

1           PRESIDENTIAL SEARCH COMMITTEE  
2           FLORIDA INTERNATIONAL UNIVERSITY

3  
4           Tuesday, April 12th, 2022

5           4:06 p.m. - 4:48 p.m.

6           Graham Center Ballrooms

7           Florida International University

8           11200 S.W. 8th Street,

9           Miami, Florida, 33199

10  
11          FIU FOUNDATION LISTENING SESSION

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19                   PRESENT:

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21           ROGER TOVAR, Chair

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23           R. WILLIAM FUNK, Esq.

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25           SOFIA TRELLES, PhD, Ombudsperson

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

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

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

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

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

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

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

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

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

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

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

14 MR. TOVAR: Thank you.

15 MR. FUNK: Thank you.

16 MR. TOVAR: Good to have you.

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

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

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

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

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

19 MR. LORENZO: Yes.

20 MR. TOVAR: What year was that?

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

23 MR. TOVAR: That's incredible.

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

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

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

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

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

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

4 MR. FUNK: And who is net?

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

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

19 MR. TOVAR: Could you repeat the question?

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

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

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

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

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

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

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

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

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

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

3 Sofia, do we have any other comments?

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

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

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

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

24 Roger?

25 MR. TOVAR: I would just encourage all the

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

13 Do we have any other questions?

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

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

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

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

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

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

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

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

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

4 MR. TOVAR: Say that again?

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

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

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

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

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

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

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

7           MR. FUNK: You bet.

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

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

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

11 MR. FUNK: Thank you.

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

14 - - -

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CERTIFICATE

1  
2  
3 THE STATE OF FLORIDA )  
4 COUNTY OF MIAMI-DADE )  
5

6 I, Daisy L. Amador, a Court Reporter, do  
7 hereby certify that I was authorized to and did  
8 report the proceedings, had and taken at the Graham  
9 Center Ballrooms, Florida International University,  
10 11200 S.W. 8th Street, Miami, Florida, 33199, on  
11 April 12th, 2022, for the Presidential Search  
12 Committee; that the foregoing pages, numbered 1 to  
13 32, inclusive, constitute a true and complete record  
14 of my notes.

15  
16 I further certify that I am not an  
17 attorney or counsel of any of the parties, nor  
18 related to any of the parties, nor financially  
19 interested in the action.

20  
21 Dated this 19th day of April, 2022.

22  
23 <%17328,Signature%>

24 Daisy L. Amador

Notary Public for the State of Florida

25 Commission No.: HH175493

Expires: 10/17/2025

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