



Presidential Search Committee

FIU, Modesto A. Maidique Campus, Graham Center Ballrooms

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

Monday, April 25, 2022

3:00 PM

AGENDA

1. Call to Order and Chair's Remarks Roger Tovar
2. Approval of Minutes Roger Tovar
3. Action Item (*FIU Board of Trustees Action Item*)
 - PSC1. Presidential Position Criteria Roger Tovar
R. William "Bill" Funk
3. Action Item (*FIU Board of Trustees Informational Item*)
 - PSC2. Approval of Presidential Search Marketing Plan Bill Funk
4. Information and Discussion Item (*No Action Required*)
 - 4.1 Search Process Discussion with R. William Funk & Associates Bill Funk
5. New Business (*If any*) Roger Tovar
6. Concluding Remarks and Adjournment Roger Tovar

FIU Presidential Search Committee Meeting



Time: April 25, 2022 3:00 PM - 5:00 PM EDT

Location: FIU, Modesto A. Maidique Campus, Graham Center Ballrooms

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THE FLORIDA INTERNATIONAL UNIVERSITY
Presidential Search Committee
April 25, 2022

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

Proposed Committee Action:

Approval of Minutes of the Presidential Search Committee meeting held on April 5, 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 Presidential Search Committee meeting held on April 5, 2022 at the FIU, Modesto A. Maidique Campus, Graham Center Ballrooms and via Zoom.

Supporting Documentation: Minutes: Presidential Search Committee Meeting,
April 5, 2022

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



Presidential Search Committee

FIU Presidential Search Committee Meeting

April 5, 2022

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

MINUTES

1. Call to Order and Chair's Remarks

Presidential Search Committee Chair Roger Tovar convened the meeting of the Florida International University Presidential Search Committee at 2:02 p.m. on Tuesday, April 5, 2022.

General Counsel Carlos B. Castillo conducted roll call of the FIU Presidential Search Committee and verified a quorum. Present were Roger Tovar, *Committee Chair*; Cesar L. Alvarez; Deanne Butchey; Valentina Casanova; Carlos A. Duart (*Zoom*); Eric Eikenberg (*Zoom*); Patricia Frost (*via phone*); Jill M. Granat; Gerald C. Grant, Jr.; Hon. Barbara Lagoa (*arrived after roll call*); Albert R. Maury (*Zoom*); Richard Olson; Claudia Puig (*arrived after roll call*); H.T. Smith; and Rebecca Lyn Toonkel.

Committee Chair Tovar welcomed FIU Board of Trustees Chair Dean C. Colson, Committee members, and the University community accessing the meeting via the webcast.

Committee Chair Tovar stated that the FIU Board of Trustees Governance Committee selected R. William Funk and Associates to assist with the search for FIU's sixth president.

2. Presidential Search Committee Charge and Introductions

FIU Board of Trustees Chair Dean C. Colson indicated that, in accordance with Florida Board of Governors Regulation 1.002, he, as Chair of the FIU Board of Trustees, and in consultation with the Chair of the Board of Governors, has appointed the members to the FIU Presidential Search Committee. He thanked members for their willingness to serve on the Committee.

Board Chair Colson referred to the memorandum delineating the Committee's charge. He pointed out that the memorandum will also be posted on the presidential search website. He highlighted a few of the major points of the charge, specifically:

- Scope of search: The Committee's task is to find a highly qualified 6th President of FIU. The executive search firm of R. William Funk and Associates will assist the Committee during the presidential selection process. This task will include the development of a recommended position description, criteria and desired presidential profile, which are subject to the Board of Trustees' final approval. The Committee will review the applicants, interview the qualified ones and present more than two qualified finalists to the Board.

- **Timeline:** The Committee will perform its tasks expeditiously, recognizing that the process may take time to find the right person for FIU. A timeline, with Committee and search firm input, will be presented to the Board.
- **Responsibilities:** Detailed responsibilities of the Search Committee, as outlined in the charge memo, as well as Florida Board of Governors Regulation 1.002(1)(c):
 - Oversight of creation of FIU's dedicated webpage that maintains updated lists of applicants and information on how to provide stakeholder input;
 - Establishing a calendar of public events that aligns with the estimated timeline and meeting dates of the Board of Trustees and the Board of Governors for purposes of the confirmation process;
 - Developing recommended position criteria that are consistent with FIU's mission, strategic plan and aspirational goals, which shall be approved by this Board of Trustees;
 - Approving a marketing plan, that will be submitted to the Board of Trustees;
 - Identifying individuals who may apply, be nominated, or recruited, taking into consideration their experience, qualifications and leadership capabilities under the position criteria to produce a pool of qualified applicants;
 - Vetting applicants by, at a minimum, ensuring that available public records and online resources are checked in order to narrow the pool of qualified applicants who will be invited to participate in interviews with the Committee and that the references of candidates to be referred to the Board of Trustees are thoroughly checked;
 - Determining, under the position criteria, the applicants to be interviewed by the Committee and conducting those first applicant interviews; and
 - Recommending an unranked list of applicants who are qualified under the position criteria to further the institution's mission, goals and priorities for on-campus meetings or forums with faculty, students, and other stakeholders. The Committee is required to submit more than two qualified applicants, selected by a majority vote of the search committee, to the Board of Trustees for consideration, other than in exceptional circumstances making fulfillment of this requirement infeasible. If more than one candidate is not coming forward, the Board of Trustees must be notified of the reason and may decline to act.

Board Chair Colson commented on recently enacted legislation related to presidential searches at Florida's state universities. He noted that the legislation generally keeps personally identifiable presidential applicant information confidential, for finalists, until the final stages of the search. He indicated that as a result of the enactment of this legislation, it is critically important that Committee

members protect the confidentiality of every prospect and candidate. Board Chair Colson added that each member of the Committee will be asked to sign a non-disclosure agreement affirming their commitment to confidentiality as provided by Florida law.

Presidential Search Committee members introduced themselves.

Committee 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.

3. Information and Discussion Items

3.1 FIU Overview Presentation

Committee Chair Tovar remarked that in less than 50 years, FIU's physical footprint has grown to include a branch campus and multiple academic locations in South Florida. He indicated that FIU serves a diverse student body of more than 56,000 students who choose from over 200 majors. He pointed out that FIU is an R1 (Carnegie Classification: Doctoral Universities – Very high research activity) university. He added that within the last decade, research expenditures more than doubled to \$246 million.

Committee Chair Tovar mentioned that FIU is the first in the state with the highest point total ever in terms of performance funding ranking. He stated that FIU rose 54 spots in the past five years in *U.S. News & World Report* rankings, adding that in 2021, FIU jumped 17 spots to No. 78 among public universities in the nation. He highlighted recent achievements, including the \$40 million donation from philanthropist and author MacKenzie Scott and her husband Dan Jewitt and election into APSIA (Association of Professional Schools of International Affairs), an elite network of schools of international and public affairs.

Committee Chair Tovar pointed out that FIU holds the 4th largest enrollment numbers of public universities in the United States. He remarked on the University's presence, highlighted physical locations, and described campus offerings. He highlighted the University's Colleges and Schools. He commented on FIU Athletics and the University's efforts in terms of DEI (Diversity, Equity and Inclusion). He provided an overview of upcoming additions to the University's built environment in support of FIU's commitment to student success. He indicated that, (for the 2020-2021 fiscal year), the University has \$276 million in its endowment and a \$1.7 billion total expenditure operating budget.

3.2 Sunshine Law and Public Records

General Counsel Castillo noted that each Committee member was provided with a hard copy of the PowerPoint slides that he will be presenting. He indicated that the new Presidential Search Bill is unique in the state of Florida as it changed the landscape with respect to presidential searches for universities and the college system. He added that said law, generally, keeps personal identifying information of presidential applicants confidential, for the finalists, until the last stage. He stated that there will be a 21-day period where the finalist's information will be open to the public.

General Counsel Castillo indicated that the Sunshine Law, generally, has been enacted, and has been reflected by decisions of the Florida Supreme Court, to prevent public entities from engaging in closed door politics. He added that the Sunshine Law, generally, applies to all meetings of any board or commission of any State agency, including the FIU Board of Trustees and the FIU Presidential Search Committee. He commented on Sunshine Law requirements, including that all meetings that are covered by the Sunshine Law must be open, reasonable notice of the open meetings must be given, and meeting minutes must be kept.

General Counsel Castillo described what constitutes a meeting, specifically instances where two or more members of a particular committee meet to discuss or deliberate, in person or by phone, formal or casual, about a matter on which the committee might foreseeably take action. He added that while reasonable notice is not statutorily defined, the Florida State Attorney General's office has recommended at least seven days, adding that this can change, depending on the circumstances. General Counsel Castillo explained that meetings may not be held at a location that is inaccessible to the public, or which discriminate, noting that the discrimination provisions, under the Statute, cover sex, age, race, creed color origin and economic status. He remarked that votes must be publicly taken, secret ballots are not permitted, and roll call votes are permissible, but not required.

General Counsel Castillo described consequences for noncompliance, including that penalties can range from a non-criminal infraction to criminal and other related penalties. He pointed out that a knowing violation of the Sunshine Law constitutes a misdemeanor of the second degree under the Florida criminal code. He added that there are civil actions for injunctive or declaratory relief to force a public entity to comply with the Statute, and there are circumstances where attorney's fees could be assessed or will be assessed against the board that is found to have violated the Sunshine Law. General Counsel Castillo stated that the Statute provides that attorney's fees may be assessed against individual members of the board, except in cases where a board sought and took advice of its attorney on a Sunshine issue.

General Counsel Castillo indicated that the Public Records Law reflects the policy of the state that all state county municipal records are open for personal inspection and copying by any person. He explained that public records include all documents, papers, letters, maps, books, tapes, etc., regardless of physical form or the means of transmission, made or received, pursuant to law, in connection with the transaction of official business. He added that this includes text messages and WhatsApp. General Counsel Castillo pointed out that personal notes are not subject to the Public Records Law so long as they are not shown to another person and are kept personal. He remarked that, similar to the Sunshine Law, there are criminal, civil and potential attorney's fees awards that, result from noncompliance with the Public Records Law.

General Counsel Castillo commented that the Presidential Search Bill, Section 1004.098 of the Florida Statutes, provides that "Many, if not most applicants for president of a state university are currently employed at another job at the time they apply and could jeopardize their current positions if it were to become known that they were seeking employment elsewhere. These exemptions from public records and public meetings requirements are needed to ensure that a search committee can avail itself of a pool of the most experienced and qualified applicants." He pointed out that the new Statute provides that "Any personal identifying information of an applicant for [P]resident of a state

university...held by a state university... is confidential and exempt”. Notwithstanding the foregoing, “the age, race, and gender of all applicants who met the minimum qualifications established for the position by a state university...who were considered and the personal identifying information of an applicant included in the final group of applicants for [P]resident of a state university...are no longer confidential and exempt...” He then addressed the agreed upon interpretation on the point in time when that occurs. He explained that once the presidential search committee selects the more than two final candidates to be sent to the board of trustees, the 21-day period, where the names of such final candidates become public, begins.

General Counsel Castillo commented that the Presidential Search Bill provides that “Any portion of a meeting of the presidential search committee held for the purpose of identifying or vetting applicants for [P]resident of a state university, including any portion of the meeting which would disclose personal identifying information of such applicants which is otherwise confidential and exempt...is exempt” from the Public Records and the Sunshine Law. General Counsel Castillo added that said portion of the meeting can be a closed or shade meeting, noting that the Statute provides that “A complete recording must be made of any portion of a meeting which is closed and any closed portion of the meeting may not be held off the record.” He pointed out that the exemption provided in the Statute does not apply to “Any portion of a meeting held for the purpose of establishing qualifications for the position or establishing any compensation framework to be offered to an applicant for [P]resident of a state university...”

General Counsel Castillo stated that he was available to address questions that the Committee members may have regarding the foregoing as well as the non-disclosure agreement.

3.3 Search Process Discussion with R. William Funk & Associates

Committee Chair Tovar introduced Mr. Robert William “Bill” Funk of R. William Funk and Associates. Mr. Funk introduced his colleague Ms. Kayla O’Rourke. Mr. Funk commented on his prior experience working with FIU and provided a summary of the firm and their experience in conducting presidential or chancellor searches. He noted that, in nearly 40 years, the firm has conducted more than 430 searches for college and university presidents and chancellors and has recruited chancellors/presidents for two-thirds of all public AAU (Association of American Universities) institutions. Mr. Funk remarked on his firm’s expertise in recruiting presidents to major public research institutions and discussed efforts in the area of diversity, equity and inclusion. He mentioned that his firm is one of *Forbes* magazine's top 100 executive search firms.

Mr. Funk commented on his firm’s role relating the presidential search process. He requested that Committee members share the names of potential candidates with his firm and reiterated the importance of maintaining candidate confidentiality. He highlighted active R1 searches within the State University System of Florida and nationally for public and private institutions. Mr. Funk 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 after the first-round interviews, 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.

Mr. Funk commented that he and his firm would return to campus the following week for listening sessions with various constituent groups. He stated that the leadership statement will be completed with input received from the listening sessions.

Committee members discussed characteristics, attributes, experience, leadership style, and personality that FIU's next president should possess. Committee member comments included understanding of a multi-cultural setting, integrity, visionary, tenacity, record in diverse environment, inspirational, ability to connect, demonstrated record of success, ability to empathize with student success criteria and research excellence, energetic, personable, approachable, experience in education, understanding of the community, collaborative, experience in research, ability to develop staff, experience in fundraising, ability to create revenue sources, and understanding the dynamics of the state and developing relationships with the state's leadership. Chair Colson remarked that the next FIU president should have affection for Miami, understanding of academia, and appreciation of faculty, research, and shared governance. Committee Chair Tovar commented that the ideal candidate should have a willingness to embrace the community, its culture and diversity.

Committee Chair Tovar announced the launch of the presidential search website, adding that the website will provide information on process, meetings, and candidates and will be updated routinely. He invited the FIU community to April 13, 2022 listening session to be held at 10:00 AM in the Graham Center Ballrooms. Committee Chair Tovar indicated that at its next meeting, the Committee will be reviewing and approving a marketing plan for submission to the Board of Trustees. He added that at subsequent meetings, the Committee will begin developing the position criteria and range of compensation, which will be submitted for Board of trustee approval. He remarked that the Committee's next meeting will be scheduled for April 25, 2022 at 3:00 PM in the Graham Center ballrooms.

4. New Business

No new business was raised.

5. Concluding Remarks and Adjournment

With no other business, Committee Chair Roger Tovar adjourned the meeting of the Florida International University Presidential Search Committee on Tuesday, April 5, 2022 at 3:51 p.m.

THE FLORIDA INTERNATIONAL UNIVERSITY
Presidential Search Committee

April 25, 2022

Subject: Presidential Position Criteria

Proposed Committee Action:

Pursuant to Florida Board of Governors Regulation, recommend that the Florida International University Board of Trustees 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
R. William "Bill" Funk



Presidential Position Criteria and Leadership Statement

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 - has propelled the University to R1 status and a standing as the fourth largest university 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, greater.

The President reports directly to the FIU Board of Trustees and is the chief executive officer of the University. The next President will be responsible for the continuing strategic ascension and growth of the institution. The President should work in transparent collaboration with the FIU Board of Trustees and Florida Board of Governors to set strategic priorities and implement initiatives in conjunction with the overarching priorities established for Florida's State University System. Fundraising, visibility on the state and national education stage, and active involvement in the day-to-day life of the University – are all important expectations.

The next President will be transformative and will have the leadership talents to successfully elevate the University to greater national prominence. The selected person will have unquestioned integrity, exemplary interpersonal, and communication skills, and 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 during this decade.

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 the next President should embody. In addition to multiple open forums held on campus, the Board solicited nominations and views of alumni and key supporters of the University. While there is no expectation that the candidates possess all the attributes noted below, it is expected that the best candidates will have a majority of these characteristics, in addition to those enumerated above. We welcome candidates who can demonstrate their achievements, and articulate their values, in these crucial areas:

- Unquestioned integrity... trustworthy...fair...high energy... transparent;
- Demonstrated record of success and accomplishment;
- An exemplary and visionary leader with a discerning strategic approach to the challenges and opportunities facing higher education generally and FIU specifically;
- An appreciation for the special culture and vibe of the greater Miami area... and the ability and intention to engage with the community;
- Commitment to and appreciation of research, scholarly activity, and academic excellence;
- Knowledge and understanding of health sciences, law, business, arts, and the many diverse colleges and schools within the University;
- The ability to conduct the affairs of the University in politically astute manner;
- Appreciation of a world-class faculty and staff... respect for the principles of shared governance and academic freedom;
- Passionately student-centered...dedicated to enhancing the quality of student life and learning;
- 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 and faculty 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;
- 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

THE FLORIDA INTERNATIONAL UNIVERSITY
Presidential Search Committee

April 25, 2022

Subject: Approval of Presidential Search Marketing Plan

Proposed Committee Action:

Pursuant to Florida Board of Governors Regulation, approve a marketing plan that will be submitted to the FIU Board of Trustees.

Background Information:

Pursuant to Florida Board of Governors Regulation 1.002(1)(c)(iv), 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 approving a marketing plan, that will be submitted to the board of trustees.

Supporting Documentation: Presidential Search Marketing Plan

Facilitator/Presenter: Bill Funk

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.



FLORIDA
FIU
FLORIDA
INTERNATIONAL
UNIVERSITY

EXCELLENCE ELEVATED





DISCOVER MIAMI'S PUBLIC RESEARCH UNIVERSITY

AS VIBRANT AND RELEVANT AS THE CITY IT CALLS HOME, FLORIDA INTERNATIONAL UNIVERSITY IS A MAJOR PUBLIC RESEARCH UNIVERSITY LEADING IN STUDENT SUCCESS AND RESEARCH EXCELLENCE.

When FIU opened for classes in Miami in 1972, our single campus was located on the site of an abandoned airport. In less than 50 years, our physical footprint has grown to include a branch campus and multiple academic locations in South Florida, uplifting and accelerating student success and helping to drive the transformational growth of Miami.

Today FIU serves a diverse student body of more than 56,000 students who choose from among 200+ majors in their quest for bachelor's, master's and doctoral degrees. Our Carnegie R1 university offers the full range of academic and research experiences while maintaining every standard of excellence. Thanks to the efforts of our students, faculty, staff and alumni, we are ever-closer to our goal of becoming a *U.S. News* Top 50 public research university.

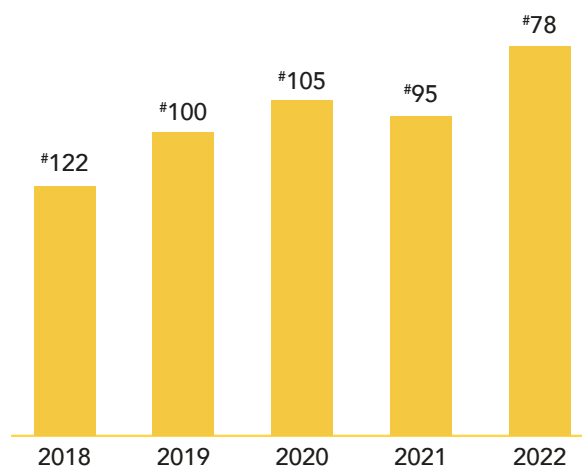
JUST GETTING STARTED.

Founded in a city that some consider one of the most important in America today*, FIU is imbued with an optimism and drive that challenge us daily to do more for our students and our community. In the process, we are rewriting the narrative of what it means to be a public research university in the 21st century.

In 2021, FIU jumped 17 spots in the *U.S. News & World Report* rankings to No. 78 among public universities in the nation, continuing an upward trajectory that began years ago. The university's 2021 improvement was the greatest in Florida.

The jump in the *U.S. News* rankings comes on the heels of a banner year for FIU that includes: Placing first among public universities in the state in the Board of Governors' performance metrics; receiving a \$40 million donation from philanthropist and author MacKenzie Scott and her husband Dan Jewitt that recognizes FIU's social mobility and excellence initiatives; ranking third in the nation among universities younger than 50; and being elected to APSIA, an elite network of schools of international and public affairs.

FIU has jumped
54 SPOTS
in the last five years, the greatest improvement among Carnegie R1 public universities and the second highest jump of any university



U.S. News Public Rankings
on the rise



*"How Miami Became the Most Important City in America," *Financial Times*, Feb. 3, 2022. Joel Stein



POINTS OF PRIDE

ACADEMIC VALUE

#78

Public Universities
U.S. News & World Report

TOP 50

National Public University
Washington Monthly

RESEARCH & INNOVATION

\$246M

Research Expenditures FY 2021

TOP 20

Public Universities
for U.S. Utility Patents
Intellectual Property Owners Association

SOCIAL RESPONSIBILITY

TOP 5

Public Universities
for Social Mobility
U.S. News & World Report

50%

of student body is eligible
for Pell Grants



APSIA

Full Membership
Awarded 2021

One of only
25 in U.S.

#17

**MOST
INNOVATIVE**

Public
Universities
*U.S. News &
World Report*



FIU IS A TOP PRODUCER OF FULBRIGHT SCHOLARS



#1

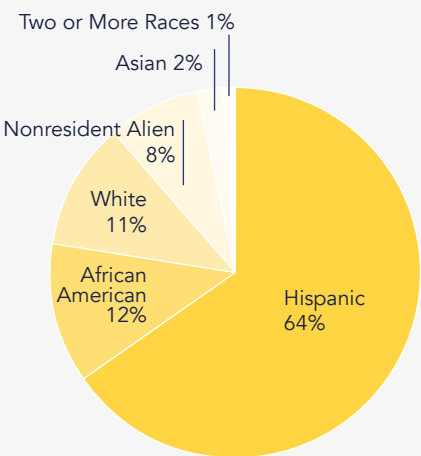
Awarding Bachelor's
and Master's Degrees
to Hispanics



TOP 10

Awarding Bachelor's
Degrees to African
Americans

FIU AT A GLANCE



86%

Minority Student Body

56,000+

Enrolled Students
Fall 2021

39,862

Undergraduate Enrollment
Fall 2021

9,831

Graduate Enrollment
Fall 2021

11,241

Faculty & Staff

280,000+

Alumni

180

Countries represented
in student body



ACCREDITED

COMMISSION ON COLLEGES OF THE SOUTHERN ASSOCIATION OF COLLEGES AND SCHOOLS (SACS)

**R1 - VERY HIGH
RESEARCH ACTIVITY**
CARNEGIE CLASSIFICATION

\$276M

Endowment
FY 2021

\$246M

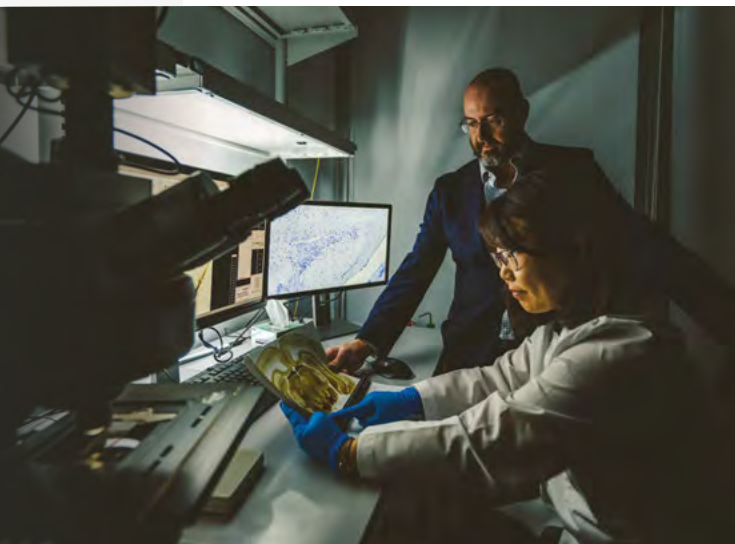
Research Expenditures
FY 2021

\$1.7B

Total Expenditures
Operating Budget FY 2022

\$5B+

Annual Economic
Impact



TWO CAMPUSES. MULTIPLE LOCATIONS. INFINITE POSSIBILITIES.

OUR HOME IS UNLIKE ANY COLLEGE TOWN IN AMERICA.

Opportunities abound when you're located in one of the world's most dynamic cities. Whether it's environmental resilience, international business, hospitality management or Miami's exploding tech scene, we leverage our location in ways that elevate the student experience and move our community forward.

The university also offers intriguing educational opportunities beyond Florida. Our office in Washington, D.C., employs an integrated advocacy approach to increase the national reputation and federal support for FIU's preeminent research areas, faculty and students. Internationally, opportunities for our students to experience global citizenship firsthand exist in Colombia, China and Italy.



Engineering Center



Everglades National Park, Biscayne National Park, Biscayne Bay and the Florida Keys benefit from FIU's critical research efforts to understand and protect South Florida's unique ecosystems and resources.

South Florida is experiencing an unprecedented tech boom. FIU has graduated more than 5,000 computer science and IT professionals in recent years and is ramping up efforts to meet ongoing demand.

1,400 multinational companies do business in Miami-Dade County. Our students are overwhelmingly multilingual and multicultural and graduate from FIU ready to contribute immediately to the global economy.

Biscayne Bay Campus



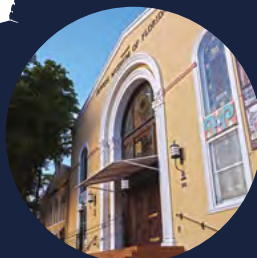
FIU Downtown Brickell



MBUS

Wolfsonian Museum

Jewish Museum



Aquarius Reef Base

MIAMI-DADE COUNTY IS THE MOST POPULOUS COUNTY IN FLORIDA AND THE SEVENTH MOST POPULOUS COUNTY IN THE UNITED STATES

with 2.7 million people spread across 2,431 square miles. More than half of Miami-Dade residents – **52.9 percent** – are foreign born. Its geographic location in southern Florida makes it the perfect Gateway to the Americas.

- Miami-Dade is home to **34 incorporated cities** and many unincorporated areas.
- Miami-Dade County is home to the **nation's fourth-largest public K-12 school system** with nearly 360,000 students.
- Miami International Airport is the **third largest U.S. airport for international passengers** and first for international flights.
- PortMiami **broke the world passenger record in 2018** with nearly 5.6 million passengers.
- Six professional sports teams call South Florida home: **Miami Dolphins, Miami Heat, Miami Marlins, Florida Panthers, Miami FC and InterMiami.**



6,000
 OBJECTS IN THE
 SMITHSONIAN-AFFILIATED
 PATRICIA AND PHILLIP
 FROST ART MUSEUM'S
 PERMANENT COLLECTION.



344
 ACRES

35,700
 STUDENTS

4,000
 STUDENTS LIVING
 ON CAMPUS

MODESTO A. MAIDIQUE CAMPUS

Our flagship campus in western Miami-Dade opened for classes as an upper-division institution in 1972. Today MMC is the heartbeat of our Carnegie R1 research university. Our urban campus features a thriving student presence and all the offerings of a major research university: academic space, research labs, libraries, residential housing, on-campus recreation center, dining options, a bookstore, an art museum, a performing arts center and multiple on-campus sports facilities including a football stadium, basketball arena, baseball stadium and tennis and soccer facilities.

A new 125,000-square-foot engineering building is being built on MMC and scheduled for completion in 2023. The six-story facility will house makerspace labs, active learning classrooms and research laboratories.

Our Biscayne Bay Campus is approximately one hour away via the turnpike or expressway. Shuttle buses run between MMC, the Engineering Center and BBC multiple times a day.



Ph.D. student Carlos Velez and undergraduate student researcher Briana Gonzalez measure an origami reflectarray antenna for CubeSat applications at the Transforming Antennas Center, which is directed by Professor Stavros Georgakopoulos.



**OUR COLLEGE OF
ENGINEERING & COMPUTING
CENTER IS APPROXIMATELY
TWO MILES FROM MMC.**

200 **4,500**
ACRES STUDENTS



BISCAYNE BAY CAMPUS

Our waterfront Biscayne Bay Campus – FIU’s branch campus – opened in 1977. It is home to our nationally ranked Chaplin School of Hospitality and Tourism Management, School of Journalism and Mass Communication, marine sciences program and initiatives of the College of Communication, Architecture + the Arts. The campus offers undergraduate majors and selected graduate programs. In addition to its academic spaces and research labs, BBC features residential housing, a food court, library, aquatic center with Olympic-sized pool and diving well, teaching restaurant and major conference center.

BBC includes MAST@FIU, a Miami-Dade County public high school that enjoys a collaborative partnership with the university.

In partnership with Royal Caribbean Cruise Ltd., BBC features the ROYAL@FIU World Stage Collaborative, a 130,000-square-foot, state-of-the-art rehearsal and production studio. BBC also houses FIU’s Immersive Studio for Altered Reality.

COLLEGES AND SCHOOLS

FIU is one of the country's largest public research institutions and emphasizes research as a major component of its mission. Our colleges and schools reflect the width and breadth of the university's research interests and activities:



▲ **HOME SWEET HOME:** The 4,000 students who live in the Modesto A. Maidique Campus dorms (many of which are pictured here) are part of a dynamic living-learning community that is steps away from the academic heart of the university. They are joined by thousands more students who live in neighborhoods surrounding the campus as part of a university-city partnership.



Chaplin School of Hospitality & Tourism Management

College of Arts, Sciences & Education (CASE)

- School of Education and Human Development
- School of Environment, Arts and Society (SEAS)
- School of Integrated Science and Humanity

College of Business

- Alvah H. Chapman Jr. Graduate School of Business
- R. Kirk Landon Undergraduate School of Business
- School of Accounting

College of Communication, Architecture + The Arts (CARTA)

- School of Architecture
- School of Communication + Journalism
- Herbert and Nicole Wertheim
School of Music & Performing Arts

College of Engineering & Computing

- Knight Foundation School of Computing and Information Sciences
- Moss School of Construction, Infrastructure and Sustainability

College of Law

Herbert Wertheim College of Medicine

Honors College

Nicole Wertheim College of Nursing and Health Sciences

Robert Stempel College of Public Health & Social Work

- School of Social Work

Steven J. Green School of International & Public Affairs (SIPA)

University Graduate School

LOCATION, LOCATION, LOCATION.

FIU has created a presence locally, nationally and internationally that reflects our commitment to strategic partnerships, compelling discovery and critical research. Whether it's in our nation's capital, the Florida Keys or Miami Beach, FIU is everywhere our students and the communities we serve need us to be.

CARTA MANA WYNWOOD

Located in one of Miami's most culturally rich neighborhoods, CARTA Mana Wynwood is for student learning, exhibitions, concerts and staged readings. It will eventually house architectural design studios and the student-run South Florida Media Network's Wynwood News Desk.



JEWISH MUSEUM OF FLORIDA-FIU (JMOF-FIU)

Located in a pair of adjoining historic former synagogues in South Beach, JMOF-FIU is the only museum dedicated to telling the story of more than 250 years of Florida Jewish history, arts and culture.

FIU ONLINE

More than 10,000 students have completed fully online degrees in the 20+ years FIU has had an online presence. Today, 45,000+ students annually choose from among 1,500 online courses that parallel the academic rigor of the classroom.

THE WOLFSONIAN-FIU

Located in Miami Beach's Art Deco District, The Wolfsonian-FIU is a museum, library and research center that uses its vast collection covering the period 1885 to 1945 to explore the transformative power of art and design.



NATIONAL FORENSIC SCIENCE TECHNOLOGY CENTER

Part of FIU's Global Forensic and Justice Center since 2018, NFSTC is located in Largo, Florida, and works with laboratory, law enforcement and military professionals to improve forensic science practice in the United States and around the world.





WORLD LOCATIONS

In 2021, the university established its first two official World Centers in Italy and Colombia. These hubs are facilitating collaborative learning, teaching, research and engagement opportunities abroad.



FIU DOWNTOWN ON BRICKELL

Located in the business district in downtown Miami, our Brickell location offers our top-ranked MBA programs in the Chapman Graduate School of Business as well as programs for CASE and the College of Engineering & Computing.



FIU AT I-75

Located in Broward County, FIU at I-75 offers programs from CASE, College of Business, School of Education and the College of Engineering & Computing. Students can attend morning and evening classes on weekdays and fast-track programs on weekends.



AQUARIUS REEF BASE

This underwater habitat is located in the Florida Keys National Marine Sanctuary. Deployed 60 feet beneath the surface, it is a globally significant asset to study the ocean, test and develop undersea technology, train specialized divers and more.



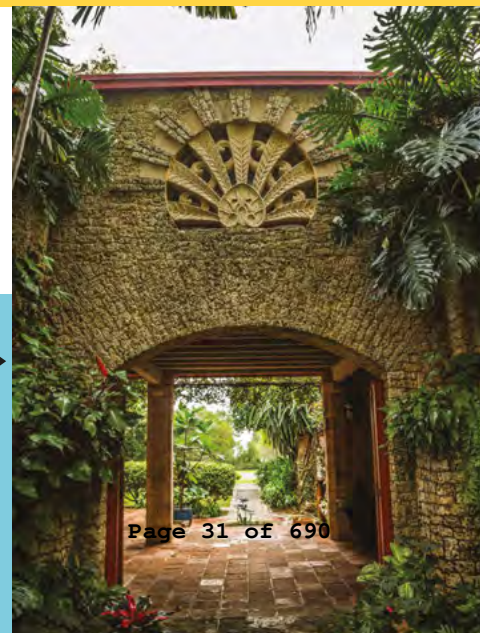
CENTER FOR TRANSLATIONAL SCIENCE (CTS)

CTS is part of a complex in Port St. Lucie, Florida – approximately two hours from MMC – that is dedicated to investigative medicine. The complex includes a hospital and separate research facility both run by Cleveland Clinic.



MIAMI BEACH URBAN STUDIOS (MBUS)

MBUS hosts an array of exhibitions, classes, research labs and events for CARTA's School of Architecture. The space includes an innovation lab that is one of the largest 3D printing laboratories of its kind in the country.



INTERNATIONAL CENTER FOR TROPICAL BOTANY

Located at The Kampong in Coconut Grove, the historical estate of plant explorer David Fairchild and one of five National Tropical Botanical Garden sites, ICTB develops research, education and outreach programs related to tropical botany.

FIU IN DC

FIU in DC highlights faculty research, provides students with academic and internship experiences, leverages alumni leadership and amplifies FIU's voice at the national level. These efforts are helping FIU forge new federal, corporate and international partnerships.





HERBERT WERTHEIM COLLEGE OF MEDICINE

South Florida's first public medical school welcomed its inaugural class of 43 students in Fall 2009. Today it is the nation's most diverse public medical school, according to *U.S. News & World Report's* 2023 Best Graduate Schools rankings.

Diversity is an integral component of the medical school's academic enterprise. The blending of different life and cultural experiences is critically important in selecting faculty, staff and students and in educating future physicians, physician assistants and biomedical researchers. Forty-six percent of students in the Class of 2025 come from minority groups that are underrepresented in medicine. Twenty percent of the class are first generation students.

GREEN FAMILY FOUNDATION NEIGHBORHOOD HEALTH EDUCATION LEARNING PROGRAM

The Green Family Foundation Neighborhood Health Education Learning Program (NeighborhoodHELP) is an award-winning program that empowers medical students to visit underserved communities in teams including nursing, social work and physician assistant students, with education and law students available as needed. Patient and household histories are taken during household visits, and students develop care plans.

Since 2014, nearly 3,000 FIU students have made more than 14,000 household visits serving more than 3,400 members.

The medical school provides health care services to NeighborhoodHELP communities through two mobile health centers. In addition, the Linda Fenner 3D Mobile Mammography Center provides mammograms for underserved women throughout Miami-Dade County.

More than 6,000 patients have received health services through the NeighborhoodHELP Mobile Health Center Program, and more than 5,000 women have received free screening mammograms.

COLLEGE OF LAW



FIU Law is a leader in
Bar preparation.

87%

of graduates since July 2015
have passed the Bar exam on
their first attempt.

South Florida's only public law school opened in August 2002 and offers both full-time and part-time programs, delivering the personalized educational experience law students want. In only two decades, FIU Law has earned prestigious accolades for its programs, faculty and students.

TOP 50

Ranking of seven of FIU Law's specialty programs among
U.S. public law schools, according to the 2023 edition of
U.S. News and World Report's Best Graduate Schools Rankings

#11

Ranking in *The National Jurist's* annual assessment
of the nation's Best Value Law Schools. This
is the third consecutive year FIU Law is in the
publication's Top 15 for overall value.

TOP 25

Ranking by *The Princeton Review* for
Academic Experience

#4

Most Diverse Faculty ranking by
The Princeton Review. This is
the highest ranking among
Florida law schools.

2021 GAMBRELL PROFESSIONALISM AWARD

WELL-BEING AT FIU LAW WAS HONORED WITH THIS AWARD RECOGNIZING INNOVATIVE PROGRAMS THAT HELP
MAINTAIN THE HIGHEST PRINCIPLES OF INTEGRITY AND DEDICATION TO THE LEGAL PROFESSION AND THE PUBLIC.

REAL IMPACT

FIU is a Carnegie-designated R1 research university, something only 3 percent of the nation's 4,300 colleges and universities can claim. Our students and researchers are addressing the world's most complex challenges as they create a more sustainable future for us all. In the process, our growing research program is igniting new industries, businesses and economic development across the state.

TOP 10

In the past decade among public R1 universities for research expenditure growth

CAUTION
EAR AND EYE
PROTECTION
REQUIRED



Strategic partnerships. Compelling discoveries. Collaborative research.

Synergy and innovation meet location and intent at FIU's Center for Translational Science. Located next to the Cleveland Clinic hospital and research facility in Port St. Lucie, FIU researchers and student scientists are partnering with Cleveland Clinic and other entities to move forward the delivery of life-impacting therapeutics in the most efficient manner possible. Researchers at CTS are studying the following broad research and discovery themes: Lung vascular and airway disease; brain injury and aging; environmental medicine; inflammation, infection and immunity; bioinformatics; and mitochondria and metabolism.

ONE-OF-A-KIND RESEARCH FACILITIES



The **Wall of Wind** research and testing facility – one of only eight National Science Foundation-supported experimental facilities in the country – is the largest and most powerful university research facility of its kind, capable of simulating Category 5 hurricane winds.



The **Aquarius Reef Base** is the only undersea research laboratory in the world.

TOP 20

U.S. Public University
for Patents

\$848M

Proposals submitted
FY 2021

\$310M

Awards received
FY 2021

\$246M

Research expenditures
FY 2021

107

Invention disclosures
FY 2021

74

Patent applications filed
FY 2021

AREAS OF RESEARCH
EXCELLENCE

- Environmental Resilience
- Brain Health
- Childhood Mental Health
- Cybersecurity
- Disaster Mitigation
- Forensics
- Health Disparities
- Latin American Studies
- Public Humanities
- STEM Education

The men's soccer team exults in its capture of the 2021 Conference USA regular season championship after knocking off No. 1-ranked Marshall at home.

PANTHER PRIDE



8

Consecutive conference titles earned by women's swimming and diving, the most by any athletic program in Conference USA history

The women of swimming and diving get it done in the pool and out, perennially winning the Conference USA championship while earning the highest GPA across all sports (a 3.61 in the fall of 2021).

The freshman tennis tandem of Yasmine Kabbaj, right, and Ines Bekrar started the 2021 season red-hot with back-to-back victories while, overall, the team completed its ninth consecutive winning season.



National standout Tyrese Chambers, right — who in 2021 recorded 1,074 receiving yards and nine receiving touchdowns — celebrates with quarterback Max Bortenschlager.



On the field and in the classroom, FIU student-athletes go all-out in pursuit of excellence. More than 420 athletes compete in NCAA Division I-A sports programs.

14

Number of programs that exceeded an average GPA of 3.0 in 2020-21

8

Number of teams that exceeded an average GPA of 3.5 in 2020-21

67

Conference titles

47

NCAA tournament appearances

118

All-American honors earned

#PawsUp

WOMEN'S TEAMS

- Basketball
- Cross Country-Track
- Golf
- Soccer
- Softball
- Swimming & Diving
- Tennis
- Volleyball
- Beach Volleyball

MEN'S TEAMS

- Baseball
- Basketball
- Cross Country/Track
- Football
- Soccer

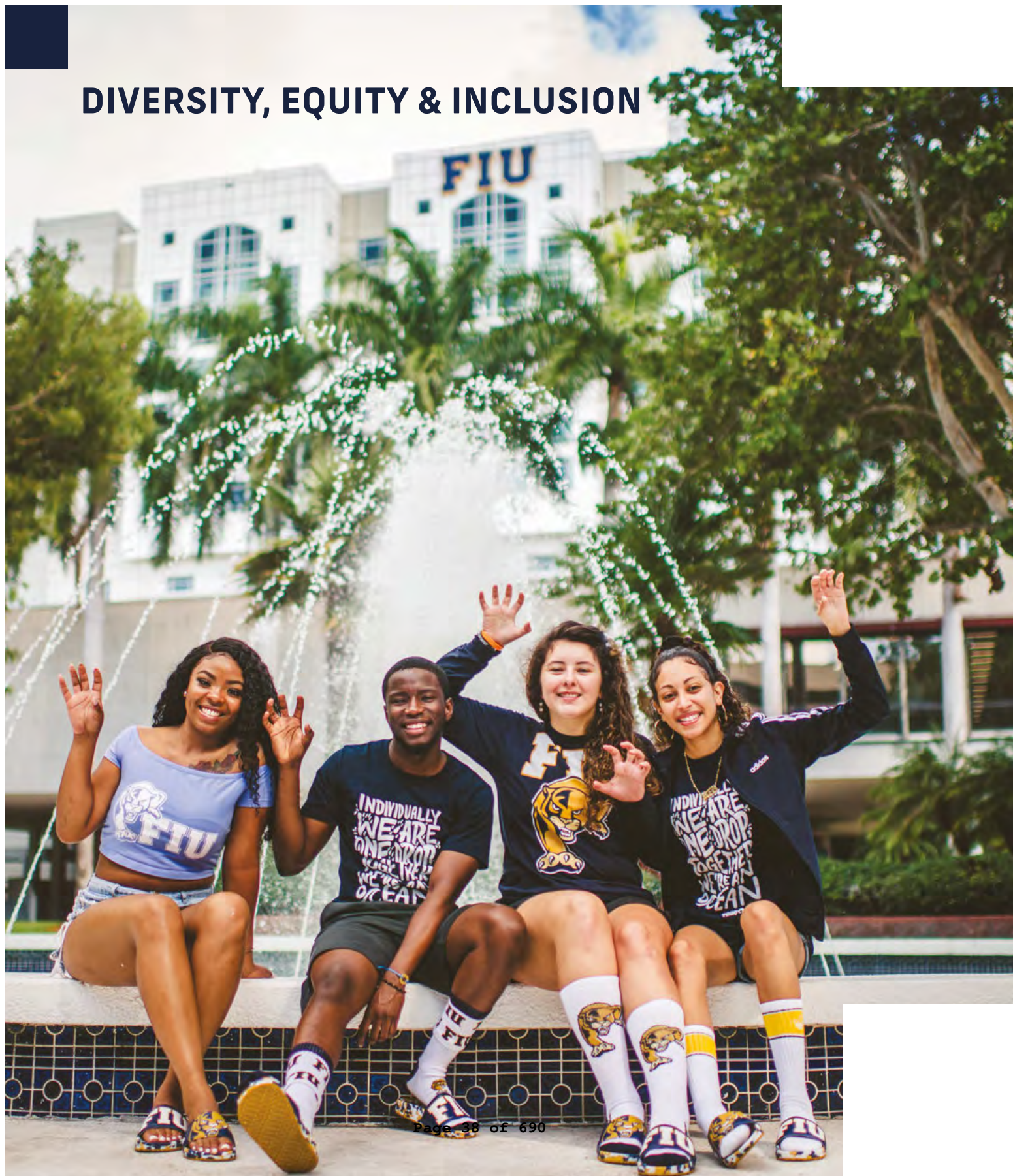
Trejon Jacob '20 dribbles past an FAU defender during an intrastate showdown at FIU's Ocean Bank Convocation Center.



Sam Ebanks '20 soars over a hurdle for the Panthers.



DIVERSITY, EQUITY & INCLUSION





FIU IS COMMITTED TO PROVIDING THE HIGHEST QUALITY EDUCATIONAL AND EMPLOYMENT EXPERIENCE TO OUR STUDENTS, FACULTY AND STAFF IN A NURTURING AND SUPPORTIVE ENVIRONMENT.

The university is committed to ensuring that instruction and services are delivered in a manner that reflects and supports diversity as it relates to gender, socioeconomic status, gender identity, race, ethnicity, physical and mental ability, nationality, military status, sexual orientation, spirituality and cultural identity.

In the summer of 2020, the university took the decisive step of appointing a vice provost for DEI and establishing a DEI Council and committees to implement an actionable plan of initiatives, policies and programming to steer FIU toward sustainable DEI transformation to eradicate racism, bigotry and implicit bias.



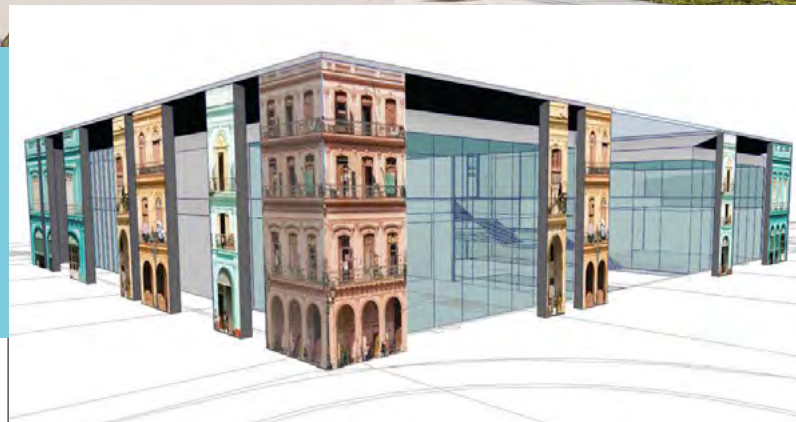
INVESTING IN GROWTH

Upcoming additions to our built environment are in support of FIU's commitment to student success.



▲ HONORS COLLEGE

- 45,200 gsf
- Completion date TBD
- \$33.5M



▲ CASACUBA

- 57,876 gsf
- Groundbreaking 2023
- \$34.3M

TAMIAMI HALL

- 299,530 gsf with 697 beds
- Completion date July 2022
- \$98.4M



ENGINEERING BUILDING

- **120,695 gsf**
- Completion date 2023
- **\$75M** with another \$15M earmarked for future build-out

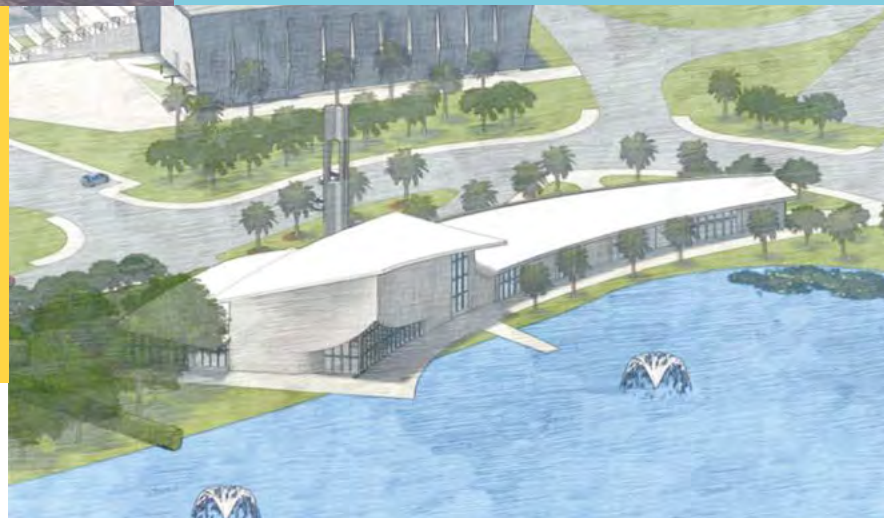


CONFERENCE HOTEL & ALUMNI CENTER

- Completion date August 2024

TRISH AND DAN BELL CHAPEL/EAST LOOP ROAD REALIGNMENT

- **12,659 gsf**
- Completion date December 2024
- **\$15.4M**



SIPA PHASE II

- **84,858 gsf**
- Completion date December 2022
- **\$39.8M**



LEADERSHIP STRUCTURE

State of Florida

The Honorable Ron DeSantis, *Governor*

The Honorable Jeanette Nuñez '94, '98, *Lieutenant Governor*

The Honorable Ashley Moody, *Attorney General*

The Honorable Jimmy Patronis, *Chief Financial Officer*

The Honorable Nikki Fried, *Commissioner of Agriculture and Consumer Services*

State University System of Florida Board of Governors

Marshall M. Criser III, *Chancellor*

Eric Silagy, *Vice-Chair*

Brian Lamb, *Chair*

Richard Corcoran, *Commissioner of Education*

Timothy M. Cerio

Aubrey Edge

Patricia Frost

Edward Haddock

H. Wayne Huizenga Jr.

Nastassia Janvier

Ken Jones

Darlene Luccio Jordan

Alan Levine

Charles H. Lydecker

Steven M. Scott

William Self

Kent Stermon

Florida International University Board of Trustees 2021-2022

Dean C. Colson '09, *Chair*

Rogelio Tovar '92, MAcc '94, *Vice Chair*

Cesar L. Alvarez

Jose J. Armas

Carlos A. Duarte, '94, MS '99

Donna J. Hrinak

Natasha Lowell

T. Gene Prescott

Chanel T. Rowe '14

Marc D. Sarnoff

Carlos Trujillo

Joerg Reinhold, *Faculty Member*

Chair, FIU Faculty Senate

Alexander Rubido, *Student Member*

President, Student Government

Florida International University Administration

Kenneth A. Jessell, *Interim President*

Elizabeth Béjar '98, *Interim Provost,
Executive Vice President & Chief Operating Officer*

Aime Martinez '96, MAcc '99, CPA, *Interim Chief Financial Officer
& Vice President, Finance and Administration*

Andrés G. Gil '86, *Senior Vice President for Research and
Economic Development, Dean of the University Graduate
School & Professor, Robert Stempel College of Public Health
& Social Work*

Sandra B. Gonzalez-Levy, *Senior Vice President and
Special Advisor, Finance and Administration*

El pagnier K. Hudson, *Senior Vice President,
Human Resources & Vice Provost, Diversity, Equity & Inclusion*

Howard R. Lipman, *Senior Vice President,
University Advancement & Chief Executive Officer,
FIU Foundation Inc.*

Michelle L. Palacio '03, *Senior Vice President,
Strategic Communications, Government and External Affairs*

Robert Sackstein, *Senior Vice President, Global Medical Affairs*

Carlos B. Castillo '88, *General Counsel,
Office of the General Counsel*

Kevin B. Coughlin Jr., *Vice President,
Enrollment Management and Services*

Robert Grillo '91, *Vice President, Information
Technology & Chief Information Officer*

Javier I. Marqués '92, '96, *Vice President,
Operations and Safety & FIU Chief of Staff,
Office of the President*

Pablo G. Ortiz, *Vice President, Regional and
World Locations & Vice Provost, Biscayne Bay Campus*

Charlie Andrews '94, EdD '14
Interim Vice President for Student Affairs

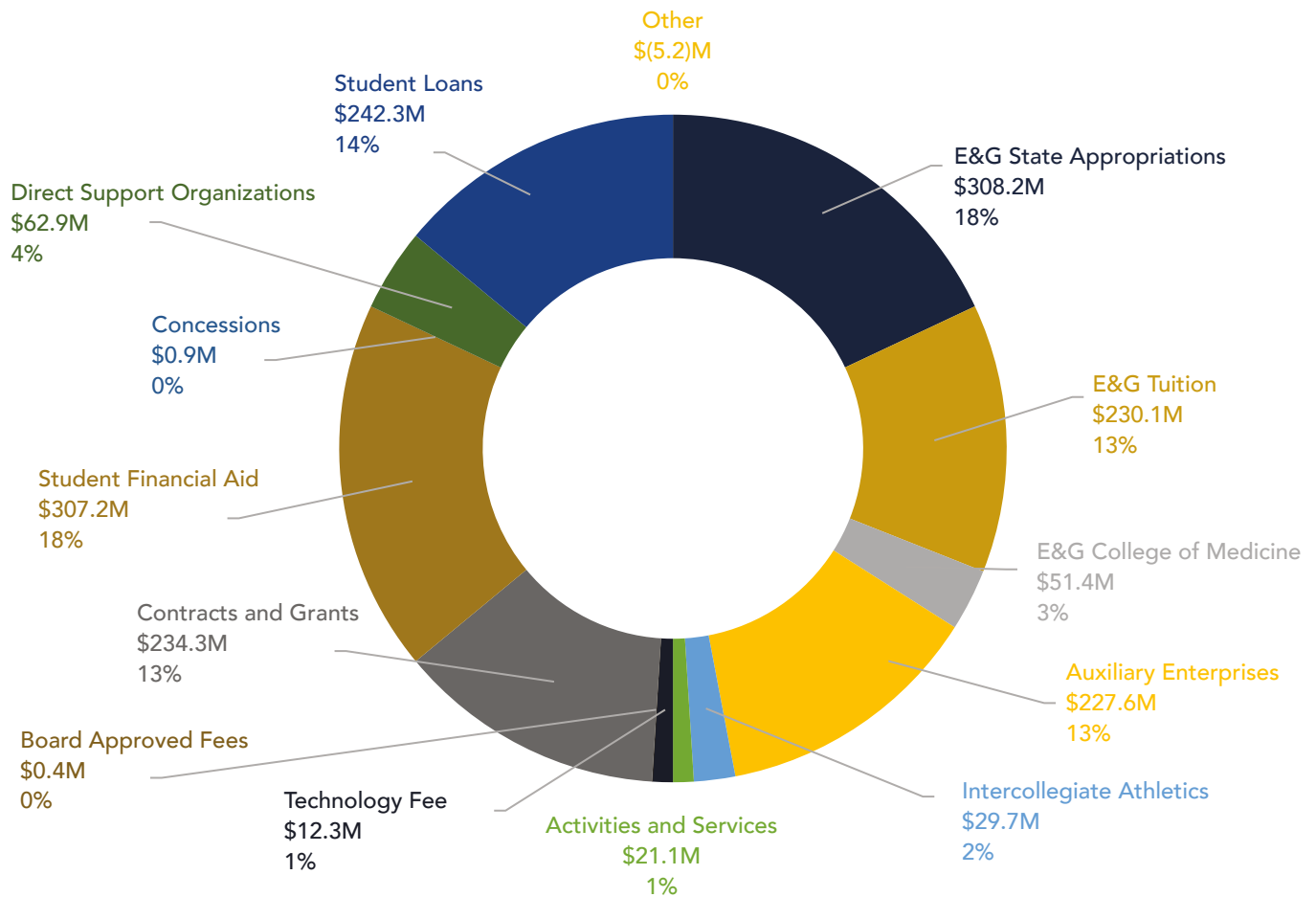
Bridgette Cram PhD '17, *Interim Vice President
for Innovative Education and Student Success*

Scott Carr, *Director, Intercollegiate Athletics*

BUDGET

FY 2022 OPERATIONS BUDGET

Total Expenditures \$1.7 Billion



ENDOWMENT \$276 MILLION

APPLICATION PROCESS

Applications and nominations will be accepted until a new president is selected, but interested parties are encouraged to submit their materials to our search consultant at the address below by June 15, 2022, to assure optimal consideration.

This search is being conducted pursuant to Florida law, including Section 1004.098, Florida Statutes (2022). Section 1004.098 keeps personally identifiable applicant information confidential until, for finalists, the final stages of the search.

Application materials should include a letter of interest and a current CV/resume. Please submit materials to:

FIU President Search

R. William Funk & Associates

2911 Turtle Creek Boulevard - Suite 300

Dallas, Texas 75219

Email: krisha.creal@rwilliamfunk.com

FIU is a member of the State University System of Florida and an Equal Opportunity, Equal Access Affirmative Action Employer. All qualified applicants will receive consideration for employment without regard to race, color, religion, sex, sexual orientation, gender identity, national origin, disability or protected veteran status.

OUR NEXT LEADER

FIU's sixth president will have the leadership talents to successfully elevate the university to greater national and international prominence. The selected person will have unquestioned integrity, exemplary interpersonal and communication skills, and a commitment to the principles of diversity, equity and inclusion. The university's next leader will be student-centered, have an appreciation for FIU's world-class teaching and research faculty and will understand the opportunities and challenges associated with leading a major institution. A more comprehensive leadership statement regarding the search will be available on the university's website at presidentsearch.fiu.edu.



FIU

FLORIDA INTERNATIONAL UNIVERSITY

PRESIDENT

The Board of Trustees of Florida International University (FIU) announces a nationwide search for the University's 6th President.

FIU is a Carnegie R1 public research university located in Miami, Florida, with over 56,000 students, 11 colleges, \$246 million in research expenditures, and a \$1.7 billion annual budget. FIU is focused on making a real impact in research, teaching, and social mobility. It is proud to be recognized as a Hispanic Serving Institution, a Minority Serving University, and as a Carnegie Community Engaged University.

The President reports directly to the Board of Trustees and is the chief executive officer of the University. The next President will be responsible for the execution of the current "Next Horizon 2025" strategic plan and for providing the vision that will drive FIU forward. The President will be the face of the University to its many constituencies and will interface with the state Board of Governors and government officials. Fund- and friend-raising, visibility on the state and national education stage, and active involvement in the day-to-day life of the University are all important expectations for the position.

The next President will have the leadership talents to successfully elevate the University to greater national and international prominence. The selected person will have unquestioned integrity, exemplary interpersonal and communication skills, and a commitment to the principles of diversity, equity and inclusion. The University's next leader will be student-centered, have an appreciation for FIU's world class teaching and research faculty, and will understand the opportunities and challenges associated with leading a major institution. A more comprehensive leadership statement regarding the search will be available on the University's website at presidentsearch.fiu.edu.

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FIU President Search

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Chronicle of Higher Ed

Size: 1/2 page (5" x 13.5")
Issue: 04/29/2022 & 05/13/2022
Deadline: 04/15/2022 & 04/29/2022 by 12 noon EST
Price: \$10,782.50
Includes:

- Color
- 60 days online
- Top-Job
- Featured Banner
- Sponsored Job

Diverse Issues

\$595.00 for 60 days

Hispanic Outlook

\$335.00 for 60 days

Women In Higher Ed

\$555.00 for 60 days

Inside Higher Ed

\$349.00 for 60 days

Higher Ed Jobs

\$345.00 for 60 days



April 5, 2022

Dear Friends of FIU,

As a member of the FIU Alumni Association Board of Directors, you are an integral part of FIU's success. Your time and dedication to FIU have helped solidify our university's role as a leader in student success and research excellence, with impact both in our community and around the world. We are grateful for your commitment to the Panther family and especially to our students.

Now, as our university begins the process of selecting its next president, your input has never been more important. Through your involvement at FIU, you understand why the FIU presidency is one of the great jobs in higher education. Leading a university like FIU is a great responsibility, and it comes with both opportunities and challenges. You, more than most, can provide valuable insight as we work together to select FIU's sixth president.

As you know, a presidential search committee will collaborate closely with the Dallas-based search firm [R. William Funk and Associates](#) to identify, recruit and vet presidential candidates. Funk and Associates has extensive experience recruiting for R1 universities and has successfully placed presidents at several institutions, including Rutgers University, Indiana University, Texas A&M University and University of South Carolina. The firm has also helped recruit for FIU leadership positions in the past. You can read more about the search process at our [FIU presidential search website](#).

Feedback from stakeholders like you is an essential component of this search process. As always, we welcome your input and comments, including suggestions about potential candidates with the necessary skills to lead this great university. To facilitate discussion about the search process, we will host several FIU Community Listening Sessions in the coming days. We hope you can participate. **The in-person listening session for the FIU Alumni Association Board of Directors is at 5 p.m. on April 12 at the GC Ballrooms.** The session will also be livestreamed at [webcast.fiu.edu](#).

You can also send your feedback directly to our search firm at krisha.creal@rwilliamfunk.com.

Thank you for being among FIU's greatest champions and for always supporting our university. We are confident that together, we will select a leader who shares our vision of excellence and will take FIU to new heights.

Sincerely,



Dean C. Colson
Chair, FIU Board of Trustees



Roger Tovar
Vice-Chair, FIU Board of Trustees
Chair, FIU Presidential Search Committee

PRESIDENTIAL SEARCH COMMITTEE
FLORIDA INTERNATIONAL UNIVERSITY

Tuesday, April 12th, 2022

3:00 p.m. - 3:57 p.m.

Graham Center Ballrooms

Florida International University

11200 S.W. 8th Street,

Miami, Florida, 33199

FIU FACULTY SENATE LISTENING SESSION

PRESENT:

ROGER TOVAR, Chair

R. WILLIAM FUNK, Esq.

SOFIA TRELLES, PhD, Ombudsperson

1 MR. TOVAR: My name is Roger Tovar and I'm
2 the vice chair of the FIU Board of Trustees.
3 In addition it is my pleasure to serve as the
4 chair of the Presidential Search Committee. I
5 would like to extend a warm welcome to the
6 Presidential Search Committee members and the
7 FIU community who are joining us for the
8 listening sessions and thank them for
9 participating in this important step. The FIU
10 board of trustees met on April 5th to announce
11 the Presidential Search Committee members. The
12 Presidential Search Committee also held its
13 first meeting on April 5th. To keep all of you
14 and the members of the FIU community informed,
15 I am pleased to announce that we have launched
16 the presidential search website which will
17 provide information on search process,
18 meetings, and candidates. This website will
19 also be updated routinely. We invite you to
20 visit the website. The website is
21 <https://trusteesfiu.edu/presidential-search>. R.
22 William Funk and Associates based in Dallas,
23 Texas has been selected to assist with the
24 search for FIU's sixth president. The firm has
25 conducted more than 430 searches for colleges

1 and university presidents and candidates. Mr.
2 Funk is joining us today as we welcome members
3 of the university community and the general
4 public who are joining us via the webcast as we
5 engage in listening sessions. I now invite Mr.
6 Funk to begin the listening session.

7 MR. FUNK: Thank you very much, Chair
8 Tovar. And our firm is delighted to be working
9 with Florida International University on this
10 very important recruitment. We believe that
11 this is one of the most compelling higher
12 education leadership opportunities in the
13 nation today. Your location here in Miami,
14 your growth trajectory, your increasing
15 research dollars, this is a place that we think
16 will attract excellent candidates who want to
17 be a part of this exciting and energy ridden
18 institution.

19 With that, the board has been very
20 specific about wanting to make this as
21 transparent a process as possible. And
22 certainly on the front end of this search
23 wanted to make sure that all of the
24 constituents have an opportunity to share their
25 opinions and their thoughts relative to the

1 next president. And as you've likely seen in
2 some of the notices, the three questions we
3 were hoping to focus on today and to listen and
4 take notes about what you have to say are, one,
5 what do you think the major challenges and
6 opportunities are that this next president will
7 inherit, both immediately and longer term.
8 Secondly, if those are the challenges and
9 opportunities, what kind of person do you think
10 is best prepared to address the challenges and
11 exploit the opportunities. What adjectives
12 would you use to describe the ideal next
13 president? What kind of experience do you feel
14 would be most appropriate for this next
15 president to be successful in the role? And
16 then thirdly, the search firm's responsibility
17 really is to be the proactive agent of the
18 search committee. We are not going to simply
19 collect resumes and response to the ads in the
20 Chronicle of Higher Education inside Higher Ed
21 and the other publications. Our responsibility
22 really is to reach out to individuals who are
23 very happy where they are, very successful
24 where they are, and develop what we call a
25 scenario of attractability that will help

1 convince those candidates to really think about
2 coming in to the pool of candidates and serving
3 in this role as president. So, we have someone
4 taking copious notes. We will include much if
5 not all of the comments that we hear today in
6 the final version of the leadership statement
7 which will soon be completed and will be shared
8 with the university community online, and with
9 all of the candidates who are approached about
10 the position. But with that, we'd like to
11 invite you now to share with us your responses
12 to those three points. And certainly among the
13 three of us on the stage today, we will hope to
14 engender a very productive and fruitful
15 conversation, and we're looking forward to your
16 comments. I've also always said to groups, you
17 can't wait to be last because everything you
18 wanted to say will have already been said. So
19 who wants to be first? Who wants to share
20 their views with us initially? We do have a
21 mic for you, I think.

22 MR. REINHOLD: Joerg Reinhold, the chair
23 of the -- there seems to be a spot here -- the
24 chair of the faculty senate, but let me explain
25 to you what that -- we just -- we just a few

1 minutes ago ended a two hour senate meeting, so
2 that's -- it's unfortunate scheduling, and many
3 colleagues probably on their way off to go
4 teaching again, I myself have a class at 3:30.
5 I will see you again tomorrow in the morning
6 when we have the other session and I would
7 assume many -- many more will probably show up,
8 and I'm not sure whether anyone is online right
9 now. I haven't thought -- to be there in the
10 morning.

11 So the challenges and opportunities, I
12 think one of the challenges that a new
13 president will face, in my opinion, we are
14 living in a very polarized environment right
15 now with respect to what I would say is
16 mistrust in faculty, and on the other side
17 also, mistrust of the faculty in leadership.
18 And what we need is we need a leader that
19 understands this and can manage those
20 relationships. I think a leader that
21 understands and values academic freedom, that
22 also values and sees the benefit of a having a
23 tenured faculty, that these are some of the
24 things that the faculty concerned, in my
25 opinion, rightfully concerned about at this

1 time, so that is something that I would look
2 forward to in the leader -- the university.

3 Compelling reasons, this is an awesome
4 place. I joined FIU in 1998, end of 1998.
5 Christmas Eve '98 was my first day on the
6 payroll. I didn't really know exactly where I
7 would arrive here. I knew that this was a very
8 diverse university with a very diverse student
9 body, that was a plus for me. I did not know
10 at that point exactly what that meant, I was a
11 young assistant professor, but over now more
12 than -- 23 years I have come to love this
13 institution. We have an excellent faculty
14 here. We have excellent students. In my
15 opinion, this is one of the best places you can
16 come to to lead. We are one of the biggest,
17 sometimes still unfortunately unknown places in
18 the country, but better known places as the
19 years go by. I think this is a message that
20 should be conveyed and we hope also that we at
21 some point we get some candidates coming, and
22 having a look at the university, and will be
23 able to see what an excellent place this is to
24 come to.

25 Challenges and opportunities the next

1 president will inherit. I have to think about
2 this. I hand it off to the next person who
3 wants to ask a question for now because I will
4 be back here a few times.

5 MR. FUNK: Good, we will look forward to
6 that. By the way, the faculty certainly is to
7 be commended. They've played such a major role
8 in leading the institution to R1 status. The
9 trajectory is just so impressive. And
10 obviously it's the faculty that drives so much
11 of that. So my compliments to you. Who's
12 next?

13 MR. TOVAR: Let me just comment. You kept
14 the mic, so I guess you're going to keep
15 speaking.

16 MR. REINHOLD: I don't see any other
17 takers here, so I just took the liberty of
18 keeping it.

19 MR. TOVAR: Listen, I would encourage you
20 -- I think we're on the same page. I think,
21 you know, this is about a true dynamic leader
22 that understands, regardless of that person's
23 view on one thing or another, that we have to
24 listen to everyone and bring people together.
25 And, you know, this is a place of learning, and

1 there's learning on one side, on the other, and
2 in the middle, and it's to -- to get people to
3 have dialogue, and to speak, and to have
4 civility, and to have conversation, and not
5 just because I don't agree with you or you
6 don't agree with me that, you know, we can't
7 come together. So I hear what you're saying.
8 The great thing is, and, you know, and I've
9 said this many times, and I'll say it to you
10 again, and I hope that you take this back to
11 your colleagues, a lot of times when you start
12 a process like this, the end is predetermined.
13 Here there's no predetermined end. We want to
14 cast a wide net and see who is the most amazing
15 leader with charisma, with drive, with work
16 ethic, there's so many boxes to check. And so,
17 that's our search. That's why we've hired Mr.
18 Funk. And I would also extend an invitation to
19 whoever that whatever concerns they have, to
20 reach out to me, to call me, to e-mail me. And
21 I think all the input that's out there is
22 valued and is a great resource because this is
23 a big job, and this university is very
24 important to our students, to our faculty, to
25 our admin, to all the folks that work here, and

1 then this community. Today I was up at -- what
2 we voted for to take on the -- Pines facility
3 for research, center for translational science,
4 and just you think about the outreach that this
5 university has and all the places that we
6 touch, you go to the Botanical Garden in
7 Coconut Grove that is about to be finished, you
8 go out to the marine center in the Keys, you go
9 to the -- some of the other research centers,
10 it's just amazing. And so we need a very, very
11 special person to lead us forward because,
12 again, we've accomplished so much in 50 years,
13 what are we going to do next, and there's so
14 much more to accomplish. So we're all on the
15 same page, looking for the same thing. Thank
16 you.

17 MS. TRELLES: I wanted to remind everybody
18 that this is our faculty senate listening
19 session and we do have just a few people shy of
20 50 individuals joining us through both webcast
21 and through Zoom, so we hope to have you all
22 share your comments --

23 MR. TOVAR: So I'll be quiet.

24 MS. TRELLES: No, no, no.

25 MR. TOVAR: That way we get more people to

1 participate.

2 MS. TRELLES: We definitely want everybody
3 to participate and to have an opportunity to
4 share their comments and their feedback for us
5 throughout this process, so please utilize the
6 technology that we do have available to do just
7 that. So I'll transition now over to our next
8 speaker.

9 MR. CANAVES: And I am Jaime Canaves, a
10 professor with the school of architecture. I
11 have been here for 45 years. I have seen or
12 served under at least 5 presidents. I like the
13 comment of no preconceived ideas. And, yes, as
14 broad of a search as possible and, Mr. Funk, I
15 guess that's your responsibility. I was
16 wanting to ask for the description of what the
17 job president is, at least on paper. But then
18 I realized that that's a description that is
19 needed, but a president that does almost
20 everything related to the university is the
21 main person. We can talk in general about our
22 leadership, about being able to get funding for
23 the university recognition, the list goes on
24 and on. But it's hard to define what makes a
25 leader special. That's -- it's something that

1 the best that we can do once that we have
2 those, you know, finalists because it's
3 impossible for the faculty to go through every,
4 you know, person that is applying for the job,
5 but at least for the finalists, what is it that
6 they have that is special. And I do love this
7 place. I think that the potential of FIU is
8 incredible. I think that regardless of
9 leadership, we are strong enough that we will
10 continue to grow and improve, but it's so much
11 easier, so much faster when you have the right
12 leadership.

13 And I have been responsible for the last
14 35 years of doing a unique event at FIU where
15 my students have to walk on water. They have
16 an assignment in the materials class in the
17 School of Architecture that they design
18 envisions and they come to the lake in back of
19 the library, the whole university comes out,
20 the press comes out, and the students cross
21 from one end to the other. So the only thing
22 that I can say that our next president should
23 be able to walk on water.

24 MR. FUNK: Thank you very much.

25 MR. REINHOLD: I'm --

1 MR. CANAVES: This was not rehearsed.

2 MR. REINHOLD: We did not talk about this.

3 MR. TOVAR: Joerg, are you ready for the
4 second part of the questions?

5 MR. REINHOLD: Let me -- one thing I think
6 is also important for a new president is it
7 needs to be someone that also understands this
8 community and is able to engage the community.
9 My understanding is that one of the important
10 tasks of a university president is also to --
11 the fundraising aspect. For that we also need
12 someone that -- to reach beyond our city, but
13 also someone that can engage with the city in
14 our community here in Miami-Dade County, I
15 think that's very important as well.

16 MR. TOVAR: Joerg, the only thing I'll
17 tell you as far as understanding the community,
18 I agree 100 percent that that is very
19 important, or someone that is from outside that
20 you could tell has the skills to come in and
21 understand the community, and assimilate, and
22 figure out what's what, so there's a balance of
23 that. Because if we narrow our search down and
24 all of a sudden we start saying we need
25 somebody that knows this community and then all

1 of a sudden we narrow it further. So we've
2 talked in numerous, I think we've talked about
3 it in the committee that, you know, South
4 Florida, it's a different place, but to me it's
5 one of the best places to be in this country,
6 even in the world. But it is different, and
7 you've got to understand the moving pieces, but
8 then there's a lot of people from outside of
9 here that you could drop in here and with a
10 short period of time, they'd figure that out
11 and they'd get going. So what I've tried to
12 encourage is instead of saying that we have to
13 have this, that somebody's from here, we have
14 to have this, let's look at the full picture
15 and see who fills the most roles. And I agree
16 with what the professor just said as to, you
17 know, what is the definition of a president,
18 and I think it depends on who the person is
19 that you bring in because leaders will lead in
20 different ways and it doesn't mean that one is
21 right and one is the other. Some will come in
22 and say, okay, who's on my bench and how do
23 they help me here or there. Some of them will
24 say, well, I have strengths over here doing
25 fundraising, so I'm going to take the lead on

1 that, but I'm an -- so, you know, the great
2 thing is I think we're all talking the same
3 language and striving for the same thing.

4 MR. REINHOLD: I totally agree with you.
5 I didn't mean to say that --

6 MR. TOVAR: Oh, no, I know you didn't. I
7 just wanted to make sure we have clarity for
8 people outside that are listening --

9 MR. REINHOLD: I understand.

10 MR. TOVAR: -- because before you know it,
11 somebody says, oh, they just said that we have
12 to have somebody that's from Miami.

13 MR. REINHOLD: No, no.

14 MR. TOVAR: But you know how that goes.
15 So, again, we're in complete agreement.

16 MR. REINHOLD: So I have now in five
17 minutes students waiting for me, radiation
18 detection measurement. I hand the microphone
19 to Jaime.

20 MR. FUNK: Thank you very much. Thank
21 you.

22 MR. TOVAR: Thank you.

23 MR. FUNK: Sofia has several comments that
24 have come in.

25 MS. TRELLES: Yes, we do. So our first

1 comment from a member of our audience is:
2 Rumor is that you will be looking for
3 candidates outside of education. It is true
4 that a university is business, but it is a
5 business like no other. It's critical that our
6 new president have experience with academia.
7 The candidates must know and understand the
8 primary task of the university is to educate
9 and research. The candidates must understand
10 the notion of collegial governance, that the
11 faculty is in many ways in charge. They must
12 understand that a major part of what we do is
13 prepare students to be well rounded adults.
14 That means the candidate must support courses
15 that some regard as frivolous courses that
16 contribute to civil society, anthropology,
17 religious studies, literature, philosophy,
18 courses that do not directly train for jobs,
19 they train citizens.

20 MR. FUNK: Right. We've been asked to
21 cast a wide net because no one industry, no one
22 profession has a monopoly on leadership per
23 say. But I will tell you that I think the odds
24 are pretty good that this person will be
25 steeped in academe and will know academe. Our

1 experience had been that even if someone is not
2 currently in the academy, if they've been on
3 advisory boards, if they've been on the boards
4 of trustees, and really know the different
5 culture that exists in higher education, those
6 individuals are the ones that might be
7 potentially a candidate. I often say that it's
8 interesting during the interviewing process.
9 If you have a non-traditional candidate and you
10 ask them what their views are on shared
11 governance, and their eyes kind of glaze over,
12 and, you mean, when I make a decision, I just
13 can't act upon on it? Well, that doesn't quite
14 work that way. And then when you ask, well,
15 what do you think about tenure as a principle
16 in higher education? And they'll say, gee, you
17 mean if someone's doing their job, I just can't
18 let them go? Well, it doesn't work quite that
19 way either. Let alone when you start to talk
20 about the programmatic and curricular issues.
21 So it's a unique individual who would come from
22 outside the academy, but it does happen
23 occasionally, but not all that often. But the
24 board wants to cast a wide net to get the very
25 best people in the pool of candidates for the

1 search committee to ultimately consider.

2 Another comment I think is coming.

3 MS. TRELLES: That is right. So one of
4 our members in our community posted this
5 comment: One of the main challenges will be
6 navigating the cultural wars practically being
7 bought by republican ideologies and official
8 countrywide. Florida is a poster child for
9 this. There are now and there will always be
10 in the near future laws and bills introducing,
11 implementing censorship and control of
12 educational content, texts, and the like.
13 There is true assaults on academic freedom. It
14 is likely that there will be attempt to weaken
15 or eliminate tenure too. The person's elected
16 would need to have a clear understanding of the
17 history, meaning, and the significance of
18 academic freedom. Ideally they would have to
19 appreciate and respect such significant values,
20 policy, and practice, and be able to uphold it
21 and advocate to preserve it.

22 MR. TOVAR: Would you like to comment?

23 MR. FUNK: Agreed. We're in agreement.
24 These are challenging times for presidents.
25 You know, the days of just ribbon cutting and

1 attending events is long gone. I mean, there
2 are real challenges and real work to be done by
3 these presidents. It's a very challenging
4 role. It reflects in the fact that the average
5 tenure of all four year presidents according to
6 the American Council in Education has dropped
7 to 6.5 years, and it was as much as 8.5, 9
8 years on average, but I think that reflects the
9 challenges that these individuals face. They
10 get to a certain point and either they say,
11 gee, I've done what I can do here, or, gee,
12 I've had all the fun I can handle. But it's a
13 very challenging role. Do we have any other
14 comments?

15 MS. TRELLES: Yes, we do. Okay, our next
16 comment: The community in Miami is truly
17 cosmopolitan, and I believe that the incoming
18 president must appreciate diversity and its
19 importance in the global world. Diversity goes
20 beyond ethnicity, but also includes diversity
21 of perspective and trainings. This is an R1
22 institution, so diversity in research and
23 diversity perspectives is also important.

24 MR. FUNK: You bet. I think one of the
25 real attractors for potential candidates is in

1 fact the City of Miami and the community of
2 Miami. This is a world class city. You are a
3 world class institution. And to be a part of
4 that synergy I think will be very compelling
5 for very good candidates. In terms of
6 diversity, equity, and inclusion, that's the
7 currency of the day, particularly in higher
8 education. My firm has had the pleasure of
9 breaking the color line and the gender line in
10 the presidential role at over 50 institutions
11 around the country, and in the last 6 years our
12 placements in the president role, provost
13 roles, vice presidents and deans, 56 percent of
14 our placements have been either women or
15 individuals of color. So we very much
16 understand the comment, and certainly we will
17 be hoping to develop a very diverse pool.

18 MR. TOVAR: Well, and I'll add a little
19 bit to that. If you look at our university as
20 a whole, we probably rank up there as one of
21 the top schools as far as representatives to
22 minority students. But then when you drill
23 down and you look at the black students and,
24 you know, outside I think it's FAMU and FAU, we
25 have I think the percentage of black students

1 is 12 percent from the number I recall. Still
2 not reflective as to black people in the
3 population of South Florida because South
4 Florida I believe has 15, 16 percent, but
5 higher than most schools, but I still think we
6 have work to do. And then when I've met with
7 black students, I think that there's also a
8 concern as to a feeling of belonging. So it's
9 not only the population, but feeling that you
10 belong here, that this is a place you feel like
11 you're at home, so we have work to do there.
12 But then you look at the amount of deans, the
13 amount of faculty, the amount of staff, and
14 what the representation there is. And so I
15 would encourage whoever comes in to see, and
16 this is not how we go and take people from
17 other universities, but we have an issue, I
18 believe, as far as developing people and seeing
19 how we get people into certain roles that
20 usually they have not been included in or
21 participated in. So there's things that we're
22 doing well, there's still much greater work to
23 do. And so that's one of the things I think we
24 need to discuss with our candidates and see
25 what their plans are for addressing some of

1 these things and moving us forward and making
2 everyone feel that FIU -- and not feel, making
3 FIU an inclusive place because sometimes we
4 talk about it and we talk a good game, but what
5 are our actions, so there are actions to be
6 done. So great point.

7 MR. FUNK: You bet.

8 MS. TRELLES: I have more questions and
9 more comments.

10 MR. FUNK: Great.

11 MS. TRELLES: So: I do have some process
12 concerns. We have had experiences with
13 searches for senior administrators beginning at
14 the same time of the year and seeking to be
15 completed for the fall and it did not turn out
16 well. Do you really think that this is an
17 adequate time? Also, isn't requiring signing a
18 non-disclosure statement incompatible with the
19 freedom of expression that should be
20 characterized by a university?

21 MR. TOVAR: I'll take the first one. As
22 far as our search, we ended up without a
23 president at the end of the year, and we as a
24 board, and then as the committee have decided
25 to go forward as expeditiously as possible to

1 search for the future president of FIU. The
2 great thing is we're in good hands today. Dr.
3 Jessell knows the university, and to me he's
4 capable of leading for as long as we need him
5 there. We are going to try to do a search and
6 fill the position, if possible, by the fall,
7 but we also haven't set that as a deadline. If
8 it takes longer, we will take longer. We are
9 not going to settle for someone just because
10 there's an artificial date that we'd like to
11 get somebody in there by the fall. If we can,
12 good, if we don't, we'll continue looking and
13 searching and finding the right person.

14 MR. FUNK: Great. As many of you, in
15 higher education there used to be a pattern or
16 a traditional cycle of doing president searches
17 and other senior administration type searches.
18 These searches would begin in the fall, they
19 would end in the spring, and the person would
20 arrive sometime over the summer to begin the
21 fall term. Beginning about ten years ago
22 though we've been initiating beginning searches
23 every month of the year, and we've been
24 completing them every month of the year. The
25 advantage I think we have about beginning now

1 is that when you do reach out to potential
2 candidates over the summer, it's a little more
3 relaxed, they're willing to engage, they really
4 will consider new opportunities. Whereas, if
5 you contact them in the school year, you know,
6 it's rather frenetic. You know, golly, just to
7 get them on the phone is difficult, let alone
8 to have a serious conversation, so I think
9 there is that advantage. Roger from the very
10 beginning of our conversations has made it
11 clear that, you know, we'll move forward with
12 all appropriate momentum, but we won't end
13 until we find the very best candidate. We
14 won't be driven by a timeline, but rather by
15 finding the right person.

16 As it pertains to the NDA, you know, I
17 can't really -- that's a decision that is made
18 by the board and even the search committee. I
19 will tell you that 50 percent of the searches
20 we do search committees will sign an NDA. And
21 it's really done, I think, in those cases to
22 give the search committee members some
23 protection. If they're approached by
24 colleagues or by the local newspaper about,
25 well, is Joe Smith in the pool, you know, you

1 really can't say yes or no. You know, if you
2 say yes, then you've revealed who one of the
3 candidates is. If you say no, you've also
4 revealed that Joe is not a candidate. So if
5 you've signed an NDA and you're a member of the
6 search committee, you can say, gee, you know,
7 the search is going really well, we think
8 progress is being made, but I've signed a
9 non-disclosure agreement and I can't really
10 divulge that kind of information. So, you
11 know, it's really a protection for the search
12 committee members. Not everybody -- not every
13 institution uses them, but that's the
14 rationale. It's not to counter free speech or
15 open dialogue, it's rather to kind of protect
16 the search committee member from having to --
17 an awkwardness about divulging information that
18 shouldn't be divulged.

19 MR. TOVAR: Well, and I think also to try
20 to get as many potential candidates as possible
21 to apply, and some people don't want to put
22 their name out there if they don't feel that
23 they're going to end up in the later round, so,
24 again, it's part of casting as wide a net as
25 possible to see who's available to the

1 university is a candidate to present to the
2 board.

3 MR. FUNK: You bet. And, again, we can
4 piggyback on this probably for a while, but we
5 find that the best candidates are usually the
6 ones that are most sensitive to their candidacy
7 being made public. There's a relationship
8 there. And the quickest way to lose a really
9 good candidate is to prematurely have their
10 name leak or be released publicly. Typically
11 what will happen, those individuals will
12 immediately pull out of the search.

13 MR. TOVAR: Sure.

14 MR. FUNK: So I hope that responds to that
15 part of the question.

16 MS. TRELLES: I also wanted to mention
17 that we have general counsel Castillo with us
18 in case any of us have any comments or
19 questions that he could help us with.

20 MR. CASTILLO: Thank you. The only point,
21 and I thought the question --

22 MR. TOVAR: I think I'm going to get
23 scolded now for answering something wrong.

24 MR. CASTILLO: -- was -- no, no, no, the
25 question was well answered. I just wanted to

1 add that, you know, the NDA is consistent with
2 the new presidential search bill and the terms
3 of that bill, and that it employs some good
4 practices. Thank you.

5 MR. TOVAR: Thank you.

6 MS. TRELLES: We have a couple more
7 comments from our virtual participants. The
8 next one is: Another considerable challenge
9 would be to strike a balance between STEM and
10 humanity discipline. The pressure to turn
11 public universities into professional training
12 grounds at the expense of a broad education in
13 the humanities, literature, philosophy,
14 history, art, music -- is quite great. The
15 person selected would need to have an
16 appreciation for the meaning of the humanities
17 for a well rounded education of critical
18 citizens and not just productive workers.

19 MR. TOVAR: That's a good point.

20 MR. FUNK: Yeah, that's great.

21 MS. TRELLES: As a 46 year veteran of FIU
22 and having played both high administrative and
23 faculty roles I've seen a good deal of
24 resistance at the state and local levels to the
25 emergents of FIU. I would hope that the new

1 president will be ambitious for FIU and press
2 for its continued advancement.

3 MR. TOVAR: Listen, preaching to the
4 choir. And, you know, I participate every year
5 going up to Tallahassee and I think, you know,
6 again, that's another box to check, somebody
7 that can champion, you know, what FIU is, what
8 does FIU mean to this community, what are we
9 accomplishing, the types of students that we're
10 graduating. So, again, we need to continue
11 doing a better job telling our story. And at
12 times it does seem that we are not prioritized,
13 but I think as time has gone on, that has
14 improved and we've done better and we've had
15 good years with funding also, and we have to
16 acknowledge that also, and we had a relatively
17 good year this year. But again, yes, that's
18 part of the role of our future president, to go
19 out there, knock on the right doors, tell our
20 stories, and try to continue getting us the
21 support we need because a lot of our support
22 does come from the legislature from funding
23 from the state, so very, very important.

24 MS. TRELLES: One significant issue that
25 FIU has been facing, particularly in terms of

1 the cost of living in South Florida is the
2 recruitment and retention of Florida,
3 particularly junior faculty and even doctoral
4 students. I know that this is an issue in many
5 urban areas. Addressing the issue would seem
6 to require a university leader to have some
7 significant skills advocating for the
8 university with state political leaders at
9 budget times. This would be particularly
10 important considering the strategic goals of
11 the university to increase its national and
12 international visibility.

13 MR. TOVAR: Great point. We were talking
14 about that with our prior president numerous
15 times as to what we could as far as housing
16 assistance in some of the other areas, so I
17 think that is a challenge that the university
18 and our future president faces. I'm
19 cognoscente of it. I think the rest of the
20 board is cognoscente of it, and it's something
21 that we need to discuss and see if there's
22 something that can be done to affect change.

23 MR. FUNK: I think certainly before we're
24 done and we have a bit more time, but we've
25 shared with the search committee members that

1 we really would like for them to participate in
2 helping us build the pool of candidates. It's
3 a search committee, not just an evaluation
4 committee. So we've encouraged members of the
5 search committee to talk to their colleagues
6 around the country, in professional
7 associations to which they belong, if they go
8 to meetings and they're discipline, ask their
9 colleagues who on their respective campuses
10 would be a good candidate for us. And I would
11 like to extend that same statement to the
12 faculty. You know, some of the faculty
13 actually have been on other campuses, have
14 served other universities, you have a
15 collection of friends scattered around the
16 country. If you will get names of people that
17 are recommended to you, our e-mail address and
18 a way to communicate those names to us will be
19 in the ads that we'll run, it will be in the
20 leadership statement, and we really encourage
21 you to submit any names that you get or that
22 are recommended to you, and we promise you that
23 we'll include each and every one in our
24 process. We don't need you to call the
25 candidate, but if you get a name, we promise

1 you that we will track that individual down and
2 make every effort to bring them into the pool
3 as an active candidate. Anything else? Any
4 other comments? Anyone here in attendance,
5 additional comments or online? See, this is
6 what happens, what you wanted to say has
7 already been said.

8 MR. TOVAR: Could we get you on a mic just
9 so that everybody that's participating online
10 can hear you?

11 SPEAKER: First, thank you very much for
12 this opportunity. Ideally -- this is just my
13 own opinion -- a good candidate would be such
14 that a person who has outstanding academic
15 background, excellent political background, and
16 also excellent business background. A
17 necessary condition as a mathematician put in a
18 mathematical framework, the integrity would be
19 the necessary condition, regardless of the
20 other expertise. So what I would like to ask,
21 what is the emphasis of the board when you're
22 recommending to the recruitment committee which
23 one is on your opinion you are having more
24 emphasis on it of the three, political
25 experience, a strong political experience, a

1 strong business experience, or a strong
2 academic background?

3 MR. TOVAR: Listen, not to be flippant
4 about it, but I think it's all of it. And so I
5 think when you see the candidates, and
6 remember, the role of the committee is not to
7 take one candidate to the board, it's to take
8 three to five to the board. And so, you know,
9 I'm hoping we identify three to five
10 individuals that are strong in all those areas,
11 but you're 100 percent right, it could be
12 strong in one area and not as strong in the
13 other, and we will have to balance that as a
14 committee, and then the board will have to
15 balance that. The great thing here is the
16 process that's in place, and there's a lot of
17 checks and balances, between first of all,
18 having a committee which I think is a pretty
19 diverse community, having the input of Funk and
20 Associates which they've been doing this for a
21 long time and Bill's knowledge as to the folks
22 that are out there, but then it goes to the
23 board. And then also keep in mind that as part
24 of the committee we have a representative of
25 the board of governors, and that's a key part

1 also because the board of governors plays a
2 role in this also, after it goes to the board,
3 and the board finds their candidate, it needs
4 to be approved by the board of governors. So,
5 you know, is one of those more important than
6 the other? I'll know it when I see it as far
7 as my opinion, but I think they're all
8 important. And, you know, I used to watch our
9 previous President Rosenberg and all the hats
10 that he wore, and I would just be impressed and
11 amazed that you'd see him at a basketball game
12 and a couple hours later you'd see him at a
13 reception and he'd be out, so it's a tough job.
14 You're running basically a city here. You've
15 got 57, 58,000 students, you've got 12, 13,
16 14,000 faculty and staff, you've got the
17 community, fundraising everyday is, you know,
18 one of my colleagues on the board will tell you
19 that's the number one job. I think it's an
20 important job. I don't think it's the only
21 job. I think there's many other jobs that fit
22 in. So you're again, you know, I agree with
23 everything that's been said, and I agree with
24 what you're saying. But I wouldn't necessarily
25 rank one or the other. I think we're in a very

1 interesting point that we're still a very young
2 university that has accomplished a lot today.
3 I look at the medical school that is still very
4 young, still trying to find its way, still need
5 to develop a culture there, I see our law
6 school that has had huge accomplishments, the
7 engineering and architecture, I mean, and
8 there's so many great things going on here. So
9 that's why I'm just very, very optimistic that
10 we're going to find an amazing leader because I
11 think this is an amazing opportunity. And I
12 think this is truly a legacy type job that
13 somebody that has that drive, that motivation
14 that wants to make a difference. You know, we
15 talk a lot about the recognition that we got
16 from MacKenzie Scott and Dan Jewett with their
17 \$40 million gift. But more to me than the \$40
18 million gift is why they gave it to the
19 university. And they gave it to the university
20 for specific reasons as to areas in the
21 community, in our country, and in the world
22 that we're making a difference, so how do we
23 continue that, how do we build on that. So I
24 know I rambled on and on. I hope I answered
25 your question. But my main point that I want

1 to leave you with is let's see who's out there
2 that will take us to an even higher level and
3 fulfill our mission.

4 SPEAKER: Thank you very much.

5 MR. TOVAR: Thank you. Thank you.

6 MS. TRELLES: I know our time is coming to
7 an end for our first listening session, but I
8 did have one last comment from our virtual
9 audience, and then I'll hand it over to Trustee
10 Tovar.

11 MR. TOVAR: Go.

12 MS. TRELLES: So: Faculty senator has
13 requested that while we should respect and
14 uphold the level of confidentiality that is now
15 required in presidential searches in Florida,
16 it would be ideal for the FIU academic
17 community to be briefed by the search committee
18 in a general way about the profile of some of
19 the candidates under consideration without the
20 need of naming any names.

21 MR. TOVAR: Carlos, I think we have the
22 ability to do that. Why don't -- I think you
23 would be better to speak on that, but I think
24 there's a process for that, is there not?

25 MR. CASTILLO: Thank you. The new bill,

1 there are aspects of that bill that
2 specifically provide that issues related, for
3 example, to the job description and the type of
4 president that the university would like to
5 have by way of that description, even issues
6 related to compensation, those aren't subject
7 to the protections of the new bill. But when
8 it comes to issues related to the applicant
9 vetting process, personal identifiable
10 information, those are protected by the
11 statute. With respect to a list of finalists,
12 once the committee determines that list of
13 finalists, whether it be three, five, or seven,
14 there will be a 21 day period when those
15 applicants will become public and known, if you
16 will, to the university community and can be
17 discussed amongst the community.

18 MR. TOVAR: But I think the question
19 related more as to is there a description in a
20 broad way as to the type of candidates that are
21 applying as to the number of candidates. And I
22 think we have -- there's a way to do that where
23 we're not disclosing --

24 MR. CASTILLO: And we can certainly look
25 into that, Trustee Tovar, to the extent that

1 we've got some flexibility. Again, the statute
2 I think as even Chair Colson mentioned the
3 other day is a new statute, and we're still
4 working our ways through it, but to the extent
5 we can do so, then by all means.

6 MR. TOVAR: And what I would say is I hear
7 -- again, we want to be respectful that if
8 somebody thinks their name is going to remain
9 confidential, we want to be respectful of that
10 and accomplish that. On the other hand, for us
11 to be able to brief the faculty and say, hey,
12 we have a lot of people applying and more or
13 less these are the type of candidates we have,
14 I think there should be a way to do that also.

15 MR. CASTILLO: And we can work through
16 that.

17 MR. TOVAR: Okay. Thank you. So you're
18 turning it over to me and I'm having some
19 concluding remarks. And I think we have a
20 second session tomorrow morning with the
21 faculty senate. And then I would also like to
22 just mention that a university wide listening
23 session will take place at 10:00 a.m. on April
24 13th to get input from our students, faculty,
25 and staff regarding the qualities and

1 qualifications we want to see in our next
2 president. So we're going to make sure we give
3 as many people an opportunity as possible to
4 voice their opinion and any input. So please
5 join us in the Graham Center ballrooms, this
6 too will be live streamed. So this concludes
7 this session; is that correct? Okay. Thank
8 you very much. Thank you. And thanks for
9 those of you who participated here.

10 (Whereupon, the proceedings
11 concluded at 3:57 p.m.).

12 - - -

CERTIFICATE

THE STATE OF FLORIDA)
COUNTY OF MIAMI-DADE)

I, Daisy L. Amador, a Court Reporter, do hereby certify that I was authorized to and did report the proceedings, had and taken at the Graham Center Ballrooms, Florida International University, 11200 S.W. 8th Street, Miami, Florida, 33199, on April 12th, 2022, for the Presidential Search Committee; that the foregoing pages, numbered 1 to 39, inclusive, constitute a true and complete record of my notes.

I further certify that I am not an attorney or counsel of any of the parties, nor related to any of the parties, nor financially interested in the action.

Dated this 19th day of April, 2022.

<%17328,Signature%>

Daisy L. Amador

Notary Public for the State of Florida

Commission No.: HH175493

Expires: 10/17/2025

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PRESIDENTIAL SEARCH COMMITTEE
FLORIDA INTERNATIONAL UNIVERSITY

Tuesday, April 12th, 2022

4:06 p.m. - 4:48 p.m.

Graham Center Ballrooms
Florida International University
11200 S.W. 8th Street,
Miami, Florida, 33199

FIU FOUNDATION LISTENING SESSION

PRESENT:

ROGER TOVAR, Chair

R. WILLIAM FUNK, Esq.

SOFIA TRELLES, PhD, Ombudsperson

1 MR. TOVAR: Good afternoon. My name is
2 Roger Tovar and I'm the vice chair of the FIU
3 Board of Trustees. In addition it is my
4 pleasure to serve as chair of the Presidential
5 Search Committee. I would like to extend a
6 warm welcome to the Presidential Search
7 Committee members and the FIU community who are
8 joining us for the listening session and thank
9 them for their participation in this important
10 step. The FIU Board of Trustees met on April
11 5th to announce the Presidential Search
12 Committee members. The Presidential Search
13 Committee also held its first meeting on April
14 5th. To keep all of you and members of the FIU
15 community informed, I am pleased to announce
16 that we have launched the presidential search
17 website which will provide information on
18 search process, meetings, and candidates. This
19 website will be updated routinely. We invite
20 you to visit this website, and this can be
21 accessed on the main FIU website which has a
22 link. R. William Funk and Associates based in
23 Dallas, Texas has been selected to assist us
24 with the search for FIU's sixth president. The
25 firm has conducted more than 430 searches for

1 colleges and university presidents and
2 chancellors. Mr. Funk is joining us here today
3 as we welcome members of the university
4 community and the general public who are
5 joining us via the website as we engage in this
6 listening session. Mr. Funk?

7 MR. FUNK: Thank you, Roger. And our firm
8 is delighted to be working with Florida
9 International on this very important
10 recruitment of a new president. We believe
11 that this is a compelling exciting opportunity
12 in higher education, perhaps the most exciting
13 and most compelling today. You're in a city
14 that is a world class city that has great
15 energy. The university has grown in terms of
16 numbers of students and enrollment, but also in
17 terms of research productivity, and its impact
18 on the community, the state, and the nation.
19 We believe that there will be any number of
20 truly, truly exceptional candidates who will
21 express interest in our search. The board has
22 been emphatic about having sessions at the
23 beginning of this process that gives all of the
24 constituents an opportunity to express their
25 views about the kind of person each of those

1 groups feels would best serve the university in
2 the presidential role. We are learning as we
3 are listening, and we're really here to listen
4 more than to talk, but certainly as the
5 foundation board, you play such an exceptional
6 role in this institution. And I know that you
7 will have comments, and perhaps some questions
8 for us as well, and we look forward to hearing
9 from you and responding to any questions that
10 you might have. I believe you've been -- it's
11 been indicated to you what the three questions
12 are that we're using to stimulate discussion,
13 and -- by having them on the screen here in the
14 Graham Center. But the first question we would
15 pose to stimulate your thinking would be, what
16 do you perceive to be the major issues, the
17 major challenges and opportunities that this
18 next president will inherit, both immediately
19 and longer term? Secondly, if those are the
20 challenges and opportunities, what kind of
21 person, with what kind of background, and what
22 kind of experience, what kind of leadership
23 style, what kind of worldview is best prepared
24 to lead the institution at this time and
25 exploit the opportunities and address the

1 challenges in the most appropriate way. And
2 then, thirdly, the search firm's responsibility
3 really is not just to collect resumes that
4 might come in response to the ads that are
5 being run in the various higher education
6 journals, rather it is to be the proactive
7 agent of the university to perspective
8 candidates who will not respond to an ad, who
9 are not looking for another opportunity, are
10 doing an exceptional job where they are now,
11 and just, you know, have their heads down.
12 It's our role to seek out those individuals and
13 develop a scenario of attractability that will
14 in fact energize their interests in the
15 position. So we're looking for you to also
16 share with us, you know, what are those
17 bragging points that we can share with
18 individuals who, you know, are not looking,
19 they haven't thought about making a move, what
20 can we tell them about FIU that would in fact
21 get them excited about coming into our process.
22 Don't feel restrained and confined to those
23 questions, but, please, let us know your
24 thoughts about the kind of person, the search
25 process, and we really look forward to what you

1 are going to share with us. So with that, we
2 are going to throw it open to you and ask you,
3 who wants to be first? And, Sofia, do we have
4 anyone online who's already responded?

5 MS. TRELLES: We have not received a
6 question or comment, but I would like to share
7 that we have approximately 25 guests with us
8 participating through Zoom and webcast.

9 MR. FUNK: Thank you. So we have our
10 iPads here and we are hoping that some of you
11 online will send us your questions and your
12 comments. And we do have several participants
13 in the auditorium. They squeezed in here to
14 share their views with us.

15 MR. TOVAR: I do want to welcome Trustee
16 Grant, and he's also on the search committee
17 with us, and Trustee Grant brings a lot of
18 knowledge as to the university as to as many
19 years on the board, and then now on the
20 foundation, and I guess with my comments he's
21 going to stand up and make some comments, or
22 questions, or suggestions.

23 MR. GRANT: I just wanted to encourage the
24 other foundation board members to share their
25 thoughts. I think FIU is an exceptional place

1 and we have some great opportunities that I
2 know that we've achieved tremendous things over
3 the years. However, I think we still have
4 tremendous growth and opportunities, and if
5 they could share their thoughts, it would help
6 us in our guide as far as identifying the most
7 appropriate person for FIU. I think it's a
8 great opportunity for someone that's looking
9 for a challenge. And I think we will be one of
10 the top 50 research universities in the nation,
11 and it's a journey we're all going to a part
12 of. I just want to encourage many of our
13 colleagues to participate. Thank you.

14 MR. TOVAR: Thank you.

15 MR. FUNK: Thank you.

16 MR. TOVAR: Good to have you.

17 MR. FUNK: And who would like to be next?
18 Not all at once. Anyone in the gallery who
19 would like to speak? We have a brave soul
20 approaching the microphone.

21 MR. LORENZO: I'm on the foundation board,
22 it's just that I was in my house working, we
23 have a project going on our house, so, excuse
24 the way I'm dressed, but this is a great
25 challenge, this is a great university. We've

1 been here since -- I've been here since the
2 school opened in 1972 and I've seen it grow
3 from one building to what it is now, but the
4 biggest challenge and opportunity is we have to
5 find the right person that will fit the dynamic
6 community we live in, and also the fast moving
7 university, we're growing by leaps and bounds
8 in everything we can think of, including the
9 ability to compete against major universities
10 like we have over the 50 years that we've been
11 in existence. We need somebody that is, I
12 shouldn't say a person, that can represent us
13 nationwide, not just in Dade County, but it
14 would be somebody that would make us proud and
15 get us to the next level which is we are one of
16 the biggest universities in the United States.
17 Our community looks, it's a replica, and I talk
18 about this when we talk in public, it's a
19 replica of what the country looks like, a lot
20 of diversity, everybody talks about that, but
21 people don't have any idea the many countries
22 that students that we have from different
23 countries, and it's really a mirror of what the
24 U.S. looks like today at our university, except
25 for the west coast, it has some people from the

1 far east, but from a Hispanic standpoint, a
2 European standpoint, and most of the countries
3 in the world, we are very well represented
4 within our student body and teachers and all
5 that, so. We need somebody that can take us to
6 the next level that, again, is somebody that --
7 we need somebody right now that would bring a
8 lot of positive things which we have going for
9 us that is able to represent us from a business
10 development, fundraising standpoint, somebody
11 that's dynamic and full of energy, and that's
12 exactly the type of person I think we need.
13 You know, you've got academic, you know, you
14 have global academics, and then you have the --
15 university, you know, that combination is
16 what's going to bring us to the next level.

17 MR. TOVAR: Al, and you played baseball
18 here; is that correct?

19 MR. LORENZO: Yes.

20 MR. TOVAR: What year was that?

21 MR. LORENZO: Same year the university
22 opened.

23 MR. TOVAR: That's incredible.

24 MR. LORENZO: In September -- I was here
25 September '72 in the fall, and in January of

1 '73 we had our first baseball team. Actually,
2 some of the members went to Nicaragua
3 representing after the earthquake, we went to
4 Nicaragua as a baseball team, so we've always
5 been the international flavor. That's what I
6 -- that's why I said, the U.S. -- that can
7 bring us to the -- represent us with -- the
8 rest of the United States because that's what
9 we are, we're an international university and
10 this town screaming for the type of university
11 that we have, and will be.

12 MR. TOVAR: I look at you and I see all
13 the events that you participate in and that
14 you're at, I look at Gerald Grant, you know,
15 constantly see you all and your involvement
16 and, you know, the passion that you all bring
17 to the table, and I, again, there's nothing
18 that either in this session or the previous
19 session that I don't agree with as to what
20 we're looking for in our future president of
21 FIU. The great thing is, we're going into this
22 with no preconceived person that this is the
23 person. We're going out there casting a wide
24 net and saying, this is an amazing position, an
25 amazing situation. Sometimes when you're

1 looking for a future leader of any
2 organization, specifically a university, you
3 know, the house is on fire, there's problems,
4 there's budget constraints, there's issues, and
5 obviously there's always some issues somewhere,
6 but this is the trajectory of FIU where we're
7 at only after 50 years. We're in an amazing
8 place, and so we have a great story to tell as
9 to bringing in the next president for this
10 university, and the next president of this
11 university is walking into a great situation,
12 and a great city, and a great state, so you've
13 got an easy job to do, get out there and make
14 it happen. So, but I appreciate you all being
15 here and your comments. And I would encourage
16 all the folks on the foundation, and I've never
17 served on the foundation, I've been on the
18 board, I say many times that really what you
19 all do is the hard work because to go out there
20 and raise funds and ask people for money and I
21 see the group that you all inform and the
22 passion that you all have, so, you know, great
23 job and I take my hat off to what you all do
24 and the success that you've had and continue to
25 have. So on behalf of myself and the board,

1 thanks for everything that you all do and what
2 you have going on. Thank you.

3 MR. LORENZO: Thank you, sir, thank you.

4 MR. FUNK: And who is net?

5 MS. TRELLES: I would like to share with
6 those members that are joining us virtually
7 today that if you have any questions or any
8 comments that you would like to share, to
9 please use the technology that we have
10 available to us so that we can hear you and
11 that we have an opportunity to connect with
12 you. In the meantime -- we have a question.
13 Okay.

14 So if I may ask: Could the foundation
15 board share what they see as a type of
16 president that would help them the most in the
17 specific areas of external fundraising? Thanks
18 to Rich Olsen (phonetic).

19 MR. TOVAR: Could you repeat the question?

20 MS. TRELLES: Of course I can. Could the
21 foundation board share what they see as a type
22 of president that would help them the most in
23 the specific areas of external fundraising?

24 MR. TOVAR: Bill, do you want to answer
25 that question because the question is directed

1 to the foundation board? I think -- I don't
2 want to speak for the foundation board.

3 MR. GRANT: I think it's a combination of
4 teamwork. There's no president that can do all
5 the fundraising on their own. It's about
6 everyone coming together and opening their
7 relationships. This university is based on
8 where we're going, and it's going to take a lot
9 of hands working together, new friends, and as
10 a result of that, with the right president, we
11 will do joint meetings and share with them the
12 opportunities. But from a foundation point of
13 view, we have spent the last six or seven years
14 building the fundraisers as far as who we're
15 going to support, the various schools and the
16 different colleges, so we have the foundation
17 in place. I would say our track record for the
18 last two years have shown a tremendous growth
19 in achieving resources. But when you look at
20 it from a big picture point of view, it's not
21 what we have already done, it's where we're
22 going. And as a group, I think we will be able
23 to assist a president and taking the university
24 and achieving all the resources that we need to
25 move to the next level.

1 MR. TOVAR: Thank you. And I'll add a
2 little bit there. You know, one of our board
3 members when we were interviewing for a search
4 firm, he kind of threw a question out there to
5 one of the firms and said, what is the number
6 one job of the president, and, you know,
7 obviously the answer is fundraising, and then
8 he said, no, it was number one, two, and three,
9 fundraising, fundraising, fundraising. Listen,
10 I think the president's job is many. One of
11 them which happens to be fundraising which is
12 very important. And I would tell you that a
13 big part of that fundraising is to be able --
14 to have the ability to, number one, either call
15 people or knock on their door and that they
16 answer your call or that they open the door,
17 they have lunch with you, and then be able to
18 communicate our story, which is our
19 accomplishments and how we connect with our
20 students, how we're improving people's lives,
21 all the great stories that are going on in this
22 university, and there really is so many stories
23 and that's why if you ever hear me speak
24 regarding on the marketing, advertising part,
25 we've got to continue to do even better as to

1 getting our story out there as to the
2 accomplishments of our university, how do we
3 attract more people to come on campus, even
4 people that have graduated from FIU. There's
5 many that haven't been here in 10, 20, 30
6 years, and when they drive in here, they're in
7 awe. Alan, myself were at the spring scrimmage
8 game this Saturday. It was amazing. The
9 turnout that was there, the field, the vibe,
10 and so, again, we've got to do that many times
11 over to continue to connect. I think our
12 alumni base depending on who you ask, when you
13 ask, you know, somewhere between 250,000
14 300,000, most of them live here in South
15 Florida, you know, how do we continue to
16 connect with them and say what is going on
17 here. And there is a lot of pride in having
18 attended FIU, and many times when I'm having
19 dinner, just I'm out doing different things,
20 and nine times out of ten whoever you're
21 speaking with has some type of connection to
22 FIU. And I'll tell you, most of the time it's
23 a great connection and there's a lot of pride.
24 And so, again, how do we develop further and
25 get people back engaged. So, again, one more

1 of the job, the function of whoever that
2 president is going forward is connecting and
3 telling our story.

4 MR. FUNK: You bet. Roger kiddingly
5 looked to me and said, you have this easy job,
6 when we were talking about the many positive
7 qualities associated with the university, and
8 it's really true. These transitions in
9 leadership oftentimes happen when there's been
10 some very difficult situation that has arisen
11 within the institution. I can recall we did a
12 search at the University of Oklahoma a number
13 of years ago and I think the second week of the
14 search one of the football players shot another
15 football player in the athletic dorm, two weeks
16 after that there was an alleged assault in the
17 dormitory, two weeks after that the starting
18 quarterback on the national championship team
19 actually was arrested by the FBI for
20 trafficking in cocaine, and I remember meeting
21 with the board, the search committee chair and
22 I would meet with the board every month or so
23 and give them an update on the search, and I
24 can recall saying, you know, gee, it is getting
25 to be a pretty difficult search because every

1 time something would happen, it was national
2 news. And yet what we learned from that
3 experience is that these leadership positions
4 at major universities are perceived to be such
5 transformative opportunities and the people
6 that become leaders of these institutions are
7 passionate about changing lives and improving
8 lives. So it is certainly a much easier
9 playing field for us than some other places
10 might be. I thought the foundation board might
11 be interested in knowing what other searches
12 are going on around the country. You know, so
13 we don't -- it's not that we're not without
14 competition. You know of the various searches
15 going on here in Florida, but you also have the
16 University of Wisconsin, Madison, the
17 University of Arkansas, you have George
18 Washington University in the nation's capitol,
19 TCU in Fort Worth. But any time you do a
20 search like this, you will have that
21 competition. And we just will put our very
22 best foot forward. We think we do have a
23 really incredible story to share with potential
24 candidates. And as I mentioned earlier, you
25 have this community in Miami that's so

1 attractive, so vibrant, and I think that will
2 be very appealing.

3 Sofia, do we have any other comments?

4 MS. TRELLES: At the moment we don't, but
5 I do want to share that the question that we
6 had previously was from one of our members of
7 the Presidential Search Committee, so I did
8 want to make sure that everybody knew where
9 that question came from. But I did want to
10 bring it back to you and ask you if there were
11 any topics that you wanted our members of our
12 community to know a little bit more about the
13 search and what the next steps are going to be.

14 MR. FUNK: Sure. We had a meeting last
15 week with the search committee and with the
16 board, and it was really the launch of the
17 search. We're having sessions as you know
18 including the one we're currently in today and
19 tomorrow, we're having an all campus, all
20 community open forum tomorrow, and meeting with
21 various constituent groups today and before and
22 after the all campus meeting tomorrow. This is
23 so helpful to the search committee, to Roger,
24 and to me because we really learn something in
25 every session. We know what people are

1 thinking, what they're wanting in the next
2 president, it's enabling us to become a better
3 steward of the university to perspective
4 candidates, and then we really will soon be
5 doing the nitty gritty work of recruiting, of
6 the calling, the contacting, the holding of
7 conversations, encouraging people to come in.
8 But there is some other infrastructure things
9 that have been going on, an ad is being placed
10 in the most popular publications in higher
11 education, there is a friends of the university
12 letter that's being developed that will go to
13 key supporters and alumni of the institution,
14 there are -- my office is actually sending
15 letters to some 600 leaders in higher education
16 soliciting best nominations from around the
17 country, and as I mentioned too earlier, the
18 search committee members have been charged with
19 also reaching out to their colleagues of trying
20 to find additional candidates that might be
21 appropriate and at the top of the scale in
22 terms of potential leaders. That will go on
23 for some period of time. We have no specific
24 timeline because as Roger has shared, we want
25 the best person. We're fixated on finding the

1 best people to be candidates, not on meeting
2 some artificial deadline in terms of a date for
3 applications or expressions of interest. I
4 would suspect though by in the next couple of
5 months we will building this pool of
6 candidates, and sometime during the summer the
7 search committee will be -- begin the
8 evaluation process of the candidates that have
9 been surfaced. They will narrow that total
10 group who have come forward and decide which of
11 those candidates they'd like to interview.
12 Those interviews I suspect will happen, again,
13 sometime this summer or maybe late summer, but
14 eventually they will also decide which -- more
15 than two I think as the bill states, more than
16 two candidates they would like to recommend to
17 the board as finalists and who will then be
18 identified publicly and will be interviewed
19 here on campus. But, again, these searches
20 typically take about six months, but there's
21 nothing magic about that timeframe. We just
22 want to be successful in finding the very best
23 people, and that's what our challenge is.

24 Roger?

25 MR. TOVAR: I would just encourage all the

1 foundation members. I mean, if there's a group
2 -- well, all the groups are very aware of many
3 of the moving pieces of the university, how the
4 university functions, what the needs are, and
5 so I would encourage each of you to look
6 through the list of the search committee, and
7 if you have recommendations, suggestions, if
8 you have a name suggestion, reach out to Mr.
9 Funk and recommend him. And, you know,
10 everybody's input is truly needed, valued, and
11 so whatever input we can get, that would be
12 very useful.

13 Do we have any other questions?

14 MS. TRELLES: We do. We have some input
15 from our virtual members. So Tom would like to
16 know: The search firm must already have spent
17 some time analyzing FIU's opportunities against
18 their experience in other searches. Can we
19 hear the preliminary answers to the first two
20 questions and how they will design the search?

21 MR. FUNK: Okay. Indeed. We've talked at
22 length with Roger and Chair Colson about how
23 these searches typically evolve. I have to be
24 so complimenting of the staff here at the
25 institution. Javier Marquez has really

1 coordinated all of the resources within the
2 university to help launch this search, and
3 that's what we've been about for the past two,
4 three weeks. And again, it's in preparing all
5 of those things that I mentioned earlier, a
6 leadership statement, an ad that will be
7 placed, a friends of the university letter that
8 will be sent to key supporters, the 600 person
9 mailing list that we will solicit best
10 nominations from. We will be talking to the
11 leadership of all of the major professional
12 higher education associations asking them for
13 their best ideas, and then from all those
14 sources the candidates will begin to build in a
15 pool. We will make available to the search
16 committee an encrypted password protected
17 website where they will be able at a certain
18 point in time once we have a critical mass of
19 active candidates, they will be able to go to
20 that website and actually see the cover
21 letters, the resumes, statements of interest
22 from the active candidates, they'll be able to
23 see a master log of everyone who's been
24 contacted, even if they're individuals who have
25 not responded to our overtures, or if they

1 declined interest, some of them will say
2 they're still considering, but eventually then
3 it will be a question of the search committee
4 distilling the pool to an interview group.
5 We'll work with the search committee to develop
6 the questions that will be asked of those
7 semi-finalists. The search committee will then
8 decide after the interviews who it wants to
9 recommend to the board as finalists, and of
10 course we'll work with the board to the
11 conclusion of the search. There will be
12 referencing done at each stage when the search
13 committee selects those individuals for first
14 round interviews. We will do Lexus Nexus,
15 Google, social media background checks on those
16 candidates. When the search committee
17 recommends finalists to the board, we will ask
18 the finalists to sign a release form in
19 accordance with the Fair Credit Standard Act I
20 think of 1984 to allow us to do credit,
21 litigation, criminal, and sexual abuse
22 background checks, we will do off list
23 referencing at that stage, calling people who
24 know these individuals at their current
25 institutions or who have worked with them, and

1 then with all of that information and sharing
2 it with the board. The board will when the
3 interviews occur here on the campus, the board
4 will have maybe several iterations, interview
5 the three, four, five, however many finalists,
6 and then bring back the number one choice and
7 talk -- some more, and then ultimately we'll
8 announce who that next president is. We'll
9 probably have a press conference and introduce
10 that person to the university community. But
11 you really start out with this many candidates,
12 and as the search progresses, you narrow it
13 down to those finalists. And when you begin
14 the search, frankly all you have are the
15 resumes and cover letters, and then by the time
16 a decision is made, you'll have all these other
17 pieces of information that will help the board
18 make the best decision. So I think the months
19 ahead will be exciting for the entire
20 community. I promise you our best efforts. We
21 think honestly it's a wonderful opportunity,
22 and that's how we'll be presenting it to
23 various potential candidates.

24 MS. TRELLES: We do have a comment from
25 Elliott Stone (phonetic). Because our diverse

1 university roles, goals, and communities, the
2 energy level of our president must be
3 exceptional. As we are young in all of our
4 endeavors, our president must build structure
5 while we rapidly grow in many different
6 directions. Accessibility is essential. How
7 are we going to assess candidates related to
8 those issues?

9 MR. TOVAR: I think that's top of mind,
10 not only to the committee, but to the board,
11 and, you know, you've got to check all those
12 boxes, and so we'll go through the candidates
13 that we have. And obviously whoever we as a
14 committee propose to the board, I would agree
15 with that comment as far as accessibility. You
16 know, you go to the university that I think are
17 functioning well and you see the engagement of
18 the leadership which becomes so important as to
19 their engagement in the campus, their
20 engagement at events, at sporting events, in
21 the community, one on one with community
22 leaders, so I think that is a very, very -- one
23 of the very important criteria as to who we
24 identify to propose to the board. So, in
25 agreement.

1 MS. TRELLES: We do have another question.
2 It is: Can you share what the first ad will
3 say? How will describe FIU?

4 MR. TOVAR: Say that again?

5 MS. TRELLES: How will you describe FIU?
6 What will the first ad include?

7 MR. FUNK: The first ad will have -- you
8 know, it's interesting, I've shared this with
9 the search committee, and if you go to the
10 Chronicle of Higher Education, any of the
11 issues that are online, there will be -- some
12 of the ads will be half page long and a full
13 page wide, and you will note that those ads are
14 for institutions, and I hope there is no such
15 thing, but the Southwest Missouri School of
16 Taxidermy, and it will outline every minute
17 criteria and just go on and on. Whereas
18 Northwestern University did their presidential
19 search a few years ago, I think there were four
20 sentences in the ad. We thought that was a tad
21 arrogant frankly. And what we really think an
22 ad should consist of is something certainly in
23 between those two extremes. So the ad will
24 make the announcement that the university is
25 launching a search for a new president. There

1 will be a brief description of the university,
2 there will be a paragraph about the
3 responsibilities and reporting relationship of
4 the president to the board, and then there will
5 be a paragraph on somewhat rather general
6 characteristics and experiences that the
7 university search committee and board are
8 looking for in the next president, and then
9 lastly there will be a paragraph indicating for
10 optimal consideration interested individuals
11 should submit their materials by I believe
12 we're going to say June 15th or something, and
13 then there will be our address where candidates
14 can respond. We'll indicate what's needed to
15 become a candidate will be a letter of interest
16 and a resume. But that's what the ad will
17 entail. We view the ad as more of a
18 communications tool. If you can make this
19 distinction, it's a vehicle to allow the world
20 to know that the position is available and the
21 search is underway. That's -- so it's more of
22 a communications tool than a recruiting tool to
23 that degree. There will be a second document
24 though, and this is something that the team
25 here at FIU has been working on diligently, and

1 that's something that we call a leadership
2 statement, and it's a more in depth detailed
3 description of what's being sought in the new
4 president. It will talk about characteristics
5 in more detail, it will talk about position
6 responsibilities in more detail, it will have
7 colorful pictures of the campus, it's really a
8 well put together professional marketing tool,
9 if you will, to that specific audience of
10 potential candidates for the position. It will
11 be available to the entire university, it will
12 be posted on the presidential website. We will
13 refer candidates to that and we will send them
14 the links to that when we contact them. So
15 that's more of a position description, not to
16 be confused with the ad which will really be
17 kind of an announcement, a communications piece
18 letting people know that the search is
19 underway.

20 MR. TOVAR: Well, Bill, and if -- I have
21 the first draft of the ad here, and the ad is
22 important, and I think part of the ad is to
23 search for our future president, but I think
24 part of the ad is also to, again, continuing
25 our communication as to the story of FIU and

1 especially with all of the places that the ad
2 will be starting with the Chronicle of Higher
3 Education. But without going into the entire
4 ad, the ad has a -- really a spectacular
5 picture of some of the building here, some of
6 the newer building at FIU with the palm trees
7 in the background and a beautiful skyline, and
8 actually Michelle Palacio (phonetic) and her
9 team is the one, but I'll just -- just to give
10 the folks that are online that have an interest
11 because you all have asked, I'll read the
12 second paragraph to you. FIU is Carnegie R1
13 public research university located in Miami,
14 Florida with over 56,000 students, 11 colleges,
15 246 million in research expenditure, and \$1.7
16 billion annual budget. FIU is focused on
17 making a real impact in research, teaching, and
18 social mobility. It is proud to recognize --
19 to be recognized as a Hispanic serving
20 institution, a minority serving university, and
21 a Carnegie university -- university. So I
22 think it gives you the feel of, wow, you've got
23 this great university, large scale, in Miami,
24 the only public university in Miami. So the
25 team here have put a lot of energy and effort

1 into the ad, the document that Mr. Funk was
2 referring to. So, again, a big thing is to
3 tell our story, get it out there, and find
4 amazing candidates, amazing candidates for this
5 position. So hopefully that answers that
6 question also.

7 MR. FUNK: You bet.

8 MS. TRELLES: I think you definitely did.
9 And I would also like to invite those members
10 that are joining us virtually to please share
11 with us what you want for that message to be
12 because it's not just us as a committee, it's
13 not just those individuals that are joining us
14 here today, but it's going to be important to
15 make sure that you all communicate that message
16 to us so that we can share that as well. At
17 this moment we do not have any further
18 questions or comments, so please remember that
19 we are here to share your message with those of
20 us that are joining.

21 MR. TOVAR: Great. Well, let me go back
22 to my -- I appreciate, you know, the members of
23 the foundation that took time either to be here
24 or to be online. And I'll just close by
25 saying, a university wide listening session

1 will take place at 10:00 a.m. on April 13th to
2 get input from our students, faculty, and staff
3 regarding the qualities and qualifications we
4 want to see in our next president. Please join
5 us in the Graham Center Ballrooms. This too
6 will be live streamed. Thanks to everyone for
7 their comments, their time, their input. And,
8 please, as we move forward, any additional
9 comments, suggestions, recommendations, every
10 one of them are welcome. Thank you very much.

11 MR. FUNK: Thank you.

12 (Whereupon, the proceedings
13 concluded at 4:48 p.m.).

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CERTIFICATE

THE STATE OF FLORIDA)
COUNTY OF MIAMI-DADE)

I, Daisy L. Amador, a Court Reporter, do
hereby certify that I was authorized to and did
report the proceedings, had and taken at the Graham
Center Ballrooms, Florida International University,
11200 S.W. 8th Street, Miami, Florida, 33199, on
April 12th, 2022, for the Presidential Search
Committee; that the foregoing pages, numbered 1 to
32, inclusive, constitute a true and complete record
of my notes.

I further certify that I am not an
attorney or counsel of any of the parties, nor
related to any of the parties, nor financially
interested in the action.

Dated this 19th day of April, 2022.

<%17328,Signature%>

Daisy L. Amador

Notary Public for the State of Florida

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PRESIDENTIAL SEARCH COMMITTEE
FLORIDA INTERNATIONAL UNIVERSITY

Tuesday, April 12th, 2022

5:01 p.m. - 5:51 p.m.

Graham Center Ballrooms

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Miami, Florida, 33199

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ROGER TOVAR, Chair

R. WILLIAM FUNK, Esq.

SOFIA TRELLES, PhD, Ombudsperson

1 MR. TOVAR: My name is Roger Tovar and I'm
2 the vice chair of the FIU Board of Trustees.
3 In addition it is my pleasure to serve as chair
4 of the Presidential Search Committee. I would
5 like to extend a warm welcome to the
6 Presidential Search Committee members and the
7 FIU community who are joining us for the
8 listening session and thank them for
9 participating in this important step. The FIU
10 Board of Trustees met on April 5th to announce
11 the Presidential Search Committee members. The
12 Presidential Search Committee also held its
13 first meeting on April 5th. To keep all of you
14 and the members of the FIU community informed,
15 I am pleased to announce that we have launched
16 the presidential search website which will
17 provide information on search process,
18 meetings, and candidates. This website will
19 also be updated routinely. We invite you to
20 visit this website. R. William Funk and
21 Associates based in Dallas, Texas has been
22 selected to assist with the search for FIU's
23 sixth president. The firm has conducted more
24 than 430 searches for colleges and university
25 presidents and chancellors. Mr. Funk is

1 joining us today as we welcome members of the
2 university community and the general public who
3 are joining us via the webcast as we engage in
4 listening sessions. I now invite Mr. Funk to
5 begin the listening session.

6 MR. FUNK: Thank you, Roger. And
7 greetings to everybody that's online, and
8 everybody who squeezed into the room here. You
9 know, the alumni are a special constituency of
10 any university. And those of you who stay
11 active and have been involved in the affairs of
12 the institution really demonstrates some real
13 affection for what this place has meant to you
14 and what it's meant in terms of changing your
15 lives. So we're delighted to have an
16 opportunity to listen to you today. And we
17 really are here to take comments and learn from
18 you what you would like to see in the next
19 president. They're going to flash on the
20 screens the three questions that we kind of
21 want to focus on because this kind of gets to
22 the nub of what we really can then go and look
23 for. And the first question is: What are the
24 major challenges and opportunities that this
25 next president will inherit immediately, and

1 then maybe down the road a bit. And then
2 secondly, if those are the challenges and
3 opportunities, what kind of person do you think
4 would be best prepared to address the
5 challenges and exploit the opportunities. In
6 terms of what adjectives would you use to
7 describe the person's leadership style,
8 experience, world view, you know, what does
9 that person figuratively look like. And then
10 thirdly, and this is one that's really for us,
11 the search firm, anyone can really just run the
12 ad and collect the resumes that might come in.
13 We find the best candidates don't respond to an
14 ad. They -- you know, they don't even respond
15 to a letter sometimes from the search
16 committee. The best candidates are very happy
17 where they are, being very successful where
18 they are, and so they really need to be
19 nurtured and cajoled and told why they should
20 become interested in this opportunity. And so
21 that's really our charge from the search
22 committee and board, but we need that
23 ammunition to share with perspective
24 candidates. You know, what are those things we
25 can tell them about the university that could

1 energize their interest in becoming a
2 candidate. I feel badly for the two of you
3 because I'm looking right at you the entire
4 time. Don't be intimidated by that. But we
5 really would like to hear from you. And if you
6 have any questions about the process, we'll try
7 to answer those as well. But we had meetings
8 last week to launch the search. We met with
9 the search committee for the first time. We
10 met with the board. Today we're meeting with a
11 number of the constituent groups. This will go
12 tomorrow as well where we interview -- not
13 interview, we sit with other constituents.
14 We're going to have a campus wide open floor I
15 believe at 10:00 o'clock in the morning. And
16 all of that is really helping arm us to be
17 better stewards to perspective candidates, and
18 to be as transparent as we possibly can. The
19 board has been adamant from the very beginning
20 that they wanted to be as transparent as they
21 could be because once you get into the search
22 and start collecting names and people, that's
23 when we can't under new law, the new Sunshine
24 law, those folks can't be identified until or
25 unless they're a finalist. But we -- we're

1 going to listen attentively and try to be
2 responsive to any questions that you have.
3 Sofia is monitoring what might be coming in
4 online, people that are tuned into the webcast,
5 have the opportunity to post questions. And I
6 think many of the observations and the comments
7 made have come by technology driven means
8 today. So we encourage anyone who's tuned in
9 to please participate fully. But with that,
10 would you like to -- what are the major
11 challenges and opportunities, what kind of
12 person would you like to see? And what are
13 those great things about FIU that we can share
14 with prospective candidates? No pressure, by
15 the way.

16 MS. ROMERO: Good afternoon. Hi, my name
17 is Gina Duarte Romero. I'm the president for
18 the alumni association, and thank you for
19 having us. We feel that it's really important
20 to recognize our alumni base because they are a
21 big constituent to the university. I apologize
22 that Manny and I are the only ones here. I
23 wish that we had had a little more notice. I
24 actually have to leave in just a few minutes
25 because I have a previous engagement, but I

1 thought this was that important that I come
2 in-person. I do believe we have some other
3 alumni board members online. I think to
4 address some of your questions or some of your
5 concerns in your search for our president, I
6 think that the most important characteristic
7 besides all of the credentials that I'm sure
8 are required, it needs to be somebody that
9 connects with the Miami -- the Miami -- I don't
10 know what the word is, the Miami vibe, the
11 Miami culture because it -- I think it's so
12 important. Sometimes we have somebody with all
13 these credentials, they're -- they just do a
14 great song and dance, and then when it's time
15 for the rubber to meet the road, it just
16 doesn't happen. So whoever that person is, I
17 really hope that it's somebody that connects
18 that continues what so many things -- so many
19 amazing things that have happened in our
20 university in the last 13 years. You know, I
21 graduated, the first time I graduated from FIU
22 was in 1991, we had 3 buildings, now we have I
23 think it's 117 buildings. It's just another
24 world. We have campuses all over the planet,
25 we have so many things, and whoever it is that

1 takes that, not only has to connect with the
2 Miami culture, but also has to keep that
3 momentum going.

4 MR. FUNK: Wonderful. Thank you so much.
5 And thank you for squeezing us in honestly.

6 MS. ROMERO: This is a priority for me.

7 MR. FUNK: Thank you.

8 MR. TOVAR: And just so you know, we've --
9 that comment is felt throughout the board, the
10 search committee, and then the numerous groups
11 that we've already spoken with. What I am
12 saying because I only speak for myself here is
13 we need someone that either understands Miami,
14 and the community, and what we're all about,
15 and one of the things I've said numerous times
16 already is this has to be the most exciting
17 city in this country, if not in the world to
18 come to right now as to what we have going on
19 here. Every time I travel and I come home, and
20 I look out the window of the airplane, I'm in
21 awe of what I see and what Miami means to me
22 and what it's all about. I've also lived
23 through what you're saying which is you go and
24 you find somebody from some area and they just
25 don't get it, they don't feel it, they don't

1 see it, they don't fit in, they look down. But
2 there's other people that you bring in and they
3 get it right away, and very quickly they tell
4 you they want to go eat Cuban food or they --
5 so what we don't want to say is it has to be an
6 individual that is from South Florida, I think
7 that's a positive. Then the other thing is
8 there's a lot of people that have left South
9 Florida that have some type of connection to
10 South Florida, so that's another positive. But
11 then there's also others out there that have
12 never had any connection to South Florida, but
13 they have that ability to fit in, assimilate,
14 understand culture, and, you know, culture is
15 -- it could be the culture of an office, of a
16 business, so we're all aligned with what you're
17 saying, that that is one of the boxes we want
18 to check, to make sure that we are comfortable
19 that the person going to make the effort, has
20 the ability to fit in, to reach out because
21 it's not only fitting in here in FIU, it's
22 fitting into the community, to the community
23 leadership, to the diversity that we have in
24 Miami because years ago people would say, Miami
25 is Cuban, or Miami is this. Miami is many,

1 many things, and people from all over the world
2 and many languages. And so how do we find
3 someone that unites and brings us together, but
4 at the same time moves FIU forward? So 100
5 percent in agreement with you.

6 MS. ROMERO: Thank you.

7 MR. TOVAR: And again, thanks for being
8 here --

9 MS. ROMERO: Of course.

10 MR. TOVAR: -- and thanks for your -- and
11 thanks for what you do and the alumni board.

12 MS. ROMERO: It's my pleasure. It's a lot
13 of fun.

14 MR. TOVAR: Thank you.

15 MR. FUNK: Thank you.

16 MS. TRELLES: I actually wanted to share
17 that we are joined by 27 members online, so we
18 are getting a good bid of participation, and we
19 invite anybody who is joining us online to
20 please provide your comments, your questions,
21 so that your voice can be heard here today with
22 us. If you have anything that you would like
23 to share, this is a really wonderful
24 opportunity and an important step.

25 MR. FUNK: And we do have someone who is

1 taking copious and good notes, and thank you
2 very much by the way for that.

3 MR. NIEBLA: So I guess I'll go. I'm
4 sorry I'm standing all the way over here. I
5 feel like I should take the microphone and walk
6 up to talk to you.

7 MR. TOVAR: You can too.

8 MR. NIEBLA: No, it's all right, because I
9 think they have the -- all that worked out. I
10 do have a few comments that I think are
11 important. I'm sure a lot of the things we all
12 say you will hear often and I think that's the
13 point, right, to understand the things that are
14 most important for us, for the community, for
15 you guys to be thinking about, right. We are a
16 majority minority institution. We're proud of
17 that. We've leaned into that since its
18 founding. Some folks may think of that as a
19 challenge because you have to find the right
20 person. We've always thought about it as an
21 opportunity. We want you to focus on people
22 who think of our diversity as a student body as
23 the opportunity because we think that is a key
24 factor to what FIU is and what it will be for
25 the foreseeable future. So that's sort of

1 thinking of the first box, think of those folks
2 that value that opportunity of the makeup of
3 who we are and what we can offer, right.

4 The second piece I wanted to talk to you
5 about was what type of person to look for. And
6 I want to put something out there for you to
7 think about that maybe you haven't heard
8 before. How do you think about a person's
9 politics, and not whether they're republican or
10 democrat, but whether their political, or
11 involved, or in part -- in that process, is
12 that something that you think of as an
13 opportunity for the right person to have that
14 political inclination, or do you think in
15 today's environment it might be a bit of a
16 deterrent?

17 MR. FUNK: You know, that's a wonderful
18 question, and I can tell you that -- and I'll
19 keep it balanced. I recruited Donna Shalala
20 when she came out of the Clinton Administration
21 to the University of Miami, and Donna did a
22 great job. I mean, she moved I remember one
23 year 26 places in U.S. News and World Report,
24 and I think did a nice job. We also recruited
25 Mitch Daniels, former head of OMB, Republican

1 Governor of Indiana. So as you can see, we try
2 to keep the scales balanced. But Mitch Daniels
3 has been an incredible president, and he's not
4 raised tuition at -- Perdue, a public
5 institution in ten years. I mean, it's
6 phenomenal. I don't know how he does it
7 frankly. We're all trying to figure out the
8 secret sauce. But I think someone needs to be
9 politically astute without being partisan.
10 And, you know, you don't want to alienate half
11 of your legislature from the get go. You know,
12 you want to work with both partisans, if you
13 will. But certainly an astuteness, and an
14 awareness of what the political climate is and
15 so on so you can be a better leader for the
16 university. That's my answer. Roger, any
17 addition to that?

18 MR. TOVAR: Listen, I think we're -- if
19 we're all being honest, we all have an opinion
20 and we side one side or the other. To me, the
21 key for this position is somebody that's giving
22 all sides an opportunity to speak and listen.
23 This is an educational institution. And so
24 what makes me cringe is when you hear that
25 somebody is in a class and they feel that they

1 can't voice their opinion because they feel
2 that the majority of the opinion is on one side
3 and they don't feel the liberty or the freedom
4 to speak, or that their grade can suffer. So I
5 would tell you that, you know, if you have a
6 strong leader, that person is going to balance
7 that and make sure that this is truly a place
8 of learning, of education, and that we're
9 covering all sides of the spectrum, and let
10 people make their decisions without feeling
11 harassed, pressured, or anything else. So,
12 listen, we -- our past president, you know, he
13 did a pretty good job balancing, you know, what
14 his views were versus, you know, making this a
15 place that opinions could be had and mattered
16 and that people could speak. So I think, you
17 know, in today's world you're going to have
18 people that maybe are qualified for the
19 position, that do have a political history, but
20 I think it's the job of the committee, of the
21 board, of everybody that's looking at that
22 candidate to say, is this a person that is
23 going to come and lead the university and give
24 everybody an opportunity regardless of their
25 politics, or is this somebody that's going to

1 come and try to impose their politics on the
2 university community. So I think it's a great
3 question. And, again, I think, you know, my
4 opinion of this is we've got to see who the
5 candidates are out there and why we think they
6 are or would be a leader of FIU going forward
7 with the diversity that we have.

8 MR. NIEBLA: So to that point, Mr. Vice
9 Chairman, I do want to share with you your
10 third point how I think can push certain folks
11 that might not be thinking about this career
12 move to do something like this. Any time you
13 read about FIU there are many statistics out
14 there. One of the ones that always jump out at
15 me is how FIU in terms of providing upward
16 mobility opportunities for its undergraduate
17 members is tops in the country. When you think
18 about what a university does in that regard,
19 you can think of FIU as probably one of the top
20 institutions, no matter what industry you're
21 thinking about, that has the highest impact on
22 a person's upward mobility in the world, right.
23 So my family, I'm a first generation graduate,
24 for college, for grad school, you know, coming
25 to this university and doing all the things

1 that we're giving -- the opportunities that
2 were given to me, I pretty much guaranteed
3 myself a middle class, upper middle class life,
4 you know, for the rest of my life, assuming I
5 do all the right things moving forward, right.
6 So I think about as a person to have the
7 opportunity to impact that across a number of
8 people, across an entire community, I think
9 that's a pretty powerful statement. If I'm a
10 person of purpose which most of the folks I'm
11 sure you're going to see are folks of purpose
12 and interest in serving, I think if you frame
13 it that way, that FIU is a place that gives
14 people the biggest opportunity to move their
15 lives in the right direction, regardless of any
16 opportunity that you look at across the board,
17 you're going to see that FIU does that, and I
18 think a lot of people are going to be
19 interested in participating in that process.
20 So I just leave you with that thought.

21 The final question I do have, you have
22 three open positions in the state university
23 system for presidents. Is that something that
24 creates competition, is that an opportunity for
25 us, how do you navigate that process in terms

1 of the field of folks that you're looking at?

2 MR. TOVAR: And the three you're referring
3 to, one of them is UF and the other one is
4 North Florida; is that correct?

5 MR. NIEBLA: I believe that is correct,
6 yes.

7 MR. TOVAR: Okay. I'll let Mr. Funk speak
8 in a minute, but I'm going to tell you my point
9 of view. I think this is -- you know, each of
10 one of these universities, institutions,
11 they're very different, and they -- they're
12 similar in that they're state universities, but
13 they're different as to the makeup, as to who
14 they serve, who they admit. The medical school
15 in one is not the same medical school in the
16 other. Their locations are different.
17 Obviously I'm bias. I think the best one of
18 those three positions is FIU because we're in
19 Miami, because who we serve, because we're
20 still a young institution, and, you know, to me
21 the person that fills the next presidency, the
22 legacy that that person will lead because of
23 the growth. If you look at on campus, and it's
24 not all about building, but it's amazing how
25 when I went to school here, the only dorms that

1 were here were those little buildings there on
2 the corner of 8th Street. Now today you see
3 the amount of on-campus housing. We're
4 bringing online over 650 beds near the football
5 stadium. I was at the scrimmage game on
6 Saturday night, and to see that building lit up
7 and the neon lights, it's just -- I don't know,
8 but I would invite Bill to give us his point of
9 view, but the first time I met Bill it was
10 here. I said, Bill, let's just walk a little
11 bit and you'll feel the vibe, and it's a
12 different place. So, yes, there is three other
13 searches going on out there, I would just tell
14 you they're all different. And I think whoever
15 comes here is walking into a unique, amazing
16 opportunity to continue moving us up and
17 forward.

18 MR. FUNK: Yeah, I feel very similarly to
19 what Roger has described. I would start by
20 saying, I'm just going to go out and recruit
21 those guys at U of F. Also, there are two
22 other schools, one in the system, Florida
23 Gulfcoast is looking, and then also Florida
24 Institute of Technology, a private institution
25 is looking, so I don't know why this epidemic

1 of university president vacancies occurring.
2 But it is interesting. You know, I think we
3 have so much to offer. And I -- not only is it
4 that the schools are different, but the
5 locations are different in many ways. I mean,
6 Gainesville, very, very great quality of life
7 place to live, but you can't compare the
8 dynamism and the energy of Miami with almost
9 anywhere. And I think the visionary person
10 that we'd like to attract will recognize that,
11 and will use it, and lean into it. So I think
12 we have a lot of advantages, and we really will
13 play on that when we talk to people. But
14 anytime you do these searches, I mean, if you
15 look around the country right now, the
16 University of Wisconsin at Madison is looking,
17 the University of Arkansas is looking for a new
18 president, TCU, George Washington University.
19 There's always competition in the marketplace.
20 And so what we've been trying to do, and really
21 what a great team here at FIU, and they're
22 putting together materials that will make any
23 other institution look like they're in the
24 first grade. You know, we're going to put our
25 best foot forward. I think you'll see the ad

1 is a great ad. I think you'll see a friends of
2 the university letter that will be a great one.
3 And we just have to be aware. I mean, you
4 know, it's putting our best foot forward though
5 and trying to get the best.

6 MR. TOVAR: That's --

7 MR. FUNK: Delighted you were here. Thank
8 you.

9 MR. TOVAR: Any input, any suggestions,
10 recommendations, please, reach -- there's 15.
11 You can reach out to myself or any of the other
12 committee members that are there. The input is
13 welcome. So thank you. Thank you.

14 MR. FUNK: We're going to do our best.

15 MR. TOVAR: We're going to work hard.
16 Sofia?

17 MS. TRELLES: So we don't have any
18 questions yet, but between our previous session
19 and this one we did miss a comment and I wanted
20 to take the opportunity to mention it because
21 we want to make sure everybody gets that
22 opportunity to share their voice. And it kind
23 of ties in with what you had just said, Bill,
24 about the ad. So a member of the community
25 mentioned that: If they were designing the ad,

1 that they would add a sentence on the
2 international reach and ambitions of FIU
3 because that is an important component to who
4 we are as an institution.

5 MR. FUNK: And I think that's a great
6 point really. Javi, what do you think? It's
7 not too late to add something like that, right,
8 or have we placed it?

9 MR. MARQUEZ: I think they were finalizing
10 that today, but I will reach out and get right
11 back to you. We may have some time.

12 MR. FUNK: Yeah, that international
13 dimension I think is a good thought. It's a
14 very good thought.

15 You know, one thing I was going to mention
16 is that these searches, you know, obviously the
17 focal point is trying to recruit a person to be
18 in that presidential role. But when you think
19 about the process and even what we're doing
20 now, there's some institution building going
21 on. It's always amazing to me, things get
22 filtered before they get to the board
23 sometimes, and when you have these sessions, we
24 hear about them, so there's some positivity to
25 that. I think it's a case where the university

1 and the board can say, you know, this is a time
2 to take stock of where we are, are we headed in
3 the right direction? You know, a new president
4 is a new beginning in many ways. You know,
5 there are always donors and supporters that
6 somehow fall by the waist side under one
7 presidency, and this is an opportunity now to
8 bridge to those folks at the beginning of this
9 search. So there's more to a search than just
10 finding the right person, although that's the
11 ultimate goal, but it should energize the
12 university, it should build excitement about
13 the new president so that when they come in,
14 they'll feel the support of all the
15 constituents, so, you know, I think we need to
16 look at the totality of what these searches
17 entail sometimes.

18 MR. TOVAR: The other thing I'll mention
19 and, you know, for the benefit of the alumni
20 board is what fascinates me is just the
21 constant movement that this university has.
22 You know, this morning we were inaugurating the
23 what used to be called Tory Pines, the Center
24 for Translational Science, and really that's
25 amazing in and of itself that we're able to add

1 that component that's doing the type of
2 research that they're doing, and you see the
3 growth that we've had in research and that's
4 one of the items that are on our ad, 200
5 approximately 50 million dollars in research
6 per year. You look at the botany center that's
7 being built over there in Coconut Grove, you
8 look at the three museums that we have, the
9 division one athletics, the building that are
10 constantly being built either on this campus or
11 over in North Miami Beach. It's just we're
12 constantly moving, we're constantly striving
13 for more, we're -- you know, our goal to be top
14 50 as to a public university in U.S. News and
15 World Report. You look at the top 25 and top
16 50 rankings and many of the schools, you look
17 at our school of public health as to the
18 trajectory that they have, you look at the
19 opportunities we have in a medical school that
20 I don't even think is 15 years old yet, the law
21 school and the rankings there as far as our bar
22 pass rate, so the -- you know, what we've
23 accomplished, what this university has
24 accomplished in 50 years, who we serve, and
25 then where we realistically think we can be,

1 this provides a great opportunity for the
2 future leader of FIU. So we'll go out there
3 and we'll work hard to find the right
4 individual. But, again, even Bill has said, he
5 welcomes any input as to any recommendations,
6 suggestions as to folks that anyone in any of
7 the groups have identified that says, hey, this
8 could be a possible candidate for the FIU job.

9 MR. FUNK: Yeah, absolutely. In terms of
10 even any of the constituent groups has a
11 network of friends and acquaintances, some of
12 whom might be associated with other
13 universities, come in contact with really
14 potentially good candidates, and if you do have
15 someone recommended to you, please pass them
16 along to us. Our e-mail address will be on the
17 ad and in the leadership statement. And we
18 want to have the committee, the constituents
19 help us build the pool of candidates. We
20 honestly don't have any ownership of where the
21 candidates come from. We just want as many
22 good candidates as we can possibly surface, so.
23 I know we have some comments now.

24 MS. TRELLES: We do. So this is one of
25 the comments from our community members: Our

1 faculty and students conducting amazing
2 research, our regional focus on Latin America,
3 and our location in Miami could position us to
4 be recognized on a global scale as an
5 institution with expertise in the region and
6 its future. Our student body is truly diverse.
7 And the School of International Public Affairs
8 recently became an -- school. We are a young
9 university with a lot of raw potential that is
10 need of a capable leader.

11 MR. FUNK: That's great. Absolutely. And
12 that's the message we need to share with
13 prospective candidates. And then we have
14 another comment?

15 MS. TRELLES: We do. This one says: I
16 think that the ideal person would be someone
17 who is only here for a few years because based
18 on the above this person is going to have to
19 take drastic action, make unpopular decisions,
20 be bold in their statements, eliminate
21 services, and be willing to challenge the
22 status quo. I do not think that this person
23 should have any prior ties to FIU. This is not
24 only because we need new ideas, but also
25 because if FIU is truly posing itself as a

1 global R1 campus, it needs to recruit from
2 outside its regional area to make the next step
3 in its development.

4 MR. TOVAR: There's a lot there.

5 MS. TRELLES: There is.

6 MR. TOVAR: Listen, I don't know what
7 those drastic decisions are or hard decisions,
8 but, again, we're open to listening to anyone's
9 suggestions, recommendations. I think we're in
10 a very good place. There's always in any
11 organization that is this large, there's always
12 tough decisions to make. We're determined not
13 to say that the person should be from South
14 Florida or should not be from South Florida.
15 We want people that think that they're
16 qualified and can move the university forward
17 to put their name out there and be one of the
18 candidates for this position, and I'm certain
19 we're going to find an amazing leader.

20 MR. FUNK: I had a chancellor at LSU tell
21 me once, only half kiddingly that every time --
22 he identified 35 different constituent seats
23 that he had to keep happy, and he said, Bill,
24 every time I make a decision, 17 of them are
25 not happy. But I do think there's that element

1 to leadership anywhere. Sometimes you have to
2 make those tough calls, and you do have to, you
3 know, maybe cut a program. But a good leader
4 will find a way to take those moves and do them
5 well. And I'm not so sure -- I also mentioned
6 in an earlier session that the average tenure
7 of all four year presidents right now,
8 according to the American Council in Education,
9 is 6.5 years. It used to be 8.5, 9. But I do
10 think the job is getting increasingly
11 difficult, not only for financial reasons,
12 funding reasons. I think campuses are more
13 unsettled right now. There's more activism on
14 the campuses. I think it's wearing a lot of
15 presidents out. But maybe it's partly because
16 they've had to make some of these tough
17 decisions as well. That's an interesting
18 comment. I think that no other comments by
19 wire, right, I don't think.

20 MS. TRELLES: At this moment we do not
21 have any other comments, but, please, we invite
22 any member of our community that is joining us
23 through our virtual platforms to please provide
24 your comments or any questions so that we can
25 hear your voice.

1 MR. FUNK: I -- and I may have said this
2 to Roger when we first talked, that's a
3 question that I always get from the board when
4 we -- our first contact, and I always say,
5 well, we can go as quickly as you want or as
6 slowly as you want, but it'll take six months.
7 And it really -- I've had very few searches
8 that have gone beyond six months. You know,
9 we've done some in less time because I remember
10 in one case the state legislature was going to
11 meet in January and the particular institution
12 wanted to have their president in place before
13 the legislature met, so we did it in an
14 expedited fashion. Still a full search, but we
15 really ran fast. So I think six months will
16 hold here. Roger and I have talked about not
17 really having a timeline cast in concrete. At
18 the same time these searches have a certain
19 momentum. You know, you just can't throw it
20 out there and let it lag. So you kind of have
21 to keep it moving. We have, you know, this
22 infrastructure of the search is what we're
23 putting in place now, the listening sessions,
24 the ad, the leadership statement, and then
25 we're going to turn to that point where we're

1 really doing the nitty gritty, reaching out to
2 candidates, getting nominations, seeing if we
3 can nurture and cajole people in. I think the
4 ad is going to say June 15th as a soft deadline
5 for candidate materials. And then sometime
6 after that the search committee will review all
7 of the active candidate files and make a
8 decision. We'll distill the pool to an
9 interview group, first round interviewees.
10 That could be as early as in late June or it
11 can be later in the summer. And then after
12 those first round interviews, the search
13 committee will decide who the three or more
14 finalists are that they would like to present
15 to the board, recommend to the board. And then
16 the board really would be the one to invite
17 those candidates to the campus, would interview
18 them, and then would select one, maybe bring
19 that person back for a second or third
20 interview. And, you know, in a perfect world
21 this person could conceivably be here before
22 the fall term, you know, and may not be. And
23 what Roger and I have emphasized is we want the
24 right person, not -- we want to be right, not
25 quick, if we have to choose one of those two.

1 But six months is usually how long these take.
2 Which is not the same. Sometimes academic
3 searches for chairs, and even deans can take
4 longer. But because of that what I call the
5 momentum of these presidential searches, the
6 competition for talent, you know, you want to
7 keep it moving at a certain pace, and that six
8 month timeframe is kind of it.

9 MR. TOVAR: And the other thing I will add
10 is the university itself and some of the people
11 that are involved in the process got out in
12 front of this relatively quickly as far as
13 starting to create an ad, starting to create
14 the statement that needs to be created, a
15 website that needs to be created, how quickly
16 the chair and then the board acted on creating
17 a search committee, so there's been things that
18 have been put in place that sometimes takes
19 weeks if not months that had moved relatively
20 quickly just because people's commitment,
21 dedication, and involvement. Like Bill said,
22 ideally if we could identify candidates quickly
23 and take them in front of the board, and the
24 board feels that those are viable candidates
25 and they vote, we can have somebody in place in

1 the fall, that would be great. But we've also
2 seen different institutions that have made
3 mistakes by pushing too hard too quick. And so
4 this is not something that, you know, we're in
5 a vacuum and we don't have leadership. We have
6 great leadership, we have great folks running
7 FIU today, but, you know, the sooner we do
8 decide on a president, that's the next chapter,
9 and that's -- you can move onto the next
10 chapter and figure out your strategy, your
11 direction, where you want to go. So it's a
12 combination, and I know -- I'm trying to answer
13 your question fully, directly, but just to tell
14 you the thought process is not that it has to
15 be done by the fall. It would be good, but if
16 there is roadblocks along the way, we're not
17 going to get pressured into saying it has to
18 happen. I think it can, and I think we put
19 everything in place to make that happen, but,
20 again, if we don't have the right candidates,
21 we'll continue our search.

22 MS. TRELLES: So we do have some other
23 comments that we've been collecting as we have
24 prepared for this listening session from our
25 community, and I wanted to take some time to

1 ask a question and to share some of those
2 comments, but I'll start with a question first
3 since we just received it: In your experience,
4 how long does it take from when someone is
5 selected to being put into place and getting
6 the work -- to getting to the work.

7 MR. FUNK: Very interesting question. You
8 know, candidates will ask us, you know, when
9 does the board want the new person to step into
10 the role, so they'll be kind of -- you know,
11 we'll have had that discussion with the
12 candidates and with the board, and it -- with
13 that anticipation and with that foreknowledge,
14 I think the candidates will do -- will try to
15 do what the board has asked. But what
16 typically happens, you know, in higher
17 education it's kind of unusual. Sometimes you
18 can announce a president in higher education
19 six months before they begin their term, and
20 yet what happens is, you know, they might come
21 in once every two weeks after they're first
22 named, then it will be every week, and then
23 before you know it they're coming in for two or
24 three days a week, and by the time they start
25 six months later, you know, they're there.

1 It's kind of an evolution of rolling in. But
2 typically, you know, someone will say, gee, you
3 know, I'd like to have a month off before I
4 start this because I'm really going to come in
5 and hit it. But not many people would want
6 more than a month. Of course you then get into
7 the questions to -- we have candidates that
8 say, gee, I just can't leave, I have -- I have
9 some things I'm in the middle of here, I owe it
10 to my current board that I can't leave until X
11 date, and of course we respect that, and the
12 board would respect that, because you want a
13 person who feels some loyalty and so on.
14 Sometimes it's not the candidate's choice.
15 Sometimes the home board, if it's a sitting
16 president, as soon as they find out that the
17 person is looking at another opportunity, will
18 say, get the heck out of here. But it's a
19 pretty quick turnaround. I don't think
20 candidates need more than a month, if you will,
21 except in unique circumstances.

22 MS. TRELLES: And now to share some of the
23 comments that we've received. It is imperative
24 that the person has an outstanding research
25 record themselves so that they fully understand

1 how research at FIU works. That the person
2 needs to be committed to equality, diversity,
3 inclusion, and be respectful of all employees,
4 and the affect that their decisions have on
5 their individuals. The person also needs to be
6 unafraid of confronting change and making
7 decisions that will be best for FIU as a whole.
8 I think that this will be a major challenge,
9 but it needs to be done.

10 MR. TOVAR: Good point.

11 MS. TRELLES: Some other comments that we
12 have received is: The person will need to be
13 an excellent team player. And I would like to
14 see them making primarily external leadership
15 appointments for all of the key roles in the
16 university. This is a common practice at the
17 top universities that I know. And the person
18 needs to be honest, to have integrity, and to
19 be open and transparent about the university's
20 plan and direction.

21 MR. TOVAR: 100 percent.

22 MS. TRELLES: They're really good
23 comments.

24 MR. FUNK: Great. God on a good day, as
25 they say.

1 MS. TRELLES: We do have a comment from a
2 member of the public.

3 MS. DUCUENNOIS: Good evening, everyone.
4 My name is Sara Ducuennois and I serve -- I
5 have the great fortune of serving as the new
6 associate vice president of alumni relations
7 here at FIU, and I wanted to share a
8 compliment, comment, and also a request.
9 First, I want to recognize you because the
10 search committee is so well represented by
11 alumni, and that's very important, and our
12 alumni have taken notice of that, so first I
13 wanted to make that statement and
14 acknowledgment. And I hope that as we build
15 out the institutional profile for this
16 position, we equally spotlight the power of the
17 FIU network. Our alumni represent one of the
18 largest and fastest growing basis of alumni in
19 North America, and I've noticed from other
20 institutions that sometimes the profile is so
21 student centric, that sometimes they forget the
22 alumni piece. So I hope you keep that in mind,
23 and I certainly know Vice Chair Tovar will keep
24 that at the top too as a proud alumnus at this
25 institution.

1 MR. TOVAR: Thank you for those comments.
2 And you're 100 percent right, and I -- you
3 know, you look through the 15 individuals that
4 are on the search committee, there's a number
5 of them, I don't remember the exact number, but
6 I counted it, and truly everybody brings
7 something different to the table as to how that
8 search committee comes together. But obviously
9 if you've had the experience here, you have a
10 passion, an outlook, an experience that adds so
11 much as to where FIU has come from, how it has
12 grown, and how it can continue to grow, and one
13 of the fastest growing cities in this country.
14 And the alumni involvement and, you know -- we
15 had the opportunity to see that in full force
16 on Saturday night at the scrimmage game, and
17 the more of that that we can get, it just -- it
18 creates a force like none other, and you see it
19 throughout the country in the great
20 universities that a lot of that drive and -- it
21 comes from the push of the alumni and them
22 giving back, and their dedication, and
23 everything else, so I would agree with you 100
24 percent. Thank you. Thanks for those
25 comments.

1 So I don't think we have any other
2 comments or questions, if there's none other
3 here? So I'll just conclude by saying, a
4 university wide listening session will take
5 place at 10:00 a.m. on April 13th to get input
6 from our students, faculty, and staff regarding
7 the qualities and qualifications we want to see
8 in our next president. Please join us in the
9 Graham Center Ballrooms. This too will be live
10 streamed. Thank you very much. Thanks for you
11 alls participation. Thank you. Thank you.

12 (Whereupon, the proceedings
13 concluded at 5:51 p.m.).

14 - - -

CERTIFICATE

THE STATE OF FLORIDA)
COUNTY OF MIAMI-DADE)

I, Daisy L. Amador, a Court Reporter, do hereby certify that I was authorized to and did report the proceedings, had and taken at the Graham Center Ballrooms, Florida International University, 11200 S.W. 8th Street, Miami, Florida, 33199, on April 12th, 2022, for the Presidential Search Committee; that the foregoing pages, numbered 1 to 38, inclusive, constitute a true and complete record of my notes.

I further certify that I am not an attorney or counsel of any of the parties, nor related to any of the parties, nor financially interested in the action.

Dated this 19th day of April, 2022.

<%17328,Signature%>

Daisy L. Amador

Notary Public for the State of Florida

Commission No.: HH175493

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PRESIDENTIAL SEARCH COMMITTEE
FLORIDA INTERNATIONAL UNIVERSITY

Tuesday, April 12th, 2022

6:01 p.m. - 6:59 p.m.

Graham Center Ballrooms

Florida International University

11200 S.W. 8th Street,

Miami, Florida, 33199

FIU VOLUNTEER COUNCIL LISTENING SESSION

PRESENT:

ROGER TOVAR, Chair

R. WILLIAM FUNK, Esq.

SOFIA TRELLES, PhD, Ombudsperson

1 MR. TOVAR: Good afternoon. How are you
2 all doing tonight? My name is Roger Tovar and
3 I am vice chair of the FIU Board of Trustees.
4 And in addition to that, it is my pleasure to
5 serve as the chair of the Presidential Search
6 Committee. I would like to extend a warm
7 welcome to the Presidential Search Committee
8 members and the FIU community who are joining
9 us for the listening sessions and thank them
10 for participating in this important step. The
11 FIU Board of Trustees met on April 5th to
12 announce the Presidential Search Committee
13 members. The Presidential Search Committee
14 also held its first meeting on April 5th. To
15 keep all of you and the members of the FIU
16 community informed, I am pleased to announce
17 that we have launched the presidential search
18 website which will provide information on the
19 search process, meetings, and candidates. This
20 website will also be updated routinely. We
21 invite you to visit this website. R. William
22 Funk and Associates based in Dallas, Texas has
23 been selected to assist with the search for
24 FIU's sixth president. The firm has conducted
25 more than 430 searches for colleges and

1 university presidents and chancellors. Mr.
2 Funk is joining us today as we welcome members
3 of the university community and the general
4 public who are joining us via the website as we
5 engage in a listening session. I now invite
6 Mr. Funk to begin the listening session. Mr.
7 Funk?

8 MR. FUNK: Thank you, Roger. And
9 greetings to those of you in the auditorium.
10 You squeezed in here, so we're delighted to see
11 you here. And we have a number of people
12 online, and they will be making comments
13 virtually, and we look forward to receiving
14 those. But, again, thank you for being here.
15 As you -- as you maybe have already heard,
16 we're trying to focus on three questions, and
17 these three questions kind of get at a -- to
18 the nub of what we need to know when we
19 approach candidates and begin talking about the
20 position and why they should be interested in
21 the position. The first question as you may
22 recall is, what do you think the major
23 challenges and opportunities are that this next
24 president will inherit both immediately and
25 longer term? Secondly, if those are the

1 challenges and opportunities, what kind of
2 person do you think would be best prepared to
3 address the challenges and take advantage of
4 the opportunities? What adjectives would you
5 use to describe the ideal candidates,
6 experience, leadership style, worldview,
7 personality, you know, what does that person
8 figuratively look like that you think would be
9 a good next president. And then, thirdly, we
10 as the search firm, our job is really to be the
11 proactive agent of the search process, and that
12 simply means that, you know, our charge is to
13 go and talk to people who are not looking for a
14 new position. They're very happy where they
15 are now, they're very successful where they are
16 now, and we need to talk to them about why this
17 could be very interesting for them to become an
18 active candidate. We find that the best
19 candidates often are the ones that don't
20 respond to the ad, they don't respond to a
21 letter from the search committee, rather it's
22 through that nurturing and cajoling of them
23 regarding the opportunity here at FIU that
24 brings them to the table. We think it's a
25 wonderful leadership opportunity in higher ed.

1 As you know, there are a number of president
2 vacancies even in the State of Florida at
3 universities, and even around the country,
4 there are always. If you go to the Chronicle
5 almost any time of the year now, there will
6 always be 20 or so fairly good sized
7 universities looking for a new president, and
8 then there are always another 20 of very small
9 schools or even some of the community colleges
10 and the like. So it's a competitive
11 environment and we want to make sure that we
12 put our best foot forward. But, honestly, I
13 think being here in Miami, a city that's
14 dynamic, it's a world class city, an important
15 city in the country and the world, that's an
16 advantage that we have here at FIU. The growth
17 trajectory that the university has been on, not
18 only in terms of student enrollment growth, but
19 in terms of your research expenditures,
20 becoming an R1 institution. You just have it
21 all going in the right direction, and I think
22 people will find that very exciting and very
23 interesting.

24 So what we're doing here at the front end
25 of the search is that the board was emphatic

1 that they wanted us to have as transparent a
2 search as possible, given the new Sunshine
3 revisions where you only have to announce the
4 finalists, identify the finalists, more than
5 two I think the bill reads, so I guess that
6 means three, I don't know why they didn't say
7 three, but, so the three, four, five finalists,
8 whoever the search committee recommends to the
9 board. But we want to hear what each
10 constituent group would like to see in this new
11 president. We're having an open forum campus
12 wide tomorrow at 10:00 o'clock in this very
13 auditorium. And we've had a number of sessions
14 already today. We have a couple more tonight,
15 we have others tomorrow. And then we're going
16 to get down to the nitty gritty of really doing
17 contacting people, persuading them to come into
18 the pool and really orchestrating getting the
19 pool built. But we want to hear from you right
20 now. The constituents that you represent
21 obviously are very important to the
22 institution. They're important to us in terms
23 of providing us with thoughts about what this
24 next president should be. So we're about to
25 turn it back to you. We're here to listen. We

1 will share thoughts and observations and answer
2 any questions you might have, but who would
3 like to share their thoughts first about these
4 three questions?

5 MS. TRELLES: So as members of our
6 audience walk to the areas where you can
7 utilize the microphone, I did want to share
8 that we do have a number of community members
9 on our virtual platform, so should you have any
10 comments or questions that you would like to
11 share so that your voice is heard, please
12 remember to utilize the technology that we do
13 have available. We want to make sure that
14 every single person gets an opportunity to be
15 heard and to share their feedback and their
16 comments so that our search firm is aware of
17 it. Thank you.

18 MR. SCINTO: I guess I'll jump in the
19 front of the line here. My name is Len Scinto,
20 I'm the Chair of the Department of Earth and
21 Environment, and a research scientist with the
22 Institute of Environment here at FIU. We are
23 known, FIU is known as preeminent university
24 for environmental resilience, and so I'd like
25 to think that we're looking for candidates who

1 -- where environmental resilience, the nexus
2 between empowerment and society really plays an
3 important part in your thinking, and the way
4 they view their importance to this job. Being
5 in Miami, this president has the opportunity to
6 use our location, our location as a major
7 public university in a large metropolitan area
8 surrounded by a natural ecosystem services of
9 the Everglades, and Florida Bay, and Biscayne
10 Bay. And so that person has the ability to
11 really make a transformative change in how
12 society sees and educate members of the
13 society, and how they see the ability of
14 society interacting with nature for the
15 betterment of all. And so I'd really like you
16 to look for a guy who -- or a person, not a
17 guy, a person that takes that as really kind of
18 an important thing, is a forward thinking
19 person looking at all the stressors and
20 pressures of a major urban community, you know,
21 three feet above sea level, right. And at the
22 university that is preeminent in doing the
23 research, bringing the people together in both
24 the ecological and societal nexus, and so
25 that's kind of what I wanted to --

1 MR. FUNK: Great.

2 MR. TOVAR: That's an excellent point.
3 And, you know, one of the things that we've
4 talked to, different than what you just
5 mentioned is the connection to the community
6 and how that person fits into the community.
7 Now you bring in an additional component which
8 you're 100 percent right, it's the
9 environmental resiliency component and how we
10 interact with the South Florida community and
11 what's going on in Biscayne Bay, and what's
12 going on in the Everglades, and all the work
13 that we do there, so I jotted down that point.
14 And I think that something that is so relevant
15 and we need to connect the dots as to that, so
16 thank you very much. Perfect point. Thank
17 you.

18 MS. RUSSELL: Good afternoon.

19 MR. FUNK: Good afternoon.

20 MR. TOVAR: How are you?

21 MS. RUSSELL: My name is Heather Russell.
22 I am vice provost for faculty leadership and
23 success, and I work very closely with our --
24 with Provost Bejar, and I represent my office
25 works of course very closely with the deans and

1 the department chairs and representing the
2 interest of faculty across the board. I will
3 also share that I am a proud Rutgers alum, so I
4 thought you did a very good job with the most
5 recent Rutgers search. President Holloway is
6 indeed --

7 MR. FUNK: Thank you. We'll talk about --
8 we should talk about that.

9 MS. RUSSELL: Very happy to do so. So,
10 you know, as you would imagine, it would come
11 as no surprise, the questions of academic
12 freedom and tenure and promotion are great, you
13 know, preoccupying the minds of many faculty.
14 I think there is a real concern on the part of
15 faculty that they would wish a leader who is a
16 champion for them, champion for academic
17 freedom, who also is able to demystify what
18 academic freedom is and what it's not, and is
19 able to sort of share with our stakeholders who
20 come to the question of tenure and of
21 promotion, and of the work that faculty do from
22 very different places. I don't know that we
23 have always done as good a job as we might of
24 demystifying the work of faculty, irrespective
25 of whether they're tenured or not. We have

1 faculty who are -- some are on the tenure track
2 at FIU. We have a large portion of our faculty
3 who are instructional faculty who are teaching
4 faculty, and we have taken great strides to
5 ensure that all of our faculty feel valued, and
6 we want to -- we would like a leader -- who
7 believes in the faculty, who is willing to work
8 with faculty leaders to help create a climate
9 where faculty can thrive irrespective of their
10 positions because to the degree that the
11 university is able to achieve on its promise,
12 it's very much dependent on having that
13 contract between faculty and students. And our
14 faculty -- you know, if -- I can tell you from
15 experience, when I -- I've been here since 2003
16 and just kind of moved to administration the
17 last six years, so prior to that students, my
18 students might not remember even the courses
19 that I taught, they may not even remember the
20 department that I was in, but they remember the
21 content, right, they remember what they
22 learned, they remember the interaction, they
23 maybe don't remember the college, right, they
24 were at College of Arts and Sciences then, but
25 they knew that they were English majors, and

1 what that meant, and that connection that we
2 have between faculty and students and the care
3 and concern that our faculty take every day
4 really in advancing not just our calling to
5 teach, but also our calling to research and to
6 serve is very important, and so I think for us
7 that would be significant.

8 MR. FUNK: Great. Thank you very much.
9 And all of the comments are being recorded by
10 our -- note taker sitting in the back of the
11 room. And we're going to try to work these
12 major themes into the leadership statement, the
13 ultimate position description, if you will. We
14 were referring to -- we've done the last two
15 searches at Rutgers by the way, and this most
16 recent one we're quite proud of. We recruited
17 Jonathan Holloway who was the provost at
18 Northwestern, first African American president
19 at Rutgers, first person of color at Rutgers
20 University. He's doing by the way -- I just
21 hear great things about what he's doing. Former
22 dean of Yale College went to Northwestern as
23 provost and now to Rutgers. Thank you very
24 much for your comments.

25 MR. TOVAR: I'll tell you, you know, we're

1 going to have some time here, so we might as
2 well welcome the opportunity as to those
3 comments. I can't speak for any other
4 university, but I can speak for my experience
5 here at FIU, and sometimes I think there's
6 issues that are created that people say, well,
7 we're concerned about let's say that they want
8 to get rid of tenure. I don't know who they is
9 because it's not something that comes up in any
10 of our board meetings and that's the only place
11 that we meet. The only thing that we talk
12 about tenure is people that have gone through
13 the faculty process for tenure who are proposed
14 to us. And what's interesting to me regarding
15 what we vote for on the board is that we don't
16 vote for deans, but we vote for tenure, and so
17 we'll get a bio on somebody and in no meeting,
18 in no board meeting that I've been to is has
19 there ever been a discussion of one individual
20 that's been proposed for tenure. We just vote
21 for them and we say, this is what's been
22 proposed, they've gone through the process, and
23 we vote yea or nay, and it's always yea. So I
24 would just encourage sometimes those -- now,
25 there is sometimes at the state level somebody

1 at the state that is at the political level
2 will say, well, why are we giving people these
3 positions for life, and I would even suggest to
4 you in your role today that that may be
5 something for you to come and present to the
6 board as to some of those points and what the,
7 you know, what the concerns are and everything
8 else. And again, even on the academic freedom
9 side, I think -- I can't speak for anyone else
10 on the board, but I suppose, if it was my point
11 of view, I want everything to be taught. This
12 is a university setting and people are here to
13 be educated, and they should hear all sides,
14 points of views, and they should feel -- the
15 students should feel free to give their points
16 of view, that their grades are not going to
17 suffer, because I think there's some
18 misperception sometimes on the student's side
19 that they feel that, well, if I voice a
20 differing point of view to the professor, so I
21 would just hope that we do our job here as to
22 getting back to a point where everybody can
23 have dialogue and respect each other's points
24 of views and listen to each other, and not
25 shout each other down. It just needs to be

1 much more productive. But I do want to leave
2 you with a message that I've never heard of
3 anyone at the board saying, wow, if we could
4 just get rid of tenure. It just is not taking
5 place. So I hope you understand where I'm
6 coming from --

7 MS. RUSSELL: I 100 percent do, and I just
8 as a point of clarification, I completely
9 agree, and many of us feel very fortunate to
10 have the board that we do have who are
11 supporters with us in terms of all of our
12 faculty processes, including tenure and
13 promotion. I think the key is to have a leader
14 who is able to speak to these issues, who is
15 able to sort of understand the nuances of them,
16 and is able to message in an effective way to
17 the various stakeholders who come to the table
18 from different sort of -- sometimes different
19 perspectives, sometimes, you know --
20 perspectives, so how do we, you know, sort of
21 titrate that so that, you know, we're creating
22 an environment here for faculty where they can
23 thrive. And we know certainly Trustee Tovar
24 that you're very much pro faculty and in
25 support of us, so. We are working as we speak

1 on, you know, working through. We do have a
2 sustain performance review post on your process
3 already. We have been having conversations
4 about how to perhaps strengthen it, awaiting
5 guidance of course from the Board of Governors
6 who will be setting forth the policies soon,
7 so.

8 MR. TOVAR: The other thing I would
9 encourage you to do in your role, and I've -- I
10 won't say the names I've mentioned this to
11 because I don't want to put anyone on the spot,
12 is, you know, we look at the diversity in
13 different areas, and then we look at the
14 diversity in the faculty, and I think we're
15 lacking in it.

16 MS. RUSSELL: Absolutely.

17 MR. TOVAR: And so the question becomes,
18 and you're lacking at it at the dean level,
19 you're lacking at it at the associate dean
20 level, and so the question is to why, and then
21 the next question is, how do we develop more
22 people because this is not about, well, I need
23 one more of this, or one more of that, so let
24 me go steal it from another university. It's
25 just -- to me it's not healthy. The real thing

1 is, how do we communicate and convince people
2 that this is a career path, how do we support
3 that as to making that happen to truly affect
4 change, not to talk about change. So not to do
5 it today, but I would welcome your input as to
6 what we can be doing better, and what you need
7 from us as a board --

8 MS. RUSSELL: I have some ideas, so I'm
9 happy to have that conversation.

10 MR. TOVAR: Great. So -- but I do think
11 that it's more complex issue than just, you
12 know -- we've got to do better. And as I've,
13 you know, tried to understand in different
14 areas in different things that are going on,
15 what's working, what's not working, it's
16 something that does jump out at me that I would
17 encourage you and whoever else. If there's
18 something that I can help or support with to
19 make that happen, please let me know.

20 MS. RUSSELL: Great. Thank you.

21 MR. TOVAR: Thank you.

22 MR. FUNK: We wanted to see how long we
23 could make you stand.

24 MS. CAMPA: It's good exercise.

25 MR. FUNK: Thank you.

1 MS. CAMPA: I promise I was not going to
2 talk to her, but, you know, things happens. I
3 think -- my voice. My name is Adriana Campa.
4 I am tenure and emeritus. I dedicate my life
5 to FIU. FIU is my family. I'm a product of
6 FIU. I wouldn't have a career without FIU,
7 that's why I try to promote this relationship
8 of FIU to the community. But I stood here
9 because I wanted somebody that have leadership
10 to maintain and expand the international in
11 Florida International University. We are in a
12 place in Miami in which we have this
13 international profile and all these mix of
14 nationalities and races, that we need somebody
15 that can actually maintain and expand this type
16 of uniqueness that FIU has in the United States
17 and probably in the world. And that's it. I
18 promise I'm not going to talk anymore.

19 MR. TOVAR: I think it's a very good
20 point, and it was actually a point that was
21 brought up in the previous session, and to tell
22 you how proactive the folks that are working on
23 this, we've already gone and adjusted our ad to
24 include hopefully a couple lines to exactly
25 that point because that was not part of the ad,

1 and it's something that we missed, to highlight
2 the international side of what is our name,
3 Florida International University, so --

4 MS. CAMPA: And remember, we have some
5 campus all over the world.

6 MR. TOVAR: That's right. So I think
7 somebody has already aligned with you, and we
8 think we all agree, so that's -- we are going
9 to be highlighting that beginning with our ad
10 and everything else that comes with it. So
11 thank you for that comment.

12 MS. CAMPA: Thank you.

13 MR. TOVAR: Thank you very much. And,
14 Javi, is that -- are we going to be able to
15 make that change?

16 MR. MARQUEZ: Yes, sir. I'm working on
17 that as we speak.

18 MR. TOVAR: Great. So I think it's a very
19 good suggestion. I wanted to have a pastelito,
20 and I was thinking, I had my wife in my head
21 saying, you better not be eating those
22 pastelitos, so I will watch you eat the
23 pastelitos for me. Thank you.

24 MS. TRELLES: I'm totally guilty. I had a
25 pastelito right before this session. But I do

1 want to share --

2 MR. TOVAR: And by the way, Bill, I caught
3 him back at the table, he said, man, these are
4 good. I said, this is Miami.

5 MR. FUNK: I've left a trail up here on
6 the stage, by the way, they're very flakey.

7 MS. TRELLES: They make the perfect snack
8 in between our sessions. And I do want to
9 share that we have received some comments from
10 our online participants. So the first comment:
11 It is important to have someone that can
12 exhibit and project the dynamism that is FIU
13 and the greater Miami-Dade. FIU has grown
14 exponentially and continues to punch above its
15 weight. FIU has a terrific community,
16 institution exhibiting leadership, support, and
17 resources while continuing to demonstrate
18 itself as an excellent educational institution.
19 It is expected a leadership candidate with
20 excellent qualifications -- that is someone
21 community focused and future forward.

22 MR. TOVAR: And, again, I agree with all
23 that. And that's been one of the things that I
24 push for a lot either at the board meetings on
25 some of the committees I serve with the

1 marketing folks, how we do our advertising. We
2 continue, you know -- and I preface everything
3 that I say, it's not a criticism because I'm
4 amazed by everything that this university has
5 accomplished just in 50 years. I mean, there's
6 few institutions that are as relevant and have
7 grown as much as we have, have done the things
8 that we have, the amount of schools that we
9 have including now a medical school, a law
10 school, our engineering school, and on and on I
11 can go. The criticism I have is we do not do a
12 good enough job telling our story. We still
13 need to do better at that. Now, I will tell
14 you somehow the word gets out because we were
15 recognized about a year ago with MacKenzie
16 Scott and Dan Jewett and the gift they made,
17 and that was in recognition and in support of
18 what we do versus other large institutions like
19 that, and that's to help support, foster that,
20 and continue that. And one of the things that
21 has been my point of view on the board is to
22 make sure we utilize those funds to continue
23 and build on what they recognized us for. But
24 still you go out there and there's -- at some
25 part because I end up traveling from time to

1 time because of my businesses, there's still
2 people that confuse FIU with FAU, and there's
3 some of that confusion. There's confusion if,
4 you know, people know what FIU is here, but
5 they still don't know, even if they've gone to
6 school here, how much we've grown, they haven't
7 been on campus for 20, 30, 40. Now, I think
8 we're improving that. But we -- whoever our
9 next leader is needs to continue building on
10 that, be able to connect with the community,
11 even with the Dade County Commission. You
12 know, there's -- our current mayor is always
13 here and involved in our activities and a lot
14 of the other things which is amazing. But
15 there's still some of those commissioners we
16 need to connect better with because all of
17 these different influencers play a role in what
18 we do and the mission that we serve, and so I
19 think we need to continue building on how we
20 talk about what we do, our wins, our needs, the
21 support we need, so 100 percent the future
22 leader needs to have that very top mind.

23 MS. TRELLES: We do have another comment.
24 Good evening. Thank you for hosting this
25 session via Zoom for virtual interaction for

1 those of us that are unable to be with you
2 today on campus. I have been a member of the
3 dean's council for the College of Business for
4 many years, and as an alum I would like to
5 emphasize the challenges caused by the great
6 disruption to our economy and workforce caused
7 by the pandemic are ongoing and will continue
8 to reprobate for the foreseeable future. As
9 one of the most critical educational
10 institutions in our region that helps shape the
11 talent pipeline that will help our country and
12 the world emerge from this disruption. I would
13 urge the search committee to emphasize the
14 attributes of humility, foresight, and
15 curiosity forged by a lived experience that
16 reflects a depth and diversity of our student
17 body. Required skills that compliment these
18 attributes would include attention to detail,
19 the ability to build and empower a -- of
20 leaders, and a commitment to lead through
21 change with purpose that reflects our
22 university's values.

23 MR. TOVAR: I think all of that is
24 important, but I'm -- I'm always very proud as
25 to when I hear about our students compared to

1 students from other universities as to their
2 work ethic, tenacity, humility, so I think we
3 can continue pushing those points, but I get
4 goosebumps when I see the students that we
5 graduate. And, you know, you go any given
6 semester there's I think somewhere between 8 to
7 12 commencement exercises, and if you take the
8 time to go to any of those and you see the
9 look, smile, and the determination on those
10 graduate's faces. This is a special place. So
11 point well taken. We will communicate that.
12 But I think the students that we are graduating
13 are an amazing bunch, especially that most of
14 them have to work through going to school here.
15 And just that determination as to a lot of the
16 backgrounds that our students come from is --
17 they're special people.

18 MR. FUNK: So we've had three of four
19 in-person attendees make comments. I'm
20 wondering if the fourth person would like to
21 make a comment?

22 MS. TRELLES: Very subtle, right?

23 MR. FUNK: Yeah. I think you were hiding.

24 MS. PRESTAMO: Good evening. Thank you
25 for holding this session and for seeking input

1 from so many of the important constituencies.
2 My name is Anne Prestamo, I'm the Dean of
3 Libraries. I've been at FIU since 2013. Not a
4 Miamian or Floridian. Worked at institutions
5 previously, and the big 12 and the big 10
6 before coming to Miami. There's been
7 discussion already this evening about the need
8 for someone to be present and be engaged with
9 the community, but I think that's a very
10 important element on the campus as well. I --
11 it's kind of a sad thing to say, but
12 institutions I had worked at previously, it was
13 not unusual to encounter a faculty or a staff
14 member on the campus who had never seen the
15 president in person. And when I came out to
16 FIU in 2013, it felt welcoming. The size was a
17 bit overwhelming at times, but yet it has a
18 small town feel, and that is largely because so
19 many of the campus administrators are out and
20 about and they have conversations with faculty,
21 with staff, doesn't matter, you know, if it's a
22 vice president or a dean, we see administrators
23 out there speaking with the grounds crew, and
24 that to me is one of the things that makes FIU
25 such a special place. I'm going to be retiring

1 soon, so perhaps I don't have all the filters
2 that I had in the past, but I do want to go
3 back to the academic freedom topic. And I
4 absolutely agree that I think everyone here at
5 FIU is very fortunate to work in an open
6 environment that does encourage all points of
7 view. Unfortunately I think at the state level
8 politics have weaved their way in. There are a
9 number of bills that were passed in the
10 legislature this past year. Some of them more
11 focused on K-12, but many have elements that I
12 think a lot of folks in higher ed are concerned
13 about.

14 And not to confuse that FIU and FAU thing,
15 but FAU has been in the process now for several
16 months of trying to find a replacement for my
17 counterpart there, their Dean of Libraries, and
18 the feedback from the search firm is they've
19 been having a difficult getting candidates
20 because of some of the press that Florida has
21 gotten nationally, so I think that's something
22 to keep in mind.

23 And my final, the person who's right for
24 the job. When I was interviewing here at FIU I
25 was asked several times, you do know that Miami

1 is a very different place to live, and at first
2 I thought people were joking, but after a while
3 I realized that at least some of them were
4 asking it in a serious way. Having been here
5 for nine years, I couldn't imagine living any
6 other place at this point, and after retirement
7 we plan to stay here. But I think if you talk
8 to any department chair, dean on the campus,
9 they will tell you about wonderful hires that
10 they have made and faculty who have perhaps
11 thrived here professionally, but Miami can be
12 kind of an overwhelming place, whether it's
13 traffic, language, whatever, so I think up
14 front it's really important to as much as you
15 can in the brief time that a search process
16 takes to try to acculturate the candidates as
17 much as possible to Miami. And there are many
18 of us that would be very happy to talk about
19 and show them all the things that we think
20 makes Miami such a wonderful place to be.
21 Thanks.

22 MR. FUNK: Great. Thank you.

23 MR. TOVAR: Thank you, dean. You know,
24 even when I spoke with Bill regarding this
25 position, one of the things that I pointed out

1 that I thought was important as far as being
2 president of FIU, and frankly to me of any
3 university is somebody that's not holed up in
4 their office or their presidential house, and
5 especially a university like FIU which we have
6 two main campus, we have satellite campuses, we
7 have now what is the Center for Translational
8 Sciences, we have the Botany Center in Coconut
9 Grove, we have a Research Center down in the
10 Keys, there's just three museums, and I think
11 it's important for the president not only to
12 walk around campus, but to periodically visit
13 every place that we have out there, and to be
14 seen and to say hello to people, and talk to
15 people. And I was visiting a campus just a
16 month and a half ago and the president walked
17 by and I -- he didn't know me or anything else,
18 I was with a group, we were just doing a tour,
19 and stopped by, and the young lady who happened
20 to be a student said, well, that's just not
21 today, he's walking around all the time
22 talking, and that's very important for
23 students, and that makes them feel special and
24 belonging, and an opportunity to speak to the
25 president. As far as the community, that's

1 been a topic I think at every meeting as to how
2 does the person fit into South Florida? Some
3 folks go in the direction that they feel that
4 the person should be here from South Florida
5 because if not, they'll never fit in or
6 understand. My point of view, and remember,
7 anything that I say is just my point of view
8 and however I can deliver that as either part
9 of the board or part of the committee, yes, we
10 need someone that is going to engage and be
11 part of the community, understand the community
12 understand this is a diverse community,
13 understand there's many moving pieces within
14 this community. But that doesn't necessarily
15 mean that the person needs to be from here.
16 The person needs to have that type of
17 personality that you can drop that person in
18 anywhere. And there's many people. Now,
19 there's some people that you're going to
20 interview that I think will become evident that
21 if I dropped them into South Florida into FIU,
22 I don't know if they'll ever fit in, so that's
23 a conversation we need to have, and we need to
24 understand. So very, very good points. And I
25 think having the committee that we have that is

1 very diverse and being able to have that
2 dialogue based on the candidates we have.
3 These are points that we want to go through and
4 talk about and check the box on and then let
5 the board talk about it, and, you know, what's
6 amazing, you know, and sometimes we criticize
7 government or we criticize entities, but the
8 process, the way it's structured for the
9 search, for the president has a lot of checks
10 and balances within it, starting with a search
11 firm, starting with how we advertise for the
12 position, creating a committee that has not
13 only board members but people from the
14 community, people from the student body, people
15 from the bog, and so it creates a very good
16 group to do the search, and then it goes to the
17 board, and then it still has to be approved by
18 the board of governors. So I think within that
19 entire process we should end up with a very
20 good president to lead us forward. And I'm
21 excited. I think this is a great opportunity,
22 so thank you. Thank you.

23 MS. TRELLES: So I wanted to bring back a
24 question that we had from a previous session
25 because I think that it's good for general

1 knowledge about our process. So: In your
2 experience, how long does it take from when
3 someone is selected to them being in place and
4 getting to work?

5 MR. FUNK: The same answer. You know,
6 it's interesting. In higher education unlike I
7 think private industry, sometimes a new
8 president is announced and it can be six months
9 before they really begin, and that's okay. I
10 mean, everybody understands that sometimes
11 that's how it works. But more often it's
12 certainly less time than that. And I think
13 there's only -- usually candidates will say,
14 gee, I'm about to immerse myself in this new
15 leadership role and I want to go in fresh and
16 ready, so I'd like to have at least two to four
17 weeks before I jump in. So I think honestly,
18 you know, 80 percent of these transitions occur
19 like that. You also have the phenomenon and
20 sometimes the home institution, if it's a
21 sitting president, isn't very happy about their
22 person leaving, and they do say, well, you
23 know, we're going to appoint an interim, and
24 why don't you just go ahead and take that job
25 now. But on the other hand, it seems like it's

1 someone is selected, they'll start visiting the
2 campus once every couple weeks, and then
3 they'll start coming twice a week for a period
4 of time, and before you know it, at the time
5 they're supposed to begin, they're there almost
6 every day anyway, that transition takes place.
7 But it's not a case of candidates wanting a lot
8 of lead time. Now, and I'll point out quickly
9 that that's not necessarily the case with --
10 because our -- the presidential searches
11 honestly are about six months in length from
12 beginning to end. Sometimes the academic chair
13 and dean positions take longer. You know,
14 those can be, as some of you know, I mean,
15 these can be nine months, a year, and then
16 whatever the next beginning of the term is,
17 whether it be the fall term or the winter term,
18 these folks will show up. But it's not a
19 lengthy period of time that's needed. I think
20 people, you know, they do want to be rested and
21 ready when they come because they know that
22 they're going to immerse themselves.

23 MS. RUSSELL: Given that we have some time
24 and no more people to call on in the audience,
25 I thought I would avail myself -- making just

1 one quick point I think that speaks to the
2 first question which has to do with major
3 challenges and opportunities. I think I want
4 to frame this more so in terms of opportunities
5 that I think any president will have. So when
6 we do appoint our new president at FIU, that
7 president will then be charging another
8 committee to search for the next provost, to
9 search for -- we have two -- two dean searches.
10 Currently we are -- we have had ongoing, it was
11 pressed -- there was a pause, but will be
12 reopened. The search for the dean of the
13 Steven J. Green School of International Public
14 Affairs, that school has received --
15 designation and we're very excited about those
16 opportunities. We're very sad to see Dean
17 Prestamo retire, though I was happy to hear
18 that she'll still be with us in Florida, but
19 that will then open up that -- her position, so
20 there would be a search for the Dean of
21 Libraries as well. As these as opportunities
22 that a new president would have opportunity to
23 build her or his strong leadership team. And I
24 think, you know, though, you know, at first
25 blush when we had to really pivot quickly, and

1 I can't overstate how fortunate we have been as
2 an institution to have interim President
3 Jessell appointed and interim Provost Bejar
4 appointed. They have steadied the ship and we
5 have been able to continue to do great work.
6 That said, you know, I do see this as a chance
7 for a new president to build on the strong
8 foundation that we already have to build a
9 team. And I think that's a really unique
10 place. I can think of few other examples where
11 that's been the case, so I think that is
12 something to really sort of highlight with
13 prospective candidates.

14 MR. FUNK: Great. I think honestly most
15 presidential candidates would see it as an
16 opportunity to build their own team. At the
17 same time of course, they like to have someone
18 that has the continuity of being here. But I
19 think most candidates, say, yeah, I'd like to
20 know, I'd like to be involved in the provost
21 search. Obviously it would come to that person
22 who had selected ultimately, but they would
23 maybe want to interview all the finalists and
24 the like, and the dean vacancies the same. I
25 was going to mention too to the earlier point

1 about Florida maybe having some difficulty
2 filling the positions because of geopolitical
3 things. But, you know, it's funny, we used to
4 kid that there are group of folks in New
5 England that think no education goes on south
6 or west of the Hudson River, you know, they
7 just aren't going to move out of that area to
8 here. You know, it's kind of interesting
9 what's going on though, and I think Florida is
10 part of this, but we've done president searches
11 for all the SEC's schools at one time or
12 another except one, and of course all those
13 SEC's school are in the southeast, and there's
14 something to this notion of the new south. You
15 know, the new south is powerful, and it's where
16 the demographics are coming. You know, that's
17 one issue that I don't think you're going to
18 have in Florida is the enrollment cliff that
19 everybody's talking about. I mean, we have to
20 pay attention to it, but people are coming
21 here. And I suspect you're going to see your
22 enrollments -- they'll probably increase. But
23 we haven't really sensed that kind of
24 resistance, except for that hard core group in
25 New England that just doesn't seem to want to

1 move anywhere. Anything else, guys? Yes,
2 ma'am? The 11:00 o'clock news will feature
3 some of you --

4 MS. CAMPA: I was going to add that in the
5 past when we have a new person coming in that
6 was not from inside, we offer them a council,
7 you know, a group of three or four people of
8 the -- that actually he can meet with a regular
9 basis and get some council. Usually it's
10 formed by three to four people that have long
11 term at FIU that can meet with this new person,
12 in this case it was the dean, and give them
13 advice. And the reason I know is because I was
14 part of that counseling group, but this is
15 something that can be offered from people from
16 the outside to get during the first months in
17 FIU, probably three to six months council and
18 advice of what is the culture in FIU.

19 MR. TOVAR: That is a good point. Outside
20 of that even I was at a football practice a
21 couple of weeks ago and I met some of the
22 coaches wives, and I was asking them where they
23 had been or where they had eaten, and I was
24 thinking to myself exactly that, they're kind
25 of lost without somebody kind of bringing them

1 in and saying, well, this is Wynwood, this is
2 downtown, this is the beach, these are the
3 places to go. Obviously what you're suggesting
4 is much more detail and information, so I think
5 it's a good point. Let's find the candidate,
6 and then we may need that, we may not, depends
7 on who we find, but good point and well taken.
8 Thank you. Thank you.

9 MR. FUNK: You know, that kind of
10 underscores the importance of good on-boarding.
11 You know, that's become kind of a catch phrase
12 in the last two or three years, but when you
13 think about it from a university president
14 point of view, I think a carefully orchestrated
15 on-boarding process could be very beneficial
16 for success. You know, I think, you know, if
17 they mess up early, they're probably doomed for
18 the rest of their tenure, but if you can get
19 them off to a good start, meet the right
20 people, take them to Tallahassee, make sure you
21 see the donors in the local area, get to know
22 the higher education structure and the other
23 leaders of the other institutions, make sure
24 they visit every department within the first
25 six months or so that they're here, frequent

1 conversations with the board. On-boarding I
2 think beyond the catch phrase can be a very
3 helpful tool for success of these people.

4 MR. TOVAR: I agree. But hopefully the
5 leader you identify intuitively understands the
6 importance of figuring these things out and
7 reaching out, but your point is well taken as
8 to having a small group to be able to ask
9 questions, lean on, meet with periodically I
10 think is very good. I think we've run out of
11 time, am I correct? Okay. All right. Well, I
12 appreciate you all's input. I've got to make
13 one closing remark. A university wide
14 listening session will take place at 10:00 a.m.
15 on April 13th to get input from our students,
16 faculty, and staff regarding the qualities and
17 qualifications we want to see in our next
18 president. Please join us in the Graham Center
19 Ballrooms. This too will be live streamed.
20 And obviously you all and whoever you speak
21 with are invited back to participate in that
22 so. But we've taken up enough of your time.
23 So thank you very much. Thanks for the input.
24 Appreciate you all being here. Thank you.

25 MR. FUNK: Thank you.

(Whereupon, the proceedings
concluded at 6:59 p.m.).

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CERTIFICATE

THE STATE OF FLORIDA)
COUNTY OF MIAMI-DADE)

I, Daisy L. Amador, a Court Reporter, do hereby certify that I was authorized to and did report the proceedings, had and taken at the Graham Center Ballrooms, Florida International University, 11200 S.W. 8th Street, Miami, Florida, 33199, on April 12th, 2022, for the Presidential Search Committee; that the foregoing pages, numbered 1 to 40, inclusive, constitute a true and complete record of my notes.

I further certify that I am not an attorney or counsel of any of the parties, nor related to any of the parties, nor financially interested in the action.

Dated this 19th day of April, 2022.

<%17328,Signature%>

Daisy L. Amador
Notary Public for the State of Florida
Commission No.: HH175493
Expires: 10/17/2025

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PRESIDENTIAL SEARCH COMMITTEE
FLORIDA INTERNATIONAL UNIVERSITY

Tuesday, April 12th, 2022

8:00 p.m. - 8:53 p.m.

Graham Center Ballrooms
Florida International University
11200 S.W. 8th Street,
Miami, Florida, 33199

FIU STUDENT GOVERNMENT ASSOCIATION LISTENING SESSION

PRESENT:

ROGER TOVAR, Chair

R. WILLIAM FUNK, Esq.

SOFIA TRELLES, PhD, Ombudsperson

1 MR. TOVAR: Good afternoon. My name is
2 Roger Tovar and I'm the vice chair of the FIU
3 Board of Trustees. In addition it is my
4 pleasure to serve as chair of the Presidential
5 Search Committee. I would like to extend a
6 warm welcome to the Presidential Search
7 Committee members and the FIU community who are
8 joining us for the listening sessions and thank
9 them for participating in this important step.
10 The FIU Board of Trustees met on April 5th to
11 announce the Presidential Search Committee
12 members. The Presidential Search Committee
13 also held its first meeting on April 5th. To
14 keep all of you and members of the FIU
15 community informed, I am pleased to announce
16 that we have launched the presidential search
17 website which will provide information on our
18 search process, meetings, and candidates. This
19 website will be updated routinely. We invite
20 you to visit the website. R. William Funk and
21 Associates based in Dallas, Texas has been
22 selected to assist with the search for FIU's
23 sixth president. The firm has conducted more
24 than 430 searches for colleges and university
25 presidents and chancellors. Mr. Funk is

1 joining us today as we welcome members of the
2 university community and the general public who
3 are joining us via the webcast as we engage in
4 listening sessions. I now invite Mr. Funk to
5 begin the listening session. Mr. Funk?

6 MR. FUNK: Thank you, Roger. And
7 greetings to those of you who squeezed into the
8 auditorium tonight. We're delighted that
9 you've taken the time to come and talk to us
10 about the presidential search. And I wanted to
11 kind of go off script for a second. Since we
12 only have five of you here and the folks that
13 are online can do the same as they -- comments,
14 but tell us who you are and where you're from
15 originally, and why did you come to FIU?

16 MS. NYLANDER: Hello. Nice to meet some
17 of you, I haven't met you before, but pleasure
18 to be here. I'm Elizabeth Nylander. I'm the
19 Chief of Staff for SGA. I'm originally from
20 all over the country. I'm a military brat, so
21 I don't identify with one place really. But I
22 came to FIU, my family is originally from Miami
23 and my parents -- my grandparents lived near
24 here, and I came particularly for the
25 communication school, even though I did end up

1 transferring out -- just centralized location
2 with family and for the academics.

3 MR. FUNK: And what year are you in?

4 MS. NYLANDER: I'm senior, I'm graduating
5 in like three weeks.

6 MR. TOVAR: Congratulations.

7 MR. FUNK: And do you have plans after
8 that?

9 MS. NYLANDER: Yes, I do. I am going to
10 be moving up to the D.C. area. I'm going to
11 graduate school for forensic and legal
12 psychology at -- university.

13 MR. FUNK: Wonderful. Congratulations
14 with all that.

15 MS. NYLANDER: Thank you.

16 MR. FUNK: Thank you. Yes, sir.

17 MR. SUTTON: Hi there. My name is
18 Alexander Sutton (phonetic). I'm a sophomore,
19 and I am studying political science. I decided
20 to come to FIU because I've been on this campus
21 even when I was a kid, both of my parents have
22 worked here for a long time, and so I knew this
23 campus really well and I felt at home. And,
24 you know, I applied to other schools as well,
25 but I kind of always knew that I was going to

1 come to FIU, especially because FIU has had one
2 of the best -- United Nations programs in the
3 country for a really long time. The people
4 here who know me are probably tired of hearing
5 me talk about -- at this point because I talk
6 about it all the time, but I knew a lot of the
7 people at FIU's UN team when I was in high
8 school, and I just thought that if I went to a
9 different school I would be missing out, so I
10 decided to come here instead, and I'm not the
11 head delegate of the model UN team and I'm
12 having a great time, so that's really what
13 brought me here. And I love FIU with all my
14 heart.

15 MR. FUNK: Were you from the Miami area?

16 MR. SUTTON: Born and raised in Miami,
17 yes, sir.

18 MR. FUNK: Okay, great. Thank you very
19 much.

20 MR. SUTTON: Thank you.

21 MR. LUGO: Good afternoon, everyone. My
22 name is Cristhofer Lugo and I'm the coming SGA
23 President. I'm a senior majoring computer
24 science, originally from the Dominican
25 Republic, but I grew up from Turks and Cacaos.

1 The reason I came to FIU was just for an
2 education. Back home it's not -- sensibility
3 to an education is not that good. So coming to
4 FIU was definitely a stepping stone from where
5 I came from. I loved the diversity, the
6 culture. They took me with open hands coming
7 from such a small island. And I just love this
8 university so much.

9 MR. FUNK: You're a senior? When do you
10 graduate, in May?

11 MR. LUGO: I graduate in the fall
12 semester, and I'm back to doing my masters
13 immediately right after.

14 MR. FUNK: Here?

15 MR. LUGO: Yes.

16 MR. FUNK: Okay. Thank you very much.

17 MR. LUGO: Of course. Thank you.

18 MR. FUNK: Yes, sir.

19 MR. RUBIDO: Thank you. My name is
20 Alexander Rubido, and I currently serve as the
21 student government president for the university
22 and a member of the FIU board. I am a
23 graduating senior graduating this May, and I
24 intend to go to law school.

25 MR. FUNK: Do you know where?

1 MR. RUBIDO: Hopefully FIU. Number one
2 bar passage rate in the State of Florida.

3 MR. FUNK: There you go. And where are
4 you from originally?

5 MR. RUBIDO: Born and raised in Miami,
6 Florida.

7 MR. FUNK: Okay, fantastic. We have a lot
8 of -- timers.

9 MR. LEVINE: My name is Brian Levine. I
10 am a graduate student. I came to FIU first to
11 study hospitality, and I got my masters in that
12 I just completed, and I decided to do another
13 masters in human resource management which I
14 just started. I'm the student government
15 association governor of the Biscayne Bay
16 campus. That sounds a little weird. I still
17 haven't gotten used to the name. But I am not
18 originally from Miami or Florida. I grew up on
19 Long Island, New York and I lived for a number
20 of years in Albany, New York, New York's
21 capitol, before deciding to kind of make a
22 career change and come down here. And I was
23 visiting Florida, visiting in Miami and was
24 interested in like tourism at that point, and I
25 looked up and I saw that they had a program at

1 FIU and I went all and I kind of -- for a quick
2 tour which there wasn't -- I wasn't actually
3 able to get ahold of anyone at admissions at
4 that time, but I met with one of the advisers
5 who kind of explained the program, and so I had
6 a good understanding, and then I applied within
7 a few weeks afterwards. And so I've been in
8 Miami for about four years.

9 MR. FUNK: A little different winter than
10 in Albany, New York.

11 MR. LEVINE: Yes. I've never been cold
12 here, so.

13 MR. FUNK: There you go. Well, thank you
14 all for that. It's good to get to know you.
15 Now a couple in the back, guys -- let me pick
16 up now where Roger threw it to me. The board
17 has been emphatic about wanting to make sure
18 that we had a very transparent process and that
19 we would get the input from all of the major
20 constituents. We spent the day today really in
21 some four, or five, six different sessions with
22 various constituent groups. We've learned a
23 lot, and we've been looking forward to this
24 student session because we know that you will
25 give us even more insight in terms of what

1 you'd like to see in the next president. There
2 were three questions that you've already seen
3 and we're going to flash it on the screen
4 above. And it essentially is, these are the
5 three questions that kind of get to the essence
6 of the information we need to go out and be a
7 better steward to the university. And the
8 first question is essentially, you know, what
9 do you see as the major challenges and
10 opportunities this next president may inherit
11 both immediately and then maybe down the road a
12 bit? And secondly, if those are the challenges
13 and opportunities, what kind of person do you
14 think would be best prepared to address the
15 challenges and exploit the opportunities, what
16 kind of personality, leadership style,
17 worldview, what adjectives would you use to
18 describe the ideal next president? And I have
19 a story to tell you about that. And then,
20 thirdly, your search firm's responsibility is
21 really to reach out to people who will not
22 respond to the ads that are being run and who
23 will not respond to a letter that the search
24 committee might send. These are people who are
25 very happy where they are, very successful

1 where they are, and they're not looking. So to
2 present an opportunity to them, we have to talk
3 to them, nurture, cajole them as to why they
4 should become a candidate here. So we try to
5 point out to them all the positives about FIU.
6 You know, what are those compelling reasons we
7 can give to these candidates who are not really
8 looking for another opportunity? One thought
9 that always comes to mind for me when we're
10 meeting with the student constituents and SGA
11 reps is that we did a search at Vanderbilt
12 University for a new president a number of
13 years back and I'll never forget, one of the --
14 I think it was the president of SGA there said,
15 well, Mr. Funk, we're on a two hand shake
16 program here at Vanderbilt, and I knew I was
17 being set up for some kind of story or
18 whatever, and -- I said, what do you mean, two
19 hand shake program? And he said, well, when
20 you're a freshman and you come to orientation,
21 you stand in line and you shake hands with the
22 president, and then four years later when you
23 graduate, you walk across the stage and you
24 shake hands with him again, but we never see
25 him in between those two handshakes. So I've

1 always thought about that. I mean, I -- and as
2 a result I think presidents should be very
3 visible. You know, you should know who your
4 president is. He should stop you occasionally
5 on campus and ask you how it's going. He
6 should remember some of your names, especially
7 those of you who are in SGA. But what -- how
8 would you respond to that question about what
9 kind of president you'd like to see in the
10 position, even though a couple of you are going
11 to be gone and you won't get to see the benefit
12 of our good work? But any of these questions
13 that you'd like to respond to, or the
14 adjectives about what kind of person you'd like
15 to see in the role? I think they're going to
16 make it.

17 MS. TRELLES: Yes, I'm totally going to
18 make you walk all the way to the back to answer
19 these questions. I also wanted to mention that
20 we do have a couple of you all participating
21 online, so if you would like to ask any
22 questions or you have any comments regarding
23 these three questions, or any of the topics
24 that Bill just mentioned, please feel free to
25 use the platform to let us know. We want to

1 make sure that every student has an opportunity
2 to voice their comments and to have their voice
3 heard, so please, we encourage you to use the
4 platform that we have available to us so that
5 we can learn a little bit more about you and
6 what you're looking for in the next president
7 of FIU. Thank you.

8 MR. FUNK: What Sofia is not telling you
9 is that if you tune into the 11:00 o'clock news
10 tonight, you'll see yourself giving these
11 comments. No, I'm kidding. I'm kidding. Yes,
12 sir.

13 MR. SUTTON: You had me nervous there for
14 a second -- what I was going to say. One thing
15 that I would like to see the next university
16 president which a lot of my friends at FIU have
17 agreed with me, some of them haven't, but it's
18 personally I think something that would be
19 beneficial to the university is a president
20 that is favorable to expanding and supporting
21 the Greek life community on campus. And of
22 course I'm biased, I'm involved in Greek life
23 as brother of Theta Chi Fraternity, but I
24 genuinely think that having a strong Greek life
25 community at FIU, even stronger than it

1 currently is, would be a benefit to our
2 university because of the fact that I think if
3 there are a large number of high school seniors
4 who are considering, they're either going to be
5 applying, and they are considering
6 opportunities, like academic opportunities,
7 they're probably going to take into account the
8 amount of like recreational opportunities
9 they're going to have as well. And I know that
10 universities that we compete with, like Florida
11 State, like UF, have very strong and
12 established Greek life communities there, and
13 friends of mine who go to those universities
14 have told me that was a factor when they
15 decided to go, and they're also pursuing very
16 intense academic careers there, but they have a
17 good time getting involved in a fraternity or
18 sorority. I think FIU's Greek life community
19 has definitely been moving as of recently, but
20 some of my friends have told me that they wish
21 -- administration, and I know it's always hard
22 because there's at every university always a
23 constant push and pull between Greek life and
24 the administration. And sometimes members of
25 Greek life don't always behave and they get

1 punished as they should be. But I think
2 ultimately I've seen -- there's been a lot of
3 good that FIU Greek life has done, and I think
4 if the next president were in support of
5 fostering the Greek life community even more
6 and potentially bringing back some of the Greek
7 life housing because I know there's an empty
8 house right now that I'm not sure might be
9 getting filled if that fraternity comes back,
10 but perhaps even expanding so there's other
11 chapters of Greek life, fraternities and
12 sororities that are able to live on campus as
13 well. This is something that I think would be
14 of benefit to the university because it would
15 attract more students to come. It might also
16 bring more money to the university I think.
17 Ultimately I just think it would also help
18 those students who had to get most involved on
19 campus because a lot of my friends who aren't
20 involved in Greek life are still very involved
21 on campus, but almost everybody I know who is
22 involved in my chapter and other fraternities
23 or sororities always area involved in at least
24 one, usually two or three extracurricular
25 activities and make a big impact on campus. So

1 I genuinely think that it would be very
2 beneficial if our next university president
3 were favorable to the Greek life community and
4 wanted to help those chapters who conduct
5 themselves appropriately and help FIU shine.
6 So that's one of the qualities I think the next
7 university president should have.

8 MR. TOVAR: And thank you. I don't know
9 the history behind it, but it's good to point
10 out, and it's something for me, not only in
11 this committee, but as a board member to
12 understand a little better. So couldn't have
13 been said better, you presented your point very
14 well. I will look into that and it will be a
15 pointed discussion, so thank you very much.

16 MR. SUTTON: Thank you.

17 MR. TOVAR: And, Cristhofer, I would also
18 say, if that is the point of you of a lot of
19 your constituency and to understand, that's
20 something -- and Alex, I don't know if you are
21 going can add anything to that, but maybe with
22 the report that you do in the board meetings,
23 if truly there is this desire to expand that, I
24 would encourage you all to bring it up and --
25 because that's your opportunity to be heard and

1 say, listen, we have a lot of people that want
2 this, and so I think he just said it, there's a
3 lot of push and pull ebbs and flows in these
4 things. Couldn't understand it, so thank you.
5 Good point.

6 MR. LUGO: Thank you. And that's
7 something that -- you know, we will look into.
8 But something I want to shift into is I want
9 this new president to understand our middle
10 name, international, that this is an
11 international school. As an international
12 student, being able to provide those
13 opportunities, whether it's career, academic --
14 being able to understand the culture of each
15 and every one of I think it's 135 countries
16 that we have present, about 3,000 students from
17 international. Being able to understand the
18 struggles that international students have to
19 go through on a daily basis. We pay almost
20 triple when it comes to tuition. And whenever
21 you see the challenges we do whenever it's time
22 to go into the workforce, the amount of time
23 and pressure we have to put in to get an
24 on-campus job, the time and pressure we have to
25 put in into our education because many of us

1 are first generation student, many of us are
2 pushing ourselves to make our family proud.
3 And sometimes many international students
4 cannot have their family present in their
5 graduation simply because of different
6 scenarios. So a president that is able to put
7 that foot forward and to building a better
8 atmosphere for our -- international student --
9 the experience I had has been pretty smooth,
10 not the smoothest that it could be, but I met
11 many that have to -- if it wasn't because of
12 the people they knew, they wouldn't be in the
13 place they are now. So if it was for somebody
14 who didn't know absolutely anything and just
15 come in, they would find it really challenging,
16 really hard to get through it, to get through
17 these four years, and being able to say, okay,
18 this university gave me all of the tools, all
19 the necessary equipment that I need to either
20 take by home or apply here. So that's
21 something that I would tell the new president.

22 Our major challenges. We are about to
23 celebrate our 50 years, so that means every
24 decision this new president makes will affect
25 the next 50 years to come. Everything that he

1 does will set the foundation, will lay the
2 groundwork for the next 50 years to come. This
3 institution is pretty new compared to many, and
4 being able to adapt to change, this is
5 opportunity now as we evolve into a tech era,
6 being able to adapt to the change, rather than
7 being stuck in the past, is something else that
8 I will put forward to the --

9 MR. FUNK: Great. Thank you so much.

10 MR. LEVINE: Okay. So I'll offer --
11 background that I was -- before FIU -- two
12 different times when I entered and reentered
13 higher education at three different
14 institutions and seen a few different
15 presidents in those, including as a student as
16 alumni. My first was in the City of Albany
17 which was the state university of New York at
18 Albany. I also spent time in Northeastern
19 University in Boston. So two things I want to
20 bring up. One, I would like to see a president
21 that has experience at a university that has
22 more than one campus. I'm right now based at
23 the Biscayne Bay campus with my position where
24 I took most of my classes for -- hospitality.
25 I'm also now taking classes in a new program at

1 FIU at I-75. When you're on the smaller
2 campus, you often will not see the same things
3 and the same activity you do when you're on the
4 main campus. You kind of feel like the
5 forgotten stepchild. Not for lack of trying to
6 do that, but, you know, BBC which is our
7 Biscayne Bay campus which is a beautiful campus
8 is a much smaller campus, and there has been
9 some struggles for enrollment. I do think we
10 need somebody that could build some focus to
11 it, and also to spend time there. It's very
12 rare that the president comes to the campus, so
13 much so that it's a big deal when the president
14 comes to that campus. I want it to be
15 something more regular. I've seen pictures of
16 previous presidents of presidents here that
17 might interact right in the Graham Center, but
18 I would rarely ever see that and really never
19 saw that in the four years I've been at the
20 Biscayne Bay campus. There were a couple of
21 town halls, the last of which in-person town
22 hall at BBC was in February of 2020. COVID
23 obviously complicated things. I don't think no
24 one was expecting that. I was actually hoping
25 that we would have like an in-person town hall

1 this semester, but as we know, it's been a
2 little more tumultuous than we expected, but I
3 think it's so important to have those, things
4 like town halls, but also have, you know, more
5 regular informal contact. So I really would
6 appreciate somebody that has experience at a
7 school that's got more than one campus. And
8 specifically I would love to see somebody that
9 has experience in one of those schools that has
10 more than one campus, and experience working on
11 if there's a dominant campus, a non-dominant
12 campus. So while they probably still would be
13 based here, having that understanding of a
14 different campus and a feel I think would bring
15 a great perspective because I believe that a
16 broader university that has multiple campuses,
17 you need to be able to give attention to each
18 of those campus and grow. I'm not saying it
19 would be all the time, but I think it's
20 important.

21 The other thing I wanted to bring up was
22 so several of the presidents that I've observed
23 when I was in Albany, there was a couple of
24 contrasts. One president who -- got booed at
25 graduation because they were disconnected from

1 the campus. It was a big activity that they
2 call fountain day which was like where they
3 turn on the fountains, and as you said, it gets
4 cold, so we don't have as many sunny days as we
5 do here, and so that was like the equivalent of
6 the biggest school spirit event, and my senior
7 the president missed it to go somewhere else in
8 the country to fundraise. Not downplaying the
9 importance of fundraising, but if the president
10 here misses a homecoming game, or like a team
11 event, or -- you know, it really rubs people
12 the wrong way. Later on there was a president
13 that came in by the name Kermit Hall
14 (phonetic). He was only there for about a year
15 and a half because he passed away. He was out
16 traveling, I remember seeing the news that
17 talked about, and I thought they were just kind
18 of doing a listing of accomplishments, but he
19 had unfortunately had I think either a heart
20 attack or something while vacationing. But I
21 remember when he came, he had done some things
22 to correct some things. In the previous time
23 they were doing construction, so they moved the
24 university's administration to the edge, the
25 far edge of the campus. There was a main

1 campus and a smaller campus. The far edge so
2 no student would ever really interact with most
3 administrators or the president, which I felt
4 was a mistake. It would be like, you know,
5 taking it basically off campus. When Kermit
6 Hall came in, he immediately saw the need that
7 there needs to be -- he needed to be in the
8 center, so he moved his office essentially back
9 onto the main campus, set up an office in the
10 library in a very central location because he
11 realized that in -- for practical, but also --
12 reasons, it's important for the president of
13 the university to spend time on the actual
14 campus. I also remember that he had given a
15 business card to people, students, alumni,
16 which I was impressed that it contained the
17 cell number. I don't know if others have done
18 that -- I can't speak to that, but I just
19 thought that was very impressively open. He
20 also chose to teach a class, and I'm not saying
21 that the president needs to teach a class, but
22 part of the reason he chose to was he wanted to
23 be more connected to students. And I'm not
24 saying that's the only way, but I think it's
25 very important for a president to really have

1 some direct contact with students. Teaching
2 can be one thing, but that's not only -- I
3 understand the job, the time -- the president,
4 especially at a complex university here, makes
5 that very difficult, but I think it's nice when
6 they want to maybe occasionally teach and have
7 that more direct experience. So those are my
8 thoughts from seeing some different presidents.
9 The ones where they've had a chance to really
10 truly be present and interact with students and
11 be there for those key events is very
12 important. I do -- that again, having someone
13 with experience with multiple campuses, it can
14 really embrace all of the campuses that make
15 FIU not one campus, but one large multifaceted
16 institution.

17 MR. TOVAR: Thank you.

18 MR. FUNK: Great, thank you. By the way,
19 I think Kermit drowned when he was on vacation.

20 Another just quick side, we recruited
21 Neeli Bendapudi to the University of Louisville
22 and she on the first -- when she was
23 inaugurated gave the student body her cell
24 phone number, and everybody thought at first it
25 was some kind of gimmick, but she literally,

1 she would say, here's my cell phone number,
2 here's my personal phone number, don't call me
3 frivolously, but if you have a real problem and
4 you're not getting any satisfaction working
5 through the step, you call me. And wildly
6 popular. She was just named the president of
7 Penn State a couple of months ago, so kind of
8 an interesting -- I didn't know Kermit did that
9 at --

10 MR. LEVINE: The interesting -- the
11 provost was at Albany my first year, and I
12 think either the end of the first or the second
13 year left to become to the president of -- I
14 still think it's a weird name, the University
15 of South Florida which is in Tampa, Judy
16 Genshaft, I know she was there for -- I haven't
17 seen her in 20 years, I think she's no longer
18 there, I saw she was there for a while, so
19 interesting.

20 MR. FUNK: Yeah, she had a long run. She
21 had very successful. We just wanted to see how
22 long you can stand there and -- make you smile.
23 Sorry.

24 MS. NYLANDER: So I kind of want to echo
25 the sentiments a little bit of what Brian was

1 saying beforehand about the connection to a
2 student body, of course that's why we're here.
3 I think it's incredibly important for the
4 president to have a connection at least to the
5 student government association, to have that
6 connection to some part of the student body so
7 that student's voices are genuinely heard and
8 they're not really just fading off into the
9 dust. Not to say that that does happen now.
10 Our administration is fantastic and I love
11 working for them, but I think to carry that
12 throughout is incredibly important. As well as
13 just getting able to show face, as Brian was
14 saying, at the events on campus, off campus,
15 what have you. I know President Jessell, our
16 interim President Jessell just went to the
17 Pride Parade in Miami Beach, off campus event.
18 FIU had a float, but it wasn't an FIU and he
19 went to support and I think that's incredible.
20 So just being able to show face and name the
21 connection with students. And like you were
22 saying, Mr. Funk, just to be able to say, how
23 are you enjoying your time at FIU, and spark up
24 an easy conversation with students, something
25 that students aren't afraid to have, and

1 they're not afraid to approach our next
2 president. So I think that's incredibly
3 important.

4 But to put a little shameless plug in
5 here, I guess for a smaller group of students
6 at FIU, I guess recognizing the veteran and
7 military community more. I'm personally, like
8 I said, a military child, and our veteran's
9 office is amazing. I personally just would
10 like to see a little bit more recognition for
11 the military holidays. There have been some
12 that I think have kind of been missed, and
13 that's okay, it happens, but again, you still
14 have that community of students, so I think
15 it's really important just to be able to
16 recognize them and their service. We do have
17 an office here. And as well as police
18 officers, first responders, fire personnel,
19 just be able to recognize everybody whose
20 service should be recognized. Again, a little
21 bit of a smaller community, but I think still
22 really important. And then just to be able to
23 support the students wholly on a full level.
24 We're saying, again, saying like, if you need
25 anything, if there's something that you're

1 going through that you're not getting answers
2 to, please feel free to reach out to me, please
3 feel free to reach out to my team. I'm not
4 saying that necessarily it entails sharing a
5 phone number, I think that can be incredibly
6 personal, and that's a personal choice to
7 share, but just being able to support the
8 students on any level that they could possibly
9 need is important. Thank you.

10 MR. FUNK: Wonderful. Thank you.

11 MR. TOVAR: Can I -- was somebody else
12 going to go? Go ahead.

13 MR. FUNK: We've got one -- Alex and -- in
14 the room.

15 MR. TOVAR: Anything you'd like to say?
16 Okay. Good to have you. You know, it's kind
17 of interesting, as I sit here and I listen, you
18 know, one of the things some of them brought up
19 was Greek life that was important. I think
20 Cristhofer, you mentioned the international
21 students and the struggles and so forth, and on
22 the -- the experience, Brian, on the -- dual
23 campuses, and I would take that further. I
24 would tell you that not only do we have the
25 dual campuses, but we have FIU in Broward, and

1 we have the research center in the Keys, and we
2 just were at what used to be called Tory Pines
3 now it's called the Center for Translational
4 Sciences, and there's many, many other centers.
5 We have three museums. I think it's important
6 for you all as the student body, I know we
7 talked about the president being disconnected
8 at one of the places you were at in Albany, the
9 need to interact, and then the need for the
10 president to connect to the student body. One
11 of the things -- one of the first things that
12 Bill and myself discussed was I mentioned to
13 him and I was kind of giving him -- if it was
14 just my selection, my wish list of all the
15 things that I would see in a president, and
16 outside of all the other things that I think
17 are normal is that ability to walk through
18 campus and interact with students, interact
19 with the faculty and staff, interact with the
20 folks that work so hard to cut the grass, or
21 clean the floors, or just the matter of saying
22 hello because that tone is set there and it
23 flows to the rest of us. But I would also
24 encourage you all, Alex, you're outgoing,
25 Cristhofer, you're coming in as the president

1 of student body, and I think I talked to you
2 about this a few weeks ago, is to create a wish
3 list as to things that you all think are
4 important, all of the other students as to the
5 feedback that you all get, and then prioritize
6 those lists. And I -- down with our current
7 president, our current provost, with our future
8 president as to how do we address these things
9 because I think that would be very -- and you
10 mentioned that Dr. Jessell was at the gay pride
11 event, and I think if any of these people
12 knowing where their heart is or they hear, hey,
13 it's important for you to be here, or for you
14 to be -- they're going to do the best that they
15 can. Sometimes it's just a matter of them
16 hearing and understanding that these things are
17 important. Because it's interesting, not that
18 Dr. Jessell needed to hear this from me, but
19 one of the stories I mentioned to him is that
20 -- actually, Alex, it was one of your
21 predecessors that mentioned to me the
22 engineering building over on Flagler, and that
23 the condition of some of the areas weren't
24 good, that the bathrooms weren't good, that the
25 lighting wasn't good, and actually, it was Alex

1 also. And so I went over and visited with her
2 and I think there was some other folks with us,
3 and then I brought it up, and then my biggest
4 concern was that nobody from the administration
5 had been over there in years. And so I don't
6 think it's because of a lack of desire, I think
7 it's that we all get caught up in all the
8 things that are pressing us down, and we forget
9 that we need to go out there and do that
10 interaction or visit the different satellites,
11 and places, and things that we have. So I
12 would encourage you all as student body, I
13 would encourage you, Cristhofer, as to coming,
14 you have the opportunity, and Alex will tell
15 you this, at every board meeting to issue a
16 report. And I would encourage you not to do it
17 where you're surprising anyone, so I would let
18 whoever know, hey, I'm going to be bringing
19 this up so that they're ready, but for you to
20 mention what is important to your group, what
21 is not happening, that we want more Greek life.
22 Now, there very likely could be a reason not to
23 do it, I don't know, but you're right because
24 the house has been sitting over there empty,
25 and so what are we going to do with it, or do

1 we want to encourage more Greek life. So
2 frankly, these have been the best comments
3 today. So I enjoy the feedback. I will take a
4 lot of this back to some of the folks that I
5 interact with and look into it, but I would
6 encourage you all to continue creating where
7 you think the administration can do better, the
8 board can do better, prioritizing it, and I
9 think it would go a long way to improve the
10 experience. Because at the end of the day, you
11 know, we listen to the faculty, we listen to
12 the staff, we listen to all of these people,
13 and they're all very, very important, but the
14 most important is you all, the consumers, the
15 students. So I would again reiterate voice
16 these concerns, and I think they would be
17 addressed. But they're good and valid points.
18 And I'll also tell you, speaking about the
19 North Miami Beach campus, I agree with what
20 you're saying, and that to me has been an issue
21 that -- it's a programming issue, that they
22 will schedule certain classes over there,
23 certain classes over here, and why not if --
24 why not focus on a couple of majors and that
25 they're located there, and now all of a sudden

1 on the housing side, there will be people lined
2 up to live in those dorms over there because --
3 I would love to live in a place that I'm
4 looking at the bay, but it's all about
5 scheduling those classes, having people willing
6 to be in one location or the other. So again,
7 a very valid point. I think that is something
8 that is being discussed as to how do we figure
9 out better, how that scheduling should be over
10 there, but, again, I keep bringing it up, so.

11 Any questions we got online, Sofia?

12 MR. FUNK: And Alex is still at the mic.

13 MS. TRELLES: You know, I'm actually going
14 to ask Alex to give us our next comment. We do
15 not have any comments or questions right now
16 online.

17 MR. RUBIDO: All right. Thank you very
18 much. I want to start off by saying that as
19 president I've had the privileged to have
20 served under two presidents of the institution
21 which gives me a perspective as to what I would
22 want to see in the next university president.
23 I've had some time to think about this, this
24 question. I think that what you saw today is
25 very evident of the university student

1 community, of any community, and that's that
2 every person has their own unique issue that
3 they feel needs to be addressed, and that's the
4 challenge with governments, on a student level,
5 on a university level, on the state, local,
6 national level, everyone has their own unique
7 issue. So I think that the most important
8 quality that a university president can have is
9 receptiveness, accessibility and receptiveness
10 because they go hand in hand. There's no use
11 in being receptive if you're not accessible,
12 and I think that's something that Dr. Jessell
13 has done incredibly well, he's made himself
14 very accessible to the student government and
15 the students. He walks around, he talks to our
16 students, he talks to our faculty, he talks to
17 our staff. And I think that it's critical for
18 at least our community that the president be
19 visible and be open to comments. Half the time
20 they don't require anything other than someone
21 to listen to. Most grievances can be solved
22 just by listening to someone, and it's a trait
23 that not everyone has, and I think it's one of
24 the most important ones that as a university
25 community we can look for in our president.

1 And then I would say that question one, I
2 think, can be phrased differently. I don't
3 think FIU has challenges. I think everything
4 that we face is a new opportunity here, and
5 that's the way that our university looks at it.
6 We don't see things as challenges which have
7 success and failure. Everything is an
8 opportunity for growth, an opportunity for
9 change, and I think that's a very important
10 mindset that we as a university community
11 carry, and that our president should carry. We
12 look at things as ways to improve, and that's
13 everything. We look at ourselves, we look at
14 policy, we look at academics, and it's always,
15 how do we improve this experience, how do we
16 improve the outcomes, and that's how FIU has
17 done so well, as a university community we look
18 at challenges as opportunities. So I would say
19 that that's an important mindset for our
20 university president to have. And that will
21 conclude my remarks.

22 MR. TOVAR: Well, Alex, that's incredible
23 because you sound like a seasoned outgoing
24 president, understanding that everybody brings
25 to you what they think is important, but this

1 is what I was mentioning to you, Cristhofer,
2 that everybody will bring to you what they
3 think is important, and I think Alex has some
4 very good advice which is to be able to, number
5 one, listen because that resolves half of it,
6 and then being able to balance or to explain,
7 yes, this needs to be brought to the forefront,
8 this maybe I could talk to and explain why this
9 maybe isn't reasonable -- so that's great
10 words. And I think that's great words going
11 out and coming in. And so -- and it goes for
12 the president, it goes for all of our jobs as
13 to what we do, is to have that desire to listen
14 -- communication skills, to be able to talk and
15 discuss and see what we're going to do to move
16 forward. Great stuff. Thank you. But again,
17 these are very similar priorities just
18 formatted or discussed in a different way than
19 every other group, you know. What's
20 interesting is as we've spoken to every group,
21 you probably sit down and go over all these
22 comments and there's probably four or five
23 points, being able to assimilate in South
24 Florida, provide good leadership, an
25 understanding of the community, so we

1 appreciate the comments. Yes?

2 MR. SUTTON: I know we're trying to wrap
3 up, so I'll make this quick, but another idea
4 came to me regarding the challenges that I
5 think the next president might inherit or I
6 guess as Alex said, an opportunity to make FIU
7 even better. I think that one of the things
8 FIU is missing or at least this time -- as I
9 think it should is that sense that we're all a
10 panther nation united together, not only our
11 students, but our faculty, our alumni, our
12 staff. We need more panther pride, I think.
13 And the easiest place to see that I think is
14 with FIU athletics where there isn't as much
15 turn out as I think anybody would like to see.
16 There isn't --

17 MR. TOVAR: What, I'm sorry?

18 MR. SUTTON: Athletics. Going to like
19 football games and other things. But I think
20 it's -- more than that, I think it's just a
21 general sense of school spirit and good pride
22 that I -- you'll have to take my word for it,
23 if it doesn't show, but I'm extremely proud to
24 be a panther, and I think everybody else at SGA
25 is as well. But a lot of my friends who are

1 less involved just go about their business as a
2 student, but identify more as just a college
3 student and not an FIU student, and I -- I want
4 the next president to be able to not only have
5 that sense of interaction with the student
6 body, but to -- become a bit of an icon because
7 we have certain icons at FIU like Rory Panther
8 and various other things that represent our
9 university, but if the face of our next
10 president, whoever he or she may be, themselves
11 become something where people associate them
12 with our university and they're someone who is
13 liked, loved, and respected, and admired, that
14 I think would be just one set of many that
15 would need to be taken to further increase the
16 amount of panther pride and panther nationalism
17 is what I like to say that people will feel
18 towards this university. And so whoever that
19 person may be who ends up becoming our next
20 president, I think they just need to have a
21 certain level of charisma that would allow them
22 to really represent and embody what it is to be
23 the leader of the panther nation that we have
24 here at FIU.

25 MR. TOVAR: And listen, I agree on the

1 role of the president doing that, but I'll also
2 tell you as words of encouragement, if you
3 would have gone to one of the basketball games,
4 and you very likely did this year, I think as
5 to where we're at at the basketball games to
6 where we were two, three, four years ago with
7 our coach, Jeremy Ballard, it's amazing the
8 excitement, the type of product that they're
9 putting on the court. I was taking my wife to
10 the games and she frankly was not a sports fan
11 and she was enjoying it, and loved calling to
12 those kids. As far as athletics, as you all
13 are well aware, in December we brought in a new
14 athletic director, Scott Carr, we brought in a
15 new football coach. And if you had the
16 opportunity to go to the scrimmage this
17 Saturday, it's -- the whole thing felt
18 completely different. You know, we had
19 probably more people at that scrimmage than we
20 probably had a lot of the actual football games
21 last year. As far as panther nation, I spend
22 time with Scott Carr over at -- facility three
23 weeks ago, and I think you're going to see --
24 you're already seeing changes over there as to
25 the way the facilities look. We're -- we're

1 pushing hard to make some investments as far as
2 lighting. And then as far as panther-ising the
3 hallways and creating that spirit, and that
4 feel, and that, you know, things are different
5 and then it's all about being an FIU panther.
6 So great points. I would encourage you all to
7 get your friends and families to come to the
8 games, to get involved to be part of the
9 activities, because really it is a lot of fun.
10 Now, I'm also pushing Scott to make sure that
11 the activities, you know, how do we make them
12 more friendly for the fans and before the game,
13 after the game, during the game, and look at
14 the details, and I think you're going to see
15 changes on that also. So we're all aligned.
16 And, you know, one of the things that we
17 discussed is to make sure that we bring in a
18 president that understands we're a division 1
19 school and has a passion for sports, that wants
20 -- and one of the things we talk about on the
21 board, if you have an opportunity to listen, is
22 that whatever we do, we should be relevant in
23 it. I'm not saying that we have to win every
24 game, although I would like to, but at a
25 minimum we should be relevant. And so as long

1 as I'm involved in this, I will push for that,
2 and there's a lot of other people pushing for
3 the same, but I don't want to speak for anyone
4 else. So thank you.

5 MR. FUNK: Anything else? We have one
6 person who hasn't -- are you sure you don't
7 want to make a few comments? And tell us who
8 you are, where you're from originally, and why
9 did you choose to come here?

10 MR. MESIDOR: Yes. My name is Wrendly
11 Mesidor. I'm Haitian, like from Haiti. So one
12 of the things -- about like safety on campus
13 because there was that one time last year and a
14 lot of student -- the student gets concerned
15 about it, like a football player get to the
16 campus and then something that -- and a lot of
17 the student are concerned about like they were
18 concerned about the situation. Like I want a
19 president who actually don't just sweep
20 anything under the rug, but actually take
21 initiative, like take action, like make sure
22 our campus is safe for the student. Even me,
23 myself as a student, I want to be able to be on
24 campus, be safe. I actually spend more time on
25 campus than actually I spend at my house. I

1 don't want to be on campus and then I expect
2 something is going to happen, like something is
3 not going to be safe. I should be able to come
4 to campus and then feel like I'm at home, like
5 go safety, and that should be for all the other
6 student body, like they -- especially we have a
7 big population of females. They should not be
8 able to walk around campus and feeling unsafe.
9 So we want a president which they're going to
10 be strong in leadership and make sure we have a
11 safe campus.

12 MR. TOVAR: And I appreciate that comment,
13 but just for clarity sake, and I know in Haiti
14 and a lot of countries we call soccer football.

15 MR. MESIDOR: Yes, soccer, but football --

16 MR. TOVAR: No, I get it, but just for
17 clarity's sake because I don't want to
18 associate our football team with -- it was a --
19 the team -- our football stadium, the semi or
20 the professional soccer team uses it, and the
21 incident that took place, and I agree with you.
22 I think none of us want to receive a call that
23 any incident has happened. And so safety is
24 very important. I believe our police
25 department, we have 69 police officers; is that

1 correct? What's the size of our police force?

2 SPEAKER: Yes, we're budgeted for 74 but
3 we have currently have -- I have to check, but
4 we're about 68 right now.

5 MR. TOVAR: So point well taken. And,
6 again, the next president will be very focused
7 on making sure that every person that is on
8 this campus is safe. Thank you. Thank you.
9 So I think -- are we close to being done?

10 MS. TRELLES: We are coming to the end of
11 our time together.

12 MR. TOVAR: I got --

13 MS. TRELLES: I just wanted to say that we
14 do not have any comments or questions from our
15 online platform. So if anybody has anymore
16 comments or questions for us, this is the time.

17 MR. TOVAR: And I appreciate the work --
18 your team, Sofia, and Ana, and, you know, the
19 work because this -- this takes a lot to put
20 this together, so I appreciate it. We are
21 going to reconvene tomorrow with more listening
22 sessions and -- actually, tomorrow a university
23 wide listening session will take place at 10:00
24 a.m. to get input from our students, faculty,
25 staff regarding the qualities and

1 qualifications we want to see in our next
2 president. If you'd like to join that meeting,
3 everybody is welcome. And again, I would
4 encourage you all, there's a list of the 15
5 members of the search committee and reach out
6 to any one of those individuals with any
7 suggestions, concerns. It's good for multiple
8 people to hear not only the input of the deans,
9 or the faculty, the staff, but you all, the
10 students, because you all are the ones that are
11 living and breathing this, you all are the ones
12 that are here for hopefully what is a life
13 changing experience, and experience that
14 propels you all into your careers. I'm sure
15 you're going to get accepted into the law
16 school, so look forward to seeing you as an
17 attorney. And whatever you all's chosen fields
18 are, I'm sure you're going to do very well.
19 Because what motivates me most out of anything
20 I do all year is attending some of the
21 commencement exercises. It's amazing to see
22 you all as students walking across that stage
23 with that sense of accomplishment, achievement,
24 and those huge smiles. So go out there and
25 accomplish great things. Thank you very much.

1 Thank you.

2 MR. FUNK: Thank you very much.

3 (Whereupon, the proceedings
4 concluded at 8:53 p.m.).

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CERTIFICATE

THE STATE OF FLORIDA)
COUNTY OF MIAMI-DADE)

I, Daisy L. Amador, a Court Reporter, do hereby certify that I was authorized to and did report the proceedings, had and taken at the Graham Center Ballrooms, Florida International University, 11200 S.W. 8th Street, Miami, Florida, 33199, on April 12th, 2022, for the Presidential Search Committee; that the foregoing pages, numbered 1 to 45, inclusive, constitute a true and complete record of my notes.

I further certify that I am not an attorney or counsel of any of the parties, nor related to any of the parties, nor financially interested in the action.

Dated this 20th day of April, 2022.



Daisy L. Amador
Notary Public for the State of Florida
Commission No.: HH175493
Expires: 10/17/2025

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FLORIDA INTERNATIONAL UNIVERSITY
PRESIDENTIAL SEARCH COMMITTEE
LISTENING SESSIONS

SESSION 1: FIU FACULTY SENATE

Wednesday, April 13, 2022
8:00 A.M.- 9:00 A.M.

Modesto Maidique Campus
Graham Center Ballrooms
11200 Southwest 8th Street
Miami, Florida 33199

Stenographically Reported By:
Aurora C. Sloan, FPR

1 APPEARANCES:

2 FIU University Staff Members:

3 FIU Board of Trustees Chair Dean Colson

4 FIU Board of Trustees Vice Chair Roger Tovar

5 FIU Ombudsperson Sofia Trelles

6 ALSO PRESENT:

7 Higher Education Search Consultant William Funk

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1 (Whereupon, the following proceedings were
2 had:)

3 MR. TOVAR: Good morning.

4 My name is Roger Tovar, and I am Vice
5 Chair of the FIU Board of Trustees.

6 In addition, it is my pleasure to
7 serve as the Chair of the Presidential
8 Search Committee.

9 I would like to extend a warm welcome
10 to the Presidential Search Committee
11 members and the FIU community who are
12 joining us today listening -- joining us
13 for the listening sessions, and thank them
14 for participating in this important step.

15 The FIU Board of Trustees met on
16 April 5th to announce the Presidential
17 Search Committee members. The Presidential
18 Search Committee also held its first
19 meeting on April 5th.

20 To keep all of you and the members of
21 the FIU community informed, I am pleased to
22 announce that we have launched the
23 Presidential Search website which will
24 provide information on the search process,
25 meetings, and candidates. This website

1 will be updated routinely. We invite you
2 to visit the website.

3 R. William Funk & Associates, based in
4 Dallas, Texas, has been selected to assist
5 us with the search of FIU's sixth
6 president. The firm has conducted more
7 than 430 searches for colleges and
8 university presidents and chancellors.

9 Mr. Funk is joining us today as we
10 welcome members of the university community
11 and the general public who are joining us
12 via the website as we engage in listening
13 sessions.

14 Good morning, Dean.

15 Just for everyone to know, this is the
16 second session we're having with the
17 faculty senate. We are doing this because
18 we were aware that you all had some
19 meetings yesterday that some folks couldn't
20 also attend this meeting. So we'll take as
21 long as we need or as little as we need,
22 but again, glad to have the participants
23 today.

24 I now invite Mr. Funk to begin the
25 listening session.

1 Mr. Funk.

2 MR. FUNK: Great. Thank you, Roger.

3 MR. TOVAR: Sorry. And by the way,
4 today we have the added benefit that we
5 have our Chair here, Dean Colson. So I
6 welcome Dean for joining us today.

7 MR. COLSON: Delighted to be here.

8 MR. TOVAR: Thank you, Dean.

9 MR. FUNK: Great. Thank you, Roger.

10 Our firm is delighted to be working
11 with Florida International on this very
12 important recruitment of a new president.

13 We believe this is one of the most
14 exciting, compelling leadership
15 opportunities in higher education today,
16 and we expect and anticipate that we will
17 have a very robust and excellent pool of
18 candidates.

19 From the beginning, though, the board
20 has emphasized that it really wanted to
21 conduct a transparent search, and on the
22 front end of the search, wanted to be as
23 transparent as possible. And in that
24 regard, we are holding a number of
25 listening sessions. These began yesterday

1 and will continue through the day today.
2 And as I think most of you know, there will
3 be an all campus open forum at 10 o'clock
4 this morning, and we're looking forward to
5 that session and all sessions today.

6 But we wanted to really drill down to
7 find out what the various constituents were
8 looking for or would hope for in the new
9 president. And as you have seen, I think,
10 most everybody has seen this list of three
11 questions that we wanted to focus on today.

12 And the first one is, what do you
13 perceive to be the major challenges and
14 opportunities that this next president will
15 inherit, both immediately and longer term?

16 If those are the challenges and
17 opportunities, what kind of person do you
18 think will be best prepared to address the
19 challenges and exploit the opportunities?
20 What adjectives would you use in terms of
21 the ideal candidate's background, all
22 experience, personality, leadership style,
23 world view? How would you describe that
24 individual?

25 And then we can use that kind of

1 information as we go about targeting
2 candidates, looking to build the pool of
3 candidates, and trying to find individuals
4 who will match many of those attributes
5 that have been suggested.

6 And then thirdly, the job of the
7 search firm is really to be the proactive
8 agent to the search committee, and everyone
9 could collect resumes that come in in
10 response to the ads that will be run. But
11 we find that the best candidates are often
12 individuals who are very happy in their
13 current position, haven't thought about
14 leaving their current position, and need to
15 be nurtured and cajoled, if you will, in
16 terms of why they should take a look at
17 this opportunity.

18 And if you can help arm us with the
19 kind of information that could be very
20 convincing to prospective candidates, that
21 will be helpful to us. So we don't want
22 you to feel confined to just those three
23 questions, but they get, kind of, to the
24 nub of what will give us the information we
25 need to be a better steward of the

1 university to prospective candidates.

2 But we are eager to hear what you
3 might share with us today. We're going to
4 do more listening than talking from this
5 point forward.

6 Sofia, on my left, will be collecting
7 comments that come in virtually, and will
8 be sharing those with us as they do come
9 in.

10 But who would like to be first? We're
11 delighted that you squeezed into the
12 auditorium, and we are eager to hear all
13 comments. We hope to respond to any
14 questions you might have about the process
15 or the search.

16 So with that, who would like to go
17 first? A brave participant.

18 MR. REINHOLD: As a Chair, I feel
19 obligated to take the microphone if no one
20 else wants to do this.

21 We spoke very briefly already
22 yesterday. I mentioned to you earlier when
23 we had coffee, that it's probably an early
24 morning time, and I heard already we had
25 some turnout yesterday, senators that were

1 online, and probably the 10 o'clock, the
2 community, I would expect we get also a
3 better turnout from faculty and so on.

4 First, I would like to elaborate
5 something briefly about some concerns that
6 faculty, I do know that they have. And one
7 of the concerns is that relates to the
8 search itself is, of course, this new law
9 that we're now operating under, that the
10 search will be closed until we get to a
11 final slate. I understand that this will
12 happen that way, but there has been an
13 interesting comment made by one of our
14 fellow senators, it was two weeks ago when
15 the senate met. I think this was also when
16 Trustee Chair Colson had visited us, and
17 that was the comment that, to the extent
18 possible, that we can publish, not
19 identifying, but information about the
20 candidates so that there is confidence that
21 the search, that we're having a wide open
22 pool.

23 And Trustee Tovar yesterday mentioned
24 already -- and I know Trustee Tovar for a
25 long time, and I trust him on that -- that

1 we will be looking broad, and we don't have
2 a predetermined outcome. But of course,
3 with a law like that, the perception is
4 always very easy to get to the perception
5 that it is not a broad and open search.

6 So I would urge you that, to the
7 extent possible, that you -- once we have a
8 good candidate pool, that we -- that people
9 know just general information about the
10 people. Maybe someone is a president at a
11 university, someone is at a Fortune 500
12 company, or someone is a sitting
13 legislature, or something like that, that
14 we know, okay, we're having a broad pool, a
15 diverse pool, without identifying the
16 candidates.

17 I myself, I understand the reasons
18 behind not identifying the candidates. So
19 I think I would like to ask the search
20 committee to consider this.

21 MR. TOVAR: Yes. I'll comment first,
22 and we discussed this a little bit
23 yesterday. I understand the concern.

24 I will tell you, I will try to be -- I
25 would try to push for as much transparency,

1 obviously balancing that with that I do
2 think we have an added benefit today where
3 people can apply and their names are not
4 out there.

5 And as Mr. Funk said yesterday, and
6 you can imagine in many positions, nobody
7 wants to say they are out there looking for
8 a job, not knowing if they're going to get
9 the job they are applying for. And because
10 of that, if they feel that their name is
11 going to be public, they will be very
12 hesitant to apply for that job.

13 So I do think this new law that's been
14 enacted is going to be a help for us to
15 broaden the pool of applicants, and we want
16 qualified people from throughout the
17 country to apply.

18 On the other side of that, I
19 understand the concern that people think
20 that this possibly can be cloaked in
21 secrecy. But I'd also ask you all to
22 look -- you know, now that Chair Colson is
23 here, I'm going to have to compliment him,
24 but he put together a very diverse search
25 committee.

1 And within that search committee, I
2 believe there is four faculty members,
3 there is two past chairs of the board,
4 there is folks from the foundation. So I
5 think within that, that should give a lot
6 of people some comfort as to who makes up
7 that search committee.

8 And then to the extent possible that
9 we can brief people without clearly
10 disclosing or identifying who the folks
11 that have given us their applications in
12 confidence, we will do that.

13 Dean, would you like to add anything?

14 MR. COLSON: No. I think I understand
15 the concern of faculty senate, and I think
16 that --

17 MR. TOVAR: Dean, you don't have a
18 mic.

19 MR. COLSON: I'm sorry. Let me see if
20 that works.

21 I understand that the concern of the
22 faculty senate, and I think that the search
23 committee, led by Roger, will do -- will
24 give you as much information as they can
25 while protecting the identities.

1 When putting together the committee, I
2 had in the back of my mind, I wanted the
3 faculty to have confidence in the committee
4 that we're searching for the next
5 president. That doesn't mean it was going
6 to be all faculty members, but I wanted
7 them to have confidence.

8 And I think -- you know, you can
9 second guess some of the decision, you know
10 somebody might have put together a
11 different committee. But I think, on
12 balance, this is a committee that everybody
13 can look at and say, you know, it's a
14 balanced committee.

15 MR. REINHOLD: I actually, I really
16 commend you on this. I think I mentioned
17 this at some point before when we met, this
18 is an excellent committee, I think. And I
19 tried to convey that message to my fellow
20 senators also.

21 Also, yesterday again, that we have
22 four faculty on the committee, and I
23 looked, actually, at some of the other
24 universities that are searching having two
25 or three right now. So I conveyed -- I did

1 convey this message.

2 And I think, also, the selection of
3 the other members on the committee, I
4 think, I recognized many of them, I know
5 many of them for a long time.

6 I know also Trustee Tovar, the Chair
7 of the committee, is someone who is really
8 devoted to our institution. I've known him
9 now for four years. So I do think that you
10 have put a very good committee together.
11 So, thank you.

12 MR. TOVAR: And again, to give folks
13 confidence, to me it's not only the four
14 from the faculty. It's the diversity of
15 the faculty that's on that committee as to
16 from the law school, the medical school,
17 your incoming president. So there's
18 diversity there.

19 And the other thing that I can assure
20 you, because I've seen these things play
21 out, is many times you will start a search
22 and they are predetermined. And I will
23 categorically tell you that it will be a
24 surprise to me who our next president will
25 be, because we want to go out there and

1 find the most amazing, dynamic leader that
2 fits into South Florida, that understands
3 the importance of this institution to South
4 Florida. It's the only public university
5 in Miami, and I can go on and on.

6 But I think we as a university, you
7 all as the faculty, have done an amazing
8 job as to where we're at, as to how we've
9 elevated our standing, our status. We have
10 somebody here from the medical school. I
11 mean, a very young medical school that
12 still needs to find its way, still needs to
13 develop a culture. So there's many moving
14 pieces here.

15 And so I think what we all hope for is
16 somebody that understands every piece of
17 this component and provides the appropriate
18 leadership to move us forward.

19 And again, as I mentioned many times
20 yesterday, I think whoever takes this
21 position, they are walking into an amazing
22 place, because I think we're in a great
23 place. We're moving forward. We've got
24 many things that I think still could be
25 elevated higher. So I'm excited to see who

1 the possible candidates could be.

2 Bill, would you add anything?

3 MR. FUNK: Sure. Just two quick
4 comments.

5 As Roger mentioned earlier, there is
6 the presidential search webpage. And in
7 addition to being a tool that we will use,
8 eventually the leadership statement will be
9 posted on that website for candidates. But
10 it's also a vehicle that we can use
11 periodically to update the university
12 community relative to the progress of the
13 search.

14 And I can see the opportunity will
15 arise where we can broadly indicate the
16 composition of the pool. You know we'll
17 never be able to give the kind of
18 information that would allow for specific
19 identification of the candidates, but I
20 think we can keep the university community
21 informed of, you know, roughly how many,
22 the diversity of the pool, the current
23 titles of many of the candidates.

24 And by the way, we'll be looking at
25 sitting presidents, sitting provosts, deans

1 of major disciplines. We're going to cast
2 a wide net and really look for the best
3 leader. So I do think that presidential
4 search page can be helpful.

5 The second thing, though, and I'd like
6 to reiterate today, is that we really
7 welcome the faculty to share with us any
8 nominations that they'd like to make.

9 The faculty obviously belong to
10 various associations, they meet for
11 conferences, they have colleagues
12 throughout the country. And if they will
13 engage those colleagues and ask them who
14 they might suggest to be a candidate for
15 our position, if they will share those
16 names with us, I can promise that we will
17 contact each and every one of those
18 nominees. And, you know, that's a way to
19 be truly involved in the search.

20 So help us build the pool. You know,
21 we'd like that support.

22 MR. REINHOLD: That's an excellent
23 suggestion.

24 I think I would like for both of you
25 -- you are probably going to do this, but

1 just when we have the listening session, I
2 think at 10 o'clock, to repeat those
3 statements, because I would assume we have
4 probably more people, hopefully, in the
5 room, but also more people online. I'm not
6 sure how many people we have right now
7 online.

8 MR. FUNK: You bet. We will indeed.

9 MR. REINHOLD: Bring that point up
10 again. I think a very good, very good
11 suggestion that faculty know they can also
12 take part in that, in looking for
13 candidates.

14 MR. FUNK: You bet.

15 Roger and I were commenting yesterday
16 with the series of these listening
17 sessions, we find ourselves saying some of
18 the same things time again because we want
19 to get the same message to all the groups.
20 And we'll be delighted at 10 o'clock to
21 repeat those ideas.

22 MR. TOVAR: Yes.

23 Sofia, any questions or comments
24 online?

25 MS. TRELLES: Sorry. I'm having

1 technology issues.

2 We do not have any questions at the
3 moment, but I do want to share that we have
4 16 members of our faculty senate with us on
5 our virtual platform.

6 So if anybody has any comments or
7 questions that they would like to share
8 with the members that are here present
9 today, please use the platform so that we
10 can hear your voice and understand what you
11 would like in the next FIU president.

12 MR. TOVAR: So any other comments?

13 Joerg, you're approaching the
14 microphone. The floor is yours.

15 MR. REINHOLD: I'm just checking with
16 anyone. I asked colleagues, even this
17 morning, that they can also share comments
18 with me. I'm just checking my email. I
19 have received, also, no email right now.

20 MR. TOVAR: I'll make a brief comment
21 because it was interesting yesterday that,
22 you know, sometimes you get comments and
23 they are very much aligned.

24 And so last night, our last session
25 was with the students, and they were

1 interesting because they talked about the
2 importance of the president being engaged
3 on campus, walking through campus, being
4 visible.

5 And one of the things that I have
6 talked about numerous times is, you know,
7 we have the main campus, which is the Mitch
8 Maidique campus, we have the North Miami
9 Beach campus, which is our secondary
10 campus. Then we have a lot of satellite
11 locations, and I won't even be able to
12 remember them all. But you look at the
13 Broward campus with Broward Community
14 College, you look at our marine science in
15 the Keys, you look at what's being built
16 over in Coconut Grove, that it's taken
17 awhile, but it's almost come to completion
18 over at the Kampong, and then the museums
19 and everything else.

20 And so one of the things I would
21 encourage all of the leadership here to do
22 is to go out there and visit these
23 different places.

24 You think of the engineering center,
25 you know, I visited there a couple of years

1 ago, and it was because of the student body
2 had identified things that weren't the
3 condition that they should be, the
4 bathrooms, some of the lighting, some of
5 those things, and we got those things
6 addressed.

7 But again, I think the future
8 president wears so many hats. And even
9 visiting the different schools within this
10 campus, if you go to the business school,
11 the medical school, the engineering school,
12 and there's so many buildings, I think
13 yesterday somebody mentioned there was 100
14 and some-odd buildings, and you learn so
15 much as you walk around, as you visit, as
16 you talk to people.

17 So one of my goals outside of
18 obviously the background, the expertise, is
19 that personality; is to somebody that wants
20 to be out there and engage and talk to
21 different people. It could be the faculty,
22 it could be the folks that are -- that are
23 cutting our grass that do such a hard job.
24 And so that was mentioned.

25 And then another thing that was

1 mentioned yesterday numerous times is
2 somebody that can engage in this community,
3 because we have -- to me, this is the most
4 amazing, dynamic city in this country, if
5 not the world. But it is something that is
6 not something for everyone.

7 And so we, as a committee and then the
8 board as they look at the candidates that
9 the committee takes to the board, is to
10 consider how that person fits into this
11 community. It could be somebody from here,
12 but it could be somebody from outside that
13 has that type of personality that you can
14 put down in a place and they are going to
15 thrive and assimilate and feel at home.
16 Because again, the president's job is many
17 constituencies, and many people that the
18 president will need to interact with,
19 engage with, win over.

20 And then the other thing that we
21 mentioned many times yesterday that we
22 ended up in the same place, is, part of the
23 job for the president is going out there
24 and telling the FIU story. There's people
25 that live within a mile from here, but they

1 don't visit this campus.

2 So, once we get people on this campus
3 or once we tell them the story, they are
4 usually pretty amazed and proud that FIU is
5 in the Miami community.

6 So I would just mention that as
7 somewhat of a recap of yesterday. And
8 again, it's one of the important points
9 that came out yesterday in our numerous
10 discussions.

11 Sofia, do you have anything?

12 MS. TRELLES: We just received a
13 question.

14 So, regarding challenges, I think that
15 there are a few at the moment.

16 One, reinvigorating the community;
17 two, advancing equity and inclusion; and
18 three, faculty concerns relating to
19 academic freedom, tenured, and employment
20 security for teaching professors which are
21 non-tenured or tenured track.

22 Also, it would be helpful if the next
23 president had experienced advocating on
24 behalf of the university and its
25 constituents as a public institution.

1 MR. TOVAR: Sofia, why don't you -- we
2 have time and we have our chair here, why
3 don't we break those out into four
4 questions, and then we could take turns
5 giving our point of view, and it's only our
6 point of view. So let's start with the
7 first one.

8 MS. TRELLES: Let's do it.

9 Regarding challenges, I think that
10 there are a few at the moment. FIU has a
11 challenge with reinvigorating the
12 community.

13 MR. TOVAR: Do you want to take that,
14 Dean?

15 MR. COLSON: I don't know if I agree
16 with the observation that we need to
17 reinvigorate the community. I find the
18 community pretty invigorated.

19 The people involved at FIU love FIU,
20 and I think that it's a passion. When the
21 student body loves the place, the alumni
22 appear to be very proud of being Panthers,
23 they haven't -- maybe we haven't done a
24 good job of that, of keeping them involved,
25 like we can do a better job of that.

1 But there's a real sense of -- that
2 FIU is -- you know, I've been saying this,
3 we're the economic engine in this town.
4 And I'm very proud of the fact that that's
5 even going to become more true over the
6 next decade. We're making the big
7 difference. We're supplying the teachers,
8 the nurses, the government workers, we're
9 -- you know, FIU and South Florida are
10 almost one and the same now.

11 Now, we've gone through a tough couple
12 of months, but I think we've done it, you
13 know, as well as it could be done. And I
14 think that we're -- the university, the
15 trains are running on time. I think that
16 current administration is doing a fabulous
17 job, and I'm very excited about where FIU
18 is right now.

19 MR. FUNK: I would just add that, not
20 in the sense of reinvigorating the
21 community, but rather, we talked yesterday
22 about how the search is more than just
23 finding a person to fill the position.
24 And, you know, I think the search process
25 that we've begun is an opportunity for the

1 university to build excitement about the
2 next president, to have involvement about
3 how the search is conducted.

4 So in that sense, I think the search
5 itself will be -- will add to the
6 excitement on the campus, in the university
7 community.

8 Yes, ma'am?

9 AUDIENCE SPEAKER: So I'm from the
10 medical school and I also teach ethics. So
11 a lot of those points that you mentioned
12 resonate.

13 I think the person may be, and from
14 the way I feel, it's not just
15 reinvigorating the community at large, but
16 reinvigorating our community, the faculty
17 members, the physicians, the connection
18 between one and the other, and between the
19 different schools. We are a city. So
20 we're not just a university, we're a city.
21 We can provide almost everything.

22 And sometimes -- and totally personal,
23 we feel outsourced in each place, and I
24 understand. My daughter loves marine
25 biology, so I know the one in Biscayne. I

1 love multiple places. It is hard to get
2 that communication, and it is hard to get
3 faculty between the other.

4 So I think one of the challenges for
5 the president would be to get the family
6 together; right? To get all the different
7 parts that are fabulous on their own
8 together, to remember that, and what we
9 serve is our city, and a lot of
10 underserved, that we're one of the most
11 diverse universities, and put that as a
12 forefront to keep going.

13 MR. TOVAR: And I would add to that,
14 that I think it's the quality of the leader
15 that you choose. And you really do, and
16 it's a little cliché, but you set the tone
17 at the top. And it's in any organization
18 that you oversee.

19 If the person at the top handles
20 things in a certain way, talks to people in
21 a certain way, and addresses things in a
22 certain way, it flows down.

23 And in this particular situation, you
24 start with the president, and then the
25 deans. So you've got to set that tone,

1 you've got to set the environment, the
2 vibe.

3 But I do think, and I don't want to
4 lose this, we're at a good place to begin
5 with. It's not that the house is on fire.
6 We're at a very good place. And every time
7 I come on this campus, I feel very good.

8 When you go to a graduation and you
9 see those students, and you know what's
10 amazing is that I'll go to one or two
11 graduations a semester, but there's usually
12 eight to twelve of these commencement
13 exercises. But there's never been an
14 occasion when you go there and you see
15 those students walking across the stage and
16 you see that determination and those
17 smiles, and the work that they have put
18 into it and the type and caliber of
19 students that we put out.

20 And then when you go out into South
21 Florida and into Miami, and throughout
22 Florida, you talk to the president of
23 Florida Power & Light, and I forget what
24 the percentage was, but he has more FIU
25 graduates than any other university.

1 And so we make a difference in this
2 community throughout Florida, throughout
3 the country.

4 You go to DC, you see how many staff
5 members and different people in DC that are
6 FIU graduates.

7 So the university is making a
8 difference. I think it will -- that will
9 continue growing. But again, we're always
10 looking to do even better, and that's why I
11 think we have a great opportunity here with
12 our future president. So, appreciate that
13 comment.

14 Sofia, what's the second?

15 MS. TRELLES: So the second portion of
16 this would be advancing equity and
17 inclusion.

18 MR. TOVAR: Listen, we've talked about
19 that a few times yesterday and, you know,
20 I've looked at the numbers.

21 I think we -- as a university, we do
22 pretty good. I think we probably have, as
23 a student body, the most minorities of any
24 university in the country. When you look
25 at the percentage of black students, I

1 think, outside of FAMU and FAU, I think
2 we're the third largest. As far as a
3 percentage of the total student body, I
4 think our percentage of black students are
5 12 percent. Most universities in the state
6 hover around 5 to 6 percent. So I think we
7 do well there.

8 I think we could still do better,
9 because the percentage of black people in
10 our community, I believe, is 15,
11 16 percent. So I still think there's room
12 for improvement there.

13 Where I still think we can do much
14 better is in our deans and our associate
15 deans, and then when you get into faculty,
16 and then our tenured faculty. So we had a
17 few discussions there yesterday.

18 One of the comments I said yesterday,
19 and we as a board, I think, and I would
20 invite Dean to comment on this, we have to
21 be careful because we have a shared
22 governance. And I think the board has been
23 respectful as to the faculty process as to
24 how you get tenure. And one of the
25 comments I made yesterday is, every time

1 that I've been at a meeting, and it's been
2 four years now that I've been on the board
3 and we voted on tenure, there's never been
4 one objection as to anyone that's gotten
5 tenure.

6 Now, I would also invite whoever to,
7 if there's something that we as a board
8 could influence, to improve what we're
9 doing in the area of advancing minorities
10 within our faculty, I think everybody would
11 be receptive.

12 I would tell you, it would appear to
13 me that it's an area that needs to be
14 looked at, improved upon. But we also have
15 to be careful that we don't get into the
16 game of just poaching people from other
17 universities. I think there's a
18 development issue.

19 And so how do we determine what that
20 issue is, and then determine what we can do
21 to change that? And so I think from
22 everything I see, we would all be receptive
23 to that. So that's how I would answer
24 that.

25 Dean, would you add to that? I think

1 it's very important.

2 MR. COLSON: I spent a lot of time on
3 this tenure issue the last year working
4 with the legislature and trying to -- in my
5 view, it's not a huge problem in our state,
6 the fact that we have tenure. There's some
7 issues that could be tweaked and fixed, and
8 we can work around the edges, but it's a
9 process that has worked well, as far as I
10 can tell.

11 In the years I've been involved on
12 university boards, I have never once
13 questioned the decision about the merits of
14 a particular faculty member who's up for
15 tenure. It's not -- I'm not going to ever
16 question a recommendation for the president
17 and the provost about someone's
18 qualifications as a chemist or a physicist
19 or a Shakespearian scholar.

20 I do think it's my job to say, who's
21 not making tenure and why aren't they
22 making tenure? Are we giving those people
23 the support they need? What is the
24 diversity of our tenure candidates at the
25 beginning of the process and at the end of

1 the pipeline.

2 You look at our situation here and,
3 you know, our demographics are such that
4 we're low on black professors, we're low on
5 Hispanic professors. Is that a pipeline
6 problem?

7 I agree with Roger, poaching from FSU
8 a black professor in chemistry doesn't
9 improve the overall situation. We've just
10 moved one black professor out of
11 Tallahassee and moved them to Miami. Might
12 have improved their situation, but doesn't
13 help solve the problem. And a university
14 like FIU ought to be thinking big picture
15 about how to solve this problem.

16 Tenure has some issues. You talk to
17 people in Tallahassee, and they are
18 concerned that -- and the process when it's
19 100 years ago when all this started, you
20 had mandatory retirement. And now you give
21 somebody tenure, they could be tenured
22 until they are 90 years-old, and what does
23 that do for your pipeline of younger
24 faculty trying to come up? You know, these
25 are issues that are fascinating to talk

1 about, and I'd love to talk about them at
2 length with anybody on the faculty, but we
3 have to -- somebody's going to have to
4 address that.

5 I personally have thought that the
6 universities in Florida should not
7 necessarily take the lead on tenure reform
8 in the country. Let's let Harvard take the
9 lead, let's let Berkley take the lead. And
10 then we -- because we need to recruit and
11 we -- right now we need to be out there
12 offering the -- we want to recruit the
13 best, I think we need to offer the same
14 type of packages that are being offered
15 elsewhere in the country.

16 MR. TOVAR: Bill, were you going to
17 say something?

18 MR. FUNK: No. I'm good.

19 MS. TRELLES: So before we get to the
20 next portion of that question, I did want
21 to provide a couple of comments from our
22 audience regarding the statements that we
23 just made.

24 The first one is, I agree with Dean.
25 There is a lot of love for the university

1 and its leadership. Also agree that the
2 challenges of the past few months have been
3 very difficult.

4 Yes, the term community was in
5 reference to the university community.
6 Yes, I agree with the current speaker,
7 bring the fabulous components together.
8 The quality of the work experience and
9 environment has declined.

10 Additionally, this is a separate
11 comment, the comment regarding equity and
12 inclusion was not intended to be about
13 diversity. The issues are inclusion and
14 opportunities for diverse constituents.
15 There are also concerns about gender
16 equity, faculty, not students, including
17 particularly compensation equity.

18 MR. TOVAR: Well, as to compensation
19 equity, I do not know the statistics on
20 that, that's the first I've heard of it as
21 far as gender compensation equity. I
22 think -- I'd be glad to be briefed on it
23 and understand it and understand what the
24 concern is.

25 Dean, would you add to that?

1 MR. COLSON: I would.

2 There is no place in our university
3 community for discrimination of that type.
4 And so we just need to -- you know, if
5 that's happening, we need to fix it, and so
6 it's not something that I'm aware of.

7 There is, you know, there has been
8 overall concern about the use of adjuncts
9 and how poorly they are paid. And we did
10 do -- we came up with a teaching position
11 that pays a salary, I think it was two
12 years ago, that is an improvement. You
13 know, these are big, big issues. And so I
14 think we can improve on these things. We
15 need new ideas.

16 You know, one of the problems with
17 universities is you get stagnant, and you
18 need new people to come in here, and that's
19 one of the negatives of keeping your
20 university administration 10 years,
21 20 years, is that you don't get new ideas
22 coming in. And you tend to recirculate the
23 same ideas that happened the last time, you
24 know, the problem arose seven years before,
25 you know. If you want new ideas on how to

1 solve the parking problem, don't bring the
2 person who did it seven years ago who
3 didn't solve the parking problem.

4 So these are important discussions,
5 and I welcome those discussions.

6 MR. TOVAR: Jorge wanted to make a
7 comment.

8 MR. REINHOLD: Just as I think, sort
9 of, what I'm getting from this was, because
10 you are having a lot of discussions here
11 amongst ourselves, but I --

12 MR. TOVAR: We're supposed to be
13 talking about the president, but this is
14 good.

15 MR. REINHOLD: We were supposed to be
16 talking -- yes, that's good.

17 So I think what we should take from
18 that question is that what we are looking
19 for in a new leader is someone with an open
20 mind coming in and reaching out to the
21 constituencies that are working on the
22 issues of equity and inclusion, and willing
23 to educate themselves about this with an
24 open mind. We might not necessarily see
25 the issue, but there are people at the

1 university that are seeing the issue, and
2 they want to work on this.

3 So what we need in a leader is to be
4 open minded, and go out and talk to the
5 different constituencies once they come in
6 and educate themselves.

7 I do have, also -- I'm not sure
8 whether you have any other questions in the
9 pipeline.

10 MS. TRELLES: I actually do.

11 Is it okay if we just provide an
12 opportunity for our virtual audience one
13 more question?

14 MR. REINHOLD: I have also, then -- if
15 you run out, I have a few people that have
16 sent me stuff, too.

17 MS. TRELLES: So our next question
18 from our virtual audience is:

19 Good morning. Thank you for this
20 opportunity. FIU is a great place to work.
21 The people make this place great. I think
22 a huge challenge for FIU students and staff
23 is the cost of living in Miami.

24 How will that be addressed when
25 seeking the next president?

1 MR. TOVAR: Well, it's interesting
2 because I think that that discussion has
3 been had, and it's throughout Miami and
4 South Florida.

5 As a matter of fact, yesterday I was
6 up -- yesterday morning I was up in Port
7 St. Lucie with the new Center for
8 Translational Science, and it's amazing all
9 the housing that's going up around that
10 center.

11 And one of my comments was, well, this
12 is more affordable. And somebody
13 immediately chimed in and said, no, no.
14 It's very expensive. And so very expensive
15 also becomes relative because, obviously,
16 it's not as expensive there as it is here.

17 I do think that it's something that
18 most universities see as a challenge.
19 We've heard about different models and
20 different universities. There has been
21 talk here as to whether there is an
22 opportunity to find a place to build
23 housing for faculty, especially faculty
24 that are starting out.

25 So I think that is something that the

1 new president needs to look at, see where
2 there's an opportunity to do something
3 either here, possibly in the area of
4 Sweetwater. But again, I think we need
5 something that's viable brought to us as a
6 board to say this can help address an issue
7 that does exist and see if it makes sense.

8 So that's what I would say there.

9 MR. FUNK: You had additional comments
10 you would like to make?

11 MR. REINHOLD: I do have some. Let's
12 do this in order that I get them.

13 One was actually a comment which would
14 have been my next question, if we wouldn't
15 have started that, relating to that, and
16 the colleague also alluded to that is, we
17 are living in the climate right now where
18 there is some political interference in how
19 are we running the university. It's
20 apparent. There are laws being made. This
21 is not just a recent occurrence here.
22 There have been specific laws about
23 curriculum and so on, on the Florida
24 Statutes, and that's a concern for some of
25 us.

1 And my colleague actually phrased this
2 the best, better than I could have done.
3 The president needs to have the temperament
4 to defend the mission of the university
5 against --

6 MR. COLSON: I'm sorry?

7 MR. REINHOLD: The new president needs
8 to have the temperament to defend the
9 mission of the university against political
10 interference of the -- I think that's also
11 something we expect from the board of
12 trustees, but also from the president to
13 shield the university against political
14 interference and where politics should stay
15 out of the university business.

16 So I think that's what we also would
17 like to see in a leader.

18 MR. TOVAR: Joerg, the thing I will
19 tell you is, I hear that repeated time and
20 time again. And I know what went on at --
21 you know, from just hearing the news at
22 University of Florida and some of the
23 concerns there. I haven't seen that here,
24 and I think sometimes we see these enemies
25 out there. The politicians have every

1 right to voice their concerns as to what
2 they perceive, what they think, what they
3 hear. But at the end of the day, that has
4 not translated into any interference as to
5 what this university is doing or what the
6 professors are teaching.

7 The only thing I will mention to you
8 is to encourage every one of the professors
9 when they are giving a class that requires
10 people with an opinion on one side or the
11 other, that they make sure that they are
12 giving all sides an opportunity to speak
13 and be heard and respected, and that no
14 student ever has a concern that, based on
15 their opinion, their grade will suffer or
16 they are looked at differently.

17 So I'd be the first to tell you that I
18 don't want anyone interfering into
19 viewpoints being spoken. This is a place
20 to educate, and education is learning not
21 one side, but all sides. But I don't think
22 -- I haven't seen what I think that
23 perception is. But again, I'd be glad to
24 hear anyone's point of view if there's
25 something different that maybe I haven't

1 been informed about.

2 MR. REINHOLD: I think that the
3 statement -- let's look at the statement as
4 that the faculty need to have trust in the
5 new leader that this also continues.

6 I do agree with you that a lot of this
7 has not come down to us at FIU, but the
8 perception is there.

9 MR. TOVAR: Right.

10 MR. REINHOLD: And a strong leader
11 should also convey the message to the
12 faculty that --

13 MR. TOVAR: Well, and for the faculty
14 to have that confidence. I agree.

15 MR. REINHOLD: -- that confidence. I
16 think that's what that request alludes to.

17 MR. TOVAR: Dean, were you going to
18 say something?

19 MR. COLSON: I was going to add that I
20 have never been called by the governor's
21 office on an issue in front of our board,
22 and it just hasn't happened.

23 When we had the issue -- when we had
24 the situation with President Rosenberg
25 leaving, there were immediately rumors,

1 some started by the faculty, that he was
2 forced out because Governor DeSantis put
3 pressure on me and other trustees. It just
4 wasn't true. And within 48 hours,
5 everybody knew it wasn't true.

6 But that says something about, you
7 know, there's a perception out there that
8 there's great influence being exerted by
9 Tallahassee on our university, and I have
10 not seen that.

11 Now, Roger and I and other trustees,
12 we spend a lot of time in Tallahassee
13 trying to make things go smoothly.
14 President Rosenberg was good at trying to
15 walk that tightrope between assuring their
16 faculty everything is all right and making
17 sure the politicians understand we're not
18 trying to indoctrinate our students into a
19 particular political philosophy.

20 We need someone with those skills as
21 our next leader. The job requires that.
22 And if you can't do that balance, if you
23 can't, then, you know, you are not the
24 right person to be our next leader.

25 MR. REINHOLD: Next question is a

1 change of topic.

2 Given that the composition of the
3 search committee does not have many members
4 who represent the science and engineering
5 professions, what will be the priority of
6 supporting those disciplines in the
7 selection of a new president for FIU?

8 MR. COLSON: I'm not sure I understood
9 the question.

10 MR. REINHOLD: So it alludes to that
11 on the search committee, the science and
12 engineering professions are not
13 represented. And what would be the
14 priority of supporting those disciplines in
15 the selection of a new president for FIU?

16 I don't know the exact background of
17 the question.

18 MR. TOVAR: I would tell you to look
19 at the -- of the four faculty, two of them
20 are from the science side.

21 MR. COLSON: Well, you know, one is a
22 physician, and one is in disaster recovery
23 and management. And I guess, technically,
24 he's tenured in the Green School. But I
25 can tell you as putting all this together,

1 there are a lot of different areas out
2 there, you couldn't cover them all.

3 I can think of nothing more important
4 than somebody who is, for our next leader,
5 understanding the importance of building up
6 our funded research and making this a great
7 research center. Necessarily, that
8 includes engineering and the sciences.

9 It would also be great if we could
10 build up the medical school research, which
11 is still in its infant stages, because
12 right now we're at 230, \$240 million with
13 very little from the medical school. If we
14 are able to jump start that medical school,
15 we could be at \$400 million in the next
16 seven or eight years, and that puts you in
17 a different level.

18 So we worked hard to get the
19 \$33 million for the first engineering
20 building Phase I. We just got a second
21 grant -- or we have to assume the governor
22 signs the budget for another \$33 million
23 for building No. 2. I mean, we're
24 committed to engineering. And so, I don't
25 know, maybe I should have said that -- you

1 know, I shouldn't have had somebody in
2 disaster management, I should have had
3 somebody in engineering. But I was trying
4 to make a statement about the environment
5 and resiliency and, you know, that was what
6 I was thinking when I was putting all this
7 together.

8 MR. TOVAR: But to alleviate,
9 somewhat, of that concern, and as to the
10 importance of this science, as I have
11 already mentioned, you know, yesterday I
12 was at the ribbon cutting up in Torrey
13 Pines for the Center for Translational
14 Science. And, you know, to add that
15 facility and the research that is going to
16 go on -- that's already going on there, and
17 that's going to go on there, but to me what
18 was key yesterday being there -- and I met
19 Dr. Black who is heading up that center --
20 already seeing the collaboration between
21 Dr. Black, Dr. Cendan, Dr. Guilarte, so we
22 have health science, we have our medical
23 school, we have our research center. I
24 think that's very important for people to
25 start talking, collaborating, and I could

1 already see that going on.

2 And I think that gets back to how the
3 deans work together, and then the
4 leadership that they get from the
5 president, to make sure that the different
6 heads of these schools are working
7 together, talking, figuring out what makes
8 sense so that we really leverage what we
9 have.

10 So it is very important. Whoever is
11 making that comment, maybe, doesn't see it.
12 But I agree with Dean, and I don't know how
13 he put the -- because it's very hard to put
14 a committee together that has every --
15 representation from every facet of a
16 university this size. But I understand the
17 concern and the point, but I think the
18 focus will still be there.

19 MR. REINHOLD: Yeah. I think you
20 answered very nicely.

21 MR. TOVAR: Thank you. Thank you.

22 MR. REINHOLD: There's -- actually,
23 it's not really a comment or a question.
24 The question is, what's the process for
25 nominating someone to the search committee?

1 There's probably a contact on the website?

2 MR. TOVAR: I'm sorry, I didn't hear.

3 MR. REINHOLD: What is the process --
4 we talked earlier about faculty also being
5 able to reach out and suggest -- make a
6 nomination.

7 So the question is, what is the
8 process of nominating?

9 MR. FUNK: You will find when the ad
10 is published -- and I think it was placed
11 just yesterday and will begin to appear on
12 the online version of the Chronicles of
13 Higher Education, and then the other
14 publications will follow. Our address and
15 contact information will be in the ad.

16 It will also be in the leadership
17 statement that will be posted to the
18 presidential search page. And an email is
19 all we need, a quick telephone call if
20 that's more convenient. I think our fax
21 number will appear as well.

22 And any name we receive, honestly,
23 will immediately be posted on the master
24 log. Those individuals will be contacted
25 and informed that they have been nominated

1 for the position. They will be referred to
2 the presidential search page and the
3 leadership statement. And then there will
4 be a series of followup calls until they
5 either say yes, no, or after four or five
6 followups if they haven't responded, we'll
7 assume they are telling us that they are
8 not interested.

9 But really, we welcome those
10 nominations and we will repeat that during
11 the 10 o'clock meeting.

12 One other quick add on relative to the
13 discipline of the candidates or the search
14 committee, there will be a question during
15 the interviews of the candidates about
16 their involvement in cross-campus kinds of
17 activities and interdisciplinary research.
18 I think that will be one of the things that
19 the committee will look to, even if someone
20 is a dean of a particular school, how have
21 they collaborated with other deans across
22 campus. And I think that goes into the
23 psychology of selection.

24 And we've also found that no
25 discipline has a monopoly on leadership.

1 There are good leaders from every
2 discipline, and we are looking for those
3 good leaders.

4 But thank you for all of your
5 questions.

6 MS. TRELLES: I just wanted to share
7 that, as we wrap up our first listening
8 session of the day, that any comments or
9 questions that we receive, we will be
10 making a note of them. Even if we,
11 unfortunately, didn't get to answer them or
12 comment on them during our first listening
13 session, we are keeping a record of every
14 comment and question.

15 MR. TOVAR: Thank you, Sofia.

16 I think we have run out of time.

17 So our university-wide listening
18 session will take place at 10:00 a.m. today
19 to get input from our students, our
20 faculty, and staff regarding the qualities
21 and qualifications we want in our future
22 president.

23 Please, join us today at 10:00 a.m.
24 here in this room for a university-wide
25 listening session.

1 So thank you very much. Thanks for
2 your participation. Thank you.

3 (Thereupon, the proceedings were
4 adjourned at 9:00 a.m.)
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CERTIFICATE

STATE OF FLORIDA)
COUNTY OF MIAMI-DADE)

I, Aurora C. Sloan, Registered Professional
Court Reporter, State of Florida at Large,
certify that I was authorized to and did
stenographically report the foregoing
proceedings and that the transcript is a true
and complete record of my stenographic notes.

Dated this 18th day of April, 2022.



Aurora C. Sloan, Florida Professional Reporter

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FLORIDA INTERNATIONAL UNIVERSITY
PRESIDENTIAL SEARCH COMMITTEE
LISTENING SESSIONS

SESSION 2: LISTENING SESSION FOR FIU COMMUNITY

Wednesday, April 13, 2022
10:00 A.M.- 12:00 P.M.

Modesto Maidique Campus
Graham Center Ballrooms
11200 Southwest 8th Street
Miami, Florida 33199

Stenographically Reported By:
Aurora C. Sloan, FPR

1 APPEARANCES:

2 FIU University Staff Members:

3 FIU Board of Trustees Chair Dean Colson

4 FIU Board of Trustees Vice Chair Roger Tovar

5 FIU Ombudsperson Sofia Trelles

6 ALSO PRESENT:

7 Higher Education Search Consultant William Funk

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1 (Whereupon, the following proceedings were
2 had:)

3 MR. TOVAR: Good morning. Good
4 morning.

5 My name is Roger Tovar and I am the
6 Vice Chair of the FIU Board of Trustees.
7 In addition it is my pleasure to serve as
8 the Chair of the Presidential Search
9 Committee.

10 I would like to extend a warm welcome
11 to the Presidential Search Committee
12 members and the FIU community who are
13 joining us for the listening session, and
14 thank them for participating in this
15 important step.

16 The FIU Board of Trustees met on
17 April 5th to announce the Presidential
18 Search Committee members. The Presidential
19 Search Committee also held its first
20 meeting on April 5th.

21 To keep all of you and the members of
22 the FIU community informed, I am pleased to
23 announce that we have launched the
24 Presidential Search website which will
25 provide information on the search process,

1 meetings, and candidates. This website
2 will be updated routinely and we invite
3 each of you to visit this website.

4 R. William Funk & Associates, based in
5 Dallas, Texas, have been selected to assist
6 with the search of FIU's sixth president.
7 The firm has conducted more than 430
8 searches for colleges' and universities'
9 presidents and chancellors.

10 Mr. Funk is joining us today as we
11 welcome members of the FIU community and
12 the general public who are joining us via
13 the webcast as we engage in a listening
14 session.

15 And today we also have the pleasure of
16 having the Chair of our Board, Dean Colson,
17 with us.

18 So thanks, Dean, for being here with
19 us.

20 MR. COLSON: Delighted.

21 MR. TOVAR: I now invite Mr. Funk to
22 begin the listening session.

23 Thank you, Mr. Funk.

24 MR. FUNK: Thank you, Roger.

25 And thanks to all of you in attendance

1 in person. I see you squeezed in and have
2 found a seat. So welcome, and we look
3 forward to hearing your comments, and
4 hopefully we can respond to any questions
5 that you might have.

6 Our firm is delighted to be working
7 with Florida International on this
8 important search.

9 We think this is one of the more
10 exciting, compelling leadership
11 opportunities in higher education today.
12 When you look at the growth trajectory that
13 you've had, not only in terms of
14 enrollment, but in terms of research
15 expenditures, influence in the community,
16 we think this is a very compelling
17 opportunity and will attract a very strong
18 pool of candidates.

19 You also have the advantage of being
20 in Miami, one of the most exciting cities
21 in the world, really. And one which
22 affords leaders of this type real
23 opportunities to make a difference and to
24 be transformative.

25 From the outset of the search, Roger

1 and Dean have been emphatic about wanting
2 to be as transparent as we possibly can be
3 on the front end of this process. And
4 that's one of the reasons that we've had
5 yesterday, I think, six open sessions with
6 various constituent groups, we had one
7 earlier this morning at 8 o'clock. This
8 session is, of course, one for the entire
9 campus and all comers. And we will have a
10 couple of sessions after this session.

11 We really do want to hear what the
12 constituents have to say about what they
13 would like to see in the next president.

14 And to keep us kind of on track, there
15 are three questions that we have posed. I
16 think most of you have had the opportunity
17 to look at those questions. And if you
18 didn't, they now are on the big screen.
19 But these three questions kind of give us
20 the real essence of what we are looking for
21 as we go about targeting candidates trying
22 to bring them into the pool.

23 Certainly, the first question is what
24 are the challenges and opportunities you
25 feel this next president will inherit, both

1 immediately and longer term?

2 If those are the challenges and
3 opportunities, what kind of person do you
4 see being best prepared to address the
5 challenges and exploit those opportunities
6 in terms of leadership style, experience,
7 world view, personality? What adjectives
8 would you use to describe the ideal next
9 president of Florida International
10 University?

11 And then thirdly, this is, in a way, a
12 selfish part of the series of questions
13 because it's really for our benefit at the
14 search firm and ultimately with the search
15 committee. But our task, one of our major
16 responsibilities, is to be the proactive
17 agent of the search committee.

18 You know, we have found that the best
19 candidates don't respond to an ad, they
20 don't respond to letters sent out by the
21 search committee. Typically, the best
22 candidates haven't even thought about
23 making a move. They are very happy where
24 they are, they are very successful where
25 they are, and they haven't paid a lot of

1 attention to what's going on in terms of
2 the presidential search market.

3 So our responsibility is to reach out
4 to those people and to try to convince them
5 that this is something they really should
6 look into. And if you can help arm us with
7 those compelling reasons we can share with
8 prospective candidates, then we can better
9 nurturer and cajole them to give this
10 position some consideration.

11 So if you can share your thoughts in
12 terms of those three questions, we would we
13 would be most grateful.

14 The four of us will be deflecting to
15 one another who's better able to answer
16 which questions. But also Sofia, on my
17 left, I think we have quite a number of
18 individuals virtually. An earlier number
19 was 300 people virtually. Is that still
20 the case?

21 MS. TRELLES: Yes. We are actually
22 joined by over 100 -- actually, 136
23 participants right now are joining us
24 through Zoom.

25 Please, we ask that you use the

1 technology available to you to share your
2 comments and questions so that we may be
3 able to hear your voice, and that the
4 members of the presidential search
5 committee who are here today are able to
6 answer and address them accordingly.

7 MR. FUNK: Great.

8 So the biggest challenge is always for
9 the first person to speak. And we always
10 encourage you because, golly, if you wait
11 until the end, what you wanted to say has
12 already been said. So you should be
13 clambering to be the first person to make a
14 comment or pose a question to us.

15 Who would like to go first?

16 There are microphones on either aisle,
17 you will note, and if you will step there.
18 And we do have, I think, some portable mics
19 that we are passing around.

20 But who would like to be first? Not
21 all at once.

22 MR. COLSON: You may want to go to the
23 mic.

24 DR. SACKSTEIN: My name is Robert.
25 I'm a faculty member. I'm also an

1 administrator.

2 I want to thank this committee and all
3 the people that are working hard towards
4 this goal. In particular, because this is
5 a pivotal moment in the history of this
6 school, but is then also a pivotal moment
7 in the history of this community.

8 The Florida International University
9 has served as truly the economic engine of
10 South Florida, unbeknownst to most.

11 I will say with great pride that I
12 have a Panther license plate on my car, and
13 people honk at me all the time, essentially
14 all the time. And this is a sleeper --
15 honestly, a sleeper message because people
16 don't realize it from the outside.

17 What we need to do is convey that
18 message to the prospective candidates, make
19 them understand the spirit of the school
20 and the spirit of the community. Now
21 that's the thrust of my question.

22 How could you reach out to
23 internationally recognized academic leaders
24 from outside of the State of Florida to
25 help them understand how incredible the

1 opportunity is to lead this school? It's a
2 young school. It's got a lot of
3 aspirations which are reachable. It has a
4 faculty that's dedicated and committed to
5 every student succeeding. And, on top of
6 that, it is growing.

7 And so I ask, professionally, how do
8 you sort of put that together in a format
9 that people who may not have ever seen this
10 school intersect their academic experiences
11 can immediately appreciate its net worth?

12 MR. FUNK: Thank you, Robert, for that
13 question.

14 I can take a first stab at an answer.
15 And it relates to what we do to build the
16 pool of candidates. And, obviously, just
17 yesterday, an ad was placed in the
18 Chronicle of Higher Education, the ad had
19 gone through several iterations. I think
20 you are going to find it to be one of the
21 more attractive ads in the Chronicle.

22 And certainly, that will be in both
23 the print edition and their online edition
24 for the next 60 days. There are other
25 publications that we're using, Inside

1 Higher Ed, Diversity Issues in Higher
2 Education, Women in Higher Education, the
3 Hispanic Outlook in Education. So we will
4 be blanketing that to get the word out.

5 And we often -- in the firm, we think
6 of the ad as more of an announcement, a
7 communications piece, to do exactly what
8 you are suggesting, to start to tell people
9 the story, as opposed to being necessarily
10 a recruiting tool.

11 My office will send out over 600
12 letters that have been addressed
13 individually to leaders in higher education
14 around the country. That's a group that
15 only hears from us and receives
16 correspondence from us when we are doing a
17 presidential search. And we find those
18 individuals that will include probably all
19 the sitting presidents of AAU, R1, and
20 other institutions, as well as other
21 leaders who we've worked with. They know
22 us. They are individually addressed, we
23 sign them. My staff goes crazy every time
24 because it's a long and laborious process,
25 but that letter will be going out over the

1 next week.

2 We will be talking with the leadership
3 of the various professional higher
4 education associations, telling them about
5 the search and soliciting their best
6 nominations that they can make to us to
7 help build our pool.

8 We are encouraging the search
9 committee to be proactive. Who better than
10 the members of that search committee who
11 have colleagues at other institutions, you
12 go to conferences, annual meetings, we're
13 encouraging the search committee members to
14 literally reach out and talk to their
15 colleagues and see who they might
16 recommend. And then turn those names over
17 to us, and we'll certainly reach out to
18 each and every nomination that's received.

19 This morning when we met with the
20 faculty senate folks -- and Joerg, I
21 promised you that we would say this again,
22 we want the faculty to know that we would
23 like their nominations, we'd like their
24 input in terms of helping build this pool.
25 Because similar to the members on the

1 search committee, they all belong to
2 various associations, have colleagues
3 across the country. And if you have a
4 person recommended to you, please share
5 that with us.

6 And then among other things -- and I
7 won't bore you with all the things that go
8 into spreading the word, but we also -- the
9 university will be sending out what we call
10 a Friends of the University letter, and
11 that's usually sent to key supporters of
12 the institution, key donors, civic leaders
13 who are supportive of FIU, some of our
14 clients -- and I think a lot of it will be
15 done here, too, will go to all alumni.
16 Sometimes it's an email, the communications
17 folks usually have good addresses and good
18 email addresses.

19 And again, the tone and temper of that
20 letter will be as a valued member of the
21 FIU family, we wanted you to be among the
22 first to know that a search for a new
23 president has been launched. It will share
24 with that group how to make a nomination as
25 well.

1 But then a lot of it falls to the
2 search committee and to us to just make
3 sure that the story is told.

4 And as Roger will probably comment on
5 later, we think that's one of the
6 fundamental things the board would like to
7 see the next president do, and that's
8 really tell the great story that's happened
9 here and get the word out.

10 Golly, the goal, top 50 public
11 university, you are an R1. I don't think
12 it's at all a stretch to say that you
13 should be aiming to be an AAU institution
14 in time. And, of course, AAU looks at
15 research expenditures, endowment, and
16 nationally and internationally prominent
17 faculty. And you have all of those
18 ingredients already, but if you can
19 continue to build those, you know, I think
20 AAU status is something that should be in
21 the scheme of things and in the strategic
22 plan.

23 Now, I hope I've said that, but I
24 think we just have to get the word out.
25 There's a great story here. And, you know,

1 we'll bear some of that responsibility, and
2 the search committee will do the same.
3 And, you know, I think we'll have a very
4 good response.

5 MR. TOVAR: Thank you, Bill.

6 And Dr. Sackstein, I think you touched
7 on some very good points. And one of them
8 is that we don't do the best job as to
9 getting our story out there, and you talk
10 about the academic engine.

11 FIU has a \$1.7 billion annual budget,
12 \$250 million in research that is growing
13 daily.

14 Yesterday we just inaugurated the new
15 translational science building up in Port
16 St. Lucie, as far as the research they are
17 doing there.

18 What was great to see there is to see
19 not only Dr. Black there, but also the dean
20 of the medical school, the dean of public
21 health, and how they were talking and
22 collaborating. So I think that is key.

23 Yesterday, also, you know, we've done
24 six or seven listening sessions yesterday,
25 we have already done one this morning. Two

1 were with the faculty.

2 One of the comments that came up
3 yesterday is when you advertise, are you
4 going to talk about the international
5 component of FIU? So already last night we
6 were about to place our ad, the ad is
7 beautiful. We went through many
8 reiterations as to the images of FIU, what
9 image we're going to convey as to FIU. We
10 changed the picture just recently because
11 we didn't think it was broad enough or
12 really conveyed the message that we wanted
13 to convey.

14 But the suggestion yesterday -- to
15 tell you that these sessions do work, that
16 people are listening is, do you mention the
17 international component in the ad? And so,
18 sure enough, that was one component we had
19 missed, and so we changed the ad yesterday.

20 So I think all of those points are
21 important. We do need an amazing,
22 exceptional leader. This is a very large
23 institution. Four, five years ago, I think
24 we were somewhere around 140, 150 as far as
25 our rankings within public universities

1 with US News. This year we were No. 77.
2 So, huge upward trajectory. I think we
3 were No. 1 as far as the number of spots
4 that we've moved in the last five years.
5 The board has a directive that we want to
6 be a top 50 university here shortly within
7 the public universities. We want to move
8 into top 100 overall. So we are very
9 aspirational.

10 And so you need a very unique, dynamic
11 leader to come in. Somebody that's going
12 to work with the faculty, someone that's
13 going to be the face of the university, but
14 also that is not sitting up in an office or
15 sitting in the house, but is walking around
16 campus.

17 And when we met with the students
18 yesterday, the students felt how important
19 it is that they see the president, that
20 they interact with the president. And so
21 there's many boxes to check.

22 And I think the goal of the
23 committee -- and we have one of our
24 committee members here today, so thanks for
25 joining us, there are some that are online.

1 But if you look at the composition of the
2 committee that Dean has put together,
3 really we have a really good
4 representation. There's four faculty
5 members on there, there's two ex-chairs of
6 the board on there, there's community
7 leadership on there, there's a student on
8 there, there's a representative of the
9 board of governors.

10 And so hopefully with all those folks
11 working together, and then with the help of
12 Funk & Associates as to going out and
13 casting a wide net, we're going to have
14 some exceptional candidates that, then, we
15 will be able to select somewhere between
16 three to five candidates, hopefully. The
17 requirement is to select a minimum of two
18 to take to the board. My goal is to select
19 between three to five to take back to the
20 board and say these are exceptional
21 candidates, and then for the board to go
22 through their process.

23 And by the way, we have Dr. Butchey
24 here who is also on the committee. So I
25 didn't mean to overlook you, but thanks for

1 being here.

2 So we're going to work very hard to
3 find amazing leadership to bring to FIU and
4 this community, which is, I think, what the
5 university deserves, the students, the
6 faculty, and the community deserves.

7 So thanks for the question.

8 Dean, would you add anything?

9 MR. COLSON: I think it's a great
10 comment, Robert. And I do think that we
11 need to work on getting our story out
12 around the world. We are committed to do
13 that as a board, and the administration is
14 that, we are going to put some resources in
15 to telling our story, because we are one of
16 the great secrets in the country in higher
17 education, and we don't want to be a
18 secret. We want our story told.

19 Now, that's changing every day as we
20 move up in the rankings, as we do these
21 extraordinary things with graduation rates,
22 as we do these extraordinary things with
23 the diversity of our student body, as we
24 build our research.

25 One of the reasons Bill Funk was

1 hired, as opposed to other search firms,
2 was his experience in R1 searches. And his
3 Rolodex is different than other search
4 firms' Rolodexes, because he deals with
5 people looking for presidents at R1
6 universities. And so I do think that we're
7 postured to get a great new leader.

8 Clearly, we benefit from the fact that
9 we are in one of the great cities in the
10 world, one of the hottest cities in the
11 world. If you have any intellectual
12 curiosity and you want to be a president of
13 a university, the fact that the public
14 university in Miami job is open, you ought
15 to think, well, should I go to Miami?
16 Because the rest of the world is coming to
17 Miami.

18 And so I think what you are looking
19 for is what we're also looking for. We
20 want to search the world for the next great
21 leader of FIU. And I think we're going to
22 be successful and we're going to take the
23 time to do that. But your goal is also our
24 goal.

25 MR. FUNK: Who would like to go next?

1 We have a number of comments that are
2 coming in virtually, and we certainly will
3 share some of those, but we have another
4 brave volunteer. Thank you very much.

5 MS. HORVATH: Good morning, you all.

6 My name is Michelle Horvath and I
7 serve on the staff side. I've heard a lot
8 about faculty and students, but I haven't
9 heard a lot about staff.

10 I think one of the things that's going
11 to be really important as we see this great
12 resignation of individuals who are there to
13 support the students. We have over 800
14 openings of staff positions at FIU. And so
15 I do think that somebody who is innovative.
16 We know that higher ed, for all the
17 wonderful things we do, we don't innovate
18 well.

19 So, as well as looking at these 600
20 folks who are presidents already, I do
21 think we need to look for somebody who
22 might be outside of higher ed who is able
23 to innovate, who is able to make changes,
24 who is willing to say the scope of the
25 landscape is changing.

1 And as well as the fact that Miami is
2 robust and it's vibrant and people are
3 coming, but people can't afford to live
4 here anymore; right? And so I do think we
5 need to think about how do we innovate so
6 that we attract talent who is able to
7 support students, who is able to do the
8 really hard work outside of the classroom,
9 where all faculty are doing amazing work in
10 the classroom, so we that we create this
11 vibrancy.

12 And so, one of the challenges is
13 really thinking, how are you going to
14 recruit people who are there to do all the
15 behind the scenes work in a way that they
16 can actually live a meaningful wage in
17 Miami, which continues 4, \$500 per month
18 increases for rent is just not going to be
19 sustainable when we have a population
20 that's already leaving the fields.

21 And so I would really challenge the
22 search committee to find somebody who is
23 innovative, even if it is from outside the
24 higher education, traditional scope.

25 MR. TOVAR: I'm sorry. What area did

1 you say you worked in?

2 MS. HORVATH: I'm in student conduct.

3 MR. TOVAR: All right. Thank you.

4 I think those are all valid and
5 relevant points. I think there is a
6 challenge everywhere right now hiring
7 people. And I would be the first to
8 encourage the administration, if we have --
9 we kind of went through that with the head
10 of internal audit over the last few years
11 as to his struggle into finding candidates
12 to work in even that department. And so we
13 had talked through some innovative ways and
14 some different ways to attract people.

15 As to your comment as to bringing
16 somebody from outside of higher ed, listen,
17 I would just tell you, we're not close to
18 either of that. We don't want to limit our
19 search in any way. We had people here
20 yesterday say, you know, you need someone
21 that really understands South Florida or
22 Miami, so they need to be from here. And
23 then you had other people saying, you need
24 to really bring somebody from outside
25 because, if not, they are going to come

1 with the same mindset.

2 I would just tell you as far as -- and
3 remember, each of us up here speak for
4 ourselves, and we are all parts of a
5 committee and we are parts of a board. So
6 I don't want anything to be misinterpreted
7 that, you know, that my thought is the same
8 as others that I serve with, but my view of
9 this is, every time I get in Bill's ear, is
10 Bill, bring as many candidates as possible,
11 as wide as possible, as diverse as
12 possible, with different experiences,
13 because somebody who has reached a pinnacle
14 in one area maybe would be a great leader
15 here, or there may be some phenomenal
16 president out there that wants to be in
17 South Florida, or some phenomenal dean or
18 some phenomenal provost. But we want to
19 check all the other boxes with exactly what
20 you are saying, innovative, charismatic.

21 I mean, if I sat there and I would
22 observe and -- you know, our previous
23 president, regardless of the events that
24 took place that none of us were happy
25 about, but we also have to acknowledge many

1 of his accomplishments and his dynamic
2 leadership style and his charisma and that
3 how you would go to many events and he
4 would always be there. So every time I
5 think back at that, I think about what it
6 takes to be the president of a university
7 that has approximately 57,000 students, 12
8 to 14,000 faculty and staff, part of Miami,
9 part of South Florida, it's many boxes to
10 check.

11 And then we task that same person with
12 being the face of the university, going out
13 and doing fundraising, which we need to do,
14 we need to build our endowment, we need to
15 be less reliant on the state, which a lot
16 of our funding comes from; we are not
17 allowed to raise tuition. So that becomes
18 a challenge as to some of those rules. So
19 it's a tough, tough job.

20 But if you find a person that wants to
21 serve, that wants to make a difference,
22 that wants to leave a legacy, this is a
23 great job to have.

24 So I hear everything you are saying
25 and, again, all of the comments are being

1 taken down and we just have that many more
2 boxes to check. So thank you. Thanks for
3 those comments.

4 MR. FUNK: Thank you.

5 Who would like to speak next?

6 Joerg, we need to hear from you, sir.

7 MR. REINHOLD: I would just like to
8 thank the previous speaker because it's a
9 very important point that she made about
10 the -- about the staff.

11 Supporting the staff so that the
12 faculty and student have an excellent
13 supportive staff available, because if we
14 can rely on the staff, the faculty can
15 focus on what their primary task is, which
16 is teaching and research, and that needs an
17 excellent staff. And the staff need to be
18 able -- we need to be able to attract staff
19 and also have the support for them that
20 they can afford to be here and, sort of,
21 make our life better so that we can do our
22 job.

23 So I think you made a very excellent
24 point there.

25 MR. FUNK: Thank you, Joerg.

1 Maybe a few comments that we have
2 received.

3 MS. TRELLES: Yes.

4 So we do have various comments and
5 questions from our virtual attendees.

6 The first one is:

7 I would like to see someone who
8 understands and is keenly aware of the
9 Latina, Latino, and Latinx context.
10 Additionally, it is essential that the
11 candidate is a firm believer in public
12 education. The candidate must be prepared
13 to defend academic freedom in the face of
14 great pressures from political forces.

15 MR. TOVAR: Okay. Dean?

16 MR. COLSON: We obviously shouldn't
17 hire anybody who doesn't come to South
18 Florida with a love of our culture. And if
19 you don't appreciate a diverse community,
20 this is not the right job for you. I mean,
21 this is a -- if you don't get excited about
22 going up to a window and paying a dollar
23 for an espresso, then, you know, go
24 somewhere else. I think it's gone to \$2
25 for an espresso, but it's one of the great

1 things about South Florida, and it's what
2 makes us different.

3 So we have to have somebody that
4 certainly appreciates the greatness of our
5 community. And it is a great community.
6 And so, you know, I agree with that. You
7 know, I'm here to listen.

8 This is probably the last day I attend
9 any of this because I turn it all over to
10 Roger and his group and Deanne, and they
11 are going to take this over, and I wait to
12 hear what they are going to say. But I
13 certainly agree with that comment, we have
14 to have somebody that certainly
15 understands -- and I don't remember the
16 rest of the question.

17 MR. TOVAR: The academic freedom --

18 MR. FUNK: The political forces.

19 MR. COLSON: Oh. Listen, I've been on
20 this board for six years, seven years, I've
21 been on the board of governors before that,
22 and I've been on a University of Miami
23 board for almost 20 years. And to date, I
24 have never been called by an elected
25 official to pressure me to do anything. It

1 just hasn't happened.

2 And it didn't happen -- when we made
3 the decision to make a move on the
4 president, you know, there were some rumors
5 that I was being forced to make that move
6 by the governor. Nothing was further from
7 the truth, you know? And within 48 hours,
8 everybody knew it wasn't true.

9 So I think the academic freedom is
10 important. I think shared governance is
11 important. I think that everybody on our
12 board believes in academic freedom.

13 I think having conversations about it
14 is good. I think that's -- that kind of --
15 those kind of discussions make you aware of
16 what's important in the university
17 community.

18 On the other hand, I also think it's
19 extremely important that people feel
20 comfortable expressing their views in a
21 classroom or in public spaces on a
22 university campus that may be different
23 than other people's views, and we have to
24 show tolerance for that. And I think FIU
25 has done one of the great jobs in America

1 about being a place that welcomes diverse
2 opinions so far, and I want to maintain
3 that.

4 And the next president we have, I will
5 assure you, will be committed to academic
6 freedom, but will also be committed to
7 those University of Chicago principles that
8 came out about having the right to have
9 free discussion on -- regardless of the
10 points of view of the speaker.

11 MR. FUNK: Thanks, Dean.

12 We have another speaker in person.

13 MS. WELLS: Hi. Thank you.

14 Leanne Wells, I am the Associate
15 Director for Faculty Leadership and
16 Success, and Senior Director for the Center
17 for the Advancement of Teaching here at
18 FIU.

19 And I'd like to carry on this
20 conversation that was introduced by the
21 last comment. I was actually coming up
22 here to say this before that comment was
23 read.

24 Faculty actually feel attacked right
25 now. So it's not so much faculty are

1 concerned that somebody is contacting
2 somebody on the board of governors or board
3 of trustees and influencing that. They are
4 feeling attacked by legislation, et cetera.

5 And so what do we do to find somebody
6 that helps not only do the things that you
7 were just talking about, Dean Colson, but
8 also will help faculty with and relay to
9 our governance, both at the BOG and the
10 state legislation, the importance of the
11 job that faculty do and what happens in
12 their classroom? How do we ensure that
13 when the faculty -- or somebody that can
14 support the faculty in a way that comes
15 from understanding what faculty actually do
16 with their time and how they design their
17 classes?

18 MR. TOVAR: Well, listen, I think it's
19 key -- you know, this is a big job. And
20 the leadership that is required in a job
21 like this requires a lot of skills. And
22 yes, you hear things in the paper and you
23 have politicians on both sides that will
24 express, I want this or I want to do this,
25 and many times they are playing up to their

1 constituency and what they think will help
2 them in the future. So you got to take
3 that and balance that.

4 But at the end of the day, the only
5 thing that I could be up here speaking for
6 is what goes on at FIU and what goes on
7 within the board.

8 And I would second what Dean has
9 mentioned to me -- has mentioned here. At
10 no time before I was put on this board or
11 any time subsequent to coming on this
12 board, have I ever gotten a call saying,
13 hey, you got to get those faculty in check.
14 You got to get this going.

15 So we do have to understand that we
16 have to balance what we do. There are
17 people that get annoyed for some reason
18 because someone said something. We have to
19 realize how large these institutions are,
20 you know, and again, I'm going to be
21 repetitive as to what Dean said, we have to
22 be a place that everyone is free to express
23 their opinion, that we're hearing both
24 sides of the equation.

25 And so I think some of the perception

1 and some of that pressure that people feel
2 they are under, I would ask them to step
3 back and say, has that ever really come
4 into play into what they are doing? And if
5 they feel it is, we're always available to
6 speak.

7 And so I kind of welcome us sitting
8 here today, because, really we're here to
9 talk about what do we view as important for
10 the future president? and part of that is
11 what you are saying; but part of it is also
12 for you all to have the opportunity to hear
13 from us.

14 And my passion in being here and being
15 on the board and the time I put into this,
16 is that I feel that I do have -- that I owe
17 to give back.

18 I grew up a mile and a half from here,
19 I watched this university grow up, I
20 attended here. And so I have a passion for
21 what this university does, what it means to
22 be community, how it affects our
23 businesses, how it affects the labor
24 market.

25 So I would tell you, you all keep

1 doing what you are doing, what you are here
2 to teach, to educate, to support the
3 students.

4 And what drives me is when I go to the
5 commencement exercises and see those
6 students that most are first gen, that they
7 are so proud, they are hard workers, they
8 are very different than a lot of the
9 students that come out of most
10 universities. Most of them had to work
11 their way through college. Their parents
12 have -- a lot of them left other countries
13 to have an opportunity here in the U.S. So
14 we serve a very different mission than most
15 universities.

16 So I hear what you are saying. I
17 appreciate what you are saying. But I
18 would just ask, always step back and say,
19 is this perception or is it reality?

20 MR. COLSON: Can I add?

21 We have to find a president that can
22 walk this tightrope that says, we are a
23 public university funded by the
24 legislatures in Tallahassee, a budget
25 signed off by a governor in Tallahassee,

1 and we need increased funding. We are not
2 funded as well as we should be by the
3 number of students we have. So we're
4 constantly up there doing our best, and our
5 board of trustees works hard at that, and
6 we have help from the faculty in that
7 regard, too. So we have to walk that
8 tightrope knowing that we can't just offend
9 the people that fund us.

10 Yet, at the same time, we also have
11 faculty who are concerned. You know,
12 they're interested in academic freedom. So
13 that's a delicate tightrope for the
14 president to walk. Our last president did
15 it well. He did a good job of that.

16 And so, you know, it's part of the
17 skill set that Roger and Bill are going to
18 have to look for when we hire our next
19 president, because if you can't walk that
20 tightrope, you are not going to succeed in
21 any public university in Florida, or any
22 public university anywhere.

23 MS. WELLS: I guess that's what I'm
24 saying is, how do we find that person that
25 has demonstrated the capacity to walk that

1 tightrope, you know, here in a place where
2 nobody has ever had these issues before?

3 MR. COLSON: It's part of an
4 evaluation. I mean, if you are coming from
5 a small private university and you have
6 never had to play, you know, this type of a
7 game, then you are going to have to really
8 impress Roger and the other members of the
9 search committee that you have the skill
10 set to learn how to do this.

11 You know, this is one of the hardest
12 jobs in the country, in my opinion. Being
13 a university president, in general, is an
14 extraordinarily difficult job. Everybody
15 thinks, hey, you sit in the president's box
16 and have a cocktail watching a football
17 game. You know, you get emails from your
18 president at 4 o'clock in the morning, you
19 know, tragedies happen. You know, you
20 dread Saturday night because you know
21 something is going to happen that's going
22 to cause a problem on Sunday. And you
23 don't get the day off on Sunday if you are
24 a university president. So these are hard
25 jobs. And we've been, you know, blessed as

1 a university with 40, 50 years of great
2 leadership.

3 And so, you know, Roger has got a big
4 -- and the search committee, they got a big
5 job ahead to find the next one.

6 MR. TOVAR: Dean, you haven't been
7 listening the last couple of days. I said
8 this is the best job. You are going to
9 scare people.

10 MR. COLSON: It's a great job, but
11 it's a hard job.

12 MR. TOVAR: And I would agree. I
13 would agree. And that's why we really have
14 to do an exhaustive search, and there's a
15 lot of boxes to check. So points all well
16 taken. Thank you. Thank you.

17 MR. FUNK: From the search point of
18 view, one of the advantages we have is that
19 the individuals that we're going to be
20 considering are pretty public figures. And
21 if they have been engaged in any
22 controversy around these kinds of issues,
23 that will be well documented when we do the
24 various background reports.

25 Secondly, though, the search

1 committee will have the opportunity to
2 interface with the candidates that they
3 evaluate and distill to. And I can assure
4 you that a lot of that dialogue will
5 pertain to these kinds of issues.

6 And very pointed questions, how would
7 you handle this? If you get a call from
8 the governor about this, how would you
9 respond?

10 So there will be a lot of dialogue the
11 search committee will have the opportunity
12 to evaluate.

13 And then when we do referencing, you
14 just can't minimize the importance -- or
15 can't overstate the importance of good
16 referencing. You know, it's funny, every
17 letter of interest that we receive from
18 candidates, we have not seen a letter yet
19 that said, I'm autocratic, dictatorial, and
20 controlling. It's remarkable to me how
21 everybody is collaborative, a team builder,
22 delegates. And then we do these reference
23 calls, and they are saying, please hire
24 this person, we want to get rid of them
25 because they're autocratic, dictatorial,

1 and controlling.

2 But certainly this is going to be very
3 thorough. It's not quite a science yet,
4 but it's an art form that's getting better
5 and better about surfacing those kinds of
6 dimensions of a candidate's history, style,
7 perspective.

8 MR. TOVAR: And the other thing I
9 would add to what Bill is saying is that
10 somebody has the perception of themselves
11 being one thing, and then when you call a
12 reference it's another. And I think that's
13 the importance of the committee that Dean
14 has put together, as to where each one of
15 those individuals come from, because what I
16 might think about may not be what one of
17 the other committee members think about or
18 vise-versa.

19 So hopefully working together, with
20 all the life experiences that are at that
21 table, will help us get to the right
22 choices as to people that the committee
23 feels have that demeanor and the right
24 skill set to lead this university.

25 It's really interesting how the

1 process, because there's a set of
2 guidelines that we have to follow within
3 the process. This is not a process that
4 we've come up with. It's very specific
5 from publishing an article, to having to
6 have a website, to having certain
7 statements, to who needs to be represented
8 on the committee. Then it goes to the
9 board, then it goes to the board of
10 governors. So there really is some checks
11 and balances that are in place here to get
12 to the right point.

13 And so I think that should give a lot
14 of people some assurances that that is in
15 place and there is a process to it.

16 MR. FUNK: We have two mics open just
17 waiting for someone to come and share some
18 comments. And if not, and while you are
19 walking toward the mic, maybe Sofia can
20 share some more comments with us.

21 MS. TRELLES: Yes. We definitely have
22 received a good number of comments and
23 questions from our virtual participants.

24 The first one is going to be:

25 Whenever I walk by the hallway in the

1 PC building with the portraits of the past
2 presidents, I cannot help but notice that
3 all the faces looking back at me are male
4 and white.

5 I feel this is a great opportunity to
6 change this. We have an opportunity to
7 bring a president that our students can see
8 themselves in.

9 Is this part of the search committee's
10 vision?

11 MR. FUNK: I'll take a first stab at
12 that.

13 I would just point out our firm has
14 been committed to the notion of diversity,
15 equity, and inclusion, and we are very
16 proud of the fact that we have broken the
17 color line and the gender line at over 50
18 institutions around the country.

19 And by that I mean, in the
20 presidential role alone, we have been a
21 part of processes where the first woman or
22 the first individual of color, an
23 underrepresented individual has been hired
24 as the president or chancellor. So we
25 don't just talk the talk, we walk the walk.

1 And in the last six years, we recently
2 looked at our records, compiled the
3 completions at the president, provost,
4 dean, and vice-president level. Over
5 56 percent of our placements have been
6 either women or individuals of color. So
7 it's something that we live every day, it's
8 something that we're dedicated to, and
9 certainly the search committee expects a
10 very diverse pool of candidates to
11 consider.

12 So, certainly we are very much in
13 alignment with what the questioner has
14 asked.

15 MR. TOVAR: Do you want to add
16 anything to that, Dean?

17 MR. COLSON: No. I mean, it's wide
18 open. I mean, I would be disappointed if
19 we had -- if the search committee sent back
20 to the board of trustees, you know, five
21 white males, you know. But we got to have
22 good candidates, but the pipe -- you know,
23 universities around the country or the
24 gender numbers are changing dramatically in
25 terms of the number of women being named

1 presidents. And we are wide open. You
2 know, if it's the best -- I want the best
3 leader for FIU. That's all I want.

4 MR. FUNK: Another comment?

5 MS. TRELLES: Yes. We have received a
6 good number of comments, so I definitely
7 want to make sure that we hear them.

8 The next comment is:

9 FIU is not a state university. It is
10 a global university. The new president
11 needs to have that mindset.

12 Furthermore, an additional comment
13 that we received is:

14 The person must understand and
15 appreciate and be inspired by the complex
16 mission of a large, public, highest
17 research activity, R1, metropolitan,
18 Hispanic serving institution.

19 MR. TOVAR: I would agree to it all.
20 I don't know there's much to comment there.
21 We all understand the importance of all of
22 that. So, great point.

23 MS. TRELLES: I agree.

24 So now we have a question from our
25 virtual participants:

1 As a professional recruiting and
2 search firm, how are you addressing the
3 current trends across employers and higher
4 education in the employee great exodus? I
5 assume that the presidents are not immune
6 from this and only staying in a position
7 for a limited amount of time.

8 Also, I feel like it is an important
9 challenge that any president will need to
10 actively and immediately address, as we
11 have a number of high level interim
12 positions available at FIU.

13 MR. FUNK: That's interesting. The
14 average tenure of all four-year presidents,
15 according to the American Council on
16 Education, is currently 6.5 years. That
17 number had been as high as eight and a half
18 years just not so long ago. And I think
19 it's reflective of a number of things, just
20 our general demographics. But also I think
21 it relates to the challenge of these
22 positions.

23 You know, there are some presidents
24 who feel after five years or so, they have
25 expended all of their political capital and

1 they are now in a status quo situation and
2 look for a new challenge. Others probably
3 are just worn out by all of the challenges
4 they've had to face. But that tenure
5 number is going down.

6 We find that those institutions that
7 make the greatest progress are those
8 individuals who have a continuity of
9 leadership, not just in the president
10 position, but in the board and in the
11 administration.

12 To the point of some of the vacancies
13 in key administrative roles here at the
14 university, we find that most presidential
15 candidates view that as a plus. It gives
16 them the opportunity to be involved in
17 those searches, at least at the end and
18 during some of the selection process, it
19 helps them build their own team. So that's
20 not necessarily looked at negatively.

21 On the other hand, they are hopeful
22 that there will be someone who will be near
23 them that can give them the history and
24 provide a continuity of what has happened
25 in the past. But I think knowing what

1 these vacancies are now, I think most
2 candidates would view that positively.

3 And the candidates themselves, you
4 know, a good candidate would be reluctant
5 to accept one of those jobs if they didn't
6 know who the president was. So, you know,
7 you have to look at it that way as well.

8 So we need to bring the president in,
9 and I think potential candidates for those
10 other jobs would be more forthcoming and
11 we'd probably have a richer pool.

12 MR. TOVAR: The other thing I would
13 add, because I think this topic has been
14 brought up as to some positions being
15 vacant. I think when you get into a
16 university this size, you are always going
17 to have transition, and you have transition
18 for different reasons. I know there's one
19 dean that I believe there's age, medical
20 issues, you have another dean that left
21 because I believe she became chancellor of
22 one of the universities system.

23 So the important thing is to have the
24 bench. And the reality is, we do have the
25 bench and we have filled in these

1 positions.

2 If you look at when our president
3 left, to have a person like Dr. Jessell
4 with the knowledge that he has, with the
5 tenure that he has. So it's not like we've
6 got a stopgap that's not measuring up. As
7 Dean likes to say many times, the trains
8 are running on time.

9 And then if you look at then
10 Dr. Jessell, him moving out of his position
11 and then Amy moving into his position, if
12 you look at the provost and having
13 Dr. Bejar there with her knowledge and
14 tenure and expertise. And as I talk to the
15 leadership, everybody is very comfortable
16 as to where we're at.

17 So I understand where the comment, but
18 I think if you step back and look at each
19 of those individual situations, they are
20 each very unique.

21 And the other thing that I think Dean
22 would tell you, and anybody on the board
23 would tell you, is that, you know, we are
24 very comfortable with all the folks that we
25 have in place today.

1 And there's some people that are in
2 interim roles, and that's just because we
3 want to make sure we get it right before we
4 -- whatever input we have on naming people
5 permanent, that we do it -- because it's
6 interesting, they say there's a lot of
7 people in interim roles, and then say,
8 well, how are you going to have a president
9 in place by the fall? So it's either
10 you're too slow or you're too fast.

11 And even as far as naming the future
12 president, our desire would be hopefully to
13 identify somebody, and for that person to
14 be put through the process that we do have
15 somebody in place by the fall. But if we
16 don't, we're comfortable, too, and we have
17 the right people in place and the right
18 leadership and the right structure that we
19 will continue accomplishing and moving up
20 and getting to where we want to be.

21 Dean, would you like to add?

22 MR. COLSON: I would like to point
23 out, also, that we're probably only three
24 or four months ahead of where we would have
25 been had we not had an unanticipated change

1 in the presidency.

2 I think Dr. Rosenberg would have
3 announced in May -- April or May, this
4 month or next month, that he was intending
5 to retire at the end of the next academic
6 year. So we would be going into a search,
7 and that search would have started probably
8 in June or July, instead of -- instead of
9 April, you know. So we're not -- and once
10 that search started, I doubt we would have
11 filled any of these positions. We would
12 have maintained the interim status because
13 we do want the next president to have the
14 opportunity to make those hires.

15 And as Bill has said, your best deans
16 aren't going to come until they know who
17 their president is. They are not going to
18 come for a president -- you know, you don't
19 want the person who just wants to get a
20 promotion. You want the person that you
21 have recruited who is a superstar, and they
22 are not going to come unless they know who
23 their president is.

24 So, if anything, the process is going
25 to be a little bit quicker than it would

1 have been otherwise.

2 MR. FUNK: Great.

3 Anyone else in the room that would
4 like to make a comment? And if not, we can
5 continue.

6 MS. TRELLES: So the next comment from
7 our virtual participants is:

8 We need someone who is not an FIU
9 insider; fresh look and perspective.
10 Someone who is a woman or a person of
11 color. Someone who will have a team in
12 place that will recognize the hard work of
13 our staff administrators through experience
14 and education, and not friendship. Someone
15 who will not charge students for everything
16 at the university. Someone who understands
17 the value of its employees while aiming to
18 be competitive nationally and
19 internationally.

20 Thank you for reading my statement.

21 MR. TOVAR: I think good points, but
22 my goal is not to be -- not to say it's
23 going to be this or that.

24 My goal is for Mr. Funk to go out
25 there and bring us a wide pool of qualified

1 candidates, for the committee to go through
2 their process and make their decision as to
3 the person that can take this university
4 forward to higher levels, and make this
5 community shine and serve the community.

6 So, I hear what's being said. And
7 it's interesting, again, the back and forth
8 as to, we need to bring somebody from the
9 outside, but we need to bring someone from
10 the inside because they need to know; so
11 it's an interesting dynamic.

12 But the only thing I would assure the
13 person that writes those comments is, I'm
14 going to push hard with the committee
15 members that are with me to explore every
16 possible option, to have a considerable
17 dialogue as to who would be the best leader
18 for this university going forward.

19 MR. FUNK: Deanne, I see you have
20 stepped to the mic. We're eager to hear
21 your thoughts.

22 MS. BUTCHEY: Thank you.

23 First of all, I'd like to thank
24 everyone for giving me the opportunity to
25 serve in this very important search

1 committee.

2 You know, I came here as a doctoral
3 student 30 years ago, I came from Ivy
4 League schools in Canada, Ivey School of
5 Business, York University Schulich School,
6 and everyone said, you are ready to do your
7 Ph.D., why come here?

8 And when I did get my Ph.D., they
9 asked, why are you staying here? And, you
10 know, you are -- every comment in here,
11 every question in here is basically
12 answering that question. There's so much
13 opportunity. You don't have opportunity in
14 some of these other schools.

15 Miami itself, there's so much
16 opportunity here. I mean, why is it in the
17 last two years that house prices have gone
18 up so much? Why is it hedge funds -- I
19 teach finance, and a lot of my students --
20 people keep reaching out to me, find me the
21 best student for my organization. And I
22 said, well, do you know what? The best
23 students are going to New York, the best
24 students are going to these wonderful
25 places. Let's keep them here. Let's find

1 ways to integrate them directly in Miami
2 into our expanding trajectory of growth and
3 prominence. Cosmopolitan city that we are,
4 there's so much opportunity.

5 I also want to remind everyone that
6 it's not just about diversity and
7 ethnicity, but diversity of opinion. You
8 know, many of us, whether -- you know, I
9 come from business, but my undergraduate
10 degree is econometrics.

11 So it's very important that we
12 recognize all of this, and the new
13 president also appreciates and recognizes
14 that diversity of opinion, and the
15 importance of being charismatic, energetic,
16 and the ability to build his or her legacy,
17 because I don't think there's any
18 university in this country now that's going
19 to be experiencing the kind of exponential
20 growth that we've had in the last few years
21 and will continue to have. I'm certain of
22 that.

23 Thank you for listening.

24 MR. TOVAR: Dr. Butchey, the faculty
25 should be very happy to have you leading

1 them. And congratulations, I heard you
2 were elected yesterday as president of the
3 faculty senate yesterday. Congratulations.
4 And I'm honored to serve with you on this
5 selection committee. So, thank you. Thank
6 you. And I agree with you.

7 MR. FUNK: We won't make you wait in
8 anticipation, but we have yet another
9 speaker.

10 MR. DRUCKER: Hello. Thank you for
11 taking my question.

12 My name is David Drucker. I am a
13 current graduate student here at FIU, as
14 well as an alumnus and an employee in FIU
15 strategic communications.

16 My question is around how much
17 athletics and the overall campus atmosphere
18 is being considered in this decision? As a
19 big FIU sports fan myself, I love the job
20 that our new athletic director, Carr, is
21 doing.

22 And so my question is, how important
23 is it to the committee that the next
24 president be an advocate for excellence in
25 athletics?

1 Thank you.

2 MR. TOVAR: Dean, can I take this?

3 MR. COLSON: I want you to take it.

4 MR. TOVAR: I would tell you, very,
5 very important. And I'm glad -- you know,
6 it's not your typical question, but I would
7 tell you it's very important.

8 I happen to be -- one of Dean's first
9 functions as the head of the board was, we
10 had an athletic committee, which I was just
11 named the head of, and he got rid of it.
12 But he got rid of it for the right reason,
13 because there was not a real purpose to
14 have that committee, but then he named me
15 the liaison between the board and
16 athletics.

17 And as you know, back in November we
18 named a new athletic director, and within
19 weeks, we named a new football coach.

20 If you look at basketball, with the
21 women's basketball, Coach Burks is, to me,
22 doing a phenomenal job, and the passion
23 that's there.

24 If you look at men's basketball with
25 Coach Jeremy Ballard -- you know, frankly,

1 I took my wife to one of those basketball
2 games, and the energy and the entertainment
3 that's there, frankly, is off the charts.
4 I'd rather -- please, don't get mad at
5 me -- I'd rather go to one of those games
6 than even a Heat game. I mean, that's how
7 fun it was, and the dedication that those
8 athletes have.

9 You get to football, and we have a new
10 football coach. I went out to a practice
11 about two weeks ago, I went to the
12 scrimmage last Saturday night. There was
13 more energy and turnout there than a lot of
14 the football games.

15 And all of that together is, that's
16 what brings the alumni engagement, that's
17 what brings the community engagement.

18 Now, one of the things that we have to
19 be sure of is, anything that the university
20 does, we need to be relevant in. And so
21 that's what was driving me off the charts
22 the last few years as far as football. And
23 so, I think what AD Carr has been
24 challenged with is to make sure how we're
25 relevant, the condition of those

1 facilities, I toured those facilities three
2 weeks ago. There's a plan in place as to
3 even some of those plunge pools, how do we
4 upgrade those as to Pantherizing the
5 hallway?

6 So getting back to your question, that
7 will be one of the key questions that I
8 will be asking for our future president is,
9 how do they envision athletics and their
10 engagement? There's nothing better than
11 going to a baseball game, and the president
12 of the university is there and the athletic
13 director being there, or going to a women's
14 softball game, or what are we -- our
15 women's dive team and swimming team, which
16 they are always one of the top ranked teams
17 in the country. And so there's many things
18 going on.

19 If you go over to the athletic
20 facilities, there's the tennis courts are
21 being completely redone and upgraded. So
22 there is a commitment to it.

23 We still need to do a better job as to
24 fundraising for athletics. Remember,
25 there's also a limitation in the state

1 system as to the flow of funds. And so you
2 can't take E and G money and put it into
3 athletics. We think there's other ways.

4 We're encouraging the board of
5 governors to relook at some of the
6 auxiliary funds that could help athletics,
7 because we do have certain things that need
8 to be addressed as to facilities and
9 lighting.

10 And so my goal is that the student
11 experience, be it the student that is not
12 involved in athletics, but if we are in
13 athletics and we have student athletes,
14 that we truly support them, because we
15 could ask them to win all we want -- again,
16 I was over at the athletic facilities, and
17 they have all these cool computer programs
18 as to when the athletes are lifting weights
19 and as to their movement and as to the
20 percentage as to how quickly they go up and
21 down, but unfortunately the Wi-Fi in there
22 was not up to par as to how to run those
23 programs. So immediately, I got on the
24 phone with Dr. Jessell, and I think within
25 hours, he had the IT department over there

1 seeing how we upgraded the Wi-Fi because he
2 is supportive of that.

3 If you talk to Dr. Bejar as to the
4 game day experience and whether we allow
5 tailgating or not tailgating, and there's a
6 balance there. So we don't want it to
7 become unsafe for the students, but I think
8 there's things that we can do to make that
9 tailgating experience better. And how do
10 we get those folks that are tailgating into
11 the games? So I can go on and on.

12 So does it sound like I'm engaged in
13 the athletic side? I think we can do
14 better. I think we're trying to put the
15 pieces in place as to the AD, as to the
16 coaches, and we do need to be relevant. I
17 think it's something that the community
18 pays attention to. You have, by anyone's
19 count, 250,000 to 300,000 alumni.

20 And then look at last year soccer when
21 we went to the playoffs for soccer, I mean,
22 the stadium was packed.

23 And so, the minute you become relevant
24 in these sports, you get a lot of the
25 engagement, you bring people back on

1 campus.

2 And there's other things that I don't
3 want to get into that are being worked on
4 to further this. And again, how do we
5 support these swim teams? We don't have a
6 pool on campus. We have one in North
7 Miami. We don't have a true dive pool,
8 swimming pool here for those athletes. And
9 so, again, are we doing enough to support
10 those students that are participating
11 there?

12 So great question. I think it's going
13 to be a great question to ask the
14 candidates, as to how they view athletics?
15 Because we are a D1 school. And if we are
16 going to be involved in this, we got to go
17 all in, and we got to do it right.

18 So perfect. Thank you.

19 MR. DRUCKER: Thank you.

20 MR. FUNK: It's interesting, we -- the
21 current president of the NCAA, a fellow
22 named Mark Emmert, prior to accepting that
23 role had been the president of the
24 University of Washington where we had
25 recruited him. And I remember talking to

1 him when he accepted that role with the
2 NCAA. I said, gee, why did you do that?
3 This is an area that's always very active.

4 But from a president's point of view,
5 you know, they stay up late at night
6 worrying about many, many things. But when
7 you think about those things that get a lot
8 of publicity when they go wrong, it's
9 athletics, the medical school, these are
10 areas that are complex, the general public
11 has a keen interest in, the money involved
12 in these enterprises is immense.

13 You know, in many places, the medical
14 side of the house is almost half the
15 budget. Athletics usually has its own
16 separate foundation and the like. But it's
17 certainly something that a president has to
18 be attuned to. And, you know, certainly
19 advantages in terms of student experience,
20 morale, school spirit, the athletic program
21 can be central to all of that.

22 Who's next?

23 MS. TRELLES: Me.

24 MR. FUNK: There you go.

25 MS. TRELLES: I do have a comment from

1 one of the audience members.

2 The next president should be a
3 visionary, an innovator, a team player and
4 a good listener.

5 The next president must resist the
6 trends in higher education that focus only
7 on the bottom line and perceives education
8 as a mere product and students as its
9 customers. A university has a higher
10 purpose, and the next president must be a
11 champion of that.

12 MR. COLSON: What was the last thing?

13 MS. TRELLES: They must be a champion
14 of that.

15 MR. TOVAR: I think all of our
16 presidents have been visionaries. It's
17 always been dreaming bigger and better.

18 If you just go back to Dr. Maidique's
19 day, to think that we could have a law
20 school, to think that we could have a
21 medical school, to think -- you know, what
22 we are today. You think about Dr.
23 Rosenberg's vision and you see some of
24 those things coming in place today as to a
25 lot of the on-campus housing and you see

1 that new dorm going up, which again, when I
2 was at that practice -- or the scrimmage on
3 Saturday, and you see that dorm right next
4 to the stadium and the lighting, and how
5 the windows were thought out. And I think
6 it was a lot of input from the faculty as
7 to the glass, that it's a very specific
8 type of glass so that the birds don't fly
9 into it. And I was like, I didn't even
10 know that existed, and if you look at the
11 preserve and the pieces that are in place
12 here as to the vision going forward.

13 So I would agree 100 percent that the
14 sixth president needs to have that type of
15 mindset as to, not what are we, what can we
16 be? And it's waking up every morning and
17 thinking, what am I going to accomplish
18 today? Not dreading that I've got to go do
19 this today.

20 So yes, that type of personality is
21 key for me, and I would assume it is for
22 every other committee member and board
23 member as to have someone that truly is
24 visionary and that looks at the community
25 and sees what we are already doing and what

1 can we be and what can we do? So 100
2 percent.

3 MR. COLSON: I would say our bottom
4 line -- and when you use that term, you are
5 normally thinking about budgets -- our
6 bottom line is -- when I look at this is,
7 how are we doing on graduation rates? How
8 are we doing on improving our funded
9 research? How are we doing on getting our
10 kids jobs? You know, that's the way I want
11 to measure our success, on those types of
12 metrics. And I want new and fresh ideas
13 about how to improve all those things.

14 I mean, one of the things that I think
15 we've learned in athletics is just by
16 having a change in leader, doesn't mean
17 your last leader wasn't good, but when your
18 last leader has been there 15 years, a new
19 person can bring new ideas. And we're
20 going to get a whole bunch of new ideas
21 with our next leader.

22 And I think that's -- our -- you know,
23 our bottom line should be measured by how
24 great FIU is in the world of higher
25 education and what a great job it's doing

1 in its role in South Florida, in the state,
2 because it's an important role.

3 MR. TOVAR: And the other thing I
4 would add there is to only thinking budget.
5 You know, that's not my experience as to
6 sitting on the board. There is a reality
7 that we are limited with the funds that we
8 have, and then we have to be creative to,
9 number one, how do we utilize those funds?
10 And how do we go out there and secure more
11 funds?

12 And frankly, we have to be grateful to
13 the state as to some of the additional
14 recurring funding, because that's the
15 magical phrase when you get to the
16 legislature and you get to funding. One
17 thing is for them to give you 30 million
18 today one time, another thing is when they
19 give you recurring funding. And that's
20 something that the state has done for us,
21 and we have to be grateful and acknowledge
22 that.

23 And if you look at this year's budget,
24 they are giving us recurring funding for
25 nursing. We're getting a significant

1 amount of funding for deferred maintenance,
2 which is -- you know, in years gone past,
3 there used to be constant funding for
4 deferred maintenance. Now it's, you know,
5 you can go two, three, four, five years
6 without funding, and we are getting that
7 funding this year.

8 So, you know, we need to be fiscally
9 responsible. We need to look at where
10 money is being well invested and where
11 there's places that we can be more
12 efficient, more effective. But we are not
13 running a true business here. We're
14 serving the public.

15 And so, as part of serving the public,
16 how do we utilize limited resources in the
17 best way?

18 So I would just hope that sometimes
19 people step back and understand, you know,
20 there's a responsibility with it. And I
21 happen to chair the finance committee,
22 also. And frankly, it's impressive how the
23 administration here manages that budget.
24 And it is a very large budget, but it's not
25 an endless amount of resources, and we're

1 serving a lot of people.

2 So, point well taken, but I would just
3 differ a little bit that we're not
4 budget-centric, but we have to manage the
5 resources that we have knowing that it's
6 not unlimited.

7 MR. COLSON: You know, we should also
8 point out that a couple of years ago, over
9 two years, we got \$32 million of recurring
10 funds from the state; 32 million recurring.
11 I've said this before, it takes 7,
12 \$800 million of endowment to throw off 32
13 million recurring. That's an extraordinary
14 amount of money that we got from the state.

15 During that same period of time, as
16 I've said before, no one called me up and
17 said, you got to spend it a certain way,
18 or, you're not going to get this unless you
19 do something.

20 So we have to be thankful for that,
21 and spend it wisely so that we can go back
22 and say we did a good job and, by the way,
23 we need another 32 million recurring
24 because we're way behind some of the other
25 universities in the state, and that's what

1 we try to do. We try to be good stewards
2 of all of this, recognizing we have a
3 mission, and that is to produce one of the
4 great public universities in the world.

5 MS. TRELLES: Thank you.

6 I did want to share with those members
7 of the FIU community that are participating
8 from our virtual platform, that we see all
9 of your comments and your questions, and we
10 will do our very best to answer them and to
11 hear them throughout our session.

12 If, unfortunately, we do not make it
13 to your comment or your question, we will
14 ensure that our presidential search
15 committee and the search firm are aware of
16 them so that they have an opportunity to
17 hear your unique voice.

18 Our next question from virtual
19 participant is:

20 Good morning. As we see that more
21 industries and fields considering Florida
22 as the main hub for their growth, besides
23 hospitality, what steps are being taken to
24 seek candidates who know how to foster
25 meaningful collaborations so that our

1 students can have a better professional
2 opportunity once they graduate? Many of
3 our students need assistance in navigating
4 the transition from college to professional
5 life.

6 MR. TOVAR: Well, I think outside of
7 even the search for the president, my first
8 job coming out of FIU was through career
9 placement, and I had a couple of offers
10 through career placement.

11 So, I think we need to look at that
12 and make sure that the job that career
13 placement is doing is one that the students
14 feel comfortable going to seek advice,
15 help, internships. I'll be frank, I
16 haven't -- I've asked the question about a
17 year half, two years ago prior to COVID, I
18 haven't asked it recently, but I think the
19 career placement -- you know, I have three
20 kids myself, and I think the ultimate goal
21 is to get them employed. And I think the
22 university plays a key role, and I think
23 there's a lot of companies that seek to
24 find great employees and folks to work with
25 out of a universities such as FIU.

1 And I remember that, also, part of --
2 even back in the day when I was graduating,
3 that they were coming here because they
4 wanted bilingual candidates. One of the
5 jobs that I was offered was actually to go
6 to Minnesota and work for Cargill. And so,
7 to think about a company like Cargill
8 coming from Minnesota to hire here at FIU.
9 So I think that that is key.

10 I'm going to be frank with you, I
11 don't know exactly where we're at with that
12 today, but I think it's a relevant point
13 for us to be briefed on possibly in an
14 upcoming board meeting and get a better
15 understanding of that. But I would agree
16 that that's important for the future
17 president.

18 MR. COLSON: I would add that I had
19 intended -- we were going to have a retreat
20 in March or April, and I had intended that
21 career planning was going to be the subject
22 of that retreat, and we have work to do in
23 that area.

24 The presidential search has kind of
25 changed the subject of all the retreats for

1 awhile. But we need to understand what
2 we're doing and are there better ways to do
3 it, and do we need to invest some resources
4 in it.

5 MS. TRELLES: Thank you for that.

6 Our next question is:

7 With the international perspective
8 being included in the search scope, does
9 that mean that international candidates
10 will also be considered? or is the focus
11 remaining with candidates in the United
12 States?

13 MR. FUNK: Certainly, we would welcome
14 candidates that have international
15 experience, both currently or previously in
16 their careers. There's not a lot of
17 outreach that goes on in terms of these
18 searches internationally simply because the
19 scope of the position in Europe, for
20 example, or Australia, around the world, is
21 a little different. Fundraising is an
22 entirely different kind of activity in
23 terms of here vis-a-vis other countries.
24 The whole athletics piece is much different
25 here vis-a-vis what you find in foreign

1 countries.

2 So at the same time, we will get
3 interest and will be referred to
4 individuals who are currently overseas, and
5 we certainly track them, try to encourage
6 them to have an interest, and will bring
7 those individuals forward. But I would
8 suspect the great majority of our
9 candidates will be domestic right now, but
10 that doesn't mean they have not had
11 experience internationally throughout their
12 career.

13 And what we find is that many of the
14 nation's best leaders are extensively
15 traveled, they have lived overseas, they
16 have done part -- not part-time, but they
17 have taught for a year at another
18 international university.

19 So I think someone who brings that
20 global perspective, they don't necessarily
21 have to be overseas right now, but
22 certainly have a knowledge and an affinity
23 for what FIU is in terms of an
24 international institution.

25 MR. TOVAR: And I would add, you get

1 that anyways today in this country. You
2 know, Dr. Butchey, you are from Trinidad.
3 If you look at Dr. Black, who's over at the
4 Center for Translational Sciences, I
5 believe he's from Scotland. And so I think
6 you are just going to get that anyways.

7 And so it may not be bringing somebody
8 from England or the Caribbean today, but I
9 think where this country is at today, you
10 are going to get a lot of that
11 international background anyways as to a
12 lot of the people that are out there. So
13 that may be.

14 MS. TRELLES: Thank you for that.

15 In the spirit of recognizing that this
16 is a very big job, I think that we should
17 be looking for leaders who know how to
18 delegate and collaborate. The perfect
19 candidate may not know South Florida and
20 higher education and RIs, but they will
21 recognize the need to listen to the people
22 who do. Humility is a part of leadership.

23 MR. COLSON: I couldn't agree more. I
24 mean, the odds of getting somebody that
25 knows all of that, you know, it's -- your

1 pool is going to be very small. But you
2 ought to be able to get somebody that
3 appreciates all of that.

4 And if you didn't come from academia,
5 you ought to show some -- that you've got
6 interest in it, and that you have an
7 appreciation for the concepts involved in
8 it, including chaired governance.

9 So I think that delegation is
10 extremely important. I mean, this is a
11 university that's run in different silos
12 and we have to -- you have -- a president
13 won't make it if he or she tries to do it
14 all themselves. They won't last very long
15 here because you've got to -- it's a big
16 place.

17 MR. FUNK: You know, it's interesting,
18 I won't belabor the point, but there have
19 been a number of studies of leadership in
20 higher education, as well as in the private
21 sector, related to longevity in these
22 roles. And I think the key relative to
23 humility is most presidents, when they come
24 into that role at a university, it's about
25 the university. And when they make

1 decisions, it's for what's best for the
2 university.

3 What you find -- and we have
4 experienced it when we've been asked to
5 come in and recruit behind a long, long
6 serving president, there comes a point, the
7 studies show, where those individuals begin
8 to think, well, this is my university. You
9 know, what do I want it to do?

10 And that's the point at which I think
11 in higher ed, or even in the corporate
12 world, that's the time for that person to
13 move on, because the focus should always be
14 on what's best for the university? Not
15 what's best for me and my reputation as
16 president? And certainly those will be the
17 people that we're looking for.

18 MS. TRELLES: Thank you for that.

19 I have a couple more comments that I
20 would like to share with all of you.

21 The first is:

22 We are not running a business at all.
23 FIU is a public educational institution.
24 It is different goals than a business.

25 MR. TOVAR: Absolutely. I agree.

1 MS. TRELLES: The former president was
2 faculty friendly and a dynamic person. We
3 hope to find a similar dynamic president.

4 I would also suggest that this future
5 president should work to increase the
6 salaries for faculty and staff to meet
7 their current inflation. It is hard right
8 now.

9 MR. COLSON: I agree with that. You
10 know, it's --

11 MS. TRELLES: We -- do you want to
12 continue?

13 MR. COLSON: Oh, no. I mean, listen,
14 these are -- especially younger faculty,
15 we're not paying -- the salaries are tough.
16 I mean, it's just we're not paying enough.

17 And so there's got to be a recognition
18 amongst everybody that if you want quality
19 education, you got to have -- you got to
20 pay your faculty decent salaries. And we
21 are relying way too much on adjuncts -- and
22 this is not FIU, this is across the
23 board -- we're relying way too much on
24 adjuncts being paid 2 and \$3,000 a course,
25 and that's not fair to them, and it's not

1 fair to our students.

2 MR. TOVAR: But keeping in mind that
3 it's a tough, tough balancing act knowing
4 that, you know, the credit hours are fixed,
5 they can't be changed. So you truly need
6 someone to go in and look at budgets, look
7 at how we spend our current funds. Are we
8 efficient? And so it does become tough,
9 outside of a huge amount of money being
10 donated, but even if you get a -- you know,
11 we just got a donation, a large donation
12 for FIU. But then when you start thinking
13 through how that's spent, and do you want
14 to spend it all in one year? Do you want
15 to endow those funds? Do you want to do a
16 mix of that? And when you start dividing
17 that up over our size, it's hard to make a
18 dent or an impact. So it's tough.

19 And so I'm aligned with Dean. I would
20 hope -- you know, I had this discussion
21 with Bejar regarding advisors. My position
22 is, I'd rather have a few less and pay
23 better than having more and we're not sure
24 that they are being effective.

25 So it's a constant balance that you

1 are trying to figure out, and, you know, I
2 think you have to pay people what they are
3 worth. And, you know, everybody deserves a
4 decent wage and reward them for the efforts
5 that they do. But then again, we have to
6 find those funds. And so it's always that
7 back and forth.

8 AUDIENCE SPEAKER: I was just going to
9 add, alternative funding sources through
10 auxiliary or other activities.

11 MR. TOVAR: Yes. And, you know,
12 that's something that I think we're pushing
13 and we're all for it.

14 But again, let's not forget, we have
15 had some very successful years in
16 Tallahassee. We have had support in
17 Tallahassee. We always want more.

18 I think outside of a lot of the other
19 things that go on or are said, my
20 understanding of the governor is that he
21 does place a lot of importance in the state
22 university system and how we're ranked and
23 the progress that we've had. And so we've
24 got to recognize that, too. And I think
25 we'll continue having that support.

1 And we have a huge champion as far as
2 our Lieutenant Governor, Jeanette Núñez,
3 and the importance she places in FIU and
4 the mission that we serve, and that this is
5 her community that she lives in and her
6 kids have gone to school here. So we do
7 get significant amount of support.

8 We can always use more funding. So I
9 hear them.

10 MS. TRELLES: Thank you for that. And
11 for those members of our the audience that
12 were not in attendance, that comment was
13 alternative funding.

14 I did have a question and a comment
15 from a member of our FIU community who
16 shared it through our virtual platform:

17 The person considered should reflect
18 and champion the pluralism and morality
19 needed for this age, and the involved
20 civility that doesn't silo dissenting
21 voices --

22 MR. TOVAR: I'm sorry. Can you
23 repeat? because I'm not hearing you
24 clearly.

25 MS. TRELLES: Of course.

1 The person considered should reflect
2 and champion the pluralism and morality
3 needed for this age, and the involved
4 civility that doesn't silo dissenting
5 voices.

6 We are about to build the Bell Chapel
7 on campus. Faith is important to our
8 students, parents, alumni, and the
9 community at large.

10 When we suffered the pedestrian bridge
11 collapse, people didn't want to speak to
12 counselors, administrators, and first
13 responders. They wanted to talk to
14 chaplains and to spiritual directors.

15 Will the candidates have an
16 opportunity to present their views on
17 creating a culture that intentionally and
18 genuinely invites conversations among
19 people of our multi-religious world?

20 MR. COLSON: I think that the chapel
21 is going to be important. I think it's
22 going to be -- and I think having diversity
23 of thought and making that type of advising
24 available to our student body and our
25 faculty and administration is important.

1 And, you know, I think that -- I can't
2 imagine the next president isn't going to
3 think that as well. But I don't think I'm
4 answering the question well. I'm not sure
5 I understand it.

6 MR. TOVAR: I'm not sure I'm clear on
7 what the question is either.

8 MS. TRELLES: I believe their question
9 is when we are interviewing these potential
10 candidates or learning more about them, if
11 we will be providing them the opportunity
12 to present their own views on creating a
13 culture here at FIU that is both
14 intentional and genuine, that invites
15 conversations among all of our FIU
16 community members regarding their
17 multi-religious world perspectives.

18 MR. COLSON: Listen, those kind of
19 conversations should be ongoing on this
20 campus right now, I would hope. And the
21 next president -- I'm not on the search
22 committee, but I would hope that the search
23 committee would talk about that with the
24 presidential candidates.

25 MS. TRELLES: Thank you for that.

1 We have a comment that reads:

2 We need a president who's brave,
3 whether defending academic freedom, making
4 innovations in HR policies, or supporting
5 our students.

6 I would like to have one of the
7 interview questions be asking the
8 candidates to describe one or more
9 occasions in which the person stood up for
10 something that they believed in, whether or
11 not the outcome was what they wished for,
12 and what they learned from that experience.

13 MR. TOVAR: I think that's a good
14 recommendation.

15 MR. COLSON: It's also interesting to
16 ask them when have they stood up for
17 something that they didn't agree with, as
18 opposed to something that they did agree
19 with.

20 MS. TRELLES: An additional comment
21 from an FIU community member is:

22 We need a candidate who has a proven
23 track record in leading an equity and
24 inclusion platform and who could lead and
25 inspire by their ability to lead beyond

1 inner circle dynamics.

2 MR. TOVAR: Agreed.

3 MS. TRELLES: Then we do have a
4 question, I believe we've answered it
5 partially, but just in case you wanted to
6 add anything extra to it:

7 How do you plan on choosing someone
8 that is able to liaise, manage, and
9 maintain good relationships with the local
10 community, mostly Hispanic, the local,
11 state and federal government, and with the
12 student body and faculty?

13 MR. TOVAR: Listen, I was always
14 concerned that I didn't think we were doing
15 a great job here locally with Dade County.
16 I have seen in the last, however long the
17 mayor of the county has been there, that
18 interaction has improved tremendously. I
19 think our interaction with Mayor Suarez is
20 amazing. I think when we go up to the
21 legislature and we communicate with them, I
22 think any place that we do business --
23 again, back to the Center for Translation
24 Sciences, I saw some of the commission
25 members that were there, I think there was

1 a state senator from that area that was
2 there yesterday.

3 So all that interaction is super
4 important because we play different roles
5 for each of these different groups, and
6 they influence us in many different ways,
7 and then we play a role as to the role we
8 serve in the community and in the state.

9 So, agreed. I think the future leader
10 of this university has to understand the
11 importance of all of those interactions.
12 We need to engage with these people. We
13 need to be inclusive of them so that they
14 see the role that we play in the community
15 and vise-versa.

16 So yes, I will encourage the committee
17 to consider the dynamics of that and
18 whether we feel that those skill sets are
19 there.

20 MR. COLSON: And I would actually
21 think that Daniella, the mayor, and Mayor
22 Suarez as well, they are great recruiters.
23 They know -- and I have talked to Daniella
24 about, we might need her help at some point
25 in this search because she can help entice

1 people to come to South Florida. Mayor
2 Suarez has done that a lot.

3 So these are -- they are -- I view our
4 mayors and local elected officials as
5 resources we can use in this search.

6 MR. TOVAR: And I will tell you that
7 just last week, I think the mayor was
8 there, and I think both the mayors I think
9 there was activities with. So they are a
10 key component of this, and I think we are a
11 key component as to what Dr. Sackstein said
12 as to the economic engine as to this
13 community, and this is -- so I think we
14 need to work hand-in-hand with all those
15 folks and with all the commissioners on any
16 of the -- be it the county commission, the
17 city commission, very important.

18 MS. TRELLES: Thank you for that.

19 We do have a comment from one of our
20 presidential search committee members which
21 will be, then, followed up by, how did we
22 actually select the search committee
23 members?

24 So Committee Member H.T. Smith
25 mentioned, as a member of the search

1 committee, I want to join the search
2 committee chair, board chair, and the
3 search firm in thanking all of the FIU
4 stakeholders for participating in today's
5 listening session.

6 And then members of our community --

7 MR. TOVAR: Let me stop you there.

8 I want to tell H.T. Smith that I'm
9 thrilled that Chair Colson -- I have heard
10 about him, read about him, seen him on TV
11 for all the years that -- from the time I
12 was very young here. Not trying to date
13 him, but I've known so much about him and
14 the work he does in Miami and his advocacy.
15 And I know he was just awarded with a
16 recognition at University of Miami a couple
17 of weeks ago, and I congratulate him for
18 that.

19 So I'm honored to be able to serve
20 with him and appreciate that he's agreed to
21 serve on the committee. And knowing that
22 he's one of the faculty members here at our
23 law school and knowing -- he mentioned it
24 the other day in the committee meeting, but
25 I had previously looked up his story as to

1 how he got into University of Miami Law
2 School. And I would encourage anybody to
3 go onto, I believe, it was on YouTube, and
4 just punch in H.T. Smith, and he was being
5 interviewed somewhere as to how he got into
6 law school. Very impressive story. So he
7 was out in front after he served, I
8 believe, he was in the Army.

9 So, thank you, Mr. Smith. It's my
10 honor.

11 And what were you going to say?

12 MS. TRELLES: We want to learn how our
13 presidential search committee was selected.

14 MR. COLSON: Well, it was very
15 scientific. The board of governors
16 regulation gives the Chair of the Board of
17 Trustees the authority to select a search
18 committee.

19 So from end of January until very
20 recently, that's pretty much what I was
21 thinking about, how do I -- and they set
22 out certain guidelines. You got to have a
23 faculty member; you got to have a student
24 member; you got to have a BOG selected
25 member; you want members of the

1 community -- I'm missing a couple of
2 categories.

3 And so I wanted a search committee
4 that was reflective of our community, of
5 our university, and that anybody would look
6 at and say, everybody here on this search
7 committee, regardless of their politics or
8 -- they love FIU, and they care about FIU
9 and they will protect FIU.

10 And so, you know, any of our board of
11 trustees members, if they have given the
12 same assignment I had, I think would have
13 come up with -- they would have used --
14 they would have arrived with different
15 people, but with similar backgrounds and
16 similar -- it was intended to be
17 extraordinarily talented people who care
18 about FIU and care about our community.

19 So, you know, the prejudice in all of
20 this is that I tend to go to people that I
21 knew because of life experiences.

22 I've worked with H.T. Smith for
23 30 years on different community projects.
24 I know what he's passionate about and he'll
25 be a great member of the search committee.

1 Some of the people I didn't know so well.
2 But I had served with Gerald Grant, and I
3 had served with Claudia Puig. I hadn't
4 served with Albert Maury, but I knew him
5 and I worked with him, and I admired what
6 he had done.

7 So those are -- you know, and I could
8 go through each one of why I picked each
9 one. But it was all -- you know, it was
10 just trying to come up with a diverse set
11 of people with different backgrounds that
12 reflected a love for FIU and, you know,
13 that would give comfort to the various
14 constituencies of FIU. So that's what I
15 was trying to do.

16 And, you know, you can second guess
17 any of it, but I think I'm pleased where we
18 are.

19 MS. TRELLES: Thank you for that.

20 We do have a few more comments that I
21 would like to share.

22 The first is:

23 Industry, especially the technology
24 sector, is far outpacing academia. The
25 next president will have be bold in

1 accelerating the pace of FIU's offerings,
2 both inside and outside of the classroom,
3 to prepare current and future students, as
4 well as alumni, for the world of work and
5 for today and for the future.

6 Additionally, the next president must
7 be ready to work with Tallahassee while
8 ensuring that the core values of FIU and
9 the local community are maintained.

10 The local community is looking to FIU
11 to lead the way, and ensuring commitments
12 made to DEI are fulfilled while playing
13 well with Tallahassee to ensure funding is
14 not affected.

15 MR. TOVAR: Wonderful comment.

16 MS. TRELLES: Our next comment is:

17 FIU is not only one of the most
18 diverse, large institutions of its kind, it
19 is also known for innovation, applied
20 research, and professors who are best in
21 class. You have a mix of large institution
22 with swagger, paired with brilliant,
23 leading researchers in a vibrant, booming
24 committee.

25 And then an additional comment:

1 An ideal candidate would have
2 experience working with multiple
3 administrative levels, student workers to
4 deans, in an R1 institution or at a smaller
5 institution with comparable demographics to
6 FIU.

7 They also need to understand what is
8 required to work with state, federal, and
9 international funding agencies.

10 They need to know how to sustainably
11 grow a university, the human
12 infrastructure, and be willing to do the
13 work to make sure that people stay and want
14 to stay at this university.

15 They also need to understand Miami
16 and/or Latin America, and be able to
17 negotiate between the university's identity
18 as part of Miami, and the practicalities of
19 being an R1 institution.

20 MR. TOVAR: Good point.

21 MS. TRELLES: Then we do have a
22 question:

23 There are truly wonderful people on
24 the search committee, and we wish them much
25 luck for this monumental task.

1 Is there a reason that no staff
2 members were chosen?

3 MR. COLSON: No. I -- I --

4 MR. TOVAR: You messed up.

5 MR. COLSON: I guess I goofed up. I
6 erred on -- you know, I wanted to -- I was
7 thinking faculty and, you know, I didn't
8 create categories -- I didn't break down
9 the categories, and perhaps I could have
10 done better.

11 MR. TOVAR: And I think we had
12 somebody mention the staff earlier in
13 saying -- listen, I think everybody that is
14 here and puts their heart and soul into
15 what this university is about is very, very
16 important.

17 So I can't imagine Dean's job because
18 I'm sure he probably upset some people on
19 the board, he probably upset some people on
20 the foundation, he probably upset all the
21 other groups that we've met with.

22 MR. COLSON: Offended a lot of people.

23 MR. TOVAR: The reality is there's a
24 limit of 15 people that could be put on
25 that committee, and there's certain

1 positions that you have to have a student,
2 you have to have a BOG member.

3 But I would just encourage anyone that
4 is concerned that one group or another is
5 not directly represented on the committee
6 is to seek out the committee members and
7 give them your point of view, because I
8 think everyone that's on there is going to
9 welcome the input and welcome things that
10 -- again, just in these sessions that we've
11 had the last two days. There's many things
12 that I hadn't thought about, I hadn't
13 considered, and it's very valuable. But
14 the staff are very valuable, and we do
15 recognize the hard work that's put in
16 constantly.

17 MS. TRELLES: Thank you to all of
18 those of you who have taken the time to
19 share your comments or questions, concerns,
20 to voice your opinion through this entire
21 process utilizing our virtual platform.

22 We do have a couple more minutes in
23 case anybody wanted to share their comments
24 or questions both in the audience as well
25 as virtually so that we may be able to hear

1 your unique voice.

2 MR. FUNK: I think we have another
3 speaker.

4 MS. WELLS: Hi. Leanne Wells, again.

5 Just to your third bullet, so you were
6 asking for some people that might be
7 reluctant to come, which is the leader that
8 I would want is the reluctant leader.

9 One of the things that I have found,
10 and I have been at FIU for over 20 years
11 now, when I travel to conferences, when I
12 present the work that we're doing in our
13 office, but also with our colleagues that
14 are faculty, I hear all the time, how do
15 you have that happen at your university?
16 We don't get to do that at ours. How do
17 faculty do these things?

18 And one of the things that has, for
19 the entire 20 plus years, FIU has always
20 put its money where its mouth is.

21 So when we start talking about student
22 success, we fund student success. When we
23 start talking about career placement, we do
24 a better job of career placement. And I
25 don't think that's true everywhere.

1 So whoever is coming in the small
2 pool, or even the larger pool, I would want
3 them to know that you have faculty,
4 students, and staff who regularly go above
5 and beyond and do amazing things that other
6 universities just don't see.

7 And when we start talking about
8 student success and the things that faculty
9 are doing in their classroom, I would also
10 encourage the successful candidate to be a
11 regular visitor in our faculty's classrooms
12 and with our students. We see the
13 opportunity walking around campus all the
14 time to engage, but actually going into the
15 classroom and into the labs and seeing what
16 our faculty are doing and what our students
17 are doing will -- certainly, maybe, that's
18 something they can do when they tour -- let
19 them know that they are coming to a special
20 place.

21 MR. TOVAR: Thank you.

22 MR. FUNK: Great. Thank you.

23 MR. TOVAR: Good point.

24 DR. SACKSTEIN: That's an excellent
25 point, and thank you for bringing it up

1 because I think this is another touching
2 point for the next president.

3 We have an amazing public school
4 system here, we really do. We have amazing
5 educators, amazing staff -- sorry for not
6 mentioning that before. Of course, every
7 staff member is dedicated to student
8 success at this institution, as well as in
9 the public system.

10 It should be somewhat eye opening for
11 Mr. Funk, maybe, to realize that our
12 current Surgeon General of the United
13 States graduated from Miami-Dade County
14 Public Schools. Our newest Supreme Court
15 Justice graduated from Miami-Dade Public
16 Schools.

17 Now, Mr. Colson may, sort of, take a
18 step back and say it wasn't Coral Gables
19 High School, it was Palmetto.

20 But the fact is that we must integrate
21 this university into the younger learners
22 to assure the career success that we're all
23 attempting to achieve.

24 And so I would hope the next
25 presidential candidate or candidates come

1 forward, speak to that point specifically
2 for our community and the communities where
3 they have lived in before.

4 MR. TOVAR: Thank you.

5 MS. BUTCHEY: I want to commend
6 Dr. Sackstein for reminding everyone of the
7 wonderful people who have come from Miami
8 in recent years. Also, poet laureate,
9 okay? So very diverse group.

10 I did want to reach out about the
11 comment about inclusion of staff in the
12 search committee. You didn't goof. We
13 don't stay at FIU for as long as the four
14 of us have without close connections with
15 the staff and recognize how their
16 professionalism is very important, very
17 indicative of where we've grown.

18 Faculty are very busy, teaching,
19 research, service, we rely very heavily on
20 staff. In fact, in recent months, we have
21 complained about the fact that we got so
22 used to wonderful support at FIU online,
23 and others have poached them from us.

24 So yes, we can definitely incorporate
25 the viewpoints of the staff and speak to

1 their perspective, and to recognize that we
2 need them to keep doing our jobs.

3 Thank you.

4 MR. TOVAR: Thank you.

5 MR. FUNK: I think we've had a
6 wonderful discussion.

7 Any more comments online?

8 MS. TRELLES: We do, Bill.

9 If you can just go ahead and give us a
10 little bit more information regarding the
11 length of expected time to stay in the
12 position of a president? And how do we
13 prepare a compensation package for this
14 position?

15 MR. FUNK: Okay. In terms -- I
16 mentioned earlier the American Council on
17 Education, they do a five year survey of
18 presidents, and occasionally they will do
19 an update. And in their most recent
20 iteration, have indicated that the average
21 tenure of a president is 6.5 years.

22 You know, it was interesting, when I
23 first began doing this work 100 years ago,
24 I would have boards say to me, gee, Bill,
25 find someone who will stay here 20 years.

1 We don't want to have to do this again any
2 time soon. And when I was just beginning,
3 of course, I'd say, sure, I agree with you.

4 But now when someone will say
5 something like that, you know, I kind of
6 push back and say, you know, really? There
7 are very few people who can renew
8 themselves as events and time pass. The
9 person that you hire today may not be the
10 right person that you want in the position
11 ten years from now, because you kind of
12 take into consideration those more
13 immediate challenges that are ahead of you.

14 But the truth is, the best leaders can
15 renew themselves and will grow with the
16 position. I think, as I mentioned earlier,
17 the institutions that make the most
18 progress are usually those institutions
19 where there's a continuity of leadership
20 and dedicated people leading the way.

21 But I think people stay in these
22 positions because they are challenged, they
23 have a board that's supportive of them,
24 they enjoy working with faculty, they have
25 a passion about students and changing

1 lives. And that's why, I think, presidents
2 and professors stay in this academy.

3 But I think it's important that
4 presidents are always staying fresh, they
5 are creative, they are innovative. And I'm
6 not so sure it's important -- you know,
7 there used to be a time when there was a
8 perception that the beloved senior dean
9 would ascend to the presidency and stay for
10 20 years. We just don't see that anymore.
11 And that 6.5 years, I think, is not a bad
12 time frame. And when you think about it,
13 that means there's some presidents out
14 there who have left in two, three,
15 four years, not for good reasons typically.

16 But I think if the next president were
17 here for six to ten years and provided the
18 kind of leadership I know that the board
19 wants, you know, they will move this
20 institution forward in dramatic ways.

21 So that should be the aim, and, you
22 know, I think if you have a good president
23 and they are doing well, the board needs to
24 recognize it, compensate them
25 appropriately, make sure that they are

1 acknowledged for doing a good job. They
2 are like all the rest of us, they want to
3 be acknowledged when they do good things,
4 and there are ways that the board can do
5 that.

6 So that would be --

7 MR. TOVAR: And as far as putting
8 together the compensation, you know, that's
9 the job of the board.

10 I will tell you, looking back as to
11 how we were compensating the past
12 president, and you look throughout the 12
13 universities in the state, they are all
14 pretty similar as to how they are
15 compensated. There was two that are
16 outliers, and part of that was some
17 deferred comp. But I think we are very
18 competitive as to what our compensation is.

19 I think the board would be receptive
20 as to bonus structure and how do we
21 incentivize the next president to hit the
22 goals that the board will lay out for the
23 president.

24 So I think it's competitive, and not
25 only within the state system, but as you

1 look throughout the country as to how those
2 structures are put together.

3 MR. COLSON: Public universities don't
4 pay as well as the high ranked private
5 universities. And if you look at, you
6 know, Marks -- I dealt with him for four or
7 five years on this and he never really
8 wanted to raise his salary, he didn't want
9 to call attention to his compensation. So
10 he didn't get any big raises over the last
11 five or six years. We increased his bonus
12 structure a little bit, I think it was by
13 \$25,000, you know.

14 The president of the University of
15 Florida makes significantly more, but he's
16 running a 6, \$7 billion enterprise when you
17 throw in the medical school there. And
18 we're running a billion seven enterprise.

19 Now, any other -- in the private
20 sector, anybody with a billion seven
21 enterprise would make a lot more than our
22 university presidents makes. So, you know,
23 if we need to tweak our salary structure to
24 attract the best leader for the next ten
25 years, the board will do that.

1 MR. FUNK: For those who are
2 interested, the IRS requires not for profit
3 organizations and universities to report a
4 Form 990 every year in terms of
5 compensation, including that of the
6 president. And that information is a
7 matter of public record.

8 And when we're asked to do
9 compensation surveys when a board is
10 hiring, that's what we look at. That is,
11 in fact, the best information you can get.

12 I would warn you, though, sometimes
13 you don't see that data for two years. If
14 you go to the Chronicle, it's always like a
15 year or two old, and then we would
16 extrapolate by a cost of living index.

17 But you also have to be careful
18 because some presidents have deferred
19 compensation plans. And if they retire in
20 a given year -- you know, sometimes they
21 will talk about the ten highest paid
22 university presidents in the country.
23 Typically, those are individuals who, in
24 that year, have collected that deferred
25 compensation, so it really skews the

1 numbers.

2 But you can look up and see what the
3 current compensation is of public
4 university presidents here in the state.
5 It's not a secret. It's just not always
6 timely.

7 Dean, would you agree with that?

8 MR. COLSON: I would. They are
9 usually two years behind.

10 MR. TOVAR: Not everything is measured
11 exactly the same way.

12 MR. FUNK: Yeah.

13 MR. TOVAR: I think we're out of time.
14 Do we have --

15 MS. TRELLES: We are. We are out of
16 time.

17 Thank you so much to everybody who
18 attended and for those of you who attended
19 virtually for your comments and your
20 questions, we really do appreciate them.

21 And once again, we will make sure that
22 the entire presidential search committee
23 and the firm has access to those comments
24 and those questions.

25 MR. FUNK: Thank you very much.

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MR. TOVAR: Thank you.

MR. COLSON: Thank you.

(Thereupon, the proceedings were
adjourned at 12:00 p.m.)

CERTIFICATE

STATE OF FLORIDA)

COUNTY OF MIAMI-DADE)

I, Aurora C. Sloan, Registered Professional
Court Reporter, State of Florida at Large,
certify that I was authorized to and did
stenographically report the foregoing
proceedings and that the transcript is a true
and complete record of my stenographic notes.

Dated this 18th day of April, 2022.



Aurora C. Sloan, Florida Professional Reporter

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FLORIDA INTERNATIONAL UNIVERSITY
PRESIDENTIAL SEARCH COMMITTEE
LISTENING SESSIONS

SESSION 3: EXECUTIVE TEAM

Wednesday, April 13, 2022
1:00 P.M. - 2:00 P.M.

Modesto Maidique Campus
Graham Center Ballrooms
11200 Southwest 8th Street
Miami, Florida 33199

Stenographically Reported By:
Aurora C. Sloan, FPR

1 APPEARANCES:

2 FIU University Staff Members:

3 FIU Board of Trustees Chair Dean Colson

4 FIU Board of Trustees Vice Chair Roger Tovar

5 FIU Ombudsperson Sofia Trelles

6 ALSO PRESENT:

7 Higher Education Search Consultant William Funk

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1 (Whereupon, the following proceedings were
2 had:)

3 MR. TOVAR: Sofia, are we 100 percent
4 everybody is here or are we also online?

5 MS. TRELLES: No. Everybody should be
6 here.

7 MR. TOVAR: Okay. Perfect.

8 Welcome. Good to have everybody here.
9 We've done a number of these yesterday and
10 this morning, and then at 10:00 a.m. we had
11 the pleasure of doing one that was fully
12 opened. So we've gotten a lot of feedback.

13 And now we have the opportunity to
14 meet with you all, the executive team. So
15 I appreciate you all being here.

16 We are also blessed, honored to have
17 Dean Colson here with us, the chair of our
18 board, as you all know.

19 MR. COLSON: That'd be appropriate.

20 MR. TOVAR: Howard, you are always
21 working the room.

22 Anyways, I will mention one thing to
23 keep everybody informed, you all and the
24 members of the FIU community, I'm pleased
25 to announce that we have launched the

1 presidential search website, which will
2 provide information on the search process,
3 meetings, and candidates.

4 R. William Funk & Associates, based in
5 Dallas, Texas, has been selected to assist
6 us with the search for FIU's sixth
7 president. The firm has conducted more
8 than 430 searches for colleges' and
9 universities' presidents and chancellors.

10 So, you know, we went through a
11 process, and I think it's important for you
12 all to know this, which I believe we
13 interviewed five or six search firms. We
14 narrowed it down to three. Told us we were
15 doing something right, because in the
16 middle of our meeting, right before one of
17 the search firms was going to present, they
18 sent us a text saying that they had been
19 hired by the University of Florida to do
20 their search. So it also tells you the
21 competitiveness of what we're doing, the
22 process.

23 Some folks ask us, well, you are
24 competing against Florida or North Florida
25 or some of these universities, you know,

1 how do you think you'll end up? And I say,
2 we're going to end up in a great position
3 because I don't think we compare to
4 University of Florida. They happen to be
5 in Gainesville, we're in Miami. This is a
6 younger university that has just this whole
7 upward trajectory in front of us, the
8 opportunities that are here, who we serve.

9 So to me, although the titles all
10 sound the same, the president of a
11 university, I think every university is
12 uniquely different.

13 So as I mention, Mr. Funk is here
14 joining us today, and I'd like to invite
15 him to open up the listening session. And
16 then -- we called this a listening session,
17 but what it's become is more of a dialogue
18 back and forth.

19 And so, although, I would encourage
20 everybody to mention what you think is
21 important in our future president, I think
22 we would all invite you all to mention
23 anything you'd like as to what we could be
24 doing better or things that maybe you all
25 feel that you don't have the opportunity to

1 tell us, as members of the board as to
2 things that you all think that we should
3 know or things that Dean really needs to be
4 doing much better.

5 MR. COLSON: I knew he was going to
6 that.

7 MR. TOVAR: So anyways, Mr. Funk.

8 MR. FUNK: Thank you, Roger.

9 And this feels like a homecoming to me
10 actually. We've worked with several of you
11 in years past, when we were all just mere
12 children, actually, and it's good to see
13 you guys again and I'm delighted to be
14 working here.

15 You know, we did a number of searches
16 here 10, 12 years ago. And when I came
17 back last week and was being driven to the
18 campus, I was just blown away by the
19 changes. I hadn't been on the campus in 10
20 years. The growth in terms of enrollment,
21 the number of new buildings, the research
22 expenditures that I've learned about
23 subsequent to being retained, you know,
24 congratulations to all of you. It's a
25 remarkable story in higher education, and

1 it's one that deserves to be told far and
2 wide. I mean, you guys have done just a
3 tremendous job.

4 As a result, I think this position
5 will attract a strong pool of candidates
6 and, you know, our responsibility now is to
7 tell that story. Hopefully, most of higher
8 education knows it, but we're going to
9 emphasize it as we approach people to
10 become an active candidate.

11 We have the three questions that we
12 posed, and I think they will flash them on
13 the screen. But as Roger said, we just
14 want to have a conversation with you. We
15 really want to hear what you think in terms
16 of the challenges and opportunities this
17 next person is going to inherit, what kind
18 of person do you think is appropriate at
19 this particular time in FIU's history?

20 And then thirdly, help arm me -- you
21 know, I'm absorbing a lot of information
22 that's just very impressive that I can
23 share with candidates, but help arm me with
24 additional positive, compelling reasons why
25 people should become involved here in the

1 search.

2 And we are really going to do a lot of
3 listening. The four of us have been
4 deflecting to one another. No one of us is
5 probably the right person to respond to any
6 of your questions and comments, but among
7 the four of us, we'll deflect to the
8 appropriate subject matter expert.

9 But who would like to kick this off?
10 Ah, good man. Thank you.

11 MR. TOVAR: Yes. I think if everybody
12 can take the mic in the back, that way --
13 because it is being recorded.

14 MR. FUNK: If any group has a vested
15 interest in who the next president is, it's
16 probably this group.

17 MR. DONLEY: So my name is Dr. Robert
18 Donley. I'm senior advisor to the
19 president.

20 I actually started here in 1995, left
21 with the former president to become
22 vice-chancellor of the system, and Dean
23 Colson was the special advocate during that
24 time. And then I became chancellor of the
25 Iowa system for 10 years and went into

1 retirement in 2017, but came back because
2 the president said we had some problems
3 with rankings.

4 And so, as you know, we worked on
5 that, and almost three years, and now I've
6 been back, and they are doing a tremendous
7 job. So we have got a really great
8 infrastructure. There's a point for you in
9 terms of the overall rankings.

10 But qualities needed, either he or she
11 I think, in understanding and appreciation
12 of the role of the University Board of
13 Trustees and the Florida Board of Governors
14 and the willingness to build and maintain a
15 high level of communication, partnership,
16 and ultimately trust. And I have a copy of
17 these remarks if I'm going too fast.

18 A record of major gift fundraising and
19 donor relationships, this would include
20 major philanthropic organizations and
21 private foundations, like the Lumina and
22 Gates Foundations.

23 A record of leadership in complex -- I
24 put in parenthesis academic environment. I
25 don't necessarily believe that it has to be

1 an academic environment, but including the
2 promotion of diversity, equity, inclusion,
3 and belonging.

4 A commitment to student success,
5 faculty success in shared governance. A
6 record of developing external
7 relationships, particularly with alumni,
8 community leaders, legislators,
9 governmental officials -- I'm sure you
10 heard a lot of this.

11 A great communicator, someone who is
12 comfortable in front of a camera would be
13 very helpful. If they knew how to use
14 social media effectively, Twitter,
15 Facebook, LinkedIn, Instagram, but Michelle
16 Palacio and her group will, I'm sure, help
17 with that. And high values and ethics.

18 In terms of expectations -- and I'll
19 go through this quickly, knowing your role
20 as a board member, I think, in the
21 partnership with the president and the
22 administration, I think is very important.

23 Your primary role is oversight and
24 advocacy for the institution. This will be
25 really important for the candidates to

1 know. Oversight does not mean
2 decisionmaking and management and
3 operations. Very important.

4 Onboarding a president, just a few
5 notes, it's not easy, especially when they
6 are not from South Florida or from Florida.
7 The president will need help from this
8 board in terms of introductions to business
9 and industry leaders, elected officials,
10 and others.

11 As part of the onboarding process, I
12 would ask the board to consider working
13 with the new president on hiring an
14 executive coach.

15 More often than not, executive coaches
16 are really important. I got to really
17 understand that in Iowa. I had executive
18 coaches.

19 Sometimes presidents just don't know
20 the appropriate way of talking to board
21 members. And executive coaches can be
22 very, very good in helping to, sort of,
23 benchmark things with them before they
24 approach the president. And I came into
25 some real major problems at one time and

1 was able to get through it with some
2 coaching from folks who are sort of at
3 arm's length from the institution and the
4 board.

5 A new president will want to build
6 their own team, and that may be not
7 retaining or replacing some of the people
8 who are in this room. The president will
9 need to know that he or she has the full
10 support of the board in making those
11 decisions.

12 And then finally, just some general
13 comments. There was a 2020 survey
14 conducted by SimpsonScaborough and Blue
15 Moon Consulting Company for the APLU, and
16 it was important because higher education
17 leaders, including presidents, provosts,
18 student affairs leaders, and others, were
19 asked to give their five top challenges
20 facing higher education, which you just
21 talked about in terms of challenges.

22 Government funding came out as No. 1;
23 student mental health is No. 2; diversity
24 and affordability, and student success and
25 retention came out the last of the top

1 three. And as you know, we're going to
2 have a compass session on the 27th of this
3 month just to talk about student success
4 and retention.

5 So when you interview the candidates,
6 I would encourage you to consider embedding
7 these in your questions to the candidates.

8 And then last note, during your
9 interview, Bill, I think you mentioned --
10 or you were asked a question about the term
11 of the president, and what's the term now
12 in terms of retaining presidents.

13 And the last ACE survey that I could
14 see was 2017, it's done every five years --
15 they are actually in the field right now
16 with that question to presidents across the
17 country, so it will be interesting to see
18 what the results are -- but it was
19 6.5 years, and I think it's going to be --
20 it's going to hover around five years, and
21 maybe even less. The landscape is not good
22 throughout the country.

23 And my very, very last point is that
24 during the survey of presidents, they were
25 asked at that time to rate US News and

1 World Report rankings in the group, and
2 very few saw that the metrics were
3 important. Now, we all know that that has
4 changed significantly over the last five
5 years.

6 I would suggest that the incoming
7 president take the rankings very seriously
8 since they are very much a part of what
9 this board supports, what the governor and
10 the legislature supports. And we are the
11 No. 1 system in the country and we don't
12 want to lose that in terms of US News and
13 World Report. And it's embedded in our
14 strategic plan, specifically in our metrics
15 on student success.

16 And I'll entertain any questions if
17 you'd like.

18 MR. TOVAR: Dr. Donley, thank you.
19 Yes, and we're done in 15 minutes. You're
20 helping us get out of here early.

21 In seriousness, I would love to have
22 the list that you put together. I think
23 you've hit on a lot of what we've talked
24 about, some of what we have not talked
25 about.

1 And, you know, I'm going to ask Dean
2 and Bill to speak in a minute, but I think
3 something that becomes evident before we've
4 had any of these meetings and after these
5 meetings, the list just becomes more and
6 more expansive as to the qualities,
7 qualifications, as to what is needed, as to
8 our future leader, as to what the
9 university means for our students, for our
10 faculty, for our staff, and then for this
11 community.

12 We've talked about a number of times
13 how young the medical school is, and that
14 we need to find what our identity is, what
15 the culture should be at the medical
16 school.

17 I would compliment you, Dr. Cendan, on
18 seeing you yesterday over there at the
19 Center for Translation Sciences, and how
20 you're collaborating with them over there,
21 and then also with the Dean, Dr. Tomás
22 Guilarte, the school of public health with
23 Dr. Brown. So there's a lot of hats to
24 wear, and you know this better than anyone.

25 And so it's very cliché to say we need

1 a dynamic leader, a charismatic leader, but
2 we do.

3 And one of the things that I think
4 Dean did a great job in is putting together
5 a search committee. And I would invite
6 everyone of you all to, not only today, but
7 as we move forward, to be talking into
8 every committee member's ear as to whoever
9 you feel comfortable communicating with and
10 telling us, have you thought about this?
11 Have you considered that? Reaching out to
12 Mr. Funk with any -- you know, you've had
13 exposure to a lot of people, a lot of you
14 in this room have had exposure throughout
15 the university system in this country.

16 So the one thing that I will repeat to
17 you all that I have said many times over
18 is, a lot of times when you start in this
19 process, there's really not a process
20 because the outcome has been predetermined.
21 That is not the case here.

22 If you were to ask me who the next
23 president is going to be? Is it going to
24 be a man? Is it going to be a woman? Is
25 it going to be a Hispanic? I will tell

1 you, I have no idea, because if we're going
2 to do this right, we need to go out there,
3 cast a broad net, and then we're going to
4 end up with a number of people that I'm
5 sure are qualified to be the president of
6 FIU.

7 But again, who checks the most boxes?
8 Who fits into the South Florida community?
9 And I don't want that either to be
10 misinterpreted. That to fit into the South
11 Florida community, you have to be from here
12 or you have to have been here before, or
13 somebody mentioned earlier that there was
14 somebody that was brought to South Florida,
15 and it turned out that they would spend
16 their summers here, and that was their
17 connection and their passion to South
18 Florida.

19 And so there's many ways that whoever
20 our candidate can be -- or it can be
21 somebody that just assimilates well into
22 anywhere they are put down.

23 And you see how even the past
24 president of the University of Miami -- it
25 was actually the story about Donna Shalala,

1 that her connection to Miami was that she,
2 as a child, had spent her summers here.
3 But you see how well she fit into South
4 Florida, and still today, where she's no
5 longer the President of the University of
6 Miami, and then she went on to be a
7 congresswoman from here in Miami, and she
8 still lives here, because people come here
9 and they love it, some people come here and
10 they don't fit in.

11 So we've got to think through all of
12 that. And I would invite with your
13 knowledge, your life experiences, please
14 reach out. And to any of us here, I would
15 invite you to call me anytime, and any
16 suggestions, recommendations, and I would
17 love to have your list and say it's mine.

18 So, thank you.

19 Do you have any -- Dean, what would
20 you like to say?

21 MR. COLSON: Well, I was going to ask,
22 you put your different qualifications in an
23 order. Is there any --

24 DR. DONLEY: No specific order. I
25 just bulleted them. I actually just did it

1 a few minutes ago.

2 MR. COLSON: That's great. I think
3 they're all right on. You know, it reads
4 like what our letter is going to read like
5 for the qualifications of our next
6 president.

7 DR. DONLEY: Chair Colson, just one
8 comment, though, because a board member
9 brought this up, I think during the
10 interviews, and the presidents are asked to
11 do a great deal, but so much of their time
12 is engagement and fundraising, and I did
13 mention that. So I would have to place an
14 emphasis on fundraising.

15 I think the next survey of presidents
16 is going to indicate the same thing, that
17 50 percent or more of their time,
18 especially for public university presidents
19 across the country, because, you know, they
20 don't have, across the country, the same
21 type of system that we have. I think our
22 governor and our legislature have been very
23 generous to higher education here, but
24 that's not the same story across the
25 country.

1 And across the country, it's harder
2 for folks to raise money, because there's
3 that perception that, well, the legislature
4 and the governor should be funding this,
5 and why would I want to give my dollars
6 towards something that the taxpayers should
7 be supporting? So, you know, it's the
8 chicken and the egg.

9 MR. COLSON: I agree with you.
10 Fundraising is very important,
11 friend-making, and I see this president is
12 setting a vision for the university. But
13 the people in this room are going to be the
14 ones that execute that vision as the
15 president goes around and raises money and
16 finds the right people to hire, and those
17 type of things.

18 DR. DONLEY: So my last comment is I
19 want to thank you. I think these sessions
20 are great. They don't happen across the
21 country, so I'm glad it's happening here at
22 FIU. So, thank you.

23 MR. COLSON: Great.

24 MR. TOVAR: Thank you.

25 MR. FUNK: I might mention Robert and

1 I worked together when he was in Iowa. And
2 so we had a little bit of a reunion on my
3 way in.

4 Do you know that Iowa is getting a
5 foot of snow today?

6 MR. LIPMAN: So it's very interesting
7 that, Bob, I didn't -- I just want you to
8 know, I didn't pay Bob to bring up the
9 fundraising piece.

10 So I wanted to share with you --
11 obviously, Howard Lipman, Senior
12 Vice-President for Advancement and CEO for
13 the Foundation. I have been in this
14 profession for 40 years now, and I've
15 worked at five separate universities, and
16 know Bill from my years at Ohio University
17 where he helped us recruit our business
18 dean, who is now the interim president of
19 Ohio University.

20 So Bob talked about a demonstrated
21 experience in fundraising. It's not just
22 the experience of friend-making and asking
23 individuals in the comfort with that.

24 What I have seen through higher
25 education is, the only place in academia

1 where academics learn how to raise money
2 is, for their individual projects, if they
3 choose to do that, for grant writing, so
4 they think fundraising is grant writing, or
5 as a dean.

6 As a dean, they understand how to do
7 that, and most provosts who did not come
8 through a deanship, do not really
9 understand the -- if they were a department
10 chair and then moved to a provost, they do
11 not understand what it means to have a
12 fundraising machine around them. Right?

13 One of the things that I'd suggest to
14 the committee is, whoever this candidate is
15 who we bring in, that they have worked at a
16 large enough institution -- for example, if
17 you look at Ohio State, the number of
18 development people they have in the
19 agriculture school alone is significant.
20 There are probably 10 or 15 people as a
21 part of that particular fundraising
22 organization. So the dean learns how to do
23 that through the experience of working with
24 those people, managing it, what it means to
25 fund that area, the investment, the return

1 on that investment, and the importance of
2 alumni to that academic area.

3 And I do want to thank the committee
4 for the presidential search, the number of
5 alums that are on the committee is just
6 fantastic. I think our alums are coming of
7 age and really want to be engaged with the
8 institution, and the feedback has been very
9 strong on that.

10 So, in addition to the personal piece,
11 the actual experience managing it. Now,
12 obviously there could be possibly
13 candidates that come from outside academia
14 who understand political fundraising or
15 other areas as it relates to those things.
16 So I think that's an important area for the
17 committee to drill down on and understand
18 not just their ability to go raise money,
19 but their ability to think about the
20 process, and then have the emotional
21 intelligence to work with people to move
22 them forward. So that's an important
23 piece.

24 We talked about 50 percent; right?
25 So, in my experience, that's a number that

1 is thrown out a lot on search committees
2 with deans, with presidents. And then when
3 you actually get right down to it, it could
4 be a quarter of their time if you are
5 lucky; right? And then when you move into
6 a campaign, it may go up to a little bit
7 more like a third, maybe a half depending
8 on how invested they are in that.

9 So I think understanding that
10 percentage, and I think 50 percent is
11 something that definitely needs to be
12 striven for; right? But I believe really
13 understanding that, and how they see it
14 being integrated in their time as it
15 relates to their schedule.

16 So what happens is, when the people
17 start in these roles, they move on very
18 strongly by going around and meeting all of
19 the top donors, all of the top prospects,
20 the top alums, the top community leaders;
21 right? And then they move to the actual
22 hard part, which is moving them from where
23 they are to the fundraising piece.

24 So what you see is less time in the
25 schedule because there are other things

1 within the institution that take their
2 time; right? So understanding how it fits
3 in their schedule, I think is an important
4 time frame; right?

5 I think how to inspire boards; right?
6 So think of it this way. You as the chair
7 of the board of trustees, and Roger as the
8 vice-chair of the board of trustees, are
9 ultimately the supervisor of this
10 individual. And our board of trustees is
11 appointed by the -- whether it be the
12 president or the board of governors, and
13 there's a process for that.

14 So how does that individual inspire
15 you, without twisting arms, to have the
16 board give? And it's the ability to
17 inspire through actions, words, and deeds
18 to work with you all because you all want
19 to work with the exec, the top executive of
20 the institution to give back to that
21 institution and inspire you to make those
22 institutional changing gifts; right? Same
23 with the foundation board, same with the
24 alumni board, and same with those advisory
25 boards. So their ability to manage that

1 and manage their time, and having the staff
2 that understand that that's a part of it.

3 I touched a bit on the importance of
4 alumni. We as an institution, and our
5 alumni base, has significantly come of age.
6 The engagement of that and understanding
7 the importance of that -- Bob pointed out
8 that the average tenure is moving to five
9 years for a university president. Well, if
10 they go to that five year time period, and
11 the president sees that, will they invest
12 the time on those alums in that beginning;
13 right? recognizing they may be moving on in
14 five years, to actually engage with alumni
15 because, while it may be a little bit more
16 long-term with some of them, it is what the
17 institution needs and where we need to
18 evolve.

19 I think there needs to be high
20 emotional intelligence. I shared, I think
21 they need energy, and they need to hit the
22 ground running very quickly.

23 There's other examples that we know
24 that people came in who were more
25 academically focused, and they really spent

1 their time in the professoriat and other
2 pieces like that. They didn't get out in
3 the community like they needed to right
4 away, and I think there's going to be a
5 real emphasis to that.

6 And last, but not least, I believe the
7 mission and the culture of our institution,
8 while ever changing, is specific, and I
9 think somebody, woman or man, needs to
10 align with that specific area.

11 So those are my suggestions.

12 Any questions or comments?

13 MR. TOVAR: You don't think I'm
14 inspired? You don't think I'm inspired?
15 You really want me more inspired?

16 MR. LIPMAN: Yes, I do want you more
17 inspired. You are the exception, not the
18 norm, Roger.

19 MR. TOVAR: Dean, do you have any
20 questions?

21 MR. COLSON: I think these are
22 interesting -- I think everything you have
23 said is on point.

24 I think it's interesting that -- if
25 it's truly five years, and that would be

1 five years of a successful presidency --
2 the fact of the matter is, it takes about
3 three years to fail in the presidency.

4 I mean, your first year you are just
5 going around meeting everybody; the second
6 year you are doing your hires; and about
7 the middle of your third year, the board
8 has figured out you have no idea what
9 you're doing. And so it takes -- you know,
10 the difference between a failed presidency
11 and a successful presidency may only be
12 18 months or 24 months, and that's scary.

13 As a community, we've been blessed
14 with, you know, with Mitch and Mark with
15 this really long presidency. At the
16 University of Miami, you had Tad Foote and
17 Donna at 20 and 14, kind of a similar time
18 frame as mentioned Mark. And we're not
19 used to this kind of turnover that you are
20 seeing around the country. And so it's --
21 you know, it's interesting.

22 We can't afford a mistake, and we're
23 right at the beginning of just exploding,
24 and we need to explode. We need to take it
25 to the next level.

1 So that's why Bill Funk is here.

2 MR. TOVAR: And Howard, let me mention
3 one thing, and I think we -- you know, I
4 want to be careful, myself, that we talk
5 about -- there was somebody on one of the
6 interviews that said the No. 1, 2, and 3
7 job of the president is fundraising, and
8 then we talk about the 50 percent,
9 75 percent, 25 percent. And I think it
10 depends on the leader that we bring, and
11 some people have strengths in one area.

12 To me, the job of the president -- and
13 we'll all have different opinions -- it is
14 to make sure that that fundraising happens.
15 Now, how that individual goes about it
16 could be different ways and still be
17 successful. So we do have to do even
18 better. And I know we've had some pretty
19 good years in the last three years, but we
20 do even need to do better. We need to grow
21 our endowment. And a lot of it is
22 leadership and engagement.

23 And, you know, it is great, I don't
24 know if you were there on Saturday night,
25 the football scrimmage, and you know, Scott

1 Carr who is here, everybody knows, is our
2 new AD, the breath of that, of just being
3 there, it was better than most football
4 games I've been to. And so I would
5 encourage you to keep up, and that type of
6 engagement and the alumni down on the field
7 and the ex-players.

8 And then once we get that going, it
9 makes your job a lot easier, because people
10 want to be associated with a -- number one,
11 we need to be relevant in anything we do.
12 So I would encourage everybody here to make
13 sure we're finding ways in whatever area
14 you're working in.

15 The other thing I talked to Michelle a
16 lot about is how do we tell our story? And
17 again, there's many ways to tell our story.
18 And as much as we want them to tell our
19 story, we need to fund them correctly to
20 tell the story. So they need a budget and
21 they need -- they can't be begging every
22 year to make sure that they're -- but
23 again, the job of this president is their
24 vision, their view as to how they
25 interconnect all these moving pieces. And

1 so, you know, exactly what that individual
2 will look like, we'll know it when we see
3 it.

4 And I would encourage you all to give
5 your input, to reach out to Bill and keep
6 his phone ringing, and giving him
7 recommendations as to people that you all
8 have interacted with in the past. And
9 again, we do have an ability this time
10 around, which we're kind of new at this,
11 where candidates can submit their
12 applications and their bios. And it will
13 be -- it will remain confidential, unless
14 they make it to the finalist round.

15 So Bill, why don't you talk about your
16 view as to people's hesitancy as to
17 applying in the past versus where we're at
18 today?

19 MR. FUNK: You bet.

20 And it's really good to see you again.
21 Not only did we work together at Ohio U,
22 I'm a proud graduate of Ohio University,
23 and we used to call it Harvard on the
24 Hocking, no one else calls it.

25 This notion of confidentiality, you

1 know, half of the searches we do are
2 confidential. The other half are fairly
3 open. And, you know, the thing you lose
4 when it's not confidential until the end,
5 is that sitting presidents just will not
6 come into the pool.

7 Provosts are reluctant to come into a
8 public pool, because they feel that if they
9 are not selected once or even twice, then
10 they are kind of marked as not being a
11 successful candidate, and it becomes more
12 difficult for them to really ascend to a
13 presidency.

14 So I think this -- the revision in the
15 Sunshine Law here in Florida is a net plus,
16 but we still will have that challenge when
17 we announce the three finalists. You know,
18 that's where it will get tricky, but at
19 least we don't have to worry about
20 someone's identity being required to be
21 revealed before that time. So I think it's
22 a step in the right direction. It's a
23 help. And I think, certainly, in talking
24 to candidates, will assure them of that
25 revision.

1 But, you know, I think this is a very
2 attractive position. And I know you think
3 I'm supposed to say that. But honestly, in
4 the City of Miami, your growth trajectory
5 in all those areas we've already talked
6 about, the demographics are on your side.
7 I don't think you are going to have to
8 worry about that enrollment cliff that the
9 rest of the world, especially in the upper
10 midwest, is worried about. I mean, the
11 world is coming to Florida. I just think
12 there's an opportunity here to have a real
13 impact and really drive this institution
14 even further.

15 So I do need your help, though. And
16 as Roger indicated, please, all of you have
17 contacts within the industry. You know
18 people, you are constantly talking to
19 individuals either in conferences or in
20 your every day work. Ask them who they
21 might recommend, who is it on their campus
22 that might be appropriate for us to
23 consider. And if you share that name with
24 us, I promise you that we'll follow up on
25 each and every one of those names.

1 We have no territoriality or concern
2 about where the candidates come from. We
3 just want to have a robust, excellent pool
4 of candidates for the search committee to
5 consider, and the board, ultimately, to
6 choose from. So help me build the pool,
7 and I know you are all very connected. So
8 please do that. Thank you.

9 We have two folks waiting to talk.

10 MS. JOHNSON-CUSACK: Hello. My name
11 is Gloria Johnson-Cusack, and I am another
12 senior advisor to the president, and I'd
13 like to just start by thanking you all for
14 your leadership and your colleagues on the
15 search committee.

16 I'm looking at that third question you
17 have about what we can do to persuade our
18 best potential candidates. And I think
19 we're going to be dealing with a pool of
20 candidates who are talented and will be
21 looking to this space to see, do we deserve
22 them? Are we strong enough as an
23 institution? Is our leadership strong
24 enough to warrant their talents and their
25 abilities to leverage that to the good of

1 this community? And I think your
2 leadership very much signals we are in good
3 hands.

4 I'd like to talk about three
5 attributes that I think might be most
6 important. And just to let you know, I'm
7 sort of looking at this great opportunity
8 from the vantage point of changed
9 leadership. I actually came here, thanks
10 to E.K., to present to this august team
11 around DEI insitutionality about two years
12 ago. It was just in the aftermath of
13 George Floyd incidents, and the
14 announcement that the whole DEI division
15 would be created. And I came in and talked
16 about the importance of institutionalizing
17 DEI across the enterprise.

18 And one thing let to another. The
19 next thing I knew, I was invited to speak
20 to every person in this room. I fell in
21 love with them, got reeled in, and it's
22 been a wonderful experience. So the
23 mindset that I bring to this is really
24 around changed leadership.

25 My background is multi-sectoral. I

1 was a lobbyist for the charitable sector
2 around preserving charitable tax incentives
3 for foundations and non-profits. I've
4 worked in the White House and in Congress
5 with foundations and non-profits with
6 executive boards and leaders.

7 And so the three things that I would
8 call out, and this is sort of echoing some
9 of the more tangible things that Bob talked
10 about, love, discipline, and integrity.
11 Love, discipline, and integrity.

12 My feeling from being here, my first
13 foray in higher ed, although I have
14 affiliations with Colombia University,
15 tells me that the leader of an institution
16 like this, as complex and with so many
17 different power centers, so many different
18 stakeholders, is an exhausting job. I've
19 worked in a lot of places where people have
20 been exhausted, and also the thing that has
21 gotten them through has been the love for
22 the people and the work.

23 And so I would suggest that maybe this
24 is sort of an obvious attribute. But for
25 this work, the alternative is that we would

1 attract people with tremendous ambition,
2 who are energized by the challenge and the
3 status, and those people might, in effect,
4 be useful to our enterprise, but it would
5 not sustain the kind of affinity that I
6 think we want from all the stakeholders
7 that we've been talking about. And I think
8 that we will have no problem attracting
9 great candidates, but do we want a
10 candidate who has the heart for the
11 students, our primary customers first and
12 foremost, and then has the emotional
13 intelligence, the political acumen, the
14 strategy, the business acumen to know how
15 to pull all of the pieces together to be
16 responsive to the needs and concerns of
17 those stakeholders. So that's the thing
18 about love.

19 The second, and I think most important
20 point, and I think this will be the one
21 that I would say I hope we talk a lot about
22 in the course of this session and others,
23 is about discipline.

24 One of the issues that I notice,
25 having been here now two years, is that it

1 could be very easy for a president, and, in
2 fact, all of us in this room, to find
3 ourselves being very busy doing things that
4 are useful but not impactful. And the one
5 contribution that I have seen, when done
6 well, that an executive leader of a complex
7 enterprise can offer, is a clear line of
8 sight about what the biggest priorities are
9 for the organization, and that person has
10 an ability to articulate that vision and
11 the why of it. Why does it matter to the
12 different constituents? And then how are
13 they able to align people and money to get
14 it done? And that's setting the
15 expectations for what those of us in this
16 room do, and others throughout the
17 enterprise, the deans and such.

18 When I have seen us do well as an
19 enterprise, it's when we have been
20 intentional. And where I have seen us
21 underperform, below the bar, which I think
22 a lot of us would like to see and which you
23 as board members challenge us around, it's
24 because we are doing lots of things well
25 instead of doing a few things with absolute

1 excellence.

2 And so I think it would be important
3 for us to try to attract a candidate who
4 has a demonstrated ability in a complex
5 place to decide among many things that are
6 important what's the most important thing,
7 and to be articulate in saying what that
8 vision is, and then holding people
9 accountable for getting it done.

10 And then the final point is about that
11 whole integrity word. Everyone says all
12 the time, culture eats strategy every day.
13 Yeah, well, it does. I don't think it's a
14 coincidence that this university has taken
15 the trajectory that it has, because so many
16 of the people in this room have been here
17 for more than 15 years. They know the
18 place and they have a clear understanding
19 about why they are here. And so it's a
20 place where any candidate is going to come
21 in and see that there are kind people who
22 are serious about the work.

23 Egomaniacs, unkind people, are not
24 very comfortable or welcome in this
25 leadership codgery, and I would hope that

1 any leader would come in and respect that.

2 The final thing I would say is about
3 this fundraising piece. In my mind, from
4 what I have observed here, the president
5 will defacto be the fundraiser in chief if
6 he or she is a strong leader in the ways
7 that we are describing. If that leader has
8 a very clear vision about how this
9 university is differentiated from many
10 other universities in this area, who love
11 this university, who love the community and
12 the students, but also think globally, then
13 we'll be able to, I think, get to where we
14 want to go.

15 The alternative is that we end up with
16 a leader who sort of comes in with a sort
17 of one-size-fits-all mentality and isn't
18 willing to listen to you, the board, our
19 colleagues, our students, the faculty, and
20 others to understand how we need to respond
21 to the different challenges that we're
22 seeing out there in the economies and the
23 communities we are serving.

24 So I'm hoping that, you know, as we
25 think about, sort of, the tactical and the

1 sort of hard competencies that you have
2 been describing, and that you, Chair
3 Colson, say will go into the job
4 description, we're also thinking about that
5 personal side, because these are things
6 that only the president can do, and with
7 the amount of power and influence that I
8 think will get us where we want to go, not
9 just looking at what our needs are now, but
10 anticipating where we want to be in 10 to
11 20 years for now.

12 So hopefully that's helpful to you.

13 MR. TOVAR: Dr. Donley, we found our
14 executive coach.

15 That was really amazing, and I hope we
16 have a video of it, because I think your
17 descriptions and your observations are spot
18 on. And I've wondered about that, to find
19 somebody that is willing to put the work
20 that is required as to all the things that
21 need to be done and all the places they
22 need to be, and it -- I can't imagine
23 myself doing it. It has to be exhaustive.
24 But then when you describe that you have to
25 -- that with the love that you have for the

1 mission and for the people and the
2 institution, and that's what gets you
3 through having to put forth that effort.

4 So I hope somehow we can encapsulate
5 those thoughts, Bill, as to the -- because
6 I do think, if people come here and truly
7 engage and believe in what we're doing,
8 they will have that love.

9 And if they interact -- you know, last
10 night we had the opportunity to meet with
11 the students, and there wasn't a lot of
12 them, but it was interesting the ones that
13 were here, the comments as to the value
14 they placed in every once in a while
15 interacting with the president, or seeing
16 the president walk across campus or,
17 somebody mentioned this morning, having the
18 president not only walk through the campus,
19 but every once in a while walk into a
20 classroom. My big thing is to visit all
21 the different satellite locations that we
22 have to make sure, so -- and it takes a
23 lot, and it takes a lot of thought and a
24 lot of strategy, but with that love for
25 what we're trying to do, I think that will

1 drive the person to do that and everything
2 that's required.

3 So thank you for those comments.

4 Dean, would you --

5 MR. COLSON: No, that was great. I
6 learned a lot listening to you. So, thank
7 you.

8 MS. JOHNSON-CUSACK: Thank you.

9 MR. TOVAR: Really, and I'm not saying
10 this to -- very insightful. So appreciate
11 those comments.

12 MS. JOHNSON-CUSACK: Well, you were
13 equally insightful in even mentioning Donna
14 Shalala. She's a person who came from a
15 completely different sector, and yet -- I
16 happened to work with her on her
17 confirmation hearings when she was the HHS
18 Secretary, she also was a leader in the
19 Peace Corps -- the way that she moved
20 around the room or a field with returned
21 Peace Corps volunteers, or the existing
22 volunteers, or when we were lobbying on the
23 Hill, is the exact same way that she moved
24 around the space when she was on campus.
25 It was who she was as a human being.

1 MR. TOVAR: And while she did that,
2 she had her hand in your pocket.

3 MS. JOHNSON-CUSACK: Absolutely she
4 did. And when we were getting ready for
5 the confirmation hearings, you know, the
6 coaching was always about, if you can just
7 find a really polite way to say, you don't
8 know what you're talking about,
9 Mr. Senator, that will be good. And she
10 found a way to be diplomatic in that way,
11 too.

12 So I hope we end up with someone of
13 that character and heart here at our FIU.

14 Thank you, sir.

15 MR. TOVAR: Yes. Yes. I agree. And
16 I -- again, I think all of us up here and
17 everyone that's listening appreciate --
18 actually, all the comments so far today
19 have been amazing. So thank you. Thank
20 you.

21 MS. JOHNSON-CUSACK: Thank you all.

22 MR. TOVAR: Dr. Cendan?

23 DR. CENDAN: Thanks very much. Thank
24 you for your attention.

25 I'm Juan Cendan. I'm the Interim Dean

1 of College of Medicine, and I would be
2 remiss not to bring up the idea -- or to
3 address bullet No. 2, the opportunities
4 side. And I see the collective academic
5 health science units here, nursing, the PA
6 program, public health, the medical school,
7 being at a point where we can see
8 tremendous expansion.

9 So, as an opportunity, the entire
10 healthcare apparatus is set to really
11 expand. And the leader who has experience
12 in that, a president who comes with some
13 experience in healthcare, which is a very
14 complicated field, very competitive, and
15 maybe in Miami more competitive than in
16 most other cities, would be very welcomed,
17 certainly from myself and the other deans
18 in the health space.

19 And if we succeed and we are able to,
20 kind of, get onto that trajectory, it would
21 be also very impactful for the whole of the
22 university. And our aim is to be what we
23 believe we can be with impacting the
24 healthcare, not just in the educational and
25 research sector, but also in the delivery

1 of healthcare to our community.

2 So I just want to put that out there.
3 I know your list of requirements for the
4 job are probably to about page 72 now. But
5 just to add that very potentially powerful
6 area of expertise, if we could find that,
7 certainly I would welcome that.

8 MR. TOVAR: And we hear you. And I'm
9 going to joke with you a little bit because
10 I've run into the Doctor three or four
11 times, and just last Thursday or Friday, I
12 went to have lunch, and he waived his
13 finger at me, and he says, remember,
14 somebody that knows about medical schools.
15 So I hear you.

16 And I will tell you that it thrills me
17 to hear that you are working and you all
18 are talking to each other and
19 collaborating, yourself, Dr. Strickland,
20 Dr. Guilarte, and now Dr. Brown even on the
21 research side. And so I think the more you
22 all can collaborate, work together, will
23 create something completely different than
24 people that have these huge medical
25 operations and hospitals and everything

1 else. Because we are a young school and we
2 got to find our own way. So our model is
3 not necessarily going to be other models.

4 And yes, if we can check that box as
5 to somebody that has experience on the
6 medical side also, it would be great. So I
7 hear you loud and clear. I hear you at two
8 in the morning ringing in my ear.

9 So, Dean, would you --

10 MR. COLSON: No. I agree. I mean
11 it's -- you know, all the aspirational
12 goals we see, you know, require a
13 significant increase in funded research.
14 And where is that going to come from? And
15 we can continue growing the way we have
16 been growing, which has been great, but a
17 major increase is going to have to come
18 from the healthcare side.

19 And so, you know, it would obviously
20 be a great benefit to have a president that
21 understood that.

22 MR. TOVAR: You want to add anything?

23 MR. FUNK: I would just add that the
24 opportunities in the bioscience, biomedical
25 areas, from a research point of view,

1 that's where there is a lot of funding.

2 And when we think about adding to our
3 research expenditures, I suspect we're
4 going to see a lot of that happening in the
5 health science side of things.

6 Thank you. Thank you very much.

7 MR. TOVAR: Michelle?

8 MS. PALACIO: Good afternoon. My name
9 is Michelle Palacio. I'm the Senior
10 Vice-President of Strategic Communications,
11 Government and External Affairs.

12 And I want to thank you all for taking
13 the time to meet with all the groups and
14 have all these listening sessions. I know
15 everyone has a different perspective.

16 And I have thought long and hard about
17 some of these questions, even before they
18 popped up on the screen. And I want to
19 address the first one, the challenges and
20 opportunities. And a lot of what I'm going
21 to say is something that I shared with my
22 own team as recent as last week, which I
23 don't see them as a challenge. I see them
24 more as opportunities, as we're approaching
25 the next -- approaching our 50 year mark of

1 our doors open, and looking at the next
2 50 years.

3 And so I tried to put together three
4 words that hit every point that Dr. Donley
5 addressed, Howard, Gloria, and I think the
6 first one would be affinity. I think
7 that's something that we need to work on
8 and it's a tremendous opportunity. And a
9 lot of people think of affinity -- when
10 they think of affinity, they just think of
11 alumni affinity.

12 I think of affinity, it extends into
13 our students, the community, potential
14 students, parents, the overall community,
15 faculty staff -- that's another one that I
16 don't think people really -- it doesn't
17 come top of mind as it relates to affinity.

18 The second one is reputation. If you
19 hit one and two, affinity, reputation --
20 and eventually the third word -- research,
21 donors, government relations, et cetera, et
22 cetera, it will all fall into place, even
23 people going to our football games.

24 And the third one comes -- actually,
25 I'm going to steal it from Trustee Tovar,

1 it's the word relevant. And so I feel like
2 all -- you know, focusing on those three
3 areas if we could, I think those things
4 move the needle, and they cover all the
5 bases.

6 And to answer the second question,
7 which is just going off of the first, I
8 feel the person needs to believe in our
9 product. And I know a lot of people have
10 talked about, you know, where they are
11 from, the community. No. I want them to
12 believe in FIU and everything we stand for
13 and everything we have done the last
14 50 years. And I want them to be excited
15 about the future. If we're not looking at
16 the next 50 years with the excitement that
17 we had even the last five years -- I mean,
18 this university is not the same university
19 it was five years ago.

20 And I feel like the, let's say
21 President Modesto Maidique, he did a great
22 job in really putting together the building
23 blocks of this university, the traditional
24 building blocks of the law school, the
25 medical school, architecture, et cetera, et

1 cetera. And I feel like President Mark
2 Rosenberg did a great job in making sure
3 that we grew, the enrollment was healthy,
4 the finances, and then bringing in the
5 community; right?

6 And so now I feel like this president,
7 you know, has the opportunity to really
8 work with the community, the state, the
9 federal, global, to figure out what's the
10 next thing? Like, who are we going to be?
11 We're growing up, that's it. We don't have
12 any excuses. We're at 50 years-old. And
13 what is it? Is it a sweet spot between
14 where we're heading right now, which is the
15 balance of social mobility and excellence?
16 You know, those scales -- you got to be
17 really strategic and creative on how to
18 continue to do both; and then, of course,
19 tell that story of how we are doing both.
20 And we are, my opinion, the No. 1
21 university with the most impact when you
22 combine R1, as well as social mobility, as
23 well as excellence, and we just need that
24 recognition.

25 And I think if we get that

1 recognition, we work on our affinity, we
2 work on everything I had just mentioned
3 before, I think the rankings will come.
4 And again, the donors, the research, and
5 also the elected officials that, across the
6 state, sometimes don't even know that we're
7 a -- you know, all the great things about
8 us and that we're an R1 and we're not
9 regional.

10 MR. TOVAR: Michelle, I think all
11 great comments. I'm not going to comment
12 any further because we're running out of
13 time and I want to give Amy time, but I
14 jotted down a lot of your ideas, I
15 appreciate it, and I appreciate the job you
16 are doing. So thank you very much.

17 MS. PALACIO: Thank you.

18 MR. FUNK: And we should point out
19 that there is a court stenographer in the
20 back of the room who's taking copious
21 notes. So everything that's been said --
22 not only that, but we're being recorded.

23 So, thank you very much.

24 AUDIENCE SPEAKER: Good afternoon.
25 Thank you for the time.

1 So I've been at FIU for 22 years, also
2 a two time alum. So I've been very
3 fortunate to see the growth, the success,
4 but both from an employee's perspective,
5 but from a student perspective when I came
6 here, and see how fortunate our students
7 are today and how the university has
8 evolved.

9 And I totally and wholeheartedly
10 believe in every comment our colleagues
11 have made. Absolutely, I think, right on
12 the money of what I would expect our next
13 president to be.

14 I think our next president has to have
15 a strong vision to everyone's point.
16 Doesn't let the day-to-day get in the way
17 of what that vision is, because there's a
18 lot of noise every single day. This person
19 gets approached every single day with new
20 ideas that may deviate what that vision may
21 be. So to be disciplined, to Gloria's
22 point, on sticking to that vision, but not
23 be tone deaf, either, as this person is
24 establishing the vision to what the State
25 of Florida is setting as the goals for our

1 state universities.

2 I think that's what makes us unique
3 from a private school, where I think the
4 president on that board may have a little
5 bit more leeway, I think this person needs
6 to work together to make sure that we can
7 be successful at FIU, but also meet the
8 goals of our state.

9 I think this person has to be an
10 inspirational leader. They have to pump up
11 a room, no matter if they speak to our
12 graduates at commencement or to our donors
13 or to a parent or faculty, our staff, to
14 their executive cabinet that are very
15 competitive people, that are driving the
16 bar as well, inspire them, be an
17 inspirational person. And be obsessed with
18 our students, have customer obsession, and
19 with our faculty and our researchers that
20 are helping drive our mission and our
21 success.

22 I think not only does this person --
23 by virtue, will be a strong fundraiser, but
24 also a person sells FIU, who can sell FIU
25 and bring deals together, bring much needed

1 resources as we continue to drive our
2 success.

3 An innovative president, I think is
4 very important, because we're seeing major
5 changes just in higher ed as a whole. And
6 the way our students expect to be taught,
7 expect to be educated, and they are our
8 future, they are the future of Florida. So
9 I think to be clear on that and to have
10 that vision and be nimble. And we have to
11 be competitive, to be the best, so a
12 competitive person.

13 MR. TOVAR: Thank you. Thank you.

14 And again, I'm not -- I think it's
15 great points, and I think, you know, one of
16 the things you mentioned at the very end,
17 the student. And I think sometimes we lose
18 the thought, the vision that it's -- at the
19 end of the day, it's about the student.

20 So I do want to mention that I've been
21 told that we have Trustee Hrinak who's also
22 on with us via the Zoom, so just so the
23 group is aware that we have one of our
24 board members that is online and she took
25 the time. So we want to thank her for

1 being online.

2 I don't think I have had the pleasure
3 to meet you. So could you introduce
4 yourself?

5 MS. CRAM: Good afternoon.

6 Bridgette Cram, Interim Vice-President
7 Innovative Education and Student Success.
8 Thank you for the time.

9 I agree with everything that's been
10 said, so I will be brief.

11 The first point is somebody that
12 understands FIU's multiple intersecting
13 identities, an urban serving university, an
14 R1 university, Hispanic serving
15 institution, those are all critical to who
16 we are as an institution. And the ability,
17 I think that's both an opportunity and a
18 challenge, because the ability to create a
19 narrative, to Michelle's point about social
20 mobility and excellence, FIU can be a
21 leader, but we all need to agree on that
22 strategy to move in that direction.

23 Also to the point that Amy made about
24 our students. Understanding who our
25 students are, that we can have excellence

1 and equity, and that we have students in
2 our community that can be just as
3 successful as at any other top institution.

4 MR. TOVAR: Can I interrupt you?

5 MS. CRAM: Yes.

6 MR. TOVAR: Can you repeat what you
7 just said? because I think it is so
8 important. Sometimes people think that
9 there's a tradeoff between excellence --
10 say that again?

11 MS. CRAM: Just that we can have
12 excellence and equity.

13 MR. TOVAR: Absolutely.

14 MR. CRAM: We have to be intentional,
15 and that we have the students in our
16 community that can contribute to that.

17 And if we take advantage of that and
18 we support those students, we are not only
19 improving the economic development of our
20 community, but also our reputation across
21 the nation as an institution that can do
22 that.

23 And it's also respecting and reacting
24 to; right? who our students are, and that
25 we meet them where they are, and can help

1 them be top leaders in Miami-Dade and
2 across the country.

3 And then the second point, again, Amy
4 mentioned innovation. Somebody that can
5 build a team that can put together a
6 proactive innovation strategy that is not
7 reactive; right? We have to be responsive,
8 but we should not be reactive. And that
9 goal is for whether that is career and
10 workforce development or degree programs.

11 You know, we're thinking about this
12 amazing engineering building, what are the
13 programs that are going to be five to
14 ten years in the future? And what space do
15 we need to make sure students have the
16 ability to develop those skills that are
17 going to make them competitive?

18 MR. TOVAR: Thank you. Very good.

19 I think if -- unless somebody else
20 really wants to, I think we're over time.
21 But I will tell you all, and I'll invite
22 Dean to make a few comments before we --
23 but I'm really inspired by hearing you all
24 speak and what you all have said, and it
25 motivates me even more to go out there and

1 do everything we can to bring the most
2 exceptional leader to FIU.

3 So, thank you.

4 Dean?

5 MR. COLSON: I agree with everything
6 you just said.

7 I think one of the things that's
8 happened over the last few months is we've
9 had much more contact with people other
10 than the president. And we tend as a
11 board, which it's normal across the board,
12 to be isolated from people, and I think
13 it's been wonderful.

14 First of all, the performance of the
15 senior administration over the last couple
16 of months has been superb, extraordinary.
17 And that's all the people in this room and
18 people -- and I know it also includes
19 people that report to all of you all. But
20 what we were able to do over the last
21 couple of months, which was a bumpy road,
22 has just been extraordinary. And so I
23 thank all of you for that. I'm very proud
24 to be associated with all of you all.

25 MR. TOVAR: Thank you. Thank you.

1 MR. FUNK: And I'm looking forward to
2 receiving all of your nominations and
3 suggestions.

4 MR. TOVAR: Your key group. Thank
5 you. Thank you all.

6 MR. FUNK: Thanks guys.

7 (Thereupon, the proceedings were
8 adjourned at 2:00 p.m.)

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CERTIFICATE

STATE OF FLORIDA)
COUNTY OF MIAMI-DADE)

I, Aurora C. Sloan, Registered Professional
Court Reporter, State of Florida at Large,
certify that I was authorized to and did
stenographically report the foregoing
proceedings and that the transcript is a true
and complete record of my stenographic notes.

Dated this 18th day of April, 2022.



Aurora C. Sloan, Florida Professional Reporter

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FLORIDA INTERNATIONAL UNIVERSITY
PRESIDENTIAL SEARCH COMMITTEE
LISTENING SESSIONS

SESSION 4: AREA/DIVISION LEADERS

Wednesday, April 13, 2022
2:00 P.M. - 3:00 P.M.

Modesto Maidique Campus
Graham Center Ballrooms
11200 Southwest 8th Street
Miami, Florida 33199

Stenographically Reported By:
Aurora C. Sloan, FPR

1 APPEARANCES:

2 FIU University Staff Members:

3 FIU Board of Trustees Chair Dean Colson

4 FIU Board of Trustees Vice Chair Roger Tovar

5 FIU Ombudsperson Sofia Trelles

6 ALSO PRESENT:

7 Higher Education Search Consultant William Funk

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1 (Whereupon, the following proceedings were
2 had:)

3 MR. TOVAR: Good afternoon. Glad to
4 have you all here.

5 And you may notice or not notice,
6 we've done quite a few of these. So by now
7 I'm off script, because I'm kind of tired
8 of hearing myself speak.

9 But I do want to mention to you all
10 who we have already met with. So we have
11 met with the Faculty Senate twice, once
12 yesterday and again once this morning. We
13 met with the Foundation Board of Directors.
14 We met with the alumni board. We met with
15 the FIU Volunteer Councils. And then we
16 met with student government.

17 And then, just a few minutes ago, we
18 went over time, and I apologize for that,
19 but we met with the executive team.

20 And really all of the comments have
21 been amazing. A lot of them everybody is
22 in agreement with the vision, their passion
23 for FIU. And so you all have a hard act to
24 follow as to the last group because more
25 than anything, and I think everybody up

1 here would agree, I was inspired by a lot
2 of what was said and their comments.

3 I do want to mention we have Eric
4 Eikenberg here, who is also on the search
5 committee, and heads up the Everglades
6 Foundation. So thanks for being here with
7 us today.

8 And I would also, if you already
9 haven't already done it, take a look at the
10 list of people on the search committee.
11 And, you know, I think Dean did a great job
12 trying to get input from different areas of
13 the community. There is a person there
14 from the board of governors; there's a
15 student that's there; there's a number of
16 people from the foundation; a lot of
17 alumni; two past chairs of the board. So
18 there is a good group of people to go out
19 there and work with Mr. Funk as to
20 searching for candidates to propose to the
21 board.

22 We also have the pleasure today to
23 have our Chair of our board with us, Dean
24 Colson. So Dean, thanks for joining us.
25 Good to have you here.

1 And really, what we want to do, and
2 this started out as a listening session,
3 but it's kind of become just dialogue back
4 and forth as you to all's ideas, our,
5 hopefully, responses or agreement to your
6 ideas. So whatever you'd like to say, we'd
7 like to hear it.

8 Bill, what would you?

9 MR. FUNK: Simply to piggyback on what
10 Roger has said, this has really been a
11 conversation of sorts as opposed to a
12 listening session. It's an opportunity for
13 you to ask the board questions. These are
14 the folks that make the machine go.

15 I'd also, though, like for you to keep
16 in mind the three questions that I think we
17 had posted and most of you have seen. But
18 essentially, you know, we'd like to hear
19 your thoughts about what you perceive to be
20 the major challenges and opportunities that
21 this next president will inherit, both
22 immediately and maybe longer term.

23 Secondly, if those are the challenges
24 and opportunities, what kind of person do
25 you think is best prepared to address the

1 challenges and exploit the opportunities?
2 What adjectives would you use to describe
3 the ideal candidate's experience,
4 leadership style, personality, world view?
5 You know, what kind of person really could
6 come in and continue this wonderful ascent
7 that you have experienced over the past
8 decade?

9 And then, finally, what would be
10 helpful to me as the search consultant, I
11 will be the one contacting the individuals
12 who haven't even thought about making a
13 change. We think, most of the time, those
14 are the individuals who are the best
15 candidates. They are very successful where
16 they are, they haven't thought about making
17 a move. So we have to talk to those
18 individuals and articulate to them what we
19 call in a high-faluting way a scenario of
20 attractability, but essentially, what can
21 we tell them about FIU that will make them
22 excited about coming into our pool and
23 considering the opportunity?

24 So if you can, in our conversation,
25 share some of that with us.

1 There is a court stenographer in the
2 back. You won't see us furiously taking
3 notes because we want to maintain eye
4 contact and listen intently and that's why
5 we have someone in the back who's writing
6 down everything that's said. It's also
7 being recorded.

8 So we appreciate a candid
9 conversation, and we really want to hear
10 what you have to share with us today.

11 The challenge is always who goes
12 first. Nobody wants to go first it sounds
13 like -- seems like. But who would like to,
14 maybe, respond to any of these questions or
15 have something that you'd like to share
16 with us?

17 We do have members of the search
18 committee with us and this is a great
19 opportunity for you to express your views
20 about the next president.

21 MS. TRELLES: I also would like to
22 share that we do have approximately 30
23 individuals who are joining us through our
24 virtual platform.

25 If anybody has any comments or

1 questions that they would like to add,
2 please use the technology available so that
3 we can hear your unique voice.

4 We also wanted to thank the deans that
5 are in attendance today. We know that you
6 are a critical component to this
7 conversation as well. So, thank you.

8 MR. TOVAR: The other thing I was
9 going to introduce was to mention that
10 Trustee Hrinak, I believe, is online. So
11 she's joining us today. Dr. Butchey, who
12 is also in the search committee, she's here
13 with us today. So just to acknowledge --
14 who just got elected as the head of the
15 Faculty Senate; so again, congratulations.

16 Dean?

17 MR. COLSON: So I'd like to say to the
18 deans, you know, I have spent some time
19 with some of you. Brian is back there and,
20 you know, I try to -- he comes up with
21 crazy ideas and, you know, he reels me in
22 and I go to meetings with him. But I don't
23 meet with all the deans.

24 And the other day I was talking to
25 Mori Hosseini, who's the chair of the

1 University of Florida, and he said he just
2 met with his deans. And I said, what did
3 you meet with your deans about? And he
4 said, I meet with them every semester. And
5 I said, really? I said, I don't.

6 And I'm thinking -- and I said -- and
7 you know, it's kind of out of respect for
8 the pecking order. I don't want to
9 micromanage. I got a president, I got a
10 provost I deal with, and I don't get down
11 and have meetings with the deans unless
12 it's a specific project that somebody wants
13 me to go help them with, and Roger doesn't
14 either.

15 And so to the extent we want to use
16 this time to either talk about things you
17 are concerned about, or to the extent that
18 you think I ought to be meeting with you,
19 I'm happy to meet with you. I enjoy
20 meeting with faculty, I enjoy meeting with
21 Faculty Senate.

22 And to the extent the trustees can be
23 of greater service to you, that's great. I
24 just try to -- you know, there's this fine
25 line that we're not supposed to cross and

1 it's not always that well defined. So I
2 try not to cross that line.

3 So I'm delighted to be here with
4 everybody.

5 MR. TOVAR: Again, I'll tell that you
6 I'm thrilled because I've been in business
7 long enough that I've been told that I've
8 been cursed with a look that I'm a mean
9 person, that I look mean.

10 So this gives us the ability to
11 interact a little bit and hopefully you all
12 will see that that's not the case.

13 And, you know, we're looking forward
14 to you all's input and it's important to
15 hear from you all as to what you think is
16 important, where you think the challenges
17 are. Because at the end, we're going to go
18 out there searching based on a lot of the
19 comments that we've gotten.

20 And I'll give you a little summary of
21 some of the things we hear. We've heard
22 that the person that's going to lead this
23 university forward can't be jaded from an
24 internal person or someone from South
25 Florida, we need to bring someone from the

1 outside. And the very next session,
2 somebody who didn't hear that session, we
3 said we really need somebody from the
4 inside that understands this institution
5 and understands South Florida. So you can
6 imagine what we need to balance here.

7 But my view of the world -- and what's
8 great is the committee that we have, that
9 we have 15 different views that then
10 proposed to the board that these are the
11 two, three, or five candidates that we
12 think would be good to consider for the
13 next president, and then from there it goes
14 to the board of governors. But really
15 there's so many boxes to check.

16 This is such a large institution.
17 There's 56, 57,000 students, there's 12,
18 14,000 faculty and staff. We happen to be
19 a public university in Miami, one of the --
20 to me the best city in this country, if not
21 the world, to be in right now with the
22 growth that we have, with the diversity
23 that we have, with the challenges that we
24 have.

25 And then the role that us as a

1 university play in Miami. And then how do
2 we tell our story within Miami for people
3 to really recognize and understand what
4 goes on here? That the university has a
5 \$1.7 billion budget, that we do \$250
6 million worth of research, that we're
7 aspiring to do 400 million here soon. And
8 then all of the satellite locations and
9 places.

10 And as I have mentioned in many of
11 these meetings, just yesterday we
12 inaugurated our Center for Translational
13 Sciences up in Port St. Lucie. And then
14 you see the botany center that is being
15 built in Coconut Grove. And then you see
16 the research that we are doing down in the
17 Keys. So I can go on and on and on.

18 And how do we better -- I'll put this
19 out there to you all. How do we better
20 utilize the North Miami campus? How do we
21 structure programs there better so that
22 students don't need to be going back and
23 forth and fully utilize the on-campus
24 housing that we said we needed?

25 And so there's many things that -- we

1 can call them challenges, again, without
2 getting into the challenges, opportunity
3 word game, but there's things that need to
4 be looked at.

5 You know, we're a Division 1 athletic
6 school and so we have a new athletic
7 director, who just walked out of the room,
8 and we have a new coach. And one of the
9 things that Dean mentions and I reiterate
10 is we need to be relevant in whatever we
11 do. And so, whatever we do, we need to do
12 it to its fullest.

13 And then we have the issues -- and
14 it's really not issues, but we have a
15 reality as to how we are funded, and a lot
16 of our funding comes from the state. But
17 I'll also tell you, and I think Dean would
18 echo this, is we're very grateful as to
19 what the legislature has done for us in the
20 last few years. And, you know, some of the
21 recurring funding, because it's one thing
22 to get a pot of money today, it's another
23 thing to get the commitment that that money
24 will continue from here on out. But then
25 how do we utilize it? And how does that

1 fit into the mission that we have?

2 So I'm kind of filling in time here to
3 give somebody the opportunity.

4 Dean, go ahead.

5 DR. HEITHAUS: Okay. I'll take you
6 off the hook and do what I promised myself
7 I wouldn't do, which is go first.

8 And I'm sure you heard a lot on
9 challenges and opportunities, so I'll just
10 kind of try to talk off the top of my head
11 a little bit here and set things up for the
12 rest.

13 But I think that we need somebody who,
14 first and foremost, is deeply concerned
15 with impact which, I think, gets to your
16 point about being relevant in anything we
17 do. Because I think that that view of
18 having the biggest impact we can have cuts
19 across whether you are coming from the
20 outside, whether you are internal, and the
21 ability to look across all the programs we
22 have.

23 I think with that, we definitely need
24 somebody who is an incredible communicator
25 with a vision on how to communicate, and

1 project a vision for who we are and what we
2 are about as an institution. And I think
3 that has to be coupled with an incredibly
4 high bar for where we need to be, because
5 we aren't well known. So we have to be
6 better than everybody else. We have to be
7 different than everybody else because just
8 like everyone else is going to keep us
9 where we are.

10 Because when I tend to look at a lot
11 of our programs, we have the excellence we
12 need in a lot of places. What we don't
13 necessarily have, I think, is two things.

14 One, is that kind of national,
15 international gravitas with somebody who
16 comes out there that really let's people
17 know what we are doing and they remember
18 where that person is from. Because I can't
19 tell you how many times I'm out there and I
20 hear, somebody will repeat what we are
21 doing, they can't remember where it was.
22 And so I think a leader can help you have
23 that recall for where that was done.

24 I think the other thing is we need
25 somebody who is a bit of a systems thinker

1 and able to look across disciplines
2 incredibly well. Because another thing we
3 have is excellence that's kind of
4 vulcanized into different areas. And
5 someone at the presidential level that has
6 good concept of what's going on across the
7 institution, when they are in a situation
8 that demands that, they can pull up right
9 away where the relevance is for the
10 institution, whether that's in Tallahassee
11 talking about what we need to do policy
12 wise, funding wise, whether it's at a major
13 conference, or just out in the community.
14 And I think that being able to pull
15 together all those right pieces across the
16 university is really important.

17 And so I think that means you have to
18 have someone who is very curious and is
19 going to have a growth mindset, because
20 this institution isn't what it was two
21 years ago. It's not going to be what it is
22 now two years from now. And so you have to
23 have a leader that's going to be able to,
24 kind of, continually learn, understand
25 where the institution is going, and adapt

1 to the times that we face, because I don't
2 suspect Florida is going to get any less
3 entertaining in the challenges or
4 opportunities we face.

5 And you need somebody who's kind of
6 flexible and able to duck and weave and
7 really can unite the, kind of, admin/ops
8 side of the house, the academic side of the
9 house, athletics, and really pull it all
10 together in that one vision for what we're
11 going to be, because I'm sure I don't need
12 to repeat what a lot of people have already
13 said about the real opportunities of who we
14 are, what we are. We are the future of
15 what it should be.

16 And so the next president also has to
17 be deeply thinking about and not reacting
18 to what's going on, but actually blazing
19 the path to what higher ed, public higher
20 ed must be in the future to be relevant to
21 our communities locally and globally.

22 MR. TOVAR: Dean, do you want to add
23 anything to that?

24 MR. COLSON: No. I agree. I agree
25 with everything he just said. And you said

1 it with great enthusiasm.

2 MR. TOVAR: And Dr. Heithaus, you
3 know --

4 DR. HEITHAUS: We bleed blue and gold.

5 MR. COLSON: That's right.

6 MR. TOVAR: And that's what I was
7 going to say, it's amazing what you do and
8 the passion and dedication that you have,
9 and even your participation in the
10 marketing, advertising sessions. And I
11 always love hearing you speak, and so thank
12 you. Thank you for those comments.

13 DR. HEITHAUS: Well, thank you to all
14 the search committee. It's a big job and
15 critically important. So thanks to
16 everyone here and those that are going to
17 be doing a lot of work over the next few
18 weeks.

19 MR. TOVAR: We will. We will.

20 Yes.

21 DR. ANDREWS: Hello. Good afternoon.

22 Charlie Andrews, I'm the Interim
23 Vice-President for Student Affairs and I
24 just have a couple of things that come to
25 mind.

1 One, I think -- actually both of them
2 I echo off of what Dean Heithaus just
3 mentioned. But one, I think not so much
4 about being from here or from Miami, but
5 understanding the space and place that we
6 occupy being in South Florida, I do think
7 is important.

8 Two pieces of that, being both an
9 urban-serving university and a
10 Hispanic-serving institution, really
11 understanding what the word "serving" means
12 in both of those. It's not just about
13 demographics and numbers, but what does it
14 truly mean to serve our community and to
15 serve our particular student population.

16 So I think that someone who can
17 articulate that, I think, would be really
18 important, because I feel like that's a
19 huge part of our identity as an
20 institution, and a huge part of what other
21 universities ask us about and look to us to
22 talk about when we're being asked about the
23 success that we've been having with our
24 students. So I think that's really
25 critical.

1 And then the other piece I think is,
2 we probably have a lot to learn from what
3 some other institutions are doing. So
4 somebody who brings ideas, but is not boxed
5 into, this is the way FIU has always done
6 it, this is the way someone else does it,
7 because one of my favorite things about
8 working here for 23 years is the innovative
9 spirit that we bring to things. And so we
10 can try things that maybe nobody else has
11 tried before. So I feel like it has to be
12 a balance between learning from what other
13 people may have done, but also thinking
14 outside the box and being innovative,
15 because I really do think that's, kind of,
16 helped put FIU on the map.

17 MR. TOVAR: Thank you.

18 And I know serving has to be the calls
19 you get at three in the morning; right?

20 So congratulations in your new job and
21 your new position. Thank you.

22 Dr. Schriner?

23 DR. SCHRINER: Good afternoon.

24 I would agree with what Dr. Heithaus
25 and Dr. Andrews said.

1 My name is Brian Schriner. I'm the
2 Dean of the College of Communication,
3 Architecture & The Arts. I've been at FIU
4 since 1988.

5 I'd like to see us look for a
6 candidate with a proven track record of
7 identifying, nurturing, and evaluating
8 talent.

9 The new president, she or he, will
10 have a strong voice in the provost. There
11 are several deans that are interim or will
12 be retiring soon. I would just like to see
13 -- make sure that we find someone who has a
14 track record of understanding what those
15 positions mean.

16 And we really have an opportunity to
17 either propel the university forward, keep
18 it the same, or go backwards given that
19 there is so many leadership positions that
20 would be available that he or she would
21 have an impact in. So I just think that's
22 an important criteria.

23 It could be a real draw, and I would
24 imagine it is, for candidates to come and
25 say, okay, I have an opportunity to make

1 significant change. But at the same time,
2 it could be high-risk because there will be
3 a lot of change potentially happening at
4 the same time.

5 MR. TOVAR: How long have you been
6 here at FIU?

7 DR. SCHRINER: '88. I know I look
8 much younger. 1988.

9 MR. TOVAR: Just got here, huh?

10 DR. SCHRINER: Just got here. Feels
11 like it. Every day is a new day.

12 MR. TOVAR: But again, that's the
13 story of FIU. And again always enjoy the
14 interaction with you and appreciate what
15 you do.

16 DR. SCHRINER: Well, thank you. Same.

17 MR. TOVAR: Good comments.

18 Bill?

19 MR. COLSON: I would agree. I mean,
20 we are going to make some major hires here
21 in the next 18 months. We're going to have
22 a new president, you are going to do
23 searches and have some new senior people
24 and, you know, we can't -- the industry
25 average is 50 percent success --

1 DR. SCHRINER: We can't do that.

2 MR. COLSON: -- we can't do that --

3 DR. SCHRINER: Right.

4 MR. COLSON: -- and shame on us if we
5 do. So I agree with you completely.

6 DR. SCHRINER: And for public record,
7 they are not crazy ideas. They are
8 innovative ideas.

9 You had said "crazy idea."

10 MR. COLSON: Oh, yeah. Some of them
11 are a little crazy.

12 DR. SCHRINER: Less innovative.

13 MR. TOVAR: And I think you mentioned
14 there is a number of positions that are
15 interim right now. And I think it's the
16 right thing to do to leave those position
17 interim until we hire a president, and let
18 the new president create her or his team as
19 to how to move forward with the
20 institution. Because I believe, every time
21 you hire a new president, you are kind of
22 turning to a new chapter and envisioning
23 the future and strategizing how do we go
24 forward?

25 So I think we're in an amazing place.

1 I think what you all have done over these
2 few years that you've been here is truly --
3 I don't think there's too many universities
4 that have grown this way and have
5 accomplished what FIU has accomplished in
6 50 years. And it truly is amazing. It's
7 only been 50 years. But I think we can
8 even grow that much quicker.

9 And when I say growth, I don't
10 necessarily mean that we're doubling our
11 student body, but there's still much more
12 growth as to what we do, how we do it.

13 We have a -- and I've mentioned this
14 in a number of the meetings, we have a
15 very, very young medical school. I'm glad
16 to see that what I believe is finally
17 getting the medical school, the nursing
18 school, the school of public health, and
19 now our research down in Port St. Lucie,
20 people are starting to talk and collaborate
21 and work together, and I would encourage
22 all of us to do that. So all good things.

23 Who else?

24 MS. GARCIA: Good afternoon.

25 Breny Garcia, I'm the Associate

1 Vice-President for Student Health and
2 Wellness.

3 Prior to this I spent 15 years in the
4 office of the president serving both
5 President Maidique and President Rosenberg.

6 My comments revolve really around
7 student support services, and I think it's
8 something that we could have been doing a
9 lot better the last 25 years, in my
10 personal experience working with both of
11 them.

12 Just this morning Inside Higher Ed
13 released an opinion piece called, What
14 Keeps Presidents Up At Night? And one of
15 the quotes talks about "turning away and
16 hoping for the best will be to our peril.
17 Rather we must prepare our institutions to
18 be student ready."

19 In my opinion, I think that this new
20 president, certainly building the proper
21 leadership team to help him or her do this,
22 because it's not solely on their shoulders,
23 but really needs to understand the
24 importance of student support services,
25 everything from academic advising to

1 counseling to campus life and how that
2 contributes to not only student success,
3 but also the overall well-being of
4 students; right?

5 So in my department, we follow the
6 nine dimensions of wellness model. And
7 wellness isn't about your physical and
8 mental health. It's about environmental
9 health, financial wellness, occupational
10 wellness, all of these things need to work
11 together in order to create successful
12 students when they cross the graduation
13 stage and be contributing members of
14 society.

15 So while we are an R1 institution and
16 the research enterprise is of utmost
17 importance and fundraising and athletics,
18 which I fully support, somebody that also
19 brings to the table that knowledge and that
20 understanding, that without those support
21 offices, we won't be able to fully move
22 forward our student success metrics.

23 Thank you.

24 MR. TOVAR: Where would you grade that
25 we're at today as far as that?

1 MS. GARCIA: There's so many
2 departments. Some are better than others.

3 I would say overall, like a C plus.

4 MR. TOVAR: And so what if -- and I
5 always say this, the low hanging fruit,
6 what would you say is something that we
7 could attack that would make the biggest
8 impact? and that's doable?

9 MS. GARCIA: Some of the things I've
10 already -- I've been tuning into the other
11 sessions, so they have already been raised,
12 but obviously funding these services is our
13 biggest challenge, which I recognize, and
14 with dropping enrollments and changing
15 priorities at the state level, that will be
16 our biggest challenge.

17 So somebody that maybe understands
18 creative ways to work with whoever -- you
19 know, whether it's the interim CFO or the
20 future permanent CFO and their team, to be
21 able to properly fund these departments;
22 everything from pay wage increases to
23 actually properly funding programs.

24 Like, for example, the student health
25 fee is enrollment based. If enrollment

1 drops, our budget drops. So I have to
2 figure out, how am I going to fund these
3 very necessary programs? Other auxiliaries
4 have similar challenges.

5 So things like that that trying to
6 bring their business acumen in with just
7 their acknowledgment of how important these
8 services are for our students, and working
9 together with whatever the future
10 leadership team becomes, I think, is going
11 to be very important for our student body.

12 MR. COLSON: Is career services under
13 your umbrella?

14 MS. GARCIA: Under mine? No.

15 MR. COLSON: Where does that fall?

16 MS. GARCIA: Charlie, is that under
17 you? There has been a lot of reorganizing,
18 Trustee Colson, so I'm not sure.

19 Bridgette Cram, our interim
20 vice-president. She was on the executive
21 committee.

22 MR. COLSON: Okay.

23 MR. TOVAR: Okay. Thank you. Thank
24 you.

25 MR. FUNK: Do we have comments?

1 MS. TRELLES: We do.

2 So someone just emailed me a comment,
3 so I want to make sure that I read it.

4 So this message comes from Phillip
5 Lloyd Hamilton, who is the Assistant
6 Vice-President for Student Access and
7 Success.

8 Please excuse my physical absence as I
9 am currently at FIU in DC with our Black
10 Student Union for their fly-in.

11 As the central representative of many
12 hidden populations within our student body,
13 including students with foster care
14 histories, those experiencing housing
15 insecurities, first generation students,
16 and others, it is vital that our next
17 president embrace the needs of these
18 students and the responsibility that the
19 university accepted years ago to see and
20 support them.

21 Also, FIU, like Miami, has many
22 identities. As we embrace our identity as
23 a Hispanic-serving institution, we still
24 enroll more black students than most
25 historically black colleges and

1 universities.

2 Our commitment to making FIU a place
3 where this is a key population feel that
4 they belong and can excel is as important
5 as our HSI culture.

6 Additionally, our responsibility to
7 Miami-Dade and Broward Counties to lean in
8 and support our local school districts has
9 become a part of the university's DNA.

10 Our next president needs to understand
11 our responsibility to help uplift our
12 community while still improving our
13 academic and research reputation, not at
14 the expense of it.

15 MR. TOVAR: That was a lot.

16 I think there was three points in
17 there. The first one was housing.

18 Can you repeat the first one?

19 MS. TRELLES: Of course.

20 As the central representative of many
21 hidden populations within our student body,
22 including the students with foster care
23 histories, those experiencing housing
24 insecurities, first generation students and
25 others, it is vital that our next president

1 embrace the needs of these students and the
2 responsibility that the university accepted
3 years ago to see and to support them.

4 MR. TOVAR: Well, on that point,
5 that's a very interesting point because
6 there's a state representative, and I
7 forget the exact area that she covers, her
8 name is Representative Marie Woodson, and
9 that's something that is near and dear to
10 her heart. And that was -- I don't know if
11 there was anybody in this room, but we had
12 had, I believe, it was two conference calls
13 with President Rosenberg and with her, and
14 she was trying to create some innovative
15 ways to create funding for that, outside of
16 what we're already doing, which is --
17 what's the program called Panthers.

18 MS. TRELLES: Fostering Panther Pride.

19 MR. TOVAR: Fostering Panthers pride.

20 So there is already a program for it.
21 I don't think there's enough funding there.
22 I think there's still more to do there.
23 But I would ask whoever is bringing that
24 out to reach out to me, and I'll try to
25 reconnect with Representative Woodson, and

1 then I'll try to put it on the forefront
2 for our next president.

3 But it truly is -- there's an issue
4 there, and there shouldn't be anyone that's
5 homeless, but we definitely don't want
6 anyone that's within the FIU community
7 that's trying to better themselves to be
8 sleeping in a car or be homeless,
9 especially somebody coming out of the
10 foster care program.

11 So I'd like to engage with this person
12 and understand better their point of view.

13 And then what was the second point?

14 MS. TRELLES: Of course.

15 Also, FIU, like Miami, has many
16 identities. As we embrace our identity as
17 a Hispanic-serving institution, we still
18 enroll more black students than most
19 historically black colleges and
20 universities.

21 Our commitment to making FIU a place
22 where this key population feels that they
23 belong and can excel is as important as our
24 HSI culture.

25 MR. TOVAR: And again, I think we have

1 discussed this in other meetings. If you
2 look at the percentage, not just the
3 numbers, but then the percentage of
4 enrollment, I believe within the 12
5 universities in the state, I think as a
6 percentage of student body, we are the
7 third highest percentage of black students
8 as to full enrollment.

9 As to the issue of belonging and the
10 concern of belonging, it's been brought up
11 to me numerous times, I've discussed it
12 with some people already in the
13 administration, and I would assure this
14 person that, number one, to keep talking
15 about it; and number two, that we have a
16 commitment that we want everyone to feel
17 like they belong here. And so it's
18 something that we need to work on. We
19 can't just say, well, it doesn't exist. We
20 need to address it and work on it. So
21 again, point well taken.

22 And then the third point?

23 MS. TRELLES: Of course.

24 The last portion of this comment is:

25 Additionally, our responsibility to

1 Miami-Dade and Broward Counties to lean in
2 and support our local school districts has
3 become part of the university's DNA.

4 Our next president needs to understand
5 our responsibility to help uplift our
6 community while still improving our
7 academic and research reputation, not at
8 the expense of it.

9 MR. TOVAR: Dean, do you want to take
10 that one?

11 MR. COLSON: Well --

12 MR. TOVAR: I'll take it.

13 MR. COLSON: No. No.

14 I think that the relationship with our
15 school system is critically important. And
16 I think these questions are all kind of
17 tied together, and it's a -- we need a
18 place that can serve the black student body
19 and the Dade County public school system --
20 and the whole student body of the Dade
21 County Public School system, and we need to
22 make this place a place where everybody
23 feels comfortable. And that's going to
24 require more people housing on campus, and
25 that's going to require money.

1 We're going to need -- you know, I've
2 talked a lot, this is beyond just the
3 foster care problem. But we're at
4 12 percent of the student body, the
5 community is 15 or 16 percent black. How
6 do we close that gap?

7 Well, you are going to probably have
8 to provide some housing. And if you don't
9 provide the housing, you are probably not
10 going to close the gap. You are also going
11 to probably have to start recruiting in the
12 public school system earlier. I mean, I
13 understand we're going to lose some of
14 those kids to UCF, and some of the best
15 kids Florida, but there a lot of good kids
16 here that we can get here. And we need to
17 pay more attention and spend more time at
18 Miami-Dade, and to recruit those kids.

19 But at the end of the day, we're also
20 going to have to provide some housing
21 money, because it's not enough just to
22 provide tuition and fees. We are going to
23 have to provide some housing money. And
24 where are we going to get that money? I
25 think we are probably going to have to

1 raise the money. It's going to be a
2 philanthropy problem, and that's what we
3 are going to have to do.

4 MS. TRELLES: Thank you for that.

5 I do want to share that, as our time
6 does come to an end, that if you have any
7 questions or comments that you would like
8 to share, to please make sure to utilize
9 our virtual platform so that we do have
10 them. And we will make sure that the
11 Presidential Search Committee, as well as
12 the search firm, have access to those
13 comments and questions.

14 MR. FUNK: And before we end the
15 session, I'd really like to appeal to you
16 to talk to your colleagues, not only
17 internal to the university, but also your
18 colleagues and other institutions around
19 the country. When you go to conferences,
20 you are working together on various
21 projects, ask those individuals who on
22 their campuses might be a good candidate
23 for our presidency.

24 And if you will share that name, if
25 you get a name, just send it to us, our

1 contact information will be in the ad that
2 you will see very soon, and also in the
3 leadership statement that will be posted on
4 the university website, the presidential
5 search website.

6 But really, help us build the pool.
7 This is another way you can participate in
8 the search, and we promise you that we'll
9 contact each and every person that's
10 nominated and try to bring them into active
11 candidacy.

12 MR. TOVAR: Yes, we do. We do.

13 MS. PADRON: Laura Padron, Associate
14 Vice-President at the FIU Foundation for
15 Development.

16 So I just wanted to jump on Dean
17 Colson, you ended with it's going to take
18 philanthropy.

19 So I'm sure you've heard, I had the
20 good fortune of working with these amazing
21 and sometimes crazy deans in raising money.

22 MR. COLSON: I'm going to hear about
23 that for a long time.

24 MS. PADRON: So I think this person,
25 to use Brian's words, also to have that

1 track record of success navigating
2 political, economic, and philanthropic
3 communities, locally, of course at the
4 state, national, and globally. Because
5 that is where FIU is just on the edge of
6 being there.

7 Whether you call it Silicone Beach,
8 Digital Beach, whatever it is, the influx
9 of not just the tech movement, but physical
10 movement of northeast, there is money here.
11 And to have an influencer who is toe-to-toe
12 and a business-minded person to create
13 those solid partnerships and funding
14 opportunities and leverage those
15 relationships and that influence in those
16 circles to make those crazy ideas happen.

17 MR. COLSON: I want to tell you, I
18 think Brian Schriner is one of the most
19 innovative people I have ever met. And
20 I'll go on any trip with him to go raise
21 money for one of his crazy ideas.

22 But I also think that the whole
23 concept that we -- and we had a speaker say
24 this last session, to have excellence and
25 equity are not mutually exclusively. We

1 can have both, we can demand both, we can
2 expect both, make awesome money, but that's
3 our job to go get it. And so we need a
4 president that understands that.

5 MR. TOVAR: Laura, and to echo that
6 also, because Howard took up half the
7 meeting last hour, and so we heard his view
8 of the world as to fundraising and
9 everything else, but it is very important.

10 But I think that will come if we have
11 the right leader that is in place that can
12 pick up the phone and somebody is going to
13 answer his or her call; that he or she asks
14 to go to lunch with somebody, and that they
15 will go to lunch. And then that they have
16 the ability to tell the story as to what
17 we're doing here. And then that has the
18 ability to, instead of asking for
19 \$1 million, ask for \$100 million, because I
20 think sometimes we short-change ourselves.

21 And there is a lot of funding out
22 there. But we got to work on building the
23 affinity to the university, and there's
24 many ways to go about it. I'll give you
25 one short example.

1 To me, the museum that we have here --
2 I like art, I like visiting museums. We
3 don't have the largest museum. But I think
4 we have, to me, a museum that you go in
5 there, and it's wow. It feels right. It's
6 nice.

7 How do we use the museum to build
8 affinity? How do we use athletics to build
9 affinity? What do we do with our alumni
10 that are throughout South Florida to bring
11 them back? Because when you meet an
12 alumni, rarely do you hear, my experience
13 there was horrible. Generally, you are
14 going to hear, I had a great experience, I
15 love FIU. So why haven't you been back on
16 campus? So how do we connect with them?

17 And then I think if you look at any
18 university that's doing a great job
19 fundraising is because they have that
20 affinity. And it takes all these pieces.
21 It's not only the president's job, but it's
22 all these moving pieces and to get them all
23 to work collectively together.

24 So point well taken, and we're all
25 onboard. So thank you. Thank you for

1 those comments.

2 Do we have any other comments or
3 recommendations, suggestions?

4 Because speaking on behalf of the
5 search committee, on behalf of the board,
6 really appreciate what everyone does. It's
7 easy what we do, which is come up here and
8 talk and then walk away and go do our other
9 things. But we do have a passion about
10 what you all do here and what this
11 university means to the community and how
12 it can make a difference.

13 But again, we invite you all to tell
14 any one of the folks on the search
15 committee, reach out to Bill if you got
16 names, you have suggestions, if you think
17 we're doing it right, we're doing it wrong,
18 and I think every one of us will welcome
19 everyone's points of view.

20 So thank you very much. Thank you.

21 MR. FUNK: You bet. Thank you.

22 (Thereupon, the proceedings were
23 adjourned at 3:00 p.m.)
24
25

CERTIFICATE

STATE OF FLORIDA)
COUNTY OF MIAMI-DADE)

I, Aurora C. Sloan, Registered Professional
Court Reporter, State of Florida at Large,
certify that I was authorized to and did
stenographically report the foregoing
proceedings and that the transcript is a true
and complete record of my stenographic notes.

Dated this 18th day of April, 2022.



Aurora C. Sloan, Florida Professional Reporter

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FLORIDA INTERNATIONAL UNIVERSITY
PRESIDENTIAL SEARCH COMMITTEE
LISTENING SESSIONS

SESSION 5: PRESIDENT'S LEADERSHIP PROGRAM
GRADUATES AND UNIVERSITY STAFF

Wednesday, April 13, 2022

3:00 P.M. - 4:00 P.M.

Modesto Maidique Campus
Graham Center Ballrooms
11200 Southwest 8th Street
Miami, Florida 33199

Stenographically Reported By:
Aurora C. Sloan, FPR

1 APPEARANCES:

2 FIU University Staff Members:

3 FIU Board of Trustees Chair Dean Colson

4 FIU Board of Trustees Vice Chair Roger Tovar

5 FIU Ombudsperson Sofia Trelles

6 ALSO PRESENT:

7 Higher Education Search Consultant William Funk

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1 (Whereupon, the following proceedings were
2 had:)

3 MR. TOVAR: Welcome.

4 You know it's interesting in life that
5 -- and I always tell anyone that's willing
6 to listen that on a daily basis you learn
7 and you learn about new things.

8 And today I'm learning there's a
9 presidential leadership team, which I've
10 never had the opportunity to know about it,
11 understand it. And so I'm glad to have the
12 opportunity to be here with you all today,
13 and for you all to give us your input as to
14 what your views are as to not only who the
15 next president -- not who, but what type of
16 leader you all are looking for as to the
17 next president of this university.

18 We're honored and glad to have Dean
19 Colson here with us today, who is the Chair
20 of our Board.

21 We also have Mr. Eric Eikenberg here
22 who is the head of the Everglades
23 Foundation, and he happens to be, also, on
24 our search committee.

25 And if you all take the time to go

1 through the list of names on our search
2 committee and who they are and where they
3 come from, it's a pretty diverse,
4 interesting group and very passionate about
5 FIU.

6 And a lot of alumni, a lot of --
7 couple of past chairs of the FIU Board of
8 Trustees, there's actually Ms. Patricia
9 Frost who is not only ex-trustee of our
10 board, but she's on the board of governors
11 representing the board of governors. So
12 it's an interesting group of people.

13 I'm also glad to see the demographics
14 in this room, a lot of ladies.

15 MR. COLSON: Was this no men allowed?

16 MR. TOVAR: So that's great.

17 And by the way, you know, that's one
18 thing that we've talked about is, you know,
19 who do we have running the university? and
20 is it representative?

21 And so I'm glad to see that this group
22 exists. I hope you move up quickly and so
23 -- and we're happy to hear your comments
24 today and give us your input.

25 And please, don't limit it to just the

1 president. Tell us what you see out there
2 is working, not working, what input you
3 have.

4 And then we just had come in
5 Dr. Butchey, who is not only the head of --
6 the new head of the Faculty Senate, but
7 she's also on the Presidential Search
8 Committee. So thanks for being here with
9 us today.

10 So, Mr. Funk, I'll let you open up the
11 session.

12 MR. FUNK: Thank you. Thank you,
13 Roger and -- excuse me -- welcome, welcome
14 to this session.

15 This search is one that we're
16 delighted to be involved with. We think
17 this is a leadership opportunity that will
18 be very attractive to many excellent people
19 around the country, and it will be
20 attractive because of what you and others
21 in this administration have done to grow
22 the research expenditures, grow enrollment,
23 build buildings. It's one of the finest
24 and most spectacular stories in higher
25 education over the past 20 plus years.

1 I thought it might be helpful to this
2 group, though, to talk a little bit about
3 the search process. We really want to hear
4 from you, but I thought that this might be
5 a little bit interesting for you.

6 The search committee was formed in the
7 last several weeks. We met with the search
8 committee a week ago. We met with the
9 board as a search committee a week ago.
10 And in the last two days, we've been
11 meeting with all of the constituent groups
12 trying to elicit the thoughts each of those
13 groups has about what an ideal next
14 president might come with in terms of
15 experience, leadership style, personality,
16 world view, et cetera.

17 It's been quite educational for all of
18 us. But it really, as Roger has pointed
19 out, it's involved into more of a
20 conversation. And so we look forward to
21 having this conversation with you.

22 But over this past several weeks, the
23 board has been involved in putting the
24 search committee together. The
25 infrastructure of the search is being put

1 together under the auspices of Javier and
2 the board. A leadership statement is being
3 developed, and that's kind of an expanded
4 position description, and it's nearing
5 completion. And you will soon see it on
6 the presidential search website, which I
7 think you will find very interesting.

8 An ad was placed in the various higher
9 education publications just yesterday. And
10 if you go to the Chronicle of Higher
11 Education, online edition, I suspect it
12 will be there, if not today, certainly by
13 the end of the week, and it will appear in
14 the next two print editions.

15 It will also appear in other
16 publications, Inside Higher Education,
17 Diversity Issues in Education, Women in
18 Higher Education, the Hispanic Outlook in
19 Education. But we really wanted to
20 circulate widely that the search is
21 underway and that the position is
22 available.

23 And while we don't always find our
24 best candidates that respond to the ad, it
25 does get the word out that the search is

1 underway.

2 And then when we follow up with
3 individuals around the country, they
4 oftentimes will say, oh, yeah, I saw that
5 in the Chronicle, or I saw that Inside
6 Higher Education.

7 In my office, we've been targeting
8 individuals that we know around the
9 country. We're sending out some 600
10 letters to leaders in higher education that
11 we've worked with in the past and that we
12 always reach out to when we're doing a
13 presidential search. We don't send letters
14 to them when we're doing dean and
15 vice-president and provost searches. We're
16 contacting and talking with the leading
17 higher education associations.

18 It's kind of interesting, we have been
19 doing it remotely, but we used to go to
20 Washington DC and actually sit down with
21 all of those associations because they are
22 all within about a block of one another at
23 1 Dupont Circle. But we have asked them
24 who they might recommend as a good
25 candidate.

1 We've encouraged the search committee
2 to also be proactive in terms of talking to
3 their colleagues around the country,
4 associates who might be involved in higher
5 education, and asking those individuals who
6 they might recommend as a candidate. So
7 all of that is starting to gel, and that's
8 how the pool will be built.

9 Over the next couple of months,
10 though, we'll be contacting those
11 individuals who have either been nominated,
12 targeted, what have you, and that's where
13 the pool -- or how the pool will be put
14 together.

15 When we think that the pool is
16 complete, the search committee will begin
17 an evaluation process. They will look at
18 all the active candidates and decide which
19 of those individuals they would like to
20 interview in person.

21 And then interviews will be held with
22 probably eight to ten -- there's no magic
23 number, but that seems to be the optimal
24 number -- they will meet with eight to ten
25 candidates, rigorously interview them and

1 question them.

2 After those interviewed -- by the way
3 before those interviews, we'll do
4 LexisNexis, Google, social media background
5 checks on those individuals.

6 After those interviews, the search
7 committee will decide which of those
8 individuals they would like to recommend to
9 the board as finalists.

10 Under the new law, the revised
11 Sunshine Laws, it's required that there are
12 three or more finalists that will be
13 announced and who will be brought to campus
14 and be interviewed by the board and the
15 various constituents.

16 Those individuals, before they come to
17 campus, will sign a release form allowing
18 us to do credit, litigation, criminal, and
19 sexual abuse background checks. We will
20 also do some off-list referencing to make
21 sure we know exactly who these folks are.

22 But then after the campus visits and
23 the board interviews, the board will decide
24 which of those individuals they feel is
25 most appropriate to be the next president.

1 They might initially narrow it to two and
2 invite two back, or they may very well say,
3 this is the person we'd like to engage in a
4 conversation about being the next
5 president, and just invite one person back.

6 And then in a perfect world, if
7 everything went smoothly and there were no
8 delays in the process, we'd like to have
9 the new president in place before the fall
10 semester.

11 As Roger keeps telling me, though, and
12 reminding me, we want to be right and not
13 quick. So however long it takes us to find
14 that just perfect individual, that's how
15 long we will take to do the search.

16 But I hope that's helpful to
17 understand how, you know, you start with
18 this many candidates and end up with that
19 one selectee. You start with this much
20 information about those candidates. And by
21 the time an offer is made, the board knows
22 quite a bit about these individuals who are
23 finalists, and certainly the person that's
24 ultimately selected.

25 So it's a rigorous process. I'm not

1 so sure that I would want to go through
2 that process, but I'm quite willing to go
3 ahead and put somebody else through that
4 process.

5 But we really would like to hear your
6 thoughts about what you would like to see
7 in the person who's ultimately selected.
8 You know, what kind of leadership style,
9 what kind of world view, what kind of
10 strategic idea they have for the
11 university.

12 Here are the three questions we've had
13 all the groups look at before the meeting.
14 And it really is, one, what are the major
15 issues, challenges, and opportunities the
16 next president with inherit both
17 immediately and longer term?

18 Secondly, if those are the challenges
19 and opportunities, what kind of person is
20 best prepared to step in and address the
21 challenges and really take advantage of the
22 opportunities?

23 And then thirdly, our role as the
24 search consultant is to proactively go and
25 talk to people who will not respond to the

1 ad, will not respond to a letter, and are
2 very happy where they are and haven't
3 thought about making a change. We find
4 those are the best candidates. But we need
5 to tell them why they should be a
6 candidate. We have to nurturer and cajole
7 them into the pool.

8 And if you can help us in terms of
9 arming us with those good things we can
10 tell them, we will have a better
11 opportunity to actually be successful in
12 bringing them in.

13 So we're going to turn this around and
14 have you do the talking. You may have
15 questions, and the four of us will take
16 turns trying to be responsive or commenting
17 on your thoughts.

18 But who would like to be first? This
19 is always the most challenging part.
20 Nobody ever seems to want to go first. But
21 -- ah, thank you. Thank you very much. We
22 have microphones back there and there.

23 MS. TRELLES: So as she walks to the
24 microphone, I did want to share that we do
25 have 40 individuals who are joining us

1 virtually.

2 Please, remember to utilize our
3 virtual platform if you have any comments
4 or questions. That way the Presidential
5 Search Committee, as well as our search
6 firm is aware of those, and your unique
7 voice does make sure it gets to us as well.

8 MS. HERNANDEZ: Hello. Good
9 afternoon.

10 Sonia Hernandez from the Division of
11 Academic and Student Affairs, just switched
12 in marketing.

13 So my question is, when I think back,
14 I've been at FIU my entire adult life,
15 except for two years, and I think back to
16 President Maidique and President Rosenberg,
17 I think of the audaciousness that they had.

18 When I was a student and President
19 Maidique said, we were going to get a law
20 school, we were going to get a medical
21 school, we were going to get a football
22 team, I didn't believe it.

23 So do you envision our next president
24 still needing to have that spirit in him?
25 Have we accomplished, you know, that

1 standard? Are we still looking for that?

2 MR. TOVAR: Absolutely. Absolutely.

3 I mean, I think we need to still continue
4 to dream and think big. And I think you
5 all deserve that, the community deserves
6 that. And it truly is amazing what the
7 university has accomplished in 50 years.

8 Any of you all that have grown up here
9 in Miami and just watched it grow, and I'm
10 old enough to remember that -- from what I
11 remember, there was really nothing here,
12 and seeing the old runways, and still we
13 see the old tower that's here. And some
14 people don't know this used to be an
15 airport.

16 And to be where we are at today and to
17 have multiple campuses and many satellite
18 facilities and the number of buildings that
19 we have, and then the impact that we make
20 on the community and the students that we
21 have, that many are first gen.

22 And then, you know, one of the things
23 that has been talked about in previous
24 meetings is, is there a tradeoff between
25 equity and excellence? And our response up

1 here is, no. We can have both, and we need
2 to have both, and we need to do both.

3 So I would tell you, if we're not
4 dreaming big, I don't want to be part of
5 this.

6 What I push for, what Chair Colson
7 pushes for is whatever we do, we need to be
8 relevant in. And so I would ask you all to
9 continue pushing FIU and the folks you work
10 with, and whoever you happen to report to
11 at the moment.

12 So, Dean, would you like to add to
13 that?

14 MR. COLSON: No. I agree. We need a
15 visionary.

16 And it may not be about what new
17 schools can we create? It may be, how do
18 we take a school that we have and make it a
19 top five school in the country? But we got
20 to dream big, and we need to push
21 ourselves, we need to push our elected
22 officials to fund us, but they will. If we
23 have -- my view of this is, if we perform,
24 we will get funding, and I believe that.

25 MR. TOVAR: And one of the things

1 we've talked about a lot in the previous
2 meetings is how each of us go out there and
3 tell the story of FIU, because you come
4 here and you realize that everyone you meet
5 has a passion about FIU.

6 But there's still a lot of people that
7 could not even live a mile from here that
8 haven't been on campus in years or have
9 ever been on campus.

10 And so as you drive by the outside,
11 yeah, it looks nice, it looks like
12 something is going on in there. But as you
13 come on campus and you realize what's here
14 and you realize the students and you
15 realize the opportunities, and the many
16 things that are going on, it truly is
17 impressive.

18 So starting with the president,
19 because really we're here to talk about
20 anything you all want to talk about, but
21 our number one goal is to talk about you
22 all's vision as to the next president and
23 the type of individual that is.

24 And I think a big part of that is
25 somebody that is the face of FIU and goes

1 out there and tells the story here in South
2 Florida and throughout the country, and
3 engages people.

4 And there are so many hats that that
5 person will wear that it really takes a
6 unique individual.

7 I think it was two groups ago, there
8 was a lady that presented, and one of the
9 points she made is, it really is a tireless
10 job, and there's so much that goes into it.
11 And so how do you do that? And then her
12 second point was, with love.

13 And with love means that the passion
14 for the mission that FIU serves, and, in
15 turn, that that leader will serve to have
16 the passion to go through and do 20 hours a
17 day and attend that basketball game and
18 attend the 8 to 12 commencements every
19 semester, go and meet with the mayor of the
20 county or the mayor of the City of Miami,
21 or with the governor or with the
22 legislature.

23 And again, from the time I've been on
24 the board and I observed President
25 Rosenberg, I was in awe with the amount of

1 time and dedication and passion and
2 charisma that he had for the job. And so
3 we'll go out there and searching for
4 nothing less than that.

5 So yes, we still have big dreams. And
6 we're about to break ground, and we
7 technically already broke ground on
8 Engineering 1. We need to raise funds for
9 Engineering 2. We're finishing the SIPA
10 building. We're finishing 650-bedroom
11 dorm. We truly need a true building for
12 Honors College.

13 What do we do as to facility for the
14 medical school as to bringing the three
15 schools together? I mean there's still
16 much more to do, regardless as to where
17 we're at.

18 Bill, would you add anything?

19 MR. FUNK: No. I just love the word
20 audacious.

21 We certainly do want someone who's
22 audacious in their thinking and their
23 vision, because I think the trajectory has
24 been so steep and so good.

25 You know, I think you should be

1 thinking about being an AAU institution.
2 Right now there are only 62, 63 AAU
3 institutions in the country, and those are
4 typically perceived to be -- it's mostly
5 research, but those are some 63 schools
6 that have the highest research
7 expenditures. But also they take into
8 consideration -- it's by invitation only.
9 They take into consideration not only
10 research expenditures, but the endowment.
11 So that puts a lot of pressure on the
12 fundraising folks.

13 And I've talked to people who are on
14 the membership committee of AAU, and they
15 also would look at the number of national
16 and internationally respected and known
17 professors, and of course that requires the
18 new president to help recruit in some of
19 the leaders in the various disciplines
20 around the country.

21 But why not? Look what you've done.
22 You can do anything. And with that same
23 trajectory and with that commitment to the
24 vision, I think this institution can do
25 anything it wants to do.

1 Who would like to speak next?

2 Ah, good. We were with the students
3 last evening, and we kiddingly said to one
4 of the students who was walking to the
5 microphone, you will appear on the 11
6 o'clock news tonight. And he stopped and
7 really didn't want to step to the
8 microphone.

9 You will not be on the 11 o'clock
10 news.

11 MS. BOWLES: And I'm okay if I am. So
12 good afternoon.

13 I'm Emmanuele Bowles, and I serve as
14 the Director for Diversity, Equity, and
15 Inclusion at our great FIU. And like
16 Sonia, I grew up at FIU, 15 years in May.
17 And so I have had the opportunity to go
18 through two FIU presidents during my tenure
19 here at the university.

20 But I would like to answer the
21 question of the type of leader we would
22 like to see. And in the last year and a
23 half; right? we have been blessed with
24 leaders who -- not only from our executive
25 leadership team, our board of trustees

1 members, who, after the summer of 2020,
2 have listened, really, to all of our
3 university constituents, faculty, staff,
4 students. And so we would like to see a
5 leader who continues to understand that
6 diversity, equity, and inclusion is not new
7 to FIU, but we have opportunities to
8 elevate it here at our great institution.

9 And it starts by leading with empathy
10 and also listening; right? Taking the
11 opportunity to listen about what's going on
12 at the university. Being approachable that
13 our -- even our students, no matter what
14 level, what classification you are in, our
15 staff, from our custodial to executive
16 leader, can come and share some of the
17 challenges that they may be experiencing on
18 our campus.

19 And so having a leader who continues
20 to help to elevate DEI, especially in the
21 State of Florida with the legislation that
22 is being proposed -- or have been signed
23 into law -- but that they continue to lead
24 and listen; right? and lead with empathy.
25 And know that our people; right? there's

1 opportunities, but also challenges with
2 keeping our great talent here at the
3 university.

4 And so our next leader is going to
5 help, not only recruit our leadership, but
6 also a number of key roles at our
7 university that have left because of
8 different things.

9 So that's it. That's all I wanted to
10 share. Thank you.

11 MR. FUNK: Wonderful. Thank you very
12 much.

13 MR. COLSON: You know, you wonder, why
14 would anybody want to come to this
15 university to be president if they didn't
16 embrace those ideals?

17 There's a lot of presidencies around
18 the country that open up every five,
19 six years. But if you are not interested
20 in serving a diverse community, then why
21 come here? Because we need somebody that
22 not only isn't scared by it, but embraces
23 it, is excited by it.

24 MR. TOVAR: And one of your points as
25 to listening, and it's been brought up in

1 many, many of the meetings that we've had,
2 and it was brought up by the students last
3 night, because at the end of the day, you
4 know, we talk about a lot of things, but we
5 need to remember it's our customers, and
6 those are our students. And so what do the
7 students think about what we're doing?

8 And so it's important to the students
9 -- you know, I was touring a university, I
10 think it was about a month and a half ago,
11 and I was just part of a group, and what
12 was interesting to me is that the president
13 walked by, and he stopped to talk to the
14 group not knowing who was in the group.
15 And the student that was giving the tour
16 says, it's not just because you folks are
17 not from here. He stops and talks to us
18 all the time, and he engages us.

19 And so that was one of the comments
20 from the students last night is, important
21 to them was a president that walked around
22 the campus; somebody said today that comes
23 into the classroom once in a while.

24 And obviously, with the size that we
25 have, the president can do that many times

1 and a student may never engage with the
2 president because there's just so many
3 people and so many campuses.

4 But we want to make sure that we look
5 for someone that does not feel that they
6 have this elitism that they are up in an
7 office, or they get shuttled from their
8 office to the house and back; that's
9 engaging with the students, with the
10 faculty, with the staff, with the
11 community; that truly is the face of the
12 community.

13 So all those points are near and dear
14 to our hearts.

15 And somebody said today, you know, the
16 university is not a business, and I would
17 agree with that. We are not here to run a
18 P&L. We have a budget that we have to
19 adhere to because there is not an endless
20 amount of money, but we're not here to make
21 a profit. So we run it different than a
22 business. But I think any good run entity,
23 there is that dialogue, that communication,
24 that connection.

25 And so we need to make sure that

1 whatever leader we pick truly believes that
2 and is cognizant of that and is going to do
3 that; and they need to listen.

4 So I agree with you 100 percent. And
5 listening is not always necessarily
6 agreeing, but all of us want to be heard.
7 And so we will strive to check that box.

8 And so I appreciate that input. Thank
9 you very much.

10 MR. FUNK: Who's next?

11 MR. TOVAR: Or do we have any
12 questions?

13 We have someone back here.

14 MR. ASECIO: Good afternoon.

15 Thank you, Sofia, for moderating this
16 panel, Trustee Tovar, Trustee Colson, and
17 Mr. Funk.

18 The history of FIU is completely tied
19 to the history of our community. And as my
20 colleague previously was just mentioning
21 about our opportunities in DEI, I don't
22 feel we're necessarily looking for a
23 university president. We're looking for a
24 community leader, because we are an anchor
25 institution, and so much of our community

1 depends on the resource that we are.

2 So when we're talking about the best
3 and most ideal candidates and competitive
4 and being competitive in that area, how are
5 we approaching really looking within?
6 Because that candidate, although we're
7 doing maybe a national search, that
8 candidate may already be right here in our
9 own backyard. And how much are we really
10 willing to exhaust every single resource to
11 make sure that we don't lose that candidate
12 to one of the other Florida institutions
13 who are currently also in that search?

14 A candidate that as -- you know, our
15 recent presidents and their vision of what
16 FIU and the community should look like, you
17 know, a candidate that can also carry that
18 torch of understanding that we are not
19 necessarily separate entities. We're one
20 community dedicated to elevating all of the
21 members of our community both in
22 leadership, government, students, faculty,
23 and staff.

24 So when we look at our impact, and
25 even beyond our immediate community, the

1 Caribbean, South America, and where our
2 students come from, our impact is
3 international. It's not just limited to
4 here.

5 So what I'd like to see is that
6 approach of what we're looking at. And for
7 us, as my colleague mentioned, we have an
8 opportunity here to break some new ground
9 and barriers, to really change it.

10 The biggest challenges that I think we
11 are going to face, or our next president,
12 is not necessarily an FIU challenge, it's
13 going to be an academia challenge. We are
14 being challenged right now with technology
15 and innovation just everywhere. And in the
16 way the talent needs to be supplied to the
17 economic growth and the stabilities of our
18 areas, we need to be able to be -- we're
19 young, we need to be able to keep being
20 young, nimble, and quick to address that
21 talent deficit, because we lose the talent
22 from here everyday, they go somewhere else.

23 And as companies -- and we're seeing
24 what's going on with our community and the
25 tech movement, they are asking us, and

1 we're not producing that talent fast
2 enough; not just we as FIU, but we as the
3 academic community locally, is not able to
4 even fulfill that pipeline.

5 So again, I go back, I'd like to see
6 in a leader, not just for FIU, but a leader
7 for our community that can come in and
8 actually say, here's our role and here's
9 where we pick up and we break new ground,
10 where we set the bar even higher, and we
11 show the rest of the world of how these
12 things are done.

13 So again, maybe a candidate on paper
14 is one way, but that leader that we want is
15 not just that FIU leader. How are we
16 looking at that from the trustees'
17 perspective and the committee? And are we
18 willing to really -- how competitive are we
19 really willing to be? because we're not the
20 only ones in that search, and this is a
21 hyper competitive search right now.

22 We've got incredible assets in South
23 Florida that make FIU, not just because of
24 our population of our students unique, but
25 also because of our geography down here.

1 Yet, it kind of hurts a little bit
2 when I look around the room and I know
3 colleagues -- I've lost colleagues that
4 have left to other institutions because
5 we're not as competitive as other
6 institutions at the moment when they are in
7 need of things.

8 So I'd like us to see this as an
9 opportunity for, yes, presidential search
10 for our university, but also the community.

11 And I'd like to thank the board for
12 installing Interim President Jessell,
13 because I think we see what we have here
14 and how we continue to survive, but we
15 don't want to be on this survival mode. We
16 want to be on this growth mode.

17 That's what I have for you guys.
18 Thank you.

19 MR. TOVAR: And I'm sorry. What was
20 your name and where do you?

21 MR. ASECIO: Mike Asencio, office of
22 Engagement.

23 MR. TOVAR: You are engaged.

24 Listen, Mike, I would tell you
25 100 percent what you are saying. And I

1 think everybody says it in a different way,
2 but this is a big part of the Miami
3 community, the South Florida community, and
4 we need that engagement. And somebody else
5 said it in another way, this is the
6 economic engine of Miami.

7 We've got a budget of \$1.7 billion, a
8 research of \$250 million, the amount of
9 people we employ directly and indirectly,
10 and then the impact that we make on the
11 community; a lot of first gen students, I
12 being one of them, that if it wouldn't have
13 been for FIU, I would have never gone -- I
14 wouldn't have dreamed of going to school
15 anywhere.

16 And so I found myself in a position
17 where I lost my job, and I said, you know,
18 what am I going to do now? Do I want to
19 find myself in this position again? And
20 thank God that FIU was here. And because
21 of some advice and counseling I received at
22 FIU, I went on and I picked a certain major
23 and I went on and did something else, and
24 then I ended up getting a masters.

25 So that's where I get my passion for

1 what is happening here.

2 Could there be somebody internally?
3 Yes, of course there can be. But we want
4 to make sure we do a broad search and bring
5 in the best leader possible. It could come
6 from within, it could come from outside, it
7 could come from Miami, it could come from
8 California. I don't know. We don't know.
9 But I think we owe it to FIU, to South
10 Florida, to you all, to look for the most
11 amazing individual that will lift us up
12 further.

13 So as to being young, nimble, and
14 quick, absolutely, and I think you are
15 100 percent right. Being as young as we
16 are, we can move in different ways and do
17 different things.

18 If you look at our medical school,
19 where some people will see it as a
20 detriment that we don't have all these
21 hospitals and this whole medical complex,
22 but I think we have other opportunities.
23 Whereas, how do we work together between
24 the medical school, the nursing school, the
25 school of public health, now, our research

1 center in Port St. Lucie, which Dr. Brown
2 is going to be taking over as part of the
3 medical school, the research side. So
4 there's many moving pieces within that that
5 I think we can do it a different way.

6 You look at our community health and
7 what -- you know, you go over to that
8 building over there on 8th Street, and,
9 frankly, it's underutilized.

10 And so how do we take an asset that we
11 convinced different stakeholders previously
12 to fund, to truly take that facility and
13 make an impact as far as in community
14 health? And so there's many things to be
15 done.

16 The only thing I know today, as far as
17 who our future leader is, that I and the
18 committee, and then the board, is going to
19 work very hard to explore every option, and
20 then hopefully bring candidates to the
21 board to find who's going to take us
22 forward and turn the chapter and move
23 forward, because every time you do have one
24 of these new leaders, you are turning the
25 chapter. And it's never an indictment or

1 saying, well, this wasn't good enough.
2 It's just always moving onward and upward.

3 So points all well taken. And again,
4 I love to hear people like you speak with
5 the passion that you have for FIU. So
6 thank you.

7 Dean, would you have anything?

8 MR. COLSON: No. I mean, I think it's
9 extraordinary that we're two or three
10 months into a vacancy, and there hasn't
11 been a story yet that so and so is the
12 likely next candidate and next president of
13 FIU.

14 MR. TOVAR: Right.

15 MR. COLSON: And that's a testament to
16 how well we're running the university right
17 now. I said we, but it's you running the
18 university. And I think also that we have
19 a search committee that has now been
20 announced that is, what I call,
21 bulletproof.

22 You are not going to run anybody
23 through this search committee that is --
24 you know, they are going to ensure that FIU
25 gets the next great leader.

1 But think about it, there hasn't been
2 an article saying, here's the favorite, you
3 know, and we're three months, and that's
4 great. And that's what I wanted.

5 MR. TOVAR: And that's what I
6 mentioned to a number of the other groups,
7 that many times you start a process like
8 this, and the outcome has already been
9 determined. Okay?

10 If you were to ask me is the next
11 president going to be a man, a woman,
12 Hispanic, black? I will categorically tell
13 you, I have no idea. I want the most
14 amazing person that can move us forward.

15 And so I think we will have a lot of
16 candidates to pick from, because it's an
17 amazing opportunity as to where we're at,
18 and it's an amazing opportunity to come to
19 the City of Miami with a large public
20 university. So I think the future for FIU
21 is very bright.

22 So again, thanks for your comments.

23 Dr. Butchey?

24 DR. BUTCHEY: Yes. Thank you.

25 I wanted to reiterate something you

1 said about being nimble. I'll add to that.
2 It's about being agile. We're not stuck in
3 the past. Nobody has told us no, that we
4 can't do this.

5 So having that agility and having the
6 gumption to say, well, we can do it. We
7 have done all of these things and we're
8 going to continue doing more.

9 I do want to also thank all of you
10 here and all the participants of this
11 entire process. I think the
12 self-reflection that we've had through this
13 process, getting to know everyone, getting
14 to know what others are doing, how we work
15 together, has been critical. And I look
16 forward to the entire search process where
17 we do have these kinds of engagement, even
18 more with the candidates, and we all learn
19 more about each other and what we can do to
20 keep advancing this organization.

21 MR. TOVAR: And thank you for your
22 willingness to participate in the
23 committee. So thank you. Thank you for
24 those words.

25 Do we have any -- okay.

1 MS. TRELLES: Yes, we actually do.

2 So we have a few comments and a couple
3 of questions.

4 Our first comment is, we need to see
5 gender balanced leadership at FIU.

6 MR. TOVAR: Absolutely. Absolutely.
7 And I'll tell you, sometimes, you know, we
8 met with the deans earlier and I looked out
9 and -- absolutely.

10 MR. COLSON: It's easy to talk about
11 it. We have got to walk it.

12 MR. TOVAR: Yup.

13 And listen, this is not -- this is
14 just reality, this is not to point fingers,
15 but the board doesn't approve or disapprove
16 of any dean that gets hired, any associate
17 dean or anything else.

18 But we have started conversations to
19 say, have you guys looked around -- or you
20 ladies looked around?

21 And so it does get to a point where I
22 do think -- and it was written in an
23 article so I'm stealing somebody else's
24 thunder -- that we generally promote people
25 that we view as the same as us, that are

1 comfortable with us, and everything else.

2 But I think we're all enriched when we
3 surround ourselves with people that come
4 from all walks, from different places, from
5 different thought processes, and then we
6 can share ideas, share our life
7 experiences, share many things. So I can
8 only tell you that we all agree.

9 MS. TRELLES: Thank you for that.

10 I also wanted to share that as our
11 time does come to an end today, if you have
12 any comments or any questions, please, make
13 sure to communicate with us. We want to
14 make sure that the Presidential Search
15 Committee, as well as the search firm, do
16 have access to that feedback.

17 We do have another comment from our
18 virtual participant.

19 We have had some difficulty in
20 retaining talent. The new president needs
21 to assess why we continue to lose talent,
22 as well as determine how they can improve
23 the community's perception of this
24 institution, particularly that of
25 non-Hispanics.

1 MR. TOVAR: Say the last part?

2 MS. TRELLES: Of course.

3 The new president needs to assess why
4 we continue to lose talent, as well as
5 determine how they can improve the
6 community's perception of this institution,
7 particularly that of non-Hispanics.

8 MR. TOVAR: Okay.

9 I don't understand the last part of
10 the question.

11 But I will tell you, I think in any
12 business industry, there is turnover and
13 there's movement because of what's going on
14 in the world.

15 I would also agree that in any
16 business, any institution when you have
17 turnover, some of it is saying that there's
18 something that you are doing that's right
19 that people want to take people that are in
20 a successful place. Other times you are
21 going to look around and you are going to
22 say, I'm running people off, or I'm not
23 compensating people correctly.

24 So I think all of that needs to be
25 analyzed in a holistic way and say, do we

1 truly have more turnover than the norm?
2 Less? If we do have more than the norm,
3 why is that? Is it a pay issue?

4 But I would also caution everybody on
5 the pay issue. Again, we're not running a
6 for-profit organization. So we've got a
7 pot of dollars, and it's how you allocate
8 them. And so are we allocating them
9 efficiently? Is there more ways to be more
10 efficient on one side that we can
11 compensate people better on the other side?

12 Chair Colson did mention earlier
13 today, some of the pay that gets paid to
14 some of the adjuncts or, you know, adjuncts
15 that maybe should be full professors. But
16 again, within the system that we live in,
17 and I'm just speaking frankly and realistic
18 here, we don't have the ability to go and
19 raise tuition. So you have got to have
20 funds to do whatever you want to do.

21 And so the first thing I would always
22 say is, are we being efficient? Are we
23 being wasteful?

24 The second thing is to continue to
25 find creative ways to bring in additional

1 funds. And so part of that is fundraising,
2 part of that maybe is looking at the
3 limitations on certain -- maybe it's
4 auxiliary funds that if we had more
5 flexibility with auxiliary funds, can we
6 shift them into other areas. Obviously,
7 E&G funds have restrictions and
8 limitations. So you are constantly playing
9 that balancing act.

10 So I probably got off, I probably
11 didn't even answer your question but.

12 MR. COLSON: Sounds like a lawyer.

13 MS. TRELLES: I think you did a good
14 job, especially since it was a comment.

15 But they did ask a question, which I
16 think goes back to another question or
17 comment that a member made, which is:

18 Will the new president support the
19 equity action initiative and the
20 recommendations that were presented by the
21 DEI Council?

22 MR. TOVAR: Go ahead.

23 MR. COLSON: I would assume that the
24 next president will or will improve upon
25 that. That's part of our culture here, and

1 that's not going to change.

2 MR. TOVAR: Yeah. I would second
3 that.

4 MS. TRELLES: Thank you.

5 MR. FUNK: I would say to the group in
6 this room, this is your time.

7 I think of the last several R1
8 president searches my firm has conducted,
9 and at Indiana University, we recruited the
10 first woman in that institution's history,
11 Pamela Whitten, who had been the President
12 at Kennesaw State University and before
13 that was the Provost at the University of
14 Georgia.

15 We did the president search at Texas
16 A&M University. And that successful
17 placement was a Dean of Engineering, a
18 woman who had been at Purdue, last name of
19 Banks, she's a superstar. And she's just
20 going to do great things there.

21 Before that, we had recruited the new
22 president to Rutgers University, and it was
23 that institution's first African American
24 president, a fellow named Jonathan
25 Holloway, who had been the Provost at

1 Northwestern University. And before that
2 had been the Dean of Yale College, which is
3 within Yale University, as you know.

4 If you go to the Chronicle when it's
5 published, or even online, and look at the
6 successful placements, a large percentage
7 of the new presidents are women and
8 individuals of color.

9 So things are changing. This is your
10 time. 56 percent of the individuals we
11 have placed in not only president but
12 Provost and Dean positions over the past
13 six years have been women or individuals of
14 color.

15 So I just want to give you that
16 thought, that glass ceiling, all these
17 ceilings, are being broken down, broken
18 through. And I hope all of you have higher
19 ambition because the future really is very
20 bright. It's very bright.

21 MR. COLSON: I would add that I met
22 Bill Funk when I was Vice-Chair of the
23 Board of University of Miami and he was
24 doing a search to replace Tad Foote and he
25 brought us Donna Shalala. And that was a

1 board that was populated mainly by men and
2 mainly by white men who were Republican.

3 And Donna Shalala came in and swept
4 everybody off their feet and got the job
5 and did a remarkable job. And Bill's
6 effort to convince Donna was probably as
7 difficult as it was to convince some of the
8 old white men on our board, but who then
9 became Donna's biggest supports. So he's
10 got a track record.

11 MR. TOVAR: Go ahead.

12 MR. DIAZ: Hello everyone.

13 My name is Jackie Diaz and I am the
14 Director for Advising in the College of
15 Arts, Sciences, and Education. And thank
16 you so much for giving an opportunity for
17 me to listen, learn, and to also contribute
18 to the conversation.

19 I wanted to bring up the topic of
20 undergraduate student success, because it
21 is such a dominant part of the
22 conversations, the focus, the priorities,
23 the mission; right? And in particular, to
24 advocate on behalf of the professional
25 staff; right? that work so hard to support

1 our students.

2 And in the same way that they very
3 much are our students' advocates, as the
4 director of an advising team, I am their
5 advocate.

6 And so I just wanted to make sure that
7 we highlight the amazing work that our
8 professional staff is doing day-to-day, and
9 to bring up the issue, also, of retention.

10 And not just to bring up salaries,
11 although that has a place in this
12 conversation, but to say that we need a
13 leader that recognizes values and promotes
14 the kind of work and the achievement of the
15 professional staff that is working so hard
16 to support our students; right? And to
17 make sure that our students are making the
18 best of their undergraduate experience,
19 that they are reaching their academic and
20 professional goals, and that they feel as
21 though they belong and they are supported
22 and they are loved.

23 It is very much a labor of love what
24 an academic advisor does for their
25 students, and it is oftentimes emotionally

1 draining. We are going through peek
2 advising right now, and my staff, I just
3 check in on them and I say, are you okay?
4 Make sure you take your lunch; right?

5 So I do want to say that, in terms of
6 what would I like from our next leader, is,
7 I want a leader that, in addition to being
8 very present and very engaged with our
9 student body, because our undergraduate
10 students deserve a fabulous leader, I would
11 also want a leader that does the same for
12 the professional staff, and that makes them
13 feel important, and not like they are just
14 a cog, if you will.

15 My staff, they have all graduate
16 degrees. They can get opportunities
17 outside of higher education where they
18 would get paid better. They have chosen to
19 go into education because they love their
20 profession and they love the students that
21 they are in. But we also owe it to them to
22 value their work and to show them that they
23 are important, and that their work has
24 merit and it has worth; right?

25 So I do want that out of our leader,

1 one that understands the role that we play
2 in undergraduate student success, and is
3 just compassionate and loving towards this
4 group of people, oftentimes former
5 graduates of FIU, because we employ a lot
6 of students that come out of our higher
7 education program that have decided to
8 dedicate their lives to such a worthy cause
9 and deserve just, you know, those moments
10 of acknowledgment, appreciation, and
11 support.

12 Thank you.

13 MR. TOVAR: Jackie, one of the things
14 you bring up is near and dear to my heart,
15 which is advising the students. Because we
16 talk about graduation rates and, to me, key
17 is how we're advising them coming in and
18 then throughout, and that will be a big
19 determinant as to the success rate.

20 So I'm going to ask you a question
21 that I've asked numerous times and it never
22 gets truly answered. And I know that your
23 answer is going to be C, all of the above,
24 but C is not the option. Okay?

25 So A is, would it be better to have

1 more advisors? or B, would it be better to
2 have funds to compensate the advisors we
3 have better?

4 If you can go back to the mic,
5 because -- I'm glad you are here because
6 it's a question that we have asked that I'm
7 not sure that we're fully briefed and I'd
8 like to hear your point of view.

9 MS. DIAZ: Sure.

10 I mean, you are throwing quite a
11 difficult question to a woman who
12 supervisors 47 academic advisors; right?

13 So I have to advocate for those that
14 are here. And realistically I have to -- I
15 constantly monitor the data; right? What
16 are their appointments? Do we have enough
17 availability?

18 And to be quite honest, the advisor to
19 student ratio has been a prominent concern
20 for me since I started this journey years
21 ago. And in my college we are talking
22 about we had 1500 to 1; right? And we're
23 down to mid 400s to 1, which is such a huge
24 accomplishment, because an academic advisor
25 cannot do work -- good work; right? they

1 cannot make a real impact when the volume
2 is so large.

3 So I say that we need the staff we
4 have, because if we had less staff, we
5 would be able to serve less students;
6 right? or the quality of the service that
7 we provide would be seriously impacted
8 negatively.

9 MR. TOVAR: So I guess you are saying
10 we've made an impact going from the 1500 to
11 1 to 400 to 1.

12 MS. DIAZ: For my college, I speak for
13 my college. There are other colleges that
14 may have a different ratio.

15 MR. TOVAR: I get it. But I think
16 your college is probably indicative of
17 others.

18 MS. DIAZ: It is the largest.

19 MR. TOVAR: But if you had your choice
20 would it go down to 300 or 250 to 1? or
21 would you say we need to see if we can find
22 some funds to compensate a little better?

23 MS. DIAZ: I think that the -- the
24 recommended number that we hear from our
25 national organization is around 300, 350 to

1 1. But I think we can manage with existing
2 staff, but we do need to think about not
3 only paying them better but having a more
4 realistic career ladder where we invest
5 some time and attention and work with HR
6 professionals to make sure that across the
7 board, across our college, there is a
8 consistent way of acknowledging talent and
9 making sure that they have their own upward
10 mobility. Because right now, you may lose
11 a very talented advisor to an
12 administration position because it pays
13 more. Where if you had additional -- you
14 know, we have rungs on the ladder, they are
15 just not always easily accessible.

16 And so I think that I would say, let's
17 work with the system we have and make it
18 better. I don't think we need to add
19 additional lines. I certainly don't have
20 space for them, if I'm honest. But I think
21 that we could -- what we need to do is
22 improve the existing system.

23 And I'm more than committed in any way
24 possible to assist the leadership with my
25 ideas and my experience from having led

1 this team for so many years.

2 I hope that answers your question.

3 MR. TOVAR: Thank you.

4 MR. COLSON: You know, Roger, when we
5 set up performance funding at the BOD, we
6 talked a lot about, you know, it was all
7 motivated by graduation rates at the time,
8 which were pretty bad in 2013, 2014. And
9 everybody knew it had to do with advisors.
10 We couldn't solve the problem unless we had
11 advisors. And they needed to be
12 professional advisors, they couldn't just
13 -- it's not enough to say to a faculty
14 member who's teaching a full load and
15 researching, hey, you need to advise 20
16 students a year. They weren't getting the
17 work done that needed to be done.

18 Now, I don't think 400 to 1 is the
19 right number. I think it's probably 250 to
20 1 is the right number to do this correctly.
21 And we probably have taken our graduation
22 rates to about where they can go unless we
23 move that number to 250, in my opinion.

24 MR. TOVAR: Thank you.

25 MS. DIAZ: You're welcome.

1 MR. TOVAR: Believe you me, your input
2 is great for us to hear. So appreciate it.
3 Thank you very much.

4 What was your name, again?

5 MS. DIAZ: Diaz.

6 MR. TOVAR: I was kidding. Thank you.
7 Thank you.

8 I think we're are we -- I think we're
9 out of time. Okay.

10 MS. MIRABAL: I'll make it quick.
11 Okay.

12 My name is Alexandra Mirabal. I'm
13 from the Controller's Office. I am an alum
14 from FIU, and proud to say both of my kids
15 are going to be alums from FIU. So it's a
16 very dear institution to my heart.

17 It is an investment of myself and of
18 our efforts, you know, to contribute to
19 this search, but not just because of being
20 an employer and alum, but also being a mom
21 and being on the other side as mom of
22 students that graduated from here.

23 But the one thing that I wanted to
24 focus on with the questions is the current
25 major challenges and opportunities we have.

1 And I think that in a leader, I think since
2 we face challenges in both the academic
3 spectrum, as well as the financial
4 spectrum, which are two key components of
5 what this job is going to entail for the
6 new candidate, I hope that the committee
7 can focus on trying to find someone that
8 has some level of experience in both
9 arenas. That not only understand the
10 academics, because they have been through
11 academia, but also has a good high level,
12 or at least good enough understanding of
13 finance, to also be able to marry the two
14 challenges and being able to make better
15 decisions or correlations between the
16 challenges we are trying to meet when both
17 of those different themes are obviously
18 going to come to play.

19 I laugh because when you appointed
20 Dr. Jessell, Dr. Jessell has all those
21 qualities. He's been academia and he's
22 finance. So it's easier to have those
23 conversations and for him to actually see
24 the big picture with regard to making, you
25 know, the tough decisions and seeing where

1 we have opportunities. But I hope that the
2 committee takes that into account.

3 As I said before, it's invaluable when
4 you have a new leader come into the
5 organization that, when they come with that
6 background, that that kind of starts the
7 ball rolling and gives them an open forum
8 to be able to talk to all the different
9 sides that are going to be pivotal in
10 running the institution or supporting the
11 institution. So that's the one thing.

12 And then, obviously, the other thing
13 that's super important to me, and I think
14 to a lot of us, especially when we are
15 being faced with change; right? everyone
16 thinks -- you know, takes change very
17 differently, but the majority of us tend to
18 be a little bit hesitant to change or
19 resistant to change.

20 So in personality and how the leader
21 that I would like to see is, we do have a
22 lot of internal talent, as we have all
23 said, and I think we have all brought to be
24 the cheerleaders for that within our
25 institution.

1 And having a new person come on,
2 whether somebody from the outside, or even
3 somebody from internal that we are able to
4 identify would be the best next leader, I
5 think that the style of that leadership,
6 what we should be looking for is someone
7 who is conducive to promoting trust.

8 Usually, when somebody comes from the
9 outside, the hesitancy is that -- or at
10 least the perception is, oh, they are going
11 to bring in their new people, and then they
12 are going to just come in with their own
13 style and they are not going to really take
14 the time to learn what we have going on
15 here at FIU, what is working, what really
16 needs to be tweaked. And sometimes they
17 just come in with that mentality, no, I
18 have a system I'm used to, this has worked
19 for me before, I'm going to go ahead and
20 implement this here with very little
21 feedback or very little openness to have
22 the feedback from the people who are being
23 affected here, so that that transition can
24 be successful.

25 So I'm hoping that that's another

1 thing that we're looking for in our next
2 leader. That kind of management style that
3 exhibits not only confidence and the
4 experience and the knowledge that they
5 bring to the university that they can
6 impart on us, but also sufficient
7 confidence, the same level of confidence,
8 to be able to listen to what we're doing
9 here, to listen to the leaders we have
10 within the executive management, the
11 faculty and staff, the deans, the colleges,
12 and have that, as I said, that confidence
13 that maybe their ideas may not work here,
14 but they are open to listening to what we
15 have.

16 And that, also, it's going to be not
17 just a listening exercise, but an actual
18 real communication exercise in which the,
19 you know, the leader's invested, but gets
20 us all invested because we are starting to
21 develop that trust based on how that, you
22 know, that the new president interacts and
23 reacts and talks the talks and walks the
24 walk, and all those wonderful things.

25 So I think that's two of the most

1 important things that I think would be
2 really helpful and I think would lead us to
3 the next success rank that we want to all
4 get to. We've been very fortunate in
5 President Maidique and President Rosenberg
6 who were pillars of this institution.

7 So no one knows our community, our
8 history, our growth, our ascent to where we
9 are now. So obviously unless we have luck
10 to be able to see if we have somebody
11 internally who has the same qualities, but
12 regardless, even if it's somebody from the
13 outside, we definitely want to make sure
14 that we have that kind of open vision and
15 that kind of personality that will embrace
16 the knowledge and the history, and takes
17 the time to learn about it before just
18 coming in and trying to institute and make
19 changes without really, you know, giving
20 the -- what we have done. I mean, we've
21 been doing something right, we've gotten to
22 this point.

23 So there's a lot of good things going
24 and a lot of valuable people and talent we
25 have within. And I'm just hopeful that

1 that's going to be -- the person that we
2 select for the position will be open to
3 that and will leverage all this incredible
4 talent and all the success and all of the
5 things we've built so far to take it to the
6 next level, and not just break it and start
7 it from scratch.

8 And that's going to be -- that would
9 be a sad, I think, outcome because there's
10 a lot of us coming to, you know, some of
11 the things that others have said. You know
12 we are already having a problem or we are
13 already seeing struggles with keeping
14 talent and keeping the people interested in
15 coming to work for FIU.

16 So if you have that kind of leader
17 that doesn't have that finesse and that
18 fine balance of these different things,
19 then it's going to take a step back instead
20 of forward.

21 So that's it. Thank you.

22 MR. TOVAR: Thank you and I agree.
23 Thank you. Thank you.

24 MR. FUNK: We mentioned earlier the
25 session was being recorded. So we have all

1 of those comments documented now. And also
2 we have a court reporter in the back taking
3 copious notes. So all of us could maintain
4 eye contact and didn't have to be writing
5 at the same time. So thank you very much.

6 MR. TOVAR: So you all are the last
7 group and it's a lot of good input. And
8 what's most amazing is the passion that
9 everybody has for FIU and the dedication
10 and everything else. So we appreciate your
11 time.

12 We will work hard to make the right
13 decision and find the next leader of FIU.
14 So thanks again for your input.

15 Dean, any closing words?

16 MR. COLSON: You know this is the last
17 thing I'm doing on this because I'm not on
18 the search committee. After this session,
19 I'm now turning all this over to Roger and
20 expecting --

21 MR. TOVAR: And our committee.

22 MR. COLSON: Roger and the committee,
23 and expecting him -- and then he'll send it
24 back to me at some point with three, four,
25 five names. And then the real politics

1 start, you know.

2 But I'm really looking forward to
3 letting Roger handle this for the next two
4 or three months while I sit in the
5 mountains somewhere and enjoy my summer.

6 MR. TOVAR: Thank you, all. Thanks
7 for the input. And thank you, Dean.

8 MR. FUNK: Thank you very much.

9 MR. TOVAR: Appreciate it. Thank you.

10 Thanks to all the support staff here
11 and in the back. Sofia, Javi, Carlos,
12 thanks for all you all have done to put
13 together. And you all back there, thank
14 you. Thank you.

15 (Thereupon, the proceedings were
16 concluded at 4:15 p.m.)

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CERTIFICATE

STATE OF FLORIDA)

COUNTY OF MIAMI-DADE)

I, Aurora C. Sloan, Registered Professional
Court Reporter, State of Florida at Large,
certify that I was authorized to and did
stenographically report the foregoing
proceedings and that the transcript is a true
and complete record of my stenographic notes.

Dated this 18th day of April, 2022.



Aurora C. Sloan, Florida Professional Reporter

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