400 basis points.

4. President's Report

President Nuñez presented the President's Report and highlighted FIU's continued momentum across academic excellence, industry recognition, global engagement, and student success. She noted the University's continued advancement in national and global rankings and credited FIU's faculty and the University's growing reputation across numerous disciplines. She welcomed Daniel Z. Epstein as Interim Dean of the FIU College of Law and highlighted the vision and energy he brought to the role. She noted that the incoming class was the most academically accomplished in the College's history and praised FIU Law students for their resilience, resourcefulness, preparation, and work ethic.

President Nuñez recognized Michael Cheng, Dean of the Chaplin School of Hospitality and Tourism Management, who was named the 2025 Hospitality Legend of the Year by the South

Florida Chapter of the Hospitality Sales and Marketing Association International. She also noted that the Chaplin School ranked No. 1 in Florida and No. 3 among U.S. public universities, reflecting FIU's role in preparing students for the hospitality industry, a central part of the regional and state economy.

President Nuñez discussed FIU's participation in Governor Ron DeSantis' business development mission to the United Kingdom, which brought together leaders from Florida and the United Kingdom to strengthen partnerships across key industries and higher education. She highlighted opportunities to showcase FIU's expertise in disaster preparedness and resilience. President Nuñez also reported that FIU and Heriot-Watt University signed a Letter of Friendship at Panmure House in Edinburgh during the 250th anniversary year of Adam Smith's *The Wealth of Nations*.

President Nuñez reported that nearly 5,000 students graduated during eight summer commencement ceremonies and thanked the Trustees who participated. She highlighted the return of members of the Class of 1976 to commemorate the 50th anniversary of their graduation and recognized Carlos A. Migoya, former President and Chief Executive Officer of Jackson Health System, who received the FIU Medallion for Outstanding Alumnus, and Professor Emeritus Rocco M. Angelo, who received the Albert E. Dotson, Sr. Blue & Gold Award.

Turning to the opening of the fall semester, President Nuñez highlighted Panthers F1RST Night as a signature FIU tradition that welcomed students and the broader University community back to campus. She also highlighted the welcome-back celebration at the Biscayne Bay Campus, which brought together students, faculty, and academic leaders. President Nuñez highlighted the opening of the 2026 football season and recognized the fall volleyball, men's and women's soccer, and men's and women's cross-country teams. Among recent achievements, she noted that the women's volleyball team defeated Florida State University in three straight sets, the men's soccer team defeated North Carolina State University, and FIU quarterback Keyone Jenkins earned national recognition following his Week 2 performance. She encouraged Trustees to attend FIU athletic events, including the upcoming Shula Bowl against Florida Atlantic University.

President Nuñez reported on meetings in Washington, D.C., with U.S. Secretary of State Marco Rubio, Deputy Secretary of State Christopher Landau, and other Department of State leaders regarding FIU's expertise and engagement in national security and regional policy matters. President Nuñez highlighted the Herbert Wertheim College of Medicine's White Coat Ceremony for the M.D. Class of 2030, which included 128 students, 95% from Florida and 61% from South Florida. She noted the importance of preparing physicians to serve local communities amid projected statewide physician shortages. She also discussed a \$2M State investment to expand FIU's Functional Oncology Rapid Cancer Elimination program, led by Dr. Diana Azzam in the

Robert Stempel College of Public Health & Social Work, and thanked Senator Alexis Calatayud and Representative Omar Blanco for their support.

President Nuñez recognized FIU medical faculty who collaborated in Florida's first robotic-assisted pediatric cardiac surgery at Nicklaus Children's Hospital, citing the achievement as an example of the impact of academic medicine and FIU's clinical partnerships. She also highlighted third-year medical student Eric Koontz for national recognition of his research on complex neurological conditions and FIU alumnus Daniel Chaparro, who was named the Florida Heart Research Foundation's 2026 Stop Heart Disease Early-Career Researcher of the Year and planned to use part of the award to establish a paid undergraduate research program at the College of Medicine. In addition, she recognized biomedical engineering doctoral students Jenny Pei and Amanda Sanchez, who were named among eight global finalists for the 2026 Hult Prize for health technology developed at FIU.

President Nuñez reported on an FIU delegation visit to Peru, where University representatives met with national, diplomatic, business, education, and health leaders to strengthen relationships and explore future collaboration opportunities. She also highlighted a \$15M State investment in the Wall of Wind 2.0 facility and discussed the launch at FIU of the Coalition for Operational Readiness in Education, a statewide initiative designed to strengthen the emergency management workforce and build upon FIU's expertise in disaster preparedness and resilience.

President Nuñez highlighted the Adam Smith Center for Economic Freedom's fall fellows and the strong student participation in the fellows' non-credit seminars, noting the value of providing students with opportunities to engage directly with distinguished leaders. She invited Trustees to upcoming events, including the Presidential Speaker Series conversation with Professors Robert P. George and Cornel West focused on America 250, the second annual FIU Pig Roast and football game on September 26, and Homecoming on November 7. President Nuñez concluded by introducing Pawlina, FIU's newest mascot.

5. Action Items – Consent Agenda

Board Chair Duart indicated that the Consent Agenda included the minutes of the June 18 and July 30, 2026 Full Board meetings and the August 11, 2026 Workshop; agenda items FF2 through FF9 recommended for Board approval by the Finance and Facilities Committee; agenda items AP1 and AP2 recommended for Board approval by the Academic Policy and Student Affairs Committee; and agenda items G1, G2, G3, and G5 recommended for Board approval by the Governance Committee.

A motion was made and unanimously passed to accept the Consent Agenda, and members of the Board approved the following actions:

- **BT1. Minutes, June 18, 2026:** Approval of Minutes of the FIU Board of Trustees Full Board meeting held on June 18, 2026.
- **BT2. Minutes, July 30, 2026:** Approval of Minutes of the FIU Board of Trustees Full Board meeting held on July 30, 2026.
- **BT3. Minutes, August 11, 2026 Workshop:** Approval of Minutes of the FIU Board of Trustees Workshop held on August 11, 2026.
- **FF2. Fixed Capital Outlay Budget, 2026-27:** Approval of FIU's 2026-27 Fixed Capital Outlay Budget in accordance with State University System of Florida Board of Governors Regulation 14.003, Fixed Capital Outlay Projects – University Budgeting Procedures; authorization for the University President to amend the Fixed Capital Outlay Budget as necessary; and authorization to report to the Board of Trustees and Board of Governors any amendments to the spending plans in a format prescribed by the Chancellor of the Board of Governors.
- **FF3. Initial Board of Directors of the FIU Real Estate Foundation, Inc.:** Approval of the appointments identified in the Board materials to the Board of Directors of The Florida International University Real Estate Foundation, Inc., subject to the applicable confirmation and election requirements; and delegation of authority to the University President or her designee to take all further actions and execute all documents necessary to seat the Board of Directors and complete the organization of the corporation.
- **FF4. Alignment of the Project Budget for the Helen and Jacob Shaham Academic Medical Center:** Authorization to increase the project budget for the Helen and Jacob Shaham Academic Medical Center, Project BT-942, from \$187,416,851 to \$212,383,188; ratification of the design, permitting, and long-lead procurement activities undertaken to date on the eighth-floor addition under existing delegated authority; and authorization for the University President or her designee to execute all documents and take all actions necessary to effectuate the foregoing.
- **FF5. Early Retirement of FIU Athletics Finance Corporation Indebtedness:** Approval of the use of unreserved cash from Treasury Operations, in an amount not to exceed \$12,500,000, together with FIU Athletics Finance Corporation funds held by the trustee, to prepay and fully retire all outstanding external indebtedness of the FIU Athletics Finance Corporation; approval of the forgiveness of the \$852,241 intercompany obligation to the University; and authorization for the University President or her designee to negotiate and execute the documents and take the actions necessary to effectuate the prepayment and discharge and related reporting.

- **FF6. Student Housing Agreement between the FIU Board of Trustees and a Florida limited liability company owned by The Affordable Housing Preservation Corporation, a Florida not-for-profit corporation:** Approval of the Student Housing Agreement and delegation of authority for the University President or her designee to execute the Agreement and all other documents necessary to effectuate the transaction contemplated in the Agreement on behalf of the FIU Board of Trustees.
- **FF7. Selection Procedures for Small Trades Contractors:** Approval of the selection procedures for small trades contractors; authorization for the University President or her designee to execute all documents and take all actions necessary to effectuate competitive selections and negotiations pursuant to the procedures; and delegation of authority to approve future revisions that are ministerial or administrative in nature.
- **FF8. Contract #PUR-08468 Amendment 2, Blackbaud, Inc. for University Advancement — Upgrade from Raiser’s Edge NXT to Blackbaud CRM:** Approval of the University entering into the contracts and purchase orders and/or change orders described in the Board materials and authorization for the University President or her designee to execute the contracts and any future option, renewal, extension, or amendment, with after-the-fact notice to the Finance and Facilities Committee so long as the additional expenditure does not increase the transaction by more than 10% of the approved value or to the next procurement delegation amount.
- **FF9. Master Subscription Agreement 01236189, Salesforce, Inc. – University-Wide Consolidation and Expansion of the Salesforce Platform:** Approval of the University entering into the contracts and purchase orders and/or change orders described in the Board materials and authorization for the University President or her designee to execute the contracts and any future option, renewal, extension, or amendment, with after-the-fact notice to the Finance and Facilities Committee so long as the additional expenditure does not increase the transaction by more than 10% of the approved value or to the next procurement delegation amount.
- **AP1. Tenure as a Condition of Employment Nominations:** Approval of six candidates for Tenure as a Condition of Employment.
- **AP2. Textbook and Instructional Materials Affordability and Transparency Annual Report:** Approval of the Textbook and Instructional Materials Affordability and Transparency Annual Report.
- **G1. Board of Governors’ Statement of Free Expression Endorsement Resolution:** Having reviewed the State University System of Florida Statement of Free Expression, endorsement of the statement.

- **G2. Board Appointments, Florida International University Foundation, Inc.:** Approval of the appointments of the individuals listed in the Board materials to the Florida International University Foundation, Inc. Board of Directors.
- **G3. Ratification of the Reopener to the 2024-2027 FIU Board of Trustees and the United Faculty of Florida-FIU Collective Bargaining Agreement:** Ratification of the 2026-27 reopener to the 2024-2027 Collective Bargaining Agreement between the FIU Board of Trustees and the United Faculty of Florida-FIU.
- **G5. President's Goals:** Approval of actions related to the President's Performance Goals and Performance Bonus Goals, specifically, affirmation that the President's Performance Goals continue to align with the Accountability Plan and adoption of the President's Performance Bonus Goals for the 2026-27 academic year.

6. Action Items: Non-Consent

FF1. Education and General Carryforward Spending Plan and Related Certification, 2026-27

Trustee Jesus Lebeña, Finance and Facilities Committee Chair, noted that the Committee engaged in a thorough review of the 2026-27 Education and General Carryforward Spending Plan and Related Certification and recommended the item for Board approval. There were no further questions from the Trustees.

A motion was made and unanimously passed that the FIU Board of Trustees approve the FIU Education and General expenditure plan for carryforward funds for 2026-27; authorize the University Chief Financial Officer to certify the unexpended amount of funds appropriated to the University from the General Revenue Fund, the Educational Enhancement Trust Fund, and the Education and General Student and Other Fees Trust Fund as of June 30, 2026; and authorize the University President to amend the carryforward expenditure plan as necessary and report any amendments to the FIU Board of Trustees and Florida Board of Governors in a format prescribed by the Chancellor of the Board of Governors.

G4. President's Annual Performance Evaluation and Bonus

Board Chair Carlos A. Duarte explained that the Governance Committee met to undertake the annual performance evaluation of President Jeanette M. Nuñez. He indicated that, based on the evaluation, the Governance Committee unanimously recommended that the Board assign President Nuñez a performance rating of Superior, and in accordance with the President's Employment Agreement award her a performance bonus of \$400,000. Board Chair Duarte opened the floor for questions or comments, and none were raised.

A motion was made and unanimously passed that the FIU Board of Trustees assign President Nuñez a performance rating of Superior and award her a performance bonus of \$400,000.

7. Status Reports, Board Committees

Finance and Facilities Committee Report

Committee Chair Lebeña provided highlights from the Committee's earlier meeting. He reported that the Committee reviewed the University's financial performance for fiscal year 2025-26 and that operating revenues were \$20.1M, or 1.2%, above budget and total expenses were \$143.4M, or 8.5%, below budget. He added that investment earnings for the University and University Organizations totaled \$103.2M, or \$54.1M above plan. Committee Chair Lebeña stated that the Committee reviewed its charter and recommended no changes. He also noted that the Committee received the University's annual bonus plan report to the Florida Board of Governors, as required.

Audit and Compliance Committee Report

Trustee Yaffa Popack, Audit and Compliance Committee Chair, provided highlights from the Committee's earlier meeting. She reported that Chief Audit Executive Vivian F. Gonzalez advised that the Office of Internal Audit received a rating of full conformance, the highest possible rating, in its 2026 internal assessment. Committee Chair Popack indicated that the Committee also received updates on ongoing audit and advisory engagements, the implementation of prior audit recommendations, and the Office of Internal Audit's annual report. Committee Chair Popack also welcomed Luz Cabrera-Frias as Interim Chief Compliance Officer. Committee Chair Popack added that Ms. Cabrera-Frias presented the annual compliance report and fourth-quarter updates, highlighting foreign influence reporting, the new research security website, organizational restructuring, compliance training results, and Ethical Panther Hotline trends.

Academic Policy and Student Affairs Committee Report

Trustee Albert R. Taño, Academic Policy and Student Affairs Committee Chair, provided highlights from the Committee's earlier meeting. He noted that, in addition to the Committee's action items approved as part of the Consent Agenda, the student and faculty representatives on the Board of Trustees provided updates.

Strategic Planning Committee Report

Trustee Alan Gonzalez, Strategic Planning Committee Chair, provided highlights from the Committee's earlier meeting. He reported that Provost and Executive Vice President Elizabeth M. Bejar provided an update on the Performance-Based Funding Metrics and implementation of the strategic plan.

Governance Committee Report

Board Chair Carlos A. Duarte, Governance Committee Chair, provided highlights from the Committee's earlier meeting. He noted that, in addition to conducting the President's annual performance evaluation, the Committee's action items were approved as part of the Consent Agenda.

8. New Business

No new business was raised.

Board Chair Duart reminded Trustees that the next regularly scheduled Board of Trustees committee meetings and Full Board meeting would be held via Zoom on Tuesday, November 10, 2026.

9. Concluding Remarks and Adjournment

With no other business, Board Chair Carlos A. Duart adjourned the meeting of the Florida International University Board of Trustees Full Board on Thursday, September 17, 2026, at 5:08 p.m.

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