



Strategic Planning Committee  
September 12, 2024  
FIU, Modesto A. Maidique Campus, Graham Center Ballrooms

MINUTES

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**1. Call to Order and Chair's Remarks**

The Florida International University Board of Trustees' Strategic Planning Committee meeting was called to order by Committee Chair Carlos A. Duarte at 12:26 PM on Thursday, September 12, 2024.

General Counsel Carlos B. Castillo conducted roll call of the Strategic Planning Committee members and verified a quorum. Present were Trustees Carlos A. Duarte, *Committee Chair*; Dean C. Colson; Yaffa Popack (*Zoom*); Gene Prescott; Marc D. Sarnoff; and Roger Tovar, *Board Chair*.

Trustee Natasha Lowell, *Committee Vice Chair* was excused.

The following Board members were also in attendance: Trustees Noël C. Barengo, Francesca Casanova, Alan Gonzalez, Francis A. Hondal, and Alberto R. Taño.

Committee Chair Duarte welcomed Trustees, University leadership, members of the University community, and general public. He stated that the Strategic Planning Committee would be reviewing the University's 2030 Strategic Plan noting that it builds on many of FIU's successes and lays the foundation for future success. He thanked the administration, faculty, and staff for their work. He also thanked the University community for participating in the process, and for sharing thoughts, feedback, perspective and ideas at the listening and visioning sessions.

**2. Approval of Minutes**

Committee Chair Duarte asked if there were any additions or corrections to the minutes of the Strategic Planning Committee meeting held on April 25, 2024, and workshops held on April 12, 2024, and August 12, 2024. Hearing none, a motion was made and unanimously passed to approve the minutes of the Strategic Planning Committee meeting held on April 25, 2024, and workshops held on April 12, 2024, and August 12, 2024.

**3. Action Item**

**SP1. Strategic Plan**

University President Kenneth A. Jessell explained that the strategic planning process began in the summer of 2023 in parallel with the campus master planning process. He stated that three (3) committees were formed, over a dozen workshops were held to engage members of the University community, the Board of Trustees held workshops in April and August 2024, and that the FIU Faculty Senate approved the 2030 Strategic Plan. He commented on FIU's mission, vision, and values to highlight how they are still serving the University. He pointed out that the only change

made to the vision was for FIU to become a Top 30 Public University by 2030. President Jessell provided an overview of the key commitments including: 1) creating exceptional opportunities, 2) leveraging evidence-based outcomes and data-driven decision making, 3) expanding impact through investing in the community, and 4) implementing a sustainable and agile infrastructure. He shared that in 2030 FIU will be a Top 30 Public University, destination university for innovative education and cutting-edge research, an employer of choice, leader in economic and societal impact, and a model for 21<sup>st</sup> century public higher education. He reviewed the three (3) strategic focus areas and three (3) pillars. He detailed the strategic focus areas namely, Environment and Environmental Resilience, Health, and Technology and Innovation. He also delineated the goals and related accountability metrics of the pillars which are the FIU Experience, Research Excellence, and Strategic Alliances. President Jessell highlighted recent achievements under the FIU Next Horizon Strategic Plan 2025 metrics.

Provost and Executive Vice President Elizabeth M. Bejar explained that the 2030 Strategic Plan provided to the Board was close to final and the resolution provides for refinement based on the conversations with the Strategic Planning Committee. She also clarified that the goal of Top 30 Public University and Top 75 National University is included in the narrative. Provost Bejar outlined the 2030 goals that are included in the narrative of the strategic plan. She highlighted the first-time in college (FTIC) four (4) year graduation rate being 64.9% in 2024 as opposed to 38.9% in 2018. She commented on research expenditure goals for 2030. She mentioned that co-chairs of the strategic planning process were in attendance and recognized them. Provost Bejar shared that certain disciplines will be pushed to increase in the rankings as part of the implementation of the Top 30 Public University goal. Committee Chair Duarte requested that Trustee Francis A. Hondal's inquiry, relating to a delineation of the goals critical to student success and rankings, be discussed at the next meeting of the Strategic Planning Committee. President Jessell advised that many of the concepts presented in the 2030 Strategic Plan are also part of the FIU Accountability Plan.

A motion was made and unanimously passed to recommend that the Florida International University Board of Trustees (1) approve the 2030 Strategic Plan and (2) delegate authority to the University President to perform finish editing as needed and to amend consistent with comments received from the Board of Governors.

#### **4. New Business**

Trustee Hondal requested that the 2030 Strategic Plan strategies for brand and communications be presented at the next FIU Board of Trustees External Relations Committee meeting.

#### **5. Concluding Remarks and Adjournment**

With no other new business, Committee Chair Carlos A. Duarte adjourned the meeting of the Florida International University Board of Trustees Strategic Planning Committee on Thursday, September 12, 2024, at 12:56 PM.