

1 PRESIDENTIAL SEARCH COMMITTEE
2 FLORIDA INTERNATIONAL UNIVERSITY
3

4 Tuesday, April 12th, 2022

5 6:01 p.m. - 6:59 p.m.

6 Graham Center Ballrooms

7 Florida International University

8 11200 S.W. 8th Street,

9 Miami, Florida, 33199
10

11 FIU VOLUNTEER COUNCIL LISTENING SESSION
12
13
14
15
16
17
18

19 PRESENT:

20
21 ROGER TOVAR, Chair
22

23 R. WILLIAM FUNK, Esq.
24

25 SOFIA TRELLES, PhD, Ombudsperson

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

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

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

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

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

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

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

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

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

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

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

1 MR. FUNK: Great.

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

18 MS. RUSSELL: Good afternoon.

19 MR. FUNK: Good afternoon.

20 MR. TOVAR: How are you?

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

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

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

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

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

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

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

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

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

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

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

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

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

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

16 MS. RUSSELL: Absolutely.

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

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

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

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

20 MS. RUSSELL: Great. Thank you.

21 MR. TOVAR: Thank you.

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

24 MS. CAMPA: It's good exercise.

25 MR. FUNK: Thank you.

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

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

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

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

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

12 MS. CAMPA: Thank you.

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

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

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

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

1 want to share --

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

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

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

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

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

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

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

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

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

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

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

22 MS. TRELLES: Very subtle, right?

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

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

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

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

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

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

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

21 Thanks.

22 MR. FUNK: Great. Thank you.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

25 MR. FUNK: Thank you.

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

- - -

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

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 40, 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

1	able 10:17,19 11:11 15:14,15,16 19:14 22:10 30:1 34:5 38:8	agree 15:9 19:8 20:22 26:4 38:4	attributes 23:14,18
1 40:12	absolutely 16:16 26:4	ahead 31:24	audience 7:6 32:24
10 25:5	academic 10:11,16 10:18 14:8 26:3 32:12	aligned 19:7	auditorium 3:9 6:13
10/17/2025 40:25	accomplished 21:5	alls 38:12	authorized 40:7
100 9:8 15:7 22:21	acculturate 27:16	alum 10:3 23:4	avail 32:25
10:00 6:12 38:14	achieve 11:11	amador 40:6,24	available 7:13
11200 1:7 40:10	action 40:19	amazed 21:4	awaiting 16:4
11:00 36:2	active 4:18	amazing 22:14 24:13 30:6	aware 7:16
12 24:7 25:5 26:11	activities 22:13	american 12:18	b
12th 1:3 40:11	ad 4:20 18:23,25 19:9	amount 21:8	back 6:25 12:10 14:22 20:3 26:3 30:23 38:21
13th 38:15	add 36:4	anne 25:2	backgrounds 24:16
17328 40:23	addition 2:4	announce 2:12,16 6:3	balances 30:10
19th 40:21	additional 9:7	announced 31:8	ballrooms 1:5 38:19 40:9
2	address 4:3	answer 7:1 31:5	based 2:22 30:2
20 5:6,8 22:7	adjectives 4:4	anymore 18:18	basis 36:9
2003 11:15	adjusted 18:23	anyway 32:6	bay 8:9,10 9:11
2013 25:3,16	administration 11:16	appoint 31:23 33:6	beach 37:2
2022 1:3 40:11,21	administrators 25:19,22	appointed 34:3,4	becoming 5:20
3	adriana 18:3	appreciate 38:12 38:24	beginning 19:9 32:12,16
30 22:7	advancing 12:4	approach 3:19	bejar 9:24 34:3
33199 1:8 40:10	advantage 4:3 5:16	approved 30:17	believes 11:7
4	advertise 30:11	april 1:3 2:11,14 38:15 40:11,21	belonging 28:24
40 22:7 40:13	advertising 21:1	area 8:7 35:7 37:21	beneficial 37:15
430 2:25	advice 36:13,18	areas 7:6 16:13 17:14	best 4:2,18 5:12
5	affairs 33:14	arts 11:24	better 17:6,12 19:21 21:13 22:16
50 21:5	affect 17:3	asked 26:25	betterment 8:15
5th 2:11,14	african 12:18	asking 27:4 36:22	beyond 38:2
6	afternoon 2:1 9:18 9:19	assist 2:23	big 25:5,5
6:01 1:4	agent 4:11	associate 16:19	bill 6:5 20:2 27:24
6:59 1:4 39:2	ago 21:15 28:16 36:21	associates 2:22	bills 26:9
8		attendees 24:19	bio 13:17
8 24:6		attention 23:18 35:20	biscayne 8:9 9:11
80 31:18		attorney 40:17	bit 25:17
8th 1:7 40:10			blush 33:25
a			
a.m. 38:14			
ability 8:10,13 23:19			

board 2:3,11 5:25 6:9 10:2 13:10,15 13:18 14:6,10 15:3 15:10 16:5 17:7 20:24 21:21 29:9 30:5,13,17,18 38:1 boarding 37:10,15 38:1 body 23:17 30:14 bog 30:15 botany 28:8 box 30:4 brief 27:15 bring 9:7 30:23 bringing 8:23 36:25 brings 4:24 brought 18:21 build 21:23 23:19 33:23 34:7,8,16 building 22:9,19 built 6:19 bunch 24:13 business 23:3 businesses 22:1	31:13 32:7 34:13 34:15,19 care 12:2 career 17:2 18:6 carefully 37:14 case 32:7,9 34:11 36:12 catch 37:11 38:2 caught 20:2 caused 23:5,6 center 1:5 28:7,8,9 38:18 40:9 certainly 15:23 31:12 certificate 40:1 certify 40:7,16 chair 1:21 2:3,5 7:20 27:8 32:12 chairs 10:1 challenges 3:23 4:1 4:3 23:5 33:3 champion 10:16,16 chance 34:6 chancellors 3:1 change 8:11 17:4,4 19:15 23:21 charge 4:12 charging 33:7 check 30:4 checks 30:9 chronicle 5:4 city 5:13,14,15 clarification 15:8 class 5:14 cliff 35:18 climate 11:8 closely 9:23,25 closing 38:13 coaches 36:22 coconut 28:8	college 11:23,24 12:22 23:3 colleges 2:25 5:9 color 12:19 come 6:17 10:10,20 14:5 15:17 24:16 32:21 34:21 comes 13:9 19:10 coming 15:6 25:6 32:3 35:16,20 36:5 commencement 24:7 comment 19:11 20:10 22:23 24:21 comments 3:12 7:10,16 12:9,24 13:3 20:9 24:19 commission 22:11 40:25 commissioners 22:15 commitment 23:20 committee 1:1 2:6 2:7,12,13 4:21 6:8 23:13 29:9,25 30:12 33:8 40:12 committees 20:25 communicate 17:1 24:11 community 2:8,16 3:3 5:9 7:8 8:20 9:5 9:6,10 18:8 20:15 20:21 22:10 25:9 28:25 29:11,11,12 29:14 30:14 compared 23:25 competitive 5:10 complete 40:13 completely 15:8 complex 17:11	compliment 23:17 component 9:7,9 concern 10:14 12:3 concerned 13:7 26:12 concerns 14:7 concluded 39:2 conducted 2:24 confuse 22:2 26:14 confusion 22:3,3 connect 9:15 22:10 22:16 connection 9:5 12:1 constituencies 25:1 constituent 6:10 constituents 6:20 constitute 40:13 contacting 6:17 content 11:21 continue 21:2,20 21:22 22:9,19 23:7 24:3 34:5 continues 20:14 continuing 20:17 continuity 34:18 contract 11:13 conversation 17:9 29:23 conversations 16:3 25:20 38:1 convince 17:1 core 35:24 correct 38:11 council 1:11 23:3 36:6,9,17 counsel 40:17 counseling 36:14 counterpart 26:17 country 5:3,15 23:11
c			
cajoling 4:22 call 32:24 calling 12:4,5 campa 17:24 18:1,3 19:4,12 36:4 campus 6:11 19:5 22:7 23:2 25:10,14 25:19 27:8 28:6,12 28:15 32:2 campuses 28:6 candidate 4:18 20:19 37:5 candidates 2:19 3:19 4:5,19 7:25 26:19 27:16 30:2			

<p>county 22:11 40:4 couple 6:14 18:24 32:2 36:21 course 9:25 16:5 34:17 35:12 courses 11:18 court 40:6 create 11:8 created 13:6 creates 30:15 creating 15:21 30:12 crew 25:23 critical 23:9 criticism 21:3,11 criticize 30:6,7 culture 36:18 curiosity 23:15 current 22:12 currently 33:10</p>	<p>demonstrate 20:17 demystify 10:17 demystifying 10:24 department 7:20 10:1 11:20 27:8 37:24 dependent 11:12 depends 37:6 depth 23:16 describe 4:5 description 12:13 designation 33:15 detail 23:18 37:4 determination 24:9 24:15 develop 16:21 dialogue 14:23 30:2 different 9:4 10:22 15:18,18 16:13 17:13,14 22:17 27:1 differing 14:20 difficult 26:19 difficulty 35:1 direction 5:21 29:3 discussion 13:19 25:7 disruption 23:6,12 diverse 29:12 30:1 diversity 16:12,14 23:16 doing 2:2 5:24 6:16 8:22 12:20,21 17:6 28:18 donors 37:21 doomed 37:17 dots 9:15 downtown 37:2 drop 29:17</p>	<p>dropped 29:21 dynamic 5:14 dynamism 20:12</p> <p style="text-align: center;">e</p> <p>earlier 34:25 early 37:17 earth 7:20 eat 19:22 eaten 36:23 eating 19:21 ecological 8:24 economy 23:6 ecosystem 8:8 ed 4:25 26:12 educate 8:12 educated 14:13 education 31:6 35:5 37:22 educational 20:18 23:9 effective 15:16 either 20:24 29:8 element 25:10 elements 26:11 emerge 23:12 emeritus 18:4 emphasize 23:5,13 emphatic 5:25 empower 23:19 empowerment 8:2 encounter 25:13 encourage 13:24 16:9 17:17 26:6 engage 3:5 29:10 engaged 25:8 engineering 21:10 england 35:5,25 english 11:25 enrollment 5:18 35:18</p>	<p>enrollments 35:22 ensure 11:5 entire 30:19 entities 30:7 environment 5:11 7:21,22 15:22 26:6 environmental 7:24 8:1 9:9 especially 24:13 28:5 esq 1:23 ethic 24:2 evening 22:24 24:24 25:7 everglades 8:9 9:12 everybody 14:22 31:10 everybody's 35:19 evident 29:20 exactly 18:24 36:24 examples 34:10 excellent 9:2 20:18 20:20 excited 30:21 33:15 exciting 5:22 exercise 17:24 exercises 24:7 exhibit 20:12 exhibiting 20:16 expand 18:10,15 expected 20:19 expenditures 5:19 experience 4:6 11:15 13:4 23:15 31:2 expires 40:25 exponentially 20:14 extend 2:6</p>
d			
<p>dade 20:13 22:11 40:4 daisy 40:6,24 dallas 2:22 dan 21:16 dated 40:21 day 12:3 32:6 40:21 dean 12:22 16:18 16:19 25:2,22 26:17 27:8,23 32:13 33:9,12,16 33:20 34:24 36:12 dean's 23:3 deans 9:25 13:16 dedicate 18:4 degree 11:10 delighted 3:10 deliver 29:8 demographics 35:16</p>			

<p style="text-align: center;">f</p> <p>faces 24:10</p> <p>faculty 9:22 10:2 10:13,15,21,24 11:1,2,3,4,5,7,8,9 11:13,14 12:2,3 13:13 15:12,22,24 16:14 25:13,20 27:10 38:16</p> <p>fairly 5:6</p> <p>fall 32:17</p> <p>family 18:5</p> <p>far 28:1,25</p> <p>fau 22:2 26:14,15</p> <p>feature 36:2</p> <p>feedback 7:15 26:18</p> <p>feel 11:5 14:14,15 14:19 15:9 25:18 28:23 29:3</p> <p>feet 8:21</p> <p>felt 25:16</p> <p>figuratively 4:8</p> <p>figuring 38:6</p> <p>filling 35:2</p> <p>filters 26:1</p> <p>final 26:23</p> <p>finalists 6:4,4,7 34:23</p> <p>financially 40:18</p> <p>find 4:18 5:22 26:16 37:5,7</p> <p>firm 2:24 4:10 7:16 26:18 30:11</p> <p>first 2:14 3:21 7:3 12:18,19 20:10 27:1 33:2,24 36:16 37:24</p> <p>fit 29:2,5,22</p> <p>fits 9:6</p>	<p>fiu 1:11 2:3,8,11,15 4:23 5:16 7:22,23 11:2 13:5 18:5,5,6 18:6,8,16 20:12,13 20:15 22:2,4 25:3 25:16,24 26:5,14 26:24 28:2,5 29:21 33:6 36:11,17,18</p> <p>fiu's 2:24</p> <p>five 6:7</p> <p>flakey 20:6</p> <p>florida 1:1,6,8 5:2 8:9 9:10 18:11 19:3 26:20 29:2,4,21 33:18 35:1,9,18 40:3,9,10,24</p> <p>floridian 25:4</p> <p>focus 3:16</p> <p>focused 20:21 26:11</p> <p>folks 18:22 21:1 26:12 29:3 32:18 35:4</p> <p>foot 5:12</p> <p>football 36:20</p> <p>foregoing 40:12</p> <p>foreseeable 23:8</p> <p>foresight 23:14</p> <p>forged 23:15</p> <p>formed 36:10</p> <p>former 12:21</p> <p>forth 16:6</p> <p>fortunate 15:9 26:5 34:1</p> <p>forum 6:11</p> <p>forward 3:13 5:12 8:18 20:21 30:20</p> <p>foster 21:19</p> <p>foundation 34:8</p> <p>four 6:7 24:18 31:16 36:7,10</p>	<p>fourth 24:20</p> <p>frame 33:4</p> <p>frankly 28:2</p> <p>free 14:15</p> <p>freedom 10:12,17 10:18 14:8 26:3</p> <p>frequent 37:25</p> <p>fresh 31:15</p> <p>front 5:24 7:19 27:14</p> <p>funds 21:22</p> <p>funk 1:23 2:22 3:2 3:6,7,8 9:1,19 10:7 12:8 17:22,25 20:5 24:18,23 27:22 31:5 34:14 37:9 38:25</p> <p>funny 35:3</p> <p>further 40:16</p> <p>future 20:21 22:21 23:8</p>	<p>24:14 25:25 29:10 29:19 31:23 32:22 34:25 35:7,9,17,21 36:4</p> <p>good 2:1 4:9 5:6 9:18,19 10:4,23 17:24 18:19 19:19 20:4 21:12 22:24 24:24 29:24 30:15 30:20,25 36:19 37:5,7,10,19 38:10</p> <p>goosebumps 24:4</p> <p>gotten 26:21</p> <p>government 30:7</p> <p>governors 16:5 30:18</p> <p>grades 14:16</p> <p>graduate 24:5</p> <p>graduate's 24:10</p> <p>graduating 24:12</p> <p>graham 1:5 38:18 40:8</p> <p>great 9:1 10:12 11:4 12:8,21 17:10 17:20 19:18 23:5 27:22 30:21 34:5 34:14</p> <p>greater 20:13</p> <p>green 33:13</p> <p>greetings 3:9</p> <p>gritty 6:16</p> <p>grounds 25:23</p> <p>group 6:10 28:18 30:16 35:4,24 36:7 36:14 38:8</p> <p>grove 28:9</p> <p>grown 20:13 21:7 22:6</p> <p>growth 5:16,18</p> <p>guess 6:5 7:18</p>
		g	
		<p>gee 31:14</p> <p>general 3:3 30:25</p> <p>geopolitical 35:2</p> <p>getting 6:18 14:22 26:19 31:4</p> <p>gift 21:16</p> <p>give 14:15 36:12</p> <p>given 6:2 24:5 32:23</p> <p>giving 14:2</p> <p>go 4:13 5:4 16:24 21:11,24 24:5,8 26:2 29:3 30:3 31:15,24 37:3</p> <p>goes 30:16 35:5</p> <p>going 5:21 6:15 9:11,12 12:11 13:1 14:16 17:14 18:1 18:18 19:8,14</p>	

<p>guidance 16:5 guilty 19:24 guy 8:16,17 guys 36:1</p>	<p>honestly 5:12 31:17 32:11 34:14 hope 14:21 15:5 hopefully 18:24 38:4</p>	<p>inside 36:6 institute 7:22 institution 5:20 6:22 20:16,18 31:20 34:2</p>	<p>jewett 21:16 job 4:10 8:4 10:4 10:23 14:21 21:12 26:24 31:24</p>
<p>h</p>	<p>hosting 22:24</p>	<p>institutions 21:6,18</p>	<p>join 38:18</p>
<p>half 28:16 hand 31:25 happen 17:3,19 happened 28:19 happens 18:2</p>	<p>house 28:4 hudson 35:6 humility 23:14 24:2</p>	<p>instructional 11:3 interact 9:10 interacting 8:14</p>	<p>joining 2:8 3:2,4 joking 27:2 jonathan 12:17 jotted 9:13 jump 7:18 17:16 31:17</p>
<p>happy 4:14 10:9 17:9 27:18 31:21 33:17</p>	<p>i</p>	<p>interaction 11:22 22:25</p>	<p>k</p>
<p>hard 35:24 head 19:20 healthy 16:25 hear 6:9,19 12:21 14:13 23:25 33:17 heard 3:15 7:11,15 15:2 heather 9:21 held 2:14 hello 28:14 help 11:8 17:18 21:19 23:11 helpful 38:3 helps 23:10 hh175493 40:25 hiding 24:23 higher 4:25 26:12 31:6 37:22 highlight 19:1 34:12 highlighting 19:9 hires 27:9 holding 24:25 holed 28:3 holloway 10:5 12:17 home 31:20</p>	<p>ideal 4:5 ideas 17:8 identify 6:4 38:5 imagine 10:10 27:5 immediately 3:24 immerse 31:14 32:22 importance 8:4 37:10 38:6 important 2:10 5:14 6:21,22 8:3,18 12:6 20:11 23:24 25:1,10 27:14 28:1 28:11,22 improving 22:8 include 18:24 23:18 including 15:12 21:9 inclusive 40:13 increase 35:22 individual 13:19 industry 31:7 influencers 22:17 information 2:18 37:4 informed 2:16 inherit 3:24 input 17:5 24:25 38:12,15,23</p>	<p>interest 10:2 interested 3:20 40:19 interesting 4:17 5:23 13:14 31:6 35:8 interim 31:23 34:2 34:3 international 1:1,6 18:10,11,13 19:2,3 33:13 40:9 interview 29:20 34:23 interviewing 26:24 intuitively 38:5 invite 2:21 3:5 invited 38:21 involved 22:13 34:20 irrespective 10:24 11:9 issue 17:11 35:17 issues 13:6 15:14</p>	<p>k 26:11 keep 2:15 26:22 key 15:13 keys 28:10 kid 35:4 kind 3:17 4:1 8:17 8:25 11:16 25:11 27:12 35:8,23 36:24,25 37:9,11 knew 11:25 know 3:18 4:7,12 5:1 6:6 8:20 9:3 10:10,13,22 11:14 12:25 13:8 14:7 15:19,20,21,23 16:1,12 17:12,13 17:19 18:2 21:2 22:4,4,5,12 24:5 25:21 26:25 27:23 28:17 29:22 30:5,6 31:5,18,23 32:4,13 32:14,20,21 33:24 33:24 34:6,20 35:3 35:6,8,15,16 36:7 36:13 37:9,11,16 37:16,21 knowledge 31:1 known 7:23,23</p>

<p>l</p> <p>l 40:6,24</p> <p>lacking 16:15,18,19</p> <p>lady 28:19</p> <p>language 27:13</p> <p>large 8:7 11:2 21:18</p> <p>largely 25:18</p> <p>launched 2:17</p> <p>law 21:9</p> <p>lead 23:20 30:20 32:8</p> <p>leader 10:15 11:6 15:13 22:9,22 38:5</p> <p>leaders 11:8 23:20 37:23</p> <p>leadership 4:6,25 9:22 12:12 18:9 20:16,19 31:15 33:23</p> <p>lean 38:9</p> <p>learned 11:22</p> <p>leave 15:1</p> <p>leaving 31:22</p> <p>left 20:5</p> <p>legislature 26:10</p> <p>len 7:19</p> <p>length 32:11</p> <p>lengthy 32:19</p> <p>letter 4:21</p> <p>level 8:21 13:25 14:1 16:18,20 26:7</p> <p>libraries 25:3 26:17 33:21</p> <p>life 14:3 18:4</p> <p>line 7:19</p> <p>lines 18:24</p> <p>listen 6:25 14:24</p> <p>listening 1:11 2:9 3:5,6 38:14</p>	<p>live 27:1 38:19</p> <p>lived 23:15</p> <p>living 27:5</p> <p>local 37:21</p> <p>location 8:6,6</p> <p>long 17:22 31:2 36:10</p> <p>longer 3:25 32:13</p> <p>look 3:13 4:8 8:16 16:12,13 24:9</p> <p>looking 4:13 5:7 7:25 8:19</p> <p>lost 36:25</p> <p>lot 20:24 22:13 24:15 26:12 30:9 32:7</p> <p style="text-align: center;">m</p> <p>ma'am 36:2</p> <p>mackenzie 21:15</p> <p>main 28:6</p> <p>maintain 18:10,15</p> <p>major 3:22 8:6,20 12:12 33:2</p> <p>majors 11:25</p> <p>making 3:12 17:3 32:25</p> <p>man 20:3</p> <p>marketing 21:1</p> <p>marquez 19:16</p> <p>matter 25:21</p> <p>mayor 22:12</p> <p>mean 21:5 29:15 31:10 32:14 35:19</p> <p>means 4:12 6:6</p> <p>meant 12:1</p> <p>medical 21:9</p> <p>meet 13:11 36:8,11 37:19 38:9</p> <p>meeting 2:14 13:17 13:18 29:1</p>	<p>meetings 2:19 13:10 20:24</p> <p>member 23:2 25:14</p> <p>members 2:8,13,15 3:2 7:5,8 8:12 30:13</p> <p>mention 34:25</p> <p>mentioned 9:5 16:10</p> <p>mess 37:17</p> <p>message 15:2,16</p> <p>met 2:11 36:21</p> <p>metropolitan 8:7</p> <p>miami 1:8 5:13 8:5 18:12 20:4,13 25:6 26:25 27:11,17,20 40:4,10</p> <p>miamian 25:4</p> <p>microphone 7:7</p> <p>mind 22:22 26:22</p> <p>minds 10:13</p> <p>misperception 14:18</p> <p>missed 19:1</p> <p>mission 22:18</p> <p>mix 18:13</p> <p>month 28:16</p> <p>months 26:16 31:8 32:11,15 36:16,17 37:25</p> <p>move 35:7 36:1</p> <p>moved 11:16</p> <p>moving 29:13</p> <p>museums 28:10</p> <p style="text-align: center;">n</p> <p>name 2:2 7:19 9:21 18:3 19:2 25:2</p> <p>names 16:10</p> <p>nationalities 18:14</p> <p>nationally 26:21</p>	<p>natural 8:8</p> <p>nature 8:14</p> <p>nay 13:23</p> <p>necessarily 29:14 32:9</p> <p>need 3:18 4:16 9:15 16:22 17:6 18:14 21:13 22:16,19,21 25:7 29:10,23,23 37:6</p> <p>needed 32:19</p> <p>needs 14:25 22:9 22:20,22 29:15,16</p> <p>never 15:2 25:14 29:5</p> <p>new 4:14 5:7 6:2,10 31:7,14 33:6,22 34:7 35:4,14,15,25 36:5,11</p> <p>news 36:2</p> <p>nexus 8:1,24</p> <p>nine 27:5 32:15</p> <p>nitty 6:16</p> <p>northwestern 12:18,22</p> <p>notary 40:24</p> <p>note 12:10</p> <p>notes 40:14</p> <p>notion 35:14</p> <p>nuances 15:15</p> <p>nub 3:18</p> <p>number 3:11 5:1 6:13 7:8 26:9</p> <p>numbered 40:12</p> <p>nurturing 4:22</p> <p style="text-align: center;">o</p> <p>o'clock 6:12 36:2</p> <p>observations 7:1</p> <p>obviously 6:21 34:21 37:3 38:20</p>
--	---	---	---

<p>occur 31:18 offer 36:6 offered 36:15 office 9:24 28:4 okay 31:9 38:11 ombudsperson 1:25 once 32:2 ones 4:19 ongoing 23:7 33:10 online 3:12 20:10 open 6:11 26:5 33:19 opportunities 3:23 4:1,4 33:3,4,16,21 opportunity 4:23 4:25 7:14 8:5 13:2 28:24 30:21 33:22 34:16 orchestrated 37:14 orchestrating 6:18 outside 36:16,19 overstate 34:1 overwhelming 25:17 27:12</p>	<p>pause 33:11 pay 35:20 people 3:11 4:13 5:22 6:17 8:23 13:6 13:12 14:2,12 16:22 17:1 22:2,4 24:17 27:2 28:14 28:15 29:18,19 30:13,14,14 32:20 32:24 35:20 36:7 36:10,15 37:20 38:3 percent 9:8 15:7 22:21 31:18 perfect 9:16 20:7 performance 16:2 period 32:3,19 periodically 28:12 38:9 person 4:2,7 7:14 8:10,16,17,19 9:6 12:19 24:19,20 25:15 26:23 29:2,4 29:15,16,17 31:22 34:21 36:5,11</p>	<p>places 10:22 37:3 plan 27:7 platform 7:9 play 22:17 plays 8:2 please 7:11 17:19 38:18 pleased 2:16 pleasure 2:4 point 9:2,13,16 14:10,20,22 15:8 18:20,20,25 21:21 24:11 27:6 29:6,7 32:8 33:1 34:25 36:19 37:5,7,14 38:7 pointed 27:25 points 14:6,14,15 14:23 24:3 26:6 29:24 30:3 policies 16:6 political 14:1 politics 26:8 pool 6:18,19 portion 11:2 position 3:20,21 4:14 12:13 27:25 30:12 33:19 positions 11:10 14:3 32:13 35:2 possible 6:2 27:17 post 16:2 powerful 35:15 practice 36:20 preeminent 7:23 8:22 preface 21:2 preoccupying 10:13 prepared 4:2</p>	<p>present 1:19 14:5 25:8 president 2:24 3:24 4:9 5:1,7 6:11,24 8:5 10:5 12:18 25:15,22 28:2,11 28:16,25 30:9,20 31:8,21 33:5,6,7,22 34:2,7 35:10 37:13 38:18 presidential 1:1 2:5 2:7,12,13,17 28:4 32:10 34:15 40:11 presidents 3:1 press 26:20 pressed 33:11 pressures 8:20 prestamo 24:24 25:2 33:17 previous 18:21 30:24 previously 25:5,12 prior 11:17 private 31:7 pro 15:24 proactive 4:11 18:22 probably 18:17 35:22 36:17 37:17 proceedings 39:1 40:8 process 2:19 4:11 13:13,22 16:2 26:15 27:15 30:8 30:19 31:1 37:15 processes 15:12 product 18:5 productive 15:1 professionally 27:11</p>
<p>p</p>	<p>personality 4:7 29:17 perspectives 15:19 15:20 persuading 6:17 phd 1:25 phenomenon 31:19 phrase 37:11 38:2 pieces 29:13 pipeline 23:11 pivot 33:25 place 13:10 15:5 18:12 24:10 25:25 27:1,6,12,20 28:13 31:3 32:6 34:10 38:14</p>		
<p>p.m. 1:4,4 39:2 pages 40:12 pandemic 23:7 part 8:3 10:14 18:25 21:25 29:8,9 29:11 35:10 36:14 participants 20:10 participate 38:21 participating 2:10 parties 40:17,18 passed 26:9 pastelito 19:19,25 pastelitos 19:22,23 path 17:2</p>			

<p>professor 14:20 profile 18:13 project 20:12 promise 11:11 18:1 18:18 promote 18:7 promotion 10:12 10:21 15:13 proposed 13:13,20 13:22 prospective 34:13 proud 10:3 12:16 23:24 provide 2:18 providing 6:23 provost 9:22,24 12:17,23 33:8 34:3 34:20 public 3:4 8:7 33:13 40:24 punch 20:14 purpose 23:21 push 20:24 pushing 24:3 put 5:12 16:11</p>	<p>r1 5:20 races 18:14 reaching 38:7 reads 6:5 ready 31:16 32:21 real 10:14 16:25 realized 27:3 really 4:10 6:16,18 8:2,11,15,17 12:4 27:14 31:9 33:25 34:9,12 35:23 reason 36:13 recall 3:22 received 20:9 33:14 receiving 3:13 recognition 21:17 recognized 21:15 21:23 recommends 6:8 record 40:13 recorded 12:9 recruited 12:16 referring 12:14 reflects 23:16,21 regarding 4:23 13:14 27:24 38:16</p>	<p>representing 10:1 reprobate 23:8 required 23:17 research 5:19 7:21 8:23 12:5 28:9 resilience 7:24 8:1 resiliency 9:9 resistance 35:24 resources 20:17 respect 14:23 respond 4:20,20 rest 37:18 rested 32:20 retire 33:17 retirement 27:6 retiring 25:25 review 16:2 revisions 6:3 rid 13:8 15:4 right 5:21 6:19 8:21 9:8 11:21,23 19:6,25 24:22 26:23 37:19 38:11 river 35:6 roger 1:21 2:2 3:8 role 14:4 16:9 22:17 31:15 room 12:11 routinely 2:20 run 38:10 russell 9:18,21,21 10:9 15:7 16:16 17:8,20 32:23 rutgers 10:3,5 12:15,19,19,23</p>	<p>school 21:9,10,10 22:6 24:14 33:13 33:14 35:13 schools 5:9 21:8 35:11 sciences 11:24 28:8 scientist 7:21 scinto 7:18,19 scott 21:16 sea 8:21 search 1:1 2:5,7,12 2:13,17,19,23 4:10 4:11,21 5:25 6:2,8 7:16 10:5 23:13 26:18 27:15 30:9 30:10,16 33:8,9,12 33:20 34:21 40:11 searches 2:25 12:15 32:10 33:9 35:10 sec's 35:11,13 secondly 3:25 see 3:10 6:10 8:13 17:22 24:4,8 25:22 33:16 34:6,15 35:21 37:21 38:17 seeking 24:25 seen 25:14 28:14 sees 8:12 selected 2:23 31:3 32:1 34:22 semester 24:6 sensed 35:23 serious 27:4 serve 2:5 12:6 20:25 22:18</p>
<p>q</p>			
<p>qualifications 20:20 38:17 qualities 38:16 question 3:21 10:20 16:17,20,21 30:24 33:2 questions 3:16,17 7:2,4,10 10:11 38:9 quick 33:1 quickly 32:8 33:25 quite 12:16</p>	<p>region 23:10 regular 36:8 related 40:18 relationship 18:7 relevant 9:14 21:6 remark 38:13 remember 7:12 11:18,19,20,21,22 11:23 19:4 29:6 reopened 33:12 replacement 26:16 report 40:8 reporter 40:6</p>		
<p>r</p>		<p>s</p>	
<p>r 1:23 2:21</p>	<p>represent 6:20 9:24</p>	<p>s.w. 1:7 40:10 sad 25:11 33:16 satellite 28:6 saying 15:3 19:21 37:1</p>	<p>services 8:8 session 1:11 3:5,6 18:21 19:25 22:25 24:25 30:24 38:14</p>

<p>sessions 2:9 6:13 20:8 setting 14:12 16:6 shape 23:10 share 7:1,3,7,11,15 10:3,19 20:1,9 she'll 33:18 ship 34:4 shout 14:25 show 27:19 32:18 side 14:9,18 19:2 sides 14:13 signature 40:23 significant 12:7 simply 4:12 single 7:14 sir 19:16 sitting 12:10 31:21 six 11:17 31:8 32:11 36:17 37:25 sixth 2:24 size 25:16 sized 5:6 skills 23:17 small 5:8 25:18 38:8 smile 24:9 snack 20:7 societal 8:24 society 8:2,12,13 8:14 sofia 1:25 somebody 13:17,25 18:9,14 19:7 28:3 36:25 soon 16:6 26:1 sort 10:19 15:15,18 15:20 34:12 south 9:10 29:2,4 29:21 35:5,14,15</p>	<p>southeast 35:13 speak 13:3,4 14:9 15:14,25 19:17 28:24 38:20 speaking 25:23 speaks 33:1 special 24:10,17 25:25 28:23 spoke 27:24 spot 16:11 squeezed 3:10 staff 25:13,21 38:16 stage 20:6 stakeholders 10:19 15:17 stand 17:23 start 32:1,3 37:19 starting 30:10,11 state 5:2 13:25 14:1 26:7 40:3,24 statement 12:12 states 18:16 stay 27:7 steadied 34:4 steal 16:24 step 2:10 steven 33:13 stood 18:8 stopped 28:19 story 21:12 streamed 38:19 street 1:7 40:10 strengthen 16:4 stressors 8:19 strides 11:4 strong 33:23 34:7 structure 37:22 structured 30:8 student 5:18 23:16 28:20 30:14</p>	<p>student's 14:18 students 11:13,17 11:18 12:2 14:15 23:25 24:1,4,12,16 28:23 38:15 style 4:6 subtle 24:22 success 9:23 37:16 38:3 successful 4:15 suffer 14:17 suggest 14:3 suggesting 37:3 suggestion 19:19 sunshine 6:2 support 15:25 17:2 17:18 20:16 21:17 21:19 22:21 supporters 15:11 suppose 14:10 supposed 32:5 sure 5:11 7:13 21:22 37:20,23 surprise 10:11 surrounded 8:8 suspect 35:21 sustain 16:2</p> <p style="text-align: center;">t</p> <p>table 4:24 15:17 20:3 take 4:3 12:3 24:7 31:2,24 32:13 37:20 38:14 taken 11:4 24:11 37:7 38:7,22 40:8 taker 12:10 takes 8:17 27:16 32:6 talent 23:11 talk 4:13,16 10:7,8 13:11 17:4 18:2,18</p>	<p>22:20 27:7,18 28:14 30:4,5 talked 9:4 talking 3:19 28:22 35:19 tallahassee 37:20 taught 11:19 14:11 teach 12:5 teaching 11:3 team 33:23 34:9,16 technology 7:12 tell 11:14 12:25 18:21 21:13 27:9 telling 21:12 tenacity 24:2 tenure 10:12,20 11:1 13:8,12,13,16 13:20 15:4,12 18:4 37:18 tenured 10:25 term 3:25 32:16,17 32:17 36:11 terms 5:18,19 6:22 15:11 33:4 terrific 20:15 texas 2:22 thank 2:9 3:8,14 7:17 9:16,16 10:7 12:8,23 17:20,21 17:25 19:11,12,13 19:23 22:24 24:24 27:22,23 30:22,22 37:8,8 38:23,24,25 thanks 27:21 38:23 themes 12:12 thing 8:18 13:11 16:8,25 25:11 26:14 things 9:3 12:21 17:14 18:2 20:23 21:7,20 22:14</p>
--	--	--	---

<p>25:24 27:19,25 35:3 38:6 think 3:22 4:2,8,24 5:13,21 6:5 7:25 9:14 10:14 12:6 13:5 14:9,17 15:13 16:14 17:10 18:3 18:19 19:6,8,18 22:7,19 23:23 24:2 24:6,12,23 25:9 26:4,7,12,21 27:7 27:13,19 28:10 29:1,20,25 30:18 30:21,25 31:7,12 31:17 32:19 33:1,3 33:5,24 34:9,10,11 34:14,19 35:5,9,17 37:4,13,14,16 38:2 38:10,10 thinking 8:3,18 19:20 36:24 thirdly 4:9 thought 10:4 27:2 28:1 32:25 thoughts 6:23 7:1,3 three 3:16,17 6:6,7 6:7 7:4 8:21 24:18 28:10 36:7,10,17 37:12 thrive 11:9 15:23 thrived 27:11 time 5:5 13:1 21:25 22:1 24:8 27:15 28:21 31:12 32:4,4 32:8,19,23 34:17 35:11 38:11,22 times 25:17 26:25 titrate 15:21 today 3:2 6:14 14:4 17:5 23:2 28:21</p>	<p>tomorrow 6:12,15 tonight 2:2 6:14 tool 38:3 top 22:22 topic 26:3 29:1 totally 19:24 tour 28:18 tovar 1:21 2:1,2 9:2 9:20 12:25 15:23 16:8,17 17:10,21 18:19 19:6,13,18 20:2,22 23:23 27:23 36:19 38:4 town 25:18 track 11:1 traffic 27:13 trail 20:5 trajectory 5:17 transformative 8:11 transition 32:6 transitions 31:18 translational 28:7 transparent 6:1 traveling 21:25 trelles 1:25 7:5 19:24 20:7 22:23 24:22 30:23 tried 17:13 true 40:13 truly 17:3 trustee 15:23 trustees 2:3,11 try 12:11 18:7 27:16 trying 3:16 26:16 tuesday 1:3 turn 6:25 twice 32:3 two 6:5 12:14 28:6 31:16 33:9,9 37:12</p>	<p>type 18:15 29:16 u ultimate 12:13 ultimately 34:22 unable 23:1 underscores 37:10 understand 15:5 15:15 17:13 29:6 29:11,12,13,24 understands 31:10 38:5 unfortunately 26:7 unique 34:9 uniqueness 18:16 united 18:16 universities 5:3,7 24:1 university 1:1,6 3:1 3:3 5:17 7:23 8:7 8:22 11:11 12:20 13:4 14:12 16:24 18:11 19:3 21:4 28:3,5 37:13 38:13 40:9 university's 23:22 unusual 25:13 updated 2:20 urban 8:20 urge 23:13 use 4:5 8:6 usually 31:13 36:9 utilize 7:7,12 21:22 v vacancies 5:2 34:24 valued 11:5 values 23:22 various 15:17 versus 21:18 vice 2:3 9:22 25:22</p>	<p>view 8:4 14:11,16 14:20 21:21 26:7 29:6,7 37:14 views 14:14,24 virtual 7:9 22:25 virtually 3:13 visit 2:21 28:12 37:24 visiting 28:15 32:1 voice 7:11 14:19 18:3 volunteer 1:11 vote 13:15,16,16,20 13:23 w walk 7:6 28:12 walked 28:16 walking 28:21 want 5:11 6:9,19 7:7,13 11:6 13:7 14:11 15:1 16:11 20:1,8 26:2 30:3 31:15 32:20 33:3 34:23 35:25 38:17 wanted 6:1 8:25 17:22 18:9 19:19 30:23 wanting 32:7 warm 2:6 watch 19:22 way 8:3 12:15,20 15:16 20:2,6 26:8 27:4 30:8 we've 6:13 9:3 12:14 17:12 18:23 22:6 24:18 35:10 38:10,22 weaved 26:8 website 2:18,20,21 3:4</p>
---	---	---	---

<p>week 32:3 weeks 31:17 32:2 36:21 weight 20:15 welcome 2:7 3:2 13:2 17:5 welcoming 25:16 went 12:22 west 35:6 wide 6:12 38:13 wife 19:20 william 1:23 2:21 willing 11:7 wins 22:20 winter 32:17 wish 10:15 wives 36:22 wonderful 4:25 27:9,20 wondering 24:20 word 21:14 work 9:12,23 10:21 10:24 11:7 12:11 24:2,14 26:5 31:4 34:5 worked 25:4,12 workforce 23:6 working 15:25 16:1 17:15,15 18:22 19:16 works 9:25 31:11 world 5:14,15 18:17 19:5 23:12 worldview 4:6 wow 15:3 wynwood 37:1</p>	<p>year 5:5 21:15 26:10 32:15 years 11:17 21:5 23:4 27:5 37:12 young 28:19</p>
z	
	<p>zoom 22:25</p>
y	
<p>yale 12:22 yea 13:23,23 yeah 24:23 34:19</p>	