FLORIDA INTERNATIONAL UNIVERSITY
PRESIDENTIAL SEARCH COMMITTEE
LISTENING SESSIONS

SESSION 4: AREA/DIVISION LEADERS

Wednesday, April 13, 2022
2:00 P.M. - 3:00 P.M.

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

Stenographically Reported By:
Aurora C. Sloan, FPR
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
(Whereupon, the following proceedings were had:)

MR. TOVAR: Good afternoon. Glad to have you all here.

And you may notice or not notice, we've done quite a few of these. So by now I'm off script, because I'm kind of tired of hearing myself speak.

But I do want to mention to you all who we have already met with. So we have met with the Faculty Senate twice, once yesterday and again once this morning. We met with the Foundation Board of Directors. We met with the alumni board. We met with the FIU Volunteer Councils. And then we met with student government.

And then, just a few minutes ago, we went over time, and I apologize for that, but we met with the executive team.

And really all of the comments have been amazing. A lot of them everybody is in agreement with the vision, their passion for FIU. And so you all have a hard act to follow as to the last group because more than anything, and I think everybody up
here would agree, I was inspired by a lot of what was said and their comments.

I do want to mention we have Eric Eikenberg here, who is also on the search committee, and heads up the Everglades Foundation. So thanks for being here with us today.

And I would also, if you already haven't already done it, take a look at the list of people on the search committee. And, you know, I think Dean did a great job trying to get input from different areas of the community. There is a person there from the board of governors; there's a student that's there; there's a number of people from the foundation; a lot of alumni; two past chairs of the board. So there is a good group of people to go out there and work with Mr. Funk as to searching for candidates to propose to the board.

We also have the pleasure today to have our Chair of our board with us, Dean Colson. So Dean, thanks for joining us. Good to have you here.
And really, what we want to do, and this started out as a listening session, but it's kind of become just dialogue back and forth as you to all's ideas, our, hopefully, responses or agreement to your ideas. So whatever you'd like to say, we'd like to hear it.

Bill, what would you?

MR. FUNK: Simply to piggyback on what Roger has said, this has really been a conversation of sorts as opposed to a listening session. It's an opportunity for you to ask the board questions. These are the folks that make the machine go.

I'd also, though, like for you to keep in mind the three questions that I think we had posted and most of you have seen. But essentially, you know, we'd like to hear your thoughts about what you perceive to be the major challenges and opportunities that this next president will inherit, both immediately and maybe longer term.

Secondly, if those are the challenges and opportunities, what kind of person do you think is best prepared to address the
challenges and exploit the opportunities?
What adjectives would you use to describe
the ideal candidate's experience,
leadership style, personality, world view?
You know, what kind of person really could
come in and continue this wonderful ascent
that you have experienced over the past
decade?

And then, finally, what would be
helpful to me as the search consultant, I
will be the one contacting the individuals
who haven't even thought about making a
change. We think, most of the time, those
are the individuals who are the best
candidates. They are very successful where
they are, they haven't thought about making
a move. So we have to talk to those
individuals and articulate to them what we
call in a high-faluting way a scenario of
attractability, but essentially, what can
we tell them about FIU that will make them
excited about coming into our pool and
considering the opportunity?

So if you can, in our conversation,
share some of that with us.
There is a court stenographer in the back. You won't see us furiously taking notes because we want to maintain eye contact and listen intently and that's why we have someone in the back who's writing down everything that's said. It's also being recorded.

So we appreciate a candid conversation, and we really want to hear what you have to share with us today.

The challenge is always who goes first. Nobody wants to go first it sounds like -- seems like. But who would like to, maybe, respond to any of these questions or have something that you'd like to share with us?

We do have members of the search committee with us and this is a great opportunity for you to express your views about the next president.

MS. TRELLES: I also would like to share that we do have approximately 30 individuals who are joining us through our virtual platform.

If anybody has any comments or
questions that they would like to add,
please use the technology available so that
we can hear your unique voice.

We also wanted to thank the deans that
are in attendance today. We know that you
are a critical component to this
conversation as well. So, thank you.

MR. TOVAR: The other thing I was
going to introduce was to mention that
Trustee Hrinak, I believe, is online. So
she's joining us today. Dr. Butchey, who
is also in the search committee, she's here
with us today. So just to acknowledge --
who just got elected as the head of the
Faculty Senate; so again, congratulations.

Dean?

MR. COLSON: So I'd like to say to the
deans, you know, I have spent some time
with some of you. Brian is back there and,
you know, I try to -- he comes up with
crazy ideas and, you know, he reels me in
and I go to meetings with him. But I don't
meet with all the deans.

And the other day I was talking to
Mori Hosseini, who's the chair of the
University of Florida, and he said he just met with his deans. And I said, what did you meet with your deans about? And he said, I meet with them every semester. And I said, really? I said, I don't.

And I'm thinking -- and I said -- and you know, it's kind of out of respect for the pecking order. I don't want to micromanage. I got a president, I got a provost I deal with, and I don't get down and have meetings with the deans unless it's a specific project that somebody wants me to go help them with, and Roger doesn't either.

And so to the extent we want to use this time to either talk about things you are concerned about, or to the extent that you think I ought to be meeting with you, I'm happy to meet with you. I enjoy meeting with faculty, I enjoy meeting with Faculty Senate.

And to the extent the trustees can be of greater service to you, that's great. I just try to -- you know, there's this fine line that we're not supposed to cross and
it's not always that well defined. So I try not to cross that line.

So I'm delighted to be here with everybody.

MR. TOVAR: Again, I'll tell that you I'm thrilled because I've been in business long enough that I've been told that I've been cursed with a look that I'm a mean person, that I look mean.

So this gives us the ability to interact a little bit and hopefully you all will see that that's not the case.

And, you know, we're looking forward to you all's input and it's important to hear from you all as to what you think is important, where you think the challenges are. Because at the end, we're going to go out there searching based on a lot of the comments that we've gotten.

And I'll give you a little summary of some of the things we hear. We've heard that the person that's going to lead this university forward can't be jaded from an internal person or someone from South Florida, we need to bring someone from the
outside. And the very next session, somebody who didn't hear that session, we said we really need somebody from the inside that understands this institution and understands South Florida. So you can imagine what we need to balance here.

But my view of the world -- and what's great is the committee that we have, that we have 15 different views that then proposed to the board that these are the two, three, or five candidates that we think would be good to consider for the next president, and then from there it goes to the board of governors. But really there's so many boxes to check.

This is such a large institution. There's 56, 57,000 students, there's 12, 14,000 faculty and staff. We happen to be a public university in Miami, one of the -- to me the best city in this country, if not the world, to be in right now with the growth that we have, with the diversity that we have, with the challenges that we have.

And then the role that us as a
university play in Miami. And then how do we tell our story within Miami for people to really recognize and understand what goes on here? That the university has a $1.7 billion budget, that we do $250 million worth of research, that we're aspiring to do 400 million here soon. And then all of the satellite locations and places.

And as I have mentioned in many of these meetings, just yesterday we inaugurated our Center for Translational Sciences up in Port St. Lucie. And then you see the botany center that is being built in Coconut Grove. And then you see the research that we are doing down in the Keys. So I can go on and on and on.

And how do we better -- I'll put this out there to you all. How do we better utilize the North Miami campus? How do we structure programs there better so that students don't need to be going back and forth and fully utilize the on-campus housing that we said we needed?

And so there's many things that -- we
can call them challenges, again, without getting into the challenges, opportunity word game, but there's things that need to be looked at.

You know, we're a Division 1 athletic school and so we have a new athletic director, who just walked out of the room, and we have a new coach. And one of the things that Dean mentions and I reiterate is we need to be relevant in whatever we do. And so, whatever we do, we need to do it to its fullest.

And then we have the issues -- and it's really not issues, but we have a reality as to how we are funded, and a lot of our funding comes from the state. But I'll also tell you, and I think Dean would echo this, is we're very grateful as to what the legislature has done for us in the last few years. And, you know, some of the recurring funding, because it's one thing to get a pot of money today, it's another thing to get the commitment that that money will continue from here on out. But then how do we utilize it? And how does that
fit into the mission that we have?

So I'm kind of filling in time here to
give somebody the opportunity.

Dean, go ahead.

DR. HEITHAUS: Okay. I'll take you
off the hook and do what I promised myself
I wouldn't do, which is go first.

And I'm sure you heard a lot on
challenges and opportunities, so I'll just
kind of try to talk off the top of my head
a little bit here and set things up for the
rest.

But I think that we need somebody who,
first and foremost, is deeply concerned
with impact which, I think, gets to your
point about being relevant in anything we
do. Because I think that that view of
having the biggest impact we can have cuts
across whether you are coming from the
outside, whether you are internal, and the
ability to look across all the programs we
have.

I think with that, we definitely need
somebody who is an incredible communicator
with a vision on how to communicate, and
project a vision for who we are and what we are about as an institution. And I think that has to be coupled with an incredibly high bar for where we need to be, because we aren't well known. So we have to be better than everybody else. We have to be different than everybody else because just like everyone else is going to keep us where we are.

Because when I tend to look at a lot of our programs, we have the excellence we need in a lot of places. What we don't necessarily have, I think, is two things.

One, is that kind of national, international gravitas with somebody who comes out there that really let's people know what we are doing and they remember where that person is from. Because I can't tell you how many times I'm out there and I hear, somebody will repeat what we are doing, they can't remember where it was. And so I think a leader can help you have that recall for where that was done.

I think the other thing is we need somebody who is a bit of a systems thinker
and able to look across disciplines incredibly well. Because another thing we have is excellence that's kind of vulcanized into different areas. And someone at the presidential level that has good concept of what's going on across the institution, when they are in a situation that demands that, they can pull up right away where the relevance is for the institution, whether that's in Tallahassee talking about what we need to do policy wise, funding wise, whether it's at a major conference, or just out in the community. And I think that being able to pull together all those right pieces across the university is really important.

And so I think that means you have to have someone who is very curious and is going to have a growth mindset, because this institution isn't what it was two years ago. It's not going to be what it is now two years from now. And so you have to have a leader that's going to be able to, kind of, continually learn, understand where the institution is going, and adapt
to the times that we face, because I don't suspect Florida is going to get any less entertaining in the challenges or opportunities we face.

And you need somebody who's kind of flexible and able to duck and weave and really can unite the, kind of, admin/ops side of the house, the academic side of the house, athletics, and really pull it all together in that one vision for what we're going to be, because I'm sure I don't need to repeat what a lot of people have already said about the real opportunities of who we are, what we are. We are the future of what it should be.

And so the next president also has to be deeply thinking about and not reacting to what's going on, but actually blazing the path to what higher ed, public higher ed must be in the future to be relevant to our communities locally and globally.

MR. TOVAR: Dean, do you want to add anything to that?

MR. COLSON: No. I agree. I agree with everything he just said. And you said
it with great enthusiasm.

    MR. TOVAR: And Dr. Heithaus, you know --

    DR. HEITHAUS: We bleed blue and gold.
    MR. COLSON: That's right.
    MR. TOVAR: And that's what I was going to say, it's amazing what you do and the passion and dedication that you have, and even your participation in the marketing, advertising sessions. And I always love hearing you speak, and so thank you. Thank you for those comments.

    DR. HEITHAUS: Well, thank you to all the search committee. It's a big job and critically important. So thanks to everyone here and those that are going to be doing a lot of work over the next few weeks.

    MR. TOVAR: We will. We will.
    Yes.
    DR. ANDREWS: Hello. Good afternoon. Charlie Andrews, I'm the Interim Vice-President for Student Affairs and I just have a couple of things that come to mind.
One, I think -- actually both of them
I echo off of what Dean Heithaus just
mentioned. But one, I think not so much
about being from here or from Miami, but
understanding the space and place that we
occupy being in South Florida, I do think
is important.

Two pieces of that, being both an
urban-serving university and a
Hispanic-serving institution, really
understanding what the word "serving" means
in both of those. It's not just about
demographics and numbers, but what does it
truly mean to serve our community and to
serve our particular student population.

So I think that someone who can
articulate that, I think, would be really
important, because I feel like that's a
huge part of our identity as an
institution, and a huge part of what other
universities ask us about and look to us to
talk about when we're being asked about the
success that we've been having with our
students. So I think that's really
critical.
And then the other piece I think is, we probably have a lot to learn from what some other institutions are doing. So somebody who brings ideas, but is not boxed into, this is the way FIU has always done it, this is the way someone else does it, because one of my favorite things about working here for 23 years is the innovative spirit that we bring to things. And so we can try things that maybe nobody else has tried before. So I feel like it has to be a balance between learning from what other people may have done, but also thinking outside the box and being innovative, because I really do think that's, kind of, helped put FIU on the map.

MR. TOVAR: Thank you.

And I know serving has to be the calls you get at three in the morning; right?

So congratulations in your new job and your new position. Thank you.

Dr. Schriner?

DR. SCHRINER: Good afternoon.

I would agree with what Dr. Heithaus and Dr. Andrews said.
My name is Brian Schriner. I'm the Dean of the College of Communication, Architecture & The Arts. I've been at FIU since 1988.

I'd like to see us look for a candidate with a proven track record of identifying, nurturing, and evaluating talent.

The new president, she or he, will have a strong voice in the provost. There are several deans that are interim or will be retiring soon. I would just like to see -- make sure that we find someone who has a track record of understanding what those positions mean.

And we really have an opportunity to either propel the university forward, keep it the same, or go backwards given that there is so many leadership positions that would be available that he or she would have an impact in. So I just think that's an important criteria.

It could be a real draw, and I would imagine it is, for candidates to come and say, okay, I have an opportunity to make
significant change. But at the same time, it could be high-risk because there will be a lot of change potentially happening at the same time.

MR. TOVAR: How long have you been here at FIU?


MR. TOVAR: Just got here, huh?

DR. SCHRINER: Just got here. Feels like it. Every day is a new day.

MR. TOVAR: But again, that's the story of FIU. And again always enjoy the interaction with you and appreciate what you do.

DR. SCHRINER: Well, thank you. Same.

MR. TOVAR: Good comments.

Bill?

MR. COLSON: I would agree. I mean, we are going to make some major hires here in the next 18 months. We're going to have a new president, you are going to do searches and have some new senior people and, you know, we can't -- the industry average is 50 percent success --
DR. SCHRINER: We can't do that.

MR. COLSON: -- we can't do that --

DR. SCHRINER: Right.

MR. COLSON: -- and shame on us if we do. So I agree with you completely.

DR. SCHRINER: And for public record, they are not crazy ideas. They are innovative ideas.

You had said "crazy idea."

MR. COLSON: Oh, yeah. Some of them are a little crazy.

DR. SCHRINER: Less innovative.

MR. TOVAR: And I think you mentioned there is a number of positions that are interim right now. And I think it's the right thing to do to leave those position interim until we hire a president, and let the new president create her or his team as to how to move forward with the institution. Because I believe, every time you hire a new president, you are kind of turning to a new chapter and envisioning the future and strategizing how do we go forward?

So I think we're in an amazing place.
I think what you all have done over these few years that you've been here is truly --
I don't think there's too many universities that have grown this way and have accomplished what FIU has accomplished in 50 years. And it truly is amazing. It's only been 50 years. But I think we can even grow that much quicker.

And when I say growth, I don't necessarily mean that we're doubling our student body, but there's still much more growth as to what we do, how we do it.

We have a -- and I've mentioned this in a number of the meetings, we have a very, very young medical school. I'm glad to see that what I believe is finally getting the medical school, the nursing school, the school of public health, and now our research down in Port St. Lucie, people are starting to talk and collaborate and work together, and I would encourage all of us to do that. So all good things.

Who else?

MS. GARCIA: Good afternoon.

Breny Garcia, I'm the Associate
Vice-President for Student Health and Wellness.

Prior to this I spent 15 years in the office of the president serving both President Maidique and President Rosenberg.

My comments revolve really around student support services, and I think it's something that we could have been doing a lot better the last 25 years, in my personal experience working with both of them.

Just this morning Inside Higher Ed released an opinion piece called, What Keeps Presidents Up At Night? And one of the quotes talks about "turning away and hoping for the best will be to our peril. Rather we must prepare our institutions to be student ready."

In my opinion, I think that this new president, certainly building the proper leadership team to help him or her do this, because it's not solely on their shoulders, but really needs to understand the importance of student support services, everything from academic advising to
counseling to campus life and how that contributes to not only student success, but also the overall well-being of students; right?

So in my department, we follow the nine dimensions of wellness model. And wellness isn't about your physical and mental health. It's about environmental health, financial wellness, occupational wellness, all of these things need to work together in order to create successful students when they cross the graduation stage and be contributing members of society.

So while we are an R1 institution and the research enterprise is of utmost importance and fundraising and athletics, which I fully support, somebody that also brings to the table that knowledge and that understanding, that without those support offices, we won't be able to fully move forward our student success metrics.

Thank you.

MR. TOVAR: Where would you grade that we're at today as far as that?
MS. GARCIA: There's so many departments. Some are better than others.

I would say overall, like a C plus.

MR. TOVAR: And so what if -- and I always say this, the low hanging fruit, what would you say is something that we could attack that would make the biggest impact? and that's doable?

MS. GARCIA: Some of the things I've already -- I've been tuning into the other sessions, so they have already been raised, but obviously funding these services is our biggest challenge, which I recognize, and with dropping enrollments and changing priorities at the state level, that will be our biggest challenge.

So somebody that maybe understands creative ways to work with whoever -- you know, whether it's the interim CFO or the future permanent CFO and their team, to be able to properly fund these departments; everything from pay wage increases to actually properly funding programs.

Like, for example, the student health fee is enrollment based. If enrollment
drops, our budget drops. So I have to
figure out, how am I going to fund these
very necessary programs? Other auxiliaries
have similar challenges.

So things like that that trying to
bring their business acumen in with just
their acknowledgment of how important these
services are for our students, and working
together with whatever the future
leadership team becomes, I think, is going
to be very important for our student body.

MR. COLSON: Is career services under
your umbrella?


MR. COLSON: Where does that fall?

MS. GARCIA: Charlie, is that under
you? There has been a lot of reorganizing,
Trustee Colson, so I'm not sure.

Bridgette Cram, our interim
vice-president. She was on the executive
committee.

MR. COLSON: Okay.

MR. TOVAR: Okay. Thank you. Thank
you.

MR. FUNK: Do we have comments?
MS. TRELLES: We do.

So someone just emailed me a comment, so I want to make sure that I read it.

So this message comes from Phillip Lloyd Hamilton, who is the Assistant Vice-President for Student Access and Success.

Please excuse my physical absence as I am currently at FIU in DC with our Black Student Union for their fly-in.

As the central representative of many hidden populations within our student body, including students with foster care histories, those experiencing housing insecurities, first generation students, and others, it is vital that our next president embrace the needs of these students and the responsibility that the university accepted years ago to see and support them.

Also, FIU, like Miami, has many identities. As we embrace our identity as a Hispanic-serving institution, we still enroll more black students than most historically black colleges and
universities.

Our commitment to making FIU a place
where this is a key population feel that
they belong and can excel is as important
as our HSI culture.

Additionally, our responsibility to
Miami-Dade and Broward Counties to lean in
and support our local school districts has
become a part of the university's DNA.

Our next president needs to understand
our responsibility to help uplift our
community while still improving our
academic and research reputation, not at
the expense of it.

MR. TOVAR: That was a lot.

I think there was three points in
there. The first one was housing.

Can you repeat the first one?

MS. TRELLES: Of course.

As the central representative of many
hidden populations within our student body,
including the students with foster care
histories, those experiencing housing
insecurities, first generation students and
others, it is vital that our next president
embrace the needs of these students and the responsibility that the university accepted years ago to see and to support them.

MR. TOVAR: Well, on that point, that's a very interesting point because there's a state representative, and I forget the exact area that she covers, her name is Representative Marie Woodson, and that's something that is near and dear to her heart. And that was -- I don't know if there was anybody in this room, but we had had, I believe, it was two conference calls with President Rosenberg and with her, and she was trying to create some innovative ways to create funding for that, outside of what we're already doing, which is -- what's the program called Panthers.

MS. TRELLES: Fostering Panther Pride.

MR. TOVAR: Fostering Panthers pride. So there is already a program for it. I don't think there's enough funding there. I think there's still more to do there. But I would ask whoever is bringing that out to reach out to me, and I'll try to reconnect with Representative Woodson, and
then I'll try to put it on the forefront
for our next president.

But it truly is -- there's an issue
there, and there shouldn't be anyone that's
homeless, but we definitely don't want
anyone that's within the FIU community
that's trying to better themselves to be
sleeping in a car or be homeless,
especially somebody coming out of the
foster care program.

So I'd like to engage with this person
and understand better their point of view.

And then what was the second point?

MS. TRELLES: Of course.

Also, FIU, like Miami, has many
identities. As we embrace our identity as
a Hispanic-serving institution, we still
enroll more black students than most
historically black colleges and
universities.

Our commitment to making FIU a place
where this key population feels that they
belong and can excel is as important as our
HSI culture.

MR. TOVAR: And again, I think we have
discussed this in other meetings. If you look at the percentage, not just the numbers, but then the percentage of enrollment, I believe within the 12 universities in the state, I think as a percentage of student body, we are the third highest percentage of black students as to full enrollment.

As to the issue of belonging and the concern of belonging, it's been brought up to me numerous times, I've discussed it with some people already in the administration, and I would assure this person that, number one, to keep talking about it; and number two, that we have a commitment that we want everyone to feel like they belong here. And so it's something that we need to work on. We can't just say, well, it doesn't exist. We need to address it and work on it. So again, point well taken.

And then the third point?

MS. TRELLES: Of course.

The last portion of this comment is:

Additionally, our responsibility to
Miami-Dade and Broward Counties to lean in and support our local school districts has become part of the university's DNA. Our next president needs to understand our responsibility to help uplift our community while still improving our academic and research reputation, not at the expense of it.

MR. TOVAR: Dean, do you want to take that one?

MR. COLSON: Well --

MR. TOVAR: I'll take it.

MR. COLSON: No. No.

I think that the relationship with our school system is critically important. And I think these questions are all kind of tied together, and it's a -- we need a place that can serve the black student body and the Dade County public school system -- and the whole student body of the Dade County Public School system, and we need to make this place a place where everybody feels comfortable. And that's going to require more people housing on campus, and that's going to require money.
We're going to need -- you know, I've talked a lot, this is beyond just the foster care problem. But we're at 12 percent of the student body, the community is 15 or 16 percent black. How do we close that gap?

Well, you are going to probably have to provide some housing. And if you don't provide the housing, you are probably not going to close the gap. You are also going to probably have to start recruiting in the public school system earlier. I mean, I understand we're going to lose some of those kids to UCF, and some of the best kids Florida, but there a lot of good kids here that we can get here. And we need to pay more attention and spend more time at Miami-Dade, and to recruit those kids.

But at the end of the day, we're also going to have to provide some housing money, because it's not enough just to provide tuition and fees. We are going to have to provide some housing money. And where are we going to get that money? I think we are probably going to have to
raise the money. It's going to be a philanthropy problem, and that's what we are going to have to do.

MS. TRELLES: Thank you for that.

I do want to share that, as our time does come to an end, that if you have any questions or comments that you would like to share, to please make sure to utilize our virtual platform so that we do have them. And we will make sure that the Presidential Search Committee, as well as the search firm, have access to those comments and questions.

MR. FUNK: And before we end the session, I'd really like to appeal to you to talk to your colleagues, not only internal to the university, but also your colleagues and other institutions around the country. When you go to conferences, you are working together on various projects, ask those individuals who on their campuses might be a good candidate for our presidency.

And if you will share that name, if you get a name, just send it to us, our
contact information will be in the ad that you will see very soon, and also in the leadership statement that will be posted on the university website, the presidential search website.

But really, help us build the pool. This is another way you can participate in the search, and we promise you that we'll contact each and every person that's nominated and try to bring them into active candidacy.

MR. TOVAR: Yes, we do. We do.

MS. PADRON: Laura Padron, Associate Vice-President at the FIU Foundation for Development.

So I just wanted to jump on Dean Colson, you ended with it's going to take philanthropy.

So I'm sure you've heard, I had the good fortune of working with these amazing and sometimes crazy deans in raising money.

MR. COLSON: I'm going to hear about that for a long time.

MS. PADRON: So I think this person, to use Brian's words, also to have that
track record of success navigating
political, economic, and philanthropic
communities, locally, of course at the
state, national, and globally. Because
that is where FIU is just on the edge of
being there.

Whether you call it Silicone Beach,
Digital Beach, whatever it is, the influx
of not just the tech movement, but physical
movement of northeast, there is money here.
And to have an influencer who is toe-to-toe
and a business-minded person to create
those solid partnerships and funding
opportunities and leverage those
relationships and that influence in those
circles to make those crazy ideas happen.

MR. COLSON: I want to tell you, I
think Brian Schriner is one of the most
innovative people I have ever met. And
I'll go on any trip with him to go raise
money for one of his crazy ideas.

But I also think that the whole
concept that we -- and we had a speaker say
this last session, to have excellence and
equity are not mutually exclusively. We
can have both, we can demand both, we can expect both, make awesome money, but that's our job to go get it. And so we need a president that understands that.

MR. TOVAR: Laura, and to echo that also, because Howard took up half the meeting last hour, and so we heard his view of the world as to fundraising and everything else, but it is very important. But I think that will come if we have the right leader that is in place that can pick up the phone and somebody is going to answer his or her call; that he or she asks to go to lunch with somebody, and that they will go to lunch. And then that they have the ability to tell the story as to what we're doing here. And then that has the ability to, instead of asking for $1 million, ask for $100 million, because I think sometimes we short-change ourselves.

And there is a lot of funding out there. But we got to work on building the affinity to the university, and there's many ways to go about it. I'll give you one short example.
To me, the museum that we have here --
I like art, I like visiting museums. We
don't have the largest museum. But I think
we have, to me, a museum that you go in
there, and it's wow. It feels right. It's
nice.

How do we use the museum to build
affinity? How do we use athletics to build
affinity? What do we do with our alumni
that are throughout South Florida to bring
them back? Because when you meet an
alumni, rarely do you hear, my experience
there was horrible. Generally, you are
going to hear, I had a great experience, I
love FIU. So why haven't you been back on
campus? So how do we connect with them?

And then I think if you look at any
university that's doing a great job
fundraising is because they have that
affinity. And it takes all these pieces.
It's not only the president's job, but it's
all these moving pieces and to get them all
to work collectively together.

So point well taken, and we're all
onboard. So thank you. Thank you for
those comments.

Do we have any other comments or recommendations, suggestions?

Because speaking on behalf of the search committee, on behalf of the board, really appreciate what everyone does. It's easy what we do, which is come up here and talk and then walk away and go do our other things. But we do have a passion about what you all do here and what this university means to the community and how it can make a difference.

But again, we invite you all to tell any one of the folks on the search committee, reach out to Bill if you got names, you have suggestions, if you think we're doing it right, we're doing it wrong, and I think every one of us will welcome everyone's points of view.

So thank you very much. Thank you.

MR. FUNK: You bet. Thank you.

(Thereupon, the proceedings were adjourned at 3:00 p.m.)
CERTIFICATE

STATE OF FLORIDA   )
COUNTY OF MIAMI-DADE   )

I, Aurora C. Sloan, Registered Professional Court Reporter, State of Florida at Large, certify that I was authorized to and did stenographically report the foregoing proceedings and that the transcript is a true and complete record of my stenographic notes.

Dated this 18th day of April, 2022.

Aurora C. Sloan, Florida Professional Reporter
| covers 31:7 | delighted 10:3 |
| cram 28:19 | demand 39:1 |
| crazy 8:21 | demands 16:8 |
| create 23:18 26:11 | demographics 19:13 |
| creative 27:18 | department 26:5 |
| criteria 21:22 | departments 27:2 |
| critical 8:6 | describe 6:2 |
| critically 18:15 | development 37:15 |
| cross 9:25 10:2 26:12 | dialogue 5:3 |
| culture 30:5 32:24 | difference 41:12 |
| curious 16:18 | different 4:12 11:9 15:7 16:4 |
| currently 29:9 | digital 38:8 |
| cursed 10:8 | dimensions 26:6 |
| cuts 14:18 | director 13:7 |
| dade 30:7 34:1,19 34:20 35:18 42:5 | directors 3:13 |
| dated 42:15 | disciplines 16:1 |
| day 8:24 22:11,11 35:19 42:15 | discussed 33:1,11 |
| dc 29:9 | districts 30:8 34:2 |
| deal 9:10 | diversity 11:22 |
| dear 31:9 | doable 27:8 |
| dedication 18:8 | doubling 24:10 |
| defined 10:1 | draw 21:23 |
| definitely 14:23 | drawing 27:14 |
| duck 17:6 | drops 28:1,1 |
| e earlier 35:12 | elected 8:14 |
| easy 41:7 | embrace 29:17,22 |
| echo 13:18 19:2 39:5 | 31:1 32:16 |
| economic 38:2 | encourage 24:21 |
| ed 17:19 20 25:12 | ended 37:17 |
| edge 38:5 | engage 32:11 |
| eikenberg 4:4 | enrollment 27:25 |
| either 9:14,16 21:17 | 27:25 33:4,8 |
| experienced 6:7 | enrollments 27:14 |
| experiencing 29:14 30:23 | enterprise 26:16 |
| exploit 6:1 | entertaining 17:3 |
| express 7:19 | enthusiasm 18:1 |
| extent 9:15,17,22 | environmental 26:8 |
| eye 7:3 | envisioning 23:22 |
| face 17:1,4 | equity 38:25 |
| faculty 3:11 8:15 9:20,21 11:18 | eric 4:3 |
| fall 28:15 | especially 32:9 |
| faluting 6:19 | essentially 5:18 6:20 |
| far 26:25 | evaluating 21:7 |
| favorite 20:7 | everglades 4:5 |
| feels 22:10 32:22 | everyone's 41:19 |
| 34:23 40:5 | fees 35:22 |
| 25:10 40:12,14 | figure 28:2 |
| experiencing 38:25 | filling 14:2 |
| executive 3:19 28:20 | finally 6:9 24:16 |