



**FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES
WORKSHOP | STRATEGIC PLANNING COMMITTEE
MINUTES
OCTOBER 6, 2020**

Call to Order, Chair's Remarks, and Trustee Expectations

The Florida International University Board of Trustees' Strategic Planning Committee Workshop was called to order by Committee Chair Roger Tovar at 9:34 AM on Tuesday, October 6, 2020 at the FIU, Modesto A. Maidique Campus, Graham Center Ballrooms and via Zoom.

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

Board Chair Dean C. Colson (*via Zoom*), Trustees Gerald C. Grant, Jr., Natasha Lowell (*via Zoom*), and Claudia Puig, and University President Mark B. Rosenberg also were in attendance.

Committee Chair Tovar welcomed all Trustees and members of the University administration. He explained that Trustees and University administrators and staff were attending in-person and via the virtual environment and that the University community and general public had access to the workshop via the University's webcast.

Committee Chair Tovar solicited comments from the Trustees regarding their views on what can be gained from the Strategic Planning Committee and their vision for the University. Trustee Leonard Boord commented that, given its proximity, FIU has a privileged role in the community, adding that learners will find that proximity will lose its value as time wears on due to the increasingly greater role that technology plays in the delivery mechanism of educational content. Trustee Donna J. Hrinak remarked on the Equity Action Initiative (EAI) and its reference to the University's focused efforts on attracting international students, stating that these efforts could be further expanded to include students of African descent in the Caribbean and South America. Trustee Gene Prescott mentioned that the University is poised for greater success in this time of change and challenge. Trustee Joerg Reinhold pointed out that, in its pursuit of top-50 recognition, FIU will continue to build upon its many accomplishments. Trustee Alexandra Valdes mentioned the importance of maintaining focus on students and the community.

Board Chair Dean C. Colson pointed out that the purpose of the recurring \$32M investment by the legislature is to provide funding support to the University in its pursuit of achieving recognition as a

top-50 public university, adding that responsible stewardship over the investment will be a priority for the Committee. Trustee Gerald C. Grant, Jr. mentioned the University's many accomplishments over the years, specifically referring to growth in the areas of research and fundraising and setting standards of student success in Bar passage rates. He commended the leadership team and added that sharing the FIU story is critical as the University continues to move forward. Committee Chair Tovar commented on the many accomplishments that the University has achieved since its opening. He added that while the University continues to make strides towards achieving recognition as a top-50 public university, FIU will remain focused on its mission.

Equity Action Initiative and Division of Diversity, Equity, and Inclusion Plans

Senior Vice President for Human Resources and Vice-Provost, Diversity, Equity, and Inclusion El pagnier Kay "EK" Hudson presented a photograph of a peaceful protest where FIU students rallied over George Floyd's death. She pointed out that the EAI provides tangible recommendations to foster enhanced diversity and inclusion. She remarked that as part of its charge, the EAI benchmarked with other universities and different industries, reviewed alignment with the current strategic plan and the University's mission, vision, and values statement, and conducted interviews with faculty, staff, students, alumni, retirees, and members of the business community. She referred to a quote from the *New York Times*, specifically that "Black professionals face greater obstacles early in their career, are viewed more critically than their colleagues and frequently lack the relationships that are pivotal to advancement. Only 1% of the chief executives running America's top 500 companies are Black."

Sr. VP Hudson recognized EAI workgroup participants, particularly Trustee Grant, noting that the work resulted in 21 total initiatives with over 100 recommendations. She described points of focus, including addressing low percentage of Black tenured faculty, addressing measures to increase diversity in marketing/outreach efforts toward intentional inclusion of Black students, and addressing hiring and promotional practices with intentionality around workforce diversity. She highlighted additional points of focus, such as removing barriers associated with Black employee presence stifled at mid-level management roles, increasing Black presence on FIU Boards, creating opportunities through micro-credentialing, strengthening efforts toward Black graduate student enrollment, and strengthening inclusive excellence content in areas of undergraduate curriculum.

She commented on priority initiatives, namely, the inclusion of Division of Diversity, Equity and Inclusion (DEI) goals in the strategic plan, increasing diversity in Black faculty, administrators, graduate students and Board presence, enhancing the African and African Diaspora Studies Program, DEI curriculum in the classroom, supplier diversity initiatives, and the ACE Inclusive Excellence Framework. She presented a word cloud that speaks to the EAI work, adding that the theme for the division is *You Belong Here*. She posed the questions for the Trustees to consider.

Trustee Grant commented that despite FIU's successes over the years, inclusion is an area for improvement. He remarked on the needs for inclusive marketing efforts and greater African American presence among the faculty, advisors, and at the Board level. Committee Chair Tovar requested that key priority areas and related resources be identified. Trustee Board added that specific strategic objectives, action steps, completion targets, and measurement of success also be identified. Trustee Hrinak requested that a dashboard to track progress be provided at each Board

meeting. Committee Chair Tovar concurred with the need for a dashboard and also requested that the Board be made aware of equity-related events.

Trustee Lowell commented on the value of joining community agencies in order to deepen ties with the Black community. Sr. VP Hudson pointed out that FIU recently joined the International Career and Business Alliance, ICABA®. Committee Chair Tovar requested additional information on how said associations affect change. Trustee Claudia Puig commended the work of Congresswoman Frederica Wilson, referring to the 5000 Role Models of Excellence project. In response to Trustee Puig, University President Mark B. Rosenberg indicated that the Board would receive a report detailing the working relationship with Congresswoman Wilson and the related initiatives. Committee Chair Tovar requested clarity on the major drivers leading to disparity/lack of diversity.

Technology Trends and Potential Impact on Higher Education

Trustee Boord commented that, during World War II, women joined the workforce, adding that today women represent 47% of the labor force. He pointed out that, similarly, the Y2K problem demanded the extensive use of Indian software engineers, noting that today Alphabet, Microsoft, IBM, and Adobe are headed by Indian-born engineers. He remarked that currently, the Coronavirus pandemic is forcing global experimentation with remote teaching and that online education can explode during this shift. Trustee Boord referred to headlines where California State University system was the first in the nation to close campuses for in-person instruction in the fall and that American University reversed course and would start fall term online only.

Trustee Boord provided examples of conveniences offered by technology, such as online shopping through Amazon and online learning, which removes certain barriers such as commute times and provides content through a multitude of platforms. Trustee Boord commented on the current student and how digital is largely engrained in their reality. He indicated that in 2017-18, degree-granting postsecondary institutions, spent approximately \$604B and that of said spend line, 63% was by public universities. He added that \$604B represents approximately half of the 2020 e-commerce revenues in the U.S. and that in 2017-18, the total expenses per full-time equivalent (FTE) student was \$46,240 at public four-year institutions and \$16,430 in private for-profit four-year institutions.

Trustee Boord highlighted Purdue University Global, stating that its fully online learning platform is designed for working adults and is part of the Purdue University System. He indicated that Harvard and MIT created edX, where over 2,800 courses are offered, with over 34M learners worldwide, and over 100M enrollments across edX courses. He provided an overview of the many schools and partners that are contributing content to the edX platform and highlighted Georgia Tech. He explained that Georgia Tech offers an online master's degree for \$10,000, commenting on the brand recognition and value. He explained that VC-backed Coursera is now a leading online learning platform for higher education, presenting an overview of Coursera's partners. He mentioned the online Master of Computer Science that is offered by Arizona State University for \$15,000. He indicated that platforms offer choices to meet the varying needs and budgets of their learners. Trustee Boord presented a comparison of online vs. traditional learning, noting that online programs offer flexible class schedules and year-round admissions and relayed his personal 18-month experience as an online learner. He explained that platforms are making regular changes and improvements to meet the needs of the consumers. Trustee Boord remarked on common barriers,

stating that if inertia is conquered, the business model can be transformed and adapted to survive. He mentioned that 25% of U.S. malls are expected to close within five years and that the largest U.S. mall owner, Simon Property Group, has been in talks with Amazon to convert a number of shuttered Sears and J.C. Penney department stores into fulfillment centers. Trustee Boord described common principles that incumbents must address and highlighted strategies that assist incumbents in succeeding against the disruptive technology. He presented an overview of the stages and guiding principles of a digital transformation in terms of the McKinsey framework. He described the key differences between online and remote learning.

Committee Chair Tovar commented on the lack of social interaction and the accompanying need to be self-motivated to get work done and not having enough interaction with professors and peers as among the biggest challenges of studying online. Trustee Boord mentioned that by studying online, learners might be able to eliminate commute time and the search for parking on campus. Trustee Boord remarked that traditional colleges and universities regularly assign online readings. He differentiated the role of the Board from that of the administration, noting that the University's leadership has to provide the roadmaps of what is considered feasible. Trustee Grant mentioned that changing times call for a need to embrace technology. Trustees Puig and Valdes concurred that while online education platforms ought to be embraced, learners should also be offered other models.

FIU Next Horizon 2025 Strategic Plan Metrics and *U.S. News & World Report* Metrics/Ranking Impact

Provost and Executive Vice President Kenneth G. Furton reiterated the University's vision statement, "*Florida International University will achieve exceptional student-centered learning and upward economic mobility, produce meaningful research and creative activities, and lead transformative innovations locally and globally, resulting in recognition as a Top-50 public university.*" He delineated the Next Horizon 2025 Strategic Plan pillars, namely, amplifying learner success and institutional affinity, accelerating preeminence and research and innovation impact, and assuring responsible stewardship. He stated that in *Washington Monthly's* 2020 National Universities Rankings, FIU moved up 25 spots to No. 18 among public universities and explained that while *Washington Monthly* has similar metrics to that of *U.S. News & World Report*, *Washington Monthly* also includes metrics relating to promoting social mobility. He remarked that FIU climbed 17 spots to No. 58 among public universities in the nation in the *Times Higher Education* World University rankings. He pointed out that FIU is ranked No. 40 Best Online Programs and No. 95 among public universities by *U.S. News & World Report*.

Provost Furton described *U.S. News & World Report* metrics and the related weighting indicators, and in terms of the University's performance, he indicated that 2021 estimates reflect improvement over the prior year in the majority of the 18 areas. He indicated that the metric with the highest weighting indicator is the peer assessment score and commented on a targeted marketing and branding strategy. He provided an overview of the 20 strategic plan goals and their respective alignment with Florida Board of Governors (BOG) performance-based funding, preeminent research university funding, and *U.S. News & World Report* metrics. In terms of the 20 strategic plan goals, he pointed out that progress is either on track or above target in all areas with the exception of the goal pertaining to auxiliary income. Provost Furton also referred to additional performance indicators that, while tracked by the BOG, are not measured by the aforementioned metrics. He

remarked on the Next Horizon 2025 Strategic Plan Steering Committee, noting that 14 strategic execution teams are tasked with implementing a number of priorities and that Committee Chair Tovar serves with Trustees Reinhold and Valdes on the Steering Committee. Provost Furton commented on the University's Communication Protocol for Accountability and Strategic Support (ComPASS) sessions, noting that the Spring session focused on retention and graduation, that the Summer session was geared towards strategic enrollment, and that the Fall session will cover research, rankings, and reputation.

Provost Furton solicited comments from the Trustees regarding additional metrics and progress updates that should be included. Trustee Boord remarked that the competitive set in the future is remarkably narrower and with few advantages aside from brand, adding that innovation, creativity, commitment, and focus is what is needed to build the best digital online solution, not a substantive endowment. He commented that FIU should consider striving to pursue top-10 or top-25 online rankings.

In response to Chair Colson, Provost Furton explained that FIU Online adopted Quality Matters as their quality assessment program and that the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) evaluates online and traditional degrees similarly. Responding to Trustee Boord's comments regarding completers, Senior Vice President for Academic and Student Affairs Elizabeth M. Bejar pointed out that with the launch of the strategic plan, FIU established the Office of Micro-Credentialing, adding that Micro-Credentialing demonstrates a connection between the classroom and co-curricular activities, that programming is designed to meet specific needs related to re-skilling or up-skilling for continued professional success, and also has the opportunity for large-scale innovation. President Rosenberg commented that across time, it is not projected that sources of revenues will grow commensurate with FIU's intentionality and clarity, adding that there are untapped opportunities as it pertains to the non-traditional learner and that the administration will need greater clarity from the Board regarding the various strategies needed to maximize on said opportunities.

Top-50 Programs and Schools and Tie to Areas of Preeminence

Provost Furton described preeminent programs and emerging preeminent programs in relation to the respective *U.S. News & World Report* rankings. He remarked that FIU's total research expenditure growth is the highest in the state and that the number of FIU employees funded from external research grants has experienced 627% growth since 2008-09. He commented that FIU projects to exceed \$300M in research expenditures by 2025, adding that research expenditures are being applied to programs such as the Center for Children and Families where funds help children and adolescents with mental health issues and the Institute of the Environment where funds support the protection and amelioration of Biscayne Bay. Provost Furton stated that FIU faculty per-capita research expenditures is over \$280,000, noting that this represents a nearly 70% increase over the last 10 years and 55% increase over the last five years. He indicated that FIU has the highest research growth in past nine years and, more recently, in the past three years, among other R1 sister institutions. He mentioned that preeminent and emerging preeminent programs, combined, contribute 65% to FIU research awards. He highlighted a number of units that form part of the University's preeminent programs, noting their respective *U.S. News & World Report* ranking. He presented an overview of University programs that are ranked top-50 by *U.S. News & World Report*.

Provost Furton solicited comments from the Board members regarding their views on what would yield the greatest impact, specifically whether that would be pursuing top-50 rankings for already highly ranked programs or for a greater number of programs. Committee Chair Tovar commented on the need to continue to share the University's accomplishments, specifically in terms of being a large producer of underrepresented minority engineering and medical graduates. Committee Chair Tovar also encouraged the administration to review the opportunity costs associated with pursuing top-25 rankings for the College of Law and Nursing programs and requested that the administration provide a prioritization of programs and schools for advancing in the rankings.

President Rosenberg commented that the University's success is the result of intention and clarity that pivot around the preeminent programs and that investments in said programs are expected to pay off in terms of reputation, status, and rankings. He requested direction from the Board regarding the digital transformation strategy, the importance of the online market, and how the University can pursue the online market without sacrificing other already successful programs. Trustee Boord remarked on the current state of accelerated change and posed the question as to whether more square footage or digital footage is needed. Chair Colson commented on funding challenges in the near future and that as part of the analysis, the University should consider revenue sources that will help foster improvements in the rankings. Committee Chair Tovar mentioned that creative marketing strategies and continued improvement in the rankings can lead to additional revenue streams.

Trustee Cesar L. Alvarez commented that the pursuit of rankings should be a layered approach that assesses where programs will be five to 10 years from now. Trustee Boord commended the success of the University's preeminent programs and remarked that the prioritization of programs to pursue higher rankings should also consider the associated demand, competitive advantages, and level of effort. Senior Vice President, External Relations, Strategic Communications and Marketing Sandra B. Gonzalez-Levy indicated that the University's brand survey provides critical information in terms of how FIU is perceived by peer institutions and influencers and that this can be a useful resource as prioritization of programs is considered. Vice President for Research and Economic Development and Dean of the University Graduate School Andres G. Gil pointed out that the complexity of interdisciplinary programs allows for preeminent programs to impact and make a positive difference across a number of departments and units. Committee Chair Tovar requested, for the next regularly scheduled Committee meeting, greater clarity in terms of a path forward.

Facilities and Capital Expenditures Prioritization

Senior Vice President of Administration and Chief Financial Officer Kenneth A. Jessell delineated 2020-21 and prior year Fixed Capital Outlay Budget funding, specifically the \$53.9M for phase 1 of the engineering building, which consisted of \$8.3M in new 2021-21 PECO funding, \$30.6M in prior PECO funding, and \$15.0M in sponsored research overhead/philanthropy for build-out. He commented on the expansion of the Graham University Center, a Capital Improvement Trust Fund (CITF) project, noting that the University received \$7M as part of a new CITF allocation for 2020-21, that \$16.3M was received as prior CITF funding, and that additional funding for 2021-22 is expected to be \$6.8M and \$5.9M in 2022-23. He described the five-year PECO Fixed Capital Outlay Legislative Budget Request for 2021-22 to 2025-26.

Sr. VP and CFO Jessell pointed out that at its September 16, 2020 meeting, the BOG did not make a recommendation in terms of system-wide funding for maintenance, repair, and renovation. He commented that, as approved by the Board of Trustees at its September meeting, the carryforward expenditure plan includes a number of projects related to the maintenance, repair, and renovation of existing buildings. He added that the state will not cover operating costs, such as janitorial and utilities for Engineering Building Phase 1. Sr. VP and CFO Jessell indicated that, of the University priorities, the BOG only considered the \$7.5M request for the remodel and renovation of the CASE building. He explained that an Educational Plant Survey is required at least once every five (5) years for all State University System institutions and that as part of the process, representatives of the BOG will visit FIU in order to assess the University's educational needs. He posed the following questions to the Trustees: (1) what planned capital investments are necessary to support FIU's 2025 Strategic Plan and top-50 initiatives?; and (2) are there opportunities to improve FIU's planned capital investments to support FIU's 2025 Strategic Plan and top-50 initiatives?

Committee Chair Tovar inquired as to the status of improvements to Torrey Pines. He urged members of the University's administration to visit FIU facilities and to also serve as mystery shoppers in order to understand the student experience during the registration process, dropping a class, and requesting a refund.

Aligning Marketing to Enhance National Reputation

Sr. VP Gonzalez-Levy commented on enhanced collaboration between the units and the central marketing office, adding that a plan for spending marketing dollars is in place, and that a business plan is in process in order to streamline the shared services for marketing and communications. She introduced Group Account Director for 160over90 Bess Denney. Ms. Denney remarked on University goals specific to the integrated marketing initiative, specifically to increase the *U.S. News & World Report* reputation score to a 3.0 or above, to increase the academic reputation and awareness among peers, and to achieve the 2025 strategic plan enrollment metrics. She mentioned that an academic peer survey was utilized during the current year, adding that 69% of respondents rated FIU with a score of three on a scale of one to five and that this was a predictor of the positive momentum of the academic reputation. Ms. Denney indicated that there are concerted efforts to make specific marketing budget allocations to reach academic peers and influencers with custom direct mail, email campaigns, and targeted media tactics. She stated that there is a marked difference in the estimated marketing investment in 2019-20 to the available funding in 2020-21 and that there are three key factors that affect rankings and can be influenced by marketing, specifically academic reputation, student selectivity, and alumni giving rate.

Assistant Vice president for Marketing and Branding Eduardo Merille commented on efforts to create a cohesive platform for visual style across all units and departments. He remarked on the hiring of a social media director and provided examples of unit level coordination and executions. He delineated next steps, providing a timeline for the peer and influencer audience and the greater Miami audience media campaigns. He introduced a 30 second brand campaign spirit video. Sr. VP Gonzalez-Levy mentioned an intentional marketing approach and presented an overall budget summary.

Committee Chair Tovar suggested that the marketing team, in conjunction with the administration, determine how best to convey the University's message. He commented on the need to connect locally and on becoming more top-of-mind. Trustee Hrinak remarked that raising the University's profile may require a look beyond the three South Florida communities.

Legislative Budget Process and Updates

Vice President for Governmental Relations Michelle L. Palacio thanked Speaker of the Florida House of Representatives, Jose Oliva and the legislative delegation. She commented on incremental recurring funding, noting that in 2016, the University received approximately \$500,000 in recurring funding in addition to PECO and that increases in recurring funding began in 2017. She indicated that incremental recurring funding can be attributed to improvement in rankings, research, and student success. She described recurring base funding for the State University System from 2017-2020 and recurring incremental base funding for 2020. She remarked that the University will remain strategic and thoughtful in its approach on the recurring \$32M investment by the legislature. She commented on future leadership within the Florida House of Representatives and provided an overview of the Miami-Dade legislative delegation, noting that a number of House members are termed out.

Committee Chair Tovar also expressed his gratitude to Speaker Oliva and the legislative delegation. He commented that while the University continues to make strides towards achieving recognition as a top-50 public university, FIU remains focused on its mission of serving the community.

Prioritization of \$32M for Top-50 Public Ranking

Chair Colson remarked that the \$32M should be considered \$320M over the next ten years, and that diversified investments may not make an impactful difference. Provost Furton presented the slides that were shared with the BOG for the \$15M in operational support. In terms student success, he provided an overview of investments and initiatives in the areas of scholarships, year-round university, teaching faculty, learning assistants, and industry competencies and student support. With respect to research excellence, he delineated investments and initiatives in the areas of research infrastructure, research faculty, undergraduate research, and doctoral student support. Provost Furton presented the slides that were shared with the BOG for the \$17M in operational support. Relating to student success, he described investments and initiatives in the areas of scholarships, teaching faculty, student support, and academic pathways and year-round university. Pertaining to research excellence, he highlighted investments and initiatives in the areas of research infrastructure, decision science analytics, research faculty, shared services and agile work force, and doctoral student support. He presented the originally submitted budget sheets and a comprehensive view of the operational support themes with the corresponding initiatives, adjusted budgets, and impact scores.

In terms of the reporting (*in response to impact scores*), Trustee Boord suggested that prior budgets and actual budgets also be included. In response to Chair Colson's request for further clarity on investments related to faculty, Provost Furton explained that the University is refining a five-year hiring plan and that at a future meeting, the Board will receive the general framework for hiring investments. Committee Chair Tovar inquired as to the reliability of the impact scores and as to how limited resources can be allocated in order to create the most impact. Trustee Hrinak mentioned that

the cumulative effect of the varied efforts may be more impactful than a substantive investment in one area. Board Chair Colson and Committee Chair Tovar requested additional information regarding the spending plan. Trustee Grant remarked that in its pursuit of top-50 ranking, students should be at the fore-front of the University's decision-making.

President Rosenberg invited the Board members to attend the University ComPass sessions. He commented that the University remains focused on its pursuit of top-50 ranking and that based on the feedback from the Board Chair and other members of the Board, the administration will review the proposed spending plan and also deliberate on the feasibility of three or four substantive projects. Trustee Hrinak recommended a broader look in terms of how the University's international role can contribute towards its pursuit of top-50 ranking. Committee Chair Tovar requested, for the next regularly scheduled Committee meeting, further clarity on the spending plan, the impact scores, and the availability of Carryforward funds from the prior year.

Committee Chair Roger Tovar adjourned the Workshop of the Florida International University Board of Trustees Strategic Planning Committee on Tuesday, October 6, 2020 at 3:17 PM.