



**FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES
FULL BOARD MEETING**

FIU, Modesto A. Maidique Campus, Graham Center Ballrooms

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

Tuesday, April 26, 2022

1:00 PM

or

Upon Adjournment of Previous Meeting

AGENDA

- | | |
|--|-----------------------------|
| 1. Call to Order and Chair's Remarks | Chair Dean C. Colson |
| 2. Public Appearances | Dean C. Colson |
| 3. President's Report | Kenneth A. Jessell |
| 4. Action Items – Consent Agenda | Dean C. Colson |
| BT1. Minutes, March 3, 2022 | |
| BT2. Minutes, April 5, 2022 | |
| FF1. FIU Ventilation Improvements at Modesto A. Maidique and Biscayne Bay Campuses | |
| FF2. Interior Renovation of Lakeview North Residence Hall | |
| FF3. Approval of Florida International University's 2022-23 Allocation of Capital Improvement Trust Fund (CITF) Fees | |
| G1. Bonus Plan Certification Form | |
| G2. University President's Performance Goals for Incentive Compensation, 2022 | |
| 5. Action Items | |
| SP1. Florida International University Annual Accountability Plan, 2022 | Marc D. Sarnoff |
| BT3. Presidential Position Criteria | Roger Tovar |

6. Status Reports, Board Committees

- Finance and Facilities Committee Report
- Strategic Planning Committee Report
- External Relations Committee Report
- Governance Committee Report

Roger Tovar

Marc D. Sarnoff

Gene Prescott

Dean C. Colson

7. Presidential Search Update

Roger Tovar

7.1 Presidential Search Marketing Plan *(No Action Required)*

8. New Business *(If any)*

Dean C. Colson

9. Concluding Remarks and Adjournment

Dean C. Colson

**THE FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES**

April 26, 2022

Subject: Approval of Minutes of Meeting held March 3, 2022

Proposed Board Action:

Approval of Minutes of the FIU Board of Trustees, Full Board meeting held on March 3, 2022, at the FIU, Modesto A. Maidique Campus, Graham Center Ballrooms and via Zoom.

Background Information:

Board members will review and approve the Minutes of the FIU Board of Trustees, Full Board meeting held on March 3, 2022, at the FIU, Modesto A. Maidique Campus, Graham Center Ballrooms and via Zoom.

Supporting Documentation: Minutes: Full Board Meeting, March 3, 2022



Full Board

March 3, 2022

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

MINUTES

1. Call to Order and Chair's Remarks

Board Chair Dean C. Colson convened the meeting of the Florida International University Board of Trustees at 1:10 p.m. on Thursday, March 3, 2022.

General Counsel Carlos B. Castillo conducted roll call of the Florida International University Board of Trustees and verified a quorum. Present were Dean C. Colson, *Board Chair*; Roger Tovar, *Board Vice Chair*; Cesar L. Alvarez; Jose J. Armas; Carlos A. Duarte (*via Zoom*); Donna J. Hrinak (*via Zoom*); Natasha Lowell; Gene Prescott; Joerg Reinhold; Chanel T. Rowe (*via Zoom*); Alexander Rubido; Marc D. Sarnoff; and Carlos Trujillo (*via Zoom*).

Board Chair Colson welcomed all Trustees and members of the University administration. He welcomed Trustees participating via Zoom and the University community accessing the meeting via the webcast.

Board Chair Colson presented each Board member with an FIU backpack. He pointed out that the Florida Board of Governors confirmed the appointment of Interim President Kenneth A. Jessell. Board Chair Colson welcomed Interim Provost and Executive Vice President Elizabeth M. Bejar and Interim Chief Financial Officer and Vice President for Finance and Administration Aime Martine to their new roles. He commented on a successful FIU Day and thanked the Trustees that participated, particularly Trustees Carlos A. Duarte and Carlos Trujillo for their presence in Tallahassee throughout session.

2. Public Appearances

There were no public appearances.

3. Foundation Report

FIU Foundation, Inc. Board of Directors Secretary Jill M. Granat indicated that the \$750M Next Horizon Campaign goal was surpassed, noting that \$755.3M has been raised to-date. She provided a fundraising report, highlighting gifts and commitments from fiscal year 2010 through present. She presented the philanthropy to cash reconciliation, noting \$29.2M in total cash was received with \$74.5M in total philanthropy. She reported that as of January 31, 2022, the Foundation's total investment portfolio stands at approximately \$447.18M and that the Total Managed Assets returned 0.65% net of fees. Foundation Board Secretary Granat commented that, as the University enters into the final stage of the Campaign, the Foundation will focus on leadership volunteer involvement and alumni engagement, participation, and annual giving. She announced that an anonymous alumni

donor couple pledged \$1M to match any gift of \$50 up to \$25,000. She added that an alumni marketing campaign is being developed in relation to said gift. She commented on the launch of the New Day Tour, which connects FIU alumni to FIU athletics.

4. President's Report

Interim President Kenneth A. Jessell commented on the \$1.2M gift from FIU alumni Tina Vidal-Duart and Trustee Carlos A. Duart to the FIU Honors College to establish two student scholarship endowments. Interim President Jessell stated that in late January, he announced the appointments of Senior Vice President for Academic and Student Affairs Elizabeth M. Béjar as Interim Provost and Executive Vice President effective March 1, 2022 and that of Ms. Aime Martinez, CPA, Associate Vice President for Business and Finance, as Interim Chief Financial Officer and Vice President for Finance and Administration. Interim President Jessell indicated that Florida's legislative session started January 11, 2022 and is scheduled to end on March 11, 2022, adding that the Budget Conference began on Wednesday, March 2, 2022.

Interim President Jessell noted that FIU is ranked No. 3 in the nation by the National Science Foundation (NSF) for research funding in psychology. He mentioned that Yuk-Ching Tse-Dinh, director of FIU's Biomolecular Sciences Institute, was inducted into the Academy of Science, Engineering and Medicine of Florida for her groundbreaking biomedical and biomolecular research. He remarked that Professor and wind researcher Amal Elawady is FIU's College of Engineering and Computing's 20th NSF CAREER Award recipient. Interim President Jessell stated that FIU Theatre Associate Professor Tony Galaska was awarded the prestigious Gold Medallion by the Kennedy Center American College Theater Festival. Interim President Jessell pointed out that four (4) FIU College of Engineering and Computing professors are among 83 academic inventors named to the National Academy of Inventors 2022 class of Senior Members.

Interim President Jessell stated that the NSF awarded a \$12.8 million four-year cooperative agreement to FIU's Extreme Events Institute to support the design of a national full-scale testing facility. He mentioned the ribbon cutting ceremony for the Center for Translational Science, which is scheduled to take place on April 12, 2022. He commented that alumnus, Charles Kamhoua M.S. '08, Ph.D. '11, won the Institute of Electrical and Electronics Engineers, Inc. Harry Diamond Memorial Award. Interim President Jessell noted that three-time alumna, Jill Farrell, pays it forward with scholarships to students pursuing globally focused research. He described FIU as a driver of the new South Florida tech boom and highlighted successful alums in the industry. Interim President Jessell remarked that FIU twin graduates, Shalisha and Shonda Witherspoon, won the Most Promising Engineer award.

Interim President Jessell commented that the FIU College of Law trial team won the state championship and also earned the best advocate award. He stated that FIU students, Max Ulloa and Brandon Lee, were selected as fellows for the Charles B. Rangel Graduate Fellowship. He highlighted the following distinguished 2022 senior leadership fellows for FIU's Adam Smith Center for Economic Freedom: Mauricio Macri, President of Argentina from 2015 to 2019; Loretta Sanchez, member of the United States Congress from 1997 to 2017; Raúl Melara, Attorney General of El Salvador from 2019 to 2021; and Nicolás Monckeberg, Ambassador of Chile in Argentina

from 2019 to 2022.

Interim President Jessell stated that FIU's Chaplin School of Hospitality & Tourism Management continues to address pandemic-imposed challenges like labor shortages by introducing its latest teaching tool, Cecilia.ai, the world's first robotic, interactive bartender that offers the potential of round-the-clock service. He provided highlights from the Food Network & Cooking Channel South Beach Wine & Food Festival presented by Capital One (SOBEWFF®), noting that about 1,100 FIU students signed up to volunteer and completed 3,201 shifts. He added that SOBEWFF® had a record year for tickets sales, bringing in just over \$6M in ticket revenue. Interim President Jessell mentioned that the New Day Tour National Signing Day Festival gave fans a chance to meet Coach Mike MacIntyre, his coaching staff, Athletic Director Scott Carr, and future and former Panther players as well as an opportunity to learn more about the coaching staff and recruits. Interim President Jessell stated that the FIU Women's Swimming and Diving team became Conference USA Champions for an eighth-straight season.

5. Action Items – Consent Agenda

Chair Colson indicated that the Audit and Compliance Committee recommended approval by the Board of action items AC2 and AC3, that the Finance and Facilities Committee recommended approval by the Board of action items FF1-FF3, that the Academic Policy and Student Affairs Committee recommended approval by the Board of action items AP1-AP6, and that the Governance Committee recommended approval of action items G2-G5 contained in the Consent Agenda.

Trustee Duart disclosed that as part of action item G5 contained in the Consent Agenda, one of the FIU Foundation Directors whose appointment is up for confirmation before the Full Board is his wife, Tina M. Vidal-Duart and indicated that he would abstain from voting on that item.

A motion was made and passed to accept the Consent Agenda, and members of the Board approved the following actions:

- **BT1. Minutes, December 8, 2021** - Approval of Minutes of the FIU Board of Trustees, Full Board meeting held on December 8, 2021.
- **BT2. Minutes, January 21, 2022** - Approval of Minutes of the FIU Board of Trustees, Emergency meeting held on January 21, 2022.
- **AC2. Proposed Regulation FIU-117 Fraud Prevention and Detection** - Approve the proposed Regulation FIU-117 Fraud Prevention and Detection 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.
- **AC3. Proposed Revisions to Audit and Compliance Committee Charter** - Approve the proposed revisions to the Audit and Compliance Committee Charter.

- **FF1. Review of Test Preparation Fee, College of Law** - Approve the continuation of the Test Preparation Fee.
- **FF2. Approval of Contract #PUR-04918 with Amazon.com Services LLC.** - Pursuant to the Delegations of Authority from the Florida International University Board of Trustees to the University President, as reflected in the Resolution on the President's Powers and Duties approved by the Board of Trustees on March 4, 2019, (i) approve the University entering into the contract as specified in the Board materials, and (ii) authorize the University President or his designee to execute, on behalf of the University, the aforementioned contract and all of the documents, and take all actions, that may be necessary to effectuate the transactions contemplated in the contract.
- **FF3. Amendment to Signature Authority - Authorization to Sign Checks for the University** - Adopt the following resolution:
 - BE IT RESOLVED THAT, the following officers and employees of the University are authorized to sign checks to pay legal obligations of the University from any and all designated University depositories:

Kenneth A. Jessell, Interim President
Aime Martinez, Interim Chief Financial Officer and Vice President for Finance and
Administration

- **AP1. Tenure as a Condition of Employment Nominations** – Approval of two (2) candidates for Tenure as a Condition of Employment as specified in the Board materials.
- **AP2. Proposed Amendment to Regulation FIU-406 Foreign Student Admissions** - Approve the amendment to Regulation FIU-406 Foreign Student Admissions 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.
- **AP3. Proposed Amendment to Regulation FIU-105 Sexual Harassment (Title IX) and Sexual Misconduct** - Approve the amendment of Regulation FIU-105 Sexual Harassment (Title IX) and Sexual Misconduct, 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.
- **AP4. Program Termination of the Bachelor of Arts in Geography** - Termination of the Bachelor of Arts in Geography (CIP 45.0701).
- **AP5. Program Termination of the Bachelor of Arts in Sociology** - Termination of the Bachelor of Arts in Sociology (CIP 45.1101).

- **AP6. New Program Proposal: Bachelor of Arts in Global Languages, Cultures and Literatures** - Approval of the Bachelor of Arts in Global Languages, Cultures and Literatures (CIP 16.0101) new program proposal.
- **G2. Ratification of Designation of Interim Senior Management Official and Delegation to Key Management Personnel** - Adopt a Resolution ratifying the designation of the Senior Management Official for Florida International University's facility clearance and delegating to the Key Management Personnel certain responsibilities and authorities pursuant to 32 CFR Part 117, National Industrial Security Program Operating Manual.
- **G3. Proposed Revisions to the Florida International University Bonus Plan** - Approve the amended Florida International University Bonus Plan.
- **G4. Proposed Revisions to Florida International University Board of Trustees Conflict-of-Interest Policy and Disclosure Form** - Approve the proposed revisions to the Florida International University Board of Trustees Conflict-of-Interest Policy and Disclosure Form.
- **G5. Direct Support Organizations Board Appointments** - Approve the appointments of the individuals specified in the board materials, to the Florida International University Foundation, Inc. Board of Directors.

Trustee Duarte abstained as he noted (above) he would do.

6. Action Items

AC1. Performance Based Funding and Emerging Preeminence Metrics

A. Performance Based Funding and Emerging Preeminence Status – Data Integrity Certification

B. Audit of Performance Based Funding and Emerging Preeminent Metrics Data Integrity

Trustee Duarte, Chair of the Audit and Compliance Committee, noted that the Florida Board of Governors requires the Board Chair and University President to execute jointly a Data Integrity Certification affirmatively certifying that the University maintains reliable systems as they relate to Board of Governors data and reporting requirements. Additionally, he remarked that the University's Chief Audit Executive Trevor L. Williams conducted an audit of the University's processes completeness, accuracy, and timeliness. Trustee Duarte pointed out that Mr. Williams issued an opinion stating that the system, in all material respects, continues to function in a reliable manner.

A motion was made and unanimously passed that the FIU Board of Trustees:

1. Approve the Performance Based Funding and Emerging Preeminence Status – Data Integrity Certification to be signed by the Chair of the FIU Board of Trustees and the University President; and

2. Approve the Audit Report - Audit of the Performance Based Funding and Emerging Preeminent Metrics Data Integrity.

G1. Employment Agreement for Interim President Kenneth A. Jessell

Board Chair Colson indicated that the Governance Committee considered and recommended for Board approval a Term Sheet and authorization for the Board of Trustees Chair to enter into a contract document with the President on the terms set forth in the Term Sheet. He pointed out that the Term Sheet specifies the term of the contract as a one-year term, from January 21, 2022 to January 20, 2023, with said appointment terminating earlier if a new president is hired before the expiration of the term or the Board elects to terminate the appointment sooner. Board Chair Colson remarked that the Term Sheet also delineates the compensation, performance-based incentive bonus, and benefits and sets forth the provisions upon expiration of term as Interim President. He stated that at its February 18, 2022 meeting, the FIU Foundation Inc. Board of Directors Executive Committee approved the payment of the Foundation's funding obligation.

A motion was made and unanimously passed that the FIU Board of Trustees approve the employment agreement for Kenneth A. Jessell for a one-year term from January 21, 2022 to January 20, 2023, as described in the Term Sheet, and authorize the Chair of the FIU Board of Trustees to execute, on behalf of the FIU Board of Trustees, a contract document consistent with the terms contained in the proposed Term Sheet.

7. Status Reports, Board Committees

Board Chair Colson mentioned that the following Committees met earlier in the day: Audit and Compliance; Finance and Facilities; Academic Policy and Student Affairs; Strategic Planning; and Governance.

Board Chair Colson referred to the Resolution Trustee Sarnoff discussed during the earlier Academic Policy and Student Affairs Committee Meeting. At the request of Board Chair Colson, General Counsel Castillo explained that the proposed Resolution provides a full endorsement by the FIU Board of Trustees of the March 2, 2022 statement from Interim President Jessell to the University community. Board Vice Chair Roger Tovar noted that the President's statement refers to a "conflict," and requested that the Board of Trustees' statement include "unprovoked invasion" in lieu of "conflict." In response to Board Vice Chair Tovar, General Counsel Castillo recommended for the Board's consideration that "current situation" be deleted and substituted with "unprovoked invasion by the Russian government in Ukraine." Trustee Jose J. Armas remarked that while he supported the Resolution, he cautioned against endorsing, financing, or lending the FIU name for outside causes.

A motion was made and unanimously passed that the FIU Board of Trustees adopt the following Resolution, as amended, by the FIU Board of Trustees:

BT3. Board of Trustees Resolution

"The Board of Trustees of Florida International University fully endorses the University's communication from Interim President Kenneth A. Jessell on March 2, 2022, to the university community in which Interim President Jessell addressed the unprovoked invasion by the Russian

government in Ukraine. In the statement, Interim President Jessell, in pertinent part, stated that “[a]t FIU, we stand in solidarity with the people of Ukraine as they valiantly fight for peace and democracy in their homeland” and that “[t]he loss of life and the destruction of cities and towns at the hands of the Russian military, as well as the displacement of innocent Ukrainians due to this conflict, are unacceptable and heartbreaking.” A complete copy of the statement will be attached to the Board of Trustees minutes of this meeting.”

8. Investigation Report

Board Chair Colson referred to the Investigation Report related to the events that led to former FIU President Mark B. Rosenberg’s resignation. He noted that Trustees were provided with a copy of said report in anticipation of the current meeting. Board Chair Colson requested that General Counsel Castillo and FIU outside lawyer Eric D. Isicoff provide further comment on the Report.

General Counsel Castillo explained that he briefed each Trustee individually regarding the Report in anticipation of the Board of Trustees meetings. He indicated that, as reflected in the Report, on December 15, 2021, he spoke with Board Chair Colson on the matter and agreed to retain the services of Mr. Isicoff and his law firm to conduct the investigation. General Counsel Castillo added that later that same day, Mr. Isicoff was commissioned to commence the investigation, which was conducted over the weeks to follow, resulting in the preparation and publication of the Report.

Mr. Isicoff provided an overview of his firm’s engagement. He explained that as part of the investigative process, which was initiated immediately, witnesses were interviewed, and hundreds of text messages and emails were reviewed. Mr. Isicoff indicated that, at a point in time during the investigative process, Dr. Rosenberg resigned from his position as President and now remains a tenured faculty member. Mr. Isicoff explained that the Faculty Advisory Board will review the report, conduct any further investigation that may be required, and will make decisions, if any, concerning future disciplinary measures that may be meted out by that administrative process.

Board Chair Colson stated that upon being made aware of the matter, he immediately notified the Board’s Vice Chair and the University’s General Counsel that he would be initiating an investigation, stating that, at the time, a formal complaint had not been filed. He remarked that, during the investigation, he and the Board Vice Chair received regular updates from General Counsel Castillo and Mr. Isicoff. He mentioned that Trustees were not briefed on the matter at such time given the lack of a formal complaint. Board Chair Colson remarked that, collectively as a Board, consideration should be given as to what process a board chair should follow when facing a similar set of circumstances.

Board Chair Colson also referred to the Emergency Meeting of the FIU Board of Trustees on January 21, 2022. He explained that swift action to name an interim President was of the utmost importance, and that the letter received from Dr. Rosenberg on January 21, 2022, contributed to his terse comments at said meeting.

Trustee Natasha Lowell commended Board Chair Colson’s leadership.

General Counsel Castillo remarked on the University's recently adopted Fraud Prevention and Detection Regulation and noted that said Regulation addresses a number of issues raised by Board Chair Colson.

In response to Trustee Cesar L. Alvarez, Mr. Isicoff explained that given Dr. Rosenberg's resignation as president, the matter relating to his tenure is an administrative process. Board Vice Chair Tovar urged that the Faculty Advisory Board proceed in their process relating to this matter as completely and quickly as possible.

9. Election of Officers

Board Chair Colson pointed out that the Board's Bylaws provide that the Board elect a Board Chair and Vice Chair at the last regularly scheduled meeting of the fiscal year, which typically would be at the June meeting. He added that the new Board Chair and Vice Chair will serve for the next two fiscal years. He commented that holding election of officers at the current meeting, as opposed to June, allows for a seamless transition into the University's presidential search process.

A motion was made and unanimously passed that the FIU Board of Trustees approve that the election of the officers occur at the current March 3, 2022 meeting as opposed to during the June 2022 meeting.

Board Chair Colson opened the floor for nominations of Board Chair. Trustee Natasha Lowell nominated Trustee Colson for the office of Chair of the Board, and he was unanimously elected. Chair Colson opened the floor for nominations of Board Vice Chair. Trustee Marc D. Sarnoff nominated Trustee Roger Tovar for the office of Vice Chair of the Board, and he was unanimously elected.

10. Presidential Search Update

Board Chair Colson recognized Dr. Mark B. Rosenberg's leadership. Board Chair Colson pointed out that FIU has zero tolerance for inappropriate conduct and will continue to uphold its inclusion and anti-harassment policies. He added that Dr. Rosenberg engaged in inappropriate conduct that was promptly and appropriately addressed.

Board Chair Colson commented on his intention to seek Board approval to delegate to the Governance Committee the authority to select an executive search firm. He stated that the official launch of the presidential search is anticipated for early April where the presidential search committee members will be named, and the identified executive search firm will be retained. He pointed out that the presidential search committee will be formed in accordance with Florida Board of Governors regulation. He welcomed recommendations prior to consulting with Florida Board of Governors Chair Brian Lamb. Board Chair Colson remarked on his plans to hold a townhall in April to solicit input from students, faculty and staff regarding the qualities and qualifications the community wants to see in FIU's next president. He described the Board's commitment to conducting a search designed to attract high caliber candidates through a thorough and transparent selection process.

11. Delegation to the Governance Committee to select the Executive Search Firm

Board Chair Colson indicated that the Board’s Bylaws provide that the Governance Committee is responsible for reviewing and making recommendations to the Board on various Board functions, including, overseeing Presidential personnel matters. He added that the Board’s Bylaws also provide that the Governance Committee shall have and may exercise all powers and authority of the Board on an as needed basis between regular Board meetings for time-sensitive matters, subject to certain limitations that are specified in the Bylaws.

Board Chair Colson stated that Board of Governors Regulation 1.002(1)(b)(ii) provides that after the presidential search committee is formed, “the board of trustees or its designee . . . may retain the services of an executive search firm/consultant, subject to a competitive procurement process or use of a competitively procured, pre-qualified list, if total compensation will exceed the threshold established in Board Regulation 18.001.”

A motion was made and unanimously passed that the FIU Board of Trustees delegate to the Governance Committee the authority, in a manner consistent with the applicable Board of Governors Regulations, to review potential presidential executive search firms/consultants and to select the presidential executive search firm/consultant to be retained.

12. New Business

Board Chair Colson introduced FIU Women’s Swimming and Diving coach Randy Horner, who has been at the helm of the program for 12 seasons, and that as head coach, has guided the program to eight consecutive Conference USA Championship titles. Coach Horner introduced FIU Swimming and Diving team members, Ms. Kelsie Campbell and Ms. Mia Zahab, and discussed the program’s success. Board Vice Chair Tovar noted that the program has been able to achieve great success without the benefit of an on-campus pool and reiterated the University’s commitment to provide an on-campus pool.

13. Concluding Remarks and Adjournment

With no other business, Board Chair Dean C. Colson adjourned the meeting of the Florida International University Board of Trustees Full Board on Thursday, March 3, 2022, at 2:17 p.m.

Dean C. Colson
Chair
FIU Board of Trustees

Kenneth A. Jessell
Corporate Secretary
FIU Board of Trustees

**THE FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES**

April 26, 2022

Subject: Approval of Minutes of Meeting held April 5, 2022

Proposed Board Action:

Approval of Minutes of the FIU Board of Trustees, Full Board meeting held on April 5, 2022, via Zoom.

Background Information:

Board members will review and approve the Minutes of the FIU Board of Trustees, Full Board meeting held on April 5, 2022, via Zoom.

Supporting Documentation: Minutes: Full Board Meeting, April 5, 2022



Full Board
April 5, 2022
Zoom

MINUTES

1. Call to Order and Chair's Remarks

Board Chair Dean C. Colson convened the meeting of the Florida International University Board of Trustees at 11:02 a.m. on Tuesday, April 5, 2022.

General Counsel Carlos B. Castillo conducted roll call of the Florida International University Board of Trustees and verified a quorum. Present were Dean C. Colson, *Board Chair*; Roger Tovar, *Board Vice Chair*; Cesar L. Alvarez; Jose J. Armas; Carlos A. Duarte; Donna J. Hrinak; Gene Prescott; Joerg Reinhold; Chanel T. Rowe; Alexander Rubido; Marc D. Sarnoff; and Carlos Trujillo.

Trustee Natasha Lowell was excused.

Board Chair Colson welcomed all Trustees and members of the University administration. He welcomed Trustees and the University community accessing the meeting via the webcast.

Board Chair Colson indicated that at the March 3, 2022 FIU Board of Trustees meeting, the Board delegated to the Governance Committee the authority to identify executive search firms/consultants that can assist the Board in the selection of the University's next president, and after due consideration, to select and upon formation of the presidential search committee, retain a search firm. Board Chair Colson pointed out that Board Vice Chair Roger Tovar met with the principals of six (6) nationally regarded search firms and added that the Governance Committee then met on March 17 and 18, 2022 to review said firms and interview the recommended firms. Board Chair Colson stated that the Governance Committee selected R. William Funk and Associates to assist with the search for FIU's sixth president, noting that R. William Funk and Associates has extensive experience recruiting for R1 universities.

2. Public Appearances

There were no public appearances.

3. Discussion Items

3.1 Update – Presidential Search/Presidential Search Committee Formation

Board Chair Colson remarked that, in accordance with Florida Board of Governors regulations, the Presidential Search Committee's membership was formed in consultation with Board of Governors Chair Brian Lamb. He commented that also, in accordance with Florida Board of Governors regulations, the FIU Presidential Search Committee has 15 members representing the Board of Trustees, the Board of Governors, FIU faculty, students, alumni, and the community.

Board Chair Colson commented that on March 29, 2022, he announced the appointment of Board Vice Chair Roger Tovar as the Chair of the Presidential Search Committee.

Board Chair Colson announced the members of the FIU Presidential Search Committee:

- Roger Tovar, FIU Alumnus, FIU Board of Trustees Vice-Chair and PSC Chair
- Cesar L. Alvarez, FIU Trustee
- Deanne Butchey, FIU Alumna, FIU Faculty
- Valentina Casanova, FIU Student
- Carlos A. Duart, FIU Alumnus, FIU Trustee
- Eric Eikenberg, Community Leader
- Patricia Frost, Board of Governors Member
- Jill M. Granat, FIU Alumna, FIU Foundation Board Member
- Gerald C. Grant, Jr., FIU Alumnus, Community Leader, Trustee Emeritus
- Hon. Barbara Lagoa, Judge, FIU Alumna
- Albert R. Maury, FIU Alumnus, Community Leader, FIU Board of Trustees Chair Emeritus
- Richard Olson, FIU Faculty
- Claudia Puig, FIU Alumna, Community Leader, FIU Board of Trustees Chair Emeritus
- H.T. Smith, FIU Faculty
- Rebecca Lyn Toonkel, FIU Faculty

Board Chair Colson thanked the FIU Presidential Search Committee Members for their willingness to serve and their continued dedication to FIU.

3.2 Update – Presidential Search/Presidential Search Committee

Board Chair Colson recognized Board Vice Chair Tovar and thanked him for devoting his time and energy to Chair the FIU Presidential Search Committee.

Board Vice Chair Tovar introduced Mr. Robert William “Bill” Funk of R. William Funk and Associates. Mr. Funk introduced his colleague Ms. Kayla O’Rourke and commented that later in the afternoon they would be joining the FIU Presidential Search Committee for their first meeting and that they would return to campus the following week for listening sessions with various constituent groups and on April 26, 2022 to provide an update to the Board of Trustees. Mr. Funk remarked on next steps. He stated that the friends of FIU letter will soon be sent to key supporters and University alumni to advise them of the launch of the search and provide them with the opportunity to share nominations and thoughts about the kind of leadership they would like to see going forward. He commented on the confidentiality agreement that was developed for the Presidential Search Committee and that the leadership statement will be completed with input received from the listening sessions.

Mr. Funk indicated that he and his firm have been researching and targeting potential candidates. He added that he and his firm will send letters to their 600-person proprietary mailing list and have prepared nomination letters that will be sent to everyone who was nominated. He stated that while many variables can impact a presidential search timeline, it is his expectation that the applicant pool will be completed beginning no earlier than mid-June and that this will be the point at which the Presidential Search Committee will evaluate the pool of active candidates and begin to distill the

pool to a group of first round interviewees. Mr. Funk added that before the interviews are conducted, he and his firm will conduct background checks on the individuals that the Presidential Search Committee selects. He stated that the first-round interviews will be held in approximately late June and that the Presidential Search Committee will immediately thereafter, in July, select the five (5) finalists that they are recommending to the Board of Trustees and inviting for campus interviews. He highlighted active R1 (Carnegie Classification: Doctoral Universities – Very high research activity) searches within the State University System of Florida and nationally for public and private institutions.

Trustee Carlos Trujillo urged that the Presidential Search Committee define the criteria as expansive as possible to attract the largest number of qualified applicants that necessarily might not come directly from only academia. Board Vice Chair Tovar concurred. Mr. Funk added that there are excellent leaders in corporate America and not-for-profit organizations that possess sought-after leadership qualities. Trustee Jose. J. Armas recognized Board Chair Colson’s efforts in forming the Presidential Search Committee and Board Vice Chair Tovar for serving as the Committee’s Chair. Trustee Donna J. Hrinak remarked that FIU’s next president should have international perspective, experience, and vision. Trustee Joerg Reinhold also commended Chair Colson on the formation of the Presidential Search Committee.

Board Vice Chair Tovar recognized Vice President for Operations and Safety and Chief of Staff Javier I. Marques for his efforts in facilitating the Presidential Search Committee on behalf of the FIU administration along with other members of the FIU team who are providing support as it relates to their respective areas.

4. New Business

No new business was raised.

5. Concluding Remarks and Adjournment

With no other business, Board Chair Dean C. Colson adjourned the meeting of the Florida International University Board of Trustees Full Board on Tuesday, April 5, 2022 at 11:38 a.m.

Dean C. Colson
Chair
FIU Board of Trustees

Kenneth A. Jessell
Corporate Secretary
FIU Board of Trustees

**THE FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES**

April 26, 2022

Subject: FIU Ventilation Improvements at Modesto A. Maidique and Biscayne Bay campuses

Proposed Board Action:

Approve a list of HVAC improvement projects throughout the Modesto A. Maidique and Biscayne Bay campuses, and delegate to the President or his designee the authority to execute all contracts and take all actions necessary to effectuate the improvements

Background Information

The Coronavirus Response and Relief Supplemental Appropriations Act, 2021 (CRRSAA) was signed into law on Dec. 27, 2020. In total, the CRRSAA authorized \$81.88 billion in support for education, including the Higher Education Emergency Relief Fund (HEERF), which represented the second stream of funding appropriated for the HEERF (known as HEERF II). Further, on March 11, 2021, President Biden signed the American Rescue Plan Act of 2021 (ARP). The ARP appropriated approximately \$39.6 billion for the third stream of funding for the HEERF (known as HEERF III). HEERF funds are to be used to prepare for and respond to the COVID-19 pandemic.

FIU received \$75.52 million of HEERF II funding and \$128.42 million of HEERF III funding. A portion of those funds, in the amount of \$28.1 million, has been allocated for the upgrade or renovation of HVAC systems in ten buildings throughout the Modesto A. Maidique and Biscayne Bay campuses. Improvements will include, without limitation, replacement of variable air volume boxes, addition of ultraviolet lighting to increase unit sanitization, replacement of air handling units and rooftop units, renovation of ductwork and insulation systems, replacement of general and fume hood air exhaust valves, and pneumatic to digital controls upgrades.

In the event that any of the allocated funds remain unused after the completion of the initial projects, six supplemental projects have been identified.

The overall goal of these improvements is to improve the indoor air quality in the buildings, which will help prevent the spread of COVID-19 and other communicable diseases.

The Facilities Management Department is supervising the overall renovation effort, and along with the Procurement Department, is involved in the selection of different contractors in accordance with federal procurement guidelines.

All HEERF funds must be used by June 30, 2023.

Supporting Documentation: *Agenda | Finance and Facilities Committee Meeting | April 26, 2022*

**THE FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES**

April 26, 2022

Subject: Interior Renovation of Lakeview North Residence Hall

Proposed Board Action:

Approve the interior renovation of the Lakeview North Residence Hall at the Modesto A. Maidique Campus, which is being completed in two phases for a total cost of \$3,855,146, and delegate to the President or his designee the authority to execute all contracts and take all actions necessary to effectuate the renovation.

Background Information

FIU Housing and Residential Life provides on-campus housing for students designed to enhance the academic experience, build community, and build life-long friendships. The residence halls are well-maintained, clean, and modern.

Lakeview North Interior Renovation

The Lakeview North residence hall opened in 2004 as a part of the Lakeview Village complex. It is comprised of 90 four-person suites and 9 resident assistant rooms. Lakeview North houses 360 first-year students, so it is important that the building provide an excellent first impression for students and parents.

Since opening, Lakeview North has undergone the following upgrades:

- Creation of a community kitchen on each floor in 2017
- Replacement of all lounge furniture to enhance studying and social gathering
- Painted outside to match the overall FIU color scheme
- Outdoor furniture was replaced to provide more areas to study outside
- Replacement of the shower stalls in each suite to solid surface panels for ease of cleaning in 2018-2019
- Replacement of all hallway lighting with LED light fixtures in 2019

Additionally, FIU Housing completed the replacement of the boilers and rooftop HVAC units in spring 2022 to keep the building's mechanical, electrical, and plumbing systems up to date.

The remainder of the building has gone largely untouched except for routine repairs, maintenance, painting, and cleaning.

The renovation planned for summer 2022 would refresh the building interiors to be competitive in today's student housing market. Renovations will include the following:

- Replacement of white VCT tile with new low maintenance wood-look LVT tile planks. Provides saving of \$40,000 annual of waxing floors
- Replacement of worn cabinetry in each suite kitchenette with up to-date cabinetry
- Replacement of all worn bathroom vanities and millwork with contemporary designed millwork

- Replacement of outdated laminate counter tops with durable quartz solid surface countertops
- Replacement of all bathroom and kitchen sinks and faucets
- Replacement of all mirrors
- Replacement of light fixtures in elevator landings with energy efficient LED light fixtures
- Re-tiling of all dilapidated hallway ceilings
- Painting of all interior walls
- Replacement of all hallway carpeting
- A minor update to the lobby area including a new vending area and other exciting features to give students a feeling of pride in their new home

This renovation will significantly enhance the Lakeview North living experience, bringing the facility on par with FIU’s other offerings on campus and making sure FIU Housing is competitive with off-campus student housing properties in the immediate area. The design solution will be attractive to new students, enhancing our recruitment efforts. Additionally, the materials chosen are more durable and cost effective to maintain than the existing materials. This building interior refresh will position Lakeview North to serve FIU for many more years to come.

Due to the building not being occupied during the summer term, now is the ideal time to do interior replacements. In order to be ready for the 2022 fall semester, construction is scheduled to start May 9, 2022 with a completion date of August 5, 2022. Due to material shortages and cost escalations currently affecting the construction industry, the need to order critical long lead items is pertinent to achieve the schedule. The renovation will be completed in two phases. Phase I, in the amount of \$1,983,144, will allow FIU to get all the critical long lead items for all floors and includes labor for only the 5th and 6th floors. The review and approval of submittals has already started to help with the procurement of long lead materials. Phase II, in the amount of \$1,588,745, is for the balance of the work including 1st through 4th floors. We are requesting Florida International University Board of Trustees approval for the entire \$3,855,146 project cost including professional services of \$283,256.

This renovation project was envisioned in last year’s budget process, as part of the Housing Department’s 5-year plan overview and presented as the “LV North interior Renovation project.” Housing had allocated \$1,069,516 using data (with a pricing escalator) from the prior renovation of Panther Hall. The cost of this renovation increased significantly once we took a deeper look at the needs for Lakeview North refresh and used current market conditions for construction pricing.

Supporting Documentation: *Agenda | Finance and Facilities Committee Meeting | April 26, 2022*

**THE FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES
Finance and Facilities Committee**

April 26, 2022

**Subject: Request for Approval of Florida International University’s 2022-23
Allocation of Capital Improvement Trust Fund (CITF) Fees**

Proposed Committee Action:

Recommend to The Florida International University Board of Trustees (the BOT) approval of FIU’s revised 2022-23 allocation of capital improvement trust fund (CITF) fees, and authorize the University President to further amend said allocation as necessary, consistent with Florida Board of Governors (BOG) and BOT directives and guidelines.

Background Information:

Sections 1001.74(12), 1011.40(1), and 1013.60, Florida Statutes, require each university to submit a legislative budget request for Fixed Capital Outlay (FCO) in the form of a Capital Improvement Plan (CIP) in accordance with the instructions, guidelines, and standard formats provided by the Chancellor of the State University System of Florida. The CIP includes Public Education Capital Outlay (PECO) Projects and Capital Improvement Trust Fund (CITF) Projects.

In the June 16, 2021 meeting, the BOT previously approved the following allocation of CITF funds:

Graham University Center Expansion/Renovation/Remodel-MMC	\$5,660,000
Wellness and Recreation Field Support Building	<u>\$1,140,000</u>
	\$6,800,000

The approved allocation to FIU in this year’s Legislative session for fiscal year 2022-23 is \$6,236,099

The new proposed allocation of CITF funds is as follows:

GC Expansion/Renovation	\$ 96,099
MMC Aquatic Center	\$5,000,000
Recreation Field Support Building	<u>\$1,140,000</u>
	\$6,236,099

In accordance with BOG Regulation 7.003, the FIU student government association has been previously consulted about the new proposed allocation.

The new CITF project allocation list must be submitted to BOG by April 29, 2022.

Supporting Documentation: N/A

Facilitator/Presenter: Aime Martinez

**THE FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES**

April 26, 2022

Subject: Bonus Plan Certification Form

Proposed Board Action:

Approve the proposed Bonus Plan Certification Form.

Background Information:

Florida Board of Governors (BOG) Regulation 9.015, University Bonus Plans, permits each board of trustees to establish and implement one or more bonus plans that authorizes the award of bonuses based on the employee work performance or for purposes of recruitment and retention and has established criteria for such plans. In addition, such bonus plans include plans related to the delivery of care through a university Faculty Practice Plan.

BOG Regulation 9.015(4) provides: “Each year, on a schedule established by the university board of trustees, the President shall submit a bonus plan report to the board of trustees. The report shall contain the following: the President’s certification that any bonuses paid during the reporting period complied with the criteria in the university’s bonus plan and were paid from funds contained within the university’s budget as approved by the board of trustees; and the total amount paid during the reporting period for performance, recruitment and retention bonuses.”

The Florida International University Bonus Plan was approved by the Florida International University Board of Trustees (BOT) on September 14, 2021 and amended and approved by the BOT on March 3, 2022 (the “Bonus Plan”). The Bonus Plan requires the submission of an annual President’s report (the “Bonus Plan Report”), which certifies the information required by the referenced Board of Governors regulation. During the BOT approval process of the Bonus Plan, the BOT requested to include a certification from the General Counsel created in the same fashion as is being done for the BOT-approved Funding Certification Form. The total amount of funds paid for performance, recruitment and retention bonuses will also be included in the Bonus Plan Report, as required by the referenced Board of Governors regulation.

The Bonus Plan Certification Form requires signatures by the relevant Vice President (i.e., the Senior Vice President of Human Resources), the Chief Financial Officer, the General Counsel, and the University President. The Bonus Plan Certification Form also requires the signature of the Director of Compensation and Benefits.

The Bonus Plan Certification Form submitted for approval complies with BOG Regulation 9.015 and, therefore, may be incorporated as part of the Bonus Plan Report upon the approval by the BOT. The Bonus Plan Report will be submitted to the BOT at the first BOT meeting in the fall (starting with 2022) and each year thereafter.

Supporting Documentation: *Agenda | Governance Committee Meeting | April 26, 2022*

**THE FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES**

April 26, 2022

Subject: University President's Performance Goals for Incentive Compensation, 2022

Proposed Board Action:

Adopt the Interim President's Performance Goals for Incentive Compensation for the term of his employment agreement:

1. Improve FIU's transition to a COVID-19 post-pandemic reality in regard to appropriate and sustainable educational instruction, workforce management, student engagement, financial stability, and business services operations.
 2. Open our new FIU in DC facility and launch strategies to increase student academic and internship experiences, enhance federal agency engagement and funding, support national ranking strategies, and increase alumni job placement at influential national organizations.
 3. Complete next phase of the Next Horizon Capital Campaign focusing on alumni development, engagement, and participation: alumni participation rate and fundraising for Alumni Center.
 4. Establish a succession planning framework for key leadership positions within the university to ensure FIU is prepared to meet the challenges of a changing workforce.
 5. Significant events or milestones that help foster a culture of belonging, inclusiveness, and ethical behavior within the FIU community.
 6. Significant events or milestones of major impact to the University, including FIU development, community and engagement initiatives, workplace culture enhancement, and local, regional and national academic engagement, visibility and ranking.
-

Background information:

The Interim President's Performance Goals for Incentive Compensation are directed towards maintaining and accelerating progress toward achieving FIU *Next Horizon 2025* Strategic Plan goals and initiatives. The framework upon which the strategic plan is based includes (1) amplifying learner success and institutional affinity, (2) accelerating preeminence, research and innovation impact, and (3) assuring responsible stewardship.

Paragraph 6 of the Interim President's employment agreement provides as follows:

6. Performance Goals and Incentive Compensation.
 - (a) On or before April 1, 2022, Dr. Jessell will provide the Board Chair with a list of proposed goals and objectives for the Term which will be distributed to the Board. Thereafter, at the Board meeting determined by the Board Chair, the Board and Dr. Jessell shall finalize the goals and objectives. Dr. Jessell shall report to the Board on the achievement of goals at regular intervals or at other times as may be requested by the Board. The Board may also request that Dr. Jessell revise or create goals from time to time.

(b) The Board may, in its discretion, award Dr. Jessell incentive compensation of up to \$150,000 for his service during the Term based on his achievement of the goals and objectives. Incentive compensation will be paid at the time specified by the Board or, if not specified by the Board, no later than sixty (60) days after the Term ends. A Board Committee may be designated to carry out responsibilities of the Board under this section.

Florida Board of Governors Regulation 1.001(5)(a) states, in relevant part, that each board of trustees shall provide for the establishment of the personnel program for all the employees of the university, including the president, which may include but is not limited to: compensation and other conditions of employment.

Supporting Documentation: None

**THE FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES**

April 26, 2022

Subject: Florida International University Annual Accountability Plan, 2022

Proposed Board Action:

Approve Florida International University’s Annual Accountability Plan as provided in the Board materials and delegate authority to the University President to perform finish editing as needed and to amend consistent with comments received from the Board of Governors (BOG).

Background Information:

BOG Regulation 2.002(2)(3), University Accountability Plans, provides, in relevant part, that each university’s accountability plan shall reflect the institution’s distinctive mission and focus on core institutional strengths within the context of State University System goals and regional and statewide needs; and each board of trustees shall prepare an accountability plan and submit updates on an annual basis for consideration by the Board of Governors. The accountability plan shall outline the university’s top priorities, strategic directions, and specific actions for achieving those priorities, as well as progress towards previously approved institutional and System-wide goals.

This document may require finish editing or necessary updates. Additionally, the BOG may require changes to the annual report. Therefore, a delegation of authority to the University President to make changes as necessary is being requested.

Supporting Documentation: *Agenda | Strategic Planning Committee Meeting | April 26, 2022*

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

**THE FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES**

April 26, 2022

Subject: Presidential Position Criteria

Proposed Board Action:

Pursuant to Florida Board of Governors Regulation, approve the Presidential Position Criteria.

Background Information:

Pursuant to Florida Board of Governors Regulation 1.002(1)(c)(iii), Presidential Search and Selection, the Florida International University Presidential Search Committee, assisted by the executive search firm, R. William Funk & Associates, will be responsible for developing recommended position criteria that are consistent with the institution's mission, strategic plan and aspirational goals, which shall be approved by the board of trustees.

Supporting Documentation: Presidential Position Criteria

Facilitator/Presenter: Roger Tovar, *Chair, FIU Presidential Search Committee*



Presidential Position Criteria and Leadership Statement

Florida International University (FIU) has had only two Presidents in the past 36 years. This stability and continuity of leadership – as well as strategic, forward-thinking Boards of Trustees – have propelled the University to R1 status in the Carnegie classification and a standing as the fourth largest university by enrollment in the country. The Board and Search Committee are seeking a new leader who will continue this remarkable trajectory and make an already great university even greater.

The President reports directly to the FIU Board of Trustees and is the Chief Executive Officer of the University. The new President will need to work in transparent collaboration with the FIU Board of Trustees and the Florida Board of Governors to set strategic priorities and implement initiatives consistent with the priorities established for Florida’s State University System. Fundraising, professional and leadership visibility in state and national education circles and venues, and active involvement in the day-to-day life of the University are all important expectations.

The next President will be transformative and have integrity, exemplary interpersonal and communication skills, and demonstrate a commitment to the principles of diversity, equity, and inclusion. The University’s next leader will be student-centered, have an appreciation for a world-class faculty and staff, and will understand the challenges and opportunities associated with university leadership now and in coming years.

The Florida Board of Governors and FIU Board of Trustees have carefully constructed a presidential search process that has allowed all constituents the opportunity to express their views on the personal and professional characteristics and experiences that the next President should embody. In addition to multiple open forums held on campus, the Board of Trustees solicited nominations and views of alumni and key supporters of the University. While there is no expectation that candidates will possess all the attributes noted below, it is expected that the best candidates will have at least a majority of these abilities and qualifications, in addition to those described above. We welcome candidates who can demonstrate their achievements, and articulate their values, in these crucial areas:

- Passionately student-centered...dedicated to enhancing the quality of student life and learning;
-
- Integrity... trustworthy...fair...high energy... transparent;
- Demonstrated record of success and accomplishment;
- An exemplary, adaptive, and visionary leader with a discerning strategic approach to the challenges and opportunities facing higher education generally and FIU specifically;
- An appreciation for the multicultural nature and explosive growth of the greater Miami and South Florida area... and the ability and intention to engage with the community;
- Understanding the role of alumni engagement;
- Commitment to and appreciation of research, scholarly activity, and academic excellence; understanding of the importance of research recruitment and expenditure growth;
- Knowledge and understanding of arts and sciences, medicine, health sciences, the humanities, law, business, the arts, and the many diverse colleges and schools within the University;
- The ability to conduct the affairs of the University in an astute and sensitive manner;
- Appreciation of a world-class faculty and staff... respect for the principles of shared governance and academic freedom;
- Acting as the University's chief fundraiser... recognizes the need for developing additional revenue streams;
- Financial acumen, comprehending the financial underpinnings of the University's operations, setting priorities and allocating resources with wisdom and prudence, and establishing and meeting budgets;
- The ability to recruit and retain excellent administrators, faculty, and staff and to develop, mentor, and retain a strong leadership team;

- Exemplary communication and interpersonal skills...approachable...receptive to and values the ideas of others...a good listener... collaborative... collegial;
- Approachable... visible... actively engaged in the life of the University;
- Quickly gains an understanding of state dynamics and develops relationships with the state's leadership;
- Appreciates the value of a strong and rule-abiding Division I intercollegiate athletics program that contributes to student life and school spirit;
- Understanding our role as a University of Distinction in Environmental Resilience; and
- A commitment to an open, diverse, and inclusive learning and working environment that nurtures the growth and development of all.

This Presidential Position Criteria and Leadership Statement will be available at presidentalsearch.fiu.edu

FIU Presidential Search Committee **Presidential Search Marketing Plan**

FIU has launched a search for the 6th president to lead our Carnegie R1 public research university. The next president will continue FIU's upward trajectory and excellence in research, student success, teaching, and innovation.

Communicating FIU's strengths is critical to attracting top candidates for the position. The search provides an exceptional opportunity for FIU to share its story of excellence nationally with leaders in higher education and related sectors, clarifying our institutional values and aspirations for the next president. It also provides a forum for FIU constituents and the greater community to share those characteristics they would like to see in FIU's president.

The chairperson of the FIU Board of Trustees has charged the Presidential Search Committee (PSC) with prioritizing transparency throughout the process. Below is a proposed plan to ensure FIU constituencies are updated continually and the most qualified candidates are made aware of the opportunity.

FIU will work collaboratively with R. William Funk & Associates to develop national advertisements, collateral recruitment materials and updates for dissemination through the following channels, among others, to ensure an inclusive and transparent search:

Owned media (FIU communication channels):

- Main FIU website (fiu.edu)
- Presidential Search website (presidentialexsearch.fiu.edu)
- FIU Board of Trustees website
- FIU News (news.fiu.edu)
- FIU News daily newsletter
- Webcast.fiu.edu (for livestreaming of PSC meetings and other important search-related meetings)
- FIU social media channels (Facebook, Instagram, Twitter, LinkedIn, TikTok)
- FIU email communications with students, faculty, staff, alumni, foundation board, alumni board, volunteer boards (including but not limited to Presidents Council and college advisory boards)
- Campus electronic message boards, FIU custom email accounts, etc.

Paid media

- The Chronicle of Higher Education
- Inside Higher Ed
- Diverse: Issues in Higher Education
- Hispanic Outlook in Higher Education
- Women in Higher Education
- Higher Ed Jobs
- Search-related placements are complemented by FIU's ongoing paid media reputational campaign, which is supported through a Board of Trustees mandated investment. The target audience of this campaign includes individuals who could be candidates to become FIU's next president.

Targeted timing: April-June 2022. This timing may be extended as necessary to ensure that the best candidate is identified.

Earned Media

- FIU will disseminate press releases and pursue search-related local, state and national media placements that include mention of the university's accomplishments and distinguishing characteristics (research excellence and social mobility).

Budget

- Not to exceed a cost of \$30,000, including ad buys and creation of collateral materials. Any amount greater than this figure will require further approval.