



Strategic Planning Committee

March 3, 2022

FIU, Modesto A. Maidique Campus, Graham Center Ballrooms and via Zoom

MINUTES

1. Call to Order and Chair's Remarks

The Florida International University Board of Trustees' Strategic Planning Committee meeting was called to order by Committee Chair Marc D. Sarnoff at 11:13 a.m. on Thursday, March 3, 2022.

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

2. Approval of Minutes

Committee Chair Sarnoff asked if there were any additions or corrections to the minutes of the Strategic Planning Committee meeting held on December 8, 2021. A motion was made and unanimously passed to approve the minutes of the Strategic Planning Committee meeting held on December 8, 2021.

1. Call to Order and Chair's Remarks *(Continued...)*

General Counsel Carlos B. Castillo conducted roll call of the Strategic Planning Committee members and verified a quorum. Present were Trustees Marc D. Sarnoff, *Committee Chair*; Cesar L. Alvarez, *Committee Vice Chair*; Donna J. Hrinak *(via Zoom)*; Gene Prescott; Joerg Reinhold; Alexander Rubido; and Carlos Trujillo *(via Zoom)*.

Board Chair Dean C. Colson, Board Vice Chair Roger Tovar, Trustees Natasha Lowell and Chanel T. Rowe *(via Zoom)* and Interim University President Kenneth A. Jessell also were in attendance.

3. Information and Discussion Items

3.1 R1 Carnegie Classification Research Update

Interim Provost and Executive Vice President Elizabeth M. Bejar presented a graph depicting FIU's growth in research and development (R&D) expenditures since opening in 1972 in relation to total R&D expenditures across higher education. She added that in 2020, United States R&D expenditures totaled nearly \$80B across higher education. She explained that Carnegie classification of universities is reported every three (3) years and noted that FIU is designated as a Doctoral University Very High Research Activity or R1 university. She added that R1 universities are considered top tier for research excellence and breadth of opportunities for their students and faculty. Interim Provost Bejar pointed out that the University was ranked 111 out of 115 among R1 universities in 2015 and that in 2021, the last year of the classification system, FIU ranked 84th out of 146 institutions who are designated as R1. She explained that the National Science Foundation's Higher Education Research and Development (HERD) Survey is an important resource tool. She noted that the U.S. government uses the HERD classification and rankings system to measure R&D productivity between the U.S. and other nations. She stated that the Florida Board of

Governors (BOG) uses HERD for several of its research performance indicators and for comparisons with other states. She referenced the January 2022 article by the *Chronicle of Higher Education*, pointing out that FIU is listed among the top 10 of growth universities and has more than doubled its research from fiscal years 2010 to 2020. She presented an overview of FIU's ranking in terms of BOG criterion for preeminence, specifically science and engineering subfields, noting that FIU is ranked nationally among the top 100 in six (6) of the said subfields.

Senior Vice President for Research and Economic Development Andres G. Gil commented on research indicators for the current fiscal year-to-date through the end of January. He noted increases when compared to the same period last year, in grants and contracts (13%), number of grants (16%), and number of principal investigators (20%). He commented on the economic impact of FIU research for the regional economy. Sr. VP Gil remarked on the \$12.8M grant to FIU's Extreme Events Institute from the U.S. National Science Foundation (NSF) to support the design of a national full-scale testing facility capable of wind speeds up to 200 miles per hour, combined with a water basin to stimulate storm surge and wave action. He explained that the project is formally titled "Mid-scale RI-1 (M1:DP): National Full-Scale Testing Infrastructure for Community Hardening in Extreme Wind, Surge, and Wave Events (NICHE)." Sr. VP Gil mentioned that Professor Arindam Gan Chowdhury is the principal investigator. He noted that FIU is already home to the Wall of Wind (WOW), a large-scale hurricane simulator.

Sr. VP Gil commented on the FIU Center for Translational Science (CTS). He noted that CTS Scientific Director Dr. Stephen Black and his team received \$5M in National Institutes of Health (NIH) funding in December 2021. Sr. VP Gil indicated that Dr. Black is the Chair of the Department of Cellular Biology and Pharmacology in the Herbert Wertheim College of Medicine and Professor of Environmental Health Sciences in the Robert Stempel College of Public Health and Social Work. Sr. VP Gil pointed out that FIU CTS' vision is to enhance and accelerate FIU's basic health with one unified goal, which is the rapid translation of fundamental discoveries into innovative treatments for human health. He mentioned that CTS' broad discovery themes include lung vascular and airway disease; brain injury and aging; environmental medicine; inflammation, infection, and immunity; bioinformatics; and mitochondria and metabolism. He stated that nine (9) faculty members recruited to CTS have a combined NIH grant portfolio of approximately \$27M. Sr. VP Gil pointed out that CTS produces approximately \$2.7M in facility and administrative (F&A) overhead, adding that said F&A will maintain the facility's operational costs of slightly over \$2M.

Sr. VP Gil remarked on NIH-funded COVID-19 research, specifically that the \$2.2M award is titled "Community-Engaged Research on COVID-19 Testing Among Underserved and/or Vulnerable Populations Phase II." He added that Professor Marianna Baum is the Principal Investigator for the project, noting that the project will use the Clinical Laboratory Improvement Amendments (CLIA) certified lab that FIU established to facilitate the repopulation of the University during the pandemic.

Board Chair Colson commended Dr. Gil on the *Washington Post* article, requesting that it be shared with members of the Board of Trustees.

Committee Chair Sarnoff requested that the Committee receive regular updates in terms of the University's *Wall Street Journal* rankings.

3.2 MacKenzie Scott and Dan Jewett \$40M gift to FIU

Interim President Kenneth A. Jessell commented on the \$40M unrestricted gift to FIU from philanthropist and author MacKenzie Scott and husband Dan Jewett. He indicated that in *Seeding by Ceding* by MacKenzie Scott, Ms. Scott wrote: "Higher education is a proven pathway to opportunity, so we looked for 2- and 4-year institutions successfully educating students who come from communities that have been chronically underserved;" and "Because we believe that teams with experience on the front lines of challenges will know best how to put the money to good use, we encouraged them to spend it however they choose." Interim President Jessell described the plan for how the \$40M gift will be used to invest in FIU's future, noting that \$38M will grow sustainable student initiatives. He added that said initiatives will include providing professional support and programming for financial wellness and student support services with a target group of all Pell eligible undergraduates; expanding the Golden Scholars programming to include coaching and financial support expanded across four (4) years, also increasing annual cohorts from 45 to 100 new students each year; and expanding Invitational Scholars Pre-Collegiate Program and Scholarships annual admits from 60 to 100 new students, which serves to leverage existing affinity across academically prepared high school students. Interim President Jessell noted \$2M will fund minor and temporary non-endowed gaps.

Interim President Jessell remarked that finances play a large role in student retention and graduation, noting that a fall 2020 survey by the Trellis Co. found that students that identify as first-generation and those that identify as Hispanic and Black/African American are more likely to experience difficulty in obtaining \$500 in the case of an emergency, are more likely to run out of money within 12 months and drop out of college, and will seek financial support services for assistance if offered by their institution. He stated that the University's spending plan seeks to address said concerns at scale, building a successful pilot of financial wellness at FIU, including coaching, emergency aid, and completion grants to more effectively manage emergency aid and completion grant funds, and quickly triage students with financial aid concerns that impede enrollment. Interim President Jessell added that investing in student financial wellness demonstrates the University's commitment to social and economic mobility, in addition to the well-being of FIU graduates as they enter their careers or post-graduation opportunities.

Interim President Jessell commented on the Golden Scholars program, noting that said program creates an admissions path and supports opportunities for low-income and underserved students. He added that, since its inception in 2012, more than 180 Golden Scholar students have earned bachelor's degrees from FIU. He stated that for the past three (3) cohorts, an average of 49.7% of Golden Scholars have identified as Black/African American and 45.7% as Hispanic, and approximately 89% have received Pell grants. Interim President Jessell remarked that increasing the impact of the Golden Scholars program demonstrates FIU's commitment to serving its community by not only creating access but also supporting students in timely graduation to successfully enter the workforce.

Interim President Jessell explained that the Invitational Scholars Program is an established University scholarship program which provides academic and financial support to first-time college freshman who successfully complete a pre-collegiate program in their high school. He noted that over the past three cohorts, an average of 48.9% have identified as Black/African American and 44.3% Hispanic, stating that over 70% have received Pell grants. He added that scaling the program ensures that the University can recruit additional students that have built affinity with FIU through pre-collegiate programs and provide them with personalized support and resources.

Interim President Jessell stated that increasing enrollment for Golden Scholars and Invitational Scholars is expected to achieve four- and six-year graduation rates and post-graduation metrics that are at or exceeding the University's graduation rates. He explained that the \$38M gift as an FIU Foundation quasi-endowment with an 8.3% annual estimated investment rate of return and a 4.0% annual payout, could represent a 10-year estimated payout of \$15.7M for programmatic spending and potential growth to a \$52.8M endowment market value at year 10. Interim President Jessell presented an overview of the University's five-year spending plan. He described how other institutions have invested MacKenzie Scott and Dan Jewett gifts, noting that recipients have utilized funds in a variety of ways including establishing sustainable recurring endowments. He pointed out that the University's spending plan is consistent with the goals of the National Philanthropic Trust, which is the official granting agency, and the MacKenzie Scott and Dan Jewett gift.

Board Chair Colson commented on Pell student success, adding that he is supportive of providing additional support and resources to this population of students. Board Vice Chair Roger Tovar stated that he also supports the proposed spending plan but urged the University to monitor progress in order to ensure that that the intended outcomes are being achieved.

4. New Business

No new business was raised.

5. Concluding Remarks and Adjournment

With no other business, Committee Chair Marc D. Sarnoff adjourned the meeting of the Florida International University Board of Trustees Strategic Planning Committee on Thursday, March 3, 2022, at 12:03 p.m.