



FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES
STRATEGIC PLANNING COMMITTEE

FIU, Modesto A. Maidique Campus, Graham Center Ballrooms

Thursday, November 20, 2025
11:30 AM

or

Upon Adjournment of Previous Meeting

Chair: Carlos A. Duarte

Vice Chair: Yaffa Popack

Members: Dean C. Colson, George Heisel, Marc D. Sarnoff

AGENDA

- | | |
|---|--------------------|
| 1. Call to Order and Chair's Remarks | Carlos A. Duarte |
| 2. Approval of Minutes | Carlos A. Duarte |
| 3. Information and Discussion Items: No Action Required | |
| 3.1 Performance Based Funding Metrics Update | Elizabeth M. Bejar |
| 3.2 Strategic Plan Update | Elizabeth M. Bejar |
| 4. New Business | Carlos A. Duarte |
| 5. Concluding Remarks and Adjournment | Carlos A. Duarte |

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Meeting Book - 11.20.25 - Strategic Planning Committee Meeting

1. Call to Order and Chair's Remarks
Carlos A. Duarte

2. Approval of Minutes
Carlos A. Duarte

Agenda Item Page | Minutes 2

DRAFT Minutes | Strategic Planning Committee, April 15, 2025 3

3. Information and Discussion Items: No Action Required

3.1 Performance Based Funding Metrics Update
Elizabeth M. Bejar

3.2 Strategic Plan Update
Elizabeth M. Bejar

4. New Business
Carlos A. Duarte

5. Concluding Remarks and Adjournment
Carlos A. Duarte

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November 20, 2025

Subject: Approval of Minutes of Meeting held April 15, 2025

Proposed Committee Action:

Approval of Minutes of the Strategic Planning Committee meeting held on April 15, 2025.

Background Information:

Committee members will review and approve the Minutes of the Strategic Planning Committee meeting held on April 15, 2025.

Supporting Documentation: Minutes: Strategic Planning Committee Meeting, April 15, 2025

Facilitator/Presenter: Carlos A. Duarte, *Chair, Strategic Planning Committee*

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Strategic Planning Committee

April 15, 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 10:59 AM on Tuesday, April 15, 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; Marc D. Sarnoff; and Roger Tovar, *Board Chair*.

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.

Committee Chair Duarte welcomed Trustee George Heisel as a member of the Strategic Planning Committee.

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 September 12, 2024. Hearing none, a motion was made and unanimously passed to approve the minutes of the Strategic Planning Committee meeting held on September 12, 2024.

3. Action Item

SP1. Florida International University Annual Accountability Plan, 2025

Provost and Executive Vice President Elizabeth M. Bejar presented the FIU 2025 Accountability Plan. She mentioned the FIU Statement of Strategy. She reviewed ten (10) Board of Governors Performance Based Funding metrics including: (1) Percentage of Bachelor's Graduates Enrolled or Employed (\$40,000+); (2) Median Wages of Salaries of Bachelor's Graduates Employed Full-time; (3) Average Cost to the Student; (4) First Time in College (FTIC) Four-Year Graduation Rate; (5) Academic Progress Rate; (6) Percentage of Bachelor's Degrees Awarded within Programs of Strategic Emphasis; (7) University Access Rate; (8) Percentage of Graduate Degrees Awarded within Programs of Strategic Emphasis; (9a) BOG Choice: Florida College System AA Transfer Three-Year Graduation Rate; (9b) BOG Choice: FTIC Pell Recipient Six-Year Graduation Rate; and (10) BOT Choice: Number of Post-Doctoral Appointees.

Provost Bejar provided an overview of the preliminary FIU 2025 Performance Based Funding points achieved. Board Chair Tovar commented on improving the Percentage of Bachelor's Graduates Enrolled or Employed (\$40,000+) metric and Provost Bejar explained how the data is obtained for this value and noted the University's continued focus on career and talent development, internships, job placement, and encouragement for students to pursue graduate studies. Provost Bejar and Board Chair Tovar discussed tracking students' progress toward job placement. Trustee Jesus Lebeña emphasized the importance of internships for undergraduate students. Trustee Dean C. Colson requested that the University leadership provide a comparison of prior year performance based funding metric points earned to demonstrate the improvement from 2013 to present. Responding to Committee Chair Duarte, Provost Bejar described how performance based funding is distributed among universities in the State University System (SUS). Provost Bejar noted that the Average Cost to the Student metric is pending revision by the Board of Governors and Board Chair Tovar requested a comparison of the FIU value in relation to the other universities in the SUS for said metric. Provost Bejar presented a summary of the preliminary FIU 2025 Preeminence Metrics.

A motion was made and unanimously passed that the FIU Board of Trustees Strategic Planning Committee recommend Florida International University Board of Trustees (1) approval of Florida International University's Annual Accountability Plan as provided in the Board materials and (2) delegation of authority to the University President to perform finish editing as needed and to amend consistent with comments received from the Board of Governors.

4. Information and Discussion Item: No Action Required

4.1 Strategic Plan Update

Provost Bejar noted that the strategic plan planning committee and sub-committees will focus on specific areas of each pillar and advance recommendations to the FIU Strategic Plan Executive Steering Committee, which will then make recommendations to the University senior leadership as to which initiatives should be implemented. She presented a timeline for the implementation of the strategic plan.

5. New Business

No new business was raised.

6. 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 Tuesday, April 15, 2025, at 11:31 AM.