



FLORIDA INTERNATIONAL UNIVERSITY

BOARD OF TRUSTEES

GOVERNANCE COMMITTEE

FIU, Modesto A. Maidique Campus, Graham Center Ballrooms

Livestream: <http://webcast.fiu.edu/>

Thursday, September 22, 2022
12:15 PM

or

Upon Adjournment of Previous Meeting

Chair: Dean C. Colson, *Board Chair*

Vice Chair: Roger Tovar, *Board Vice Chair*

Members: Carlos A. Duarte, Natasha Lowell, Gene Prescott, Marc D. Sarnoff

AGENDA

- | | |
|---|----------------------|
| 1. Call to Order and Chair's Remarks | Dean C. Colson |
| 2. Approval of Minutes | Dean C. Colson |
| 3. Action Items | |
| G1. Update to Key Management Personnel | Elizabeth M. Bejar |
| G2. Ratification of the Amended 2021-2024 Collective Bargaining Agreement Between the FIU Board of Trustees and the United Faculty of Florida - FIU Chapter | Elizabeth M. Bejar |
| G3. Board of Governors' Statement of Free Expression Endorsement Resolution | Heather Russell |
| G4. FIU Plan for Implementing Civil Discourse Recommendations | Heather Russell |
| G5. Proposed Regulation FIU-107 Intimate Relationships | El pagnier K. Hudson |
| G6. Direct Support Organizations Board Appointments | Howard R. Lipman |
| 4. New Business (<i>If Any</i>) | Dean C. Colson |
| 5. Concluding Remarks and Adjournment | Dean C. Colson |

FIU Board of Trustees Governance Committee Meeting

Time: September 22, 2022 12:15 PM - 1:00 PM EDT

Location: FIU, Modesto A. Maidique Campus, Graham Center Ballrooms | Livestream:
<http://webcast.fiu.edu/>

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THE FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES
Governance Committee

September 22, 2022

Subject: Approval of Minutes of Meeting held June 16, 2022

Proposed Committee Action:

Approval of Minutes of the Governance Committee meeting held on June 16, 2022, at the FIU, Modesto A. Maidique Campus, Graham Center Ballrooms and via Zoom.

Background Information:

Committee members will review and approve the Minutes of the Governance Committee meeting held on June 16, 2022, at the FIU, Modesto A. Maidique Campus, Graham Center Ballrooms and via Zoom.

Supporting Documentation: Minutes: Governance Committee Meeting, June 16, 2022

Facilitator/Presenter: Dean C. Colson, *Board Chair and Governance Committee Chair*



Governance Committee

June 16, 2022

FIU, Modesto A. Maidique Campus, Graham Center Ballrooms

MINUTES

1. Call to Order and Chair's Remarks

The Florida International University Board of Trustees' Governance Committee meeting was called to order by Board Vice Chair Roger Tovar at 12:21 p.m. on Thursday, June 16, 2022.

General Counsel Carlos B. Castillo conducted roll call of the Governance Committee members and verified a quorum. Present were Trustees Dean C. Colson, *Board Chair (via Zoom)*; Roger Tovar, *Board Vice Chair*; Carlos A. Duarte; Natasha Lowell (*via Zoom*); Gene Prescott; and Marc D. Sarnoff.

Trustees Cesar L. Alvarez, Donna J. Hrinak, Cristhofer E. Lugo, Joerg Reinhold, and Chanel T. Rowe (*via Zoom*), and Interim University President Kenneth A. Jessell were also in attendance.

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

2. Approval of Minutes

Board Vice Chair Tovar asked if there were any additions or corrections to the minutes of the Governance Committee meetings held on March 17, 2022, March 18, 2022, and April 26, 2022. Hearing none, a motion was made and unanimously passed to approve the minutes of the Governance Committee meetings held on March 17, 2022, March 18, 2022, and April 26, 2022.

3. Action Items

G1. Updated Exclusion Resolution

Interim Provost and Executive Vice President Elizabeth M. Bejar presented the updated Exclusion Resolution for Committee review. She pointed out that the University holds a security clearance from the United States government which requires that Trustees either have a personnel security clearance at the level of the University security clearance or that they be excluded from the need for the personnel security clearance. She added that in order for Trustees to be excluded from the personnel security clearance requirement, the Board of Trustees must adopt a resolution stating that such Trustees designated by name shall not require, shall not have, and can be effectively excluded from access to all classified information in the possession of FIU, and that they do not occupy positions that would enable them to adversely affect FIU's policies or practices in the performance of classified contracts for the Department of Defense or other agencies of the National Industrial Security Program. Interim Provost Bejar indicated that the composition of the FIU Board of Trustees has changed since the adoption of the previous Exclusion Resolution in that the term of

the following Trustees ended, or will end, on the following dates: Alexander Rubido, May 8, 2022, and Joerg Reinhold, July 31, 2022, and the term of the following Trustees began, or will begin, on the following dates: Cristhofer E. Lugo, May 9, 2022, and Deanne Butchey, August 1, 2022.

A motion was made and unanimously passed that the FIU Board of Trustees Governance Committee recommend that the FIU Board of Trustees adopt a Resolution that updates the exclusion of the named members of the FIU Board of Trustees from the requirements for a personnel security clearance.

G2. Ratification of the Wage Reopener for Fiscal Years 2021-2022 and 2022-2023 for the 2020-2023 Collective Bargaining Agreement between The Florida International University Board of Trustees and Florida Public Employees Council 79, affiliate of the American Federation of State, County, and Municipal Employees, AFL-CIO (AFSCME)

Senior Vice President for Human Resources and Vice Provost of Diversity, Equity and Inclusion Elpagnier K. Hudson presented, for Committee review, the wage reopener for fiscal years 2021-2022 and 2022-2023 for the 2020-2023 Collective Bargaining Agreement between the FIU Board of Trustees and AFSCME. Sr. VP Hudson indicated that the 2020-23 Collective Bargaining Agreement with AFSCME was ratified on June 16, 2021 and included wage reopeners for years 2021-22 and 2022-23. She added that the negotiation teams ratified the wage reopener proposal for 2021-22 on June 13, 2022 and agreed to a wage reopener for Fiscal Year 2022-23 to begin no later than May 2023. She mentioned that AFSCME employees are among the lowest paid employees at the University, with approximately 60% of them earning \$37,000 or less annually. She added that current economic conditions have impacted said employee group the most. She noted that in the absence of being able to offer permanent salary increases to their base pay, the University is supporting the AFSCME in-unit employees with a meaningful one-time bonus. Sr. VP Hudson pointed out that, effective July 1, 2022, all eligible in-unit employees shall receive a one-time, nonrecurring bonus equal to \$3,500 subject to applicable taxes and withholding. She stated that said bonus shall be paid in the first full pay period following ratification and that to be eligible, the employee must have been employed by the University on or before June 30, 2021 and have been continuously employed through the effective date of the salary action, not be in receipt of a notice of termination or submitted a letter of resignation, and received an overall rating of three (3) on the most recently submitted Performance Excellence Process.

Trustee Marc D. Sarnoff voiced his concern over awarding bonuses in lieu of negotiating terms and conditions during recessionary times.

A motion was made and unanimously passed that the FIU Board of Trustees Governance Committee recommend that the FIU Board of Trustees (BOT) ratify the wage reopener for fiscal years 2021-2022 and 2022-2023 of the 2020-2023 Collective Bargaining Agreement between the BOT and the Florida Public Employees Council 79, affiliate of the American Federation of State, County, and Municipal Employees, AFL-CIO (AFSCME).

4. New Business

Board Vice Chair Tovar thanked Trustee Joerg Reinhold for his service, commending his dedication to shared governance.

5. Concluding Remarks and Adjournment

With no other business, Board Vice Chair Roger Tovar adjourned the meeting of the Florida International University Board of Trustees Governance Committee on Thursday, June 16, 2022 at 12:34 p.m.

THE FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES
Governance Committee
September 22, 2022

Subject: Update to Key Management Personnel

Proposed Committee Action:

Recommend that the Florida International University Board of Trustees adopt a Resolution updating the Key Management Personnel and the delegation to the Key Management Personnel of certain responsibilities and authorities pursuant to 32 CFR Part 117, National Industrial Security Program Operating Manual (NISPOM).

RESOLUTION

WHEREAS, Florida International University (“FIU”), a university in the State University System of Florida, has and desires to continue to enter into contractual obligations with agencies of the United States Government, including contractual obligations requiring security clearance; and

WHEREAS, by Resolution dated March 3, 2022, the FIU Board of Trustees designated the following FIU officials to serve as the Key Management Personnel (KMP) of FIU as required by the NISPOM: FIU’s Facility Security Officer, FIU’s Insider Threat Program Senior Official and the Director of the Global Forensic & Justice Center and Executive Director of the National Forensic Science Technology Center, with the Director of the Global Forensic & Justice Center and Executive Director of the National Forensic Science Technology Center as FIU Interim SMO having final authority; and

WHEREAS, it is appropriate and necessary to include the FIU Associate Vice President for Research as a member of the KMP to further the continued effective review and processing of contractual obligations with agencies of the United States Government requiring security clearance.

NOW THEREFORE, BE IT RESOLVED, that the FIU Associate Vice President for Research is hereby included as a member of the Key Management Personnel; and

BE IT FURTHER RESOLVED, that the FIU Board of Trustees continues to delegate to the Key Management Personnel all duties, responsibilities and authorities pertaining to FIU’s obligations under the NISPOM, and

BE IT FURTHER RESOLVED, that all members of the Key Management Personnel at the present time possess all the required security clearances;¹ and

¹ Mr. Gregory Hughley currently holds the positions of FIU’s Facility Security Officer, FIU’s Insider Threat Program Senior Official. Mr. Kevin Lothridge currently holds the positions of Director of the Global Forensic & Justice Center and Executive Director of the National Forensic Science Technology Center. Mr. Roberto Gutierrez currently holds the position of FIU Associate Vice President for Research.

BE IT FURTHER RESOLVED, that in future, if a cognizant security agency (CSA) of the U.S. Government determines that additional FIU officials must be added to the managerial group, such requirements shall be made and approved by the Key Management Personnel, and not the FIU Board of Trustees, unless approval by the FIU Board of Trustees is required by the CSA.

This action is in the form of a resolution to take effect immediately upon adoption.

Adopted this ____ day of September, 2022 by the Board of Trustees of Florida International University.

Dean C. Colson
Chair
FIU Board of Trustees

Kenneth A. Jessell
Corporate Secretary
FIU Board of Trustees

Supporting Documentation: None

Facilitator/Presenter: Elizabeth M. Bejar

**THE FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES
Governance Committee**

September 22, 2022

Subject: Ratification of the Amended 2021-2024 Collective Bargaining Agreement between the Florida International University Board of Trustees and the United Faculty of Florida-FIU

Proposed Committee Action:

Recommend that the Florida International University Board of Trustees (BOT) ratify the amended 2021-2024 Collective Bargaining Agreement between the BOT and the United Faculty of Florida (UFF-FIU).

Background Information:

Pursuant to a contract reopener, representatives of the BOT and the UFF have engaged in collective bargaining negotiations to discuss specific terms and conditions of employment that will govern personnel who fall within the bargaining unit represented by the UFF. The bargaining teams have reached an agreement on included amendments to the terms of the 2021-2024 BOT-UFF Collective Bargaining Agreement (see Term Sheet).

Florida Board of Governors Regulation 1.001(5)(b) provides that each board of trustees shall act as the sole public employer with regard to all public employees of its university for the purposes of collective bargaining and shall serve as the legislative body for the resolution of impasses with regard to collective bargaining matters.

Supporting Documentation: Term Sheet

Facilitator/Presenter: Elizabeth M. Bejar

The Florida International University Board of Trustees
And
United Faculty of Florida-FIU
Term Sheet

Topic	Summary of Changes
Salary Article 11	2022-2023 Salary Increases and One-time Non-recurring Payments. Pursuant to a wage reopener set forth in the BOT-UFF 2021-2024 Collective Bargaining Agreement, the parties have agreed to the following: Effective August 12, 2022, for the academic year 2022-2023, all eligible employees who were employed prior to January 1, 2022, and who are continuously employed through August 12, 2022, and are not in receipt of a notice of termination or non-reappointment shall receive an increase to their base salary of one and a half percent (1.50%) or \$1,500.00, whichever is greater. All eligible employees are also entitled to a one-time, nonrecurring inflationary relief payment of \$1,500.00. These payments will be made the first full payroll following the parties' ratification.
Non-Reappointment Policy	Corrected scrivener's errors pertaining to order of items and other language. Modified language from negative to positive, i.e., Probation to Improvement Year; Continued Employment Probation Period to Performance Improvement Plan.

THE FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES
Governance Committee

September 22, 2022

Subject: Board of Governors' Statement of Free Expression Endorsement Resolution

Proposed Committee Action:

Recommend that the Florida International University Board of Trustees, having reviewed the State University System of Florida Statement of Free Expression, endorse such statement.

Background Information:

On April 15, 2019, the State University System of Florida and its twelve public postsecondary institutions, through the universities' respective presidents, adopted the State University System of Florida Statement of Free Expression (the Statement of Free Expression). The Statement of Free Expression, in pertinent part, provides as follows:

“The State University System of Florida and its twelve public postsecondary institutions adopt this Statement on Free Expression to support and encourage a full and open discourse and the robust exchange of ideas and perspectives on our respective campuses. The principles of freedom of speech and freedom of expression in the United States and Florida Constitutions, in addition to being legal rights, are an integral part of our three-part university mission to deliver a high-quality academic experience for our students, engage in meaningful and productive research, and provide valuable public service for the benefit of our local communities and the state. The purpose of this statement is to affirm our dedication to these principles and to seek our campus communities' commitment to maintaining our campuses as places where the open exchange of knowledge and ideas furthers our mission.

A fundamental purpose of an institution of higher education is to provide a learning environment where divergent ideas, opinions and philosophies, new and old, can be rigorously debated and critically evaluated. Through this process, often referred to as the marketplace of ideas, individuals are free to express any ideas and opinions they wish, even if others may disagree with them or find those ideas and opinions to be offensive or otherwise antithetical to their own world view. The very process of debating divergent ideas and challenging others' opinions develops the intellectual skills necessary to respectfully argue through civil discourse. Development of such skills leads to personal and scholarly growth and is an essential component of the academic and research missions of each of our institutions.”

A complete copy of the State of Free Expression is included in the supporting documentation.

In its Civil Discourse Report of 2022, the Board of Governors included seven recommendations directed to civil discourse. In its third recommendation, the Board of Governors recommended that “the leadership of each university board of trustees, faculty senate, and student government annually review and endorse the Board’s Statement of Free Expression and commit to the principles of civil discourse.”

Supporting Documentation: State University of Florida Statement of Free Expression

Facilitator/Presenter: Heather Russell

State University System of Florida Statement on Free Expression

The State University System of Florida and its twelve public postsecondary institutions adopt this Statement on Free Expression to support and encourage full and open discourse and the robust exchange of ideas and perspectives on our respective campuses. The principles of freedom of speech and freedom of expression in the United States and Florida Constitutions, in addition to being legal rights, are an integral part of our three-part university mission to deliver a high quality academic experience for our students, engage in meaningful and productive research, and provide valuable public service for the benefit of our local communities and the state. The purpose of this Statement is to affirm our dedication to these principles and to seek our campus communities' commitment to maintaining our campuses as places where the open exchange of knowledge and ideas furthers our mission.

A fundamental purpose of an institution of higher education is to provide a learning environment where divergent ideas, opinions and philosophies, new and old, can be rigorously debated and critically evaluated. Through this process, often referred to as the marketplace of ideas, individuals are free to express any ideas and opinions they wish, even if others may disagree with them or find those ideas and opinions to be offensive or otherwise antithetical to their own world view. The very process of debating divergent ideas and challenging others' opinions develops the intellectual skills necessary to respectfully argue through civil discourse. Development of such skills leads to personal and scholarly growth and is an essential component of the academic and research missions of each of our institutions.

It is equally important not to stifle the dissemination of any ideas, even if other members of our community may find those ideas abhorrent. Individuals wishing to express ideas with which others may disagree must be free to do so, without fear of being bullied, threatened or silenced. This does not mean that such ideas should go unchallenged, as that is part of the learning process. And though we believe all members of our campus communities have a role to play in promoting civility and mutual respect in that type of discourse, we must not let concerns over civility or respect be used as a reason to silence expression. We should empower and enable one another to speak and listen, rather than interfere with or silence the open expression of ideas.

Each member of our campus communities must also recognize that institutions may restrict expression that is unlawful, such as true threats or defamation. Because universities and colleges are first and foremost places where people go to engage in scholarly endeavors, it is necessary to the efficient and effective operations of each institution for there to be reasonable limitations on the time, place, and manner in which these rights are exercised. Each institution has adopted regulations that align with Florida's *Campus Free Expression Act*, section 1004.097, Florida Statutes, and with the United States and Florida Constitutions and the legal opinions interpreting those provisions. These limitations are narrowly drawn and content-neutral and serve to ensure that all members of our campus communities have an equal ability to express their ideas and opinions, while preserving campus order and security.

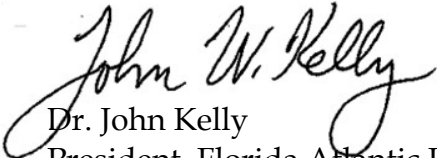
The undersigned do hereby adopt this Statement on Free Expression:



Marshall M. Criser III
Chancellor, State University System



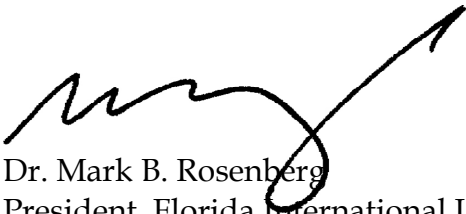
Dr. Larry Robinson
President, Florida A&M University



Dr. John Kelly
President, Florida Atlantic University



Dr. Mike Martin
President, Florida Gulf Coast University



Dr. Mark B. Rosenberg
President, Florida International University



Dr. Randy Avent
President, Florida Polytechnic University



Mr. John Thrasher
President, Florida State University



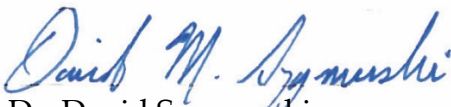
Dr. Donal O'Shea
President, New College of Florida



Dr. Thad Seymour
President, University of Central Florida



Dr. Kent Fuchs
President, University of Florida



Dr. David Szymanski
President, University of North Florida



Dr. Judy Genshaft
President, University of South Florida



Dr. Martha D. Saunders
President, University of West Florida

THE FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES
Governance Committee

September 22, 2022

Subject: FIU Plan for Implementing Civil Discourse Recommendations

Proposed Committee Action:

Recommend that the Florida International University Board of Trustees, pursuant to the request of the Board of Governors, (1) approve the University's plan for implementing the Board of Governors' recommendations relative to civil discourse set forth in the Board of Governors' Civil Discourse Final Report and the University's civil discourse reporting template; and (2) delegate to the University President or his designee the authority to amend the plan and/or the reporting template in accordance with the Board of Governors' Civil Discourse Final Report prior to submission to the Board of Governors, including to update the progress of any items.

Background Information:

At its January 2022 meeting, the Board of Governors approved recommendations from its Strategic Planning Committee relative to civil discourse. As explained by the Board of Governors, these recommendations were designed to ensure a climate of free expression and civil discourse on each university campus according to the principles set forth in the State University System Free Expression Statement and the Board of Governors' Civil Discourse Final Report. A complete copy of the Board of Governor's Civil Discourse Final Report is included in the Supporting Documentation for this Agenda Item. Appendix A of the Board of Governors' Civil Discourse Final Report contains the State University System Free Expression Statement. In addition, a complete (signed) copy of the State University System Free Expression Statement is included in the Supporting Documentation for the preceding Agenda Item.

On May 5, 2022, the Board of Governors requested that each university submit no later than October 3, 2022 a Board of Trustees approved plan for implementing the Board of Governors recommendations.

Thereafter, the Board of Governors requested that each university submit no later than July 15, 2022 a Civil Discourse Recommendations Update. Pursuant to this request, the University, on July 15th, submitted to the Board of Governors the requested Civil Discourse Recommendations Update.

On September 7, 2022, the Board of Governors requested that each university submit no later than October 3, 2022 a reporting template reflecting each university's progress towards implementing the recommendations from the Board of Governor's Civil Discourse Final Report.

Supporting Documentation: Board of Governors' Civil Discourse Final Report
Florida International University Plans for Implementing
Civil Discourse Recommendations, September 2022
Civil Discourse October Update Template

Facilitator/Presenter: Heather Russell

Civil Discourse Final Report 2022



CIVIL DISCOURSE INITIATIVES in the STATE UNIVERSITY SYSTEM

INTRODUCTION

As members of many different societal groups and communities, people thrive on the personal interactions that occur every minute of every day. These ongoing interactions provide the foundation for learning, discovery, and growth in a university setting. More specifically, open-minded, tolerant, and respectful discourse among campus community members is critical to enabling students to learn and pursue their educational goals, faculty to effectively teach, and staff to pursue fulfilling work.

To promote civil discourse in the State University System, the Board of Governors, the presidents of Florida's twelve public universities, adopted a "Statement of Free Expression" in 2019. The Board's statement directly aligns with the well-established "Chicago Principles" that originated at the University of Chicago in 2014 to articulate the university's overarching commitment to free, robust, and uninhibited debate. Universities have widely adopted the Chicago Principles throughout the U.S.

The Board's Statement of Free Expression was endorsed by the twelve state universities as a vehicle to establish, maintain, and support a full and open discourse and the robust exchange of ideas and perspectives on all university campuses (See Appendix A). The statement reinforces that a critical purpose of a higher education institution is "to provide a learning environment where divergent ideas, opinions, and philosophies, new and old, can be rigorously debated and critically evaluated."

Board of Governors Chair Syd Kitson established the Board's Civil Discourse Initiative during his January 2021 "State of the System" address. Chair Kitson expressed concern regarding the steady decline in respectful discourse among those with differing viewpoints. He stated that the university setting could provide a foundation for understanding, learning, and growth in this area. Chair Kitson tasked Governor Tim Cerio to lead the initiative through the Strategic Planning Committee. Governor Cerio has stated that "Civil discourse, conducted civilly without fear of reprisal, is critical to free speech and ensuring academic and intellectual freedom – not just on our university campuses, but throughout our country."

The 2018 Legislature established the Campus Free Expression Act in section 1004.097, Florida Statutes. This statute provides direction and relevance to the Board's initiative as it codifies an individual's right to engage in free-speech activities at public higher education institutions. It also prohibits a public institution from shielding students, faculty, or staff from expressive activities while authorizing a public institution to create and enforce reasonable restrictions under specified conditions.

CIVIL DISCOURSE: BEST PRACTICES

The State University System

The state universities provided information on activities and initiatives promoting and supporting civil discourse in their campus communities. Best practices gleaned from a review of their submissions were highlighted within the following four categories.

1. Workshops & Professional Development: Presentations, lectures, workshops, or training designed to provide opportunities for faculty, staff, students, and campus partners to learn how to engage in and facilitate dialogue respectfully.
2. Speakers, Dialogue & Debate: Events or programs that provide opportunities for faculty, staff, and students to engage in, observe, or facilitate conversations and encourage civil discourse.
3. Outreach (on and off-campus): Programs, workshops, and or campaigns with external partners help cultivate a campus culture of civil discourse.
4. Research and Academic Affairs: Research-based initiatives, web tools, and courses designed to provide opportunities for students, faculty, and staff to engage in and learn about issues related to civil discourse in a formal setting.

Additionally, the committee researched established national programs addressing civil discourse and interviewed prominent authorities in this area. Interviews were conducted with Dr. Robert George, McCormick Professor of Jurisprudence & Director, James Madison Program at Princeton University; Dr. Lynn Pasquerella, President of the Association of American Colleges and Universities; Dr. Diana Hess, Dean, University of Wisconsin School of Education; Ms. Liz Joyner, Founder & C.E.O., the Village Square; Dr. Bill Mattox, Director, James Madison Institute's Marshall Center for Educational Options; Dr. Tim Chapin, Dean, FSU College of Social Sciences and Public Policy, and Dr. Jonathan Haidt, founder of the Heterodox Academy.

National Models

A review of the national postsecondary system and institutional civil discourse programs identified a number of highly regarded initiatives and strategies that promote and support civil discourse. Examples include the following.

- The Center for Peace and Conflict Resolution, Brigham Young University: The Center's primary focus is conflict resolution. Through mediation, arbitration, training workshops, research, conferences, academic courses, and consultations, the Center assists both the university and the community in building skills and promoting understanding of peace, negotiation, communication, and conflict resolution.
- Heterodox Academy: Heterodox Academy is a nonpartisan international collaborative of professors, administrators, and students committed to enhancing the quality of research and education by promoting open inquiry, viewpoint diversity, and constructive disagreement in institutions of higher learning. The

Heterodox Academy was founded in 2015 by scholar Jonathan Haidt. He was prompted by his views on the negative impact that the lack of ideological diversity has had on the quality of research within the Academy.

The Academy collaboratively engages with universities throughout the U.S. to promote rigorous, open, and responsible interactions across lines of difference as essential to separating good ideas from bad and making good ideas better. Heterodox scholars view the university as a place of collaborative truth-seeking, where diverse scholars and students approach problems and questions from different points of view in pursuit of knowledge, discovery, and growth.

- The Institute for Civic Discourse and Democracy, Kansas State University: The Institute pursues theories and practice in civic discourse that are identified to advance improvements in all campus and community interactions. The Institute supports public conversation to elevate specific qualities of civic discourse, including inclusiveness, equality, reciprocity, reflection, reason-giving, and shared decision-making. The Institute offers certificates and degrees through the university's communication studies department; and offers workshops, facilitator training, and research opportunities through the Kansas Civic Life Project.
- The James Madison Program in American Ideals and Institutions: The James Madison Program is a scholarly institute within the Department of Politics at Princeton University and is dedicated to exploring enduring questions of American constitutional law and Western political thought. The James Madison Program was founded in 2000 by Dr. Robert George, McCormick Professor of Jurisprudence at Princeton University, and follows the University of Chicago's principles on freedom of expression.

The James Madison Program promotes teaching and scholarship in constitutional law and political thought and provides a forum for free expression and robust civil dialogue and debate. The Program hosts visiting postdoctoral and undergraduate fellows and offers various activities, courses, summer programs, and other related activities promoting free expression.

RECOMMENDATIONS

All 12 universities in the State University System have voiced a commitment to civil discourse and have provided numerous examples of programs and policies to establish, maintain, and support civil discourse throughout their living, learning, and working environment.

In recent years, there have been incidents of unacceptable behaviors and violations of codes of conduct and personnel policies relating to civil discourse by administrators, faculty, and students in the system. When such incidents occur, universities must respond to grievances with rapid response, thorough review, and adjudication according to their established policies. This process is most valuable when the conflict is resolved,

the impacted individuals are redressed, and all involved can learn and grow from the experience.

Moreover, programming restricting participation based on race or ethnicity, and in violation of existing university policies, has occurred with more frequency on Florida campuses. Although perhaps well-intentioned, often the effect of these programs is to further divide and disenfranchise, rather than promote understanding through civil discourse.

The Board of Governors as Advocate

The Board of Governors, responsible for the management and operation of the State University System, is unequivocal in its support of civil discourse throughout its 12 campus communities. The Board believes that each campus community member has a unique and critical role in the adherence to civil discourse and the ongoing support of the establishment, maintenance, and evaluation of civil discourse initiatives.

The Board of Governors' "Statement of Free Expression" remains an integral part of the Board's three-pronged mission for state universities: to deliver a high-quality academic experience for students, to engage in meaningful and productive research, and to provide a valuable public service for the benefit of local communities, metropolitan regions, and the state.

- I. **The Board of Governors expects that the leadership at each university will operationalize the Board's commitment to open-minded and tolerant civil discourse by promoting, supporting, and regularly evaluating adherence to the principles set forth in the Board's Statement of Free Expression and cultivating a culture of civil discourse in all campus interactions, including academic, administrative, extracurricular, and social dealings.**

University Planning

In its 2025 Strategic Plan, the Board of Governors sets forth its mission for the State University System and further states that the state universities will *"support students' development of the knowledge, skills, and aptitudes needed for success in the global society and marketplace."* The Board strongly believes that the state universities are well-positioned to provide the foundation for civil discourse learning, understanding, and growth for all campus community members.

Each university's Accountability Plan is an annual report of specific accountability measures and strategic plans.

- II. **The Board of Governors recommends that each university's Accountability Plan and Strategic Plan include a specific endorsement of the Board's Statement of Free Expression, as well as a clear expectation for open-minded and tolerant civil discourse throughout the campus community. The Board of Governors will include similar statements and principles in its Strategic Plan for the State University System.**

University Leadership

State university boards of trustees have the powers and duties necessary for each university's operation, management, and accountability. University civil discourse policies, programs, and initiatives should be viewed as strategic priorities by each board of trustees. The Board of Governors also believes that university faculty senates and student governments have a vital role and should participate early and often in the development, implementation, evaluation, and support of civil discourse programs and initiatives.

- III. **The Board of Governors recommends that the leadership of each university board of trustees, faculty senate, and student government annually review and endorse the Board's Statement of Free Expression and commit to the principles of civil discourse.**
- IV. **The Board of Governors recommends that each board of trustees conducts a thorough review of current student orientation programs, student codes of conduct, and employee policies and procedures to ensure consistency with the Board of Governors Statement of Free Expression, the principles of free speech and civil discourse, and compliance with section 1004.097, Florida Statutes.**

The University President

The university president has primary responsibility for establishing the campus culture and setting the day-to-day living, learning, and working environment for all university community members. The president directs and monitors these efforts and is ultimately accountable for the civil discourse climate in the campus community.

Board of Governors Regulation 1.001, University Board of Trustees Powers and Duties, states that the annual evaluation for university presidents addresses "responsiveness to the Board of Governors' strategic goals and priorities."

- V. Beginning in the 2022 presidential evaluation and contract renewal cycle, as a part of a president's evaluation, the Chair of the Board of Governors will consult with the board of trustees chair to review the university's campus free speech climate, including adherence to the principles set forth in the Board's Statement of Free Expression, the occurrence and the resolution of any issues related to the university's compliance with substantiated violations of section 1004.097, Florida Statutes, and the implementation of best practices promoting civil discourse.

Academic, Student, and Administrative Affairs

Board of Governors Regulation 1.001, University Boards of Trustees Powers & Duties, directs each board of trustees to adopt regulations or policies for a student code of conduct and establish a personnel program for all university employees. These policies are required to include standards for performance and conduct as well as disciplinary actions, complaints, appeals, and grievance procedures.

A university's personnel policies, orientation programs, and student code of conduct are critical to setting the tone for a climate of open-mindedness and tolerance for civil discourse. More specifically, all university campus areas, including classrooms, lecture halls, offices, and extracurricular, residential, and social locales, offer opportunities for learning, tolerance, and growth. Academic deans and directors, student affairs administrators, faculty, and students share responsibility for establishing and reinforcing tolerant, open-minded, and respectful discourse on a university campus.

- VI. The Board of Governors recommends that university academic, student affairs, and administrative leaders review student orientation programming, student codes of conduct, and employee personnel policies and procedures to ensure that they contain clear and unambiguous support for the Board's Statement of Free Expression, and the principles of free speech and civil discourse, and that they are in compliance with section 1004.097, Florida Statutes.

Best Practices for Civil Discourse

- VII. The Board of Governors recommends implementing the following best practices based on its review of university programs and initiatives that effectively promote and support civil discourse.

- **Instill the importance of civil discourse, academic freedom, and free speech from day one**, utilizing student and employee orientation sessions, public assemblies, and official university documents and communications.
- **Schedule and host ongoing, campus-wide forums, dialogues, and debates** on various issues and perspectives to promote open discussion, understanding, and learning opportunities.
- **Foster intellectual diversity** by encouraging university leadership to: (1) promote viewpoint diversity and open-minded discussion and debate, and (2) highlight and enforce policies that prohibit programming that excludes participation based on race or ethnicity.
- **Avoid disinvitations** by developing clear, viewpoint-neutral policies and procedures governing the invitation and accommodation of campus speakers.
- **Provide targeted educational and professional development opportunities** for university administrative employees to reinforce free expression and open-minded debate norms.
- **Encourage faculty to establish and maintain a learning environment in their classrooms and offices that supports open dialogue and the free expression of all viewpoints and create processes to evaluate the strength of such environments.**

Appendix A

State University System of Florida

Statement of Free Expression

April 15, 2019

The State University System of Florida and its twelve public postsecondary institutions adopt this Statement on Free Expression to support and encourage a full and open discourse and the robust exchange of ideas and perspectives on our respective campuses. The principles of freedom of speech and freedom of expression in the United States and Florida Constitutions, in addition to being legal rights, are an integral part of our three-part university mission to deliver a high-quality academic experience for our students, engage in meaningful and productive research, and provide valuable public service for the benefit of our local communities and the state. The purpose of this statement is to affirm our dedication to these principles and to seek our campus communities' commitment to maintaining our campuses as places where the open exchange of knowledge and ideas furthers our mission.

A fundamental purpose of an institution of higher education is to provide a learning environment where divergent ideas, opinions, and philosophies, new and old, can be rigorously debated and critically evaluated. Through this process, often referred to as the marketplace of ideas, individuals are free to express any ideas and opinions they wish, even if others may disagree with them or find those ideas and opinions to be offensive or otherwise antithetical to their own worldview. The very process of debating divergent ideas and challenging others' opinions develops the intellectual skills necessary to respectfully argue through civil discourse. Development of such skills leads to personal and scholarly growth and is an essential component of each of our institutions' academic and research missions.

It is equally important not to stifle the dissemination of any ideas, even if other members of our community may find those ideas abhorrent. Individuals wishing to express ideas with which others may disagree must be free to do so without fear of being bullied, threatened, or silenced. This does not mean that such ideas should go unchallenged, as that is part of the learning process. And though we believe all members of our campus communities have a role to play in promoting civility and mutual respect in that type of discourse, we must not let concerns over civility or respect be used as a reason to silence expression. We should empower and enable one another to speak and listen, rather than interfere with or silence the open expression of ideas.

Each member of our campus communities must also recognize that institutions may restrict unlawful expression, such as true threats or defamation. Because universities and colleges are first and foremost places where people go to engage in scholarly endeavors, it is necessary to the efficient and effective operations of each institution for there to be reasonable limitations on the time, place, and manner in which these rights are exercised. Each institution has adopted regulations that align with Florida's Campus

Free Expression Act, section 1004.097, Florida Statutes, and the United States and Florida Constitutions and the legal opinions interpreting those provisions. These limitations are narrowly drawn and content-neutral and serve to ensure that all members of our campus communities have an equal ability to express their ideas and opinions while preserving campus order and security.



Board of Governors
State University System of Florida

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Florida International University
Plans for Implementing Civil Discourse Recommendations
September 2022

Instructions: For each recommendation listed below, please provide an interim update as to how the university has already implemented the recommendations and draft plans for implementing outstanding recommendations. Plans must identify the key groups/individuals involved, critical milestones, and expected timeline for accomplishing each milestone.

When implementing recommendations regarding the Board's Statement of Free Expression, the statement as it appears in Appendix A of the [Board's report](#) on civil discourse should be used at all times. Limit interim update to 1 page per recommendation using font size 11

Recommendation 1: Leadership at each university will operationalize the Board's commitment to open-minded and tolerant civil discourse by promoting, supporting, and regularly evaluating adherence to the principles set forth in the Board's Statement of Free Expression and cultivating a culture of civil discourse in all campus interactions, including academic, administrative, extracurricular, and social dealings.

Recommendation 2: The university's Accountability Plan and Strategic Plan include a specific endorsement of the Board's Statement of Free Expression, as well as a clear expectation for open-minded and tolerant civil discourse throughout the campus community.

Recommendation 3: Leadership of each university board of trustees, faculty senate, and student government annually review and endorse the Board's Statement of Free Expression and commit to the principles of civil discourse." NOTE: The first review should be completed during the 2022-2023 academic year.

Recommendation 4: Each board of trustees conducts a thorough review of current student orientation programs, student codes of conduct, and employee policies and procedures to ensure consistency with the Board of Governors Statement of Free Expression, the principles of free speech and civil discourse, and compliance with section 1004.097, Florida Statutes.

*Recommendation 5: Beginning in the 2022 presidential evaluation and contract renewal cycle, as a part of a president's evaluation, the Chair of the Board of Governors will consult with the board of trustees chair to review the university's campus free speech climate, including adherence to the principles set forth in the Board's Statement of Free Expression, the occurrence and the resolution of any issues related to the university's compliance with substantiated violations of section 1004.097, Florida Statutes, and the implementation of best practices promoting civil discourse.

Recommendation 6: University academic, student affairs, and administrative leaders review student orientation programming, student codes of conduct, and employee personnel policies and procedures to ensure that they contain clear and unambiguous support for the Board's Statement of Free Expression, and the principles of free speech and civil discourse, and that they are in compliance with section 1004.097, Florida Statutes. NOTE: This recommendation may be included in the plans to implement Recommendation 4 above.

Recommendation 7: Implementing the best practices outlined on pages 6 and 7 of the attached report based on the Board's review of university programs and initiatives that effectively promote and support civil discourse. For each best practice implemented, or to be implemented, include a timeline.

**Recommendation 5 does not require plans to be submitted to the BOG but is included here for tracking purposes.*



Plans for Implementing Civil Discourse Recommendations

September 2022

FIU's Preliminary Statement

As a university that encourages critical thinking and educational discussion, FIU has long embraced and supported open-minded civil discourse and free expression. FIU continuously works toward fostering a culture of diversity and espousing different points of view to encourage differing perspectives that promote effective and expansive learning opportunities.

Recommendation 1: Leadership at each university will operationalize the Board's commitment to open-minded and tolerant civil discourse by promoting, supporting, and regularly evaluating adherence to the principles set forth in the Board's Statement of Free Expression and cultivating a culture of civil discourse in all campus interactions, including academic, administrative, extracurricular, and social dealings.

Prior to the fall 2022 semester, the President created a taskforce with representation from Human Resources, Strategic Communications, Office of the Provost, Office of Faculty Leadership and Success, Office of General Counsel and the Office of Compliance and Integrity. The taskforce was charged with periodic review, making recommendations for implementation, and reporting to administration. The taskforce will set agenda items for the year and will operationalize university-wide communications to various stakeholders through existing groups such as the Chairs Advisory Council, Deans Advisory Council, Human Resources Liaisons, Student Government Association, Faculty Senate, etc. An official university-wide communication from the President highlighting the university's support for and culture of civil discourse will be sent to all students, faculty, and staff annually. The University Compliance & Integrity Office will report to the Board of Trustees on the status and activities of the taskforce.

Recommendation 3: Leadership of each university board of trustees, faculty senate, and student government annually review and endorse the Board's Statement of Free Expression and commit to the principles of civil discourse." NOTE: The first review should be completed during the 2022-2023 academic year.

FIU leadership will ask the faculty senate and student government association to review, and strongly encourage them to endorse, the Board's Statement of Free Expression at the beginning of each academic year in September, starting with the 2022 fall semester. The FIU BOT will be asked to review, endorse, and renew its ongoing commitment to the principles of civil discourse at a meeting during the 2022-2023 academic year.

Recommendation 4: Each board of trustees conducts a thorough review of current student orientation programs, student codes of conduct, and employee policies and

procedures to ensure consistency with the Board of Governors Statement of Free Expression, the principles of free speech and civil discourse, and compliance with section 1004.097, Florida Statutes.

University academic and student affairs administrative leadership have been reviewing the current orientation program, student code of conduct, and our employee personnel policies to ensure that they include an endorsement of the Board's Statement of Free Expression and will align with the principles of free speech and civil discourse. See response to recommendation 6 for details on this process.

During the 2022-2023 academic year, the FIU Board of Trustees will conduct a thorough review of student orientation programs, student codes of conduct, and employee policies and procedures to ensure consistency with the BOG Statement of Free Expression, the principles of free speech and civil discourse, and compliance with section 1004.097, Florida Statutes.

Within its annual review process, the Division of Human Resources will review HR policies for appropriate locations where the Board of Governors Statement of Free Expression shall be placed, to provide ready reference for employees, in conducting the business of FIU. We will incorporate language in existing university policies, where appropriate, during the 2022-2023 academic year. Further, and in collaboration with the Office of Compliance and Integrity, all new policies will be evaluated to ensure that they are aligned with the Statement of Free Expression.

Recommendation 6: University academic, student affairs, and administrative leaders review student orientation programming, student codes of conduct, and employee personnel policies and procedures to ensure that they contain clear and unambiguous support for the Board's Statement of Free Expression, and the principles of free speech and civil discourse, and that they are in compliance with section 1004.097, Florida Statutes. NOTE: This recommendation may be included in the plans to implement Recommendation 4 above.

FIU already has begun reviewing the current orientation program, student code of conduct, and our employee personnel policies to ensure that they include an endorsement of the Board's Statement of Free Expression and align with the principles of free speech and civil discourse.

Regarding orientation and the onboarding of new students, we incorporated our clear support for these principles in the online components of our orientation program which students complete prior to coming to campus for their in-person orientation session, referred during the Welcome session, discussed during our session on knowing and understanding the student code of conduct, and addressed during a session on social issues and decision-making. We have added the language to our Student Handbook, and we will also be adding language to our student code of conduct to reinforce the existing references to free speech and civil discourse and will include the FIU statement of endorsement: *FIU endorses the Florida Board of Governor's Statement of Free Expression to support and encourage full and open discourse and the robust exchange of ideas and perspectives on our campuses. In addition to supporting this legal right, we view this as an integral part of our ability to deliver a high-quality academic experience for our students, engage in meaningful and productive research, and provide valuable public service.*

FIU's Employee Code of Conduct serves as a governance document organized to tie Key University policies to FIU's values (Truth, Freedom, Respect, Responsibility and Excellence). The Code incorporates a section on "Academic Freedom and Free Expression" which includes

the FIU statement of endorsement. The Code also links directly to the Board's Statement of Free Expression and to Florida Statutes Section 1004.097 – Free Expression on Campus. These concepts are captured in FIU Regulation 110 Expressive Activities in Outdoor Areas on Campus. The Code will be acknowledged by all employees and introduced in the New Employee Experience (Orientation) and in ongoing training for employees where the Statement of Free Expression will be highlighted.

The current Faculty Handbook includes a statement on Freedom of Expression and Academic Freedom. When we update the Handbook, we will add a link to the Board's Statement.

Recommendation 7: Implementing the best practices outlined on pages 6 and 7 of the attached report based on the Board's review of university programs and initiatives that effectively promote and support civil discourse. For each best practice implemented, or to be implemented, include a timeline.

VII. The Board of Governors recommends implementing the following best practices based on its review of university programs and initiatives that effectively promote and support civil discourse.

- **Instill the importance of civil discourse, academic freedom, and free speech from day one, utilizing student and employee orientation sessions, public assemblies, and official university documents and communications.**
To instill the importance of these principles from day one, we have incorporated our clear support within various aspects of our student and employee orientation programs. An official university-wide communication from the President was sent at the beginning of the 2022 fall semester which articulated our support of the Florida Board of Governor's Statement of Free Expression. A link to the Statement was added to the university website.
- **Schedule and host ongoing, campus-wide forums, dialogues, and debates on various issues and perspectives to promote open discussion, understanding, and learning opportunities.**
As a university that encourages critical thinking and educational discussion, FIU has long supported hosting forums, dialogues and debates on various issues, encouraging differing perspectives that promote an array of learning opportunities. We will ensure the campus community is aware of mechanisms for reporting instances where they believe free expression is foreclosed. As an example, the Student Orientation highlights the various reporting tools where the FIU community can report concerns regarding civil discourse limitations and restrictions. This includes the hotline, the reporting website, and the various university offices which have developed mechanisms for reporting potential violations.
- **Foster intellectual diversity by encouraging university leadership to: (1) promote viewpoint diversity and open-minded discussion and debate, and (2) highlight and enforce policies that prohibit programming that excludes participation based on race or ethnicity.**
(1) Executive leadership has met to discuss how to promote FIU's position on the importance of viewpoint diversity and open-minded discussion and debate. University leadership is encouraged to develop policies and procedures to include clear guidelines in support of free expression.
(2) We have existing robust regulations and policies that prohibit discriminatory behavior.

We will ensure the campus community is aware of reporting mechanisms to capture instances where they believe exclusions based on race and ethnicity are occurring.

- **Avoid disinvitations by developing clear, viewpoint-neutral policies and procedures governing the invitation and accommodation of campus speakers.**
FIU offers equitable opportunities for speakers as an open forum for all viewpoints. We have established mechanisms for any group that wishes to rent university space. The University's premises use agreement requires compliance with federal and state law. Nevertheless, we will review the space policies and procedures to make certain they comply with applicable requirements. While the Campus Free Expression Act, provides for expressive activities in outdoor areas of campus (as opposed to rented university space), we note that the University's Board of Trustees, in 2018, approved amendments to Regulation FIU-110 following the enactment of, and to ensure compliance with, the Campus Free Expression Act, Section 1004.097, Florida Statutes.
- **Provide targeted educational and professional development opportunities for university administrative employees to reinforce free expression and open-minded debate norms.**

To emphasize the importance of these principles, the department of Talent Acquisition and Management has incorporated the Board's Statement of Free Expression, and the principles of free speech and civil discourse, and their compliance with section 1004.097, Florida Statutes, into New Employee Experience (NEE) and New Faculty Orientation (NFO) beginning fall of 2022. Additionally, the standard statement has been incorporated into the HR News & Updates protocol for release on a quarterly basis. Moreover, we will incorporate the content into the university's leadership programs; Leadership Education Advancement Program (LEAP) and the President's Leadership Program (PLP). Lastly, through the established relationship with all departments' HR communication partners, we will present the Statement of Free Expression to the University's HR Liaisons during the quarterly meetings as an additional point of emphasis at the division, college, and department level.

- **Encourage faculty to establish and maintain a learning environment in their classrooms and offices that supports open dialogue and the free expression of all viewpoints and create processes to evaluate the strength of such environments.**
The Center for the Advancement of Teaching (CAT) is collaborating with the Office of Faculty Leadership & Success (FLS) to offer support sessions and sample syllabi language to help faculty initiate and manage discourse and free expression in the classroom. This includes training faculty in the use of the anonymous feedback tool, Feedback Box. Initial efforts during the 2022-2023 academic year are focusing on high-impact courses whose content might lend itself to multiple perspectives. Support sessions include understanding the Statement; implications for specific course content, materials, and delivery; formulating assignment and discussion prompts that encourage and respect multi-perspective discourse; and navigating difficult conversations and managing missteps and emotional responses. In the high-impact classes, CAT will expand its use of the Gateway survey to provide faculty with an understanding of how their students perceive the learning environment with questions that include: I feel like I am part of the community, I feel valued and respected, and I feel like I can share my thoughts and ideas. Guided workshops will help faculty understand and use student responses to improve instruction. CAT and FLS will also work with departmental chairs on receiving and handling student reports of classroom experiences that do not support open dialogue. Workshops began in August 2022 and will continue throughout the academic year.

Instructions: Complete the tab for each recommendation for the Civil Discourse update.

Institution	Florida International University
University contact name and email for the staff who completed the report	Heather D. Russell, PhD Vice Provost for Faculty Leadership and Success, Office of the Provost Professor of English, College of Arts, Sciences & Education (CASE) Direct: 305-348-3369 Mobile: 954-257-8731 russellh@fiu.edu

The Board of Governors as Advocate – Recommendation I

The Board of Governors expects that the leadership at each university will operationalize the Board's commitment to open-minded and tolerant civil discourse by promoting, supporting, and regularly evaluating adherence to the principles set forth in the Board's Statement of Free Expression and cultivating a culture of civil discourse in all campus interactions, including academic, administrative, extracurricular, and social dealings.

Describe the operationalization of the Board's commitment to the Statement of Free Expression and cultivation of a culture of civil discourse under the appropriate category (in progress or implemented). If "in progress," please add the anticipated implementation date.

Operationalization of the Board's commitment to the Statement of Free Expression and cultivating a culture of civil discourse

In Progress

Implemented

Prior to the fall 2022 semester, the President created a taskforce with representation from Human Resources, Strategic Communications, Office of the Provost, Office of Faculty Leadership and Success, Office of General Counsel and the Office of Compliance and Integrity. The taskforce was charged with periodic review, making recommendations for implementation, and reporting to administration. The taskforce will set agenda items for the year and will operationalize university-wide communications to various stakeholders through existing groups such as the Chairs Advisory Council, Deans Advisory Council, Human Resources Liaisons, Student Government Association, Faculty Senate, etc. An official university-wide communication from the President highlighting the university's support for and culture of civil discourse will be sent to all students, faculty, and staff annually. The University Compliance & Integrity Office will report to the Board of Trustees on the status and activities of the taskforce.

If "in progress," anticipated implementation date:

University Planning – Recommendation II

The Board of Governors recommends that each university's Accountability Plan and Strategic Plan include a specific endorsement of the Board's Statement of Free Expression, as well as a clear expectation for open-minded and tolerant civil discourse throughout the campus community. The Board of Governors will include similar statements and principles in its Strategic Plan for the State University System.

Use the drop-down arrows in columns A and B to indicate if the university's Accountability Plan and Strategic Plan include a specific endorsement of the Board's Statement of Free Expression, as well as a clear expectation for open-minded and tolerant civil discourse throughout the campus community. If "in progress," please add the anticipated completion date.

Accountability Plan

Strategic Plan

Completed

If "in progress," anticipated completion date:

In Progress

If "in progress," anticipated completion date: No later than the expiration of the current strategic plan: Next Horizon 2025.

University Leadership – Recommendation III

The Board of Governors recommends that the leadership of each university board of trustees, faculty senate, and student government annually review and endorse the Board's Statement of Free Expression and commit to the principles of civil discourse. NOTE: The first review should be completed during the 2022-2023 academic year.

Use the drop-down arrows in columns B, C, and D to indicate if the university board of trustees, faculty senate, and student government are in progress or have completed the review and endorsement of the Board's Statement of Free Expression and committed to the principles of civil discourse. If "in progress," please add the anticipated completion date.

	University Board of Trustees	Faculty Senate	Student Government
Review and endorse the Board's Statement of Free Expression and commit to the principles of civil discourse	In Progress If "in progress," anticipated completion date: September 22, 2022	In Progress If "in progress," anticipated completion date: No later than the end of the Spring 2023 semester.	In Progress If "in progress," anticipated completion date: No later than end of Fall 2022.

University Leadership – Recommendation IV

The Board of Governors recommends that each **board of trustees** conducts a thorough review of current student orientation programs, student codes of conduct, and employee policies and procedures to ensure consistency with the Board of Governors Statement of Free Expression, the principles of free speech and civil discourse, and compliance with section 1004.097, Florida Statutes.

Use the drop-down arrows in columns B, C, and D to indicate if the reviews of student orientation programming, student codes of conduct, and employee personnel policies and procedures for consistency with the Board's Statement of Free Expression, principles of free speech and civil discourse, and compliance with section 1004.097, Florida Statutes are in progress or have been completed. If "in progress," please add the anticipated completion date.

The BOT will conduct a thorough review:

	Board's Statement of Free Expression	Principles of Free Speech & Civil Discourse	section 1004.097, Florida Statutes
Student orientation programming	In Progress If "in progress," anticipated completion date: No later than the end of the Spring 2023 semester.	In Progress If "in progress," anticipated completion date: No later than the end of the Spring 2023 semester.	In Progress If "in progress," anticipated completion date: No later than the end of the Spring 2023 semester.
Student codes of conduct	In Progress If "in progress," anticipated completion date: No later than the end of the Spring 2023 semester.	In Progress If "in progress," anticipated completion date: No later than the end of the Spring 2023 semester.	In Progress If "in progress," anticipated completion date: No later than the end of the Spring 2023 semester.
Employee personnel policies and procedures	In Progress If "in progress," anticipated completion date: No later than the end of the Spring 2023 semester.	In Progress If "in progress," anticipated completion date: No later than the end of the Spring 2023 semester.	In Progress If "in progress," anticipated completion date: No later than the end of the Spring 2023 semester.

Academic, Student, and Administrative Affairs – Recommendation VI

The Board of Governors recommends that **university academic, student affairs, and administrative leaders** review student orientation programming, student codes of conduct, and employee personnel policies and procedures to ensure that they contain clear and unambiguous support for the Board's Statement of Free Expression, and the principles of free speech and civil discourse, and that they are in compliance with section 1004.097, Florida Statutes.

Use the drop-down arrows in columns B, C, and D to indicate if the reviews of student orientation programming, student codes of conduct, and employee personnel policies and procedures for support for the Board's Statement of Free Expression, principles of free speech and civil discourse, and compliance with section 1004.097, Florida Statutes are in progress or have been completed. If "in progress," please add the anticipated completion date.

Review by Academic Affair Leaders	Board's Statement of Free Expression	Principles of Free Speech & Civil Discourse	section 1004.097, Florida Statutes
Student orientation programming	Completed If "in progress," anticipated completion date:	Completed If "in progress," anticipated completion date:	Completed If "in progress," anticipated completion date:
Student codes of conduct	In Progress If "in progress," anticipated completion date: September 22, 2022	Completed If "in progress," anticipated completion date:	Completed If "in progress," anticipated completion date:
Employee personnel policies and procedures	In Progress If "in progress," anticipated completion date: December, 2022	Completed If "in progress," anticipated completion date:	Completed If "in progress," anticipated completion date:

Review by Student Affair Leaders	Board's Statement of Free Expression	Principles of Free Speech & Civil Discourse	section 1004.097, Florida Statutes
Student orientation programming	Completed If "in progress," anticipated completion date:	Completed If "in progress," anticipated completion date:	Completed If "in progress," anticipated completion date:
Student codes of conduct	In Progress If "in progress," anticipated completion date: September 22, 2022	Completed If "in progress," anticipated completion date:	Completed If "in progress," anticipated completion date:
Employee personnel policies and procedures	In Progress If "in progress," anticipated completion date: December, 2022	Completed If "in progress," anticipated completion date:	Completed If "in progress," anticipated completion date:

Review by Administrative Leaders	Board's Statement of Free Expression	Principles of Free Speech & Civil Discourse	section 1004.097, Florida Statutes
Student orientation programming	Completed If "in progress," anticipated completion date:	Completed If "in progress," anticipated completion date:	Completed If "in progress," anticipated completion date:
Student codes of conduct	In Progress If "in progress," anticipated completion date: September 22, 2022	Completed If "in progress," anticipated completion date:	Completed If "in progress," anticipated completion date:
Employee personnel policies and procedures	In Progress If "in progress," anticipated completion date: December, 2022	Completed If "in progress," anticipated completion date:	Completed If "in progress," anticipated completion date:

Best Practices for Civil Discourse – Recommendation VII

The Board of Governors recommends implementing the following best practices based on its review of university programs and initiatives that effectively promote and support civil discourse.

Describe the best practices the university has implemented or is in the process of implementing. If "in progress," please add the anticipated implementation date.

In Progress	Implemented
<p>1. Instill the importance of civil discourse, academic freedom, and free speech from day one, utilizing student and employee orientation sessions, public assemblies, and official university documents and communications.</p> <p>If "in progress," anticipated implementation date:</p>	<p>To instill the importance of these principles from day one, we have incorporated our clear support within various aspects of our student and employee orientation programs. An official university-wide communication from the President was sent at the beginning of the 2022 fall semester which articulated our support of the Florida Board of Governor’s Statement of Free Expression. A link to the Statement was added to the university website.</p>
<p>2. Schedule and host ongoing, campus-wide forums, dialogues, and debates on various issues and perspectives to promote open discussion, understanding, and learning opportunities.</p> <p>If "in progress," anticipated implementation date:</p>	<p>As a university that encourages critical thinking and educational discussion, FIU has long supported hosting forums, dialogues and debates on various issues, encouraging differing perspectives that promote an array of learning opportunities. We will ensure the campus community is aware of mechanisms for reporting instances where they believe free expression is foreclosed. As an example, the Student Orientation highlights the various reporting tools where the FIU community can report concerns regarding civil discourse limitations and restrictions. This includes the hotline, the reporting website, and the various university offices which have developed mechanisms for reporting potential violations.</p>

3. Foster intellectual diversity by encouraging university leadership to: (1) promote viewpoint diversity and open-minded discussion and debate, and (2) highlight and enforce policies that prohibit programming that excludes participation based on race or ethnicity.

If "in progress," anticipated implementation date:

(1) Executive leadership has met to discuss how to promote FIU's position on the importance of viewpoint diversity and open-minded discussion and debate. University leadership is encouraged to develop policies and procedures to include clear guidelines in support of free expression.
(2) We have existing robust regulations and policies that prohibit discriminatory behavior. We will ensure the campus community is aware of reporting mechanisms to capture instances where they believe exclusions based on race and ethnicity are occurring.

4. Avoid disinvitations by developing clear, viewpoint-neutral policies and procedures governing the invitation and accommodation of campus speakers.

If "in progress," anticipated implementation date:

FIU offers equitable opportunities for speakers as an open forum for all viewpoints. We have established mechanisms for any group that wishes to rent university space. The University's premises use agreement requires compliance with federal and state law. Nevertheless, we will review the space policies and procedures to make certain they comply with applicable requirements. While the Campus Free Expression Act, provides for expressive activities in outdoor areas of campus (as opposed to rented university space), we note that the University's Board of Trustees, in 2018, approved amendments to Regulation FIU-110 following the enactment of, and to ensure compliance with, the Campus Free Expression Act, Section 1004.097, Florida Statutes.

5. Provide targeted educational and professional development opportunities for university administrative employees to reinforce free expression and open-minded debate norms.

To emphasize the importance of these principles, the department of Talent Acquisition and Management has incorporated the Board's Statement of Free Expression, and the principles of free speech and civil discourse, and their compliance with section 1004.097, Florida Statutes, into New Employee Experience (NEE) and New Faculty Orientation (NFO) beginning fall of 2022. Additionally, the standard statement has been incorporated into the HR News & Updates protocol for release on a quarterly basis. Moreover, we will incorporate the content into the university's leadership programs; Leadership Education Advancement Program (LEAP) and the President's Leadership Program (PLP). Lastly, through the established relationship with all departments' HR communication partners, we will present the Statement of Free Expression to the University's HR Liaisons during the quarterly meetings as an additional point of emphasis at the division, college, and department level.

If "in progress," anticipated implementation date: No later than the end of the Spring 2023 semester.

6. Encourage faculty to establish and maintain a learning environment in their classrooms and offices that supports open dialogue and the free expression of all viewpoints and create processes to evaluate the strength of such environments.

The Center for the Advancement of Teaching (CAT) is collaborating with the Office of Faculty Leadership & Success (FLS) to offer support sessions and sample syllabi language to help faculty initiate and manage discourse and free expression in the classroom. This includes training faculty in the use of the anonymous feedback tool, Feedback Box. Initial efforts during the 2022-2023 academic year are focusing on high-impact courses whose content might lend itself to multiple perspectives. Support sessions include understanding the Statement; implications for specific course content, materials, and delivery; formulating assignment and discussion prompts that encourage and respect multi-perspective discourse; and navigating difficult conversations and managing missteps and emotional responses. In the high-impact classes, CAT will expand its use of the Gateway survey to provide faculty with an understanding of how their students perceive the learning environment with questions that include: I feel like I am part of the community, I feel valued and respected, and I feel like I can share my thoughts and ideas. Guided workshops will help faculty understand and use student responses to improve instruction. CAT and FLS will also work with departmental chairs on receiving and handling student reports of classroom experiences that do not support open dialogue. Workshops began in August 2022 and will continue throughout the academic year.

If "in progress," anticipated implementation date: No later than the end of the Spring 2023 semester.

THE FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES
Governance Committee

September 22, 2022

Subject: Proposed Regulation FIU-107 Intimate Relationships

Proposed Committee Action:

Recommend to the Florida International University Board of Trustees approval of the proposed Regulation FIU-107 Intimate Relationships and delegate authority to the University President to approve any subsequent non-material amendments based on comments to the Regulation received from the Florida Board of Governors and as a result of the regulation-making process.

Background Information:

Florida International University is committed to maintaining an educational and workplace environment that is inclusive and free from abuse of authority, conflict of interest, coercion, sexual harassment, and favoritism. The proposed regulation establishes that Employees with Authority may not engage in, initiate, or attempt to initiate an Intimate Relationship with a person over whom they exercise authority. It mandates procedures to be followed if an employee with Authority pursues or has an Intimate Relationship with another University Community Member. Such relationships must be disclosed immediately to the Office of Employee and Labor Relations (ELR) by the person in authority. ELR will set up a management plan to provide objective supervision of the community member. The regulation describes consequences for persons with authority that do not immediately disclose the relationship.

Florida Board of Governors Regulation 1.001(5)(a), University Board of Trustees Powers and Duties, provides, in relevant part, that each boards of trustees shall provide for the establishment of "the personnel program for all the employees of the university, including ... standards for performance and conduct,... disciplinary actions, complaints, appeals and grievance procedures, and separation and termination from employment."

Supporting Documentation: Executive Summary of Proposed Regulation FIU-107
Intimate Relationships

Proposed Regulation FIU-107 Intimate Relationships

Facilitator/Presenter: El pagnier K. Hudson

Regulation FIU-107 Intimate Relationships

Executive Summary

Florida International University is committed to maintaining an educational and workplace environment that is inclusive and free from abuse of authority, conflict of interest, coercion, sexual harassment, and favoritism. The proposed regulation establishes that Employees with Authority may not engage in, initiate, or attempt to initiate an Intimate Relationship with a person over whom they exercise authority. It mandates procedures to be followed if an employee with Authority pursues or has an Intimate Relationship with another University Community Member. Such relationships must be disclosed immediately to the Office of Employee and Labor Relations (ELR) by the person in authority. ELR will set up a management plan to provide objective supervision of the community member. The regulation describes consequences for persons with authority that do not immediately disclose the relationship.

**THE FLORIDA INTERNATIONAL UNIVERSITY BOARD OF TRUSTEES
FLORIDA BOARD OF GOVERNORS**

NOTICE OF PROPOSED REGULATION

REGULATION NO.: FIU-107

REGULATION TITLE: Intimate Relationships

SUMMARY: The proposed regulation establishes that Employees with Authority may not engage in, initiate, or attempt to initiate an Intimate Relationship with a person over whom they exercise authority. It mandates procedures to be followed if an employee with Authority pursues or has an Intimate Relationship with another University Community Member. Such relationships must be disclosed immediately to the Office of Employee and Labor Relations (ELR) by the person in authority. ELR will set up a management plan to provide objective supervision of the community member. The regulation describes consequences for persons with authority that do not immediately disclose the relationship.

TEXT OF REGULATION: The full text of the Proposed Regulation can be viewed below and on the website of The Florida International University Board of Trustees, <http://regulations.fiu.edu/>. If you would like a copy of the Proposed Regulation, please contact Eli Deville, Departmental Administrator, Office of the General Counsel, 305.348.2103.

AUTHORITY: Board of Governors Regulation 1.001.

NAME OF PERSON INITIATING PROPOSED REGULATION: El pagnier Hudson, Sr.
Vice President, Human Resources, Vice-Provost, Diversity, Equity, and Inclusion.

ANY PERSON SEEKING TO COMMENT ON THE PROPOSED REGULATION MUST SUBMIT COMMENTS IN WRITING TO THE CONTACT PERSON LISTED BELOW. ALL WRITTEN COMMENTS MUST BE RECEIVED BY THE CONTACT PERSON WITHIN 14 CALENDAR DAYS OF THE DATE OF PUBLICATION OF THIS NOTICE.

CONTACT PERSON REGARDING THE PROPOSED REGULATION:
Eli Deville, Departmental Administrator, Office of the General Counsel,
Florida International University, 11200 SW 8th Street, PC 511, Miami, FL 33199.
Email: devillee@fiu.edu | Phone: 305.348.2103 | Fax: 305.348.3272.

DATE OF PUBLICATION: August 22, 2022

THE FULL TEXT OF THE REGULATION IS PROVIDED BELOW:

FIU-107 Intimate Relationships

I. POLICY STATEMENT

Employees with Authority are prohibited from engaging in, initiating, or attempting to initiate an Intimate Relationship with any other University Community Members including, but not limited to, faculty, staff, administrator, affiliates, and students, over whom they exercise authority. Should any such Intimate Relationship pre-date this Regulation or arise as result of a change in employment or academic circumstances, the Employee with Authority must immediately disclose the relationship to and seek guidance from the Office of Employee and Labor Relations (ELR). An Employee with Authority that engages in, initiates, attempts to initiate and/or fails to disclose an Intimate Relationship with a person over whom they exercise authority is in violation of this Regulation.

This Regulation works in conjunction with the University's Nepotism Policy 1710.205 and Nepotism in Research Policy and Procedure 2320.060, to further Florida International University's commitment to maintaining an educational and workplace environment that is inclusive and free from abuse of authority, conflict of interest, coercion, sexual harassment, and favoritism.

II. DEFINITIONS

Affiliates - An affiliate is an individual who is not an employee or student but requires a Panther ID to perform duties as assigned by the department and/or receive access, if approved, to applicable university systems, resources, or facilities.

Employee with Authority - Any University employee who instructs, hires, fires, oversees, directs, coaches, trains, counsels, supervises, or evaluates another University community member, directly, indirectly, or functionally, including, but not limited to instructors, officers, supervisors, managers, administrators, directors, principal investigators, advisors, residential life staff, physicians, deans, chairs, and faculty. The term "Employee with Authority" may also include faculty members in their roles as instructors, researchers, supervisors of staff, members of tenure or college executive committees, and participants in decisions affecting the careers of other faculty or staff members or the educational activities of students; coaches who coach student athletes, or physicians who direct the work of others in an administrative, patient care, or training environment. An "Employee with Authority" is someone who has the authority to influence the career, academics, educational activities, or employment status of another University Community member.

Intimate Relationship - Any relationship that may reasonably be described as including, but not limited to, sexual, romantic, amorous, and/or dating or the pursuit thereof. Physical contact is not a required element of such relationships. An Intimate Relationship may exist on the basis of a single interaction.

Management Plan - A plan tailored to the individual circumstances, to remove supervision and/or influence by the Employee in Authority over the other party to the Intimate Relationship. It

might involve (a) assisting one of the individuals to change to another position in the University; (b) removing exercise of authority by the Employee with Authority by having someone else designated as a substitute for supervision, advising, evaluation etc.; (c) recusal from committees or from discreet decisions; or (d) any other arrangements which are reasonable under the circumstances to achieve the purposes of a Management Plan.

University - Any campus of Florida International University or any University sponsored, compensated, or approved programs, activities, or services.

University Community Member - All members of the University community including, but not limited to, faculty, staff, administrator, affiliates, and students.

III. MANDATORY DISCLOSURE

If an Intimate Relationship began prior to implementation of this Regulation or a change in employment or academic circumstances causes an Employee with Authority in a pre-existing Intimate Relationship to conflict with this Regulation, the Employee with Authority must immediately disclose the relationship to ELR. In matters regarding faculty, ELR will coordinate with Academic Affairs to coordinate the appropriate response or Management Plan. Failure to agree and abide by the Management Plan may result in discipline including termination.

If there is any doubt whether a relationship is covered by this Regulation, the Employee with Authority must seek guidance from ELR.

IV. MANAGEMENT PLANS

If it is determined that the potential for conflict of interest and favoritism can be successfully mitigated and managed, a written Management Plan will be implemented as soon as possible. If one or more faculty members are involved, ELR will collaborate with Academic Affairs in creating and implementing a Management Plan. The Management Plan will:

- (i) Provide an alternative means for managing, supervising, evaluating and/or advising the person not in authority or otherwise mitigate the potential for conflict of interest, favoritism, and the appearance of conflict of interest or favoritism;
- (ii) Give priority to the interest of the person not in authority;
- (iii) Be in writing and signed by both parties to the Intimate Relationship; and
- (iv) Be reassessed on an annual basis (or sooner if circumstances warrant) by the parties, and the applicable department/unit for necessary modification.

ELR has ultimate responsibility for preparing and monitoring the Management Plan and must review and re-evaluate the Management Plan at least annually to ensure that it continues to effectively mitigate the potential for conflict of interest, favoritism, and the appearance of conflict of interest. If the potential for conflict of interest and favoritism cannot be successfully mitigated and managed, the Intimate Relationship is prohibited or a transition plan to remove the Employee with Authority from the position will be necessary.

V. VIOLATIONS

An Employee with Authority that engages in, initiates, attempts to initiate and/or fails to disclose an Intimate Relationship with a person over whom they exercise authority is in violation of this Regulation. The obligation to report an Intimate Relationship, cooperate in the development of the Management Plan, and abide by its terms rests with the Employee with Authority. The obligation to prepare and monitor a Management Plan rests with ELR. An Employee with Authority that violates this Regulation will be subject to disciplinary action pursuant to applicable collective bargaining agreements or applicable personnel regulations, policies, or procedures. Sanctions include, but are not limited to letters of reprimand, training, performance improvement plans, reassignment, demotion, suspension with or without pay, and termination.

VI. REPORTING AND PROTECTIONS FROM RETALIATION

Any person who reasonably believes that an Employee with Authority is in violation of this Regulation, is encouraged to report the concern directly to ELR, or through the [Ethical Panther Hotline](#), which allows for the option of submitting a confidential report, by visiting <https://fiu.itsight.com/portal> or by calling 1-888-520-0570 (24 hours a day, 365 days a year).

Retaliation is expressly prohibited and the University will take immediate and responsive action to any report of retaliation. No University employee shall retaliate against any person who in good faith reports or assists in reporting a potential violation of this Regulation or participates in an investigation or resolution pursuant to this Regulation. Any attempt to penalize anyone involved in the process through any form of retaliation shall be treated as a separate violation.

VII. RELATED REGULATIONS AND POLICIES

Incidents involving unwelcome or harassing sexual conduct that potentially are a violation of FIU-105 Sexual Harassment (Title IX) and Sexual Misconduct should be reported to the Office of Civil Rights Compliance and Accessibility by reporting via <https://report.fiu.edu>. Nothing in this regulation shall be deemed as supplanting or otherwise affecting compliance with University Regulation 105, Nepotism Policy 1710.205 on the employment of relatives, Nepotism in Research Policy and Procedure 2320.060, or other applicable regulations, policies, and procedures.

Specific Authority: Board of Governors Regulation 1.001. History – New _____

THE FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES
Governance Committee

September 22, 2022

Subject: Direct Support Organizations Board Appointments

Proposed Committee Action:

Recommend that the Florida International University Board of Trustees approve the appointments of the individuals listed below and in the board materials, to the Florida International University Foundation, Inc. Board of Directors.

Background Information:

On June 11, 2022, the Board of Directors of the Florida International University Foundation, Inc., a direct support organization (“DSO”) of Florida International University (the “FIU Foundation”), appointed two (2) new directors, and renewed the terms of certain current directors, all identified below.

Accordingly, and as required by Regulation FIU-1502, the FIU Foundation is requesting that the FIU Board of Trustees approve the appointment of such individuals to the FIU Foundation Board of Directors, as follows:

A. New Director Appointments for initial one-year terms (*FY 2022-2023*)

1. Dr. James Loewenherz
2. Orlando Roche '88

B. Renewal of Existing Director Appointments:

For three-year term (*FY 2022-2023, 2023-2024, 2024-2025*)

1. Stewart Appelrouth, CPA MS '80
2. Michael A. Kappitt '92

For two-year term (*2022-2023, 2023-2024*)

1. LaTéssa Dotson Hall
2. Walter B. Gonzalez, Jr. Esq. '96
3. Gerald C. Grant, Jr. '78, MBA '89
4. Claudia Puig
5. Rakesh and Rachanee “Mei” Sarna '21
6. Richard P. Tonkinson

The Florida International University Board of Trustees (the BOT) approved amendments to Regulation FIU-1502, Direct Support Organizations, at its March 4, 2019 meeting. Pursuant to FIU-1502, the BOT shall approve all appointments to the governing body of each DSO, other than the BOT Chair's representative(s) or the President or President's designee.

Florida Board of Governors Regulation 9.011(9) University Direct Support Organizations and Health Services Support Organizations, provides, in relevant part, that the university board of trustees shall approve all appointments to any DSO board other than the chair's representative(s) or the president or president's designee.

Florida Statute 1004.28(3) Direct-support organizations; use of property; board of directors; activities; audit; facilities, provides, in relevant part, that "the university board of trustees shall approve all appointments to any direct-support organization..." other than the BOT Chair's representative(s) or the President or President's designee.

Supporting Documentation: Biographies: FIU Foundation, Inc. Board of Directors.

- New Director Appointments for initial one-year term
- Renewal of Existing Director Appointments

Facilitator/Presenter: Howard R. Lipman

James W. Loewenherz, MD, FACP, FASN



Dr. James William Loewenherz is a renowned nephrologist in Miami, FL with affiliations in hospitals across South Florida. Currently, Dr. Loewenherz services hospitals that join part of the Baptist Health System of South Florida and services primary patients that visit his private practice. Dr. Loewenherz began his career in internal medicine before moving into the field of nephrology where he has been for over 40 years. Among his specialties are treating ailments of hypertension, kidney stones, kidney failure, and dialysis treatments.

Dr. Loewenherz earned a BA in chemistry from Earlham College in 1974. He then enrolled at Rosalind Franklin University of Medicine in Chicago, Illinois where he earned a MD in 1977. Upon graduating, Dr. Loewenherz completed a medical internship at the University of Miami from 1977 to 1978 before beginning his residency in internal medicine. In 1980, he began a fellowship to specialize in nephrology and completed the program in 1982.

Dr. Loewenherz is a FAA commercial pilot. In his free time, Dr. Loewenherz enjoys photography, traveling, sailing, boating, and community engagement.

Orlando Roche '88



Orlando Roche is Market President of First Horizon Bank in Miami-Dade County. He is responsible for overseeing the Bank's private banking, business banking and retail banking in Miami. Mr. Roche has over 34 years of experience in banking and private wealth. Prior to joining First Horizon and IBERIABANK via mergers, Mr. Roche was the Senior Banking Officer at Northern Trust Bank. He started his career at SunTrust Bank, where he served as vice president of commercial lending and private banking.

An active member of our community, Roche serves as a board member on the Florida International University Foundation, Baptist West Kendall Hospital, Camillus House, and he is a member of the Belen Jesuit Preparatory School Finance Committee. He is a past member of the Young Presidents' Organization (YPO) and a past trustee of the Greater Miami and Coral Gables Chambers of Commerce. He also has been involved with other community organizations including Feeding South Florida, After School All Star, the University of Miami Business School Advisory Board, the University of Miami Citizens Board and Maximum Dance Ballet.

Originally from Cuba, Mr. Roche was raised in Miami and graduated from Florida International University with a major in finance and economics. He also attended Belen Jesuit Prep in Miami.

Renewal of Existing Director Appointments:

Three-Year Term: FY 2022-2023, 2023-2024, 2024-2025

Stewart Appelrouth, CPA MS '80



Stewart L. Appelrouth, a Certified Public Accountant, co-founded Appelrouth, Farah & Co., P.A. along with Carlos M. Farah in 1985. Appelrouth Farah & Co. joined Citrin Cooperman Advisors, LLC in March 2022. Citrin Cooperman Advisors maintains the original vision of providing equal care and attention to its clients, be it an individual client or a large corporation. The Firm is one of the Top 25 Accounting Firms in the United States. Mr. Appelrouth's philosophy of accessibility and a hands-on approach. He is steadfast about maintaining a high-level of service, coupled with a direct line of contact to ensure personalized attention is given to each of the Firm's clients. This is just one of the standards that sets Citrin Cooperman Advisors. apart from other large firms.

With over 35 years in the industry, Mr. Appelrouth is a seasoned professional, possessing an expansive repertoire of experiences in diversified areas of accounting, taxation, and business advisory services. His practice areas are focused on Litigation Support, Taxation (International and Domestic) Audit and Assurance, Fraud Investigation and Business Valuation. Mr. Appelrouth also regularly serves as an expert witness in Federal and Circuit Courts.

Mr. Appelrouth is also certified in Financial Forensics and Accredited in Business Valuation by the American Institute of Certified Public Accountants. He is certified as a Forensic Accountant by the American College of Forensic Examiners, a Certified Family Law Mediator by the Supreme Court of Florida, a Certified Fraud Examiner by the Association of Certified Fraud Examiners, and a

Certified Valuation Analyst by the National Association of Certified Valuators and Analysts. Additionally, Mr. Appelrouth is a Fellow of the American Board of Forensic Accounting.

Mr. Appelrouth currently serves on the Board of Directors of AIM ImunoTech, Inc., a public company engaged in the clinical development of new drug entities for treatment of seriously debilitating disorders. He is also Chairman of the Audit Committee for AIM, as well as a member of the Greater Miami Jewish Federation Audit Committee. At Florida International University, Mr. Appelrouth serves on the Foundation Board of Directors, the President's Council of 100, member, the Law School Dean's Advisory Council, past member, and the Advisory Board for the College of Medicine. He is also an active supporter of the University of Miami, Beth David Synagogue, Alper JCC Miami, United Way, and Voices for Children. Mr. Appelrouth is also a Founder's Member of the Herbert Wertheim College of Medicine and a Founder of the Sylvester Comprehensive Cancer Center.

Michael A. Kappitt '92



Michael Kappitt is the Chief Operating and Insights Officer of Subway. Michael is responsible for leading all new and emerging growth channels for Subway, including Digital, Non-Traditional Development, and Off-premises. He also oversees Subway's Analytics and Insights functions, as well as Global Communications.

Mr. Kappitt previously served as President of Carrabba's Italian Grill where he was responsible for leading domestic operations and development. Prior to that he served as Global Chief Marketing Officer for Bloomin' Brands, where he led the development and implementation of growth and marketing across the

portfolio of brands. He also served as the Chief Marketing Officer for Outback Steakhouse.

Prior to joining Bloomin' Brands in 2011, Mr. Kappitt spent nine years at Burger King where he served in multiple functions including business intelligence and strategy, consumer insights, performance analysis and concluded as Chief Marketing Officer for North America. He also spent more than 13 years working in a variety of leadership positions at Alamo and National Car Rental, including Revenue Management and Operations.

Michael holds a Bachelor of Accounting degree from Florida International University. In 2015, Mr. Kappitt was inducted into FIU's College of Business Hall of Fame, receiving the "Innovation Award", which recognizes alumnus whose creativity, inventions, concepts, processes, or technology are advancing the way people work or live their lives.

Renewal of Existing Director Appointments:

Two-Year Term: FY 2022-2023, 2023-2024

Captain LaTéssa Dotson Hall



LaTéssa Dotson Hall is a servant leader by DNA and a proven corporate Certified Meeting Professional and Project Manager by profession. Major Dotson Hall is a United States Air Force veteran who continues to positively influence the lives of future Air Force officers, as modeled while serving on Congressman John Lewis' Service Academy Selection Review Board in Atlanta, Georgia. Major Dotson Hall received her commission as a Second Lieutenant in the United States Air Force through the Florida State University Reserve Officers' Training Corp Program, while earning her Bachelor of Arts degree in Marketing Sales Management. She was assigned to the Headquarters Air Force Command, Control, Communications, and Computer Agency (HQ AFC4A) at Scott Air Force Base in Belleville, IL where she served as a Cost Analyst, responsible for performing resource utilization studies in congressionally mandated Central Design Activities and of the billion-dollar InterService Agency Automated Message Processing Exchange Program. After being promoted to First Lieutenant, Dotson became the only Lieutenant in the Command handpicked as an Executive Officer to a Senior Officer.

Captain Dotson served meritoriously on active duty for five years and eight years in the active reserves where she returned as the by-name requested Financial Management Officer Individual Mobilization Augmentee (IMA) to the HQ AFC4A's Comptroller. She earned an accelerated promotion to the rank of Major and received numerous military awards and decorations to include being named as the AFC4A's Reserve Officer Association IMA of the Year and twice

the recipient of the fiscal year AFC4A's Outstanding Officer Contribution to Comptrollership Award. Major Dotson Hall earned her professional designation as a Certified Cost and Price Analyst from the Air Force Institute of Technology and is decorated with the Meritorious Service Medal with one Oak Leaf Cluster, the Commendation Medal and the Air Force Achievement Medal, with two Oak Leaf Clusters.

"To whom much is given, much is required" is the scripture that has guided her parents, Drs Albert and Earlene Dotson, Sr., and has been the model for how she and her four siblings were raised. Hailed as the greatest gift is the 'legacy of giving' that lives within the fiber of all thirteen grandchildren as they serve and advance from formative school to working professionals and givers in their communities. As an iconic tribute to her parents for the solid foundation on which they stand and for their Dad's visionary leadership at the university, the Dotson Family gifted an endowment to the Florida International University Foundation to support athletics and scholarships for minority students. The Earlene and Albert Dotson Pavilion naming was unveiled in 2018. Similarly in 2019, the Earlene and Albert Dotson Patient Registration Station was unveiled by the Baptist Health Foundation for the Dotson Family's gifting to support of the cutting-edge care at the Miami Cancer Institute.

As Executive Director of the Richard P. Hall Eagles Foundation, Inc. since 2016, LaTéssa purposes to make an indelible mark by carrying on the legacy of her late husband of inspiring youth in underrepresented communities to SOAR in STEM (Science, Technology, Engineering and Mathematics). Grounded in awareness and exposure to careers in the field of aviation, the broader emphasis is to ignite the love of math and science. The Richard P. Hall Eagles Foundation Bastrop High School STEM Scholarship is in its fourth year of gifting to deserving students pursuing STEM careers. Annual sponsorship in partnership with the City of Miramar Mayor's two-day Aviation Expo where over 2,000 students are creatively exposed to the vast career opportunities in aviation: adoption of the Frank C. Martin K-8 Center STEM initiatives through the Girls Who Code, the Robotics and LEGO Clubs, and the funding of a Miami Gardens SAT Prep Course. Partnership with the Hispanic Unity 4Teens After-school Program has birthed new STEM enthusiast at Attucks Middle School. LaTéssa serves as the Co-Sponsor of the National Society of Black Engineers (NSBE) JR STEM GEMS Program at Attucks for The North Broward County (FL) Chapter of The Links, Incorporated.

LaTéssa is a 21-year resident of Miramar (FL) and has been a servant leader at The Fountain Church since 2000 in the capacities of Armorbearer for Senior Pastor Wayne Lomax; host of a Women's Small Group Bible Study; and Founding Chair of both the Haiti Missions Ministry and the Homeless Outreach Ministry. Most recently, LaTéssa serves as the church's COVID-19 ReEntry Task Force Chair. Her heart for service extends as she serves the community through the South Broward Alumnae Chapter of Delta Sigma Theta Sorority, Inc. LaTéssa is a Member on the 2020 and 2019 March of Dimes Executive Leadership Team for the "March for Babies" and serves as the Board Chair of the City of Miramar Parks and Recreation Advisory Board. She is an active member of the Orange Bowl Committee and is a newly elected member of the Florida International University Foundation Board of Directors.

As an entrepreneur and professional businesswoman, LaTéssa is a highly competent Certified Meeting Professional with over 25+ years proven national event planning and project management proficiency. A few benefactors of her multi-day strategic planning and seamless execution services include the National Black McDonald's Operators Association where LaTéssa served as their National Meeting Planner for 10 years and the Campaigns for Wayne Messam for Mayor of Miramar (FL) where he defeated a 16-year incumbent in 2010 and won re-election in 2019. Serving as an elite member for nearly four years on the organizing committee for the world's largest peace-time event – The 1996 Summer Olympic Games, was the catalyst that propelled her strategic planning career path forward.

A few noted recognitions include selection as a March of Dimes South Florida Women of Distinction 2020 Honoree; The Morehouse Parish School Board Champion Award for the Children of H.V. Adams Elementary School; Legacy South Florida Magazine "50 Most Powerful and Influential Black Professionals in Business and Industry for 2015; and the 2012 recipient of the Marie Patrice Denegall Lupus Foundation Award. Notable vocational achievements include, but not limited to, serving as a Panelist at the 27th Annual Planned Giving Council of Broward Symposium on "The Dynamics of Difference: Understanding the Many Faces of Philanthropy", Ft Lauderdale (FL), 2019; Christopher Columbus High School Black History Leadership Lecture Series Speaker, Miami (FL) 2019; "EmpowHERed To Survive: The Fight of your Life" Women's Conference Lupus Survivor Speaker, Miami Gardens (FL), 2018; Broward County Main Library "SOARING: The Tuskegee Airman Legacy in South Florida" Exhibit Panelist, Ft Lauderdale (FL), 2018; and, the Drug Enforcement

Agency (DEA) Miami Field Division 2018 Black History Program Opening Ceremony Keynote Speaker, Weston (FL), 2018.

LaTéssa is a widow and the mother of two young adults, Bryant, a 2020 Graduate of the University of Pittsburgh and Briana, a sophomore at the University of Miami.

Walter B. Gonzalez, Jr. Esq. '96



Walter is an entrepreneur through and through. He founded GOJA in 2009 and built the company from the ground up by applying his mixed expertise in accounting, law, and finance to make GOJA one of the largest and fastest-growing Amazon and marketplace sellers in the world. GOJA evolved from a small ecommerce retailer into a venture-backed product and software development leader with offices on three continents. Walter's vision is to build the CPG company of the future, able to capitalize on the ecommerce and Amazon dominated landscape.

Walter has stayed connected to FIU through many different initiatives, including the FIU-GOJA iChange social entrepreneurship grant.

He holds a dual bachelor's degree in Finance and International Business from Florida International University and a Law degree from The George Washington University School of Law. He resides in Miami with his family.

Gerald C. Grant, Jr. '78, MBA '89



Gerald Grant, Jr. is the President of the G Financial Group, working in alliance with Equitable Advisors. Prior to forming the G Financial Group, Gerald served as the Branch Director of Financial Planning of Equitable Advisors South Florida Branch. He brought to Equitable Advisors over eleven years of banking experience. At Citibank, he held the position of Branch Vice President and Cluster Manager. Prior to Citibank, Gerald was a Branch Manager with Great Western Bank, where he was named for two consecutive terms, "Branch Manager of the Year." Gerald was also named "Banker of the Year" by the Miami Urban Bankers Association.

Gerald holds an A.A. degree from Miami Dade College and both Bachelor's and Master's degrees in Business Administration from Florida International University. He also holds FINRA Series 7, 63, 65, 24, and 26 Securities Registrations and is insurance licensed. His experience and knowledge are now used to focus on providing estate planning strategies, wealth accumulation and protection strategies, life insurance, retirement planning, college funding strategies, and other financial services.

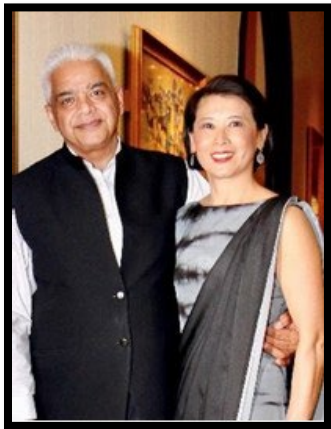
Gerald is an active member of the South Florida community and serves on the Foundation Board of Directors for Florida International University (FIU). He also serves on the Board of Directors for the Adrienne Arsht Center for the Performing Arts of Miami-Dade County, and the Orange Bowl Committee. He is also a member of the Phi Beta Sigma Fraternity, Inc.-Theta Rho Sigma Chapter. Gerald is a past-President of the National Association of Insurance and Financial Advisors (NAIFA), Miami-Dade Chapter, a past- Trustee and past- President of the Florida International University Alumni Association. He is also a past-Board Member of the United Way of Miami-Dade, Everglades Foundation, and the Greater Miami Chamber of Commerce.

Claudia Puig



Claudia Puig is the President and General Manager of Univision Communications/Television/Radio/Digital, which owns some of the top-rated Spanish-language radio stations in Miami. During her tenure, Univision Radio's FM stations in Miami have consistently ranked among the top three stations in the market while WAQI-AM and WQBA-AM rank number one and two among the AM stations. Most recently, Puig was appointed by President Bush to the Corporation for Public Broadcasting. Puig is also Board Member to the City of Miami Arts and Entertainment Council. Ms. Puig lives in Coral Gables.

Rakesh and Rachanee "Mei" Sarna '21



Rakesh Sarna has a diverse leadership career as a senior executive of global hotel management companies. Over 38 years of operational, management, and board experience in various regions around the world. Highly valued for being a clear thinker, providing decisive and motivational leadership,

balancing brand and financial integrity, balancing brand protection and expansion, developing corporate mission and strategy, building a caring and genuine service culture, and cultivating positive relationships with shareholders, owners, senior executive team members, local communities, employees and the media.

- Strong cross-cultural awareness, sensitivity, and communication skills; having worked and lived in North America, the Caribbean, Asia, the Pacific, Europe, and the Middle East.
- Thorough understanding of hotel operations, revenue and cost structures, deal valuations, cash flows, capital deployment and capital allocation.
- Fluency in Product and Brand Design.
- Ability to inspire employees at all levels across cultures – very focused on talent development, gender diversity, and succession planning.

A native of Bangkok, Thailand, Mei received her bachelor's degree in English from Chulalongkorn University. She relocated to the United States in the early 1980s and studied, lived, and worked in several cities including Boston, Los Angeles, Hawaii, Chicago, and Mumbai prior to settling in Miami.

Mei and her husband, Rakesh, made the decision over a decade ago while living in Chicago that Miami would become their home when they both stopped working full time. Miami's multiculturalism and energetic vibe were what attracted them to the city which has been their permanent home since late 2017 after Rakesh completed his stint as Managing Director and CEO of Taj Hotels based in Bombay, India.

Mei has extensive experience in the hospitality industry, having spent close to twenty-five years working for luxury hotel companies such as Four Seasons Hotels and Hyatt Hotels Corporation. Additionally, she also worked as a senior adviser in brand development and service excellence disciplines for luxury hotels and airlines in Switzerland, Oman, Abu Dhabi, Russia, Thailand, and India.

As a life-long learner, Mei recently completed her Master of Arts in Global Affairs from the Steven J. Green School of International and Public Affairs at FIU. She strongly believes in the role education plays in the advancement of society and is committed to helping young people achieve their academic goals by, together with her husband, establishing and managing the Rakesh and Mei Sarna Scholarship programs for college students in the United States and India.

Richard P. Tonkinson



Rick has been committed to serving the community for 40 years.

From 1987 to 1992, he represented the Governor as a board member of the Florida Endowment Fund for Higher Education which provides grants to African American PhD candidates.

Rick believes in tithing and provides 25% of his gross income to 36 charities through The Tonkinson Foundation.

A longtime supporter of FIU, Rick is Chairman of the Advisory Board of the FIU College of Communications, Architecture and the Arts (CARTA). He and his wife, Margarita, have given a major gift to the Theatre Department and the theatre lobby is named in their honor. The Tonkinson Foundation provides the grant for the CARTA medallion award.

Rick is also the Treasurer and national board member of the Diabetes Research Institute Foundation.

The Arsht Performance Arts Center at the Knight Concert Hall second tier promenade is named in honor of Rick and Margarita.

Rick was a Peace Corp volunteer in Colombia where he met Margarita. They have been married for 44 years and have a son, Steven.

Rick is founder and President of Tonkinson Financial and he has been a top money manager for 30 years.