



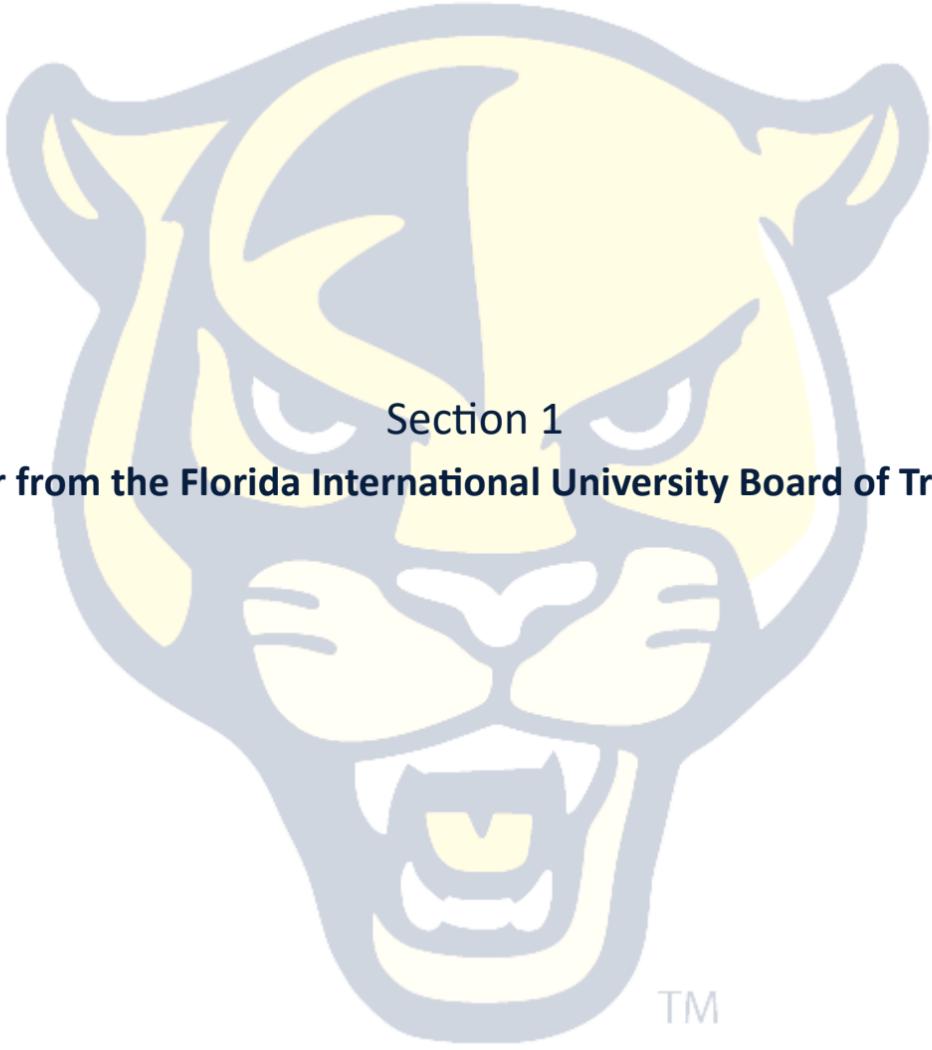
# **Presidential Search**

## **Florida International University**



## **Table of Contents**

1. Letter from the Florida International University Board of Trustees
2. Presidential Search Committee
3. Timeline, Communications and Marketing Plan
4. Presidential Position Criteria
5. President-Elect Letter & Supporting Documentation
6. Presidential Employment Agreement



Section 1

**Letter from the Florida International University Board of Trustees**

TM

June 3, 2025

The Honorable Brian Lamb, Chair  
Florida Board of Governors  
325 West Gaines Street, Suite 1614  
Tallahassee, Florida 32399

Re: Confirmation of Florida International University's President-elect Mrs. Jeanette M. Nuñez

Dear Chair Lamb,

On behalf of the Florida International University Board of Trustees, it is my privilege to formally present President-Elect, Mrs. Jeanette M. Nuñez, to the Florida Board of Governors for confirmation as the seventh President of Florida International University.

Following the appointment of Mrs. Jeanette M. Nuñez as Interim President of FIU in February 2025, the University embarked on a search for its seventh President.

FIU formally retained the services of Funk Associates, an executive search firm/consultant, to assist with the presidential search process. Mr. R. William 'Bill' Funk, Founder and President of Funk Associates, and his team have conducted more than 400 searches for college and university Chancellors and Presidents.

I would like to recognize FIU Board of Trustees Vice Chair Carlos A. Duart for his leadership as Chair of the FIU Presidential Search Committee. As you are aware, the 15-member Presidential Search Committee was appointed in accordance with Florida Board of Governors regulations and included representation from the Florida Board of Governors; the FIU Board of Trustees, including two former Chairs; FIU Foundation Board of Directors; the current Faculty Senate Chair; a distinguished Professor; the current Student Government President; a former Student Government President; as well as other distinguished members of the community.

I am grateful to each of the members of the Presidential Search Committee for their dedication to this process and for giving of their time to assist our University during this time of transition. The Committee was formed in February 2025 and over the months that followed, conducted its work in accordance with Florida Board of Governors Regulation.

Given her proven record of leadership and unique qualifications, the Committee unanimously agreed to proceed with Interim President Nuñez as its sole finalist to be recommended to the FIU Board of Trustees to become the seventh President of FIU. On May 21, 2025, a series of forums were held at the FIU Modesto A. Maidique Campus where faculty, students, and other stakeholders interacted directly with Mrs. Nuñez. Transcripts of these forums were made available on the FIU Presidential Search website and also shared with the FIU Board of Trustees.

The FIU Board of Trustees met on June 2, 2025 and unanimously selected Mrs. Nuñez as President-Elect for recommendation to the Florida Board of Governors for confirmation.

President-Elect Nuñez was born in Miami to Cuban parents and attended school not too far from FIU. She graduated from FIU in 1994 with a bachelor's degree in political science and international relations and in 1998 earned a master's degree in public administration. She is a true product of what our FIU is about.

Before coming home to FIU, President-Elect Nuñez spent 15 years serving the State of Florida – both as a State Representative and as Lieutenant Governor. Before serving in government, she was Vice President of Governmental Affairs at Jackson Health Systems and held similar leadership positions at Kendall Regional and Aventura Hospital Medical Center.

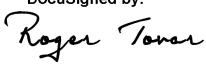
Since her appointment in February, Interim President Nuñez has worked tirelessly with great enthusiasm and passion and a firm commitment to our students and the overall success of FIU. Guided by FIU's strategic plan, [Experience Impact 2030](#), she has engaged meaningfully with our students, faculty, staff, and community, focusing on improving the student experience, ensuring research excellence, and establishing and strengthening strategic alliances.

President-elect Nuñez's distinguished career and commitment to further cement FIU's position as a leader in higher education in Florida and across the country make her an excellent leader for FIU at this pivotal point in our university's journey.

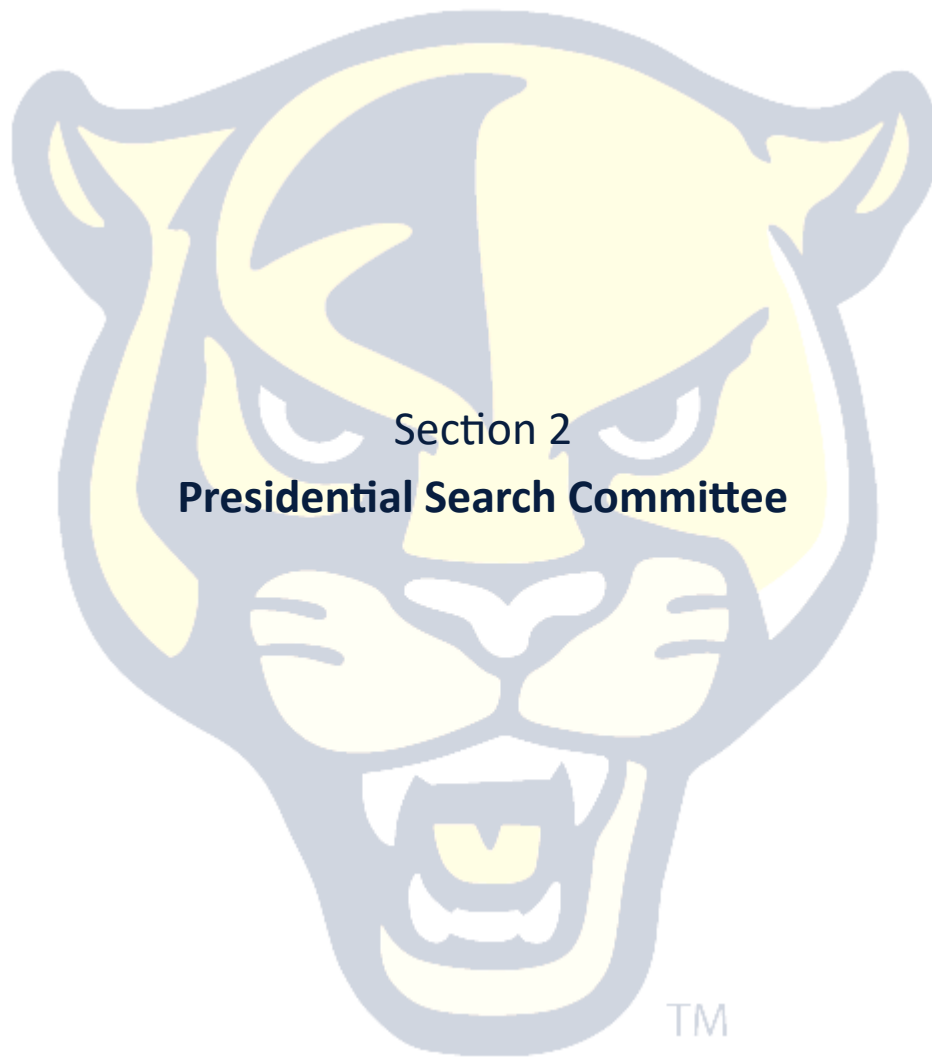
Throughout the search process, the FIU Board of Trustees was committed to closely following Florida Board of Governors Regulation 1.002. On behalf of the FIU Board of Trustees, I am pleased to request that the Board of Governors, at its next scheduled meeting, consider and confirm President-elect Nuñez as the seventh President of Florida International University. Enclosed with this letter you will find a written description of the selection process and criteria, additional information about President-Elect Nuñez, and a copy of the employment agreement to the Florida Board of Governors for consideration in the confirmation process as mandated by Florida Board of Governors Regulation 1.002.

Please do not hesitate to contact me with any questions regarding the search process.

Sincerely,

DocuSigned by:  
  
C49A131F1D2E4B7...

Roger Tovar  
Chair, FIU Board of Trustees



Section 2  
**Presidential Search Committee**



# **Presidential Search Committee**

**Committee Member Biographies**



## **Carlos A. Duarte**

Chair, Presidential Search Committee

Vice Chair, FIU Board of Trustees

President, CDR Enterprises Inc.

**Carlos A. Duarte** is the founder and CEO of CDR Enterprises Inc. and its subsidiaries CDR Health Care Inc., CDR Maguire Inc. and CDR Financial Services, Inc. where he has overseen the company's growth from 150 to over 4,000 employees in 17 states. The firm(s) specialize in heavy civil engineering, emergency medicine, disaster response and recovery, and project finance.

Mr. Duarte's experience also includes the evaluation of public-private partnership projects, alternative project delivery methods, financial modeling as well as the procurement and supervision of international transportation projects under the World Bank and Inter-American Development Bank (IBD).

He served on the Florida International University Foundation board of directors (2009-2017) and serves on the steering committee of the University Transportation Research Center. He is a member of Florida International University's business school Entrepreneurship Hall of Fame (2010) as well as the recipient of Florida International University's Outstanding Alumnus Medallion (2011) and Torch Award (2013).

Mr. Duarte holds a bachelor's degree in Accounting ('94) and a master's degrees in taxation ('99). He attended Florida International University as well as the Harvard Business School Executive Program. He began his career at Price Waterhouse LLP in 1995, was president of a large Florida engineering firm prior to founding CDR Enterprises in 2009.

He is married to Tina Vidal-Duarte, also an FIU alumnus, and has two children with her, Eva and Carlos Jr. His parents, Carlos and Haydee Duarte were Cuban exiles who both attended FIU and went on in careers in public service and a county engineer and public-school teacher respectively.



### **Marc D. Sarnoff**

Vice Chair, Presidential Search Committee

Member, FIU Board of Trustees

Partner, Miami office, Shutts & Bowen

**Marc D. Sarnoff** is a partner in the Miami office of Shutts & Bowen, where he practices land use and government relations law and is a member of the Real Estate Practice Group.

A Florida Supreme Court Certified Mediator and former City of Miami Commissioner, Marc is a proven advocate for business investment and helped shape Miami's emergence as a hub for technology, entertainment and culture during his time in office. His experience in land use planning and zoning includes involvement in the creation of the Perez Art Museum, the Philip and Patricia Frost Museum of

Science, Museum Park, the development of the Adrienne Arsht Performing Arts Center, and the creation of the 90,000 square foot Viacom movie studio. Marc is also experienced in representing the insurance industry on admiralty and maritime law issues. In his 30-year career, he has tried approximately 100 jury trials and 20 bench trials.

Marc served almost a decade as Commissioner for District 2 of the City of Miami, an area comprised of Downtown Miami, Brickell, Coconut Grove, Omni and the Upper Eastside. During this time, Marc also served as Chair of the City of Miami Commission, Chairman of the Downtown Development Authority, Chair of the Omni Community Redevelopment Agency and Chair of the Coconut Grove Business Improvement District. In 2015, Governor Rick Scott appointed him to the Metropolitan Planning Organization, which oversees the Florida Transportation Budget.



## **Noël C. Barengo**

Member, FIU Board of Trustees

Chair, FIU Faculty Senate

Associate Professor, Herbert Wertheim College of Medicine

**Dr. Noël C. Barengo** works as associate professor at the Herbert Wertheim College of Medicine, Florida International University in the USA, Florida International University in Miami, US. He was born and raised in Switzerland where he started his academic training. He studied at the University of Zurich (Switzerland), the Karolinska Institute (Sweden) and University of Eastern Finland where he graduated as MD in 1999. Thereafter he completed a Master in Public Health (2001) and a PhD in Public Health (2006) at the University of Eastern Finland (former University of Kuopio). He was given the title of

lecturer in public health at the University of Helsinki in Finland in 2009. He has worked as independent consultant in non-communicable diseases for the Pan-American Health Organization, the ASPIRE center in Qatar, the Ministries of Health of Argentina, Colombia, and Paraguay.

Dr. Barengo has 20 years teaching experience in epidemiology, research methods and public health. Among others, he has been teaching biostatistics, public health, health promotion, global health, epidemiology, and research methods in pre- and post-graduated programs at several Universities in Europe and Latin America. Dr. Barengo's primary research interests are prevention and control of diabetes, hypertension, and cardiovascular diseases. Furthermore, his scientific research has been focused on how to control and improve lifestyle habits and risk factors of non-communicable diseases in the population and high-risk groups. He has published close to 140 scientific publications in peer-reviewed journals and contributed three book chapters. His H index is 36 and by 2023 his publications have received over 10,000 citations. Dr Barengo is the current chair of the FIU Faculty Senate.



## **Francesca Casanova**

Member, FIU Board of Trustees

President, FIU Student Government Association

**Francesca Casanova** is serving a second-term as Student Body President of Florida International University. In this role, Francesca serves as the liaison between administration and more than 56,000 students. Francesca also leads the operations and responsibilities of the Student Government, including the allocation of a \$20 million budget for the enhancement of the overall collegiate experience.

Like many students at FIU, Francesca grew up with the story of the American dream. Her family being exiled from Cuba, she was raised with the stories of how her family worked hard to create a better life in the U.S. Now, as a second generation Cuban-American, Francesca represents the result of how freedom and opportunity in this country

allow for anyone, regardless of background, to achieve success.

Francesca graduated with her B.S. in Civil Engineering in the Spring of 2025 and is now pursuing an International MBA here at FIU. Having served as a Student Government Senator for the College of Engineering and Computing and as the Student Body President last year, Francesca has always worked to represent her peers within the University. Francesca has also worked with the Florida Department of Transportation through BCC Engineering as a transportation planning assistant and as a construction management intern with Moss & Associates.

Aside from her role as Student Body President, Francesca is a strong advocate for Fraternity and Sorority life and previously served as Panhellenic President. In this capacity, Francesca was responsible for the collaboration of all 7 sororities. Francesca is a proud sister of Alpha Xi Delta.

Through her role as Student Body President, Francesca is working to continue implementing initiatives that serve the student body and focus on student experience. Through her active involvement of all sectors of student life, Francesca brings the perspective of our community and builds the bridge that unites our University.



## **Eric Eikenberg**

Chief Executive Officer, The Everglades Foundation

**Eric Eikenberg** is a seasoned political strategist and policy expert who has served since 2012 as Chief Executive Officer of The Everglades Foundation, one of America's most prestigious environmental non-profits, with a singular focus on restoring and protecting America's Everglades.

Eikenberg leads a team of renowned scientists, experienced educators, policy experts, and professionals in communications, human resources, finance, and fundraising. By coupling this breadth of expertise with a passion for restoration, The Everglades Foundation is the leading organization in the effort to restore and protect America's Everglades – the world's largest ecosystem restoration project.

Prior to joining the Foundation, Eikenberg served as chief of staff to former Florida Governor Charlie Crist and former U.S. Representative E. Clay Shaw, Jr., who authored the landmark Comprehensive Everglades Restoration Plan.

A prolific columnist widely quoted by media outlets including National Public Radio, CNN, The Associated Press, Politico, and The Miami Herald, Eikenberg in 2024 was named among "The Achievers" by Miami Today and featured in its annual "Book of Leaders." In 2023, he was honored for the second time as one of the "Florida Power 100" by City & State Florida. Since 2022, Eikenberg has been recognized by Florida Trend as one of "Florida's 500," a selection of the state's most influential business leaders. He also has been named one of the "Most Influential People in Florida Politics" by Influence Magazine, and received South Florida Business & Wealth magazine's APOGEE Award. He was chosen to serve on a panel of 50 Influential Floridians in 2019 by The Miami Herald, El Nuevo Herald, and The Bradenton Herald, and in 2022, received the Guy Harvey Conservation Icon Award from the Guy Harvey Ocean Foundation.

A graduate of The American University, Eric, his wife, and four children reside in Palmetto Bay, Florida.



**Gerald C. Grant, Jr.,**  
Vice Chair, FIU Foundation, Inc. Board of Directors  
President, G. Financial Group

**Gerald Grant, Jr.** is the President of the G Financial Group, working in alliance with Equitable Advisors. Prior to forming the G Financial Group, Gerald served as the Branch Director of Financial Planning of Equitable Advisors South Florida Branch. He brought to Equitable Advisors over eleven years of banking experience. At Citibank, he held the position of Branch Vice President and Cluster Manager. Prior to Citibank, Gerald was a Branch Manager with Great Western Bank, where he was named for two consecutive terms, "Branch Manager of the Year." Gerald was also named "Banker of the Year" by the Miami Urban Bankers Association.

Gerald holds an A.A. degree from Miami Dade College and both Bachelor's and Master's degrees in Business Administration from Florida International University. He also holds FINRA Series 7, 63, 65, 24, and 26 Securities Registrations and is insurance licensed. His experience and knowledge are now used to focus on providing estate planning strategies, wealth accumulation and protection strategies, life insurance, retirement planning, college funding strategies, and other financial services.

Gerald is an active member of the South Florida community and serves on the Foundation Board of Directors for Florida International University (FIU). He also serves on the Board of Directors for the Adrienne Arsht Center for the Performing Arts of Miami-Dade County, and the Orange Bowl Committee. He is also a member of the Phi Beta Sigma Fraternity, Inc.-Theta Rho Sigma Chapter. Gerald is a past-President of the National Association of Insurance and Financial Advisors (NAIFA), Miami-Dade Chapter, a past-Trustee and past-President of the Florida International University Alumni Association. He is also a past-Board Member of the United Way of Miami-Dade, Everglades Foundation, and the Greater Miami Chamber of Commerce.



## **Francis A. Hondal**

Member, FIU Foundation, Inc. Board of Directors  
Formerly President, Loyalty and Engagement,  
Mastercard

**Francis A. Hondal** is the former president of loyalty and engagement at Mastercard, where she led a global P&L, the development of new products, strategic partnerships and B2B services that enable exceptional consumer experiences through loyalty, rewards, and performance-based marketing services for enterprises worldwide. She served as a member of Mastercard's Management Committee.

Francis has over 30 years of experience in consumer marketing, finance, and international general management. She previously led credit and loyalty products globally for Mastercard, responsible for growing usage and preference of Mastercard-branded products. She has been a passionate advocate for consumer-centric strategies leveraging insights and technologies that influence consumer engagement and build brand affinity throughout her career. For Mastercard in Latin America and the Caribbean, she was responsible for the development, management, and marketing of all products and solutions, as well as Mastercard Advisors consulting, data and analytics services. Prior to joining Mastercard in 2011, she launched a business development and marketing service firm after a 17-year career at American Express, where she held various senior-level general management, product and finance roles within international consumer services.

She currently serves on the board of Bath & Body Works, Inc. (formerly L Brands, Inc.) and Equitable Holdings, a financial service holding company comprised of two complementary and well-established principal franchises, Equitable and AllianceBernstein. She also serves on the FIU Foundation Board as executive co-chair of Marketing committee. Francis is a first-generation Cuban-American and has been named to ALPFA/Fortune's Top 20 Most Powerful Latina Women in corporate America several times.

She has a bachelor's degree in Finance and International Business and an MBA from Florida International University (FIU). Francis lives with her family in Miami.



## **Natasha Lowell**

Senior Vice President and Senior Wealth Strategist,  
Grove Bank & Trust

**Natasha Lowell** is the senior vice president and senior wealth strategist at Grove Bank & Trust. With more than 30 years of experience in the private wealth sector, Lowell is an established banking professional responsible for acquiring businesses from high-net-worth clients and implementing wealth planning strategies.

Having served as senior vice president at First National Bank of South Miami in private banking, Lowell has held similar positions throughout her career, including in the commercial real estate and construction lending sectors. Her commitment to public service and civic duty includes current involvement on the Advisory Board of Casa Familia Inc. and past service with the Board of Trustees of Florida

International University and Take Stock in Children Miami-Dade County.



## **Albert R. Maury**

President and CEO, Leon Medical Centers

**Albert Maury** serves as the President and CEO of Leon Medical Centers, Inc., a leader in Miami's healthcare service providers for Medicare recipients since 1996 and currently serves over 41,000 patients. Prior to this, he was President and CEO of Leon Medical Centers Health Plans, Inc., a Medicare Advantage HMO.

Mr. Maury has over 20 years of experience in building and leading high-caliber finance, operations, and administrative organizations. He began his career in the healthcare industry in 1993 with Physicians Corporation of America (PCA). Shortly after, he was offered the position and the Head of Medicaid Sales at Neighborhood Health Partnership, where he proved to be a great asset to the Company. A couple of years later, he joined Leon Medical Centers, Inc., when it

was founded in 1996 and remained with the company through October of 2007 as Chief Financial Officer. With this healthcare institution, he was able to help establish operations responsible to long-range corporate objectives for growth and profitability. Following the sale to HealthSpring, Mr. Maury was offered the position of President and Chief Executive Officer of Leon Medical Centers Health Plans, Inc. a position he held until 2016.

In 2007, Mr. Maury became the first undergraduate alumnus to be appointed by the Governor of the State of Florida to Florida International University's (FIU) Board of Trustees. This is a great distinction as this board is composed of only 13 members, six of whom are selected by the Governor. He served as Chair of the Finance and Audit Committee as well as Vice Chair of the Board for two years. In January 2011, he was appointed Chairman of the Board and served consecutive terms as such until December 2015.

Mr. Maury served as a board member to the Alliance for Aging for six years and also served on the board of the Bertha Abess Children's Center, a non-profit entity providing services to children with emotional disabilities. In addition, he served on the Miami panel of the President's Commission on the White House Fellowships for the 2013-14 class. He was also chosen as a member of the National Commission on College and University Board Governance, an initiative of the Association of Governing Boards of Universities and Colleges in Washington D.C.

A graduate of FIU, Mr. Maury earned two bachelor's degrees, one in Finance and another in Accounting. He currently resides in Coral Gables with his wife Silvia, and their four children, Alexandra, Steffany, Katerina and Albert Gabriel.



## **Carlos A. Migoya**

Chief Executive Officer Jackson Health System

**Carlos A. Migoya** has led Jackson Health System since May 2011, overseeing one of the nation's largest public healthcare networks. Jackson has the distinction of bringing world-class medical care – including a flagship academic partnership with the University of Miami – to a taxpayer-owned system that guarantees a single high standard of care for all residents of Miami-Dade County. The system is anchored by Jackson Memorial Hospital, one of the most respected hospitals in Florida. The system also includes three community hospitals, as well as Holtz Children's Hospital/The Women's Hospital at Jackson Memorial, Jackson Behavioral Health Hospital, the Christine E. Lynn Rehabilitation Center for The Miami Project to Cure Paralysis at UHealth/Jackson Memorial, two nursing homes, and a network of urgent care centers, physician practices, and clinics.

In his first year at Jackson, Mr. Migoya led a transformation that reversed years of massive losses and produced a surplus, and the system has earned an annual surplus every year since. At the same time, key indicators of healthcare quality and patient satisfaction improved, proving that public hospital systems need not choose between medical excellence and operational sustainability. In November 2013, he led a successful campaign in which 65 percent of Miami-Dade voters approved the \$830 million Jackson Miracle-Building Bond program, which was the cornerstone of a 10-year, \$2 billion capital plan to renovate, modernize and expand Jackson's facilities – a program that was widely successful, expanding Jackson's footprint throughout Miami-Dade County. In 2020, he led the system through Miami's role as an epicenter of the COVID-19 pandemic, serving as a key outside advisor to the Florida governor and Miami-Dade mayor. He also led Jackson's public vaccination program, which resulted in more than 180,000 people receiving the COVID vaccine at Jackson sites - one of the system's most ambitious public health projects in its history.

Prior to joining Jackson, Mr. Migoya served as City Manager in Miami, successfully tackling the city's ailing budget issues. Most of Mr. Migoya's professional life was spent in the banking industry, rising through the ranks over more than 40 years from part-time teller to regional president and CEO at Wachovia and its predecessors. He most recently served as the regional president of Wachovia in North Carolina and the CEO for the Atlantic region, responsible for banking in New Jersey, Connecticut and New York.

He is actively involved in several community organizations, sitting on the boards of Florida Chamber of Commerce, the Florida Hospital Association, and the Safety Net Hospitals Alliance of Florida. He was the founding chairman of Florida International University's College of Business Administration's principal advisory board, as well as a previous board chairman of United Way Miami, and a member of the boards of the Florida Council of 100, Miami-Dade Beacon Council, Miami Dade College, and Downtown Miami Charter School.

Mr. Migoya earned an undergraduate degree in finance and a Master of Business Administration in finance from Florida International University.



## **Jose Oliva**

Member, Florida Board of Governors

Chairman of the Board, Oliva Cigar Co. and owner, Oliva International Foods

**Jose Oliva** is an American-born son of Cuban Immigrants. He grew up in Hialeah where he attended public schools. Governor Oliva is an entrepreneur who started his first company, Oliva Cigar Co. in 1995 together with his family. After growing the company Governor Oliva divested in 2016 and remained as CEO until 2018. He currently serves as Chairman of the Board at Oliva Cigar Co. and owns Oliva International Foods, which imports and distributes Hispanic frozen foods in the U.S.

In 2011, Governor Oliva was elected to represent District 110 in the Florida legislature. He served in the legislature between 2011-2020 and served as Speaker of the House during the 2018-2020 legislative term. During his time in the legislature, Governor Oliva focused on healthcare and education reform, including expanding school choice, curbing runaway growth in universities and leading the effort to remove many healthcare regulations. Additionally, Governor Oliva was instrumental in the legislation that allowed for prescription drug importation and expanded the scope of authority for nurse practitioners allowing them to practice autonomously and to the full extent of their training.

In 2023, Governor Oliva was appointed to the Florida Board of Governors. His stated goals as a Governor are to help foment a culture of efficiency and careful need-based growth in the university system, as well as ensure that our universities live up to the expectation of free thought and engage in vibrant but civil discourse.

Governor Oliva and his wife Jeanne have been married for 24 years and have 3 children.



## Yaffa Popack

Member, FIU Board of Trustees

Co-founder and Chair, YMP Real Estate Management

Yaffa Popack is a lawyer, entrepreneur, community activist, and philanthropist, and is the co-founder and chair of YMP Real Estate Management, a South Florida-based real estate acquisition and management company with residential and commercial properties in seven states.

YMP Real Estate Management has succeeded due to its agility and creativity in challenging market conditions and is respected for its focus on the well-being of its employees and 10,000+ resident tenants. Ensuring a high standard of care for seniors is a personal priority and the assisted living facilities YMP owns and manages provide residents with exceptional care in safe, state-of-the-art facilities.

In response to the pandemic and its impact on families in south Florida, Yaffa launched an innovative program to assist YMP tenants who had become unemployed as a result of COVID-19 to find a job and maintain secure housing for their families. Most recently, Yaffa founded Neighborhood Farms USA, a national non-profit dedicated to addressing the wide range of nutritional challenges people face in communities across the country. The organization promotes health, wellness, and nutritional education and supports the development of community gardens, healthy food programs, and shared best practices in gardening and urban farming.

Yaffa Popack is principal and co-founder of Route 26 Capital, an advisory firm that provides family offices and institutions with guidance in private wealth management, estate planning, tax strategy, philanthropic planning, private equity investment access, and trust services affiliated with large institutions.

Yaffa has served on the Touro University Board of Governors in New York since 2020 and chairs the YMP Family Foundation, whose mission is to provide access to affordable housing and sustainable nutrition. She is the founder of a synagogue on Fisher Island, a Miami food bank that offers affordable kosher food for people in need and she partnered to develop a school for troubled boys from the Hassidic community in Israel. Locally, Yaffa also serves as a holistic health counselor and senior living counselor in the Miami-Dade community at large.

Her parents emigrated to the United States from the former Soviet Union in 1975 seeking economic opportunity and freedom from religious persecution, and Yaffa grew up believing in the transcendent value of education. Fluent in five languages, she is a graduate of Columbia University and received her Juris Doctor at Benjamin Cardozo School of Law in New York. Yaffa lives in Miami Beach with her husband and business partner Moshe Popack and their 11 children.



### **Claudia Puig**

Member, FIU Foundation, Inc. Board of Directors  
Formerly President and General Manager of Univision  
Communications/Television/Radio/Digital

**Claudia Puig** was the President and General Manager of Univision Communications/Television/Radio/Digital, which owns some of the top-rated Spanish-language radio stations in Miami. During her tenure, Univision Radio's FM stations in Miami consistently ranked among the top three stations in the market while WAQI-AM and WQBA-AM rank number one and two among the AM stations. Most recently, Puig was appointed by President Bush to the Corporation for Public Broadcasting. Puig is also Board Member to the City of Miami Arts and Entertainment Council. Ms. Puig lives in Coral Gables.



## Alexander A. Rubido

JD, FIU College of Law

**Alexander A. Rubido** is a proud Miami native and recent graduate of Florida International University College of Law, where he earned his degree *magna cum laude* and graduated in the top ten percent of his class. During law school, he held several leadership roles, including Co-President of the Moot Court team, articles editor on the FIU Law Review, and Representative to the Student Bar Association. He was also appointed to FIU's Presidential Search Committee, helping select the university's next president.

Alexander's dedication to public service began during his undergraduate years at FIU, where he earned his bachelor's degree in Political Science *magna cum laude* and was inducted into Phi Beta Kappa, the nation's oldest and most prestigious academic honor society. As Student Body President, he managed a \$22 million budget, led successful advocacy efforts in Tallahassee, and helped in the development of new campus facilities. He also served as the student voting member on FIU's Board of Trustees, the university's governing body.

He has worked in both government and legal environments, gaining hands-on experience in policy, research, and advocacy. He has mentored students as a legal writing teaching assistant and interned in the Office of the Lieutenant Governor. Alexander brings a strong commitment to leadership, service, and community impact to every role.



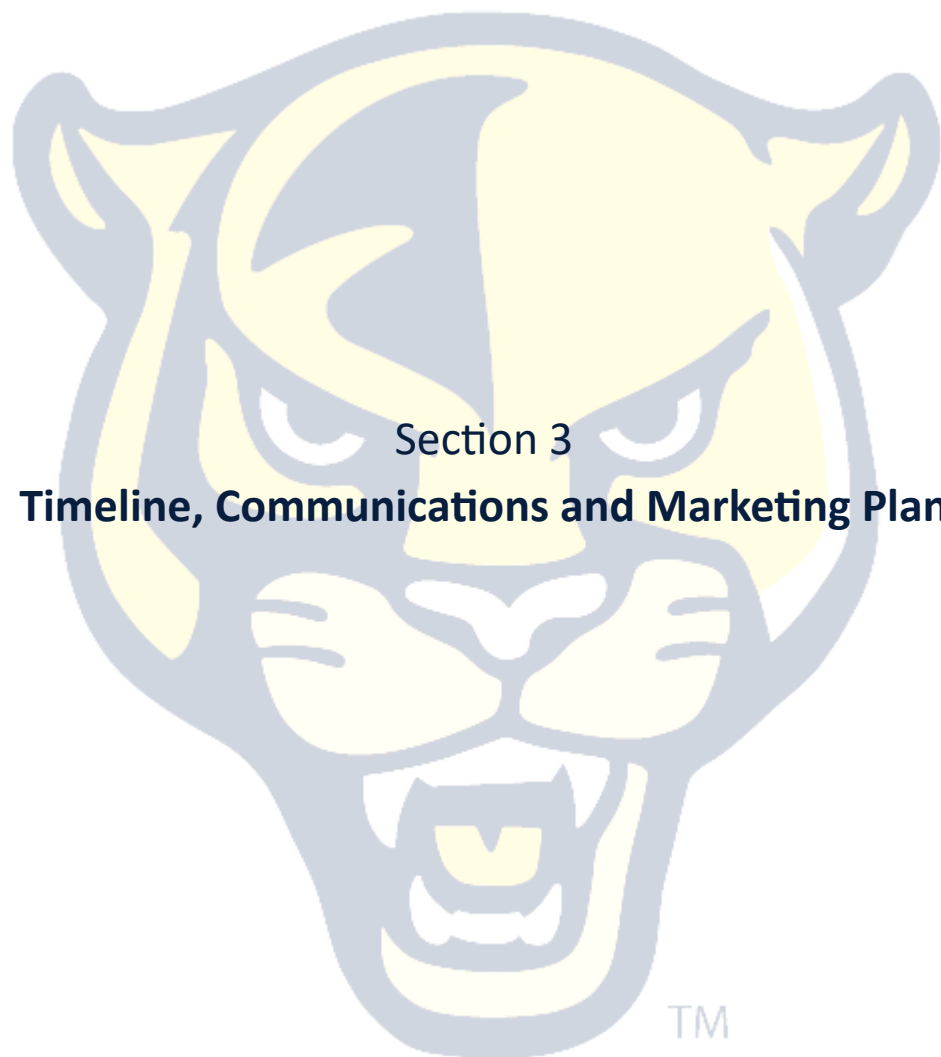
## Selcuk Uluagac

Eminent Scholar Chaired Professor, FIU Knight Foundation School of Computing and Information Sciences

**Dr. Selcuk Uluagac** is currently an Eminent Scholar Chaired Professor in the Knight Foundation School of Computing and Information Science at Florida International University, leading the Cyber-Physical Systems Security Lab with an additional courtesy appointment in the Department of Electrical & Computer Engineering. Before, he was a Senior Researcher at Georgia Tech and Symantec. He holds a PhD from Georgia Tech and MS from Carnegie Mellon University in cybersecurity.

He is an expert in the areas of cybersecurity and privacy with an emphasis on their practical aspects (focusing on systems security topics, malware, ransomware, forensics, IoT, CPS, smart systems) and teaches classes in these areas. He has hundreds of papers/studies/publications in the most reputable venues such as NDSS, USENIX Security, IEEE TIFS. He received US National Science Foundation (NSF) CAREER Award (2015), US Air Force Office of Sponsored Research's Summer Faculty Fellowship (2015), University of Padova (Italy)'s Faculty Fellowship (2016), Google's ASPIRE Research award in security and privacy (2021), Faculty Fellowship from the Sapienza University of Rome, Italy (2022), FIU Provost Office Top Scholar Award in Established Faculty with Significant Grants (STEM Category), (2023), FIU Provost Office Top Scholar Award in Faculty with Notable Gains in Student Learning and Success (Sciences Category) (2021), FIU College of Engineering and Computing Faculty Award in Excellence in Research and Creative Activities (2021), FIU Eminent Scholar Chaired Associate Professor in the College of Engineering and Computing (2020), among others. His research has been funded by numerous government agencies and industry, e.g., NSF, Dept. of Energy, Air Force Research Lab, Dept. of Labor, Cyber Florida, Google, Microsoft, Trend Micro, and Cisco, inter alia.

He is very entrepreneurial and visionary with his research. Many of his research ideas have resulted in patents (10+). He is chairing/serving on the of top-tier security conferences, e.g., NDSS, USENIX Security, ACM CCS, IEEE SP. In 2023, he was the TPC Chair of Security and ML Track of ACM CCS 2023 and was the General Chair of ACM Conference on Security and Privacy in Wireless and Mobile Networks (ACM WiSec) in 2019. In 2018, he co-chaired the National Institute of Standards and Technology (NIST)'s National Initiative for Cybersecurity Education (NICE) Annual Expo and Conference. In 2022, he was the TPC Co-Chair of IEEE CNS Conference. He currently serves as the deputy editor in-chief of IEEE TIFS and associate editors of IEEE TMC and Elsevier COMNET journals. More information can be obtained from <https://nweb.eng.fiu.edu/selcuk/> and his lab at <https://csl.fiu.edu/>.



Section 3  
**Timeline, Communications and Marketing Plan**

TM

FIU Presidential Search Timeline	
February 2025	Appointment of Interim President Jeanette M. Nuñez
	Launch of FIU presidential search website
	FIU Presidential Search Committee announced
	Dallas-based search firm Funk Associates retained
	Survey opened for community input
March 2025	FIU Presidential Search Committee meeting to introduce members; receive the Committee charge, timeline, and responsibilities; review Sunshine Law and public records; meet the Funk Associates team; review the marketing plan, Presidential Position Criteria, and executive compensation analysis. The Presidential Search Committee unanimously recommended the Presidential Position Criteria and range of compensation for FIU Board of Trustees approval and submitted the marketing plan to the FIU Board of Trustees
	The FIU Board of Trustees unanimously approved the Presidential Position Criteria and range of compensation
April – May 2025	FIU Presidential Search Committee meeting to determine, under the position criteria, applicants to be interviewed by the Committee, which was accomplished by conducting a ranking of the applicants to determine where there was consensus. The ranking process was completed by the FIU Presidential Search Committee, during its meeting, on the record and where contemporaneous discussion of such rankings took place
	FIU Presidential Search Committee reviewed available public records and online resources of qualified applicants invited to participate in interviews with the Committee
	FIU Presidential Search Committee meetings to conduct in-person applicant interviews, based on the format and parameters set forth by the Committee. The Committee utilized the same preliminary questions for each applicant
	FIU Presidential Search Committee selection of three finalists, including FIU's Interim President Jeanette M. Nuñez, for recommendation to the FIU Board of Trustees
	FIU Presidential Search Committee Meeting to receive updates regarding status of finalists. The Committee was informed that two of the finalists withdrew their candidacy. The Committee unanimously agreed to move Interim President Nuñez forward as its sole finalist for consideration by the FIU Board of Trustees

	Announcement of FIU Presidential Search Committee’s recommendation of final applicant, Mrs. Jeanette M. Nuñez, to the FIU Board of Trustees
	Background check and reference checks conducted
	Presidential Candidate Community Sessions with faculty, students, and other stakeholders
<b>June 2025</b>	FIU Board of Trustees met to interview the final applicant, Mrs. Jeanette M. Nuñez and hear the results of the employment screening report for Mrs. Nuñez. The FIU Board of Trustees selected Mrs. Nuñez as the seventh President of Florida International University for recommendation to the Florida Board of Governors
	Employment agreement drafted in consultation with and review by Florida Board of Governors General Counsel
	Submission of a written description of the selection process and criteria, the President-Elect’s qualifications, and a copy of the employment agreement to the Florida Board of Governors for consideration in the confirmation process
	Florida Board of Governors scheduled confirmation of the President of Florida International University



## MEMORANDUM

TO: Presidential Search Committee Members

FROM: Roger Tovar, Chair, FIU Board of Trustees

DATE: February 26, 2025

RE: Presidential Search Committee Charge

Florida International University (FIU) is a leading public research university recognized for academic excellence, innovation, and impact. FIU is ranked among the Top 50 public universities and Top 100 overall national universities by *U.S. News & World Report*. The *Wall Street Journal* and *Washington Monthly Magazine* rank FIU as the top university in Florida. As a Preeminent State Research University, FIU is one of only four institutions to achieve this prestigious designation, a testament to its exceptional performance in student success, research, and national prominence. Further solidifying its position as a national powerhouse, FIU holds the highest Carnegie Classification—R1: Doctoral Universities – Very High Research Activity—placing it among the top tier of research institutions in the nation. FIU has consistently been ranked among the top three universities over the past four years in Florida’s performance-based funding model, earning the No. 1 spot three times.

FIU’s influence extends far beyond the classroom. As one of South Florida’s anchor institutions and a global hub for innovation, research, and real-world solutions, FIU is tackling some of the world’s most pressing challenges across environment and environmental resilience, health, and technology and innovation. With this momentum, FIU is poised to attract a world-class leader as its next President—someone who will build upon its extraordinary trajectory and propel the institution to even greater heights. The future of FIU is brighter than ever, and its impact will continue to shape the landscape of higher education and beyond.

In accordance with Florida Board of Governors Regulation 1.002, I, as Chair of the FIU Board of Trustees (the “Board of Trustees”), and in consultation with the Chair of the Board of Governors, have appointed you as the members to the Presidential Search Committee (the “Committee”). The Committee has been appointed to serve in an advisory role to the FIU Board of Trustees and is comprised of 15 members including representatives of the Board of Trustees, Foundation Board of Directors, faculty, students, alumni, and the community. Two of the Committee’s members are the Chair of the Board of Governors’ designees, which consist of a member of the Board of Governors and a committee member at-large. The Committee members are:

**Committee Chair, Carlos A. Duart**  
*Vice Chair, FIU Board of Trustees*  
*President, CDR Enterprises Inc.*

**Committee Vice Chair, Marc D. Sarnoff**  
*FIU Board of Trustees*  
*Partner, Miami office, Shutts & Bowen*

- **Noël C. Barengo**  
*FIU Board of Trustees*  
*Chair, FIU Faculty Senate*  
*Associate Professor, Herbert Wertheim College of Medicine*
- **Francesca Casanova**  
*FIU Board of Trustees*  
*President, Student Government Association*
- **Eric Eikenberg**  
*Chief Executive Officer, The Everglades Foundation*
- **Gerald C. Grant, Jr.**  
*Vice Chair, FIU Foundation, Inc. Board of Directors*  
*President, G Financial Group*
- **Francis A. Hondal**  
*FIU Foundation, Inc. Board of Directors*  
*Formerly President, Loyalty and Engagement for Mastercard*
- **Natasha Lowell**  
*Senior Vice President and Senior Wealth Strategist, Grove Bank and Trust*
- **Albert R. Maury**  
*President and CEO, Leon Medical Centers*
- **Carlos A. Migoya**  
*Chief Executive Officer, Jackson Health System*
- **Jose Oliva**  
*Florida Board of Governors*  
*Chairman of the Board, Oliva Cigar Co. and owner, Oliva International Foods*
- **Yaffa Popack**  
*FIU Board of Trustees*  
*Co-founder and Chair, YMP Real Estate Management*
- **Claudia Puig**

*FIU Foundation, Inc. Board of Directors  
Formerly President and General Manager of Univision  
Communications/Television/Radio/Digital*

- **Alexander Rubido**  
*JD candidate, FIU College of Law*
- **Selcuk Uluagac**  
*Eminent Scholar Chaired Professor, FIU Knight Foundation School of Computing and Information Sciences*

FIU is formally retaining the services of R. William Funk and Associates, an executive search firm/consultant to assist it in this process. Selection of the next President of FIU is, as we all know, a highly important matter for the University. Together with the FIU Board of Trustees, I extend our gratitude to the members of the Committee for accepting this critical assignment.

Consistent with Florida law and Florida Board of Governors Regulation 1.002, I would like to charge the Committee as follows:

1. **Scope of Search:** The Committee is tasked with conducting a presidential search process that is transparent, effective, and consistent with state law and with the priorities of the Board of Governors and FIU. The Committee is charged with conducting a nationwide search and recommending to the Board of Trustees an individual who is highly qualified to lead FIU as its next president and to base its recommendations upon position criteria adopted by the Board of Trustees with input from the campus community, as well as the Board of Trustees' established employment policies. Throughout this process, the Committee shall comply with Florida's Sunshine laws and confidentiality requirements in accordance with Florida Statutes, including chapters 119 and 286 and the confidentiality requirement in section 1004.098, in addition to Regulations of the Board of Governors and applicable FIU regulations.
2. **Responsibilities:** Consistent with Board of Governors Regulation 1.002, the Committee, assisted by the executive search firm, shall be responsible for:
  1. oversight of a webpage on the institution's website that includes a link to the home page for meetings related to the search and information on the means of providing stakeholder input, which shall be maintained for purposes of transparency;
  2. establishing a calendar of public events for the process as they are planned that takes into account the need to align the timing of the selection process with the estimated timeline specified by the board of trustees to the extent feasible, and meeting dates of the board of trustees, and of the Board of Governors for purposes of the confirmation process;

3. developing recommended position criteria that are consistent with the institution's mission, strategic plan and aspirational goals, which shall be approved by the board of trustees;
4. approving a marketing plan, that will be submitted to the board of trustees;
5. identifying individuals who may apply, be nominated, or recruited, taking into consideration their experience, qualifications and leadership capabilities under the position criteria to produce a pool of qualified applicants;
6. vetting applicants by, at a minimum, ensuring that:
  - i. the committee reviews, as soon as possible but no later than seven (7) days prior to the interview of any applicant, available public records and online resources in order to narrow the pool of qualified applicants who will be invited to participate in interviews with the search committee;
  - ii. any issues of concern identified in the public records or online resources are shared with and addressed by the committee and applicant, prior to the applicant being advanced to the board of trustees;
  - iii. the references of candidates to be referred to the board of trustees are thoroughly checked and reviewed by the committee prior to advancing applicants to the board of trustees;
  - iv. any information solicited from applicants in the vetting process is necessary to conduct a background check, or is germane to the position description.
7. determining, under the position criteria, the applicants to be interviewed by the search committee, which may be accomplished, for example, by categorizing applicants from highly qualified to unqualified and conducting a ranking or series of rankings of the applicants to determine where there is consensus. Any ranking process must be completed by search committee members, during a meeting, on the record and where contemporaneous discussion of such rankings can take place;
8. conducting those first applicant interviews, based on the format and parameters set forth by the committee. If the interviews are in-person, at least one board of trustees committee member must attend the interviews in person. The committee will utilize the same preliminary questions for each applicant and is authorized to include additional applicant-specific questions related to the applicant's submitted materials or background vetting findings obtained through public records or online resources;
9. recommending an unranked list of final applicants who are qualified under the position criteria to further the institution's mission, goals and priorities for on-campus meetings or forums with faculty, students, and other stakeholders and for consideration and on-campus interviews by the board of trustees, subject to the prior review and approval by the Chair of the Board of Governors. The search committee is required to submit more than two qualified applicants, selected by a

majority vote of the search committee, to the board of trustees for consideration, other than in exceptional circumstances making fulfillment of this requirement infeasible, in which case the committee must discuss why fewer than three applicants are being recommended and whether additional applications should be considered. If more than two candidates are not coming forward, the board of trustees must be notified of the reason and may decline to act;

10. informing all members of the committee if any applicant withdraws from consideration prior to the board of trustees' consideration of finalists; and
  11. notifying the search committee chair and the Chancellor if, at any time during the search committee process, a member identifies concerns or issues related to the process or the search committee's compliance with law or Board of Governors regulations. The Chancellor, in consultation with the Chair of the Board of Governors and Board of Governors' General Counsel, will issue guidance on the appropriate course of action.
3. **Estimated Timeline:** The timeline for the presidential search process began this month (February 2025) with organizational meetings, including consultations with the search firm, legal, statutory and confidentiality overview, development of a marketing plan, and development of the website for the search which will facilitate the means for providing stakeholder input. The first meeting of the Committee is anticipated for Monday, March 17, 2025 at 9:00 AM to be held at the FIU, Modesto A. Maidique Campus. Subsequently, the Board of Trustees will schedule a meeting to review the marketing plan and approve the presidential position criteria and the range of compensation. By early May 2025, the Committee should submit its recommended unranked list of qualified applicants to the Board of Trustees, consistent with the requirements of Board of Governors Regulation 1.002.

The Committee's role is extremely important to the future of this institution, and the Board of Trustees sincerely thanks each member of the Committee for their willingness to engage in this process.



**February 28, 2025**

Dear FIU family,

In an important step on our path to selecting FIU's seventh president, I am pleased to announce the members of the FIU Presidential Search Committee.

These individuals, who were appointed in accordance with Florida Board of Governors regulations, represent the Florida Board of Governors, FIU Board of Trustees, FIU Foundation Board of Directors, faculty, students, alumni, and members from the community.

With varying professional backgrounds and community involvement - and a sincere commitment to the success of FIU - these members will provide the knowledge and dedication needed to conduct this search for FIU's seventh president. I am grateful to each of them for their dedication to this process and for giving of their time to assist our university during this time of transition.

The FIU Presidential Search Committee members are:

- **Carlos A. Duarte**, Committee Chair; Vice Chair, FIU Board of Trustees; President, CDR Enterprises Inc.
- **Marc D. Sarnoff**, Committee Vice Chair; FIU Board of Trustees; Partner, Miami office, Shutts & Bowen
- **Noël C. Barengo**, FIU Board of Trustees; Chair, FIU Faculty Senate; Associate Professor, Herbert Wertheim College of Medicine
- **Francesca Casanova**, FIU Board of Trustees; President, FIU Student Government Association
- **Eric Eikenberg**, Chief Executive Officer, The Everglades Foundation
- **Gerald C. Grant, Jr.**, Vice Chair, FIU Foundation, Inc. Board of Directors; President, G Financial Group
- **Francis A. Hondal**, FIU Foundation, Inc. Board of Directors; Formerly President, Loyalty and Engagement, Mastercard
- **Natasha Lowell**, Senior Vice President and Senior Wealth Strategist, Grove Bank & Trust
- **Albert R. Maury**, President and CEO, Leon Medical Centers
- **Carlos A. Migoya**, Chief Executive Officer, Jackson Health System
- **Jose Oliva**, Florida Board of Governors; Chairman of the Board, Oliva Cigar Co.; Owner, Oliva International Foods
- **Yaffa Popack**, FIU Board of Trustees; Co-founder and Chair, YMP Real Estate Management
- **Claudia Puig**, FIU Foundation, Inc. Board of Directors; Formerly President and General Manager of Univision Communications/Television/Radio/Digital
- **Alexander Rubido**, JD candidate, FIU College of Law

- **Selcuk Uluagac**, Eminent Scholar Chaired Professor, FIU Knight Foundation School of Computing and Information Sciences

FIU Board of Trustees Vice Chair [Carlos A. Duarte](#) will serve as chair of the Presidential Search Committee. Mr. Duarte is a two-time FIU alumnus, earning a bachelor's degree in Accounting and a master's degree in taxation. He is the founder and CEO of CDR Enterprises Inc. and its subsidiaries CDR Health Care, Inc., CDR Maguire, Inc. and CDR Financial Services, Inc.

Trustee [Marc D. Sarnoff](#) will serve as the vice chair of the Presidential Search Committee. Mr. Sarnoff is a partner in the Miami office of Shutts & Bowen, where he practices land use and government relations law and is a member of the Land Use Practice Group.

The search committee will be assisted by the Dallas-based search firm R. William Funk and Associates to identify, recruit and vet candidates. The committee is holding its first meeting at 9 a.m. on Monday, March 17, 2025 and will be available on [webcast.fiu.edu](http://webcast.fiu.edu).

Updates and information about the presidential search process can be found on the FIU [presidential search website](#). This website will be updated routinely. Please visit the website and [share your input](#).

The FIU Board of Trustees is committed to a thorough, diligent, and collaborative search process and will continue to provide the university community with frequent updates and opportunities to work together.

I believe the FIU presidency is one of the great jobs in higher education. I can assure you that our next leader will be a true champion of student success and research excellence.

Thank you,



Roger Tovar  
Chair, FIU Board of Trustees



**May 8, 2025**

Dear members of the university community,

Over the past several weeks, the Presidential Search Committee has identified and interviewed candidates interested in becoming FIU's seventh president. We are now ready to move into the public and final phase of the process.

After a thorough review and interview process, the Presidential Search Committee selected three finalists for recommendation to the FIU Board of Trustees. The three finalists included a sitting president and sitting provost at other institutions, as well as FIU's Interim President Jeanette M. Nuñez.

Two of the finalists indicated that they would only move to the public phase of the search process if selected as the lone candidate. As a result, these two finalists withdrew their candidacy. Given her proven record of leadership and unique qualifications, the Committee unanimously agreed to move Interim President Nuñez forward as its sole finalist for consideration by the FIU Board of Trustees.

Since her appointment in February, Interim President Nuñez has worked tirelessly with great enthusiasm and passion and a firm commitment to our students and the overall success of FIU. Guided by FIU's strategic plan, [Experience Impact 2030](#), she has engaged meaningfully with our students, faculty, staff, and community, focusing on improving the student experience, ensuring research excellence, and establishing and strengthening strategic alliances.

Our university is central to Interim President Nuñez's life and that of her family. She is a proud double alumna, earning a bachelor's degree in political science and international relations in 1994 and a master's degree in public administration in 1998. She is also a proud Panther parent and former adjunct faculty member, having taught a graduate-level course on health policy and serving as a guest lecturer over the years.

Before coming home to FIU, Interim President Nuñez spent 15 years serving the State of Florida – both as a State Representative and as Lieutenant Governor. Before serving in government, she was Vice President of Governmental Affairs at Jackson Health Systems and held similar leadership positions at Kendall Regional and Aventura Hospital Medical Center.

Interim President Nuñez's distinguished career and commitment to further cement FIU's position as a leader in higher education in Florida and across the country make her an excellent leader for FIU at this pivotal point in our university's journey.

As we enter the next phase of the presidential search process, which will be public, we invite our university community to actively participate.

On **Wednesday, May 21, 2025**, a series of open forums will be held at FIU's Modesto A. Maidique Campus. At these forums, our FIU community will have opportunities to interact directly with Interim President Nuñez, ask questions, and share ideas. We will share the schedule of the open forums in the coming days. Please visit the [Presidential Search website](#) for updates. I hope you will attend at least one of the sessions.

Also on the website is a survey designed to gather feedback from the community about important attributes of the next president of FIU, as well as general input on the direction of the university. [Please take a moment to complete the survey.](#)

The FIU Board of Trustees will meet at 9 a.m. on **Monday, June 2, 2025**, for an on-campus interview of the candidate and to consider the feedback from the university community shared at the forums and through the survey. This public meeting will take place in the Graham Center Ballrooms. Given the limited seating capacity, the FIU community can also attend virtually via the University's [webcast](#).

It is a great honor to serve as Chair of the Presidential Search Committee, which has brought together an outstanding group of individuals whose commitment to FIU is unparalleled. I am grateful to each committee member for their diligence and dedication to this process. I also want to thank Funk Associates, our search consultant, for assisting us in this process. To our FIU community members, thank you for your contributions and feedback. I encourage you to remain engaged as we enter this final phase of the search process.

Today, FIU is a Top 50 public university, a preeminent institution, and one of the largest research universities in the country.

We look forward to our extraordinary future with FIU's seventh President.

Paws Up!



Carlos A. Duarte  
Chair, FIU Presidential Search Committee  
Vice-Chair, FIU Board of Trustees

**FIU**

# **PRESIDENTIAL CANDIDATE COMMUNITY SESSIONS**



Please join us for an opportunity to meet and hear from the presidential candidate finalist Mrs. Jeanette M. Nuñez

Graham Center Ballrooms  
Florida International University  
11200 S.W. 8 Street  
Miami, FL 33199

**Wednesday, May 21, 2025**

**Session #1**  
*Community Forum*  
**9:00 a.m. – 10:00 a.m.**

---

**Session #2**  
*Administrators/Staff Forum*  
**10:15 a.m. – 11:15 a.m.**

---

**Session #3**  
*Faculty Forum*  
**11:30 a.m. – 12:30 p.m.**

---

**Session #4**  
*Student Forum*  
**1:45 p.m. – 2:45 p.m.**

*You are welcome to attend any session. However, we encourage you to attend the session that best aligns with your university affiliation.*

**[Register to attend in person](#)**

Visit **<https://webcast.fiu.edu>** to view livestream.

In preparation for the discussion, we ask that you **[submit questions in advance](#)** by 12:00 p.m. on Tuesday May 20<sup>th</sup>.

*Should you need an ADA accommodation to participate in a university event, program, or activity or need to request materials in an accessible format, please contact FIU's Office of Civil Rights Compliance and Accessibility (CRCA) at 305-348-2785 or [accommodations@fiu.edu](mailto:accommodations@fiu.edu). All requests for ADA accommodation or accessible materials for this event must be submitted to CRCA at least seven (7) business days prior to the event or at the earliest possible opportunity.*





**June 2, 2025**

Dear members of the university community,

Today the FIU Board of Trustees voted unanimously to name Jeanette M. Nuñez as the university's seventh president. Her presidency is pending confirmation by the Florida Board of Governors, which is scheduled to meet on June 18, 2025.

President-Designate Nuñez is poised to become the first alumna and the first woman to serve as president in FIU's history. Her connections to this university and to South Florida run deep, as does her commitment to ensuring FIU becomes a Top 30 institution by 2030.

Since her very first day on the job as Interim President in mid-February, I have witnessed President-Designate Nuñez champion FIU.

When meeting external stakeholders and elected officials, she's the first to tout the role of FIU's students, faculty, and researchers in solving some of our generation's most pressing issues. At university meetings and events, including our 2025 Spring Commencement ceremonies, she encourages our community to be brave and bold, to do more and to do what matters.

And there's no greater cheerleader for our student athletes than President-Designate Nuñez. She has routinely found the time to catch early-evening basketball and baseball games, and I know you will find her at every FIU Football home game this upcoming season.

In addition to her passion for Panther Nation, President-Designate Nuñez is a strategic and intentional leader who brings to the table many years of legislative and executive experience that position her perfectly to usher FIU into a bright future. Her background as an elected official and healthcare executive will be particularly valuable as we pursue new initiatives in important areas such as healthcare, technology, innovation, and environmental resilience.

President-Designate Nuñez leans into the bold vision laid out in FIU's strategic plan, [Experience Impact 2030](#), a wise approach as we look to increase our endowment to a minimum of \$500 million, triple our fundraising efforts, grow our sponsored research to around \$600 million annually, secure greater operational resources, and elevate our standing in collegiate athletics.

The next step in the search process is the [Board of Governor's confirmation of President-Designate Nuñez](#). BOG meetings are usually broadcast on the [Florida Channel](#). I encourage you to tune in. Please look for a communication from President Nuñez after her confirmation.

I would like to thank the Presidential Search Committee, chaired by BOT Vice Chair Carlos A. Duart. I also want to acknowledge the FIU community for participating in the community forums leading up to today's vote.

In our 53-year history, FIU has exceeded expectations to become one of the largest research universities in the country, a Top 50 public institution, with nearly 55,000 students and more than 330,000 alumni. Now, under the leadership of President-Designate Nuñez, I look forward to a bold new chapter for our Panther family.

Please join me in congratulating President-Designate Nuñez on her appointment as FIU's seventh president.

Go Panthers!

Sincerely,

A handwritten signature in blue ink, appearing to read "Roger Tovar", with a stylized flourish at the end.

Roger Tovar  
Chair, FIU Board of Trustees



## **Presidential Search Marketing Plan**

FIU has launched a search for the 7<sup>th</sup> president to lead our Carnegie R1 public research university. The next president will continue FIU's upward trajectory and excellence in research, student success, teaching, and innovation.

Communicating FIU's strengths is critical to attracting top candidates for the position. The search provides an exceptional opportunity for FIU to clarify our institutional values and aspirations. It also provides an opportunity for FIU constituents and the greater community to share those characteristics they would like to see in FIU's president.

The chairperson of the FIU Board of Trustees has charged the Presidential Search Committee (PSC) with prioritizing transparency throughout the process. Below is a proposed plan to ensure FIU constituencies are updated continually and the most qualified candidates are made aware of the opportunity.

FIU will work collaboratively with Funk Associates to develop national advertisements, collateral recruitment materials and updates for dissemination through the following channels, among others, to ensure an inclusive and transparent search:

### **Owned media (FIU communication channels):**

- Presidential Search website ([presidentialexsearch.fiu.edu](http://presidentialexsearch.fiu.edu))
- FIU Board of Trustees website
- FIU News ([news.fiu.edu](http://news.fiu.edu))
- FIU News daily newsletter
- [Webcast.fiu.edu](http://Webcast.fiu.edu) (for livestreaming of PSC meetings and other important search-related meetings)
- FIU social media channels (Facebook, Instagram, X, LinkedIn, YouTube)
- FIU email communications with students, faculty, staff, alumni, and volunteer boards
- Campus electronic message boards, FIU custom email accounts, etc.

### **Paid media**

- The Chronicle of Higher Education
- Inside Higher Ed
- Higher Ed Jobs
- Search-related placements are complemented by FIU's ongoing paid media reputational campaign, which is supported through a Board of Trustees mandated investment. The target audience of this campaign includes individuals who could be candidates to become FIU's next president.

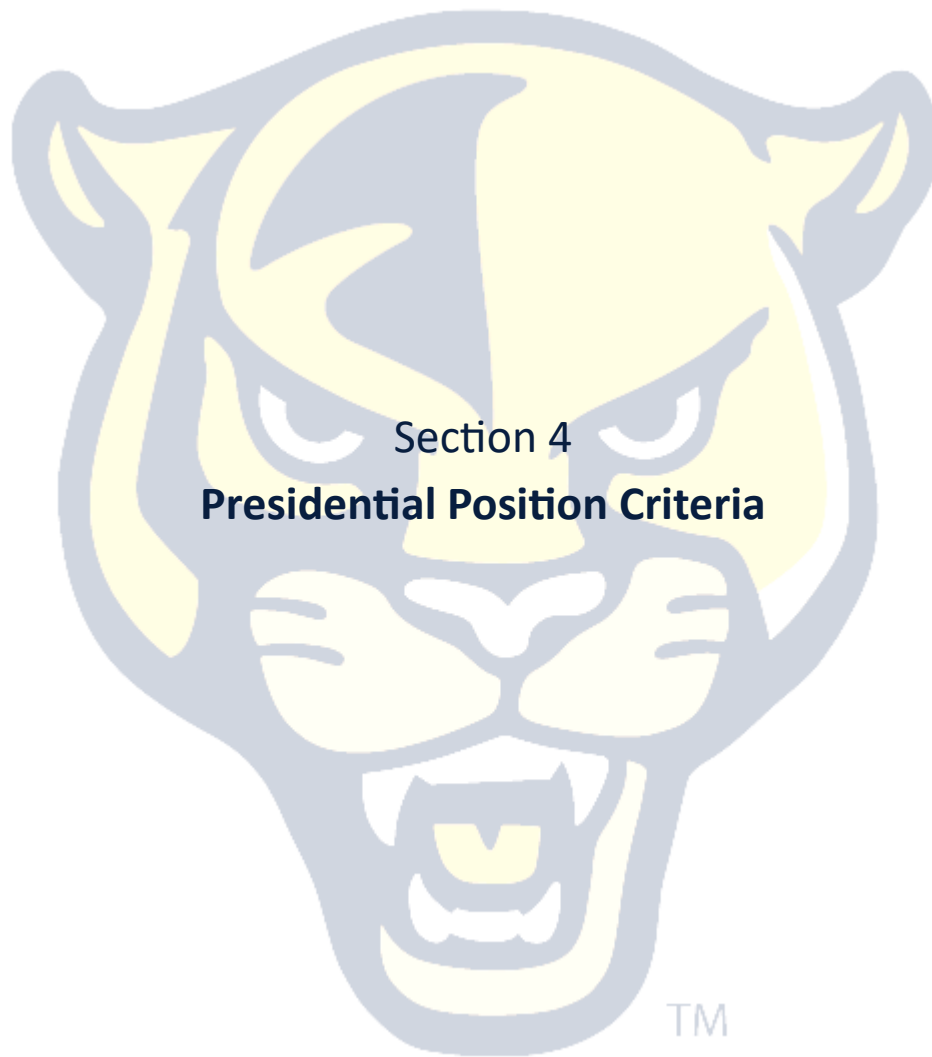
*Targeted timing: March-May 2025. This timing may be extended as necessary to ensure that the best candidate is identified.*

**Earned Media**

- FIU will disseminate press releases and pursue search-related local, state and national media placements that include mention of the university's accomplishments and distinguishing characteristics, including research excellence.

**Budget**

- Not to exceed a cost of \$25,000, including ad buys and creation of collateral materials. Any amount greater than this figure will require further approval.



Section 4  
**Presidential Position Criteria**



## Presidential Position Criteria

### Introduction

Florida International University (FIU), a top-ranked, Carnegie R1 public research institution based in Miami, Florida, seeks a visionary and dynamic leader to serve as its 7th President. Designated one of Florida's four preeminent state research universities, FIU has one of the nation's largest student enrollments and is recognized for its commitment to academic excellence and economic mobility.

### Qualifications, Qualities, and Characteristics

The ideal candidate for the FIU Presidency will demonstrate the following qualities and experiences:

- **Visionary Leadership:** Ability to articulate and implement a bold and innovative vision for FIU's future, including accomplishing the bold goals of the Experience Impact 2030 strategic plan.
- **Commitment to Academic Excellence:** A deep understanding of the academic enterprise, including teaching, research, and student success.
- **Strategic Fundraising and Financial Stewardship:** Proven ability to lead successful fundraising campaigns, build and expand strategic alliances, and ensure responsible financial management.
- **Student Experience Focused:** Commitment to making FIU a destination university by enhancing the student experience and student success.
- **Community and Government Relations:** Experience in engaging with local, state, and federal officials, as well as strengthening relationships with the South Florida community.

### Key Institutional Priorities

The next President of FIU will be responsible for advancing several key priorities:

1. **Enhancing Research and Innovation**
  - Strengthen FIU's position as a leading Carnegie R1 research institution by increasing funding, faculty support, interdisciplinary and industry collaborations.
  - Expand FIU's academic health enterprise and further strengthen clinical alliances.
  - Establish FIU as a leading partner for industry, including expanding technology transfer and partnerships with both the public and private sectors.

## **2. Elevating Student Success and Experience**

- Recruit top undergraduate, graduate and professional students focused on excellence.
- Continue FIU's track record of student success, especially student retention, graduation, and career success.
- Focus on elevating FIU Athletics.

## **3. Strengthening Financial Sustainability**

- Develop and implement strategies to diversify revenue streams and optimize resource allocation.
- Lead capital campaigns and philanthropic initiatives to support scholarships, faculty endowments, and infrastructure improvements.

## **4. Deepening Community Engagement and Strategic Alliances**

- Foster meaningful partnerships with businesses, local government, and nonprofit organizations.
- Strengthen FIU's role as an anchor institution in Miami and South Florida.

## **5. Enhancing FIU's National and Global Reputation**

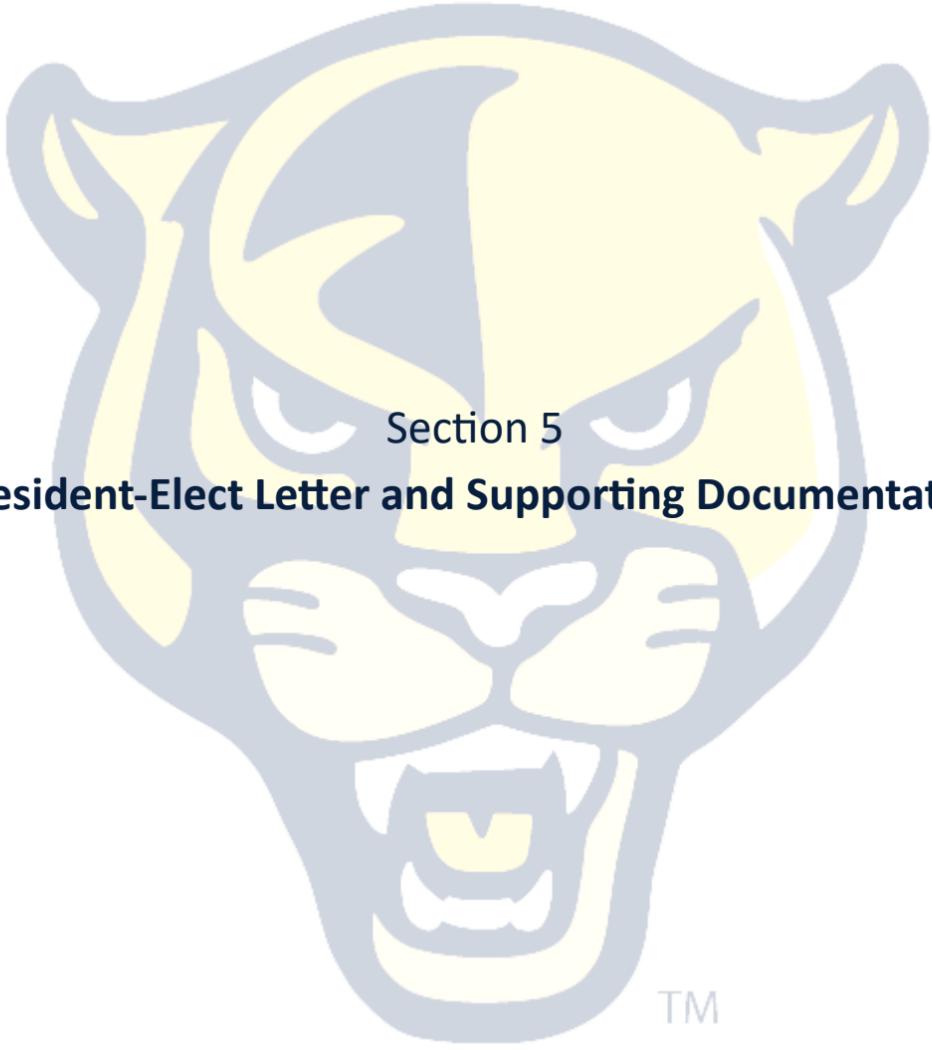
- Position FIU as a leader in higher education through strategic branding, communications, and thought leadership.
- Expand international partnerships and global learning opportunities for students and faculty.

Candidates will ideally possess many of the following skills, qualities, and abilities:

- A distinguished record of successful executive-level leadership in a complex organization, preferably in higher education, healthcare, public service or business.
- Strong communication and interpersonal skills, with the ability to inspire and unite diverse stakeholders.
- A deep appreciation for FIU's mission, culture, and role in the state of Florida and beyond.
- Terminal degree or significant professional achievement, recognition and prestige are required.

### **Application Process**

The Search Committee welcomes nominations and applications from individuals who meet these criteria. Review of applications will begin immediately and continue until the position is filled. Confidential inquiries and nominations should be directed to Funk Associates via email to [krisha.creal@funkassociates.com](mailto:krisha.creal@funkassociates.com).



Section 5  
**President-Elect Letter and Supporting Documentation**

TM

April 7, 2025

Presidential Search Committee  
R. William Funk and Associates  
2911 Turtle Creek Boulevard  
Suite 300  
Dallas, Texas 75291

Dear Mr. Funk,

Please accept this letter and attached curriculum vitae as my formal application for the position of President at Florida International University (FIU).

It has been an honor and a privilege to serve as the Interim President of FIU over the last two months. As I shared on my first day in this role, my commitment begins and ends with our students. More than 35 years ago, I set foot on campus for the first time as a high school student working my way through a job at the Office of the Registrar located on the first floor of Primera Casa. Since then, I have been at FIU as an undergraduate student, a graduate student, a proud parent of two students, a guest lecturer, an adjunct professor, an active alumna, and now, Interim President. It has truly been a special homecoming. My story, like that of many others that have come through this university, is a testament of FIU's exceptionalism.

Our university has made great strides over the last five decades. Today, FIU is a preeminent university as designated by the state of Florida, a major public research university, a top 20 university for return on investment, and recognized nationally as a top 50 public university. While these accolades speak volumes about FIU, there is so much more that we have left to do. As laid out in the strategic plan, *Experience Impact 2030*, FIU is committed to student success, research excellence, and strategic partnerships. The next President must set our university on a path to continue to achieve the goals and priorities outlined in the strategic plan, as well as those shared by the state of Florida, the Florida Board of Governors, and the FIU Board of Trustees. I am confident that I am the right person to lead FIU into the future. I am focused on executing the goals in the strategic plan and on ensuring our students attain educational excellence. To do that, we must insist on academic rigor, the pursuit of knowledge and truth, civil discourse, and diversity of thought. We must also prioritize innovative research, leverage our partnerships to create opportunities for students, and develop a talented workforce for our state and country.

The last two months at FIU have been nothing short of amazing. As I have spent time on our campuses, I have met with students, faculty, staff, and alumni. In my interactions with students – whether in the hallway, out in the courtyard, or at sporting events – it is evident just how much they love our university. They share how proud they are to be a Panther. In my conversations with faculty and staff, I am struck by their passion and commitment.

For nearly 30 years, I have dedicated my life to public service and I believe that my experience will help take FIU to new heights. I have a proven track record of focused and effective

leadership, delivering results, tackling challenges head on, fundraising, building consensus and teamwork, and strong legislative advocacy. FIU has exceeded expectations and achieved great success, but I know that we are only getting started. I commit to further cementing FIU's position as a leader in higher education in Florida and across the nation. I will build on our firm foundation and help to strategically redefine FIU to make it a Top 30 public university. I am confident we can, and will, achieve that goal. As a proud Panther, I look forward to giving back to the university that has given me so much and to continue to serve our students, faculty, staff, and the entire FIU community.

I look forward to speaking with you and the FIU Presidential Search Committee. Thank you for your consideration.

Sincerely,

A handwritten signature in blue ink, reading "Jeanette M. Nuñez". The signature is fluid and cursive, with the first name "Jeanette" written in a larger, more prominent script than the last name "Nuñez".

Jeanette M. Nuñez



# JEANETTE M. NUÑEZ

## CURRICULUM VITAE



### EDUCATION

<b>Master of Public Administration, Magna Cum Laude</b>	1998
Florida International University	
<b>Bachelor of Arts in Political Science and International Relations, Cum Laude</b>	1994
Florida International University	
<b>Six Sigma Champion Certificate</b>	2007
University of Miami	



### PROFESSIONAL EXPERIENCE

<b>Florida International University</b>	FEBRUARY 2025 - PRESENT
Interim President	
<ul style="list-style-type: none"><li>• Focus on executing FIU's Strategic Plan, Experience Impact 2030.</li><li>• Enhance FIU's funding efforts at all levels.</li><li>• Dedicate efforts to engage with donors, new and existing, to better position FIU in fundraising and philanthropy.</li><li>• Maintain FIU's preeminent designation.</li><li>• Monitor key academic indicators to maintain performance rankings.</li><li>• Ensure FIU is a thought leader in higher education.</li><li>• Create opportunities to highlight FIU at the local, state, and federal level.</li><li>• . Oversee nearly \$2 billion budget.</li><li>• Develop strategies to increase student success and opportunities.</li><li>• Represent FIU more broadly and seek opportunities to promote the FIU brand.</li></ul>	
<b>State of Florida</b>	
Lieutenant Governor of Florida	2019 - 2025
<ul style="list-style-type: none"><li>• Served as the 20<sup>th</sup> Lieutenant Governor of the State of Florida.</li><li>• Elected in 2018 and overwhelmingly re-elected in 2022.</li><li>• Served alongside Governor Ron DeSantis to solidify Florida's success in the areas of economy, education, law and order, environment, public health and health care, transportation and infrastructure, emergency management, military and veteran affairs, and fiscal responsibility.</li><li>• Made Florida a blueprint for the nation and secured Florida's ranking as the #1 state in the nation in education, #1 in education freedom, #1 for parental involvement in education, #1 for higher education, #1 for school choice, #1 in economic growth, #1 in entrepreneurship, #1 in new business formations, #1 in GDP growth among large states. #1 in law enforcement support, and #1 tourism destination.</li><li>• Charged by Governor Ron DeSantis to oversee various policy areas, including Space Florida, Cybersecurity, and the Florida Department of Health.</li><li>• Amplified the administration's message by serving as a media surrogate in local, state, and national news outlets, resulting in millions of dollars of earned media annually.</li><li>• Provided strategic leadership and input on areas of statewide importance and critical priorities.</li></ul>	

### SKILLS

- Results Driven
- Public Relations and Community Engagement
- Teamwork
- Executive Management
- Focused Leadership
- Effective Communication
- Critical Thinking
- Advocacy
- Crisis Management
- Consensus Building

### LANGUAGES

- English (Fluent)
- Spanish (Fluent)

# JEANETTE M. NUÑEZ

## CURRICULUM VITAE



### PROFESSIONAL EXPERIENCE

- Led various initiatives to promote the administration's agenda, including but not limited to Business Trade Missions to Colombia, Israel, United Kingdom and France; LG on Mission in furtherance of our veterans agenda; Moving Florida Forward Infrastructure Initiative to advance construction on critical projects around the state; and a State Parks Series, highlighting over 40 state parks and the economic benefit associated with our State Park System.
- Tasked with serving as Chair of various committees, roundtables, and broad administrative functions, including most recently the Florida Semiquincentennial Advisory Commission.
- Created the Lieutenant Governor Faith & Freedom Award to recognize a resident of Florida, living or deceased, who has made major contributions or have demonstrated a commitment and understanding of the importance of faith, religious liberty, or freedom in the state of Florida.
- Launched an annual Holiday Letters to Heroes campaign to encourage Florida's K-8 students to write holiday letters to the men and women who are deployed or on state active duty in the Florida National Guard and Florida State Guard during the holiday season.

#### Chair of Space Florida Board of Directors

2019 - Present

- Appointed in 2019 and reappointed in 2025 by Governor Ron DeSantis to serve as Chair of the Space Florida Board of Directors, the state's entity responsible for the growth and development of a sustainable and world-leading aerospace industry in the state of Florida.
- Worked closely with the President and CEO of Space Florida, staff, and members of the Board of Directors to facilitate business opportunities, recruit and retain aerospace companies, enhance spaceport operations, research and development, workforce development, and innovative education programs.
- Served as the State's liaison with NASA and Kennedy Space Center on all matters.
- Oversaw the acceleration of the overall economic impact from \$1 billion over 5 years to what has now become an annual \$1 billion impact.
- Managed a business pipeline of more than 160 projects, an estimated capital investment of more than \$5 billion, more than \$100 million in funding to support 30 research projects, partnerships, and grants, and nearly 8,000 high-quality jobs recruited and retained.
- Maintained and developed relationships with domestic and international aerospace companies to bring them to Florida.
- Represented Space Florida before local, state, national and international stakeholders, companies, conferences, and business meetings.
- Conducted and led a national search for a new President and Chief Executive Officer.
- Led successful state mission trips, most recently at the Paris Air Show which saw actual export sales exceeding \$10.7 million and expected export sales through the following 24 months exceeding \$72.3 million, for a total of \$82.9 million. Met with officials across various aerospace entities including, but not limited to, Aura Aero, SpaceX, United Launch Alliance, United States Space Force, Boeing, Lockheed Martin, Embraer, Dassault, RTX.
- Worked with state agencies, local entities, universities, and organizations to secure U.S. Space Force Training and Readiness Command (STARCOM) Headquarters in Florida at the Patrick Space Force Base to prepare combat-ready U.S. Space Force (USSF) Guardians.
- Secured the Space Delta 13 Education and Training Facility to deliver institutional developmental education, develop U.S. Space Force officer accessions and execute advanced education programs to prepare USSF forces and designated joint and allied partners.
- Secured business opportunities including the SpaceX Starship operations, production, and launch facility in Florida that will invest at least \$1.8 billion of SpaceX capital and will bring an estimated 600 new full-time jobs in the Space Coast by 2030. Additionally, facilitated the growth of Amazon Kuiper's satellite processing facility, investing approximately \$120 million in new construction and high-value equipment and bringing several hundred jobs to Florida's Space Coast.

# JEANETTE M. NUÑEZ

## CURRICULUM VITAE

### PROFESSIONAL EXPERIENCE

- Secured enhanced infrastructure in and around the Space Coast, including the \$90 million grant award, approval, construction and completion of NASA Space Causeway.
- Provided strategic support around the development and official designation of additional space port territories, including Homestead Air Reserve Base and Tyndall Air Force Base.
- Approved the Florida University Space Research Consortium, which consists of 3 universities and NASA Kennedy Space Center, to fuel innovative research and maintain Florida's position as a leader in national space policy and space technology research initiatives.
- Integrated the education pipeline to include the K-12 system by launching Space Academies in over 25 counties across Florida.
- Launched an annual Space Art Contest with Florida students in grades K-5 and received over 5,000 submissions across the state the last three years.

#### Chair of the Florida Cybersecurity Advisory Council

2019 - 2025

- Served as the Chair of the Florida Cybersecurity Task Force and developed recommendations to establish a framework for Florida's cybersecurity governance and operations, which led to the creation of the Florida Cybersecurity Advisory Council.
- Tasked to continue serving as the Chair of the Florida Cybersecurity Advisory Council and responsible for assisting state agencies in protecting them from cybersecurity threats and incidents, advising counties and municipalities on cybersecurity, monitoring threats, trends, and best practices.
- Approved and saw the implementation of the State's Cybersecurity Security Operations Center in Tallahassee.
- Provided technical support in cloud migration and enterprise architecture, working in conjunction with the State Chief Information Officer and the State Cybersecurity Information Security Officer.
- Secured the most funding appropriated for cybersecurity in Florida's history and funding to launch the Florida Local Government Cybersecurity Grant Program, a competitive grant equipping local governments with software, services, and solutions that enhance local governments' cybersecurity posture to protect their infrastructure and Floridians' data.
- Led a statewide delegation to the Idaho National Laboratory (INL) and executed a Memorandum of Understanding to ensure collaboration in workforce development, critical infrastructure enhancements, operational readiness, training, and research to further strengthen Florida's cybersecurity resiliency and digital infrastructure.
- Led a statewide outreach and engagement with local entities to increase participation and visibility.

#### Florida Department of Health

2019 - 2025

- Served as lead policy advisor to the State Surgeon General of the Florida Department of Health.
- Advanced critical health-related initiatives to improve Floridian's health, well-being, and quality of life, particularly in the priority health areas such as Alzheimer's Disease and related dementias, behavioral health, chronic diseases and conditions, infectious diseases, water safety, injury, safety and violence, maternal and child health, heart disease, and infectious diseases.
- Worked closely with all 67 county health departments particularly during the state's response and recovery efforts following a hurricane or other disasters.
- Served as Chair of the Statewide Health Improvement Plan (SHIP), overseeing a multi-disciplinary committee of state agencies and stakeholders to identify the priorities of the administration and operationalize statewide health priorities.
- Oversaw multiple press conferences, roundtables and community events highlighting areas of public health and interest.
- Served as the Chair of the Re-Open Florida Task Force Executive Committee formed by Governor Ron DeSantis to discuss the re-opening of Florida's economy during COVID-19 and provide statewide leadership and support.
- Implemented Governor Ron DeSantis' plan to help Florida navigate the unprecedented COVID-19.
- Developed and promoted programs intended to address comprehensive health policy issues, such as physician shortages and health care access in rural areas of the state.

# JEANETTE M. NUÑEZ

## CURRICULUM VITAE

### PROFESSIONAL EXPERIENCE

---

#### Florida Health Care Innovation Council

2024- 2025

- Served as Chair of the Health Care Innovation Council to explore and promote best practices in health care and evaluate new technologies and strategies that can benefit all Floridians.
- Sought to harness the expertise of health care professionals, entrepreneurs, and technology experts to identify and implement cutting-edge solutions that address current and emerging challenges in the health care system to improve patient outcomes, increase efficiency, enhance the workforce, and reduce costs across Florida's health care landscape.
- Responsible for facilitating public meetings to discuss and implement innovative health care technologies and models, coordinating with institutions and businesses to promote health care innovation, evaluating and recommending changes to enhance Florida's health care system.
- Supported the Florida Department of Health in implementing the Health Care Innovation Revolving Loan Program that provides \$50 million in low-interest loans to eligible entities seeking to implement innovative health care solutions.

#### Florida Statewide Council on Human Trafficking

2014 - 2025

- Appointed by the Speaker of the Florida House of Representatives and subsequently reappointed by Governor Ron DeSantis to serve as the state's liaison on issues related to combatting human trafficking.
- Served as the Chair of the Legislative and Special Initiatives Subcommittee.
- Worked with elected officials, law enforcement, state agencies, survivors, and advocates to develop legislative priorities and worked with the Legislature to introduce and pass legislation tackling human trafficking in Florida.
- Worked with state officials to lead initiatives around Superbowl LIV and Superbowl LV in Miami and Tampa, respectively, to highlight awareness and coordinate law enforcement outreach related to human trafficking.
- Partnered with the Attorney General of the State of Florida to support The 100 Percent Club, a campaign recognizing Florida businesses that pledge to train 100% of employees on how to spot and report suspected human trafficking safely and effectively.
- Served as a panelist at the annual Human Trafficking Summit.

#### Florida Constitution Revision Commission

2017 - 2018

- Appointed by the Speaker of the Florida House of Representatives to serve as a Commissioner of the third Florida Constitution Revision Commission pursuant to Section 2 of Article XI of the Florida Constitution. Served as a Member of the General Provisions Committee and as a Member of the Finance and Taxation Committee.
- Worked with 36 appointed Commissioners to examine the Florida Constitution and draft and consider proposals to amend the Florida Constitution.
- Traveled across the state to hear from Floridians during public hearings and meetings.
- Led proceedings on the floor of the Florida State Senate to ensure efficiency and decorum during debate.
- Resulted in 103 proposals being considered, 8 constitutional amendments being placed on the ballot, and 7 securing statewide approval.

#### OnPoint Strategies

2013 - 2018

- Provided strategic high-level counsel to client and executives within an organization.
- Analyzed and assessed processes related to the overall operations and success of an organization.
- Evaluated regulatory environment, as well as external opportunities to increase volume and strengthen community ties.
- Aligned the clients overall strategic plan with focused and tactical strategies that met the needs of the organization.
- Embedded overall strategies within the department growth plans and assisted in obtaining high level meetings with executives in the industry.

# JEANETTE M. NUÑEZ

## CURRICULUM VITAE



### PROFESSIONAL EXPERIENCE

#### Florida House of Representatives

2010 - 2018

- Elected as State Representative in 2010 and subsequently re-elected in 2012, 2014, and 2016, serving the entirety of the 8-year term limits for legislators.
- Speaker Pro Tempore (2016-2018 Term)
- Chair of Select Committee on Hurricane Response and Preparedness (2016-2018 Term)
- Chair of Health Quality Subcommittee
- Vice Chair of Appropriations Committee
- Member of Appropriations Committee
- Member of Rules & Policy Committee
- Chair of Government Operations Appropriations Subcommittee (2014-2016 Term)
- Member of Appropriations Committee
- Member of Joint Select Committee on Collective Bargaining
- Member of Select Committee on Affordable Healthcare Access
- Member of Children, Families & Seniors Subcommittee
- Member of Energy & Utilities Subcommittee
- Member of Higher Education & Workforce Subcommittee
- Chair of Higher Education & Workforce Subcommittee (2012-2014 Term)
- Vice Chair of Rulemaking Oversight & Repeal Subcommittee
- Member of Education Committee
- Member of Select Committee on Health Care Workforce Innovation
- Member of Transportation & Economic Development Appropriations Subcommittee
- Member of Transportation & Highway Safety Subcommittee
- Majority Deputy Whip (2011-2012 Term)
- Member of Economic Affairs Committee
- Member of Business & Consumer Affairs Subcommittee
- Member of Government Operations Appropriations Subcommittee
- Member of Health and Human Services Access Subcommittee
- Member of Health & Human Services Quality Subcommittee
- Member of Higher Education Appropriations Subcommittee
- Member of House Redistricting Subcommittee
- Member of K-20 Competitiveness Subcommittee
- HB 423 Mobile Home Park Lot Tenancies (2011) companion bill passed revising procedures for mobile home owners being provided eviction notice due to a change in use of the land comprising the mobile home park or the portion thereof from which mobile homes are to be evicted.
- HB 471 Umbilical Cord Blood Banking (2011) companion bill passed requiring the Florida Department of Health to post on its website certain resources to specified materials regarding umbilical cord blood banking and to encourage health care providers to provide pregnant women with umbilical cord blood banking information.
- HB 1393 Sovereign Immunity (2011) companion bill passed providing sovereign immunity to certain health care providers affiliated with medical schools while providing patient services at public teaching hospital; provides that such health care providers are agents of state and are immune from certain liability.

# JEANETTE M. NUÑEZ

## CURRICULUM VITAE



### PROFESSIONAL EXPERIENCE

#### Florida House of Representatives

2010 - 2018

- HR 9005 Florida International University Football Team (2011) honoring and congratulating Florida International University Golden Panthers Football Team on its many accomplishments during 2010-2011 season.
- HB 99 Sexual Exploitation (2012) creating the Florida Safe Harbor Act to protect and provide shelter for sexually exploited children.
- HB 377 Miami-Dade County Lake Belt Mitigation Plan (2012) authorizing the use of the proceeds of the fee used to upgrade a water treatment plant to pay for seepage mitigation projects.
- HB 953 Warrants (2013) relating to the issuance of warrants.
- HB 7057 Postsecondary Education (2013) companion bill passed revising the State University System and Florida College System.
- HB 9 Legislature (2014) setting a date in law for regular session.
- HB 343 Rental Car Surcharge (2014) amending the rental car surcharge in certain circumstances.
- HB 851 Postsecondary Education Tuition and Fees (2014) expanding affordable access to higher education for Floridians.
- HB 43 Diabetes Advisory Council (2015) companion bill passed revising the Diabetes Advisory Council and requiring more information and a detailed plan for reducing and controlling diabetes across Florida.
- HB 271 Consumer Protection (2015) companion bill passed creating the "True Origin of Digital Goods Act" to ensure owners and operators of websites electronically disseminate commercial recordings and audiovisual works to provide accurate information.
- HB 363 Health Insurance Coverage of Opioids (2016) companion bill passed to provide that health insurance policy that provides coverage for opioid analgesic drug products may impose prior authorization requirement for abuse-deterrent opioid analgesic drug product only if policy imposes same requirement for each opioid analgesic drug product without abuse-deterrence labeling claim; prohibits such health insurance policy from requiring use of opioid analgesic drug product without abuse-deterrence labeling claim before authorizing use of abuse-deterrent opioid analgesic drug product.
- HB 1367 Offenses Involving Minors and Vulnerable Persons (2016) companion bill passed to increase the maximum age at which a victim or witness may be allowed to testify via closed circuit television rather than in a courtroom in certain circumstances; increasing the maximum age of victims and witnesses for whom the court may enter protective orders; including human trafficking and lewd and lascivious offenses in the rules of evidence applicable to sexually-related offenses, etc.
- HB 7103 The Legislature/Date for Convening 2018 Regular Session (2016) companion bill passed setting a date in law for regular session.
- HB 1049 Limited Access and Toll Facilities (2017) authorizing the Florida Department of Transportation (FDOT) and the Florida Turnpike Enterprise (FTE) to require the use of an electronic transponder interoperable with their electronic toll collection systems for use of high-occupancy toll lanes or express lanes, requires toll reduction from FDOT, requires toll reduction from the Miami-Dade County Expressway Authority (MDX), and requires MDX to comply with certain transparency and accountability measures.
- HB 1383 Human Trafficking (2017) companion bill passed requiring the Department of Children and Families or a sheriff's office to conduct a multidisciplinary staffing on child victims of commercial sexual exploitation to determine the child's service and placement needs; revising the continuing medical education course requirements for certain relicensures or recertifications to include a course in human trafficking; adding human trafficking to the list of crimes requiring pretrial detention of the defendant, etc.

# JEANETTE M. NUÑEZ

## CURRICULUM VITAE



### PROFESSIONAL EXPERIENCE

#### Florida House of Representatives

2010 - 2018

- HB 1385 Domestic Violence (2017) specifying that a person must complete batterers' intervention program ordered as condition of probation in certain circumstances; increases minimum terms of imprisonment for domestic violence; prohibits award of attorney fees in specified domestic violence proceedings; prohibits withholding of adjudication for specified domestic violence offenses.
- HB 3787 Florida International University Population Health Science Research Collaborative (2017) secured \$1 million.
- HB 3785 Florida International University - Hazardous Substance Mitigation (2017) secured \$1 million.
- HB 355 Marriage of Minors (2018) companion bill passed prohibiting issuance of marriage license by a county court judge or clerk of the circuit court to a person under 18 years of age. However, a person 17 years of age may marry with parental consent, provided the other party is no more than two years older.
- HB 359 State Investments (2018) requiring the State Board of Administration (SBA) to divest certain investments and prohibits investments in specified institutions doing business with Venezuela, in violation of federal law; prohibits SBA from voting in favor of proxy resolution advocating expanded U.S. trade with such government; prohibits state agencies from investing in specified entities extending credit, buying, or trading goods or services with Venezuela; authorizes Governor to waive investment prohibitions if certain conditions exist.
- HB 935 Mortgage Regulation (2018) defining "business purpose loan" and prohibits any person from directly or indirectly misrepresenting a residential mortgage loan as a business purpose loan in any practice or transaction or course of business relating to the sale, purchase, negotiation, promotion, advertisement, or hypothecation (pledging collateral without delivery of title or possession) of mortgage loan transactions; imposes penalties.
- HB 937 Perinatal Mental Health (2018) requiring the Florida Department of Health (FDOH) to provide perinatal mental health information through its Family Health Line toll-free hotline and provide basic information on postpartum depression; revising components that are included in postpartum evaluation and follow-up care provided by birth centers to include a mental health screening, provision of information on postpartum depression, and the telephone number of the Family Health Line.
- HB 1013 Daylight Saving Time (2018) declaring the Legislature's intent to observe Daylight Saving Time year-round throughout the entire state if federal law is amended to permit states to take such action.

# JEANETTE M. NUÑEZ

## CURRICULUM VITAE



### PROFESSIONAL EXPERIENCE

#### HCA, Kendall Regional and Aventura Hospital Medical Center

2010 - 2013

- Vice President of Community Affairs
- Focused on community engagement and outreach, strategic planning and partnerships, public relations and communications, advocacy and policy development in health care, fundraising and philanthropy, and internal collaboration to advance the priorities of the hospital.
- Provided technical expertise in securing approval of Trauma and Burn Units.
- Led recruitment efforts of Medical Director of Kendall Regional Medical Centers' newly approved trauma center.
- Led the hospital re-branding and image campaign and development of new service lines in a competitively challenging environment. Collaborated on overall public relations and marketing strategies; established targeted and innovative volume-building opportunities, focused on increasing revenues and market share.
- Developed and implemented hospital-wide community events aimed at community engagement and developing stakeholders.
- Assisted in the development of health care delivery strategies, including the implementation of Doral urgent care centers.
- Developed community presence for the hospitals in the surrounding service areas; elevated the awareness and improved education for the existing community and elected leaders; served as the liaison between the hospital and business and chamber organizations.
- Assisted in the development of the 5-year strategic plan; facilitated the CEO with volume-growth strategies; provided key insights to the changing dynamics in the healthcare marketplace for the organization.

#### Jackson Health System

2004 - 2010

- Vice President of Government Relations and previously State Director for Government Relations
- Executed successful strategies obtaining over \$40 million in funding from the State of Florida; served as a member of the Jackson North Medical Center (formerly Parkway Regional Medical Center) Acquisition Team, responsible for the transition of a new hospital into the system; ensured adequate funding of the State's Low Income Pool fund; developed and executed mitigation strategies around Florida's Medicaid Reform and Property Tax Reform to protect Jackson Health System from any negative impact; obtained \$14 million in FEMA reimbursement for Jackson working through numerous federal departments and regulatory agencies; obtained federal funding in excess of \$6 million to advance the hospital's trauma and transplant service lines.
- Responsible for overseeing the governance structure of the Public Health Trust, including but not limited to on-boarding Board Members, special projects for the CEO, identifying and securing grants, continuing education, financial and governmental briefings, board development activities, board retreats and succession planning.
- Served as a liaison to all local, state and federal elected officials; responsible for engaging and educating employees on the hospital's legislative agenda; developed and executed extensive community outreach plan; represented the hospital with media outlets.
- Coordinated employee listening sessions and provided briefings on institutional matters.
- Provided the CEO with redesign and organizational effectiveness opportunities for the hospital; appointed to represent the CEO on the state's Low Income Pool Council; developed extensive relationship building with the goal of enhancing JHS' presence in the community; implemented executive Speaker's Bureau series.
- Oversaw FTEs in various departments, including Government Relations, Community Outreach and Project Management Office. Managed contracts in state and federal advocacy, ensuring successful outcomes, deliverables, and metrics for the organization.

# JEANETTE M. NUÑEZ

## CURRICULUM VITAE



### PROFESSIONAL EXPERIENCE

#### Florida House of Representatives and Florida Senate

1995 - 2004

- Served as Senior Legislative Assistant to State Representative, District 115 and Chief of Staff to State Senator, District 34
- Responsible for the research, drafting and preparing legislation; developed and maintained ongoing communications with constituents, facilitating their access to all realms of state, county and city government; prepared annual legislative newsletter and community information updates for the district; served as legislative liaison between the Senator's office and statewide agency offices.
- Handled all media inquiries and community events, including organizing press conferences, town meetings and other community events, such as citizenship drives, graffiti paint-outs, holiday food drives and voter registration drives; managed district office as well as the Tallahassee office during legislative session; oversaw office financial accounts and records; prepared monthly and quarterly expense reports, in accordance with Florida Law.



### HONORS AND RECOGNITIONS

- 2012 Cancer Action Network Legislative Award
- 2012 The YMCA Servant Leadership Award
- 2013 Florida Chamber of Commerce Honor Roll
- 2013 University of North Florida Student Government Award
- 2013 United Faculty of Miami Dade College
- 2014 Associated Industries of Florida Champion for Business Award
- 2014 Associated Builders and Contractors, Inc. Friend of Free Enterprise
- 2014 Florida Chamber of Commerce Honor Roll
- 2015 United Homecare Claude Pepper Awards Public Service Award
- 2015 Florida Chamber of Commerce Honor Roll
- 2015 Bridging Freedom Restoring Stolen Childhoods
- 2015 Americans for Prosperity Champion of Economic Freedom
- 2016 Americans for Prosperity Champion of Economic Freedom
- 2016 University of Miami Health System Sylvester Comprehensive Cancer Center Award
- 2017 Florida Bar Family Law Section Award
- 2017 University of Miami Health System Sylvester Comprehensive Cancer Center Legislative Leader
- 2017 Florida Osteopathic Medical Association Legislator of the Year Award
- 2017 Americans for Prosperity Champion of Economic Freedom
- 2017 Florida College of Emergency Physicians Advocate for Emergency Care Award
- 2018 AARP Capitol Caregiver Award
- 2018 Latin Builders Association, Inc. Award
- 2018 NCSL Women in Politics Making a Difference Awards
- 2018 NWRA-FL Chapter Legislative Champion
- 2019 South Florida Council Hispanic Heritage Award
- 2019 Leadership Miami Miami's Leader Award
- 2019 Miami Dade County League of Cities Lifetime Achievement Award
- 2019 Westwood Christian School Alumnus Recognition
- 2020 Miami Realtors Industry Champion
- 2021 Police Benevolent Association Simply the Best Award
- 2021 Republican Party of Miami Dade County Republican of the Year Award
- 2021 Hialeah Republican Club Most Influential Latina Award
- 2023 Legacy of Leadership Award
- 2024 Sunshine 100 Champion Award

# JEANETTE M. NUÑEZ

## CURRICULUM VITAE



### AFFILIATIONS

---

- Florida International University, Adjunct Professor, College of Public Health
- Florida International University, Guest Lecturer, Healthcare MBA Program
- Florida International University, Curriculum Advisory Committee, Healthcare MBA Program
- National Assessment of Educational Progress (NAEP), Former Member
- National Association of Lieutenant Governors, Former Member
- Republican Lieutenant Governors Association, Former Chair and Former Member
- National Space Council, Former Member
- Aerospace States Association, Former Member
- Statewide Council on Human Trafficking, Former Member
- Florida's 2020 Census Statewide Complete Count Committee, Former Chair
- Aspen Rodel, Fellow
- Kristi House, Former Executive Board Member
- Leadership Miami, Former Member
- Greater Miami Chamber of Commerce, Chair of the Healthcare and Biosciences Committee, Former Member
- Florida Women in Government, Former Member
- Women's Healthcare Executive Network, Former Member
- Low Income Pool Council, Former Member
- National Association of Public Hospitals, Fellow
- Career Source, Former Member



Section 6  
**Presidential Employment Agreement**

## **FLORIDA INTERNATIONAL UNIVERSITY BOARD OF TRUSTEES PRESIDENTIAL EMPLOYMENT AGREEMENT**

The Florida International University Board of Trustees (the “Board”) and Jeanette M. Nuñez (“Jeanette M. Nuñez”) hereby enter into this Presidential Employment Agreement (the “Agreement”). The Board and Jeanette M. Nuñez may be referred to individually as a “Party” or collectively as the “Parties.”

### **RECITALS**

WHEREAS, the Board has selected Jeanette M. Nuñez as President of Florida International University (“University”) pursuant to Regulations 1.001(5)(d) and 1.002 of the Board of Governors of the State University System of Florida (“Board of Governors”);

WHEREAS, Jeanette M. Nuñez has been serving as Interim President since February 17, 2025;

WHEREAS, the Board is authorized to determine the terms and conditions of employment of the President of the University, has approved a Term Sheet setting forth the material terms and conditions for this Agreement, and has delegated authority to the Chair of the Board to negotiate and enter into this Agreement with Jeanette M. Nuñez;

WHEREAS, the Board of Governors has confirmed the appointment of Jeanette M. Nuñez as President on June 18, 2025; and

WHEREAS, the Parties desire to memorialize the terms and conditions of Jeanette M. Nuñez’s employment as President of the University in this Agreement.

NOW THEREFORE, in consideration of the mutual promises, covenants and conditions contained herein, and other valuable consideration, the receipt and sufficiency of which are hereby acknowledged, the Parties agree as follows:

### **TERM OF AGREEMENT AND APPOINTMENT**

1. Appointment/Term. Subject to the terms and conditions of this Agreement, the Board hereby appoints and employs Jeanette M. Nuñez as President of the University for a term commencing at 12:00 A.M. on June 19, 2025 and ending June 18, 2030 (the “Term”). Jeanette M. Nuñez hereby accepts such appointment and employment on the terms and conditions set forth in this Agreement. The Interim President Employment Agreement between the Board and Jeanette M. Nuñez terminates automatically effective at 11:59 P.M. on the day prior to the first day of this Agreement's Term.

2. Powers and Duties. Jeanette M. Nuñez shall have the powers and duties of President described in the Board's Resolution regarding the President's Powers and Duties effective

March 4, 2019, as amended, clarified or supplemented by the Board from time to time and any other duties as assigned from time to time (collectively, the “Duties”).

3. Devote Best Efforts to the Work as President. Jeanette M. Nuñez agrees to faithfully, industriously, and with maximum application of experience, ability, and talent, devote full time attention and energies to the Duties as President of the University. Such Duties shall be rendered at the campuses of the University and such other place or places as the Board or President shall deem appropriate for the interests, needs, business, or opportunity of the University. Jeanette M. Nuñez agrees to conduct herself at all times fully and consistently with promoting the dignity, reputation and academic excellence of the University.

### **COMPENSATION AND PERFORMANCE GOALS**

4. Annual Base Salary. As compensation for her services as President, the Board shall provide Jeanette M. Nuñez with an annual base salary of Nine Hundred Twenty-Five Thousand and No/100 Dollars (\$925,000.00), paid bi-weekly pursuant to the University's pay schedule, less applicable taxes and withholdings. The President's base salary shall be reviewed annually and may be increased, or remain the same, but may not be decreased, by the Board. Such annual salary review will be accomplished in conjunction with the Board's evaluation of job performance, as set forth later in this Agreement.

5. Standard Benefits. Jeanette M. Nuñez shall be eligible to participate in the benefits maintained by the University for executive service employees. Jeanette M. Nuñez shall pay such premium amounts as required to be paid by other participants in executive service benefits. Such benefits shall include, without limitation, health care, disability and life insurance programs, retirement plans, tax-deferred savings plans, flexible spending accounts, and vacation and sick leave.

6. Car Allowance. The University shall provide Jeanette M. Nuñez with an annual car allowance in the amount of Twelve Thousand and No/100 Dollars (\$12,000.00) payable monthly for the use of her personal automobile. Payment shall be paid pursuant to the University's pay schedule.

7. Health Exam Reimbursement. The University shall reimburse Jeanette M. Nuñez, an amount not to exceed Five Thousand and No/100 Dollars (\$5,000.00) per year during the Term, of the uninsured costs of a comprehensive annual physical examination (including all tests and laboratory procedures) by a Florida-based physician/health care facility.

8. Performance Goals and Performance Bonus.

- a. Initial Performance Evaluation. On April 15, 2025, the Board and Jeanette M. Nuñez established her goals and objectives for the term of the Interim President Employment Agreement. In light of Jeanette M. Nuñez's continuing service as

President under this Agreement, these interim goals and objectives shall continue in effect under this Agreement until the time scheduled by the Board for Jeanette M. Nuñez's performance evaluation. The Board will conduct Jeanette M. Nuñez's initial performance evaluation based on these goals and objectives, and Jeanette M. Nuñez will be eligible for an annual performance bonus related to these goals and objectives in accordance with the Interim President Employment Agreement, as modified by this sub-paragraph. For this initial performance evaluation, Jeanette M. Nuñez will be eligible for a maximum annual performance bonus in an amount equal to the number of days of service during which her initial goals and objectives apply divided by 365 days. For example, if the Board determines the interim goals and objectives will apply through June 30, 2025, Jeanette M. Nuñez will be eligible for a maximum annual performance bonus of Forty-Six Thousand Eight Hundred Eight and 22/100 Dollars (\$46,808.22) (calculated as follows: \$127,500.00 x 134/365 days). Other than as provided herein, Jeanette M. Nuñez shall not be eligible to receive any other annual performance bonus for the period of time that she served as Interim President under the Interim President Employment Agreement.

- b. Annual Performance Evaluation. Thereafter during the Term, at the time requested by the Chair of the Board (which will typically be at least sixty (60) days prior to the Board's consideration of the Accountability Plan), Jeanette M. Nuñez will provide the Board with a proposed list of goals and objectives for inclusion in the University's Accountability Plan, along with goals and objectives for an annual performance bonus for the following academic year ("Annual Performance Evaluation"). The Board may, in its discretion, tie some or all of the annual performance bonus to the achievement of specific goals and/or objectives, including terms that are consistent with the University's performance-based funding metrics and Accountability Plan. Within a reasonable period of time following her confirmation as President by the Board of Governors, Jeanette M. Nuñez, in collaboration with the Chair of the Board, will provide the Board for its consideration the 2025-26 academic year goals and objectives for her annual performance bonus. The Board will conduct Jeanette M. Nuñez's Annual Performance Evaluation no later than the date on which the Board approves the University's Accountability Plan. Jeanette M. Nuñez shall report to the Board on the achievement of goals at regular intervals or at other times as may be requested by the Board. The Board may also request in writing that Jeanette M. Nuñez revise or create new goals from time to time.
- c. Annual Performance Bonus. The Board may, in its discretion, annually award Jeanette M. Nuñez an annual performance bonus in an amount not to exceed Four Hundred Thousand and No/100 Dollars (\$400,000.00) annually based on her achievement of the goals and objectives described above. In the event this Agreement is terminated before the end of the period that makes up the Annual Performance Evaluation, the Board may, in its discretion, award an annual performance bonus that shall be adjusted to correspond to the reduced length of

the performance period. The annual performance bonus will be paid at the time specified by the Board or, if not specified by the Board, no later than sixty (60) days after the end of each year of the Term.

- d. The Board may delegate any or all of its responsibilities under this Section 8 to a committee of the Board.

9. Annual Retirement Supplement. During the Term, Jeanette M. Nuñez shall earn an annual retirement supplement in the amount of Two Hundred Forty-Five Thousand and No/100 Dollars (\$245,000.00). The annual retirement supplement is earned at the end of each year of the Term and each year thereafter, starting June 19, 2026. The annual retirement supplement shall be paid on the first full pay period following the end of each year of the Term.

10. Section 1012.976, Florida Statutes; State Appropriated Funds Limitation. No more of the amounts due to Jeanette M. Nuñez under this Agreement than are allowed shall be paid from appropriated state funds. The Florida International University Foundation, Inc., (“FIU Foundation”) is responsible for paying the difference between the amounts due under this Agreement to the President and the amount that may be paid from appropriated state funds.

### **ADDITIONAL TERMS**

11. Outside Activities. Jeanette M. Nuñez may engage in typical charitable, civic, and professional activities of her choosing, including serving on boards of public or private corporate boards, subject to prior approval by the Chair of the Board. Any and all income or other compensation earned by Jeanette M. Nuñez from outside activities shall be paid to and retained by her, and such income or other compensation shall have no effect on the amount of salary, compensation, and benefits she is otherwise entitled to receive hereunder. Notwithstanding the foregoing, Jeanette M. Nuñez will not be permitted to engage in any outside activities that represent a conflict of interest, are otherwise adverse to the best interests of the University, or individually or collectively create a conflict of commitment with her obligations under this Agreement. No later than thirty (30) days from execution of this Agreement and no later than July 1st of each year during the Term, Jeanette M. Nuñez shall complete the Board's Conflict of Interest Form and submit the completed form to the Chair of the Board for approval. Further, if there is a material change in the activities reported on the Board's Conflict of Interest Form and/or Jeanette M. Nuñez engages in additional outside activities that were not reported on the Board's Conflict of Interest Form, Jeanette M. Nuñez shall disclose such items to the Chair of the Board for approval within thirty (30) days of the material change and/or additional outside activity.

12. Expense Reimbursement and Documentation.

- a. Expense Reimbursement. Jeanette M. Nuñez is entitled to reimbursement for

necessary and reasonable business-related expenses, pursuant to University policies, including travel, business entertainment, educational conferences and similar events, membership in professional organizations, and special event expenses, incurred by her during the Term in furtherance of the interests of the University. In addition, with the prior approval of the Chair of the Board, Jeanette M. Nuñez is entitled to reimbursement for the cost of annual dues and membership fees for a private club membership that facilitates performance of the Duties. When the presence of Jeanette M. Nuñez's spouse on University-related business trips is in the best interests of the University, the Board shall reimburse Jeanette M. Nuñez for the reasonable travel and related expenses of her spouse. All expenses shall be consistent with applicable University policies, procedures, and standards and within applicable budgets as they exist from time to time.

- b. Documentation. Jeanette M. Nuñez agrees to maintain an accounting of and to document in detail sufficient to the Board and/or committees of the Board the expenses incurred by her during the Term as provided for in this Agreement. Jeanette M. Nuñez will submit such accounting and documentation (including documentation concerning expenses for her spouse) to the Chair of the Board and the Chair of the Finance Committee of the FIU Foundation Board of Directors on at least a quarterly basis, provided that the Board may require submission of the accounting and documentation on a basis more frequently than quarterly and may implement additional practices and procedures regarding expense reimbursement and the documentation required for reimbursement. Expenses approved for reimbursement to Jeanette M. Nuñez shall be paid to her timely in accordance with applicable University policies, procedures, and standards. The University reserves the right to request Jeanette M. Nuñez repay and/or reimburse the University to the extent it is discovered by an audit or otherwise that Jeanette M. Nuñez was incorrectly or excessively reimbursed and/or received reimbursement for a non-allowed or non-approved expense.

13. Termination.

- a. Termination for Cause. Notwithstanding anything in this Agreement to the contrary, the Board may terminate this Agreement at any time for Cause by a vote of the Board. For purposes of this Agreement, "Cause" shall mean any one or more of the following, determined in the reasonable sole judgment of the Board by a vote:
  - i. Neglect or inattention to the Duties of President as specified in Sections 2 and 3 above or Jeanette M. Nuñez's refusal or unwillingness to perform such Duties in good faith and to the best of her abilities after reasonably specific written notice of such neglect or inattention being given to Jeanette M. Nuñez by the Chair of the Board and continued neglect or inattention during a subsequent reasonable period specified by the Board;

or

- ii. Material, serious, or repetitive violation or breach of this Agreement, including, but not limited to, failing to obtain prior approval for outside activities as required by this Agreement; or
- iii. Willful misconduct, including, but not limited to, acts of fraud or misappropriation of University funds or assets, or gross negligence with respect to the University or in the performance of the Duties; or
- iv. Conviction, a plea of guilty, or a plea of nolo contendere by Jeanette M. Nuñez to any crime involving fraud, harassment, substance abuse, moral turpitude or any felony; or
- v. Violation of any material University policy, including but not limited to, those as to discrimination, sexual harassment, or use of public funds; or
- vi. Misconduct with regard to the University or the performance of Jeanette M. Nuñez's Duties that has or could have, in the good faith judgment of the Board, more than a de minimis adverse effect on the University (economic or reputational) or on Jeanette M. Nuñez's ability to perform her Duties.

In the event that the Board determines there are grounds to terminate Jeanette M. Nuñez for Cause pursuant to subsection (i) above, the Board may terminate Jeanette M. Nuñez's appointment as President, and she shall only be entitled to receive a sum of severance pay equal to twenty (20) weeks of her annual base pay then in effect, pursuant to, and to the extent permitted by, section 215.425, Florida Statutes, and shall not be entitled to any further compensation or benefits under this Agreement not earned as of the date of termination, including, but not limited to, annual performance bonus and annual retirement supplement, and shall forfeit any additional compensation accrued but not earned. In the event that the Board determines there are grounds to terminate Jeanette M. Nuñez for Cause under any one or more of subsections (ii) - (vi), the Board may terminate Jeanette M. Nuñez's employment in all capacities with the University, and Jeanette M. Nuñez shall not be entitled to any further compensation or benefits under this Agreement, including, but not limited to, annual performance bonus and annual retirement supplement, and shall forfeit any additional compensation accrued but not earned. The Board may suspend Jeanette M. Nuñez, with or without pay, for a period not to exceed ninety (90) days for any one or more of the acts or omissions representing the grounds for termination for Cause without waiving the right of termination.

- b. Termination without Cause. The University may terminate this Agreement

without Cause at any time for the convenience of the University, upon a vote of the Board, and the lesser of ninety (90) days prior written notice to Jeanette M. Nuñez or the remaining term of the Agreement. If the University terminates this Agreement without Cause prior to its expiration, Jeanette M. Nuñez shall be entitled to receive a sum of severance pay equal to twenty (20) weeks of her annual base pay then in effect, pursuant to and, to the extent permitted by, section 215.425, Florida Statutes.

- c. Resignation as President. Jeanette M. Nuñez may voluntarily terminate this Agreement at any time upon a minimum of ninety (90) days prior written notice to the University. Jeanette M. Nuñez's employment as President shall cease on the effective date of the resignation, and she shall not be entitled to any further compensation, bonuses, or benefits as President, except as set forth in the University's various benefits plans with respect to vesting and rights after termination of employment. By a majority vote, the Board may elect to reduce or eliminate the ninety (90) day notice period.
- d. Administrative Appointment. In the event that Jeanette M. Nuñez is not renewed after the successful completion of the Term, she may continue employment with the University in a position for which she qualifies with duties and salary commensurate to that position upon the prior approval of the Board. This employment shall be governed by University regulations and policies that apply to all employees, including those that apply to University administrators, and not by this Agreement.

14. Death/Permanent Disability. Jeanette M. Nuñez's death or permanent disability prior to the expiration date of this Agreement shall terminate this Agreement, subject to the provisions of this section. For purposes of this Agreement, "permanent disability" shall be defined as Jeanette M. Nuñez's inability to perform the Duties of this Agreement for a minimum of three (3) continuous months. In the event of Jeanette M. Nuñez's death while serving as University President, her spouse, or, if none, her estate, shall receive any benefits, if any, to which she is entitled under this Agreement. If Jeanette M. Nuñez becomes permanently disabled during her service as University President, she shall receive all benefits to which she is entitled pursuant to the University's disability insurance plan in which she participates.

15. Housing.

- a. As a condition of her employment and for the benefit and convenience of the Board and the University, during the Term, Jeanette M. Nuñez agrees to live in, and University agrees to provide, maintain in good repair, and pay for utilities and all upkeep for a residence located at Modesto Maidique Campus. The University shall provide for cleaning of the residence, including the first and second floors of the residence, and maintenance of the grounds on which the residence is situated. The University shall pay for a computer, internet

connection, and fax/printer machine for the home office in the residence. Jeanette M. Nuñez shall be responsible for all other personal expenses relating to the use of the residence, including, but not limited to, insurance on personal property, personal meals, and laundry service. The Board shall provide an inventory of all residence items prior to move-in by Jeanette M. Nuñez therein designating which are the property of the University.

- b. The University shall keep comprehensive property and personal property insurance as well as liability insurance on said property and shall pay the property taxes, if any should be assessed.
- c. The University shall reimburse Jeanette M. Nuñez for all out of pocket reasonable and necessary moving expenses incurred by her in moving herself, her family, and their tangible personal property to the Modesto Maidique Campus in an amount not to exceed Twenty-Five Thousand and No/100 Dollars (\$25,000.00) unless otherwise approved in advance by the Chair of the Board. Jeanette M. Nuñez shall obtain and provide to the Chair of the Board estimates from two moving companies and shall use the company providing the lower estimate unless otherwise approved by the Chair of the Board.
- d. Unless the Term ends because of termination by the Board for Cause, Jeanette M. Nuñez shall have up to sixty (60) days following the end of the Term to vacate such residence. The University shall reimburse Jeanette M. Nuñez for all out of pocket reasonable and necessary moving expenses incurred by her in vacating and relocating from the residence, in an amount not to exceed Twenty-Five Thousand and No/100 Dollars (\$25,000.00) unless otherwise approved in advance by the Chair of the Board. Jeanette M. Nuñez shall obtain and provide to the Chair of the Board estimates from two moving companies and shall use the company providing the lower estimate unless otherwise approved by the Chair of the Board.

16. Insurance and Indemnification. Jeanette M. Nuñez shall be indemnified by the University on the same terms and conditions enjoyed by the Board and University employees operating within the course and scope of their employment. Said coverage shall survive the expiration or earlier termination of this Agreement as to matters relating to actions while serving as President.

## **GENERAL PROVISIONS**

17. Notices. Unless and until changed by a Party giving written notice to the other, the addresses below shall be the addresses to which all notices required or allowed by this Agreement shall be sent:

If to the Board:

Rogelio Tovar, Chair,  
FIU Board of Trustees  
11200 SW 8th Street, PC 548  
Miami, Florida 33199

With a copy to:

Carlos B. Castillo  
Attn: General Counsel  
Office of the General Counsel  
11200 S.W. 8th Street, PC 511  
Miami, FL 33199

If to Jeanette M. Nuñez:

President Jeanette M. Nuñez  
Office of the President  
11200 S.W. 8th Street, PC 528  
Miami, FL 33199

18. NCAA Required Provision. National Collegiate Athletic Association (“NCAA”) Bylaws require that certain language be included in the employment agreements of specified employees of Division I institutions, including presidents. Accordingly, without limitation of the other obligations specified in this Agreement and applicable University regulations, policies and procedures, Jeanette M. Nuñez (1) agrees to cooperate fully (within the meaning of NCAA Bylaws) in the NCAA infractions process, including the investigation and adjudication of potential infractions of any NCAA requirement, and (2) acknowledges that any individual found to be in violation of any NCAA requirement may be subject to disciplinary or corrective action, including possible suspension without pay or termination of employment. Jeanette M. Nuñez agrees that she will not retaliate against a current or former University staff member or prospective or enrolled student-athlete who voluntarily reports information about potential violations to the University's Conference, the University and/or the NCAA.

19. General Cooperation Covenant. Without limitation of the obligations specified in this Agreement and applicable University rules, regulations, policies and procedures, Jeanette M. Nuñez agrees to cooperate fully in any review or investigation involving University matters in which she may possess pertinent information. This obligation shall survive the expiration or earlier termination of this Agreement.

20. Severability and Waiver. If any provision or provisions of this Agreement shall be deemed invalid or unenforceable, either in whole or in part, by a court of competent jurisdiction, then this Agreement shall be deemed amended to delete or modify, as

necessary, the offending provision or provisions or to alter the bounds thereof in order to render it valid and enforceable. No waiver or failure to enforce any or all rights under this Agreement by either Party on any occasion shall constitute a waiver of that Party's right to assert the same or any other rights on that or any other occasion.

21. Governing Law. This Agreement shall be interpreted and construed, and the rights and obligations of the Parties hereto shall be determined, in accordance with the laws of the State of Florida.

22. Dispute Resolution. The Board and Jeanette M. Nuñez agree that if any dispute arises concerning this Agreement or her employment that they will first attempt in good faith to resolve the dispute to their mutual satisfaction within sixty (60) days. If they are unable to do so, the Board and Jeanette M. Nuñez agree that they will submit to a confidential mediation before a mutually agreeable State of Florida certified mediator in Miami, Florida. If a resolution is not agreed to by or after mediation, the Board and Jeanette M. Nuñez agree that they will submit the dispute to confidential, binding arbitration before a panel of three (3) American Arbitration Association certified arbitrators who reside within the State of Florida. The Board and Jeanette M. Nuñez will each select one (1) arbitrator of their choosing, and the two (2) arbitrators will jointly select the third neutral arbitrator. The proceedings will be governed by the Commercial Arbitration Rules of the American Arbitration Association then in effect and will take place in Miami, Florida. The fees and costs of the mediation and/or arbitration, including the mediator's and the arbitrators' fees, shall be divided equally between the Parties, unless otherwise agreed in writing by the Parties. Each Party shall bear their own costs of any legal fees associated with the dispute, the mediation and/or arbitration. The University and Jeanette M. Nuñez will use their best efforts to keep any disputes and any efforts to resolve disputes confidential, informing only their respective legal counsel and other persons determined in good faith to have a need to know the disclosed information, and will use their best efforts to ensure that such persons do not further disclose any such information. The University and Jeanette M. Nuñez agree that no arbitrator may be a University faculty member or have any material ongoing relationship with the University. The University and Jeanette M. Nuñez understand that this provision is subject to any disclosures that may be required by law.

23. Modification of Agreement. This Agreement represents the full and complete understanding of the Parties and supersedes any previous or contemporaneous written or oral representations made by either Party. There are no other promises, understandings, obligations, inducements, undertakings, or considerations between the Parties or owed by either Party to the other that are not set forth in this Agreement. This Agreement may be modified or amended only by mutual written consent of the Parties.

24. Personal Contract. The obligations and Duties of Jeanette M. Nuñez shall be personal and not assignable or delegable in any manner whatsoever by Jeanette M. Nuñez.

25. No Trust Fund. Nothing contained in this Agreement, and no action pursuant to this Agreement, shall create or be construed to create a trust of any kind.
26. Understanding of the Agreement. Both Parties represent that they have thoroughly read this Agreement, that they understand it to be a binding contract, that they understand each provision, term, and condition of this Agreement as well as its legal effect, and that they have signed the Agreement voluntarily and of their own free will with the intention to comply with its terms.
27. Public Disclosure of the Agreement. Both Parties agree and acknowledge that this Agreement may be subject to the Florida public records law, Chapter 119, or other provisions, and may, therefore, be subject to disclosure by and in the manner provided by law.
28. Counterparts. This Agreement may be executed in multiple counterparts, each of which shall be deemed a duplicate original, but all of which taken together shall constitute one and the same instrument.
29. Headings for Convenience Only. The headings in this Agreement are for convenience only and shall not be used in construing or interpreting this Agreement.

**<<<Signatures follow on next page>>>**

IN WITNESS WHEREOF, Jeanette M. Nuñez, President, and Rogelio Tovar, Chair and authorized representative of the Florida International University Board of Trustees, have executed this Agreement as of this \_\_\_\_ day of June 2025.

**The Florida International University Board of Trustees**

\_\_\_\_\_  
By: Rogelio Tovar, Chair  
Florida International University  
Board of Trustees

\_\_\_\_\_  
Date

**President**

\_\_\_\_\_  
By: Jeanette M. Nuñez

\_\_\_\_\_  
Date

**Approved as to Form and Legality**

\_\_\_\_\_  
By: Carlos B. Castillo  
General Counsel  
Florida International University

\_\_\_\_\_  
Date

