



FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES
STRATEGIC PLANNING COMMITTEE
MINUTES
APRIL 21, 2021

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 Roger Tovar at 9:04 a.m. on Wednesday, April 21, 2021, at the FIU, Modesto A. Maidique Campus, Graham Center Ballrooms and via Zoom.

General Counsel Carlos B. Castillo conducted roll call of the Strategic Planning Committee members and verified a quorum. Present were Trustees Roger Tovar, *Committee Chair and Board Vice Chair*; Cesar L. Alvarez, *Committee Vice Chair*; Leonard Boord (*via Zoom*); Donna J. Hrinak; Gene Prescott (*arrived after roll call*); Joerg Reinhold; and Alexandra Valdes.

Board Chair Dean C. Colson, Trustees Natasha Lowell, Chanel T. Rowe, and Marc D. Sarnoff and University President Mark B. Rosenberg also were in attendance.

Committee Chair Tovar welcomed all Trustees and members of the University administration. He also welcomed Trustees, University administrators, and staff attending via the virtual environment and the University community and general public accessing the meeting via the University's webcast.

2. Approval of Minutes

Committee Chair Tovar asked if there were any additions or corrections to the minutes of the Strategic Planning Committee meeting held on February 23, 2021. A motion was made and unanimously passed to approve the minutes of the Strategic Planning Committee meeting held on February 23, 2021.

3. Recap | FIU Board of Trustees March 19, 2021 Workshop

Provost and Executive Vice President Kenneth G. Furton remarked on the Board's March 19, 2021 Workshop, noting that the Workshop highlighted the Program of Distinction in Environmental Resilience, the College of Law, and the Herbert Wertheim College of Medicine. Provost Furton introduced an Earth Day video, which was prepared by the College of Arts, Sciences & Education (CASE). CASE Dean and Professor of Biological Sciences Michael (Mike) Heithaus indicated that in the recently released *Times Higher Education Impact Rankings*, FIU ranked No. 3 public university in the U.S. and No. 11 in the world for Life Below Water, which measures universities' research on life below water and their education on and support for aquatic ecosystems.

Dean Heithaus introduced the Director of the Environmental Finance and Risk Assessment Program, Mario Loyola. Mr. Loyola commented that, as he mentioned at the Workshop, Floridians cannot afford to underestimate the risk of climate change, but at the same time, he said risks cannot be overestimated. He explained that the solution is more and better data and the space to examine said data objectively, adding that FIU's Environmental Finance and Risk Assessment Program is focused on the intersection of finance and environmental science and is developing the most advanced financial modeling of environmental data that is currently available. In response to Trustee Marc D. Sarnoff, Mr. Loyola mentioned that the University's approach towards the climate change debate is to follow the science, noting FIU's commitment to open and fair discussions where all opinions, even those that are divergent, are allowed. In response to Board Chair Dean C. Colson, Dean Heithaus commented on the collaboration across colleges, specifically that of law, business, and the environmental sciences.

4. Action Items

SP1. Educational Plant Survey, Fiscal Year 2020-2021

Provost Furton presented the Educational Plant Survey for Committee review, commenting that the survey is required from each State University System (SUS) of Florida institution every five (5) years. He indicated that the survey reports on the use of the institution's existing facilities and projects future facility needs five (5) years out. He remarked that the survey updates the Campus Master Plan and, in terms of projects that are currently in design or construction, he highlighted the School of International and Public Affairs (SIPA) Phase II. Relating to future projects, which the Florida Board of Governors (BOG) has limited to five (5), Provost Furton described the following projects: Engineering Center Phase II; renovation of the CASE building; Honors College building; Science Laboratory Complex; the Academic Health Center Study Complex; and the Deuxieme Maison renovation. He delineated planned demolitions for the next five (5) years, specifically Building West 7, the Engineering Center Solar Decathlon House, and the former fraternity house Pi Kapp (PIKE). He provided an overview of non-Education and General (E&G) funded projects that are currently under construction, namely, Parkview II housing, CasaCuba, Cold Spray addition to the Operations/Utility building at the Engineering Center, and the Trish and Dan Bell Chapel.

Committee Chair Tovar requested the budget amounts related to each project.

A motion was made and unanimously passed that the FIU Board of Trustees Strategic Planning Committee recommend to the FIU Board of Trustees approval of the Educational Plant Survey, Fiscal Year 2020-2021.

SP2. Florida International University Annual Accountability Plan, 2021

Provost Furton presented FIU's 2021 Accountability Plan for Committee review, noting that the BOG will review the annual accountability plans for all SUS institutions at their June meeting. He pointed out that a number of the goals within FIU's Accountability Plan were revised in response to Trustee comment, and therefore the version of FIU's Accountability Plan that was previously distributed as part of the Board materials is not reflective of said changes. He provided an overview of key institutional achievements and investments, namely, amplifying learner success and institutional affinity, accelerating preeminence and research and innovation impact, and assuring

responsible stewardship. He explained that the aforementioned areas are in alignment with the University's strategic plan.

Provost Furton presented an overview of the University's outcomes and proposed goals as they relate to the 10 BOG Performance Based Funding Model metrics. He pointed out that 72.3% is the highest percentage that the University has achieved in Percent of Bachelor's Graduates Enrolled or Employed (\$25,000+), adding that the proposed goal for 2019-20 is 73% with a gradual proposed increase each subsequent year, resulting in 75% as the proposed goal for 2023-24. He indicated that FIU achieved \$41,000 in Median Wages of Bachelor's Graduates Employed Full-time, adding that the University proposes to maintain \$41,000 as the goal through 2023-24. Provost Furton referred to the Average Cost to the Student and explained that the significant decline leading to the \$3,930 outcome in 2019-20 is due to a number of factors, including Coronavirus Aid, Relief, and Economic Security (CARES) Act funding and additional assistance provided to FIU students. He added that the proposed goal for 2020-21 is \$8,500 with a gradual proposed decrease each subsequent year, resulting in \$8,000 as the proposed goal for 2024-25. He mentioned that FIU achieved a 49.3% FTIC Four-Year Graduation Rate [*Full-time, First Time in College students*], stating that the University proposes to gradually increase the goal each subsequent year from 55% in 2017-21 to 63% in 2021-25.

Provost Furton mentioned that FIU exceeded its 90% Academic Progress Rate goal, noting that the University proposes a goal of 91% for 2020-21 and goals of 92% beginning in 2021-22 through 2024-25. He indicated that FIU achieved its goals relating to Percentage of Bachelor's Degrees Awarded within Programs of Strategic Emphasis and the University Access Rate, stating that the University proposes to maintain 50% as the goals for 2020-21 through 2024-25 and Fall 2020 through Fall 2024, respectively. He mentioned that 60% is the highest percentage that FIU has achieved in relation to the Percentage of Graduate Degrees Awarded within Programs of Strategic Emphasis, adding that the University proposes to increase the goal for 2020-21 to 60% and to maintain goals of 60% through 2024-25.

Provost Furton referred to the two (2) new BOG choice metrics, FCS (Florida College System) AA (Associate in Arts Degree) Transfer Two-Year Graduation Rate and FTIC Pell Recipient Six-Year Graduation Rate, pointing out that said metrics replace the prior BOG choice metric, Percent of Baccalaureate Degrees Awarded Without Excess Hours. He remarked that FIU achieved a 54.9% in the 2018-20 FCS AA Transfer Two-Year Graduation Rate, adding that the University is proposing to increase the 2019-21 goal to 55% with a proposed increase each subsequent year resulting in 59% as the proposed goal for 2023-25. Provost Furton commented that FIU achieved a 63.8% in the 2015-21 FTIC Pell Recipient Six-Year Graduation Rate, stating that the proposed goal for 2015-21 is 65.3% with a proposed increase each subsequent year, resulting in a goal of 71.3% for 2019-25. He mentioned the BOT choice metric, further stating that FIU had 260 Post-Doctoral Appointees in Fall 2019. He explained that the proposed goal for fall 2020 is 235 given the challenges that the COVID-19 pandemic posed for a number of international students and students completing their PhDs.

In terms of key performance indicators, Provost Furton indicated that FIU achieved 65% in its goal relating to Six-Year FTIC Graduation Rates, stating that the University proposes an increase each

subsequent year, resulting in a goal of 72% for 2019-25. He pointed out that the University proposes to increase the goals relating to the Pell Recipient Four-Year Graduation Rate each year, resulting in a goal of 64% for 2021-25. He remarked that the University expects continued growth in the areas of Total Research Expenditures and Number of Licenses/Options Executed Annually. Provost Furton mentioned that the University is proposing to maintain the same total headcount.

Provost Furton commented on FIU's plan to improve the four-year graduation rate, which he noted focuses on a high-touch/high-tech approach to student success that is centered on developing critical collaborations throughout the University. He remarked that FIU identified critical gateway courses with high failure rates, stating that said courses were transformed, improving course design and pedagogy toward student learning and success. Provost Furton indicated that the Panther Success Network is a platform that allows students to remain connected with care units that work across interdisciplinary areas. He delineated new programs for consideration in academic year 2021-22.

In response to Trustee Leonard Boord, Provost Furton explained that the Finish in 4 Campaign helped to change the student mindset, noting that graduating in four years versus six years represented a savings of \$75,000 in terms of cost of attendance and loss of salary for years without a degree. Further responding to Trustee Boord, Provost Furton stated that the University is expanding its summer offerings, adding that fundraising for scholarships is also critical in that this need-based aid provides financial assistance to students who are on track but who otherwise could not complete their degrees due to financial barriers. Board Chair Colson and Committee Chair Tovar commended FIU's updated Accountability Plan. In response to Trustee Natasha Lowell, Provost Furton remarked on COVID-19 impacts to metrics related to research expenditures and post-doctoral appointees.

A motion was made and unanimously passed that the FIU Board of Trustees Strategic Planning Committee recommend that the FIU Board of Trustees (1) approve Florida International University's Annual Accountability Plan as updated 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.

5. Informational and Discussion Items

5.1 Rankings and Strategic Hiring Update

Provost Furton commented on recent *U.S. News & World Report* rankings, specifically that the College of Law is now ranked No. 46 best public law school in the country and that the International Business Graduate Program is ranked No. 2. He added that the Nursing Department was ranked as the No. 33 Best Nursing School for its master's program and that the Doctor of Nursing Practice program was ranked No. 27. He commented that the Department of Criminology and Criminal Justice was ranked No. 30, the biomedical engineering program was ranked No. 41, and the public health graduate program was ranked No. 44. Provost Furton mentioned that the Herbert Wertheim College of Medicine was ranked No. 8 in the category of Best Medical Schools: Health Professional Shortage Areas and No. 2 most diverse among the Best Medical Schools: Diversity Index.

In response to Committee Chair Tovar's prior request, Provost Furton highlighted specific FIU schools and programs selected to advance to top-25 or top-50 rankings. Provost Furton commented on strategies to raise the Doctor of Nursing Practice Program, which is currently ranked No. 27, and Criminology and Criminal Justice, which is currently ranked No. 30, to top-25 rankings. He remarked that Civil Engineering and Electrical Engineering are ranked No. 76 and No. 71, respectively, adding that the University plans to continue improving the reputation score in order to achieve top-50 ranking.

Provost Furton presented an overview of fiscal year 2021 expenses through the end of December in terms of the \$32M Legislative Budget Request (LBR), noting that the remaining \$2.99M is allocated towards summer instruction. Provost Furton provided an update on the proposed plan to strategically hire 110 faculty members within five (5) years to achieve top-50 in *U.S. News & World Report* rankings. He indicated that 27 of the 110 faculty have been hired, adding that four (4) additional offers were extended and are currently awaiting responses. In response to Trustee Lowell, Provost Furton pointed out that the faculty hiring, to be funded from the \$32M LBR, will be completed in the current year. In response to Trustee Chanel T. Rowe, Provost Furton commented on the University's plan to hire 10 diversity mentor professors over the next two (2) to three (3) years, adding that a diversity advocate serves on every search committee and that said search committees are required to undergo Committee on Strategies and Tactics for Recruiting to Improve Diversity and Excellence (STRIDE) workshops.

5.2 Update on Repopulating FIU Campuses and Regional Academic Locations

University President Mark B. Rosenberg provided an update on repopulating FIU Campuses and Regional Academic Locations, commenting on the focus to reach full repopulation and the next normal as soon as possible. He commented on the University's plans for its fall 2021 semester, namely, that instruction modalities will consist of 61% face-to-face, 10% hybrid, and 24% fully online, which is consistent with the BOG's strategy for online education. He indicated that the repopulation task force has been restructured and that effective, 8:00 a.m. today, University building entrances would no longer be locked. President Rosenberg remarked on spring 2021 professional staff repopulation percentages, specifically, that 100% of executives, 90% of staff, and 89% of administrative staff have physically returned to campus.

President Rosenberg mentioned that FIU students have excelled during the pandemic, increasing the four-year graduation rate. He pointed out that 17,168 degrees were awarded in 2019-20, adding that more than 17,000 degrees have already been awarded in 2020-21. He mentioned CARES Act funding, specifically on how said funding helped to address student needs. He remarked that FIU will graduate nearly 6,000 students at outdoor commencement ceremonies scheduled for April 24-25, 2021. President Rosenberg indicated that beginning May 10, 2021, class schedules will be back to pre-pandemic modalities.

In response to Board Chair Colson, Committee Chair Tovar referred Trustees to the Fall 2021: We're Back flyer. Also responding to Board Chair Colson, Senior Vice President for Academic and Student Affairs Elizabeth M. Bejar added that student housing is projected to be at 95% occupancy in fall 2021. She indicated that the University has a history of 100% housing occupancy and a waitlist, commenting that FIU is working towards 95% occupancy to ensure that spaces are available

to accommodate any issues that may arise. In response to Trustee Donna J. Hrinak, Vice President, Research and Economic Development and Dean of the University Graduate School Andres G. Gil commented that international applications are higher this year for graduate and undergraduate students, noting delays in the prior year as it related to the issuance of visas, testing for the Graduate Record Examinations (GRE), and the hiring process for postdocs and faculty. In response to Trustee Sarnoff, Senior Vice President of Administration and Chief Financial Officer Kenneth A. Jessell delineated the first and second tranches of CARES acting funding that the University received.

6. New Business

No new business was raised.

7. Concluding Remarks and Adjournment

With no other business, Committee Chair Roger Tovar adjourned the meeting of the Florida International University Board of Trustees Strategic Planning Committee on Wednesday, April 21, 2021, at 10:31 a.m.