



**FLORIDA INTERNATIONAL UNIVERSITY**  
**BOARD OF TRUSTEES**  
**GOVERNANCE COMMITTEE**  
**MINUTES**  
**APRIL 18, 2019**

**1. Call to Order and Chair's Remarks**

The Florida International University Board of Trustees' Governance Committee meeting was called to order by Board Chair Claudia Puig on Thursday, April 18, 2019 at 8:17 a.m. at the FIU, Modesto A. Maidique Campus, Graham Center Ballrooms.

General Counsel Carlos B. Castillo conducted roll call of the Governance Committee members and verified a quorum. Present were Trustees Claudia Puig, *Board Chair*; Cesar L. Alvarez (arrived late); Leonard Board; Gerald C. Grant, Jr.; and Justo L. Pozo.

Trustee Jose J. Armas, *Board Vice Chair*, was excused.

Trustees Dean C. Colson, Natasha Lowell, Joerg Reinhold, Sabrina L. Rosell, Marc D. Sarnoff, and Rogelio Tovar and University President Mark B. Rosenberg were also in attendance.

Board Chair Puig welcomed all Trustees and University faculty and staff to the meeting.

**2. Approval of Minutes**

Board Chair Puig asked if there were any additions or corrections to the minutes of the Governance Committee meeting held on March 4, 2019. A motion was made and unanimously passed to approve the minutes of the Governance Committee meeting held on Monday, March 4, 2019.

**3. Action Items**

General Counsel Castillo provided an overview of the Committee's agenda items and related presentations and proposed actions.

**G1. Florida International University Annual Accountability Plan, 2019**

Provost and Executive Vice President Kenneth G. Furton presented FIU's 2019 Annual Accountability Plan for Committee review. He provided an overview of key institutional achievements and investments, highlighting various significant accomplishments in the areas of (1) amplifying learner success and institutional affinity; (2) accelerating preeminence and research and innovation impact; and (3) assuring responsible stewardship. He explained that the aforementioned areas are in alignment with the University's strategic plan.

Provost Furton delineated the outcomes of the University's performance for the 2019 reporting year and proposed goals through 2022 in terms of the 10 Florida Board of Governors (BOG) Performance Based Funding Model metrics. He noted that while the University did not meet objectives related to the percent of bachelor's graduates employed and/or continuing their education further one year after graduation, FIU did improve from the prior reporting year. He explained that the University did not achieve the targets set pertaining to the median wages of undergraduates employed full-time one year after graduation. He pointed out the challenges relating to the limitations pertaining to the reporting data.

Provost Furton indicated that the average cost to the student for an FIU degree decreased by \$4,280. He explained that while the target relating to the six-year graduation rate was not achieved, there was an increase over the prior year. He indicated that the objective pertaining to the four-year graduation rate, which is a new BOG performance funding metric, was surpassed. He mentioned that while the University made significant gains in the academic progress rate, the objective pertaining to bachelor's degrees awarded in areas of strategic emphasis was not achieved. He explained that gains in this area are anticipated given the addition of new interdisciplinary degrees that are within areas of strategic emphasis. Provost Furton indicated that the objective relating to the University access rate was surpassed and that increased enrollment in business graduate degree programs is a contributing factor to the decrease in graduate degrees in areas of strategic emphasis. He described significant progress in the areas pertaining to bachelor's degrees awarded without excess hours and bachelor's degrees awarded to minorities.

Provost Furton provided an overview of the outcomes of the University's performance for the 2019 reporting year and proposed goals through 2022 in terms of the metrics relating to the BOG's preeminent funding. In response to Trustee Dean C. Colson's inquiry pertaining to the fall headcount enrollment by student type, Provost Furton explained that dual enrollment and distance learning students are included as part of total headcount numbers. Trustee Colson recommended that a footnote be included in the appropriate section of the Accountability Plan to explain factors that contribute to the slight increase through 2021 in headcount enrollment. Trustees engaged in a substantive discussion where Trustees concurred that a footnote be included wherever necessary in order to ensure consistency in messaging.

Provost Furton described the University's plan to improve the four-year graduation rate. He explained that the University has invested in enterprise-wide software to connect students to their coordinated support teams, which include faculty, advisors, tutors, and college-life coaches. He indicated that the University is using predictive analytics in the platform to quickly identify students who are not being successful and provide support or redirection pathways to help students find programs in which they can be successful. He also mentioned that the University has established an Emergency Aid Response Team to quickly respond to student requests for emergency aid. Provost Furton provided an overview of new degree programs for consideration for the 2019-20 academic year.

In response to Trustee Marc D. Sarnoff's inquiry, a discussion ensued regarding cost of attendance and possible financial aid packages.

Trustee Leonard Boord described the value of the data and proposed goals within the Accountability Plan, while noting the need for a cohesive report that responds to all constituencies that also reconciles the goals and messaging within the University and President's Performance Goals and Results, the University's strategic plan, and the Accountability Plan. In response to Trustee Boord's comments relating to the University's significant gains and projected growth in the area of patent production and the need to develop an office with a focus on commercialization, Provost Furton explained that a large patent portfolio is beneficial in leading to commercialization and revenue production. For an upcoming meeting of the Academic Policy and Student Affairs Committee, Trustee Boord requested an implementation plan for the University's patent inventory.

Trustee Gerald C. Grant, Jr. commended the University's efforts that have led to the progress that is described in the current Accountability Plan.

A motion was made and unanimously passed that the FIU Board of Trustees Governance Committee recommend that the Florida International University Board of Trustees (1) approve Florida International University's Annual Accountability Plan as provided in the Board materials and (2) delegate authority to the University President to perform finish editing as needed and to amend consistent with comments received from the Board of Governors (BOG).

## **G2. President's Management Review**

Board Chair Puig noted that, as is required by BOG Regulation, she solicited input from BOG Chair Ned C. Lautenbach regarding President Rosenberg's annual performance evaluation. She added that Chair Lautenbach provided positive feedback in terms of the University's and President's performance.

Provost Furton presented the University and President's Performance Goals and Results Self-Evaluation Scorecard for the 2019 reporting year, providing an overview relating to the outcomes of the 10 BOG Performance Based Funding Model metrics. He indicated that the Scorecard demonstrates performance relative to the established goals and over the prior year's outcomes. Provost Furton noted that the University achieved and/or exceeded six of the 10 goals, explaining that while the University did not meet the objective relating to the six-year graduation rate, the objectives set for the four-year graduation rate were surpassed.

In terms of the metrics related to the six-year graduation rate and bachelor's degrees awarded in areas of strategic emphasis, Trustee Boord inquired as to new strategies that the University will pursue in order to effectuate positive change. President Rosenberg explained that the Interdisciplinary Studies degree provided languishing students with a path towards more speedy graduation and stated that new programs in areas of strategic emphasis are expected to yield improvements. He mentioned that the University redirected resources in order to focus on improving the four-year graduation rate, noting that the four-year graduation rate is one factor among the U.S. News & World Report Top-50 University ranking methodology. President Rosenberg described the University's efforts in terms of using data to drive efficiencies in assessments and the identification of roadblocks to student success, such as bottleneck courses. He also mentioned that 80-85% of University students are employed full-or part-time, stating that maintaining full-time employment may have a greater emphasis than timely graduation.

In response to Trustee Roger Tovar's inquiry, Senior Vice President for Academic and Student Affairs Elizabeth M. Bejar described the process by which data analytics has been used to identify at-risk students and that through one-on-one coaching and guidance, realistic options and alternative pathways were discussed. Vice President for Information Technology Robert Grillo explained that the University is in the process of developing artificial intelligence in terms of student self-advising where there will be access to tools and resources that determine the correct and quickest path towards graduation and what-if scenarios that map individualized four-year graduation plans based on intended interests. Trustee Sabrina L. Rosell indicated that she looks forward to working with the University's administration in order to create a more comprehensive connection point between academic and career advising.

A motion was made and unanimously passed that the FIU Board of Trustees Governance Committee recommend for Board of Trustees' approval a "Superior" performance rating to President Rosenberg for his leadership of Florida International University during the 2017-18 academic year.

Board Chair Puig noted that per Dr. Rosenberg's employment agreement, the Board could, in its discretion, annually award Dr. Rosenberg incentive compensation up to \$100,000 based on the subset of goals established as Dr. Rosenberg's incentive goals. Board Chair Puig added that the Board has delegated the Governance Committee with the responsibility of carrying out the award of incentive compensation.

President Rosenberg detailed the outcomes of the Presidential Incentive Goals for the 2019 reporting year, noting that the University far exceeded the established goals. He also presented an overview of other University accomplishments, highlighting significant gains in terms of national rankings. He explained that the University grew its faculty membership in the National Academies of Medicine, Engineering, and Inventors to 11, up from eight in the prior year. He described the University's expanded footprint in terms of FIU students and alumni working in Capitol Hill legislative offices and indicated that national leaders continue to count FIU among their must-see locales for dialogue on education, research, and other global issues. President Rosenberg delineated student-athlete success and provided an overview of the University's relief efforts following hurricanes Irma and Maria. He also stated that he co-chaired the National Academy of Sciences Roundtable on Systemic Change in Undergraduate STEM Education.

A motion was made and unanimously passed that the FIU Board of Trustees Governance Committee award President Rosenberg \$100,000 in incentive compensation for the 2019 reporting year.

### **G3. University and President's Performance Goals, 2019-20**

#### **G4. University and President's Incentive Goals, 2019-20**

Provost Furton explained that the University and President's Performance Goals for the 2019-20 academic year are included in the Accountability Plan, which the Committee reviewed earlier in the meeting.

Provost Furton presented the University and President's Incentive Goals for the 2019-20 academic year for Committee review. Trustee Board requested to include an additional goal pertaining to the

University's ranking among the SUS institutions relating to performance funding metrics, specifically to be ranked within the top four of all SUS institutions. Furthermore, Trustee Board requested to increase the proposed goal relating to the number of licenses/options executed annually from six to 10.

Trustees engaged in a substantive discussion regarding Trustee Board's recommendations. In response to Trustee Board's inquiry pertaining to the 2019-20 Incentive Goal of \$71M in strategic plan annual gifts, Senior Vice President for University Advancement Howard R. Lipman explained that the Foundation Board carefully developed a multi-year fundraising plan with a target for each year moving forward. Sr. VP Lipman indicated that approximately \$46M has been raised towards the current year's fundraising goal of \$65M.

After further discussion, Trustees concurred to increase the proposed goal relating to the number of licenses/options executed annually from six to 10, to maintain the \$71M goal in terms of strategic plan annual gifts, and to include an additional goal pertaining to the University's ranking among the SUS institutions relating to performance funding metrics, specifically to be ranked within the top five of all SUS institutions.

A motion was made and unanimously passed that the FIU Board of Trustees Governance Committee recommend that the FIU Board of Trustees adopt the University and President's Performance Goals for the 2019-20 academic year as included in the Board materials.

A motion was made and unanimously passed that the FIU Board of Trustees Governance Committee approve the amended University President's Incentive Goals for the 2019-20 academic year to increase the proposed goal relating to the number of licenses/options executed annually from six to 10 and to also include a sixth goal reflecting that that the University will be ranked within the top five SUS institutions in regards to performance funding metrics.

#### **4. New Business**

*No new business was raised.*

#### **5. Concluding Remarks and Adjournment**

With no other business, Board Chair Claudia Puig adjourned the meeting of the Florida International University Board of Trustees Governance Committee on Thursday, April 18, 2019 at 10:04 a.m.

#### *Trustee Request:*

*For an upcoming meeting of the Academic Policy and Student Affairs Committee, Trustee Board requested an implementation plan for commercialization of the University's patent inventory.*