

1 PRESIDENTIAL SEARCH COMMITTEE
2 FLORIDA INTERNATIONAL UNIVERSITY
3

4 Tuesday, October 11th, 2022

5 10:00 a.m. - 10:54 a.m.

6 Graham Center Ballrooms

7 Florida International University

8 11200 S.W. 8th Street,

9 Miami, Florida, 33199
10

11 FIU PRESIDENTIAL CANDIDATE COMMUNITY SESSIONS:

12 FIU LEADERSHIP
13
14
15
16
17
18

19 PRESENT:
20

21 KENNETH A. JESSELL, Ph.D., Presidential Candidate
22

23 SOFIA TRELLES, Ph.D., Ombudsperson
24

25 R. WILLIAM FUNK, ESQ. (via Zoom)

1 DR. TRELLES: Good morning, everyone. My
2 name is Dr. Sofia Trelles. It is my pleasure
3 to extend a warm welcome to the members of the
4 FIU community who are joining us today for an
5 opportunity to meet and hear from presidential
6 candidate finalist Dr. Kenneth A. Jessell. R.
7 William Funk and Associates based in Dallas,
8 Texas has been selected to assist us with the
9 search of FIU's Sixth President. The firm has
10 conducted more than 430 searches for colleges
11 and university presidents and chancellors. Mr.
12 Funk and his team will be joining us today
13 through Zoom as we welcome members of the
14 university community and the general public.
15 Today and tomorrow's sessions can be attended
16 in person, through Zoom, as well as FIU
17 webcast. After today's presidential
18 presentation we will be offering an opportunity
19 for Q and A sessions. You may submit your
20 questions both in the audience as well as
21 through our FIU Zoom.

22 Dr. Kenneth A. Jessell is interim
23 president of FIU, a position he has held --

24 DR. JESSELL: I got it, okay, I'm on.

25 DR. TRELLES: Okay --

1 DR. JESSELL: I said -- my video, but --

2 DR. TRELLES: All in a morning, right? So
3 as interim president Dr. Jessell serves as a
4 chief executive officer for the university, and
5 he's responsible for academic and educational
6 programs, research enterprises and economic
7 development, advancement in fundraising,
8 community engagements, intercollegiate
9 athletics, diversity, equity and inclusion
10 initiatives, human resources, and facilities
11 management. Prior to his appointment as
12 interim president Dr. Jessell served as senior
13 vice president for finance and administration,
14 as well as our chief financial officer at FIU
15 from 2009 to 2022. In his position he was
16 responsible for the management and
17 administration of financial facility and
18 business services operations of the university.
19 Dr. Jessell is also a professor of finance in
20 the College of Business Administration at FIU.
21 It is my pleasure to introduce you to Dr.
22 Kenneth A. Jessell.

23 DR. JESSELL: Thank you, Sofia, for your
24 kind introduction, and thank you, colleagues,
25 for being here this morning. I am honored and

1 humbled to be addressing you today as a
2 candidate for the Sixth President of FIU. As
3 most of you, I was not intending to be a
4 candidate for the permanent position of
5 president. However, sometimes our plans
6 change, and something that was never dreamed
7 about presents itself as a dream come true.
8 Over the past nine months as interim president
9 I have learned to love FIU more than I could
10 have imagined, and have found both the
11 opportunities and challenges of the position
12 more rewarding than any of my prior positions.
13 I have been rewarded professionally more than I
14 thought possible.

15 Now, while I have been here at FIU for 13
16 years, for some of you, and no one in the room
17 that I can see, but for some of you virtually
18 this may be the first time that we have
19 interacted in person or virtually. Let me tell
20 you just a few things about Ken Jessell.
21 First, I was born in Fort Lauderdale, and
22 except for my time at Florida State University,
23 I have lived my entire life in either Broward
24 County or Dade County. I am a product of the
25 K-12 public school system in Broward County. I

1 am a first generation college student. I went
2 to Florida State University where I received
3 three degrees, a bachelor's in political
4 science, an MBA, and a Ph.D. in finance. I
5 started my first job in 1983 at Florida
6 Atlantic University as a professor in the
7 department of finance and real estate. And
8 then in 2009 after spending 26 years at FAU, I
9 joined the amazing FIU Panther Team. I have a
10 loving and supporting wife, Laurie (phonetic),
11 and in December we will have been married 46
12 years. I have a son, John (phonetic), a
13 daughter, Amanda (phonetic), a son-in-law,
14 Jeffrey (phonetic), and my real pride right
15 now, my grandson, J., who is 18 months old.
16 And I still have my loving mom, who will be 93
17 in just three weeks. I would now -- I'm sure
18 you're thinking, that's really kind of a boring
19 life, but it has been an exciting life.

20 I would like to spend a little time
21 discussing the priorities I will be focusing on
22 if given the opportunity to serve FIU as its
23 next president. First slide. First I want to
24 talk about student success. As a national
25 urban public research university, FIU will

1 continue to invest in our students and their
2 academic and career successes. Our faculty
3 must be not only excellent scholars, but also
4 proficient in evidence based teaching
5 practices. We embrace faculty who bring path
6 breaking research into the classroom as part of
7 evidence based and inclusive teaching. Our
8 culture of teaching excellence facilitates
9 learning so our students are critical thinkers
10 who can take what they have learned in the
11 classroom or in the lab and apply their
12 knowledge to solving important problems. We
13 must continue to innovate our curriculum so it
14 is aligned with career needs, and to adopt
15 different designs and methods for learning that
16 are more meaningful for today's 21st century
17 learners, including experiential learning,
18 competency based learning, and
19 micro-credentialing. Our system of shared
20 governance and collegial discussions and
21 cooperation are more important than ever in
22 keeping our curriculum relevant. FIU continues
23 to be a leader in innovation. Our global
24 learning for global citizenship QEP that we
25 adopted ten years ago is successful because we

1 know the value proposition of our students,
2 understanding both culture and cultures within
3 a global framework. Our 2021 QEP critical
4 skills for the 21st century focused on student
5 attainment of skills related to artificial
6 intelligence, data, and emotional intelligence
7 through micro-credentialing courses. However,
8 we are already seeing the expansion of A.I. and
9 E.I. throughout our curriculum. I cannot think
10 of a single program that does not have
11 significant A.I. and E.I. applications and
12 learning opportunities, and these skills
13 translate to jobs. We will continue to be
14 accountable to our stakeholders and measure our
15 progress and performance in educating our
16 students, including retention and graduation
17 rates, employment, and strategic degrees, as
18 well as other key metrics related to research
19 and access. FIU's keen focus on performance
20 has been the primary reason why we have
21 excelled in both state and national rankings,
22 as well as why we have received significant
23 incremental state performance funding and
24 philanthropic funding such as the \$40 million
25 McKenzie Scott gift that we received in 2021.

1 I am committed to our goal of achieving top 50
2 public university in U.S. News and World Report
3 rankings in three years. I know that is an
4 ambitious goal. We are the fastest rising
5 university in U.S. News public rankings in the
6 last 10 years, up 62 spots, and we are now
7 ranked number 72. I know it gets harder and
8 harder to increase as we rise in the rankings,
9 but I know we can get there with the right
10 focus and the right investments. Indeed, we
11 have already achieved many top 50 rankings over
12 the past few years, including those focusing on
13 economic mobility, return on investment,
14 innovation, and research expenditure growth.
15 FIU will remain committed to maintaining our
16 focus on access by providing educational
17 opportunities to Pell eligible students, our
18 students with the greatest financial need, and
19 ensuring that they graduate as quickly as our
20 non-Pell students. We all know an FIU
21 education is not restricted to students with
22 high financial resources, and our number four
23 ranking in social mobility by U.S. News and
24 number 32 ranking in Washington Monthly reflect
25 our commitment to improving the lives of our

1 students, their families, and our community.
2 We are committed to improving these impressive
3 rankings even further in the months and years
4 ahead. Next slide, please.

5 Second, I want to talk about research
6 excellence. FIU is an R1 public research
7 university and is in the top three percent in
8 the research production of all universities and
9 colleges in the country, and I remain committed
10 to the research enterprise of our university
11 and the planned investment of resources to
12 expand research opportunities to our faculty
13 and to our students. Research is critical to
14 expanding knowledge, developing innovative
15 solutions to problems, and gaining a better
16 understanding of the complex world we live in.
17 Our research expenditures have surpassed \$245
18 million, and we are in the top 10 of research
19 expenditure growth of R1 public universities
20 over the past 10 years, and we are poised to
21 hit the \$400 million mark by 2025. And we
22 already exceed the research expenditures
23 required for preeminent research university
24 designation by the Florida Board of Governors.
25 Quality research requires investments, and I

1 believe the greatest opportunities for external
2 research funding at FIU are in the areas where
3 we already have achieved a competitive
4 advantage through established infrastructure,
5 and nationally and internationally recognized
6 and acclaimed academic and research programs
7 such as those in environment and health. This
8 is especially true when we focus on
9 interdisciplinary research that involves most
10 if not all academic programs at FIU. For
11 example, environmental resilience covers
12 everything from sea level rise, ecosystems,
13 salt water intrusion and water quality, extreme
14 weather events, and building mitigation to name
15 just a few. Environmental research will
16 include the sciences, architectural design,
17 business, education, sociology, health,
18 forensic science, engineering, construction,
19 global affairs, technology, and computer
20 science, law and health, as well as many other
21 discipline. I believe that this focus on
22 interdisciplinary research will enable us to
23 maximize the opportunities for grant awards and
24 research that will solve global problems. We
25 know too that industry partnerships are

1 critical to both basic and applied research.
2 We will need industry at the table to solve the
3 challenging problems we as a community, nation,
4 and the world are facing. Next slide.

5 Third, I want to talk about sustainable
6 resources. FIU must have sufficient and
7 sustainable human physical and financial
8 resources to fulfill our mission of outstanding
9 teaching, research excellence, and community
10 engagement. The recruitment and retention of
11 our best faculty and staff are my highest
12 priorities. I understand the difficulties of
13 the current market conditions, both
14 economically and personnel-wise. Our team
15 proposed and the FIU Board of Trustees approved
16 last month a \$60.7 million legislative budget
17 request for top 50 operational support. This
18 request was also submitted to the Board of
19 Governors last month. Included in this request
20 is almost \$26 million to retain our outstanding
21 faculty and staff who have demonstrated
22 sustained exceptional performance and
23 commitment to quality teaching, student
24 success, and research. Also included is \$15
25 million in scholarship support for students, \$5

1 million for the hiring of additional faculty in
2 areas of strategic importance, and in areas
3 where we need to decrease student to faculty
4 ratios, and 12.5 million for investments in
5 technology to improve operational efficiencies
6 and cover reoccurring costs. I will advocate
7 to the Board of Governors and legislative
8 leadership for these additional funds to
9 support FIU, and I have already done so.
10 Additionally, I will advocate for additional
11 funding to achieve a level that is fair and
12 equitable for FIU compared to the funding
13 received by our sister institutions. You have
14 my commitment that I will stay focused on FIU's
15 strategic priorities and not take on new
16 initiatives that are not strategic, and that
17 often times dilute the scarce resources we
18 already have. I will be asking the question,
19 what is the ROI on this project, every time.
20 That question is in my DNA. I will also work
21 tirelessly on expanding our sources of
22 revenues, particularly philanthropy, net
23 auxillary revenues, and external grant funding,
24 and find ways to provide high quality
25 administrative support services, and achieve

1 cost savings through shared services, including
2 human resources, information technology,
3 business and financial services, and research
4 administration. Additionally, I have already
5 asked the FIU Foundation to prioritize student
6 scholarship funding in their annual development
7 goals, and to focus on gifts that meet FIU's
8 strategic priorities. Next slide.

9 Fourth, university affinity and
10 engagement. Declining college enrollments
11 nationwide have required increased efforts on
12 retaining and graduating every student we
13 admit. We understand better than ever before
14 that we must do a better job of ensuring our
15 students are successful in college, and that
16 the cost of losing a student is significantly
17 more than the cost of recruiting one. Students
18 who are engaged with their university through
19 student clubs and organizations, Model U.N.,
20 student ambassadors, Greek life, athletics,
21 marching band, Panther Camp, and the dozens of
22 other student groups we have at FIU typically
23 achieve greater gains in learning, are more
24 satisfied with their college experiences,
25 experience stronger mental health and well

1 being, feel more prepared for life after
2 college, are more likely to promote their
3 institution, and give back financially to their
4 alma mater at higher rates once they graduate.
5 And this engagement translates to higher
6 retention and graduation rates of our students
7 which improve our metrics and our rankings.
8 You may have observed this affinity over
9 homecoming week, particularly on Saturday where
10 it was standing room only on our housing
11 promenades. The excitement was amazing,
12 amazing. These benefits are multiplied when we
13 create an engaged community of faculty and
14 staff along with students where mentoring,
15 collegial discussions, and encouragement take
16 place, and where ideas for research and
17 innovation emerge through our great halls, in
18 our offices, in our Wolfe and Graham centers,
19 in our food courts, on our plazas and lawns,
20 and on the bay. This affinity also translates
21 to stronger alumni engagement. The experiences
22 of our students while they are here will define
23 how active and supportive our alumni are after
24 they graduate. And our alumni give back in
25 many ways. They provide mentoring and

1 internship opportunities for our current
2 students, and help improve job placement rates
3 once they graduate. And they help with
4 admissions by serving as ambassadors and
5 telling FIU's remarkable story. It is a source
6 of immense pride for Panthers who hire
7 Panthers. Every time I talk to an employer who
8 is an FIU graduate, he or she tells me how many
9 other FIU grads they have hired, and what they
10 expect to hire in the future. They know the
11 value of the education our students receive.
12 They know the value proposition of an FIU
13 degree. Engaged alumni also support FIU
14 financially. We have almost 300,000 alumni,
15 and most of them are in South Florida; imagine
16 the impact of their advocacy. And finally, we
17 need to stay engaged with our community. Our
18 community and FIU are better off when our
19 students, faculty, and staff collaborate with
20 our larger community. We can enrich the lives
21 of our residents through health, and civic
22 partnerships, service, and research. And we
23 know the community will reciprocate by
24 supporting FIU. Believe me, it is a two-way
25 street. Many of the largest gifts to FIU are

1 from members of our community who were not FIU
2 alumni. Herbert and Nicole Worthine
3 (phonetic), Patricia and Phillip Frost
4 (phonetic), Trish and Dan Bell (phonetic),
5 Steven and Doretha Green (phonetic), Mitchell
6 Wolfson (phonetic), the Chaplain (phonetic)
7 family, the Bachelor Foundation, the Knight
8 Foundation, Baptist Health, and Benjamin Leon
9 (phonetic), benefactors who believe in FIU and
10 its mission. Let's face it, we are a Panther
11 Family and a Panther community, and we work
12 better together.

13 So where does this take us? We can
14 certainly be proud of what FIU has accomplished
15 over the past 50 years, starting on an
16 abandoned air field opening to the largest
17 enrollment of any educational institution at
18 that time, 5,667 upper-division and master
19 students, and now we are educating over 56,000
20 students achieving \$246 million in research
21 expenditures, being the number one producer of
22 baccalaureate degrees to a -- excuse me, number
23 one producer of all degrees to Hispanics, being
24 a top 10 producer of baccalaureate degrees to
25 African Americans, and achieving national

1 rankings typically reserved for much older
2 universities. FIU has always had lofty goals
3 and high expectations, and these have always
4 been exceeded, and they will continue. Our
5 successes speak for themselves and they are
6 speaking in a loud voice. And yet the best is
7 yet to come. We will continue to focus on
8 student success and research excellence. We
9 will continue to produce great leaders,
10 teachers, researchers, scientists, healthcare
11 providers, lawyers, innovators, and
12 entrepreneurs. And I believe together as a
13 Panther Family we have the opportunity to be
14 the world leader in solving the biggest
15 problems facing society today, the health of
16 its people and the environment we live in.
17 Thank you for the opportunity to be with you
18 today. And now I'm happy to answer questions,
19 so next slide on Q and A.

20 DR. TRELLES: I'm back. So as Dr. Jessell
21 puts on his headset, I wanted to share with you
22 all that we have 71 members of our community
23 joining us through webcast, and an additional
24 20 who are joining us through Zoom. If anybody
25 in the community has any questions in regards

1 to the actual presidential search process, we
2 do have Mr. Funk on Zoom and he will be able to
3 answer any questions. We have also had the
4 opportunity to collect some questions while we
5 did the RSVP process and we've grouped those
6 through themes. If those themes are not
7 relevant to the current session that we're in,
8 we're going to be having an opportunity to have
9 those questions be answered by Dr. Jessell
10 during our general session later on this
11 afternoon as well as tomorrow. But now I open
12 it to all of you and those of you who are
13 joining us through Zoom and webcast to ask any
14 questions that you would like from our
15 presidential candidate, Dr. Jessell.

16 DR. JESSELL: You moderate or do I pick?

17 DR. TRELLES: -- moderate. Please, the
18 floor is yours.

19 FEMALE SPEAKER: Good morning. Good
20 morning. So thank you so much, Dr. Jessell,
21 and just want to say, we really appreciate your
22 candidacy. Thank you so much for saying yes to
23 the call. Just before I ask the question, I
24 just want to acknowledge that today is National
25 Coming Out Day, so I want to just extend the

1 courage and support to those that are
2 interested in coming out today. And along that
3 vein, you have been a key champion to the work
4 of institutional equity and diversity, and
5 inclusion and belonging since its inception
6 with the launch of the equity action initiative
7 that prompted the division of diversity,
8 equity, and inclusion. Earlier this year the
9 university did experience a transition in
10 leadership, and I will tell you that there have
11 been concerns, reverberating concerns about the
12 commitment to the work of diversity, equity,
13 and inclusion at the university. So if you
14 would please speak to us about your commitment
15 to continuing the work here at the university
16 to elevate and amplify, excuse me, diversity,
17 equity, and inclusion.

18 DR. JESSELL: So this is definitely a
19 very, very high priority for me. As you
20 mentioned, D.K., when we were first talking
21 about this we devoted additional university
22 resources to support the initiatives. It's
23 nice to talk about the E.I., but if you don't
24 have the resources in place to encourage it, to
25 support it, to monitor it, and manage it, it's

1 really not going to go very -- very, very far.
2 It's got to be much more than just a
3 discussion. And we even added additional
4 resources through the elimination of one
5 position up in the president's office that were
6 redirected down to this initiative. I am
7 firmly committed to DEI. I want everyone to
8 have amazing opportunities at FIU, and I
9 believe we will make tremendous success. It is
10 going to take work because, again, it's not
11 just talking about it, but it's really watching
12 everything that we're doing, going above and
13 beyond in terms of recruiting and retaining our
14 employees, and then monitoring the progress
15 over time so we can see which areas are making
16 improvements, which areas are struggling a
17 little bit, and then to find opportunities that
18 will help those that are not achieving their
19 goals actually achieve the goals, so you have
20 my personal commitment on that.

21 FEMALE SPEAKER: One of the things that
22 frightens me about the future of higher
23 education is that the Chronicle has said that
24 by the 2030's more than 30 percent of the
25 existing universities will no longer exist

1 because of money. As a president your role is
2 not only to come up with the vision for today,
3 but the vision for 10 and 20 years down the
4 line because the changes and investments you
5 make today builds toward that future; how do
6 you see yourself doing that?

7 DR. JESSELL: So, you know, coming from a
8 business background is very, very helpful for
9 -- for anyone making those types of decisions,
10 but particularly for, you know, a president
11 because I can talk not only about the vision of
12 the university, and the vision of the
13 university is going to be the vision that is
14 established by collegial discussions, the
15 development of a strategic plan that is
16 embraced, and endorsed, and promoted by the
17 Board of Trustees. Every plan that I've seen
18 requires resources. Even if we do nothing, we
19 need resources, and we have issues of
20 inflation, we have issues of declining
21 enrollments throughout the country, and we have
22 issues with respect to, you know, personnel,
23 making sure we have the personnel to do it
24 regardless of the dollar, so I'm going to
25 champion for that. I believe that we can make

1 very, very good cases for why FIU is a value
2 proposition for the State of Florida. Our
3 students come primarily from South Florida, our
4 students, even if they come from outside of
5 South Florida tend to remain in South Florida
6 because there's no better city than Miami, and
7 so the dollars stay here, so it is a great
8 return on investment.

9 Additionally, I can use quantitative
10 measures of how we compare not only to our
11 sister institutions in the State of Florida
12 with respect to efficiencies. We really
13 produce student credit hours, we really produce
14 research at a much more effective rate than all
15 of our other institutions in Florida with the
16 exception of one, and nationally we also
17 perform very, very well. We are a very, very
18 efficient university with respect to our
19 ability to deliver on our educational missions,
20 so I think those make compelling arguments with
21 the leaders that are making the decisions.

22 Additionally we have to be very, very
23 focused on the investments that we're making,
24 and we may have to make some additional tough
25 decisions over time. And a lot of people

1 argue, well, we know we have programs with
2 declining enrollments, maybe we should
3 eliminate those. Even if we eliminate those
4 programs, it comes at a cost because you have
5 to phase out, and typically those are not the
6 high cost programs anyway, and they provide a
7 richness of diversity to our curriculum that is
8 very, very important. So we will have to look
9 at some things. We will need to make decisions
10 strategically going forward that are
11 self-sufficient. I had mentioned in comments,
12 and you and I have had this conversation in the
13 past, we need to look at every -- every
14 investment, every decision with the eye toward
15 what is the return on investment, how are we
16 going to fund this investment, and this is
17 something that takes place in business, and
18 society, and government all the time, how are
19 going to pay for it, and if we don't have a
20 good model, we shouldn't be doing it, we
21 shouldn't be leaving it to chance or
22 serendipity. So I think that quantitatively
23 you can do it.

24 We do need to advocate for more stable and
25 reliable funding models in Florida, and I know

1 that this is something that the Board of
2 Governors is now addressing. Many of the
3 planned investments on our current strategic
4 plan were based on the assumption that there
5 would be preeminent funding, that there would
6 be additional funding for performance, that
7 there would be additional funding for X, Y, and
8 Z and those have not materialized, so we can't
9 continue to operate on faulty assumptions, so
10 we need to clean that up a little bit, and we
11 are, and we will. We had to do a, you know, an
12 adjustment this year on funding to the -- to
13 the units to get a balanced budget, that's
14 very, very important. And I am very, very
15 hopeful that our argument for the operational
16 support will be heard by our legislative
17 leadership, and when they see what we do
18 compared to the other institution. Let's face
19 it, having a graduation rate for Pell eligible
20 students that is just slightly better for us
21 than non-Pell students as a whole, that really
22 says something. And when you look at the
23 social mobility rankings -- choice rankings,
24 we're a good bang for the buck. So I think
25 that people will start to listen, people that

1 are making the decisions on funding.

2 DR. TRELLES: Not to put any pressure on
3 anybody, but there are a couple of microphones
4 available in case anybody would like to ask a
5 question.

6 FEMALE SPEAKER: President Jessell, in
7 such a huge university with so many
8 undergraduate students, where do you see
9 graduate students fitting? And if you can talk
10 a little bit about the funding as part of that
11 funding model?

12 DR. JESSELL: Well, graduate students are
13 very, very important for -- for universities,
14 not just from the research assistance they
15 provide to our -- to our faculty, but also,
16 these are the future teachers and researchers,
17 so we absolutely must have an increased supply
18 of graduate students so we can continue to have
19 great faculty educating our students, so it is
20 a very, very important part of the equation.
21 So my discussions with respect to student
22 success were not limited strictly to
23 undergraduate students. I know that there are
24 challenges with graduate students in many ways,
25 and perhaps even in more ways they are more

1 impacted by the economic conditions of today
2 than our faculty and staff because they are not
3 earning salaries at the same level. You will
4 remember when you had the orientation for the
5 graduate students I came in and addressed them,
6 and I think we talked briefly about that and
7 the need to increase the assistance-ships and
8 stipends for the graduate students. I know
9 that Dr. Hill (phonetic) is working on a plan.
10 We will have to identify the dollars as part of
11 our initiatives either through additional
12 scholarship support, or assistance-ship
13 support, and the like so we can not only
14 attract those graduate students, but retain
15 those graduate students in one of the country's
16 least affordable areas to live.

17 MALE SPEAKER: Dr. Jessell, as you know
18 the Chaplain School has set a very successful
19 partnership with a school in Asia for a long
20 time and we've graduated over 3,000 students as
21 of today. Can you share with us your thoughts
22 on the priorities regarding international
23 student recruitment, as well as expansion?

24 DR. JESSELL: So international student
25 recruitment is very important. It's very, very

1 part -- it's very much a part of our middle
2 name. International students is not only the
3 part of international, but it is a very, very
4 important part of our programs here at FIU. We
5 should be investing in bringing in qualified
6 students from -- from other countries because I
7 believe it really enriches the programs at our
8 institution. The interactions with
9 international students with domestic students
10 is very, very helpful to getting a broader
11 perspective on issues of -- of global
12 significance. You and I have already talked
13 about the Chaplain School expanding the number
14 of students that we have. I know that you are
15 committed to doing that. I'm very much
16 supportive of that and including international
17 students as part of that expansion.

18 MALE SPEAKER: Good morning, Dr. Jessell,
19 and congratulations. Could you talk briefly
20 about the university's role in the creative and
21 cultural economies of South Florida?

22 DR. JESSELL: Absolutely. So we -- we
23 talk about STEM all the time, and I don't
24 believe I use STEM specifically in my comments
25 because I'm a firm believer in STEAM. We hear

1 time and time again from employers that in many
2 cases our students have outstanding technical
3 skills, but they don't have a lot of the soft
4 skills, the communication skills, and that's
5 where having a STEAM mentality is very, very
6 important. A few years ago when we were
7 presenting at the Board of Governors for the
8 SIPA II building, and this is at a time when
9 everyone was talking about STEM, if it is not a
10 STEM request, don't really talk about it, and
11 we had other universities talking about STEM
12 buildings, and STEM programs, and STEM degrees,
13 and every president, this is an exaggeration,
14 was saying, if I can get the funding for this
15 building, I can produce 10,000 STEM degrees,
16 and it went on and on, and finally it was
17 President Rosenberg's (phonetic) time to
18 present and we were presenting SIPA II and he
19 looks at me and says, I'm presenting SIPA II,
20 not STEM. Of course, that was the university's
21 priority, you know, not mine, but we actually
22 prepared a presentation that talked about the
23 importance about non-STEM degrees and how those
24 enrich the educational experiences of our
25 students, and I very strategically put in some

1 very, very good examples. For example, I
2 mentioned that Dr. Phillip Frost, a noted
3 scientist, entrepreneur, and inventor, was a
4 French literature major. Do we believe that
5 French literature reduced his ability to be
6 successful or did not contribute to his
7 achievements? And so by the way, Dean Colson
8 (phonetic), Chair of the Board of Governors,
9 was a history major at Princeton. Is he all
10 the worse because he was in a soft field? I
11 think the answer was, no, these degrees are
12 important. As I was talking I could see the
13 BOG members nodding, and of course our project
14 was approved. So we are very much committed to
15 that. I dabble in piano a little bit, I'm
16 terrible, but even the -- the translation of
17 piano to mathematics is real, and it helps you
18 understand some of those more quantitative
19 topics.

20 DR. TRELLES: Well, I'll share that I do
21 not play the piano.

22 DR. JESSELL: Pardon?

23 DR. TRELLES: I do not play the piano.

24 DR. JESSELL: Oh.

25 DR. TRELLES: But I did have a degree from

1 -- a degree in English from FIU, so I'm right
2 there with you. But I did want to share that
3 we have received some questions from our
4 participants who are joining us through Zoom.
5 One in particular wants to know a little bit
6 more about your views on the culture that we
7 have at FIU, retaining employees, and really
8 how that's going to impact our retention of our
9 students as well?

10 DR. JESSELL: No, I agree, and that -- if
11 you remember is, the first point that I made
12 under the discussion of sustainable resources.
13 We have to retain the outstanding faculty and
14 staff that we have, and we have to hire the
15 best faculty and staff that we possibly can.
16 The reality is, you cannot hire new employees
17 at anything less than market. We know we have
18 compression issues with existing employees, but
19 with new employees, you have to hire them at
20 market. And what's going to happen is, if we
21 don't do something to help our existing faculty
22 and staff, we are going to lose them, and it's
23 going to cost us more to bring in someone else.
24 So that is a very, very high priority. We have
25 over \$22 million, you know, in the request. We

1 are trying to make some internal decisions
2 where we have the opportunities to achieve some
3 efficiencies through consolidations. So you
4 may -- you may want to know we were able to
5 take, as an example, our division of engagement
6 this year and redirect those resources to other
7 areas, so we're still performing those
8 functions, but we're not doing it under a
9 division of engagement, and we were able to use
10 those savings at the administrative level to
11 reduce the budget reduction that we had to have
12 this year. So we may have opportunities to do
13 more efficiency types of initiatives, and then
14 redirect those savings into faculty and staff,
15 you know, salaries. But I agree, we -- we
16 cannot lose our best and brightest, and those
17 are always the ones that are leaving first. I
18 know that there's a delta where they're not
19 going to leave because they are so committed to
20 FIU. It's not always about -- about the money.
21 But when the gap gets so large, then we're
22 going to have a very, very significant
23 problems, and in many -- many programs and
24 departments we have started to see that
25 already.

1 DR. TRELLES: We have one more question
2 from our audience.

3 FEMALE SPEAKER: All right. My question
4 will be the last question. So as you know,
5 libraries is the very -- at the very center of
6 the student campus life. Students probably
7 spend most of their academic life inside that
8 building, and we're severely short of student
9 studying space, and graduate student study
10 carrels, and as we know, the library building
11 is not purely serving the function of the
12 libraries, we have many offices in that
13 building. Anyway, in order for us to improve
14 the situation some initial decisions would have
15 to be made, and in other cases we need
16 investment again to enhance and alter the
17 spaces for the student use. For instance, a
18 recent UF project took \$6 million to change the
19 entire science library and increase 700 seats
20 of studying space, and 20 something graduate
21 study carrels. Will you be willing to work
22 with us to make that enhancement for FIU
23 students?

24 DR. JESSELL: Well, the answer is, yes, I
25 am always willing to work with the libraries.

1 I had mentioned that I was a first gen.
2 student, so I actually worked in college, and I
3 worked at the Strozier Library at FSU. I
4 worked in government documents which was a very
5 -- not heavily utilized, so it worked out
6 pretty well because I could do a lot of
7 studying. And the library of today is not like
8 the library back -- back then. Now libraries
9 are places of -- of engagement, places of
10 interaction, so we want to see that vibrancy.
11 We have made a lot of improvements in the
12 library over the years, it looks, you know,
13 fantastic, I see a lot of study spaces, so we
14 perhaps need to, you know, make more of those.
15 So I'm happy to work with you and Dr. Behar
16 (phonetic) as we put together our capital plans
17 and plans for carry forward expenditures where
18 we can make those types of investments to do
19 what is best for our, you know, our students.

20 Also, I think there might be
21 opportunities, again, I don't know the
22 specifics, there might be opportunities for us
23 to relocate some -- some of the remaining
24 stacks. I know we've already taken down a lot
25 of the stacks. Just about everything is

1 digital, and as digital becomes even more and
2 more, you know, prevalent, particularly with
3 the historical journals and documents that will
4 free up, you know, a lot of -- a lot of space
5 in the library, so there may be additional
6 opportunities there. We could get some
7 off-site storage in the short term that would
8 free up some space. But, yes, let's certainly
9 work on that.

10 FEMALE SPEAKER: Thank you so much.

11 DR. TRELLES: Well, Dr. Jessell, I wanted
12 to provide you the opportunity if you had any
13 last words as we wrap up our first community
14 listening session with our finalist.

15 DR. JESSELL: Well, all I can say is, you
16 know, I am very honored to be in this position.
17 If I am selected as the next president, you
18 have my promise that I will work as hard as I
19 possibly can to support you, our students, our
20 faculty, and our staff. I am a real Panther,
21 so go Panthers, and paws up.

22 DR. TRELLES: Thank you. And thank you
23 for joining us today in person, through Zoom,
24 and webcast as we have an opportunity to hear
25 from our presidential finalist candidate, Dr.

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

Jessell. We will be ending our session now.
The transcripts for our sessions will be made
available by Monday of next week on our
presidential search website.

DR. JESSELL: Thank you for being here.

(Whereupon, the proceedings
concluded at 10:54 a.m.).

- - -

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 October 11th, 2022, for the Presidential Candidate
12 Community Sessions: FIU Leadership; that the
13 foregoing pages, numbered 1 to 36, inclusive,
14 constitute a true and complete record 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 12th day of October, 2022.
22

23 

24 Daisy L. Amador
Notary Public for the State of Florida
25 Commission No.: HH175493
Expires: 10/17/2025

<p>1</p> <p>1 36:13 10 8:6 9:18,20 16:24 21:3 10,000 28:15 10/17/2025 36:25 10:00 1:4 10:54 1:4 35:7 11200 1:7 36:10 11th 1:3 36:11 12 4:25 12.5 12:4 12th 36:21 13 4:15 15 11:24 17328 36:23 18 5:15 1983 5:5</p>	<p>32 8:24 33199 1:8 36:10 36 36:13</p> <p>4</p> <p>40 7:24 400 9:21 430 2:10 46 5:11</p> <p>5</p> <p>5 11:25 5,667 16:18 50 8:1,11 11:17 16:15 56,000 16:19</p> <p>6</p> <p>6 32:18 60.7 11:16 62 8:6</p>	<p>academic 3:5 6:2 10:6,10 32:7 access 7:19 8:16 acclaimed 10:6 accomplished 16:14 accountable 7:14 achieve 12:11,25 13:23 20:19 31:2 achieved 8:11 10:3 achievements 29:7 achieving 8:1 16:20,25 20:18 acknowledge 18:24 action 19:6 36:19 active 14:23 actual 18:1 added 20:3 additional 12:1,8 12:10 17:23 19:21 20:3 22:24 24:6,7 26:11 34:5 additionally 12:10 13:4 22:9 22:22 addressed 26:5 addressing 4:1 24:2 adjustment 24:12 administration 3:13,17,20 13:4 administrative 12:25 31:10 admissions 15:4</p>	<p>admit 13:13 adopt 6:14 adopted 6:25 advancement 3:7 advantage 10:4 advocacy 15:16 advocate 12:6,10 23:24 affairs 10:19 affinity 13:9 14:8 14:20 affordable 26:16 african 16:25 afternoon 18:11 ago 6:25 28:6 agree 30:10 31:15 ahead 9:4 air 16:16 aligned 6:14 alma 14:4 alter 32:16 alumni 14:21,23 14:24 15:13,14 16:2 amador 36:6,24 amanda 5:13 amazing 5:9 14:11,12 20:8 ambassadors 15:4 ambitious 8:4 americans 16:25 amplify 19:16 annual 13:6 answer 17:18 18:3 29:11 32:24 answered 18:9</p>
<p>2</p> <p>20 17:24 21:3 32:20 2009 3:15 5:8 2021 7:3,25 2022 1:3 3:15 36:11,21 2025 9:21 2030's 20:24 21st 6:16 7:4 22 30:25 245 9:17 246 16:20 26 5:8 11:20</p>	<p>7</p> <p>700 32:19 71 17:22 72 8:7</p> <p>8</p> <p>8th 1:7 36:10</p> <p>9</p> <p>93 5:16</p> <p>a</p> <p>a.i. 7:8,11 a.m. 1:4,4 35:7 abandoned 16:16 ability 22:19 29:5 able 18:2 31:4,9 absolutely 25:17 27:22</p>	<p>3</p> <p>3,000 26:20 30 20:24 300,000 15:14</p>	

<p>anybody 17:24 25:3,4 anyway 23:6 32:13 applications 7:11 applied 11:1 apply 6:11 appointment 3:11 appreciate 18:21 approved 11:15 29:14 architectural 10:16 areas 10:2 12:2,2 20:15,16 26:16 31:7 argue 23:1 argument 24:15 arguments 22:20 artificial 7:5 asia 26:19 asked 13:5 asking 12:18 assist 2:8 assistance 25:14 26:7,12 associates 2:7 assumption 24:4 assumptions 24:9 athletics 3:9 13:20 atlantic 5:6 attainment 7:5 attended 2:15 attorney 36:17 attract 26:14</p>	<p>audience 2:20 32:2 authorized 36:7 auxillary 12:23 available 25:4 35:3 awards 10:23</p> <hr/> <p style="text-align: center;">b</p> <hr/> <p>baccalaureate 16:22,24 bachelor 16:7 bachelor's 5:3 back 14:3,24 17:20 33:8,8 background 21:8 balanced 24:13 ballrooms 1:5 36:9 band 13:21 bang 24:24 baptist 16:8 based 2:7 6:4,7 6:18 24:4 basic 11:1 bay 14:20 behar 33:15 believe 10:1,21 15:24 16:9 17:12 20:9 21:25 27:7 27:24 29:4 believer 27:25 bell 16:4 belonging 19:5 benefactors 16:9 benefits 14:12 benjamin 16:8</p>	<p>best 11:11 17:6 30:15 31:16 33:19 better 9:15 13:13 13:14 15:18 16:12 22:6 24:20 beyond 20:13 biggest 17:14 bit 20:17 24:10 25:10 29:15 30:5 board 9:24 11:15 11:18 12:7 21:17 24:1 28:7 29:8 bog 29:13 boring 5:18 born 4:21 breaking 6:6 briefly 26:6 27:19 brightest 31:16 bring 6:5 30:23 bringing 27:5 broader 27:10 broward 4:23,25 buck 24:24 budget 11:16 24:13 31:11 building 10:14 28:8,15 32:8,10 32:13 buildings 28:12 builds 21:5 business 3:18,20 10:17 13:3 21:8 23:17</p> <hr/> <p style="text-align: center;">c</p> <hr/> <p>call 18:23</p>	<p>camp 13:21 campus 32:6 candidacy 18:22 candidate 1:11 1:21 2:6 4:2,4 18:15 34:25 36:11 capital 33:16 career 6:2,14 carrels 32:10,21 carry 33:17 case 25:4 cases 22:1 28:2 32:15 center 1:5 32:5 36:9 centers 14:18 century 6:16 7:4 certainly 16:14 34:8 certificate 36:1 certify 36:7,16 chair 29:8 challenges 4:11 25:24 challenging 11:3 champion 19:3 21:25 chance 23:21 chancellors 2:11 change 4:6 32:18 changes 21:4 chaplain 16:6 26:18 27:13 chief 3:4,14 choice 24:23 chronicle 20:23</p>
---	---	---	--

<p>citizenship 6:24 city 22:6 civic 15:21 classroom 6:6,11 clean 24:10 clubs 13:19 collaborate 15:19 colleagues 3:24 collect 18:4 college 3:20 5:1 13:10,15,24 14:2 33:2 colleges 2:10 9:9 collegial 6:20 14:15 21:14 colson 29:7 come 4:7 17:7 21:2 22:3,4 comes 23:4 coming 18:25 19:2 21:7 comments 23:11 27:24 commission 36:25 commitment 8:25 11:23 12:14 19:12,14 20:20 committed 8:1,15 9:2,9 20:7 27:15 29:14 31:19 committee 1:1 communication 28:4 community 1:11 2:4,14 3:8 9:1 11:3,9 14:13 15:17,18,20,23</p>	<p> 16:1,11 17:22,25 34:13 36:12 compare 22:10 compared 12:12 24:18 compelling 22:20 competency 6:18 competitive 10:3 complete 36:14 complex 9:16 compression 30:18 computer 10:19 concerns 19:11 19:11 concluded 35:7 conditions 11:13 26:1 conducted 2:10 congratulations 27:19 consolidations 31:3 constitute 36:14 construction 10:18 continue 6:1,13 7:13 17:4,7,9 24:9 25:18 continues 6:22 continuing 19:15 contribute 29:6 conversation 23:12 cooperation 6:21 cost 13:1,16,17 23:4,6 30:23</p>	<p>costs 12:6 counsel 36:17 countries 27:6 country 9:9 21:21 country's 26:15 county 4:24,24 4:25 36:4 couple 25:3 courage 19:1 course 28:20 29:13 courses 7:7 court 36:6 courts 14:19 cover 12:6 covers 10:11 create 14:13 creative 27:20 credentialing 6:19 7:7 credit 22:13 critical 6:9 7:3 9:13 11:1 cultural 27:21 culture 6:8 7:2 30:6 cultures 7:2 current 11:13 15:1 18:7 24:3 curriculum 6:13 6:22 7:9 23:7</p> <hr/> <p style="text-align: center;">d</p> <hr/> <p>d.k. 19:20 dabble 29:15 dade 4:24 36:4 daisy 36:6,24</p>	<p>dallas 2:7 dan 16:4 data 7:6 dated 36:21 daughter 5:13 day 18:25 36:21 dean 29:7 december 5:11 decision 23:14 decisions 21:9 22:21,25 23:9 25:1 31:1 32:14 declining 13:10 21:20 23:2 decrease 12:3 define 14:22 definitely 19:18 degree 15:13 29:25 30:1 degrees 5:3 7:17 16:22,23,24 28:12,15,23 29:11 dei 20:7 deliver 22:19 delta 31:18 demonstrated 11:21 department 5:7 departments 31:24 design 10:16 designation 9:24 designs 6:15 developing 9:14 development 3:7 13:6 21:15</p>
---	--	---	---

<p>devoted 19:21 different 6:15 difficulties 11:12 digital 34:1,1 dilute 12:17 discipline 10:21 discussing 5:21 discussion 20:3 30:12 discussions 6:20 14:15 21:14 25:21 diversity 3:9 19:4 19:7,12,16 23:7 division 16:18 19:7 31:5,9 dna 12:20 documents 33:4 34:3 doing 20:12 21:6 23:20 27:15 31:8 dollar 21:24 dollars 22:7 26:10 domestic 27:9 doretha 16:5 dozens 13:21 dr 2:1,2,6,22,24 2:25 3:1,2,3,12 3:19,21,23 17:20 17:20 18:9,15,16 18:17,20 19:18 21:7 25:2,12 26:9 26:17,24 27:18 27:22 29:2,20,22 29:23,24,25 30:10 32:1,24 33:15 34:11,11</p>	<p>34:15,22,25 35:5 dream 4:7 dreamed 4:6</p> <hr/> <p style="text-align: center;">e</p> <hr/> <p>e.i. 7:9,11 19:23 earlier 19:8 earning 26:3 economic 3:6 8:13 26:1 economically 11:14 economies 27:21 ecosystems 10:12 educating 7:15 16:19 25:19 education 8:21 10:17 15:11 20:23 educational 3:5 8:16 16:17 22:19 28:24 effective 22:14 efficiencies 12:5 22:12 31:3 efficiency 31:13 efficient 22:18 efforts 13:11 either 4:23 26:11 elevate 19:16 eligible 8:17 24:19 eliminate 23:3,3 elimination 20:4 embassadors 13:20 embrace 6:5</p>	<p>embraced 21:16 emerge 14:17 emotional 7:6 employees 20:14 30:7,16,18,19 employer 15:7 employers 28:1 employment 7:17 enable 10:22 encourage 19:24 encouragement 14:15 endorsed 21:16 engaged 13:18 14:13 15:13,17 engagement 11:10 13:10 14:5 14:21 31:5,9 33:9 engagements 3:8 engineering 10:18 english 30:1 enhance 32:16 enhancement 32:22 enrich 15:20 28:24 enriches 27:7 enrollment 16:17 enrollments 13:10 21:21 23:2 ensuring 8:19 13:14 enterprise 9:10 enterprises 3:6 entire 4:23 32:19 entrepreneur 29:3</p>	<p>entrepreneurs 17:12 environment 10:7 17:16 environmental 10:11,15 equation 25:20 equitable 12:12 equity 3:9 19:4,6 19:8,12,17 especially 10:8 esq 1:25 established 10:4 21:14 estate 5:7 events 10:14 evidence 6:4,7 exaggeration 28:13 example 10:11 29:1 31:5 examples 29:1 exceed 9:22 exceeded 17:4 excelled 7:21 excellence 6:8 9:6 11:9 17:8 excellent 6:3 exception 22:16 exceptional 11:22 excitement 14:11 exciting 5:19 excuse 16:22 19:16 executive 3:4 exist 20:25 existing 20:25 30:18,21</p>
--	---	--	--

<p>expand 9:12 expanding 9:14 12:21 27:13 expansion 7:8 26:23 27:17 expect 15:10 expectations 17:3 expenditure 8:14 9:19 expenditures 9:17,22 16:21 33:17 experience 13:25 19:9 experiences 13:24 14:21 28:24 experiential 6:17 expires 36:25 extend 2:3 18:25 external 10:1 12:23 extreme 10:13 eye 23:14</p>	<p>fair 12:11 families 9:1 family 16:7,11 17:13 fantastic 33:13 far 20:1 fastest 8:4 fau 5:8 faulty 24:9 feel 14:1 female 18:19 20:21 25:6 32:3 34:10 field 16:16 29:10 finalist 2:6 34:14 34:25 finally 15:16 28:16 finance 3:13,19 5:4,7 financial 3:14,17 8:18,22 11:7 13:3 financially 14:3 15:14 36:18 find 12:24 20:17 firm 2:9 27:25 firmly 20:7 first 4:18,21 5:1,5 5:23,23 19:20 30:11 31:17 33:1 34:13 fitting 25:9 fiu 1:11,12 2:4,16 2:21,23 3:14,20 4:2,9,15 5:9,22 5:25 6:22 8:15,20 9:6 10:2,10 11:6 11:15 12:9,12</p>	<p>13:5,22 15:8,9,12 15:13,18,24,25 16:1,9,14 17:2 20:8 22:1 27:4 30:1,7 31:20 32:22 36:12 fiu's 2:9 7:19 12:14 13:7 15:5 floor 18:18 florida 1:1,6,8 4:22 5:2,5 9:24 15:15 22:2,3,5,5 22:11,15 23:25 27:21 36:3,9,10 36:24 focus 7:19 8:10 8:16 10:8,21 13:7 17:7 focused 7:4 12:14 22:23 focusing 5:21 8:12 food 14:19 foregoing 36:13 forensic 10:18 fort 4:21 forward 23:10 33:17 found 4:10 foundation 13:5 16:7,8 four 8:22 fourth 13:9 framework 7:3 free 34:4,8 french 29:4,5 frightens 20:22</p>	<p>frost 16:3 29:2 fsu 33:3 fulfill 11:8 function 32:11 functions 31:8 fund 23:16 funding 7:23,24 10:2 12:11,12,23 13:6 23:25 24:5,6 24:7,12 25:1,10 25:11 28:14 fundraising 3:7 funds 12:8 funk 1:25 2:7,12 18:2 further 9:3 36:16 future 15:10 20:22 21:5 25:16</p>
g			
<p>face 16:10 24:18 facilitates 6:8 facilities 3:10 facility 3:17 facing 11:4 17:15 faculty 6:2,5 9:12 11:11,21 12:1,3 14:13 15:19 25:15,19 26:2 30:13,15,21 31:14 34:20</p>	<p>find 12:24 20:17 firm 2:9 27:25 firmly 20:7 first 4:18,21 5:1,5 5:23,23 19:20 30:11 31:17 33:1 34:13 fitting 25:9 fiu 1:11,12 2:4,16 2:21,23 3:14,20 4:2,9,15 5:9,22 5:25 6:22 8:15,20 9:6 10:2,10 11:6 11:15 12:9,12</p>	<p>gaining 9:15 gains 13:23 gap 31:21 gen 33:1 general 2:14 18:10 generation 5:1 getting 27:10 gift 7:25 gifts 13:7 15:25 give 14:3,24 given 5:22 global 6:23,24 7:3 10:19,24 27:11 go 20:1 34:21 goal 8:1,4</p>	

<p>goals 13:7 17:2 20:19,19 going 18:8 20:1 20:10,12 21:13 21:24 23:10,16 23:19 30:8,20,22 30:23 31:19,22 good 2:1 18:19,19 22:1 23:20 24:24 27:18 29:1 governance 6:20 government 23:18 33:4 governors 9:24 11:19 12:7 24:2 28:7 29:8 grads 15:9 graduate 8:19 14:4,24 15:3,8 25:9,12,18,24 26:5,8,14,15 32:9 32:20 graduated 26:20 graduating 13:12 graduation 7:16 14:6 24:19 graham 1:5 14:18 36:8 grandson 5:15 grant 10:23 12:23 great 14:17 17:9 22:7 25:19 greater 13:23 greatest 8:18 10:1 greek 13:20 green 16:5</p>	<p>grouped 18:5 groups 13:22 growth 8:14 9:19</p> <hr/> <p style="text-align: center;">h</p> <hr/> <p>halls 14:17 happen 30:20 happy 17:18 33:15 hard 34:18 harder 8:7,8 headset 17:21 health 10:7,17,20 13:25 15:21 16:8 17:15 healthcare 17:10 hear 2:5 27:25 34:24 heard 24:16 heavily 33:5 held 2:23 help 15:2,3 20:18 30:21 helpful 21:8 27:10 helps 29:17 herbert 16:2 hh175493 36:25 high 8:22 12:24 17:3 19:19 23:6 30:24 higher 14:4,5 20:22 highest 11:11 hill 26:9 hire 15:6,10 30:14,16,19</p>	<p>hired 15:9 hiring 12:1 hispanics 16:23 historical 34:3 history 29:9 hit 9:21 homecoming 14:9 honored 3:25 34:16 hopeful 24:15 hours 22:13 housing 14:10 huge 25:7 human 3:10 11:7 13:2 humbled 4:1</p> <hr/> <p style="text-align: center;">i</p> <hr/> <p>ideas 14:16 identify 26:10 ii 28:8,18,19 imagine 15:15 imagined 4:10 immense 15:6 impact 15:16 30:8 impacted 26:1 importance 12:2 28:23 important 6:12 6:21 23:8 24:14 25:13,20 26:25 27:4 28:6 29:12 impressive 9:2 improve 12:5 14:7 15:2 32:13</p>	<p>improvements 20:16 33:11 improving 8:25 9:2 inception 19:5 include 10:16 included 11:19 11:24 including 6:17 7:16 8:12 13:1 27:16 inclusion 3:9 19:5 19:8,13,17 inclusive 6:7 36:13 increase 8:8 26:7 32:19 increased 13:11 25:17 incremental 7:23 industry 10:25 11:2 inflation 21:20 information 13:2 infrastructure 10:4 initial 32:14 initiative 19:6 20:6 initiatives 3:10 12:16 19:22 26:11 31:13 innovate 6:13 innovation 6:23 8:14 14:17 innovative 9:14 innovators 17:11</p>
---	--	--	--

<p>inside 32:7 instance 32:17 institution 14:3 16:17 24:18 27:8 institutional 19:4 institutions 12:13 22:11,15 intelligence 7:6,6 intending 4:3 interacted 4:19 interaction 33:10 interactions 27:8 intercollegiate 3:8 interdisciplinary 10:9,22 interested 19:2 36:19 interim 2:22 3:3 3:12 4:8 internal 31:1 international 1:1 1:6 26:22,24 27:2 27:3,9,16 36:9 internationally 10:5 internship 15:1 introduce 3:21 introduction 3:24 intrusion 10:13 inventor 29:3 invest 6:1 investing 27:5 investment 8:13 9:11 22:8 23:14 23:15,16 32:16 investments 8:10 9:25 12:4 21:4</p>	<p>22:23 24:3 33:18 involves 10:9 issues 21:19,20 21:22 27:11 30:18</p> <p style="text-align: center;">j</p> <p>j 5:15 jeffrey 5:14 jessell 1:21 2:6,22 2:24 3:1,3,12,19 3:22,23 4:20 17:20 18:9,15,16 18:20 19:18 21:7 25:6,12 26:17,24 27:18,22 29:22 29:24 30:10 32:24 34:11,15 35:1,5 job 5:5 13:14 15:2 jobs 7:13 john 5:12 joined 5:9 joining 2:4,12 17:23,24 18:13 30:4 34:23 journals 34:3</p> <p style="text-align: center;">k</p> <p>k 4:25 keen 7:19 keeping 6:22 ken 4:20 kenneth 1:21 2:6 2:22 3:22 key 7:18 19:3 kind 3:24 5:18</p>	<p>knight 16:7 know 7:1 8:3,7,9 8:20 10:25 15:10 15:12,23 21:7,10 21:22 23:1,25 24:11 25:23 26:8 26:17 27:14 28:21 30:5,17,25 31:4,15,18 32:4 32:10 33:12,14 33:19,21,24 34:2 34:4,16 knowledge 6:12 9:14</p> <p style="text-align: center;">l</p> <p>l 36:6,24 lab 6:11 large 31:21 larger 15:20 largest 15:25 16:16 lauderdale 4:21 launch 19:6 laurie 5:10 law 5:13 10:20 lawns 14:19 lawyers 17:11 leader 6:23 17:14 leaders 17:9 22:21 leadership 1:12 12:8 19:10 24:17 36:12 learned 4:9 6:10 learners 6:17 learning 6:9,15 6:17,18,24 7:12</p>	<p>13:23 leave 31:19 leaving 23:21 31:17 legislative 11:16 12:7 24:16 leon 16:8 level 10:12 12:11 26:3 31:10 libraries 32:5,12 32:25 33:8 library 32:10,19 33:3,7,8,12 34:5 life 4:23 5:19,19 13:20 14:1 32:6,7 limited 25:22 line 21:4 listen 24:25 listening 34:14 literature 29:4,5 little 5:20 20:17 24:10 25:10 29:15 30:5 live 9:16 17:16 26:16 lived 4:23 lives 8:25 15:20 lofty 17:2 long 26:19 longer 20:25 look 23:8,13 24:22 looks 28:19 33:12 lose 30:22 31:16 losing 13:16 lot 22:25 28:3 33:6,11,13,24 34:4,4</p>
--	--	--	---

<p>loud 17:6 love 4:9 loving 5:10,16</p>	<p>mentoring 14:14 14:25 methods 6:15</p>	<p>27:18 multiplied 14:12</p>	<p>offering 2:18 office 20:5 officer 3:4,14</p>
<p>m</p>	<p>metrics 7:18 14:7</p>	<p>n</p>	<p>offices 14:18 32:12</p>
<p>maintaining 8:15 major 29:4,9 making 20:15 21:9,23 22:21,23 25:1 male 26:17 27:18 manage 19:25 management 3:11,16 marching 13:21 mark 9:21 market 11:13 30:17,20 married 5:11 master 16:18 mater 14:4 materialized 24:8 mathematics 29:17 maximize 10:23 mba 5:4 mckenzie 7:25 meaningful 6:16 measure 7:14 measures 22:10 meet 2:5 13:7 members 2:3,13 16:1 17:22 29:13 mental 13:25 mentality 28:5 mentioned 19:20 23:11 29:2 33:1</p>	<p>miami 1:8 22:6 36:4,10 micro 6:19 7:7 microphones 25:3 middle 27:1 million 7:24 9:18 9:21 11:16,20,25 12:1,4 16:20 30:25 32:18 mine 28:21 mission 11:8 16:10 missions 22:19 mittell 16:5 mitigation 10:14 mobility 8:13,23 24:23 model 13:19 23:20 25:11 models 23:25 moderate 18:16 18:17 mom 5:16 monday 35:3 money 21:1 31:20 monitor 19:25 monitoring 20:14 month 11:16,19 monthly 8:24 months 4:8 5:15 9:3 morning 2:1 3:2 3:25 18:19,20</p>	<p>name 2:2 10:14 27:2 nation 11:3 national 5:24 7:21 16:25 18:24 nationally 10:5 22:16 nationwide 13:11 need 8:18 11:2 12:3 15:17 21:19 23:9,13,24 24:10 26:7 32:15 33:14 needs 6:14 net 12:22 never 4:6 new 12:15 30:16 30:19 news 8:2,5,23 nice 19:23 nicole 16:2 nine 4:8 nodding 29:13 non 8:20 24:21 28:23 notary 36:24 noted 29:2 notes 36:14 number 8:7,22,24 16:21,22 27:13 numbered 36:13</p>	<p>oh 29:24 okay 2:24,25 old 5:15 older 17:1 ombudsperson 1:23 once 14:4 15:3 ones 31:17 open 18:11 opening 16:16 operate 24:9 operational 11:17 12:5 24:15 operations 3:18 opportunities 4:11 7:12 8:17 9:12 10:1,23 15:1 20:8,17 31:2,12 33:21,22 34:6 opportunity 2:5 2:18 5:22 17:13 17:17 18:4,8 34:12,24 order 32:13 organizations 13:19 orientation 26:4 outside 22:4 outstanding 11:8 11:20 28:2 30:13</p>
		<p>o</p>	
		<p>observed 14:8 october 1:3 36:11 36:21</p>	

<p>p</p> <p>pages 36:13</p> <p>panther 5:9 13:21 16:10,11 17:13 34:20</p> <p>panthers 15:6,7 34:21</p> <p>pardon 29:22</p> <p>part 6:6 25:10,20 26:10 27:1,1,3,4 27:17</p> <p>participants 30:4</p> <p>particular 30:5</p> <p>particularly 12:22 14:9 21:10 34:2</p> <p>parties 36:17,18</p> <p>partnership 26:19</p> <p>partnerships 10:25 15:22</p> <p>path 6:5</p> <p>patricia 16:3</p> <p>paws 34:21</p> <p>pay 23:19</p> <p>pell 8:17,20 24:19 24:21</p> <p>people 17:16 22:25 24:25,25</p> <p>percent 9:7 20:24</p> <p>perform 22:17</p> <p>performance 7:15,19,23 11:22 24:6</p> <p>performing 31:7</p> <p>permanent 4:4</p> <p>person 2:16 4:19 34:23</p>	<p>personal 20:20</p> <p>personnel 11:14 21:22,23</p> <p>perspective 27:11</p> <p>ph.d. 1:21,23 5:4</p> <p>phase 23:5</p> <p>philanthropic 7:24</p> <p>philanthropy 12:22</p> <p>phillip 16:3 29:2</p> <p>phonetic 5:10,12 5:13,14 16:3,4,4 16:5,6,6,9 26:9 28:17 29:8 33:16</p> <p>physical 11:7</p> <p>piano 29:15,17 29:21,23</p> <p>pick 18:16</p> <p>place 14:16 19:24 23:17</p> <p>placement 15:2</p> <p>places 33:9,9</p> <p>plan 21:15,17 24:4 26:9</p> <p>planned 9:11 24:3</p> <p>plans 4:5 33:16 33:17</p> <p>play 29:21,23</p> <p>plazas 14:19</p> <p>please 9:4 18:17 19:14</p> <p>pleasure 2:2 3:21</p> <p>point 30:11</p> <p>poised 9:20</p> <p>political 5:3</p>	<p>position 2:23 3:15 4:4,11 20:5 34:16</p> <p>positions 4:12</p> <p>possible 4:14</p> <p>possibly 30:15 34:19</p> <p>practices 6:5</p> <p>preeminent 9:23 24:5</p> <p>prepared 14:1 28:22</p> <p>present 1:19 28:18</p> <p>presentation 2:18 28:22</p> <p>presenting 28:7 28:18,19</p> <p>presents 4:7</p> <p>president 2:9,23 3:3,12,13 4:2,5,8 5:23 21:1,10 25:6 28:13,17 34:17</p> <p>president's 20:5</p> <p>presidential 1:1 1:11,21 2:5,17 18:1,15 34:25 35:4 36:11</p> <p>presidents 2:11</p> <p>pressure 25:2</p> <p>pretty 33:6</p> <p>prevalent 34:2</p> <p>pride 5:14 15:6</p> <p>primarily 22:3</p> <p>primary 7:20</p> <p>princeton 29:9</p> <p>prior 3:11 4:12</p>	<p>priorities 5:21 11:12 12:15 13:8 26:22</p> <p>prioritize 13:5</p> <p>priority 19:19 28:21 30:24</p> <p>probably 32:6</p> <p>problems 6:12 9:15 10:24 11:3 17:15 31:23</p> <p>proceedings 35:6 36:8</p> <p>process 18:1,5</p> <p>produce 17:9 22:13,13 28:15</p> <p>producer 16:21 16:23,24</p> <p>product 4:24</p> <p>production 9:8</p> <p>professionally 4:13</p> <p>professor 3:19 5:6</p> <p>proficient 6:4</p> <p>program 7:10</p> <p>programs 3:6 10:6,10 23:1,4,6 27:4,7 28:12 31:23</p> <p>progress 7:15 20:14</p> <p>project 12:19 29:13 32:18</p> <p>promenades 14:11</p> <p>promise 34:18</p> <p>promote 14:2</p>
---	---	--	--

<p>promoted 21:16 prompted 19:7 proposed 11:15 proposition 7:1 15:12 22:2 proud 16:14 provide 12:24 14:25 23:6 25:15 34:12 providers 17:11 providing 8:16 public 2:14 4:25 5:25 8:2,5 9:6,19 36:24 purely 32:11 put 25:2 28:25 33:16 puts 17:21</p>	<p style="text-align: center;">r</p> <p>r 1:25 2:6 r1 9:6,19 ranked 8:7 ranking 8:23,24 rankings 7:21 8:3 8:5,8,11 9:3 14:7 17:1 24:23,23 rate 22:14 24:19 rates 7:17 14:4,6 15:2 ratios 12:4 real 5:7,14 29:17 34:20 reality 30:16 really 5:18 18:21 20:1,11 22:12,13 24:21 27:7 28:10 30:7 reason 7:20 receive 15:11 received 5:2 7:22 7:25 12:13 30:3 reciprocate 15:23 recognized 10:5 record 36:14 recruiting 13:17 20:13 recruitment 11:10 26:23,25 redirect 31:6,14 redirected 20:6 reduce 31:11 reduced 29:5 reduction 31:11 reflect 8:24 regarding 26:22</p>	<p>regardless 21:24 regards 17:25 related 7:5,18 36:18 relevant 6:22 18:7 reliable 23:25 relocate 33:23 remain 8:15 9:9 22:5 remaining 33:23 remarkable 15:5 remember 26:4 30:11 reoccurring 12:6 report 8:2 36:8 reporter 36:6 request 11:17,18 11:19 28:10 30:25 required 9:23 13:11 requires 9:25 21:18 research 3:6 5:25 6:6 7:18 8:14 9:5 9:6,8,10,12,13,17 9:18,22,23,25 10:2,6,9,15,22,24 11:1,9,24 13:3 14:16 15:22 16:20 17:8 22:14 25:14 researchers 17:10 25:16 reserved 17:1 residents 15:21</p>	<p>resilience 10:11 resources 3:10 8:22 9:11 11:6,8 12:17 13:2 19:22 19:24 20:4 21:18 21:19 30:12 31:6 respect 21:22 22:12,18 25:21 responsible 3:5 3:16 restricted 8:21 retain 11:20 26:14 30:13 retaining 13:12 20:13 30:7 retention 7:16 11:10 14:6 30:8 return 8:13 22:8 23:15 revenues 12:22 12:23 reverberating 19:11 rewarded 4:13 rewarding 4:12 richness 23:7 right 3:2 5:14 8:9 8:10 30:1 32:3 rise 8:8 10:12 rising 8:4 roi 12:19 role 21:1 27:20 room 4:16 14:10 rosenberg's 28:17 rsvp 18:5</p>
q			
<p>qep 6:24 7:3 qualified 27:5 quality 9:25 10:13 11:23 12:24 quantitative 22:9 29:18 quantitatively 23:22 question 12:18,20 18:23 25:5 32:1,3 32:4 questions 2:20 17:18,25 18:3,4,9 18:14 30:3 quickly 8:19</p>			

<p style="text-align: center;">s</p> <p>s.w. 1:7 36:10 salaries 26:3 31:15 salt 10:13 satisfied 13:24 saturday 14:9 savings 13:1 31:10,14 saying 18:22 28:14 says 24:22 28:19 scarce 12:17 scholars 6:3 scholarship 11:25 13:6 26:12 school 4:25 26:18 26:19 27:13 science 5:4 10:18 10:20 32:19 sciences 10:16 scientist 29:3 scientists 17:10 scott 7:25 sea 10:12 search 1:1 2:9 18:1 35:4 searches 2:10 seats 32:19 second 9:5 see 4:17 20:15 21:6 24:17 25:8 29:12 31:24 33:10,13 seeing 7:8 seen 21:17 selected 2:8 34:17</p>	<p>self 23:11 senior 3:12 serendipity 23:22 serve 5:22 served 3:12 serves 3:3 service 15:22 services 3:18 12:25 13:1,3 serving 15:4 32:11 session 18:7,10 34:14 35:1 sessions 1:11 2:15,19 35:2 36:12 set 26:18 severely 32:8 share 17:21 26:21 29:20 30:2 shared 6:19 13:1 ship 26:12 ships 26:7 short 32:8 34:7 signature 36:23 significance 27:12 significant 7:11 7:22 31:22 significantly 13:16 single 7:10 sipa 28:8,18,19 sister 12:13 22:11 site 34:7 situation 32:14 sixth 2:9 4:2</p>	<p>skills 7:4,5,12 28:3,4,4 slide 5:23 9:4 11:4 13:8 17:19 slightly 24:20 social 8:23 24:23 society 17:15 23:18 sociology 10:17 sofia 1:23 2:2 3:23 soft 28:3 29:10 solutions 9:15 solve 10:24 11:2 solving 6:12 17:14 son 5:12,13 source 15:5 sources 12:21 south 15:15 22:3 22:5,5 27:21 space 32:9,20 34:4,8 spaces 32:17 33:13 speak 17:5 19:14 speaker 18:19 20:21 25:6 26:17 27:18 32:3 34:10 speaking 17:6 specifically 27:24 specifics 33:22 spend 5:20 32:7 spending 5:8 spots 8:6 stable 23:24 stacks 33:24,25</p>	<p>staff 11:11,21 14:14 15:19 26:2 30:14,15,22 31:14 34:20 stakeholders 7:14 standing 14:10 start 24:25 started 5:5 31:24 starting 16:15 state 4:22 5:2 7:21,23 22:2,11 36:3,24 stay 12:14 15:17 22:7 steam 27:25 28:5 stem 27:23,24 28:9,10,11,12,12 28:15,20,23 steven 16:5 stipends 26:8 storage 34:7 story 15:5 strategic 7:17 12:2,15,16 13:8 21:15 24:3 strategically 23:10 28:25 street 1:7 15:25 36:10 strictly 25:22 stronger 13:25 14:21 strozier 33:3 struggling 20:16 student 5:1,24 7:4 11:23 12:3 13:5,12,16,19,20 13:22 17:8 22:13</p>
---	---	---	--

<p>25:21 26:23,24 32:6,8,9,17 33:2 students 6:1,9 7:1 7:16 8:17,18,20 8:21 9:1,13 11:25 13:15,17 14:6,14 14:22 15:2,11,19 16:19,20 22:3,4 24:20,21 25:8,9 25:12,18,19,23 25:24 26:5,8,14 26:15,20 27:2,6,9 27:9,14,17 28:2 28:25 30:9 32:6 32:23 33:19 34:19 study 32:9,21 33:13 studying 32:9,20 33:7 submit 2:19 submitted 11:18 success 5:24 11:24 17:8 20:9 25:22 successes 6:2 17:5 successful 6:25 13:15 26:18 29:6 sufficient 11:6 23:11 supply 25:17 support 11:17,25 12:9,25 15:13 19:1,22,25 24:16 26:12,13 34:19 supporting 5:10 15:24</p>	<p>supportive 14:23 27:16 sure 5:17 21:23 surpassed 9:17 sustainable 11:5 11:7 30:12 sustained 11:22 system 4:25 6:19</p> <hr/> <p style="text-align: center;">t</p> <hr/> <p>table 11:2 take 6:10 12:15 14:15 16:13 20:10 31:5 taken 33:24 36:8 takes 23:17 talk 5:24 9:5 11:5 15:7 19:23 21:11 25:9 27:19,23 28:10 talked 26:6 27:12 28:22 talking 19:20 20:11 28:9,11 29:12 teachers 17:10 25:16 teaching 6:4,7,8 11:9,23 team 2:12 5:9 11:14 technical 28:2 technology 10:19 12:5 13:2 tell 4:19 19:10 telling 15:5 tells 15:8</p>	<p>ten 6:25 tend 22:5 term 34:7 terms 20:13 terrible 29:16 texas 2:8 thank 3:23,24 17:17 18:20,22 34:10,22,22 35:5 themes 18:6,6 things 4:20 20:21 23:9 think 7:9 22:20 23:22 24:24 26:6 29:11 33:20 thinkers 6:9 thinking 5:18 third 11:5 thought 4:14 thoughts 26:21 three 5:3,17 8:3 9:7 time 4:18,22 5:20 12:19 15:7 16:18 20:15 22:25 23:18 26:20 27:23 28:1,1,8,17 times 12:17 tirelessly 12:21 today 2:4,12,15 4:1 17:15,18 18:24 19:2 21:2,5 26:1,21 33:7 34:23 today's 2:17 6:16 tomorrow 18:11 tomorrow's 2:15</p>	<p>top 8:1,11 9:7,18 11:17 16:24 topics 29:19 tough 22:24 transcripts 35:2 transition 19:9 translate 7:13 translates 14:5 14:20 translation 29:16 trelles 1:23 2:1,2 2:25 3:2 17:20 18:17 25:2 29:20 29:23,25 32:1 34:11,22 tremendous 20:9 trish 16:4 true 4:7 10:8 36:14 trustees 11:15 21:17 trying 31:1 tuesday 1:3 two 15:24 types 21:9 31:13 33:18 typically 13:22 17:1 23:5</p> <hr/> <p style="text-align: center;">u</p> <hr/> <p>u.n. 13:19 u.s. 8:2,5,23 uf 32:18 undergraduate 25:8,23 understand 11:12 13:13 29:18</p>
---	--	---	---

<p>understanding 7:2 9:16 units 24:13 universities 9:8 9:19 17:2 20:25 25:13 28:11 university 1:1,6 2:11,14 3:4,18 4:22 5:2,6,25 8:2 8:5 9:7,10,23 13:9,18 19:9,13 19:15,21 21:12 21:13 22:18 25:7 36:9 university's 27:20 28:20 upper 16:18 urban 5:25 use 22:9 27:24 31:9 32:17 utilized 33:5</p>	<p>33:10 wanted 17:21 34:11 wants 30:5 warm 2:3 washington 8:24 watching 20:11 water 10:13,13 way 15:24 29:7 ways 12:24 14:25 25:24,25 we've 18:5 26:20 33:24 weather 10:14 webcast 2:17 17:23 18:13 34:24 website 35:4 week 14:9 35:3 weeks 5:17 welcome 2:3,13 went 5:1 28:16 wife 5:10 william 1:25 2:7 willing 32:21,25 wise 11:14 wolfe 14:18 wolfson 16:6 words 34:13 work 12:20 16:11 19:3,12,15 20:10 32:21,25 33:15 34:9,18 worked 33:2,3,4 33:5 working 26:9 world 8:2 9:16 11:4 17:14</p>	<p>worse 29:10 worthine 16:2 wrap 34:13</p> <p style="text-align: center;">x</p> <p>x 24:7</p> <p style="text-align: center;">y</p> <p>y 24:7 year 19:8 24:12 31:6,12 years 4:16 5:8,12 6:25 8:3,6,12 9:3 9:20 16:15 21:3 28:6 33:12</p> <p style="text-align: center;">z</p>
<p>v</p>	<p>value 7:1 15:11 15:12 22:1 vein 19:3 vibrancy 33:10 vice 3:13 video 3:1 views 30:6 virtually 4:17,19 vision 21:2,3,11 21:12,13 voice 17:6</p>	<p>z 24:8 zoom 1:25 2:13 2:16,21 17:24 18:2,13 30:4 34:23</p>
<p>w</p>	<p>want 5:23 9:5 11:5 18:21,24,25 20:7 30:2 31:4</p>	