



September 24, 2024

Ray Rodrigues
Chancellor
State University System of Florida
Board of Governors
325 West Gaines, Suite 1614
Tallahassee, Florida 32399-0400

Dear Chancellor Rodrigues:

Attached please find the Florida International University 2030 Strategic Plan as approved by our Board of Trustees on September 12, 2024.

Sincerely,

A handwritten signature in black ink, appearing to read "K. Jessell", is written over a thin, curved line that extends from the signature area towards the right side of the page.

Kenneth A. Jessell
President

c: Emily Sikes, Interim Vice Chancellor, Academic and Student Affairs

FIU

**EXPERIENCE
IMPACT**

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THE FIU STRATEGIC PLAN 2025 - 2030



FORWARD-THINKING. INNOVATIVE. UNSTOPPABLE.

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EVERYTHING STARTED HERE

Experience Impact 2030 is committed to accomplishing the goals and strategic priorities set forth by the State of Florida, the Florida Board of Governors, and the FIU Board of Trustees for Florida International University. We are grateful for the continued support of FIU.





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At this incredible moment for FIU, recently designated a preeminent research university by the Florida Board of Governors, it is a privilege to introduce **Experience Impact 2030**, FIU’s 2025-2030 Strategic Plan. This strategic plan is about our success today and our relevance tomorrow.

FIU’s history has been defined by the relentless momentum created by our faculty, staff, students, and 320,000 alumni to become the leading university it is today. This momentum has been supported by a series of transformational moments that are rooted in the university’s founding goals. These goals, shared by Founding President Charles Perry on September 14, 1972, are memorialized on a bronze plaque near the entrance of Primera Casa, FIU’s first building:

- **Education of Students:** *“To provide a university education for qualified students which (a) prepares them for useful careers in education, social service, business, industry, and the profession; (b) furnishes them with the opportunity to become effective members of the society; and (c) offers them an appreciation of their relation to their cultural, aesthetic and technological environments.”*
- **Service to Our Community:** *“To serve the greater community, with a primary emphasis on serving the Greater Miami and South Florida area, in a manner which enhances the metropolitan area’s capability to meet the ecological, cultural, social and urban challenges which it faces.”*
- **Greater International Understanding:** *“To become a major international education center with a primary emphasis on creating greater mutual understanding among the Americas and throughout the world.”*

These founding goals continue to inform FIU’s mission and have directly influenced this strategic plan’s goals, pillars, and strategic focus areas. This plan focuses on university investments aimed at continuing our momentum, providing incredible academic and experiential opportunities, and expanding our research portfolio.

This strategic plan also reaffirms our commitment to accomplishing the goals of the State University System, ensuring that we continue to build Florida’s brand as the No. 1 state for higher education, lead in academic-industry alliances, and increase our economic impact to the great State of Florida.

The FIU Board of Trustees has set a strong vision for the university and engaged in providing the support and resources required to achieve preeminence, and continue our trajectory of excellence. I wish to express my thanks to the present and past board members for their contribution to our past successes and their dedication to ensure this plan is a success.

On behalf of the Board of Trustees, I want to recognize and thank the thousands of individuals who shared their opinions, attended workshops, and participated in the development of this strategic plan. I invite all members of the university community to help us implement this plan and look forward to our accomplishments in the years to come.

I look forward to seeing FIU continue its unstoppable momentum!



Rogelio Tovar ‘92, MAcc ‘94
Chair, FIU Board of Trustees



FIU is a model for the role, return on investment, and economic impact of the public research university. During my tenure at FIU, I have seen our university community rise to meet every challenge and surpass every goal. It is a testament to the strength of our mission and our commitment to providing an incredibly engaging experience for our students and ensuring that each of them succeed.

I am proud to lead a university that has accomplished so much in its relatively brief history, becoming a leading public research university. During the past four years, FIU has been recognized as a leading national university by the *Wall Street Journal*, *US News & World Report*, and *Washington Monthly*; has been designated a Preeminent State Research University by the Florida Board of Governors; has been the top performer in the state's performance funding metrics in 2021, 2023, and 2024; and has entered into a transformational alliance with Baptist Health South Florida.

We have accomplished this because of the strength of our collective impact. FIU's 320,000 alumni are leaders across the country and throughout the world. Our students come from every state and territory and more than 140 countries and excel in our classrooms, labs, and studios. Our faculty and staff are national leaders in their fields, recognized for excellence in teaching, research, and service, and have helped propel FIU into the top echelons of research universities.

Through investing in the success of our stakeholders and in transformative research we are making an impact in individual lives. Our **Experience Impact 2030** strategic plan is focused on strengthening what we are already global leaders in, ensuring that we further enhance the FIU experience, research and commercialization, and strategic alliances.

FIU's plan is built on the successes and accomplishments of previous strategic plans but has unique foci based on the university FIU is today with an eye toward the FIU of tomorrow. This includes leveraging our three strategic focus areas of Environment & Environmental Resilience, Health, and Technology & Innovation, and the intersection of the three. These are areas that all our colleges and schools have a role and opportunity to lead in.

We are committed to leveraging our accomplishments and strategically redefining the role and impact of the public research university. As we aim for continued excellence, we invite the entire university community to embrace **Experience Impact 2030**.



Kenneth A. Jessell
President



Introduction to EXPERIENCE IMPACT 2030



Since our founding, FIU has been home to a community of educators, scholars, and innovators, working together to build a leading university. We are now widely recognized for the results of the first fifty years of our university's history. We have leveraged new advances in technology, data-driven approaches, and research synergies to make FIU a preeminent university. The vision for our new strategic plan builds on these successes and provides the framework for the accomplishments FIU will achieve in the next half-century.

The ever-changing higher education environment provides an opportunity for FIU to continue our momentum and strategically redefine the role and impact of the public research university.

Following a series of visioning sessions with university leadership, three strategic planning pillar committees were appointed: FIU Experience, Research Excellence, and Strategic Alliances. These committees engaged faculty, staff, students, alumni, donors, and community members, and were informed by robust discussion, debate, and data provided by the Analysis and Information Management team to ensure data-driven decision making. This collaborative process contributed to Experience Impact 2030, a strategic plan that provides the foundational framework for continued and elevated excellence.

Experience Impact 2030 is focused on expanding our accomplishments in student success, research excellence, national and international recognition, continued recognition as a leading Hispanic-Serving Institution, leadership in the arts and culture, and dozens of leading initiatives addressing great challenges facing our global community, including:

- Building a preeminent FIU Experience for all members of our university community;
- Developing a strong research excellence framework to leverage interdisciplinary opportunities and increase commercialization;
- Strengthening our robust Strategic Alliances with key anchor partners, including academic-industry partnerships with the key objective of economic growth and business sector development; and
- Expanding excellence and interdisciplinary collaboration through our strategic focus areas of Environment & Environmental Resilience, Health, and Technology & Innovation.

Our goal: By 2030, FIU will be a Top 30 Public University and will strategically redefine the role and impact of the public research university.



Elizabeth M. Béjar
*Provost, Executive Vice President
& Chief Operating Officer*



The Foundation for our Future Success

As a preeminent public research university, anchor institution, and driver of economic prosperity and social mobility, Florida International University (FIU) is focused on student success, research excellence, forging strategic alliances, and community engagement.

FIU is recognized as a Carnegie R1 public research university committed to making an impact locally and globally by advancing innovations in the fields of environment and environmental resilience, health, and technology & innovation. With more than 56,000 students and 10,000 faculty and staff members, FIU is proud to be a leading Hispanic-Serving Institution recognized with the Seal of Excelencia and to have more than 320,000 Panther alumni making an impact in Florida, the United States, and around the world.

We support the mission of the State University System (SUS) of Florida, especially in ensuring student success, research excellence, and the economic and social mobility of our citizens. We are committed to Florida's economic growth. Our graduates, most of whom choose to stay and work in Florida, help us scale this impact. We are proud to have surpassed \$300 million in research expenditures in 2023, supporting the SUS research goal, and we are committed to commercializing our intellectual property portfolio.

FIU's focus on evidence-based learning outcomes and cutting-edge research has propelled our national rankings upward. Our external rankings continue to highlight the incredible accomplishments of our students, faculty, and staff. In 2023-2024, FIU was ranked a top leading university by the *Wall Street Journal*, *Times Higher Education*, *Washington Monthly*, *DegreeChoices*, *QS World University Rankings*, *Princeton Review*, *Forbes*, *Niche*, and *U.S. News & World Report*.

FIU MISSION

Florida International University is an urban, multicampus, public research university serving its students and the diverse population of South Florida. We are committed to high-quality teaching, state-of-the-art research and creative activity, and collaborative engagement with our local and global communities.

FIU VISION

Florida International University will achieve exceptional student-centered learning and upward economic mobility, produce meaningful research and creative activities, and lead transformative innovations locally and globally, resulting in recognition as a **Top 30** public university.

FIU VALUES

TRUTH
*in the pursuit, generation, dissemination,
and application of knowledge*

FREEDOM
*of thought
and expression*

RESPECT
*for diversity and the
dignity of the individual*

RESPONSIBILITY
*as stewards of the environment
and citizens of the world*

EXCELLENCE
*in intellectual, personal, and
operational endeavors*

FIU STATEMENT OF FREE EXPRESSION

FIU endorses the Florida Board of Governors' Statement of Free Expression to support and encourage full and open discourse and the robust exchange of ideas and perspectives on our campuses. In addition to supporting this legal right, we view this as an integral part of our ability to deliver a high-quality academic experience for our students, engage in meaningful and productive research, and provide valuable public service. This includes fostering civil and open dialogue in support of critical thinking in and out of the classroom, including events hosted by the university.



EXPERIENCE IMPACT

20 30

VISION

Experience Impact 2030 encompasses the forward-thinking and innovative work of our students and faculty in classrooms, laboratories, studios, the community, and on research projects around the world; of our staff in the administering of the university's operations; and of our over 320,000 unstoppable FIU alumni.

The Experience Impact 2030 strategic plan enables us to build on our already strong history of success. By 2030, FIU will be a **Top 30** public university and will strategically redefine the role and impact of the public research university. As a result, FIU will continue to deliver a leading return on investment for our students and serve as a model for other public institutions of higher education. To do this, we have anchored our 2030 plan with three strategic focus areas, while emphasizing our commitment to our mission through three foundational pillars. The three strategic focus areas address complex and demanding challenges in the areas of Environment & Environmental Resilience, Health, and Technology & Innovation. FIU will solidify our core mission and facilitate success of these focus areas through a deliberate concentration on three pillars: the FIU Experience, Research Excellence, and Strategic Alliances.

These strategic focus areas and pillars reinforce the unique value proposition that FIU will offer by ensuring that every FIU student has an opportunity to gain the knowledge, skills, and experience needed to excel in their career; that faculty and students have the ability to access and engage in cutting-edge research and creative activities; and that we will have the connected systems and infrastructure in place to support the scale of our strategic alliances. We aim to ensure that all of our efforts are also providing maximum economic impact for the State of Florida and our community.

To achieve this vision, key commitments are embedded within each strategic focus area and pillar. These include:



CREATING EXCEPTIONAL OPPORTUNITIES: FIU will focus on optimizing our dynamic innovative culture to build world-class academic and experiential opportunities. This ensures that FIU continues its path of excellence as a leading destination university.



LEVERAGING EVIDENCED-BASED OUTCOMES AND DATA-DRIVEN DECISION-MAKING: FIU has achieved incredible success due to our commitment to delivering performance outcomes and understanding how to best utilize data to achieve those outcomes.



EXPANDING OUR IMPACT THROUGH INVESTING IN OUR COMMUNITY: FIU has always been dedicated to making an impact while creating a positive culture for members of our university community. FIU will continue to evolve with changes in technology and the world of work by ensuring that students, faculty and staff have the tools and resources to succeed.



IMPLEMENTING A SUSTAINABLE AND AGILE INFRASTRUCTURE: Building upon our history of "making it happen" and our institutional agility, we will provide financial, technological, and physical resources that prepare us for the challenges of the future. Flexibility and organizational nimbleness have been, and will remain, assets to us.

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STRATEGIC FOCUS AREAS

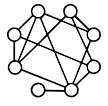


**ENVIRONMENT &
ENVIRONMENTAL
RESILIENCE**

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HEALTH



**TECHNOLOGY &
INNOVATION**



ENVIRONMENT & ENVIRONMENTAL RESILIENCE





HEALTH



TECHNOLOGY & INNOVATION



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FIU

By **2030**, FIU will be a **Top 30** Public University.

Our broad and growing research base, increasing public and private alliances, and focus on experiential learning, particularly in our strategic focus areas, will continue to have significant impact on local and global communities. These areas — Environment & Environmental Resilience, Health, and Technology & Innovation — encompass many disciplines and require collaboration among all internal and external shareholders to generate solutions for 2030 and beyond. FIU will confront the environmental challenges of our time with a focus on technological innovations. We will be leaders in connecting the duality of human health and environmental factors. We will be the model for 21st century public higher education.

FIU will harness existing resources and direct new investments to continue our established leadership in these strategic focus areas; support groundbreaking research and innovation; promote advances arising from their intersectionality; and develop interdisciplinary approaches across all academic disciplines and programs, evidence-based learning outcomes, and other initiatives that promote the Pillars of Experience, Research Excellence, and Strategic Alliances. Each college and school will be represented, whether through new and innovative academic programs or through the intentional collaboration on research innovation and creative works.

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ENVIRONMENT & ENVIRONMENTAL RESILIENCE



1.

The problems of environment and environmental resilience are significant, urgent, and growing. The university is tackling societal challenges head-on, addressing extreme climate events and disasters that have the potential to cause more damage than ever, the rising costs associated with natural hazards, and critical issues such as Everglades restoration, public health, environmental change, sustainable development, water quality, and clean energy solutions. FIU is uniquely positioned to solve these problems. Our presence on Biscayne Bay offers us an opportunity to monitor and protect this unique ecosystem and economic engine. We are located next to the Everglades, the coast, and the only coral reef system in the continental U.S. We're also at the center of hurricane activity. FIU, at the forefront of this research, will continue to lead relevant studies that produce solutions.

We will contribute to science and its applications, from interdisciplinary teams researching the environment to our work with real estate developers, residents, industry and governmental entities examining the redevelopment of cities and the creation and implementation of new technologies. As a University of Distinction in Environmental Resilience, FIU is reimagining resilience and investing in research and the development of new technologies, harnessing tools like the Wall of Wind, and developing new methods of environmental assessment, advanced storm surge models, and Accelerated Bridge Construction. We are making lives better.

In 2030, FIU will be synonymous with scalable solutions for the environment and environmental resilience. We will be recognized as the source for information, education, innovation, demonstration, real-world engagement, testing, and solutions.

To achieve this goal, FIU will:

- **Establish** the Biscayne Bay Campus as a major research hub for environmental and environmental resilience research.
- **Develop** interdisciplinary collaborations and synergy between the Institute of Environment, the Extreme Events Institute, and the Academy for International Disaster Preparedness to build capacity, new academic programs and launch strategic alliances in disaster infrastructure, mitigation, preparation, and recovery.
- **Complement** the efforts and investments around existing climate and technology research to partner with industry on rapid development from research and testing to commercialization.



2.



HEALTH

The world is confronting unprecedented threats to health, quality of life, and the survival of our ecosystems. The search for solutions is a national and global priority. FIU's strategy is to focus on "health at different levels." We will make breakthroughs in population health, in closing health equity gaps, and in creating innovations that improve health outcomes. FIU's alliances with Baptist Health South Florida and other healthcare systems is an opportunity to develop clinical training that will transform academic medicine.

Building on the development of successful partnerships and groundbreaking federal funding, the university is committed to constructing a cutting-edge academic health learning center. This will expand research capabilities with more lab space as well as allow students to learn advanced technologies like robotics, and foster faculty exploration in emerging areas such as artificial intelligence (AI), data science, and environmental ethics.

In 2030, FIU will be a leader in researching the relationship between human health and environmental factors and leveraging innovative technology to improve health outcomes.

To achieve this goal, FIU will:

- **Recruit** leading faculty to complement and augment FIU Health. Investments in research faculty and clinical growth will focus on key healthcare areas and will include developing critical expertise in artificial intelligence (AI) and data science to accelerate bench-to-bedside research that will have significant impact in enhancing healthcare in the State of Florida.
- **Expand** collaborative and interdisciplinary research and partnerships across FIU, focusing on basic health sciences that will lead to technological innovations.
- **Accelerate** and expand the growth of research and collaborations around the Population Health Initiative and other strategic health areas, including aging, brain, cancer, child development and precision medicine.
- **Heighten** FIU Health's clinical research strength to enhance its ability to attract industry, private and government grants, and other resources necessary to conduct innovative research.

TECHNOLOGY & INNOVATION



Miami is a global innovation and technology hub. Being at the forefront of technology innovation and adoption, and leveraging it to solve problems, is at the heart of innovation. All future careers, research, and areas of life will involve leveraging these advancements. FIU is well-positioned to address major societal challenges associated with cybersecurity, national security, artificial intelligence (AI), rapid technological shifts, and sustainable built infrastructure. FIU is committed to harnessing the creative and technological potential within its walls to solve problems and make lives better.

FIU is dedicated to forging strong ties with industry leaders, start-ups, and entrepreneurs to create a vibrant innovation ecosystem. High-profile industry partners and a broad global network allow us to become leaders in interdisciplinary computer science. Translating groundbreaking research into practical, real-world applications will position FIU as a catalyst for economic growth, spawning new business opportunities and propelling technological advancement.

As we look to the future, new methods of learning are essential, particularly in technology and innovation, which span all disciplines. Our proximity to the Miami tech scene provides vast benefits for our students who will have the chance to gain real-world work experience while learning. As living labs, our campuses and the research led by our faculty, will be an environment more conducive to learning and creating, and will become the birthplace of many FIU innovations that will become commercialized to solve the problems of today and tomorrow.

In 2030, FIU will be known for its investment in cutting-edge technology and research and for its commitment to industry-focused partnerships, viewed as the model for the value proposition for public higher education.

To achieve this goal, FIU will:

- **Invest** and implement a solutions-centered framework around the university's application of artificial intelligence, machine learning, data management, cybersecurity, and other cutting-edge applications across the academic and research enterprise.
 - **Develop** the AI initiative to become a destination for AI research and activity and expanding efforts related to Open-Source Intelligence (OSINT) Research.
 - **Expand** efforts related to federal and defense-related information and technological research, using a collaborative approach to research and development.
- **Strengthen industry-academy relations through:**
 - **The establishment** of an industry fellows' program to promote collaborations, grants, and partnerships focused on student success and integrating advancement in industry into the classroom.
 - **The creation** of an industry-focused applied research program to address industry challenges, provide access to experts, support student placement, and quickly respond to partner requests, with the necessary required compliance.
 - **Centralization** of industry-academy relations to bolster existing partnerships and forge new relationships throughout Florida with established companies, newly relocated companies, and startups.





PILLARS

Our three strategic pillars provide a strong student-centered foundation for our **Experience Impact 2025-2030** Strategic Plan, so that by 2030, FIU becomes a Top 30 Public University and a model for the public research university of the future.

In 2030, FIU will be a destination university for innovative education and cutting-edge research, an employer of choice, and leader in economic and societal impact. These pillars maintain FIU's agility to respond to a rapidly changing world and higher education environment.





RESEARCH EXCELLENCE



STRATEGIC ALLIANCES



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1. FIU EXPERIENCE: STUDENT & FACULTY + STAFF SUCCESS

The university’s dedication to our students, faculty, and staff is shaped by a profound commitment to individual and collective success. We will continue to support and expand a culture in which the FIU community feels a sense of connection and is actively engaged in university life. Each member of our university has the agency to make a positive impact for everyone else in our community. Students are our foundation, and we will provide an exceptional experience oriented for their holistic success by building sustainable, interconnected systems and infrastructure that support their journey from the moment they are admitted to the day they become successful, engaged alumni.

Exceptional experiences for our faculty and staff are vital to the success of our operations, laboratories, creative projects, and research pursuits. We will continue to invest in building and strengthening our community to ensure that a culture of affinity and excellence is visible in all we do, especially in energizing and engaging our alumni network with the university and for our current students. We are a thriving and vibrant community; when we work collaboratively and act in synchronicity, any goal we set our sights on is achievable. Together we are unstoppable.

GOAL 1: INTENTIONALLY DESIGN THE STUDENT JOURNEY

The student journey is the center of the FIU experience. Demand for an FIU education will continue to rise, and we must continue to attract faculty and staff that will support our students’ educational journeys and provide them with the knowledge, innovative ethos, ethics, and resources necessary to succeed at FIU, in their careers, and in life.

Objectives	Initiatives and Investments
Recruit, engage, retain and graduate top students.	<ul style="list-style-type: none"> • Launch the FIU Scholars Initiative. • Develop the Strategic Enrollment Management Plan. • Invest in increasing FIU’s national reputation and rankings. • Leverage our international brand for increased recruitment from strategic markets.
Provide every student with an exceptional and seamless student success experience that gives them the knowledge, skills, and abilities they need to succeed.	<ul style="list-style-type: none"> • Map the student journey to ensure students know how to engage in experiential learning and other high-impact practices. • Strengthen the Dual Enrollment recruitment pipeline. • Leverage the FIU Connect4Success Pathway and support its expansion.
Support growth of a vibrant and supportive campus-life focused on student engagement, events, and programming that build affinity and community.	<ul style="list-style-type: none"> • Invest in mental health services, student engagement, advising, and counseling. • Expand on-campus housing and enhance integration with off-campus housing. • Enhance and expand student programming, activities, and organizations that engage students.
Maximize the Return on Investment of an FIU degree.	<ul style="list-style-type: none"> • Develop and implement a university-wide industry relations strategy. • Invest in licensure exam outcomes across disciplines. • Develop a world-class on-campus career center.



GOAL 2: DEVELOP FACULTY AND STAFF BELONGING THAT EXTENDS BEYOND COLLEGES AND CENTERS

The feeling of belonging, for both faculty and staff, is critical to FIU's success. Faculty chose FIU as their academic home and are central to ensuring students have access to the leading minds in their fields. FIU's professional staff play an equally important role in ensuring that students are succeeding and supported during their journey. Creating an ethos of "One FIU" among faculty and staff is vital to elevating the FIU experience.

Objectives	Initiatives and Investments
Support the pursuit of excellence and recognize achievements in teaching, learning facilitation, and service.	<ul style="list-style-type: none"> Develop a strategic recruitment and retention plan for leading faculty, faculty clusters, and national academy members. Create faculty development programs that encourage external service and innovative pedagogical practices in the classroom.
Create an enriching social and professional environment for faculty and staff by prioritizing engagement strategies within and between colleges, units, and departments to build a robust, mature, and rich campus environment for all ranks of faculty and staff.	<ul style="list-style-type: none"> Develop faculty/staff belonging engagement survey and create a committee to evaluate results and recommend initiatives. Increase faculty and staff engagement through programming, activities, intramurals, cultural, and affinity group programming.
Recognize and track faculty and staff community engagement, and internal and external service that supports the university's mission.	<ul style="list-style-type: none"> Develop resources to identify and track community engagement and external service opportunities. Expand the internal recognition of faculty and staff accomplishments.

GOAL 3: STRENGTHEN THE FIU COMMUNITY

We will continue to invest in building and strengthening our community to ensure that a culture of affinity and service excellence is visible in all we do. This approach is not only focused on meeting the expectations of our students, parents, alumni, and guests, but through providing everyone with the best information about resources, opportunities, and events.

Objectives	Initiatives and Investments
Prioritize service excellence.	<ul style="list-style-type: none"> Invest in training and professional development over the entire employee life cycle.
Develop a world-class and uniform physical, digital, and service infrastructure across FIU locations.	<ul style="list-style-type: none"> Prioritize classroom and learning systems that facilitate easy adaptation to changing technologies and resources. Invest in uniform and complementary systems that are designed to simplify and streamline user experiences.
Invest in increasing FIU's national reputation and rankings.	<ul style="list-style-type: none"> Expand national marketing campaign.

RELATED ACCOUNTABILITY METRICS

- First Time in College (FTIC) Four-Year Graduation Rate
- Academic Progress Rate and Freshman Retention Rate (Full-time FTIC students)
- University Access Rate
- FCS AA Transfer Three-Year Graduation Rate
- FTIC Pell Recipient Six-Year Graduation Rate
- Number of Post-Doctoral Fellows
- Average GPA and SAT Score
- Freshman Retention Rate (Full-time FTIC students)
- Doctoral Degrees Awarded Annually
- Percent Employed/ Continuing Ed.
- Median Wages
- Average Cost to Student
- Bachelor's in Areas of Strategic Emphasis
- Graduate Degrees in Strategic Areas
- Receipt of national and international research awards and fellowships by faculty members
- National Academy Memberships

RELATED RANKINGS/DESIGNATIONS

- Top 75 overall/Top 30 public universities, *U.S. News & World Report*
- Washington Monthly
- Wall Street Journal
- Degree Choices
- Niche
- Forbes
- Princeton Review
- Leadership for Public Purpose Designation
- Community Engagement Designation
- Great Colleges to Work For designation
- THE Impact Rankings
- Partnerships for the goals
- Affordable and Clean Energy
- Life Under Water
- Life on Land
- Clean Water and Sanitation
- Sustainable Cities and Communities
- No Poverty
- Zero Hunger
- Good Health and Wellbeing

2. RESEARCH EXCELLENCE

The mission of a public research university is shaped by a profound commitment to fostering an environment and culture where faculty, researchers and students are encouraged to pursue innovative research and creative endeavors. FIU will prioritize its research efforts and funding in investments in the Strategic Focus Areas: **Environment & Environmental Resilience, Health, Technology & Innovation**. We will deepen our commitment to a robust, sustainable research infrastructure by providing the necessary resources to exceed \$600 million in research expenditures by 2030. We will emphasize collaboration and invest resources in strategic focus areas and in research that transcends disciplinary and college boundaries. We will build pipelines into key research areas for students to enter high-demand fields and introduce new technologies and approaches for commercialization and licensing.

GOAL 1: GROW THE RESEARCH ENTERPRISE

FIU will build its research enterprise by providing faculty with essential tools, laboratories, facilities, personnel, and resources to foster a productive research environment. To continue this growth, promoting and facilitating interdisciplinary collaboration through the integration of multiple perspectives and ideologies will lead to an increase in our capacity to address complex problems and develop innovative solutions. Achieving continued growth will require that FIU invests in the recruitment and retention of faculty, doctoral students and postdoctoral fellows, but also provides access to experiential learning opportunities and undergraduate research.

Objectives	Initiatives and Investments
Enhance our comprehensive research support infrastructure both in terms of physical and human resources.	<ul style="list-style-type: none"> Recruit and retain exceptional faculty, graduate students, and postdoctoral fellows in strategic focus areas. Invest in the infrastructure required to grow the enterprise.
Promote and facilitate interdisciplinary collaboration across colleges and research units by developing internal programs to support collaborative research.	<ul style="list-style-type: none"> Identify research funds to promote collaborative pilot studies in Strategic Focus Area initiatives. Promote research internally to find new collaborators.
Cultivate a culture of scholarship and research among undergraduate and graduate students.	<ul style="list-style-type: none"> Create an Office of Undergraduate Research. Scale undergraduate to graduate pipeline programs. Launch a graduate student mentoring program.

GOAL 2: EXPAND THE IMPACT OF RESEARCH THROUGH COMMERCIALIZATION, LICENSING, TECHNOLOGY TRANSFER AND INDUSTRY PARTNERSHIPS

External partnerships are crucial to research and innovation that address societal and scientific challenges. Engaging industry, the local community, and international partners will be critical to expanding and amplifying the impact of faculty and student research. This process includes establishing and nurturing collaborative relationships, identifying opportunities for joint projects, and measuring the practical applications and societal impact of research outcomes in industry settings, resulting in significant public-private partnerships. FIU is committed to advancing commercialization, licensing, and technology transfer goals by collaborating with corporate and private sector partners, local, state, and federal government, non-governmental organizations, and community organizations to translate research into real-world solutions.

GOAL 2 continued on page 17



GOAL 2: EXPAND THE IMPACT OF RESEARCH THROUGH COMMERCIALIZATION, LICENSING, TECHNOLOGY TRANSFER AND INDUSTRY PARTNERSHIPS (CONT.)

Objectives	Initiatives and Investments
Grow and scale the commercialization opportunities of FIU's intellectual property portfolio.	<ul style="list-style-type: none"> Through the Academic Industry Initiative - Innovation Tech Hub, strengthen our relationships with industries that want to partner with FIU through research & development partnerships, leading to commercialization. Invest in patent and commercialization training and development initiatives across the university.
Establish FIU as a leading partner for industry that leads to active engagement with partners to expand the impact of research findings.	<ul style="list-style-type: none"> Invest in the Engineering Center Research Park to foster interdisciplinary collaboration and increase research impact. Develop coordinated plan to engage all FIU industry-relations professionals to scale impact.

GOAL 3: EXPAND FIU'S REPUTATION FOR INNOVATION AND INCREASE RECOGNITION FOR INNOVATIVE RESEARCH AND CREATIVE WORKS

Elevating and expanding FIU's reputation for research and innovation is imperative, and this can be achieved through a comprehensive strategy to highlight FIU's research achievements and target faculty development programs, as well as by establishing a university-wide faculty research recognition program. Creating development programs in areas requiring collaborative and interdisciplinary research, such as population health, environmental resilience, and technology, is crucial. These programs are particularly important to address challenges that need industry partnerships and to support faculty in navigating the complexities of commercialization and technology transfer. Additionally, incorporating broad perspectives from the humanities and the arts will enhance the university's research and innovation impact.

Objectives	Initiatives and Investments
Develop a robust system of investment in research faculty, with a focus on increasing research productivity, awards and research doctorate production.	<ul style="list-style-type: none"> Invest in expanding the FIU research infrastructure. Recruit and hire research staff to support an expanded research portfolio. Create a work group to identify recognition programs that acknowledge varied contributions to the research enterprise.
Allocate resources and create/expand targeted faculty development programs to support research and innovation.	<ul style="list-style-type: none"> Identify gaps in current professional development offerings and develop professional development programming that supports faculty research and creative works in all disciplines.
Increase resources for research from public and private sources.	<ul style="list-style-type: none"> Develop a comprehensive marketing plan to share the successes of our faculty's research accomplishments. Align key initiatives such as the Biscayne Bay Campus Initiative, FIU Population Health Initiative, and StartUP FIU, the university-wide innovations hub, to identify opportunities for public and private investments.

RELATED ACCOUNTABILITY METRICS

- Total Research Expenditures
- Non-medical Science & Engineering Research Expenditures
- Science & Engineering Research Expenditures
- Research Expenditures from External Sources
- NIH Awards
- Patents KPI
- Start-ups KPI
- Licenses and options executed KPI
- Ranking: Top Ranked Utility Patents
- Citations/publication metrics
- Receipt of national and international research awards and fellowships by faculty members
- Membership of FIU faculty within national academies (WM, BOG KPI, BOG Preeminence)
- Doctoral Degrees Awarded

RELATED RANKINGS/DESIGNATIONS

- Overall Ranking in the Higher Education Research and Development (HERD) Survey
- HERD Discipline specific rankings

3. STRATEGIC ALLIANCES

The university’s dedication to collaboration is testimony to our recognition that together we can accelerate tangible impact. These transformative partnerships are integral to strengthening, growing, and amplifying FIU’s mission and goals. They are shaped by a profound commitment to meaningful and mutually beneficial interactions and outcomes with corporate and private sector partners, as well as with local, state, and federal government, non-governmental organizations, educational partners, and among FIU alumni and community organizations.

This commitment reflects our cohesive purpose and direction as a leading international institution based in Miami-Dade County and South Florida. To make lives better to the level we seek for 2030, strategic alliances with these organizations are crucial. We must foster strong relationships and be an embedded, active presence in our community. Our large ecosystem allows us to add value to our partners in unique ways and create an exceptional experience for all.

GOAL 1: SCALE OUR CAPACITY TO ESTABLISH STRATEGIC ALLIANCES

As a preeminent state research university and as an anchor research institution that calls South Florida home, FIU must continue to lead with relevance and engagement in our local, national, and global communities. We must forge mutually beneficial strategic alliances that will advance strategic priorities, help meet our strategic plan goals, provide opportunities for current and future students, and benefit our alumni and local communities.

Objectives	Initiatives and Investments
Develop strategic alliances, including health-clinical alliances; and state, national and international alliances that support FIU’s Mission.	<ul style="list-style-type: none"> Leverage momentum in strategic areas of focus to develop key alliances.
Develop anchor institution partnerships in South Florida that support the goals of our local counties, support our local alumni, and ensure our impact within Miami-Dade County.	<ul style="list-style-type: none"> Develop a university-wide committee to establish critical South Florida partnerships and formalize anchor institution partnerships.
Develop a national model in academic-industry relations to support relationships with key strategic partners.	<ul style="list-style-type: none"> Formalize the structure for academic-industry relations to foster development of key initiatives to support student success and research.

GOAL 2: INTEGRATE AND ALIGN INSTITUTIONAL RESOURCES AND EFFORTS

Establishing and sustaining transformational impact from collaborative research, industry, and strategic alliances is possible by connecting valuable partnerships with FIU’s mission, research, and student success goals. Through interdisciplinary collaboration, we will be better partners and more able to drive clear, impactful outcomes to benefit the university, FIU stakeholders, and the community. This effort will require new and refined systems, processes, and programs that help us collaborate internally and externally by coordinating data, efforts, and outcomes in an intentional and strategic way.

GOAL 2 continued on page 19



GOAL 2: INTEGRATE AND ALIGN INSTITUTIONAL RESOURCES AND EFFORTS (CONT.)

Objectives	Initiatives and Investments
Develop and expand systems and infrastructure that support strategic alliances from origin through maturity, including the formalization of key partnerships to increase future capacity.	<ul style="list-style-type: none"> • Develop a working group to create the systems and tracking mechanisms that will support strategic alliances and key partnerships.
Develop systems and initiatives to measure the impact of strategic alliances and anchor institution partnerships.	<ul style="list-style-type: none"> • Develop local, national and international campaigns to share impact and invite others to become partners. • Develop a committee to review outcomes of strategic alliances and anchor institution partnerships and identify intentional opportunities for improvement.

GOAL 3: DEVELOP A UNIVERSITY-WIDE CULTURE OF COMMUNITY LEADERSHIP AND ENGAGEMENT

As a Carnegie Community Engaged and Leadership for Public Purpose-designated university, FIU is focused on robust engagement with communities where our faculty, staff, alumni and students are making an impact.

Essential to our success is ensuring there is a widely understood definition of strategic alliances and a clear understanding of these partnerships and engagement initiatives. It is also critical that their creation, implementation, tracking and reporting is operationalized and uniform. An organizational framework to measure, develop and expand strategic alliances must be easy to understand and use.

Additionally, that culture of community leadership and engagement must expand to our alumni community, along with the importance of leveraging its size and concentration to strengthen FIU’s mission.

Objectives	Initiatives and Investments
Earn and maintain key classifications and recognitions.	<ul style="list-style-type: none"> • Develop committee infrastructure to maintain Carnegie Classification designations and APLU IEP: Association of Public and Land-grant Universities (APLU) Innovation and Economic Prosperity (IEP) Program designation.
Intentionally embrace the uniqueness of the scale and location of FIU’s alumni population to complement goals and build institutional pride and momentum, which will help to position FIU as an internationally known educational and research institution.	<ul style="list-style-type: none"> • Develop a committee to advise the Alumni Relations and Student Affairs units to best engage alumni across the student experience.
Leverage FIU’s world-class arts and cultural facilities and intercollegiate athletics as a means of engaging and enriching our community and experience.	<ul style="list-style-type: none"> • Develop a committee to review strategic alliances and work with our partners to improve utilization of our arts and cultural facilities and our athletics facilities.

RELATED ACCOUNTABILITY METRICS

- Alumni giving rate
- Gifts from public and private resources
- Research expenditures
- First Time in College Four-Year Grad Florida College System Associate of Arts Transfer Three-Year Graduation Rate
- FTIC Pell Recipient Six-Year Graduation Rate
- Student Community Service Hours
- Academic Progress Rate

RELATED RANKINGS/DESIGNATIONS

- THE Impact Rankings
 - Partnerships for the goals
 - Affordable and Clean Energy
 - Life Under Water
 - Life on Land
 - Clean Water and Sanitation
 - Sustainable Cities and Communities
 - No Poverty
 - Zero Hunger
 - Good Health and Wellbeing
 - Industry Innovation and Infrastructure
 - Reduced Inequalities
 - Climate Action
- Excelencia in Education Seal of Excelencia
- APLU Innovation & Economic Prosperity Program Redesignation
- Carnegie Leadership for Public Purpose Designation
- Carnegie Community Engagement Designation



FIU is at the forefront of the future. Decidedly urban and incredibly dynamic, South Florida leads the cutting edge of international trade, finance, technology, biotech and healthcare, arts and culture and more. It's a dynamism that is unparalleled in the nation, and perhaps the world. Miami is also at the epicenter of major changes that will soon impact the nation: a growing population and its attendant challenges of caring for and creating community; adaptation to environmental disasters; and the building of cities that are resilient — both economically and environmentally. As the rest of the nation begins to confront the changes and challenges that we're already meeting every day, they will be looking to us — Miami's public research university — for ideas and solutions.

FIU is not just ready, we are already worlds ahead. We take pride in offering practical, hands-on education that prepares students for a future that's coming fast. As an anchor institution, we thrive when our community thrives. We are connected to our community and responsive to its needs. We believe in this place, and in the potential of its people. That is our strength.

We have grown and evolved at a record pace over the past 50 years, and we're preparing for the next 50. **In fact, we will set the pace.**

To ensure our students, faculty and community are ready for tomorrow, we are concentrating on our Strategic Focus Areas:

Environment & Environmental Resilience
Because we need sustainable and resilient natural, built, and human environments — right here in South Florida and around the world.

Health
Because we're confronting unprecedented threats to health, quality of life, and survival of ecosystems and people.

Technology & Innovation
Because technology touches everything. There is no future career, research, or area of life that will not depend on it.

And we are committed to further excelling through our Pillars:

The FIU Experience
Student & Faculty + Staff Success. Everything we do hinges on the success of the people at the heart of our university.

Research Excellence
Rigorous, respected research is how we generate practical, workable solutions for tomorrow's problems today.

Strategic Alliances.
Purposeful partnerships position us to put solutions into action.

By 2030, FIU will be a Top 30 Public University and will strategically redefine the role and impact of the public research university.



METRIC	2024 VALUE	2030 GOAL
FTIC Four-Year Graduation Rate	64.90%	75%
Academic Progress Rate (FTIC 2nd Year Retention with GPA Above 2.0)	90.80%	95%
University Access Rate	50.40%	50%
Freshman Retention Rate (Full-time FTIC students)	92%	96%
FCS AA Transfer Three-Year Graduation Rate	70%	80%
First-generation Graduation Rate (Full- and Part-time FTIC students)	70.20%	80%
FTIC Pell Recipient Six-Year Graduation Rate	72.20%	80%
Number of Post-Doctoral Fellows	262	300
Average GPA and SAT Score	4.3/1284	4.3/1300
Doctoral Degrees Awarded Annually	541	600
Percent Employed/Continuing Education	77.20%	80%
Median Wages	\$49,600	\$54,000
Bachelor's in Areas of Strategic Emphasis	60.90%	45%
Graduate Degrees in Strategic Areas	64.70%	51%
Receipt of National and International Research Awards and Fellowships by Faculty Members	11	14
National Academy Memberships	7	14
Total Research Expenditures (\$M)	317 (\$M)	600 (\$M)
Non-Medical Science & Engineering Research Expenditures (\$M)	267 (\$M)	485 (\$M)
Science & Engineering Research Expenditures (\$M)	285 (\$M)	520 (\$M)
Research Expenditures from External Sources (\$M)	177 (\$M)	324 (\$M)
NIH Awards (\$M)	33 (\$M)	70 (\$M)
Utility Patents Awarded	178	180
Number of Licenses/Options Executed Annually	18	35
Number of Start-up Companies Created	2	10
Publications Cited in Top 25% of Journals	63	66
Alumni Engagement in Experiential, Volunteer, Communications and Philanthropic Opportunities	7,832	10,000
Gifts from public and private resources (\$M)	56 (\$M)	100 (\$M)
Endowment	307 (\$M)	500 (\$M)



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FIU

**EXPERIENCE
IMPACT**

**20
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Process

& ACKNOWLEDGEMENTS

Beginning in the summer of 2023, under the leadership of President Kenneth A. Jessell and Provost, Executive Vice President and Chief Operating Officer Elizabeth M. Béjar, FIU began the 2030 Strategic Planning Process, and simultaneously launched the Campus Master Planning Process led by Senior Vice President and Chief Financial Officer Aime Martinez. The concurrent development of FIU's Strategic and Campus Master Plans provided for a future-focused planning exercise in a coordinated and interconnected manner.

Following a strategic planning visioning session with university academic and operational leadership, three strategic planning pillar committees were appointed around: the FIU Experience, Research Excellence and Strategic Alliances. These committees engaged faculty, staff and student leadership and were informed by robust discussion, debate, and data provided by the Analysis and Information Management (AIM) team to ensure data-driven decision-making.

More than a dozen university strategic planning workshops were hosted, engaging thousands of university community members in discussions, university-wide surveys, and meetings.

The FIU Board of Trustees hosted multiple meetings, including two workshops in April and August 2024, and the final Strategic Plan was approved by the Board of Trustees in September 2024.

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Thank you to all committee members and to all students, faculty, and staff who participated in this effort:

FIU Experience Committee Co-chairs

Noël Barengo Chair, Faculty Senate; Member, FIU Board of Trustees; Associate Professor, Division of Medical and Population Health Sciences Education and Research

Anthony Rionda Associate Vice President, Division of Strategic Communications, Government and External Affairs

Research Excellence Committee Co-chairs

William Anderson, Jr. Associate Vice President, Office of Research & Economic Development; Associate Vice Provost, Academic Research Initiatives

Angie Laird Scientific Director, Center for Imaging Science; Scientific Director, FIU Embrace; Professor, Department of Physics

Strategic Alliances Co-chairs

Michelle Mason Senior Associate Dean for Experiential Learning and Associate Dean for Enrollment, College of Law; Faculty Administrator, Department of Humanities, Health and Society, College of Law

John Stuart Executive Director, Miami Beach Urban Studios; Associate Dean, Cultural and Community Engagement, College of Communication, Architecture + the Arts

provost.fiu.edu/strategicplan/committees/





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