



**FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES
ACADEMIC POLICY AND STUDENT AFFAIRS COMMITTEE
MINUTES
MARCH 4, 2019**

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 Cesar L. Alvarez at 10:23 a.m. on Monday, March 4, 2019, at the Modesto A. Maidique Campus, MARC 290, Earlene and Albert Dotson Pavilion.

Committee Chair Alvarez welcomed all Trustees and University faculty and staff to the meeting.

General Counsel Carlos B. Castillo conducted roll call of the Academic Policy and Student Affairs Committee members and verified a quorum. Present were Trustees Cesar L. Alvarez, *Chair*; Natasha Lowell, *Vice Chair*; Jose J. Armas (*arrived after the roll call*); Dean C. Colson; Joerg Reinhold; Sabrina L. Rosell; and Marc D. Sarnoff.

Trustee Michael G. Joseph was excused.

Board Chair Claudia Puig, Trustees Leonard Boord, Gerald C. Grant, Jr., Justo L. Pozo, and Roger Tovar, and University President Mark B. Rosenberg were also in attendance.

2. Approval of Minutes

Committee Chair Alvarez asked if there were any additions or corrections to the minutes of the January 28, 2019 Academic Policy and Student Affairs Committee meeting. A motion was made and unanimously passed to approve the minutes of the Academic Policy and Student Affairs Committee meeting held on Monday, January 28, 2019.

3. Follow-up from Previous Meeting

Provost and Executive Vice President Kenneth G. Furton explained that since the Committee's last meeting, the lease agreement with the Torrey Pines Institute for Molecular Studies has been executed, noting that the lease runs through December 31, 2019 with an option to renew for an additional year with the same terms and conditions. He indicated that the University also has the option to terminate the lease agreement with 30 days' notice.

Provost Furton described the search and screen process in terms of faculty members who will work from the Torrey Pines facility, adding that currently 65 applications have been received, that video interviews have been held, and that candidates who meet the established funding criteria have been identified. He stated that the facilities assessment has also been completed and that the estimated cost of repairs is approximately \$1.89M for 2019-20 if the University were to acquire the facility. He added that it is the expectation that the Board of Trustees will review at an upcoming meeting for its consideration the acquisition of the Torrey Pines facility as a Special Purpose Center of the University.

In response to Trustee Marc D. Sarnoff's inquiry, Provost Furton explained that while generally the timeline is progressing on schedule, some delay has been experienced in terms of hiring and finalizing the lease agreement.

4. Action Items

Senior Vice President for Academic and Student Affairs Elizabeth M. Bejar explained that since the 2007-08 academic year, 45 degree programs were terminated and 39 new programs were established. She indicated that the University is committed to providing relevant degree options and that in terms of funding, the new program proposals for the Board's consideration represent internal reallocation and reprioritization of degree programs within the Academic Affairs budget infrastructure.

AP1. Program Termination: Master of Arts in Liberal Studies

Sr. VP Bejar presented the Master of Arts in Liberal Studies program termination for Committee review, noting that the program suspended admissions in 2017-18 and that the last student admitted to the program recently graduated. She explained that it was determined that reasonable efforts to attract new students would be unlikely to result in a substantial increase in enrollment and that no impact on enrollment or enrollment planning for other programs or courses offered by the Department of Philosophy is expected. She indicated that the program has no dedicated faculty and that, therefore, no faculty or staff will be terminated, or otherwise adversely impacted, as a result of this program closure.

A motion was made and unanimously passed that the FIU Board of Trustees Academic Policy and Student Affairs Committee recommend to the FIU Board of Trustees termination of the Master of Arts in Liberal Studies (CIP 24.00101).

AP2. New Program Proposal: Ph.D. in Engineering and Computing Education

Sr. VP Bejar presented the Ph.D. in Engineering and Computing Education new program proposal for Committee review, explaining that the proposed program is a STEM degree and that it is the expectation that, upon Board of Trustees' approval, the proposal would be presented for Board of Governors' consideration at its June meetings. She indicated that the proposed Ph.D. includes foundational coursework in engineering and computing education research methods, a requirement to take engineering and computing discipline-specific graduate coursework, a teaching requirement, and dissertation work. She added that the National Science Foundation issued a Dear Colleague Letter on February 27, 2019 that stated its intention to support discipline-based education research focused on undergraduate and graduate STEM education.

A motion was made and unanimously passed that the FIU Board of Trustees Academic Policy and Student Affairs Committee recommend to the FIU Board of Trustees approval of the New Program Proposal: Ph.D. in Engineering and Computing Education (CIP 14.9999).

AP3. New Program Proposal: Bachelor of Arts in Natural and Applied Sciences

Sr. VP Bejar presented the Bachelor of Arts in Natural and Applied Sciences new program proposal for Committee review, indicating that the proposed interdisciplinary degree is in an area of strategic emphasis, which is STEM-focused and will allow for the integration of courses from the physical, biological, and applied sciences.

A motion was made and unanimously passed that the FIU Board of Trustees Academic Policy and Student Affairs Committee recommend to the FIU Board of Trustees approval of the New Program Proposal: Bachelor of Arts in Natural and Applied Sciences (CIP 30.0101).

AP4. New Program Proposal: Bachelor of Arts in Global Studies

Sr. VP Bejar presented the Bachelor of Arts in Global Studies new program proposal for Committee review, noting that the proposed degree builds in flexibility, allowing specialization in four critical areas of global social science and six geographical regions of the globe. She explained that with the proposed degree as part of the University's program inventory, it is expected that current standalone programs in Geography, Sociology, and Anthropology can potentially be transitioned to tracks within a future expanded Global Studies program.

A motion was made and unanimously passed that the FIU Board of Trustees Academic Policy and Student Affairs Committee recommend to the FIU Board of Trustees approval of the New Program Proposal: Bachelor of Arts in Global Studies (CIP: 30.2001).

AP5. New Program Proposal: Master of Science in the Law of Technology

Sr. VP Bejar presented the Master of Science in the Law of Technology new program proposal for Committee review, stating that the proposed program is a 30-credit graduate STEM degree designed to train applicants from both law and non-law backgrounds for work within the practice at the nexus of law and technology.

A motion was made and unanimously passed that the FIU Board of Trustees Academic Policy and Student Affairs Committee recommend to the FIU Board of Trustees approval of the New Program Proposal: Master of Science in the Law of Technology (CIP: 43.0116).

AP6. New Program Proposal: Bachelor of Arts in Disaster Management

Sr. VP Bejar presented the Bachelor of Arts in Disaster Management new program proposal for Committee review, indicating that the proposed program is a multi-disciplinary degree with one third of its curriculum being drawn from existing courses within the University from departments/faculty with experience in disaster studies, public health, environmental health, crisis communication, and disaster medicine. She explained that the proposed program will provide students the expertise to enter positions in government (local, state, and federal), international organizations, private-sector corporations, and non-governmental organizations. She added that

while the proposed program is not classified as strategic within the State University System, it fills a critical demand within South Florida as it addresses the reskilling needs of existing workforce.

A motion was made and unanimously passed that the FIU Board of Trustees Academic Policy and Student Affairs Committee recommend to the FIU Board of Trustees approval of the New Program Proposal: Bachelor of Arts in Disaster Management (CIP: 43.0302).

5. Information and Discussion Items

5.1 FIU Strategic Plan 2025

University President Mark B. Rosenberg described the University's mission in terms of Top-50 public research university recognition. Provost Furton explained that strategic investments will be made in areas relating to student success and research preeminence measures that will positively impact the four-year graduation rate and research expenditures. He indicated that while the University will maintain current student headcount and representation levels through 2025, it is expected that more graduates will be employed at a higher rate and with higher average salaries. Provost Furton then delineated the strategic priorities relating to the 2025 Strategic Plan, which pertained to amplifying learner success and institutional affinity, accelerating preeminence and research and innovation impact, and assuring responsible stewardship.

Senior Vice President of Administration and Chief Financial Officer Kenneth A. Jessell described the implementation costs as \$50M of recurring funds by 2025, most of which, as he explained, should be incremental. He indicated that a phased implementation plan would need to be adopted where multiple opportunities for increased revenues have been identified to support costs. He then presented a five-year incremental budget overview and a comprehensive review of the five-year incremental revenue options.

Provost Furton described the resource allocation process where FIU's 2025 Commission on Strategic Investments, whose membership reflects broad-based University representation, will monitor and assess resource allocation. He added that the Commission will regularly assess return-on-investment by examining funds invested in strategic initiatives relative to measurable performance outcomes and that the assessment will drive decision-making and resource allocation.

President Rosenberg described the challenges associated with a largely employed student population, noting that approximately 85% of University students are either employed full- or part-time and that this can negatively impact credit hours and graduation rates. He mentioned that opportunities exist in completion grants and on-campus student employment.

Trustees engaged in a substantive discussion on the 2025 Strategic Plan draft inclusive of revenue options. Trustee Dean C. Colson commended the work that has culminated in the current draft of the Strategic Plan and requested an analysis that describes the financial outlook and student success metrics of a university ranked 40 within the Top-50 rankings. He provided examples of State funding to System institutions and discussed the importance of narrowing the funding gaps. Provost Furton explained that while the metrics in the detailed plan are in the process of being refined, Top-50 ranked institutions generally boast a six-year graduation rate of 70% or higher. Trustee Roger Tovar conveyed his support and in response to his inquiry regarding new funding revenue options in

terms of endowment returns, Sr. VP and CFO Jessell explained that this will not be exclusively designated as merit-based and generally will include need-based scholarships. Provost Furton further stated that these scholarships would be intended to aid students with unmet financial need and will be critical in terms of increasing retention and graduation metrics.

Trustee Leonard Boord commended the thoughtful analysis in terms of the presentation of the draft 2025 Strategic Plan and related revenue options, stating that in pursuit of the aspirational goal of a Top-50 ranked university, an enhanced student experience and better brand will be achieved. He indicated that over the last decade the institution has experienced exponential growth while maintaining a positive trajectory, stating that the 2025 Strategic Plan draft conceptualizes the University's focus on quality in its objectives.

Committee Chair Alvarez indicated that caution should be taken in ensuring that the University's diversity is not unduly burdened as the University administration finalizes the strategic planning process. He also requested that a retrospective analysis be undertaken in order to understand what past actions have led to success and improvements.

5.2 Academic Affairs Regular Reports

There were no questions from the Committee members in terms of the reports included as part of the agenda materials: FIU *Beyond Possible 2020*; Academic and Career Success; Engagement; Enrollment Management and Services; Information Technology; Research and Economic Development/ University Graduate School; and Student Affairs.

6. New Business

No new business was raised.

7. Concluding Remarks and Adjournment

With no other business, Committee Chair Cesar L. Alvarez adjourned the meeting of the Florida International University Board of Trustees Academic Policy and Student Affairs Committee on Monday, March 4, 2019 at 11:28 am.

Trustee Requests

- 1. Trustee Dean C. Colson requested an analysis that describes the financial outlook and student success metrics of a university ranked 40 within the Top-50 rankings.*
- 2. Committee Chair Cesar L. Alvarez requested that a retrospective analysis be undertaken in order to understand what past actions have led to success and improvements.*