

1  
2  
3  
4  
5  
6  
7  
8  
9  
10  
11  
12  
13  
14  
15  
16  
17  
18  
19  
20  
21  
22  
23  
24  
25

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  
2  
3  
4  
5  
6  
7  
8  
9  
10  
11  
12  
13  
14  
15  
16  
17  
18  
19  
20  
21  
22  
23  
24  
25

APPEARANCES:

FIU University Staff Members:

FIU Board of Trustees Chair Dean Colson

FIU Board of Trustees Vice Chair Roger Tovar

FIU Ombudsperson Sofia Trelles

ALSO PRESENT:

Higher Education Search Consultant William Funk

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 Columbia 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  
2  
3  
4  
5  
6  
7  
8  
9  
10  
11  
12  
13  
14  
15  
16  
17  
18  
19  
20  
21  
22  
23  
24  
25

MR. FUNK: And I'm looking forward to receiving all of your nominations and suggestions.

MR. TOVAR: Your key group. Thank you. Thank you all.

MR. FUNK: Thanks guys.

(Thereupon, the proceedings were adjourned at 2:00 p.m.)

CERTIFICATE

1  
2  
3  
4  
5  
6  
7  
8  
9  
10  
11  
12  
13  
14  
15  
16  
17  
18  
19  
20  
21  
22  
23  
24  
25

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

<b>&amp;</b>	<b>5</b>	<b>add</b> 46:5 47:22,23	<b>alums</b> 23:5,6 24:20
<b>&amp;</b> 4:4	<b>50</b> 19:17 23:24	<b>adding</b> 48:2	26:12
<b>1</b>	24:10 29:8 48:25	<b>addition</b> 23:10	<b>amazing</b> 41:15
<b>1</b> 12:22 14:11 29:6	49:2 50:14,16	<b>additional</b> 7:24	44:19 58:12
51:20	51:12	<b>address</b> 45:3 48:19	<b>ambition</b> 37:1
<b>10</b> 6:16,19 8:25	<b>6</b>	<b>addressed</b> 49:5	<b>amount</b> 41:7
22:20 41:10	<b>6.5</b> 13:19	<b>adjourned</b> 60:8	<b>amy</b> 52:13 56:23
<b>100</b> 3:3	<b>7</b>	<b>administration</b>	58:3
<b>10:00</b> 3:10	<b>72</b> 46:4	10:22 59:15	<b>announce</b> 3:25
<b>11200</b> 1:15	<b>75</b> 29:9	<b>advancement</b>	32:17
<b>12</b> 6:16	<b>8</b>	21:12	<b>announcement</b>
<b>13</b> 1:11	<b>8th</b> 1:15	<b>advantage</b> 57:17	35:14
<b>14</b> 28:17	<b>a</b>	<b>advisor</b> 8:18 34:12	<b>answer</b> 50:6
<b>15</b> 14:19 22:20	<b>a.m.</b> 3:10	<b>advisory</b> 25:24	<b>anticipating</b> 41:10
39:17	<b>abilities</b> 34:25	<b>advocacy</b> 10:24	<b>anytime</b> 18:15
<b>18</b> 28:12	<b>ability</b> 23:18,19	<b>advocate</b> 8:23	<b>anyways</b> 3:22 6:7
<b>18th</b> 61:15	25:16,25 31:9	<b>affairs</b> 12:18 48:11	<b>aplu</b> 12:15
<b>19496</b> 61:19	38:10 39:4 56:16	<b>affiliations</b> 36:14	<b>apparatus</b> 45:10
<b>1995</b> 8:20	56:18 58:16	<b>affinity</b> 37:5 49:6,9	<b>appearances</b> 2:1
<b>1:00</b> 1:12	<b>able</b> 12:1 38:13	49:10,11,12,17,19	<b>applications</b> 31:12
<b>2</b>	40:13 45:19 59:20	52:1	<b>applying</b> 31:17
<b>2</b> 12:23 29:6 45:3	<b>absolute</b> 38:25	<b>afford</b> 28:22	<b>appointed</b> 25:11
<b>20</b> 28:17 41:11	<b>absolutely</b> 44:3	<b>affordability</b> 12:24	<b>appreciate</b> 3:15
<b>2017</b> 9:1 13:14	53:11 57:13	<b>aftermath</b> 35:12	43:10 44:17 52:15
<b>2020</b> 12:13	<b>absorbing</b> 7:21	<b>afternoon</b> 48:8	52:15
<b>2022</b> 1:11 61:15	<b>academia</b> 21:25	52:24 56:5	<b>appreciation</b> 9:11
<b>22</b> 53:1	23:13	<b>age</b> 23:7 26:5	<b>approach</b> 7:9 11:24
<b>24</b> 28:12	<b>academic</b> 9:24 10:1	<b>ago</b> 6:16 19:1 35:12	<b>approached</b> 53:19
<b>25</b> 29:9	23:2 45:4	50:19	<b>approaching</b> 48:24
<b>27th</b> 13:2	<b>academically</b> 26:25	<b>agree</b> 20:9 44:15	48:25
<b>2:00</b> 1:12 60:8	<b>academics</b> 22:1	47:10 56:9,21 59:5	<b>appropriate</b> 3:19
<b>3</b>	<b>accountable</b> 39:9	<b>agriculture</b> 22:19	7:18 8:8 11:20
<b>3</b> 1:8 29:6	<b>ace</b> 13:13	<b>ah</b> 8:10	33:22
<b>33199</b> 1:16	<b>actions</b> 25:17	<b>aim</b> 45:22	<b>april</b> 1:11 61:15
<b>4</b>	<b>active</b> 7:10	<b>align</b> 27:10 38:13	<b>architecture</b> 50:25
<b>40</b> 21:14	<b>actual</b> 23:11 24:21	<b>alternative</b> 36:25	<b>area</b> 22:25 23:2,16
<b>430</b> 4:8	<b>acumen</b> 37:13,14	40:15	27:10 29:11 30:13
	<b>ad</b> 30:2	<b>alum</b> 53:2	40:10 46:6
		<b>alumni</b> 10:7 23:2	<b>areas</b> 23:15 33:5
		25:24 26:4,5,14	47:25 50:3
		30:6 49:11	

<p><b>arm</b> 7:20,23  <b>arm's</b> 12:3  <b>arms</b> 25:15  <b>articulate</b> 38:10  39:7  <b>ascend</b> 32:12  <b>asked</b> 12:19 13:10  13:25 19:10  <b>asking</b> 21:22  <b>aspirational</b> 47:11  <b>assimilates</b> 17:21  <b>assist</b> 4:5  <b>associated</b> 30:10  59:24  <b>associates</b> 4:4  <b>assure</b> 32:24  <b>attention</b> 44:24  <b>attract</b> 7:5 37:1  39:3  <b>attracting</b> 37:8  <b>attractive</b> 33:2  <b>attribute</b> 36:24  <b>attributes</b> 35:5  <b>audience</b> 52:24  <b>august</b> 35:10  <b>aurora</b> 1:20 61:8  61:19  <b>authorized</b> 61:10  <b>average</b> 26:8  <b>aware</b> 55:23</p>	<p><b>begging</b> 30:21  <b>beginning</b> 26:12  28:23  <b>believe</b> 4:12 9:25  24:12 27:6 42:7  45:23 50:8,12  53:10  <b>belonging</b> 10:3  <b>benchmark</b> 11:23  <b>benefit</b> 47:20  <b>best</b> 34:18 55:11  <b>bet</b> 31:19  <b>better</b> 5:24 6:4  15:24 29:18,20  30:3  <b>big</b> 42:20  <b>biggest</b> 38:8  <b>bill</b> 13:9 15:2 21:16  29:1 31:5,15 42:5  <b>biomedical</b> 47:24  <b>bios</b> 31:12  <b>bioscience</b> 47:24  <b>bit</b> 21:2 24:6 26:3  26:15 46:9 54:5  <b>blessed</b> 3:16 28:13  <b>blocks</b> 50:23,24  <b>blown</b> 6:18  <b>blue</b> 12:14  <b>board</b> 2:3,4 3:18  6:1 9:12,13 10:20  11:8,12,20 12:4,10  14:9 19:8 25:7,8,10  25:12,16,23,24  28:7 34:5 38:23  40:18 54:4 55:24  59:11,11  <b>boards</b> 25:5,25  36:6  <b>bob</b> 21:7,8,20 26:7  36:9</p>	<p><b>box</b> 47:4  <b>boxes</b> 17:7  <b>breath</b> 30:2  <b>bridgette</b> 56:6  <b>brief</b> 56:10  <b>bring</b> 21:8 22:15  29:10 35:23 45:2  54:25,25 59:1  <b>bringing</b> 51:4  <b>broad</b> 17:3  <b>brought</b> 17:14 19:9  <b>brown</b> 15:23 46:20  <b>budget</b> 30:20  <b>build</b> 9:14 12:5  34:6 58:5  <b>building</b> 50:22,24  58:12  <b>buildings</b> 6:21  <b>bullet</b> 45:3  <b>bulleted</b> 18:25  <b>bumpy</b> 59:21  <b>business</b> 11:8 21:17  37:14  <b>busy</b> 38:3</p>	<p>23:13 31:11 32:24  34:2,4,18,20 37:9  <b>career</b> 58:9  <b>careful</b> 29:4  <b>carr</b> 30:1  <b>case</b> 16:21  <b>cast</b> 17:3  <b>cendan</b> 15:17 44:22  44:23,25  <b>center</b> 1:15 15:19  <b>centers</b> 36:17  <b>ceo</b> 21:12  <b>certainly</b> 32:23  45:17 46:7  <b>certificate</b> 61:1  <b>certify</b> 61:10  <b>cetera</b> 49:21,22  50:25 51:1  <b>chair</b> 2:3,4 3:17  19:7 22:10 25:6,8  41:2  <b>challenge</b> 32:16  37:2 38:23 48:23  56:18  <b>challenges</b> 7:16  12:19,21 40:21  48:19  <b>chancellor</b> 8:22,24  <b>chancellors</b> 4:9  <b>changed</b> 14:4 35:8  35:24  <b>changes</b> 6:19 55:5  <b>changing</b> 25:22  27:8  <b>character</b> 44:13  <b>charismatic</b> 16:1  <b>charitable</b> 36:1,2  <b>check</b> 47:4  <b>checks</b> 17:7  <b>chicken</b> 20:8</p>
<p><b>b</b></p>		<p><b>c</b></p>	
<p><b>back</b> 5:18 6:17 8:12  9:1,6 25:20 52:20  <b>background</b> 35:25  <b>balance</b> 51:15  <b>ballrooms</b> 1:15  <b>bar</b> 38:21 54:16  <b>base</b> 26:5  <b>based</b> 4:4  <b>bases</b> 50:5</p>		<p><b>c</b> 1:20 61:8,19  <b>cabinet</b> 54:14  <b>call</b> 18:15 31:23  36:8  <b>called</b> 5:16  <b>calls</b> 31:24  <b>camera</b> 10:12  <b>campaign</b> 24:6  <b>campus</b> 1:14 6:18  6:19 33:21 42:16  42:18 43:24  <b>candidate</b> 7:10  17:20 22:14 32:11  37:10 39:3,20  <b>candidates</b> 4:3 7:5  7:23 10:25 13:5,7</p>	

<p><b>chief</b> 40:5  <b>child</b> 18:2  <b>children</b> 6:12  <b>choose</b> 22:3 34:6  <b>cities</b> 45:16  <b>city</b> 33:4  <b>classroom</b> 42:20  <b>clear</b> 38:7 39:18              40:8 47:7 55:9  <b>cliché</b> 15:25  <b>cliff</b> 33:8  <b>coach</b> 11:14 41:14  <b>coaches</b> 11:15,18              11:21  <b>coaching</b> 12:2 44:6  <b>codgery</b> 39:25  <b>coincidence</b> 39:14  <b>collaborate</b> 46:22  <b>collaborating</b>              15:20 46:19  <b>colleagues</b> 34:14              40:19 53:10  <b>collective</b> 45:4  <b>college</b> 45:1  <b>colleges</b> 4:8  <b>colombia</b> 36:14  <b>colson</b> 2:3 3:17,19              6:5 8:23 18:21 19:2              19:7 20:9,23 27:21              41:3 43:5 47:10              59:5  <b>combine</b> 51:22  <b>come</b> 18:8,9 22:7              23:13 26:5 32:6,7              34:2 39:20 40:1              42:6 47:14,17              49:17 52:3  <b>comes</b> 40:16 45:12              49:24  <b>comfort</b> 21:23</p>	<p><b>comfortable</b> 10:12              16:9 39:24  <b>coming</b> 23:6 33:11  <b>commencement</b>              54:12  <b>comment</b> 19:8              20:18 52:11 53:10  <b>comments</b> 8:6              12:13 27:12 42:13              43:3,11 44:18              52:11 58:22  <b>commitment</b> 10:4  <b>committee</b> 1:4 16:5              16:8 22:14 23:3,5              23:17 34:4,15  <b>committees</b> 24:1  <b>communicating</b>              16:9  <b>communication</b>              9:15  <b>communications</b>              48:10  <b>communicator</b>              10:11  <b>communities</b> 40:23  <b>community</b> 3:24              10:8 15:11 17:8,11              24:20 27:3 28:13              35:1 40:11 46:1              49:13,14 50:11              51:5,8 57:2,16,20  <b>company</b> 12:15  <b>compare</b> 5:3  <b>compass</b> 13:2  <b>compelling</b> 7:24  <b>competencies</b> 41:1  <b>competing</b> 4:24  <b>competitive</b> 45:14              45:15 54:15 55:11              55:12 58:17</p>	<p><b>competitiveness</b>              4:21  <b>complete</b> 61:13  <b>completely</b> 43:15              46:23  <b>complex</b> 9:23 36:16              38:6 39:4  <b>complicated</b> 45:14  <b>compliment</b> 15:17  <b>concern</b> 34:1  <b>concerns</b> 37:16  <b>conducted</b> 4:7              12:14  <b>conferences</b> 33:19  <b>confidential</b> 31:13              32:2,4  <b>confidentiality</b>              31:25  <b>confirmation</b> 43:17              44:5  <b>congratulations</b>              6:24  <b>congress</b> 36:4  <b>congresswoman</b>              18:7  <b>connected</b> 34:7  <b>connection</b> 17:17              18:1  <b>consider</b> 11:12              13:6 33:23 34:5  <b>considered</b> 16:11  <b>constantly</b> 33:18  <b>constituents</b> 38:12  <b>consultant</b> 2:6  <b>consulting</b> 12:15  <b>contact</b> 59:9  <b>contacts</b> 33:17  <b>continue</b> 47:15              51:18 55:1  <b>contribute</b> 57:16</p>	<p><b>contribution</b> 38:5  <b>conversation</b> 7:14  <b>copious</b> 52:20  <b>copy</b> 9:16  <b>corps</b> 43:19,21  <b>correctly</b> 30:19  <b>country</b> 13:17,22              14:11 16:15 19:19              19:20,25 20:1,21              28:20 58:2  <b>county</b> 61:5  <b>couple</b> 59:15,21  <b>course</b> 37:22 51:18  <b>court</b> 52:19 61:9  <b>cover</b> 50:4  <b>cram</b> 56:5,6 57:5              57:11,14  <b>create</b> 46:23 56:18  <b>created</b> 35:15  <b>creative</b> 51:17  <b>critical</b> 56:15  <b>culture</b> 15:15 27:7              39:12  <b>cusack</b> 34:10,11              43:8,12 44:3,21  <b>customer</b> 54:18  <b>customers</b> 37:11</p> <p style="text-align: center;"><b>d</b></p> <p><b>dade</b> 58:1 61:5  <b>dallas</b> 4:5  <b>dated</b> 61:15  <b>day</b> 33:20 39:12              53:16,16,18,19              55:19 61:15  <b>deaf</b> 53:23  <b>deal</b> 19:11  <b>dealing</b> 34:19  <b>deals</b> 54:25  <b>dean</b> 2:3 3:17 6:3              8:22 15:1,21 16:4              18:19 21:18 22:5,6</p>
---	---	--	---



<p>22:22 27:19 43:4 44:25 47:9 58:22 59:4 <b>deans</b> 24:2 38:17 45:17 <b>deanship</b> 22:8 <b>decide</b> 39:5 <b>decisionmaking</b> 11:2 <b>decisions</b> 12:11 <b>deeds</b> 25:17 <b>defacto</b> 40:5 <b>definitely</b> 24:11 <b>deflect</b> 8:7 <b>deflecting</b> 8:4 <b>degree</b> 58:10 <b>dei</b> 35:11,14,17 <b>delighted</b> 6:13 <b>delivery</b> 45:25 <b>demographics</b> 33:6 <b>demonstrated</b> 21:20 39:4 <b>department</b> 22:9 <b>depending</b> 24:7 <b>depends</b> 29:10 <b>describe</b> 41:24 <b>describing</b> 40:7 41:2 <b>description</b> 41:4 <b>descriptions</b> 41:17 <b>deserve</b> 34:21 <b>deserves</b> 7:1 <b>develop</b> 58:16 <b>developing</b> 10:6 <b>development</b> 22:18 57:19 58:10 <b>deviate</b> 53:20 <b>dialogue</b> 5:17 <b>difference</b> 28:10 <b>different</b> 5:12 18:22 29:13,16</p>	<p>36:17,17 38:12 40:21 42:21 43:15 46:23 48:15 <b>differentiated</b> 40:9 <b>difficult</b> 32:12 <b>diplomatic</b> 44:10 <b>direction</b> 32:22 56:22 <b>discipline</b> 36:10,11 37:23 <b>disciplined</b> 53:21 <b>diversity</b> 10:2 12:23 <b>division</b> 35:14 <b>doctor</b> 46:10 <b>doing</b> 3:11 4:15,21 5:24 6:4 9:6 28:6,9 38:3,24,25 41:23 42:7 51:19 52:16 <b>dollars</b> 20:5 <b>donley</b> 8:17,18 14:18 18:24 19:7 20:18 41:13 49:4 <b>donna</b> 17:25 28:17 43:13 <b>donor</b> 9:19 <b>donors</b> 24:19 49:21 52:4 54:12 <b>doors</b> 49:1 <b>dr</b> 8:17 14:18 15:17 15:21,23 18:24 19:7 20:18 41:13 44:22,23 46:19,20 46:20 49:4 <b>drill</b> 23:17 <b>drive</b> 33:13 43:1 54:20 55:1 <b>driven</b> 6:17 <b>driving</b> 54:15 <b>dynamic</b> 16:1</p>	<p><b>e</b> <b>e.k.</b> 35:10 <b>ear</b> 16:8 47:8 <b>earlier</b> 17:13 <b>early</b> 14:20 <b>easier</b> 30:9 <b>easy</b> 11:5 38:1 <b>eats</b> 39:12 <b>echoing</b> 36:8 <b>economic</b> 57:19 <b>economies</b> 40:22 <b>ed</b> 36:13 55:5 <b>educated</b> 55:7 <b>education</b> 2:6 6:25 7:8 12:16,20 19:23 21:25 56:7 <b>educational</b> 45:24 <b>effect</b> 37:3 <b>effectively</b> 10:14 <b>effort</b> 42:3 <b>egg</b> 20:8 <b>egomaniacs</b> 39:23 <b>either</b> 9:10 17:9 33:19 53:23 <b>elected</b> 11:9 52:5 <b>embedded</b> 14:13 <b>embedding</b> 13:6 <b>emotional</b> 23:20 26:20 37:12 <b>emphasis</b> 19:14 27:5 <b>emphasize</b> 7:9 <b>employee's</b> 53:4 <b>encapsulate</b> 42:4 <b>encourage</b> 5:19 13:6 30:5,12 31:4 <b>endowment</b> 29:21 <b>energized</b> 37:2 <b>energy</b> 26:21 <b>engage</b> 26:14 42:7</p>	<p><b>engaged</b> 23:7 <b>engagement</b> 19:12 26:6 29:22 30:6 <b>engineering</b> 58:12 <b>enrollment</b> 6:20 33:8 51:3 <b>enterprise</b> 35:17 37:4 38:7,17,19 <b>entertain</b> 14:16 <b>entire</b> 45:9 <b>environment</b> 9:24 10:1 <b>equally</b> 43:13 <b>equity</b> 10:2 57:1,12 <b>especially</b> 11:5 19:18 33:9 <b>establishing</b> 53:24 <b>et</b> 49:21,21 50:25 50:25 <b>ethics</b> 10:17 <b>eventually</b> 49:20 <b>everybody</b> 3:4,5,8 3:23 5:20 8:11 28:5 30:1,12 <b>everyone's</b> 53:15 <b>evident</b> 15:3 <b>evolve</b> 26:18 <b>evolved</b> 53:8 <b>ex</b> 30:7 <b>exact</b> 43:23 <b>exactly</b> 31:1 <b>example</b> 22:16 <b>examples</b> 26:23 <b>excellence</b> 39:1 51:15,23 56:20,25 57:9,12 <b>excellent</b> 34:3 <b>exception</b> 27:17 <b>exceptional</b> 59:2 <b>excited</b> 50:14</p>
---	--	---	---

<p><b>excitement</b> 50:16  <b>excuses</b> 51:12  <b>exec</b> 25:19  <b>execute</b> 20:14  <b>executive</b> 1:8 3:14  11:14,15,17,21  25:19 36:6 38:6  41:14 54:14  <b>exhausted</b> 36:20  <b>exhausting</b> 36:18  <b>exhaustive</b> 41:23  <b>existing</b> 43:21  <b>expand</b> 45:11  <b>expansion</b> 45:8  <b>expansive</b> 15:6  <b>expect</b> 53:12 55:6,7  <b>expectations</b> 10:18  38:15  <b>expenditures</b> 6:22  48:3  <b>experience</b> 21:21  21:22 22:23 23:11  23:25 35:22 45:11  45:13 47:5  <b>experiences</b> 18:13  <b>expert</b> 8:8  <b>expertise</b> 46:6  <b>explode</b> 28:24  <b>exploding</b> 28:23  <b>exposure</b> 16:13,14  <b>extends</b> 49:12  <b>external</b> 10:6 48:11  <b>extraordinary</b>  59:16,22</p>	<p><b>fail</b> 28:3  <b>failed</b> 28:10  <b>fairly</b> 32:2  <b>fall</b> 49:22  <b>fantastic</b> 23:6  <b>far</b> 7:1 44:18  <b>fast</b> 9:17  <b>federal</b> 51:9  <b>feedback</b> 3:12 23:8  <b>feel</b> 5:25 16:9 32:8  50:1,8,20 51:1,6  <b>feeling</b> 36:12  <b>feels</b> 6:9  <b>fell</b> 35:20  <b>field</b> 13:15 30:6  43:20 45:14  <b>figure</b> 51:9  <b>figured</b> 28:8  <b>final</b> 39:10 40:2  <b>finalist</b> 31:14  <b>finalists</b> 32:17  <b>finally</b> 12:12  <b>finances</b> 51:4  <b>find</b> 15:14 38:2  41:18 44:7 46:6  47:2  <b>finding</b> 30:13  <b>finds</b> 20:16  <b>finger</b> 46:13  <b>firm</b> 4:7  <b>firms</b> 4:13,17  <b>first</b> 28:4 36:12  37:11 48:19 49:6  50:7 56:11 59:14  <b>fit</b> 17:10 18:3,10  <b>fits</b> 17:8 25:2 40:17  <b>fiu</b> 2:2,3,4,4 3:24  17:6 20:22 44:13  50:12 53:1 54:7,24  54:24 56:20 59:2</p>	<p><b>fiu's</b> 4:6 7:19 56:12  <b>five</b> 4:13 12:19  13:14,20 14:4  21:15 26:8,10,14  27:25 28:1 50:17  50:19 58:13  <b>flash</b> 7:12  <b>florida</b> 1:3,16 4:19  4:24,24 5:4 9:13  11:6,6 17:8,11,14  17:18 18:4 32:15  33:11 53:25 55:8  61:4,9,19  <b>floyd</b> 35:13  <b>focused</b> 26:25  <b>focusing</b> 50:2  <b>folks</b> 4:23 12:2 20:2  34:9  <b>follow</b> 33:24  <b>following</b> 3:1  <b>foot</b> 21:5  <b>football</b> 29:25 30:3  49:23  <b>foote</b> 28:16  <b>foray</b> 36:13  <b>foregoing</b> 61:11  <b>foremost</b> 37:12  <b>former</b> 8:21  <b>forth</b> 5:18 42:3  <b>fortunate</b> 53:3,6  <b>forward</b> 16:7 23:22  60:1  <b>found</b> 41:13 44:10  <b>foundation</b> 21:13  25:23  <b>foundations</b> 9:21  9:22 36:3,5  <b>four</b> 8:3,7 46:10  <b>fpr</b> 1:20  <b>frame</b> 25:4 28:18</p>	<p><b>friday</b> 46:11  <b>friend</b> 20:11 21:22  <b>front</b> 5:7 10:12  <b>full</b> 12:9  <b>fully</b> 3:11  <b>fund</b> 22:25 30:19  <b>funded</b> 47:13  <b>funding</b> 12:22 20:4  48:1  <b>fundraiser</b> 40:5  54:23  <b>fundraising</b> 9:18  19:12,14 20:10  21:9,21 22:4,12,21  23:14 24:23 29:7  29:14 40:3  <b>funk</b> 2:6 4:4 5:13  6:7,8 8:14 16:12  20:25 29:1 31:19  47:23 52:18 60:1,6  <b>further</b> 33:14  52:12  <b>future</b> 5:21 15:8  50:15 55:8,8 58:14</p>
<b>f</b>			<b>g</b>
<p><b>facebook</b> 10:15  <b>facing</b> 12:20  <b>fact</b> 28:2 38:2  <b>faculty</b> 10:5 15:10  40:19 49:15 54:13  54:19</p>			<p><b>gainesville</b> 5:5  <b>games</b> 30:4 49:23  <b>gates</b> 9:22  <b>general</b> 12:12  <b>generous</b> 19:23  <b>george</b> 35:13  <b>getting</b> 21:4 39:9  44:4  <b>gift</b> 9:18  <b>gifts</b> 25:22  <b>give</b> 12:19 20:5  25:16,20 31:4  52:13  <b>giving</b> 31:6  <b>glad</b> 20:21</p>

<p><b>global</b> 51:9  <b>globally</b> 40:12  <b>gloria</b> 34:11 49:5  <b>gloria's</b> 53:21  <b>go</b> 10:19 17:2 23:18          24:6 26:10 40:14          41:3,8 58:25  <b>goal</b> 58:9  <b>goals</b> 47:12 53:25          54:8  <b>goes</b> 20:15 29:15  <b>going</b> 4:17 5:2 6:5          7:8,17 8:2 9:17          13:1,19,20 15:1          16:23,23,24,25          17:1,3 18:21 19:4          19:16 20:13 24:18          27:4 28:5 30:8 33:7          34:19 39:20 46:9          47:3,14,17 48:4,20          49:23,25 50:7          51:10 52:11 58:13          58:17  <b>good</b> 3:8 6:12 8:10          11:22 13:21 29:19          31:20 34:25 35:2          44:9 48:8 52:24          56:5 58:18  <b>gotten</b> 3:12 36:21  <b>governance</b> 10:5  <b>government</b> 12:22          48:11 49:21  <b>governmental</b> 10:9  <b>governor</b> 14:9          19:22 20:4  <b>governors</b> 9:13          25:12  <b>graduate</b> 31:22  <b>graduates</b> 54:12  <b>graham</b> 1:15</p>	<p><b>grant</b> 22:3,4  <b>great</b> 5:2 9:7 10:11          16:4 19:2,11 20:20          20:23 29:23 35:7          37:9 43:5 47:6,16          47:20 50:21 51:2          52:7,11 55:15  <b>grew</b> 51:3  <b>ground</b> 26:22  <b>group</b> 8:14,16          10:16 14:1 55:23          60:4  <b>groups</b> 48:13  <b>grow</b> 29:20  <b>growing</b> 47:15,16          51:11  <b>growth</b> 6:20 33:4          53:3  <b>guilarte</b> 15:22          46:20  <b>guys</b> 6:13 7:2 60:6</p> <p style="text-align: center;"><b>h</b></p> <p><b>half</b> 24:7 32:1,2  <b>hand</b> 44:2  <b>hands</b> 35:3  <b>happen</b> 5:4 20:20  <b>happened</b> 43:16          59:8  <b>happening</b> 20:21          48:4  <b>happens</b> 24:16          29:14  <b>hard</b> 24:22 41:1          48:16  <b>harder</b> 20:1  <b>harvard</b> 31:23  <b>hats</b> 15:23  <b>heading</b> 51:14  <b>health</b> 12:23 15:22          45:5,6,18 48:5</p>	<p><b>healthcare</b> 45:10          45:13,24 46:1          47:18  <b>healthy</b> 51:3  <b>hear</b> 7:15 46:8,15          46:17 47:7,7  <b>heard</b> 10:10  <b>hearing</b> 58:23  <b>hearings</b> 43:17          44:5  <b>heart</b> 37:10 44:13  <b>hello</b> 34:10  <b>help</b> 7:20,23 10:16          11:7 32:23 33:15          34:6 57:25  <b>helped</b> 21:17  <b>helpful</b> 10:13 41:12  <b>helping</b> 11:22          14:20 54:20  <b>hesitancy</b> 31:16  <b>hhs</b> 43:17  <b>high</b> 9:15 10:17          26:19  <b>higher</b> 2:6 6:25 7:7          12:16,20 19:23          21:24 36:13 55:5  <b>hill</b> 43:23  <b>hire</b> 20:16  <b>hired</b> 4:19  <b>hires</b> 28:6  <b>hiring</b> 11:13  <b>hispanic</b> 16:25          56:14  <b>history</b> 7:19  <b>hit</b> 14:23 26:21          49:4,19  <b>hocking</b> 31:24  <b>holding</b> 39:8  <b>homecoming</b> 6:9  <b>honestly</b> 33:3</p>	<p><b>honored</b> 3:16  <b>hope</b> 37:21 39:25          41:15 42:4 44:12  <b>hopefully</b> 7:7 41:12  <b>hoping</b> 40:24  <b>hospitals</b> 46:25  <b>house</b> 36:4  <b>hover</b> 13:20  <b>howard</b> 3:20 21:11          29:2 49:5  <b>hrinak</b> 55:21  <b>huge</b> 46:24  <b>human</b> 43:25</p> <p style="text-align: center;"><b>i</b></p> <p><b>idea</b> 17:1 28:8 45:2  <b>ideas</b> 52:14 53:20  <b>identities</b> 56:13  <b>identity</b> 15:14          32:20  <b>imagine</b> 41:22  <b>impact</b> 33:13 51:21  <b>impactful</b> 38:4          45:21  <b>impacting</b> 45:23  <b>importance</b> 23:1          26:3,7 35:16  <b>important</b> 4:11          5:21 10:22,25 11:3          11:16 12:16 14:3          20:10 23:16,22          25:3 35:6 37:19          39:2,6,6 55:4 57:8  <b>impressive</b> 7:22  <b>improving</b> 57:19  <b>incentives</b> 36:2  <b>incidents</b> 35:13  <b>include</b> 9:19  <b>includes</b> 59:18  <b>including</b> 10:1          12:17</p>
---	---	---	--

<p><b>inclusion</b> 10:2  <b>incoming</b> 14:6  <b>increase</b> 47:13,17  <b>indicate</b> 19:16  <b>indicated</b> 33:16  <b>individual</b> 22:2              25:10,14 29:15              31:1  <b>individuals</b> 21:23              33:19  <b>industry</b> 11:9              33:17  <b>influence</b> 41:7  <b>information</b> 4:2              7:21  <b>informed</b> 3:23  <b>infrastructure</b> 9:8  <b>inherit</b> 7:17  <b>innovation</b> 58:4,6  <b>innovative</b> 55:3              56:7  <b>input</b> 31:5  <b>insightful</b> 43:10,13  <b>insititutionality</b>              35:11  <b>inspirational</b> 54:10              54:17  <b>inspire</b> 25:5,14,17              25:21 54:16  <b>inspired</b> 27:14,14              27:15,17 58:23  <b>instagram</b> 10:15  <b>institution</b> 10:24              12:3 22:16 23:8              25:1,20,21 26:4,17              27:7 33:13 34:23              36:15 42:2 56:15              56:16 57:3,21  <b>institutional</b> 25:22  <b>institutionalizing</b>              35:16</p>	<p><b>integrated</b> 24:14  <b>integrity</b> 36:10,11              39:11  <b>intelligence</b> 23:21              26:20 37:13  <b>intentional</b> 38:20              57:14  <b>interact</b> 42:9  <b>interacted</b> 31:8  <b>interacting</b> 42:15  <b>interconnect</b> 30:25  <b>interest</b> 8:15  <b>interesting</b> 13:17              21:6 27:22,24              28:21 42:12  <b>interim</b> 21:18              44:25 56:6  <b>international</b> 1:3  <b>interrupt</b> 57:4  <b>intersecting</b> 56:12  <b>interview</b> 13:5,9  <b>interviewed</b> 4:13  <b>interviews</b> 19:10              29:6  <b>introduce</b> 56:3  <b>introductions</b> 11:8  <b>invest</b> 26:11  <b>invested</b> 24:8  <b>investment</b> 22:25              23:1  <b>invite</b> 5:14,22 16:5              18:12,15 58:21  <b>invited</b> 35:19  <b>involved</b> 7:25  <b>iowa</b> 8:25 11:17              21:1,4  <b>isolated</b> 59:12  <b>issues</b> 37:24</p>	<p style="text-align: center;"><b>j</b></p> <p><b>job</b> 7:3 9:7 16:4              29:7,12 30:9,23              36:18 41:3 46:4              50:22 51:2 52:15  <b>johnson</b> 34:10,11              43:8,12 44:3,21  <b>joining</b> 5:14  <b>joke</b> 46:9  <b>jotted</b> 52:14  <b>juan</b> 44:25</p> <p style="text-align: center;"><b>k</b></p> <p><b>keep</b> 3:23 30:5 31:5  <b>key</b> 60:4  <b>kick</b> 8:9  <b>kind</b> 7:17 28:17,19              31:10 32:10 37:5              39:21 45:20  <b>knew</b> 6:5 10:13              35:19  <b>know</b> 3:18 4:10,12              4:25 6:3,15,23 7:6              7:21 9:4 11:1,19              12:9 13:1 14:3 15:1              15:24 16:12 19:3              19:19 20:7 21:4,8              21:16 26:23 28:9              28:14,21 29:3,18              29:23,24,25 31:1,2              32:1,3,17 33:1,2,17              34:7 35:6 37:14              39:17 40:24 42:9              44:5,8 46:3 47:11              47:12,19 48:14              50:2,9,10 51:7,16              52:6,7 55:15 58:11              59:18  <b>knowing</b> 10:19  <b>knowledge</b> 18:13</p>	<p><b>knows</b> 7:8 30:1              46:14</p> <p style="text-align: center;"><b>l</b></p> <p><b>landscape</b> 13:21  <b>large</b> 22:16 61:9  <b>launched</b> 3:25  <b>law</b> 32:15 50:24  <b>leader</b> 15:8 16:1,1              29:10 36:15 38:6              40:1,6,7,16 43:18              45:11 54:10 56:21              59:2  <b>leaders</b> 10:8 11:9              12:17,18 24:20              36:6 58:1  <b>leadership</b> 9:23              29:22 34:14,23              35:2,9,24 39:25  <b>learn</b> 22:1  <b>learned</b> 6:22 43:6  <b>learns</b> 22:22  <b>leeway</b> 54:5  <b>left</b> 8:20  <b>legislators</b> 10:8  <b>legislature</b> 14:10              19:22 20:3  <b>length</b> 12:3  <b>letter</b> 19:4  <b>level</b> 9:15 28:25  <b>leverage</b> 34:25  <b>life</b> 18:13  <b>line</b> 38:7  <b>linkedin</b> 10:15  <b>lipman</b> 21:6,11              27:16  <b>list</b> 14:22 15:5              18:17 46:3  <b>listen</b> 40:18  <b>listening</b> 1:5 5:15              5:16 8:3 43:6 44:17              48:14</p>
---	---	--	--

<p><b>little</b> 21:2 24:6 26:15 46:9 54:4 <b>lives</b> 18:8 <b>lobbying</b> 43:22 <b>lobbyist</b> 36:1 <b>locations</b> 42:21 <b>long</b> 26:16 28:15 48:16 <b>longer</b> 18:5 <b>look</b> 22:17 31:2 <b>looking</b> 34:16,21 35:7 41:9 49:1 50:15 60:1 <b>lose</b> 14:12 32:3 55:17 <b>lot</b> 3:12 7:21 8:2 10:10 14:23 15:23 16:13,13,18 24:1 29:21 30:9,16 36:19 37:21 38:22 42:11,23,23,24 43:6 48:1,4,20 49:9 50:9 52:14 53:18 <b>lots</b> 38:24 <b>loud</b> 47:7 <b>love</b> 14:21 18:9,17 35:21 36:10,11,21 37:18 40:10,11 41:25 42:8,24 <b>lucky</b> 24:5 <b>lumina</b> 9:21 <b>lunch</b> 46:12</p>	<p><b>man</b> 8:10 16:24 27:9 <b>manage</b> 25:25 26:1 <b>management</b> 11:2 <b>managing</b> 22:24 23:11 <b>mark</b> 28:14,18 48:25 51:1 <b>marked</b> 32:10 <b>matter</b> 8:8 28:2 38:11 54:11 <b>mean</b> 7:2 11:1 28:4 33:10 47:10 50:17 <b>means</b> 15:9 22:11 22:24 <b>media</b> 10:14 <b>medical</b> 15:13,15 45:6 46:14,24 47:6 50:25 <b>medicine</b> 45:1 <b>meet</b> 3:14 42:10 48:13 54:7 56:3 57:25 <b>meeting</b> 4:16 24:18 28:5 <b>meetings</b> 4:3 15:4,5 <b>member</b> 10:20 19:8 <b>member's</b> 16:8 <b>members</b> 2:2 3:24 6:1 11:21 38:23 55:24 <b>mental</b> 12:23 <b>mentality</b> 40:17 <b>mention</b> 3:22 5:13 5:20,22 19:13 20:25 29:2 55:20 <b>mentioned</b> 13:9 17:13 28:18 42:17 52:2 55:16 58:4 <b>mentioning</b> 43:13</p>	<p><b>mere</b> 6:11 <b>metrics</b> 14:2,14 <b>miami</b> 1:16 5:5 17:24 18:1,6,7 28:16 33:4 45:15 58:1 61:5 <b>mic</b> 8:12 <b>michelle</b> 10:15 30:15 48:7,9 52:10 <b>michelle's</b> 56:19 <b>middle</b> 4:16 28:7 <b>midwest</b> 33:10 <b>mind</b> 40:3 49:17 <b>mindset</b> 35:23 <b>mine</b> 18:17 <b>minute</b> 15:2 <b>minutes</b> 14:19 19:1 <b>misinterpreted</b> 17:10 <b>mission</b> 27:7 42:1 54:20 <b>mistake</b> 28:22 <b>mitch</b> 28:14 <b>mobility</b> 51:15,22 56:20 <b>model</b> 47:2 <b>models</b> 47:3 <b>modesto</b> 1:14 50:21 <b>money</b> 20:2,15 22:1 23:18 38:13 53:12 <b>month</b> 13:3 <b>months</b> 28:12,12 59:8,16,21 <b>moon</b> 12:15 <b>morning</b> 3:10 42:17 47:8 <b>motivates</b> 58:25 <b>move</b> 16:7 23:21 24:5,17,21 50:4 56:22</p>	<p><b>moved</b> 22:10 43:19 43:23 <b>moving</b> 24:22 26:8 26:13 30:25 <b>multi</b> 35:25 <b>multiple</b> 56:12</p> <hr/> <p style="text-align: center;"><b>n</b></p> <hr/> <p><b>name</b> 8:17 33:23 34:10 48:8 <b>names</b> 33:25 <b>narrative</b> 56:19 <b>narrowed</b> 4:14 <b>nation</b> 57:21 <b>necessarily</b> 9:25 47:3 <b>need</b> 11:7 12:9 15:14,25 17:2 26:17,21,21 28:24 28:24 29:20,20 30:11,19,20,21 33:15 40:20 41:21 41:22 49:7 51:23 56:21 58:15 <b>needed</b> 9:10 15:7 27:3 54:25 <b>needle</b> 50:4 <b>needs</b> 6:3 24:11 26:17,19 27:9 37:16 41:9 50:8 54:5 <b>net</b> 17:3 32:15 <b>new</b> 6:21 11:13 12:5 30:2 31:10 53:19 <b>news</b> 13:25 14:12 <b>night</b> 29:24 42:10 <b>nimble</b> 55:10 <b>noise</b> 53:18 <b>nominations</b> 60:2 <b>non</b> 36:3,5</p>
<p style="text-align: center;"><b>m</b></p> <hr/> <p><b>machine</b> 22:12 <b>maidique</b> 1:14 50:21 <b>maintain</b> 9:14 <b>major</b> 9:18,20 11:25 47:17 55:4 <b>making</b> 12:10 20:11 21:22 51:2</p>			

<p><b>norm</b> 27:18  <b>normal</b> 59:11  <b>north</b> 4:24  <b>note</b> 13:8  <b>notes</b> 11:5 52:21              61:13  <b>notice</b> 37:24  <b>notion</b> 31:25  <b>number</b> 3:9 6:15              6:21 15:12 17:4              22:17 23:4,25              30:10  <b>nursing</b> 45:5</p>	<p><b>opinion</b> 51:20  <b>opinions</b> 29:13  <b>opportunities</b> 5:8              7:16 45:3 47:24              48:20,24  <b>opportunity</b> 3:13              5:25 33:12 35:7              42:10 45:9 49:8              51:7 56:17  <b>order</b> 18:23,24  <b>organization</b> 22:22              38:9  <b>organizations</b> 9:20  <b>outcome</b> 16:20  <b>outside</b> 23:13  <b>overall</b> 9:9 49:14  <b>oversight</b> 10:23              11:1</p>	<p>26:24 29:11 30:9          31:7 33:18 36:19          36:22 37:1,3 38:13          39:8,16,21,23 42:1          42:6 46:24 49:9,16          49:23 50:9 54:15          57:8 59:9,12,17,18          59:19  <b>people's</b> 31:16  <b>percent</b> 3:3 19:17              23:24 24:10 29:8,9              29:9  <b>percentage</b> 24:10  <b>perception</b> 20:3  <b>perfect</b> 3:7  <b>performance</b> 59:14  <b>period</b> 26:10  <b>person</b> 7:17,18 8:5              35:20 38:9 43:1,14              50:8 53:18,23 54:5              54:9,17,22,24              55:12  <b>personal</b> 23:10              41:5  <b>perspective</b> 48:15              53:4,5  <b>persuade</b> 34:17  <b>philanthropic</b> 9:20  <b>phone</b> 31:6  <b>piece</b> 21:9 23:10,23              24:23 40:3  <b>pieces</b> 27:2 30:25              37:15  <b>place</b> 19:13 21:25              39:5,18,20 49:22  <b>placed</b> 42:14  <b>places</b> 36:19 41:21  <b>plan</b> 14:14  <b>players</b> 30:7  <b>please</b> 18:13 33:16              34:8</p>	<p><b>pleased</b> 3:24  <b>pleasure</b> 3:11 56:2  <b>plus</b> 32:15  <b>pocket</b> 44:2  <b>point</b> 9:8 13:23              27:23 35:8 37:20              39:10 45:7 47:25              49:4 52:18 53:15              53:22 56:11,19,23              58:3  <b>pointed</b> 26:7  <b>points</b> 55:15  <b>polite</b> 44:7  <b>political</b> 23:14              37:13  <b>pool</b> 7:5 32:6,8              34:3,6,19  <b>popped</b> 48:18  <b>posed</b> 7:12  <b>position</b> 5:2 7:4              33:2  <b>positive</b> 7:24  <b>possibly</b> 23:12  <b>potential</b> 34:18              49:13  <b>potentially</b> 46:5  <b>power</b> 36:17 41:7  <b>powerful</b> 46:5  <b>predetermined</b>              16:20  <b>present</b> 2:5 4:17              35:10  <b>preserving</b> 36:2  <b>presidency</b> 28:1,3              28:10,11,15 32:13  <b>president</b> 4:7 5:10              5:21 8:15,19,21 9:2              10:21 11:4,7,13,24              12:5,8 13:11 14:7              16:23 17:5,24 18:5              19:6 20:11,15</p>
<p style="text-align: center;"><b>o</b></p>	<p style="text-align: center;"><b>p</b></p>		
<p><b>observations</b> 41:17  <b>observed</b> 40:4  <b>obsessed</b> 54:17  <b>obsession</b> 54:18  <b>obvious</b> 36:24  <b>obviously</b> 21:11              23:12 47:19  <b>offer</b> 38:7  <b>officials</b> 10:9 11:9              52:5  <b>ohio</b> 21:16,19 22:17              31:21,22  <b>okay</b> 3:7  <b>old</b> 51:12  <b>ombudsperson</b> 2:4  <b>onboarding</b> 11:4              11:11  <b>once</b> 30:8 32:9              42:14,19  <b>ones</b> 20:14 42:12  <b>online</b> 3:4 55:24              56:1  <b>open</b> 5:15 32:3 49:1  <b>opened</b> 3:12  <b>operations</b> 11:3              46:25</p>	<p><b>p.m.</b> 1:12,12 60:8  <b>pa</b> 45:5  <b>page</b> 46:4  <b>palacio</b> 10:16 48:8              48:9 52:17  <b>parent</b> 54:13  <b>parenthesis</b> 9:24  <b>parents</b> 49:14  <b>part</b> 11:11 14:8              22:21 24:22 26:2  <b>particular</b> 7:19              22:21  <b>particularly</b> 10:7  <b>partnership</b> 9:15              10:21  <b>passion</b> 17:17  <b>pay</b> 21:8  <b>peace</b> 43:19,21  <b>people</b> 7:9,25 12:7              16:13 17:4 18:8,9              20:13,16 22:18,20              22:24 23:21 24:16</p>		

<p>21:12,18 25:12                  26:9,11 29:7,12                  30:23 34:12 38:1                  40:4 41:6 42:15,16                  42:18 45:12 47:20                  48:10 50:21 51:1,6                  53:13,14 54:4 55:3                  56:6 59:10  <b>presidential</b> 1:4 4:1                  23:4  <b>presidents</b> 4:9                  11:19 12:17 13:12                  13:16,24 19:10,15                  19:18 24:2 32:5  <b>pretty</b> 29:18  <b>primary</b> 10:23                  37:11  <b>priorities</b> 38:8  <b>private</b> 9:21 54:3  <b>proactive</b> 58:6  <b>probably</b> 8:5,16                  22:20 46:4  <b>problem</b> 37:8  <b>problems</b> 9:2 11:25  <b>proceedings</b> 3:1                  60:7 61:12  <b>process</b> 4:2,11,22                  11:11 16:19,19                  23:20 25:13  <b>product</b> 50:9  <b>profession</b> 21:14  <b>professional</b> 61:8                  61:19  <b>professoriat</b> 27:1  <b>profits</b> 36:3,5  <b>program</b> 45:6  <b>programs</b> 58:10,13  <b>projects</b> 22:2  <b>promise</b> 33:24  <b>promotion</b> 10:2</p>	<p><b>prospects</b> 24:19  <b>proud</b> 31:22 59:23  <b>provide</b> 4:2  <b>provost</b> 22:10  <b>provosts</b> 12:17                  22:7 32:7  <b>public</b> 15:22 19:18                  32:8 45:6  <b>pull</b> 37:15  <b>pump</b> 54:10  <b>put</b> 9:24 14:22                  17:22 18:22 41:19                  42:3 46:2 49:3 58:5  <b>putting</b> 16:4 50:22</p> <p style="text-align: center;"><b>q</b></p> <p><b>qualifications</b> 15:7                  18:22 19:5  <b>qualified</b> 17:5  <b>qualities</b> 9:10 15:6  <b>quarter</b> 24:4  <b>question</b> 13:10,16                  34:16 50:6  <b>questions</b> 7:11 8:6                  13:7 14:16 27:12                  27:20 48:17  <b>quickly</b> 10:19                  26:22</p> <p style="text-align: center;"><b>r</b></p> <p><b>r</b> 4:4  <b>r1</b> 51:22 52:8 56:14  <b>raise</b> 20:2 22:1                  23:18  <b>raises</b> 20:15  <b>rankings</b> 9:3,9 14:1                  14:7 52:3  <b>rate</b> 13:25  <b>reach</b> 18:14 31:5  <b>reaching</b> 16:11  <b>reacting</b> 57:23</p>	<p><b>reactive</b> 58:7,8  <b>read</b> 19:4  <b>reads</b> 19:3  <b>ready</b> 44:4  <b>real</b> 11:25 27:5                  33:12  <b>really</b> 6:3 7:15 8:2                  9:7 10:25 11:16,16                  16:19 22:8 23:7                  24:12 26:25 27:15                  28:15 31:20 32:12                  33:13 35:23 41:15                  43:9 44:7 45:10                  49:16 50:22 51:7                  51:17 58:20,23  <b>reasons</b> 7:24  <b>receiving</b> 60:2  <b>recognition</b> 51:24                  52:1  <b>recognizing</b> 26:13  <b>recommend</b> 33:21  <b>recommendations</b>                  18:16 31:7  <b>record</b> 9:18,23 10:6                  61:13  <b>recorded</b> 8:13                  52:22  <b>recruit</b> 21:17  <b>reeled</b> 35:21  <b>regional</b> 52:9  <b>registered</b> 61:8  <b>relates</b> 23:15 24:15                  49:17  <b>relations</b> 49:21  <b>relationships</b> 9:19                  10:7  <b>relevant</b> 30:11 50:1  <b>reluctant</b> 32:7  <b>remain</b> 31:13  <b>remarkable</b> 6:25</p>	<p><b>remarks</b> 9:17  <b>remember</b> 46:13  <b>remiss</b> 45:2  <b>repeat</b> 16:16 57:6  <b>replacing</b> 12:7  <b>report</b> 14:1,13                  59:19 61:11  <b>reported</b> 1:19  <b>reporter</b> 61:9,19  <b>reputation</b> 49:18                  49:19 57:20  <b>require</b> 47:12  <b>required</b> 32:20                  41:20 43:2  <b>requirements</b> 46:3  <b>research</b> 6:21                  45:25 46:21 47:13                  47:25 48:3 49:20                  52:4  <b>researchers</b> 54:19  <b>resources</b> 55:1  <b>respect</b> 40:1  <b>respecting</b> 57:23  <b>respond</b> 8:5 40:20  <b>responsibility</b> 7:6  <b>responsive</b> 37:16                  58:7  <b>rest</b> 33:9  <b>result</b> 7:4  <b>results</b> 13:18  <b>retained</b> 6:23  <b>retaining</b> 12:7                  13:12  <b>retention</b> 12:25                  13:4  <b>retirement</b> 9:1  <b>return</b> 22:25  <b>returned</b> 43:20  <b>reunion</b> 21:2  <b>revealed</b> 32:21</p>
--	---	--	--

<p><b>revision</b> 32:14,25  <b>right</b> 4:15,16 8:5  13:15 17:2 19:3  20:16 22:12 23:24  24:3,5,12,21 25:2,4  25:5,22 26:13 27:3  28:23 32:22 51:5  51:14 53:11 57:24  58:7  <b>ringing</b> 31:6 47:8  <b>road</b> 59:21  <b>robert</b> 8:17 20:25  <b>robust</b> 34:3  <b>roger</b> 2:4 6:8 7:13  25:7 27:18 33:16  <b>role</b> 9:12 10:19,23  <b>roles</b> 24:17  <b>room</b> 3:21 12:8  16:14 20:13 35:20  38:2,16 39:16  43:20 52:20 54:11  59:17  <b>rosenberg</b> 51:2  <b>round</b> 31:14  <b>run</b> 46:10  <b>running</b> 26:22  52:12</p>	<p><b>schools</b> 46:14  <b>science</b> 45:5 48:5  <b>sciences</b> 15:19  <b>scott</b> 29:25  <b>screen</b> 7:13 48:18  <b>scrimmage</b> 29:25  <b>search</b> 1:4 2:6 4:1,2  4:6,13,17,20 8:1  16:5 23:4 24:1 34:4  34:15  <b>searches</b> 4:8 6:15  32:1  <b>second</b> 28:5 37:19  49:18 50:6 58:3  <b>secretary</b> 43:18  <b>sector</b> 36:1 43:15  45:25  <b>sectoral</b> 35:25  <b>see</b> 6:12 13:14,17  17:23 18:3 20:11  24:13,24 31:2,20  34:21 38:22 39:21  45:4,7 47:12 48:4  48:23,23 53:3,6  <b>seeing</b> 15:18 28:20  40:22 42:15 55:4  <b>seen</b> 21:24 38:5,18  38:20  <b>sees</b> 26:11  <b>selected</b> 4:5 32:9  <b>sell</b> 54:24  <b>sells</b> 54:24  <b>senator</b> 44:9  <b>senior</b> 8:18 21:11  34:12 48:9 59:15  <b>sent</b> 4:18  <b>separate</b> 21:15  <b>serious</b> 39:22  <b>seriously</b> 14:7  <b>seriousness</b> 14:21</p>	<p><b>serve</b> 5:8  <b>serving</b> 40:23  56:13,14  <b>session</b> 1:8 5:15,16  13:2 37:22  <b>sessions</b> 1:5 20:19  48:14  <b>set</b> 45:10  <b>setting</b> 20:12 38:14  53:25  <b>shalala</b> 17:25 43:14  <b>share</b> 7:23 21:10  33:23  <b>shared</b> 10:5 26:20  48:21  <b>side</b> 33:6 41:5 45:4  46:21 47:6,18 48:5  <b>sight</b> 38:8  <b>signals</b> 35:2  <b>signature</b> 61:19  <b>significant</b> 22:19  47:13  <b>significantly</b> 14:4  26:5  <b>similar</b> 28:17  <b>simpsonscaborou...</b>  12:14  <b>single</b> 53:18,19  <b>sir</b> 44:14  <b>sitting</b> 32:5  <b>six</b> 4:13  <b>sixth</b> 4:6  <b>size</b> 40:17  <b>skills</b> 58:16  <b>sloan</b> 1:20 61:8,19  <b>snow</b> 21:5  <b>social</b> 10:14 51:15  51:22 56:19  <b>sofia</b> 2:4 3:3  <b>somebody</b> 17:13,14  17:21 27:9 29:5</p>	<p>41:19 42:17 46:14  47:5 56:11 58:4,19  <b>someone's</b> 32:20  <b>sort</b> 11:22 12:2  35:7 36:8,24 40:16  40:16,25 41:1  <b>sound</b> 5:10  <b>south</b> 11:6 17:8,10  17:14,17 18:3  <b>southwest</b> 1:15  <b>space</b> 34:21 43:24  45:18 58:14  <b>speak</b> 15:2 35:19  54:11 58:24  <b>speaker</b> 52:24  <b>special</b> 8:23  <b>specific</b> 18:24 27:8  27:10  <b>specifically</b> 14:14  <b>spend</b> 17:15  <b>spent</b> 18:2 26:25  <b>spot</b> 41:17 51:13  <b>staff</b> 2:2 15:10 26:1  49:15 54:13  <b>stakeholders</b> 36:18  37:6,17  <b>stand</b> 50:12  <b>start</b> 16:18 24:17  34:13  <b>started</b> 8:20  <b>state</b> 22:17 51:8  52:6 53:24 54:1,8  61:4,9  <b>status</b> 37:3  <b>steal</b> 49:25  <b>stenographer</b>  52:19  <b>stenographic</b> 61:13  <b>stenographically</b>  1:19 61:11</p>
<b>s</b>			
<p><b>satellite</b> 42:21  <b>saturday</b> 29:24  <b>saw</b> 14:2  <b>saying</b> 4:18 39:7  43:9  <b>says</b> 39:11 46:13  <b>scales</b> 51:16  <b>scary</b> 28:12  <b>schedule</b> 24:15,25  25:3  <b>school</b> 15:13,16,22  22:19 45:6 47:1  50:24,25 54:3</p>			



<p><b>step</b> 32:22  <b>sticking</b> 53:22  <b>story</b> 6:25 7:7              17:25 19:24 30:16              30:17,19,20 51:19  <b>strategic</b> 14:14              48:10 51:17  <b>strategy</b> 37:14              39:12 42:24 56:22              58:6  <b>street</b> 1:15  <b>strengths</b> 29:11  <b>strickland</b> 46:19  <b>striven</b> 24:12  <b>strong</b> 7:5 23:9              34:22,23 40:6              53:15 54:23  <b>strongly</b> 24:18  <b>student</b> 10:4 12:18              12:23,24 13:3              14:15 53:5 55:17              55:19 56:7  <b>students</b> 15:9 37:11              40:12,19 42:11              49:13,14 53:6              54:18 55:6 56:24              56:25 57:1,15,18              57:24 58:15  <b>subject</b> 8:8  <b>submit</b> 31:11  <b>subsequent</b> 6:23  <b>succeed</b> 45:19  <b>success</b> 10:4,5              12:24 13:3 14:15              53:3 54:21 55:2              56:7  <b>successful</b> 28:1,11              29:17 32:11 54:7              57:3  <b>suggest</b> 14:6 22:13              36:23</p>	<p><b>suggestions</b> 18:16              27:11 60:3  <b>summers</b> 17:16              18:2  <b>sunshine</b> 32:15  <b>superb</b> 59:16  <b>supervisor</b> 25:9  <b>support</b> 12:10              57:18  <b>supporting</b> 20:7  <b>supports</b> 14:9,10  <b>supposed</b> 33:3  <b>sure</b> 10:9,16 17:5              29:14 30:13,22              42:22 51:2 54:6              58:15  <b>survey</b> 12:13 13:13              13:24 19:15  <b>suspect</b> 48:3  <b>sustain</b> 37:5  <b>sweet</b> 51:13  <b>system</b> 8:22,25              14:11 16:15 19:21</p>	<p><b>t</b></p> <p><b>tactical</b> 40:25  <b>tad</b> 28:16  <b>take</b> 8:12 14:7 25:1              28:24 57:17  <b>taken</b> 39:14  <b>takes</b> 28:2,9 42:22              42:23  <b>talented</b> 34:20  <b>talents</b> 34:24  <b>talk</b> 13:3 29:4,8              31:15 34:9 35:4              37:21  <b>talked</b> 12:21 14:23              14:24 15:12 21:20              23:24 30:15 33:5              35:15 36:9 50:10</p>	<p><b>talking</b> 11:20 16:7              32:23 33:18 37:7              44:8 46:18  <b>tangible</b> 36:9  <b>taught</b> 55:6  <b>tax</b> 36:2  <b>taxpayers</b> 20:6  <b>team</b> 1:8 3:14 12:6              35:10 48:22 58:5  <b>tell</b> 6:1 7:7 16:25              30:16,17,18,20              46:16 51:19 58:21  <b>telling</b> 16:10  <b>tells</b> 4:20 36:15  <b>ten</b> 58:14  <b>tend</b> 59:10  <b>tenure</b> 26:8  <b>term</b> 13:10,11              26:16  <b>terms</b> 6:20 7:15 9:9              10:18 11:8 12:21              13:12 14:12  <b>territoriality</b> 34:1  <b>texas</b> 4:5  <b>text</b> 4:18  <b>thank</b> 6:8 8:10              14:18 18:18 20:19              20:22,24 23:3 34:8              43:3,6,8 44:14,19              44:19,21,23 48:6,6              48:12 52:16,17,23              52:25 55:13,13,25              56:8 58:18 59:3,23              59:25,25 60:4,5  <b>thanking</b> 34:13  <b>thanks</b> 35:9 44:23              60:6  <b>that'd</b> 3:19  <b>thing</b> 3:22 16:16              19:16 29:3 30:15              32:3 35:18,19</p>	<p>36:20 37:17 39:6              40:2 42:20 51:10  <b>things</b> 5:24 6:2,3              11:23 16:3 20:17              22:13 23:15 24:25              36:7,9 38:3,24,25              39:5 41:5,20 48:5              50:3 52:7 55:16              59:7  <b>think</b> 4:11 5:1,3,11              5:20,21 6:2 7:4,12              7:15,18 8:11 9:11              10:20,22 13:9,19              14:22 15:2 16:3              18:11 19:2,9,15,21              20:19 22:4 23:6,16              23:19 24:9,10 25:3              25:5,6 26:19,20              27:4,9,13,14,21,22              27:24 29:3,9 32:14              32:21,23 33:1,2,7              33:11 34:18 35:1,5              37:6,7,19,20 38:21              39:2,13 40:12,13              40:25 41:8,16 42:6              42:25 44:16 46:21              48:2 49:5,6,9,10,10              49:12,16 50:3              51:25 52:3,10              53:11,14 54:2,3,5,9              54:22 55:3,9,14,15              55:17 56:2,17 57:7              57:8 58:19,20 59:7              59:12  <b>thinking</b> 41:4              58:11  <b>third</b> 24:7 28:7              34:16 49:20,24  <b>thirdly</b> 7:20  <b>thought</b> 16:10              42:23 48:16 55:18</p>
---	---	---	--	--

<p><b>thoughts</b> 42:5  <b>three</b> 4:14 7:11 9:5  13:1 28:3 29:19  32:17 35:4 36:7  46:10 49:3 50:2  <b>thrills</b> 46:16  <b>thrown</b> 24:1  <b>thursday</b> 46:11  <b>time</b> 7:19 8:24  11:25 13:25 19:11  19:17 24:4,14,24  25:2,4 26:1,10,12  27:1 28:17 31:9  32:21 39:12 48:13  52:13,13,25 53:2  55:25 56:8 58:20  <b>times</b> 15:12 16:17  16:18 46:11  <b>titles</b> 5:9  <b>today</b> 5:14 16:6  18:4 21:5 31:18  44:18 53:7  <b>told</b> 4:14 7:1 55:21  <b>tomás</b> 15:21  <b>tone</b> 53:23  <b>top</b> 12:19,25 24:19  24:19,20,20 25:19  49:17 57:3 58:1  <b>totally</b> 53:9  <b>touched</b> 26:3  <b>tovar</b> 2:4 3:3,7,20  6:7 8:11 14:18  20:24 27:13,19  29:2 41:13 43:9  44:1,15,22 46:8  47:22 48:7 49:25  52:10 55:13 57:4,6  57:13 58:18 59:25  60:4  <b>tradeoff</b> 57:9</p>	<p><b>traditional</b> 50:23  <b>trajectory</b> 5:7 33:4  39:15 45:20  <b>transcript</b> 61:12  <b>translation</b> 15:19  <b>trellis</b> 2:4 3:5  <b>tremendous</b> 7:3 9:6  37:1 45:8 49:8  <b>tricky</b> 32:18  <b>tried</b> 49:3  <b>true</b> 61:12  <b>truly</b> 27:25 42:6  <b>trust</b> 9:16  <b>trustee</b> 49:25 55:21  <b>trustees</b> 2:3,4 9:13  25:7,8,10  <b>try</b> 39:3  <b>trying</b> 42:25  <b>turned</b> 17:15  <b>turnover</b> 28:19  <b>twice</b> 32:9  <b>twisting</b> 25:15  <b>twitter</b> 10:14  <b>two</b> 34:9 35:11  37:25 47:7 49:19  53:2  <b>type</b> 19:21 20:17  30:5</p>	<p><b>understands</b> 56:12  <b>understood</b> 47:21  <b>unique</b> 54:2  <b>uniquely</b> 5:12  <b>units</b> 45:5  <b>universities</b> 4:9,25  21:15 40:10 54:1  <b>university</b> 1:3 2:2  4:19 5:4,6,11,11  9:12 15:9 16:15  17:24 18:5 19:18  20:12 21:16,19  26:9 28:16 31:22  36:14 39:14 40:9  40:11 45:22 50:18  50:18,23 51:21  53:7 56:13,14  <b>unkind</b> 39:23  <b>upper</b> 33:9  <b>upward</b> 5:7  <b>urban</b> 56:13  <b>use</b> 10:13  <b>useful</b> 37:4 38:4</p>	<p><b>volunteers</b> 43:21  43:22</p>
		<p><b>v</b></p>	<p><b>w</b></p>
		<p><b>value</b> 42:13  <b>values</b> 10:17  <b>vantage</b> 35:8  <b>versus</b> 31:17  <b>vested</b> 8:14  <b>vice</b> 2:4 8:22 21:12  25:8 48:10 56:6  <b>video</b> 41:16  <b>view</b> 30:24 31:16  47:25  <b>virtue</b> 54:23  <b>vision</b> 20:12,14  30:24 38:10 39:8  40:8 53:15,17,20  53:22,24 55:10,18  <b>visit</b> 42:20</p>	<p><b>waiting</b> 34:9  <b>waived</b> 46:12  <b>walk</b> 42:16,18,19  <b>want</b> 7:14,15 12:5  14:12 17:9 20:5,19  21:7 23:3,7 25:18  27:15,16 29:4  30:10,18 34:3 37:6  37:9 40:14 41:8,10  46:2 47:22 48:12  48:18 50:11,14  52:13 55:20,25  <b>wanted</b> 21:10  <b>wants</b> 58:20  <b>warrant</b> 34:24  <b>way</b> 8:12 11:20  21:3 25:6 43:19,23  44:7,10,10 47:2,15  53:16 55:6  <b>ways</b> 17:19 29:16  30:13,17 40:6  <b>we've</b> 3:9,12 6:10  14:23 15:3,12  18:11 28:13 29:18  33:5 37:7 59:8  <b>wear</b> 15:24  <b>website</b> 4:1  <b>wednesday</b> 1:11  <b>week</b> 6:17 48:22  <b>welcome</b> 3:8 39:24  46:7  <b>welcomed</b> 45:16  <b>went</b> 4:10 8:25 18:6  46:12  <b>white</b> 36:4  <b>wholeheartedly</b>  53:9</p>

<p><b>wide</b> 7:2  <b>william</b> 2:6 4:4  <b>willing</b> 40:18 41:19  <b>willingness</b> 9:14  <b>woman</b> 16:24 27:9  <b>wondered</b> 41:18  <b>wonderful</b> 35:22              59:13  <b>word</b> 39:11 49:20              50:1  <b>words</b> 25:17 49:4  <b>work</b> 23:21 25:18              25:19 31:21 33:20              36:22,25 39:22              41:19 43:16 46:22              49:7 51:8 52:1,2              54:6  <b>worked</b> 6:10 9:4              21:1,15 22:15 36:4              36:19  <b>workforce</b> 58:10  <b>working</b> 3:21 6:14              11:12 22:23 30:14              46:17  <b>world</b> 14:1,13 33:9              33:11  <b>worried</b> 33:10  <b>worry</b> 32:19 33:8  <b>writing</b> 22:3,4</p>	<p>51:12 53:1 58:14  <b>yesterday</b> 3:9              15:18  <b>young</b> 15:13 47:1  <b>younger</b> 5:6</p>
<b>z</b>	
	<p><b>zoom</b> 55:22</p>
<b>y</b>	
<p><b>yeah</b> 39:13  <b>year</b> 26:10 28:4,6,7              30:22 48:25  <b>years</b> 6:11,16,20              8:25 9:5 13:14,19              13:20 14:5 21:14              21:16 26:9,14              27:25 28:1,3 29:19              29:19 35:11 37:25              39:17 41:11 49:2              50:14,16,17,19</p>	