



**FLORIDA INTERNATIONAL UNIVERSITY**  
**BOARD OF TRUSTEES**  
**STRATEGIC PLANNING COMMITTEE**

FIU, Modesto A. Maidique Campus, Tamiami Hall, Multipurpose Room

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

Thursday, September 14, 2023  
10:15 AM

*or*

*Upon Adjournment of Previous Meeting*

**Chair:** Marc D. Sarnoff

**Vice Chair:** Francis A. Hondal

**Members:** Noël C. Barengo, Alan Gonzalez, Gene Prescott, Alexander P. Sutton

**AGENDA**

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| 1. Call to Order and Chair's Remarks                       | Marc D. Sarnoff    |
| 2. Approval of Minutes                                     | Marc D. Sarnoff    |
| 3. Information and Discussion Items                        |                    |
| 3.1 Office of Public Policy Events                         | Elizabeth M. Bejar |
| 3.2 Performance Funding Metrics, Preeminence, and Rankings | Elizabeth M. Bejar |
| 3.3 Strategic Plan 2030 Process                            | Elizabeth M. Bejar |
| 4. New Business <i>(If Any)</i>                            | Marc D. Sarnoff    |
| 5. Concluding Remarks and Adjournment                      | Marc D. Sarnoff    |

*The next Strategic Planning Committee Meeting is scheduled for December 7, 2023*

**THE FLORIDA INTERNATIONAL UNIVERSITY**  
**BOARD OF TRUSTEES**  
**Strategic Planning Committee**  
September 14, 2023

**Subject: Approval of Minutes of Meeting held April 27, 2023**

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**Proposed Committee Action:**

Approval of Minutes of the Strategic Planning Committee meeting held on April 27, 2023.

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**Background Information:**

Committee members will review and approve the Minutes of the Strategic Planning Committee meeting held on April 27, 2023.

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**Supporting Documentation:** Minutes: Strategic Planning Committee Meeting,  
April 27, 2023

**Facilitator/Presenter:** Marc D. Sarnoff, *Chair, Strategic Planning Committee*



**Strategic Planning Committee**  
**April 27, 2023**  
**FIU, Modesto A. Maidique Campus, Graham Center Ballrooms**

**MINUTES**

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

The Florida International University Board of Trustees' Strategic Planning Committee meeting was called to order by Committee Chair Marc D. Sarnoff at 9:37 AM on Thursday, April 27, 2023.

General Counsel Carlos B. Castillo conducted roll call of the Strategic Planning Committee members and verified a quorum. Present were Trustees Marc D. Sarnoff, *Committee Chair*; Deanne Butchey; Cristhofer E. Lugo (*Zoom*); and Gene Prescott (*joined after roll call*).

Committee Vice Chair Cesar L. Alvarez was excused.

Board Chair Dean C. Colson, Board Vice Chair Roger Tovar, Trustees Jose J. Armas, Carlos A. Duarte (*Zoom*), Alan Gonzalez, Francis A. Hondal, and Natasha Lowell and University President Kenneth A. Jessell were also in attendance.

Committee Chair Sarnoff 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.

Provost and Executive Vice President Elizabeth M. Bejar shared that Kevin Coughlin Jr., Vice President of Enrollment Management and Services, has accepted a position at the University of Maine as their new vice president for enrollment management. Provost Bejar indicated that Ora Strickland, Dean of the Nicole Wertheim College of Nursing and Health Sciences, has announced her retirement. Provost Bejar added that Dean Strickland will transition to a research leave in mid-May and will retire from the University in January 2024. Provost Bejar commented that an acting dean for the College will be named in mid-May with the launch of a national search to follow in the fall. Provost Bejar acknowledged Student Government Association (SGA) President Cristhofer E. Lugo who will be concluding his term on May 2, 2023. She commented that Trustee Lugo is currently a doctoral student at FIU. She remarked that SGA President Elect Alexander P. Sutton assumes the role of President on May 3, 2023.

**2. Approval of Minutes**

Committee Chair Sarnoff asked if there were any additions or corrections to the minutes of the Strategic Planning Committee meeting held on December 6, 2022. Hearing none, a motion was made and unanimously passed to approve the minutes of the Strategic Planning Committee meeting held on December 6, 2022.

### 3. Action Item

#### SP1. Florida International University Annual Accountability Plan, 2023

Provost Bejar explained that the Florida Board of Governors (BOG) would review the annual accountability plans for all State University System (SUS) institutions at their June meeting. She presented FIU's 2023 Accountability Plan for Committee review and referred to updates to the Accountability Plan after its initial submission to the Board of Trustees. She provided an overview of key institutional initiatives and investments, namely, amplifying learner success and institutional affinity, accelerating preeminence and research and innovation impact, and assuring responsible stewardship.

Provost Bejar presented an overview of the University's outcomes and proposed goals as they relate to the 10 BOG Performance Based Funding Model metrics. She pointed out that the University's actual is 72.8% with nine (9) improvement points in the metric relating to Percent of Bachelor's Graduates Enrolled or Employed (\$40,000+). She indicated that FIU's actual is \$44,900 with 10 excellence points in the metric pertaining to Median Wages of Bachelor's Graduates Employed Full-time. Provost Bejar mentioned that FIU has 10 excellence points in the metric concerning Average Cost to the Student and explained that the significant influences on the outcomes were due to several factors, including Coronavirus Aid, Relief, and Economic Security (CARES) Act and Higher Education Emergency Relief Fund (HEERF) funding. She stated that FIU achieved a 59.8% FTIC Four-Year Graduation Rate [*Full-time, First Time in College students*], which reflected eight (8) excellence points and an increase of four-tenths (.4) of a percentage point over the prior year 59.4%. She added that 60% or above is needed to achieve preeminence.

Provost Bejar mentioned that while the University did not meet the goal established for the Academic Progress Rate, FIU did achieve 9 excellence points in said metric and has reorganized efforts within academic affairs and student success to ensure that impacts related to the economy and pandemic are being mitigated. She added that the University proposed to maintain 92% as the goal through 2026-27. She indicated that FIU exceeded its 50% goal relating to Percentage of Bachelor's Degrees Awarded within Programs of Strategic Emphasis. Provost Bejar added that FIU achieved a 59% with 10 excellence points in said metric. She pointed out that the University met its University Access Rate goal with a 50.3 and achieved 10 excellence points. She mentioned that the University achieved 61.5% with 10 excellence points in relation to the Percentage of Graduate Degrees Awarded within Programs of Strategic Emphasis.

Provost Bejar referred to the two (2) BOG choice metrics, FCS (Florida College System) AA (Associate in Arts Degree) Transfer Three-Year Graduation Rate and FTIC Pell Recipient Six-Year Graduation Rate. She remarked that FIU achieved 71.9% in the FCS AA Transfer Three-Year Graduation Rate and the full five (5) excellence points and that the University achieved 68.6% in the FTIC Pell Recipient Six-Year Graduation Rate with three (3) improvement points and two (2) excellence points. In terms of the BOT choice metric, Provost Bejar further stated that FIU had 278 Post-Doctoral Appointees in fall 2021 and achieved 10 excellence points.

Board Chair Dean C. Colson commended the University's performance and requested a historical view since the adoption of the BOG's Performance Based Funding Metrics. He commented that it would be worthwhile to regularly review the University's performance in comparison to the State

University System institutions and the top 100 public universities in the nation. University President Kenneth A. Jessell remarked that FIU's performance over the last five years is a result of the University's deliberate focus on student success and research excellence.

Provost Bejar pointed out that the rating and ranking of Performance Based Funding Model metrics were not final until each university board of trustees approves, and the BOG affirms the data. She indicated that based on the University's calculations, FIU has achieved 94 (Performance Based Funding Model) points this year.

In terms of key performance indicators, Provost Bejar indicated that the University's Six-Year FTIC Graduation Rate is 68% and that the Pell Recipient Four-Year Graduation Rate is 61%. She pointed out that the University achieved \$282M in Total Research Expenditures, which is a \$36M increase from the prior year. She remarked on the metric related to Number of Licenses/Options Executed Annually. She noted that 15 licenses/options were executed, and that FIU expects to reach 19 by 2022-23. Provost Bejar stated that while the University's total enrollment has decreased, FIU is estimating 4,900 FTICs for 2023. She explained that due to the decline in Florida college system enrollment, FIU is estimating a decline from 12,538 to 11,800 in AA transfers. Provost Bejar noted that FIU achieved 53% in undergraduate distance learning as a percentage of total FTE enrollment, which includes hybrid learning. She commented on the statewide goal relating to the 40% distance learning split. She stated that the University remains committed to ensuring that opportunities for students and faculty to engage in face-to-face experiences and research are available.

In response to Board Vice Chair Roger Tovar, Provost Bejar mentioned that FIU is working on rebuilding the culture of returning to campus for the University experience and substantive time with faculty. President Jessell added that the University's goal is to ensure that FIU offers the modalities essential for student success. In response to Trustee Natasha Lowell, Provost Bejar provided the current definitions of online/distance, hybrid, and classroom (face-to-face) instruction. Further responding to Trustee Lowell, Provost Bejar mentioned that the 2022-23 learning modality percentages are comprised of the 50% distance learning goal, 39% face-to-face, and 11% hybrid. Trustee Lowell requested follow-up related to the percentage of marketing directed towards online versus face-to-face learning. In response to Board Vice Chair Tovar, Provost Bejar remarked on the efforts related to addressing the decline in AA transfers. Committee Chair Sarnoff commented on the importance of social interaction and student learning on campus. Trustee Deanne Butchey commented that while students should be encouraged to be on campus, it is also important to be flexible when circumstances arise.

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

## **4. Information and Discussion Item**

### **4.1 Strategic Plan Mid-Cycle Review**

President Jessell presented a mid-cycle review relating to the FIU *Next Horizon* 2025 Strategic Plan. He commented that the three (3) pillars pertain to amplifying learner success and institutional affinity, accelerating preeminence and research and innovation impact, and assuring responsible stewardship. He highlighted strategic initiatives relating to said pillars, specifically ensuring timely graduation, aligning curriculum with career needs, and enhancing FIU's national and global reputation. President Jessell indicated that the University's strategic plan is aligned with its Accountability Plan and the BOG's strategic plan.

President Jessell noted that merit scholarships are critical to student success. He remarked on the University's pursuit of top-50 ranking. He commented on the pre-pandemic goal of establishing a flexible workforce structure. He added that the University's turnover rate is 60% higher than it was in 2020 and largely related to salaries. President Jessell highlighted operational efficiencies that have been implemented. He indicated that, building on the momentum of the current strategic plan, the process for the 2025-2030 strategic plan will begin at the end of the year.

Trustee Butchey commented that FIU's graduate international business program has improved its national position to No. 4 according to *U.S. News and World Report* rankings.

Committee Chair Sarnoff requested that the Committee also receive *Wall Street Journal* rankings.

## **5. New Business**

Dean of the Herbert Wertheim College of Medicine (HWCOC) and Senior Vice President for Health Affairs, Juan C. Cendan commented on the presentation he gave at the Committee's December 6, 2022, meeting and provided a status update. He pointed out that a new academic health partnership would be founded on the tripartite missions of teaching, research, and clinical work. He added that a partnership would aim to move the needle on impact, excellence, and scale on research, ranking, and reputation, would align with FIU's and HWCOC's overall health sciences goals, build on existing strengths, and, by virtue of joining an academic health partner, leverage the opportunities from their existing strengths. Dean and Sr. VP Cendan stated that the top hospital systems in the United States, by and large are linked to a medical school. He commented on the rationale and benefits for an academic health partnership, including an enduring connection with a regional clinical leader and enhanced medical student education. He added that a partnership would allow for clinical research to grow at scale and create an additional pattern of revenue sharing. Dean and Sr. VP Cendan remarked that a partnership would provide an opportunity to create a differentiated academic clinical platform in an area where there are many hospital systems, support long-term clinical workforce development, and would also elevate the reputation of both organizations. He indicated that an integrated academic health system will attract world class faculty and strengthen opportunities for clinical advancements.

Dean and Sr. VP Cendan described the timeline. He noted that Chartis Group, a national consulting firm, was engaged. He added that FIU's vision, values, opportunities, expected outcomes, and key questions for response were shared with potential partners. He indicated that several proposals were evaluated. Dean and Sr. VP Cendan commented on the creation of a decision framework, which

potential health partners were asked to address. He stated that said framework described the expected outcomes, which included a similarly minded partner, opportunity for shared governance, shared management of the missions, co-branding of locations and activities, support for all the missions, not just the clinical, mutual involvement in the development of graduate medical education programs, an environment for education within a clinical platform, development of a research collaborative, jointly developing a clinical footprint on campus of scale that could serve the local community, and the creation of a joint clinical practice plan.

Dean and Sr. VP Cendan explained that many stakeholders were engaged during the strategic planning phase. He indicated that seven (7) health care systems were identified and contacted, but that the potential partnership was not a fit for three (3). He added that numerous discussions ensued with the remaining four (4) potential partners. He pointed out that, ultimately, two (2) substantial proposals were received. He stated that there are limits on what can be publicly shared, but the process and related materials were reviewed internally and with the Chartis group and a national law firm. Dean and Sr. VP Cendan commented that FIU proposes to enter a period of exclusive discussions with Baptist Health Systems of South Florida. He added that the proposal components will be addressed in detail in the next 90 days. He thanked the Board of Trustees and University leadership for their feedback and recognized the work of Sonia Benitez, HWCOS Senior Associate Dean for Finance and Administration.

Dean and Sr. VP Cendan acknowledged Baptist Health leadership in attendance. Present were: Jack A. Ziffer, Ph.D., M.D., Executive Vice President, Chief Clinical Officer and Chief Physician Executive for Baptist Health South Florida; Jay Hershoff, Chair of Baptist Health Board of Trustees; Michael J. Zinner, M.D. Chief Executive Officer and Executive Medical Director of the Miami Cancer Institute; Bo Boulenger, President and Chief Executive Officer of Baptist Health South Florida; Christine Kotler, Chief Marketing and Communications Officer for Baptist Health South; Calvin Babcock, Chairman of the Board at Baptist Hospital of Miami; Ana Lopez-Blazquez, Executive Vice President, Chief Strategy Officer for Baptist Health South Florida; and David Friedman, Senior Vice President and General Counsel for Baptist Health South Florida.

Committee Chair Sarnoff and Trustees commended the work of the Baptist Health team and the University's leadership.

## **6. Concluding Remarks and Adjournment**

With no other business, Committee Chair Marc D. Sarnoff adjourned the meeting of the Florida International University Board of Trustees Strategic Planning Committee on Thursday, April 27, 2023 at 11:10 AM.