



Strategic Planning Committee
September 17, 2026
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 Alan Gonzalez at 3:16 PM on Thursday, September 17, 2026.

Acting General Counsel Ryan Kelley conducted roll call of the Strategic Planning Committee members and verified a quorum. Present were Trustees Alan Gonzalez, *Committee Chair*; Alexander M. Peraza, *Committee Vice Chair*; Jesus Lebeña; and Patrick McDowell (Zoom).

Trustee Fred Voccola was excused.

The following Board members were also in attendance: Trustees Noël C. Barengo; Carlos A. Duarte, *Board Chair*; Alyssa Mederos; Yaffa Popack; and Alberto R. Taño.

Committee Chair Gonzalez welcomed the Trustees, University leadership, members of the University community, and the general public. He noted that he was honored to serve as Chair of the Committee and looked forward to working with Committee Vice Chair Peraza and the other Committee members. Committee Chair Gonzalez highlighted the Committee's role in providing strategic direction to the University, overseeing the development and implementation of the strategic plan, and monitoring its progress.

2. Approval of Minutes

Committee Chair Gonzalez asked if there were any additions or corrections to the minutes of the Strategic Planning Committee meeting held on November 20, 2025. Hearing none, a motion was made and unanimously passed to approve the minutes of the Strategic Planning Committee meeting held on November 20, 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 on the performance-based funding metrics finalized and affirmed by the Florida Board of Governors during summer 2026. She reviewed FIU's results under the model used for the 2025-26 funding cycle, noting that the University earned a score of 97 and ranked number one in the

State of Florida. Provost Bejar recognized the University community for this achievement and highlighted FIU's sustained performance, including four consecutive years and five of the past six years as the state's top-ranked institution.

Provost Bejar explained that the Florida Board of Governors continued to evaluate potential revisions to the performance-based funding model following a concurrent review during the prior year. She noted that discussions with State University System institutions were ongoing and that additional guidance would be shared as the model developed.

Provost Bejar reminded the Committee that the Board of Governors had previously provided institutions an opportunity to revise their institution-specific Metric 10. She stated that the FIU Board of Trustees selected National Academy members for the University's Metric 10 for the upcoming year.

Committee Chair Gonzalez emphasized that FIU's results reflected sustained institutional efforts rather than the pursuit of metrics for their own sake.

3.2 Strategic Plan Update

Provost Bejar provided an overview of the University's continued implementation of the strategic plan, Experience Impact. She described a phased approach to advancing initiatives and noted that the University had strengthened its framework for coordinated reporting, communication, training, and engagement across academic and administrative units. Provost Bejar reported that the University continued to advance initiatives across the strategic plan's three pillars: FIU Experience, Research Excellence, and Strategic Alliances. She also referenced the Board's recent workshops, which provided opportunities for focused discussion of key institutional priorities supporting implementation of the strategic plan. Provost Bejar highlighted progress on several signature centers and strategic initiatives, including the Helen and Jacob Shaham Academic Medical Center, and noted the visible construction progress following its groundbreaking.

Provost Bejar reviewed recently released rankings from Washington Monthly, TIME, and Niche and noted that additional rankings were expected. She emphasized that FIU's focus remained on advancing the value of a public research university and the future of higher education rather than pursuing rankings or metrics for their own sake. She acknowledged the value of external recognition of FIU's faculty, research, teaching, and learning; thanked leaders throughout the University; and recognized Dr. Bridget Cram, Vice President for Academic Affairs and Deputy Chief Operating Officer, for her contributions to the University's continued success.

4. New Business

No new business was raised.

5. Concluding Remarks and Adjournment

With no other new business, Strategic Planning Committee Chair Alan Gonzalez adjourned the meeting of the Florida International University Board of Trustees Strategic Planning Committee on Thursday, September 17, 2026, at 3:27 PM.

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