



FLORIDA INTERNATIONAL UNIVERSITY

Strategic Planning Committee Meeting

FIU, Modesto A. Maidique Campus, Graham University Center Ballrooms

Thursday, September 17, 2026

3:30 PM

or

Upon Adjournment of Previous Meeting

Chair: Alan Gonzalez

Vice Chair: Alexander M. Peraza

Members: Jesus Lebeña, Patrick McDowell, Fred Voccola

Agenda

- | | |
|---|--------------------|
| 1. Call to Order and Chair's Remarks | Alan Gonzalez |
| 2. Approval of Minutes | Alan Gonzalez |
| 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 | Alan Gonzalez |
| 5. Concluding Remarks and Adjournment | Alan Gonzalez |



September 17, 2026

Subject: Approval of Minutes of Meeting held November 20, 2025

Proposed Action:

Florida International University Board of Trustees Strategic Planning Committee approval of the Minutes of the Strategic Planning Committee meeting held on November 20, 2025.

Background Information:

Committee members will review and approve the Minutes of the Strategic Planning Committee meeting held on November 20, 2025.

Supporting Documentation: Minutes: Strategic Planning Committee meeting, November 20, 2025

Facilitator/Presenter: Alan Gonzalez
Vice Chair, FIU Board of Trustees
Chair, Strategic Planning Committee



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 on recent changes to the Performance Based Funding (PBF) metrics implemented by the Florida Board of Governors (BOG). She explained that the BOG introduced the new PBF framework during its November 2025 workshop and meeting, thanked Board members who attended, and presented the general timeline for development of the new model.

Provost Bejar provided an overview of the new PBF model, "Model 2.0." She explained that the model establishes differentiated goals for each of the 12 universities in the State University System (SUS), using institutional strategic plans and the SUS 30 plan as benchmarks. She noted that the revised model recognizes progress toward 2030 goals and year-over-year improvement, while also accounting for maximum contribution levels in certain metrics.

Provost Bejar noted that, under the revised model, SUS institutions must select and define a new institution-specific 10th metric, with recommendations due to the BOG in late January 2026 for review and approval. She added that the Board of Trustees is expected to discuss FIU's proposed 10th metric in early to mid-January 2026 before the BOG considers institutional metrics at its January 28-29, 2026, meetings. Provost Bejar also reviewed the anticipated transition timeline, noting that PBF allocations in June 2026 are expected to be based on the current model while Model 2.0 is run concurrently for performance purposes, with implementation anticipated in June 2027.

In response to Trustee Jesus Lebeña, Provost Bejar and University President Jeanette M. Nuñez explained that, once selected and approved by the BOG, subsequent changes to the institution-specific 10th metric would require BOG approval and are not expected to occur annually. Trustee Alan Gonzalez expressed appreciation for Trustee Dean C. Colson's prior leadership related to PBF performance and commented on FIU's continued focus on meeting new performance expectations as the metrics change.

Committee Chair Duarte and Provost Bejar discussed FIU's historical performance within the PBF framework. Provost Bejar explained that the BOG has not yet finalized the new metric and is continuing to evaluate options for statewide measurement. Interim Senior Vice President and Chief Financial Officer David H. Snider commented generally on funding considerations under the model. Committee Chair Duarte, President Nuñez, and members of the Committee discussed the importance of balancing excellence in PBF rankings with FIU's access and affordability mission.

3.2 Strategic Plan Update

Provost Bejar provided a brief overview of the FIU 2030 strategic plan, placing it in the context of broader trends in higher education, research funding, economic forecasts, performance funding, artificial intelligence, and workforce needs. She emphasized that the strategic plan is intended to prepare the University for future uncertainties over the next five (5) years while allowing the University to adapt to changing conditions.

Provost Bejar discussed ongoing efforts to align academic planning, student success initiatives, and retention strategies with institutional priorities and evolving workforce needs. She noted that the University continues to evaluate ways to strengthen student success and outcomes. She also highlighted plans to expand opportunities such as undergraduate research, experiential learning, and industry and community partnerships to provide students with relevant real-world experience. Provost Bejar mentioned that a spring 2026 workshop is planned for a deeper discussion of the strategic plan.

Committee Chair Duarte highlighted the importance of facilities planning, including the impact of construction costs, campus space limitations, student housing needs, and resource planning on

the University's long-term growth. He noted that these considerations are important to supporting enrollment, research capacity, and the overall student experience.

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.