



Strategic Planning Committee
November 20, 2025
FIU, Modesto A. Maidique Campus, Graham Center Ballrooms

MINUTES

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 11:20 AM on Thursday, November 20, 2025.

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*; Yaffa Popack, *Committee Vice Chair*; Dean C. Colson; George Heisel; and Marc D. Sarnoff.

The following Board members were also in attendance: Trustees Noël C. Barengo; Francesca Casanova; Alan Gonzalez; Jesus Lebeña; Alexander M. Peraza; and Alberto R. Taño.

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 15, 2025. Hearing none, a motion was made and unanimously passed to approve the minutes of the Strategic Planning Committee meeting held on April 15, 2025.

3. Information and Discussion Items: No Action Required

3.1 Performance Based Funding Metrics Update

Provost, Executive Vice President, and Chief Operating Officer, Elizabeth M. Bejar provided an update regarding recent changes to the Performance Based Funding (PBF) metrics, as implemented by the Florida Board of Governors (BOG). She commented that over December 2025 and January 2026, specific implications for FIU will be discussed related to said changes. She explained that the BOG held a workshop on November 5, 2025, and a subsequent meeting on November 6, 2025, to introduce a new framework for PBF. She thanked members of the Board of Trustees for attending the BOG workshop and meetings. She presented the timeline for building a new model for PBF.

Provost Bejar provided an overview of the new PBF model, "Model 2.0". She detailed that Model 2.0 sets differentiated goals for each of the 12 universities in the State University System (SUS), with institutions benchmarked against their own strategic plans and the SUS 30 plan. She added that Excellence (the maximum number of points) is redefined as achieving the university 2030 goal ahead of schedule, and institutions can earn additional points for exceeding deadlines. She mentioned that a cap has been introduced for certain metrics, such as the percentage of students without loans, to recognize maximum contribution levels. She noted that continuous improvement will be modeled against 2025 performance, emphasizing year-over-year progress.

Provost Bejar presented a metric summary of Model 2.0 and stated that the revised structure includes 10 clusters of metrics (some containing sub-metrics), totaling 100 possible points. She reviewed each metric, noting any updates included in the new PBF model. She explained that SUS institutions must select and define a new 10th metric with recommendations due to the BOG in late January 2026 for review and approval. She commented that the Board of Trustees will convene early to mid-January 2026 to discuss FIU's new PBF 10 metric proposal before the BOG reviews and approves all institutions' metrics at their January 28-29, 2026, meetings. Provost Bejar clarified that at the June 24-25, 2026, BOG meetings, PBF allocations will be made based on the current model and Model 2.0 metrics will be run concurrently for performance only. She added that the expectation is for Model 2.0 to be implemented by the BOG in June 2027.

Trustee Lebeña inquired as to the permanence of the metric 10 and Provost Bejar and University President Jeanette M. Nuñez explained that once selected and approved by the BOG, subsequent changes would require BOG approval and are not expected to occur annually. Trustee Alan Gonzalez expressed appreciation for Trustee Dean C. Colson's leadership in setting high standards for achieving previous PBF metrics, and reaffirmed commitment to meeting new challenges as the metrics change.

Committee Chair Duarte and Provost Bejar discussed historical performance on metric 10 by the University. Senior Vice President for Research and Economic Development and Dean of the University Graduate School, Andres G. Gil mentioned the evolving importance of metric 10 in relation to Carnegie R1 classification. Committee Chair Duarte inquired as to the potential new options for metric 10 and Provost Bejar explained that the BOG has not yet defined it but are exploring metrics that strengthen Florida's measurement. In response to Committee Chair Duarte, Provost Bejar confirmed that FIU has achieved number one in the PBF metrics in four (4) out of the last five (5) years. Interim Senior Vice President and Chief Financial Officer David H. Snider explained that funding is based on the first-year fixed contribution. Committee Chair Duarte mentioned FIU's legacy of access and affordability for students and highlighted the impact of changes to the PBF metrics on student outcomes. Committee Chair Duarte shared how FIU and its accessibility for students have personally impacted him. President Nuñez emphasized the importance of balancing excellence in PBF rankings with the University's mission to serve students, particularly in areas relating to student loans and Pell Grant recipients. President Nuñez underscored FIU's strong performance relative to other universities nationwide on students graduating without loans and acknowledged challenges posed by South Florida's cost of living.

3.2 Strategic Plan Update

Provost Bejar provided a brief overview of the FIU 2030 strategic plan, contextualizing it within broader changes in the landscape of higher education, research funding, economic forecasts, changes to performance funding, and implications of artificial intelligence and changes in skills in the workforce. She emphasized that the strategic plan focuses on preparing for unknowns over the next five (5) years and emphasizes operational flexibility.

Provost Bejar explained that faculty hiring practices are being evaluated to prioritize excellence, cluster hires, and strategic allocation of lines based on performance and institutional needs. She commented that student success initiatives and retention strategies are central to adapting to the

evolving skills and demands of the workforce. She mentioned that the University leadership is developing a centralized administrative model to ensure student success and outcomes through cross-disciplinary engagement and innovation. She outlined that plans to focus on student success include enhancing undergraduate research, experiential learning, and industry and community partnerships to ensure students gain relevant, real-world experience during their academic tenure. Provost Bejar mentioned a workshop to be held in spring 2026 for a deep dive into the strategic plan.

Committee Chair Duarte highlighted the importance of facilities planning and the impact of construction costs and campus space limitations on the growth of the University. He provided an example of considering Greek villages on campus to support student affinity and mentioned current projects related to student housing. He also commented on financial metrics such as credit ratings and debt costs were identified as critical for sustaining enrollment growth, faculty hiring, and increasing research capacity.

4. New Business

No new business was raised.

5. Concluding Remarks and Adjournment

With no other new business, Strategic Planning Committee Chair Carlos A. Duarte adjourned the meeting of the Florida International University Board of Trustees Strategic Planning Committee on Thursday, November 20, 2025, at 11:57 AM.