FIU will:
• Be a destination university
• Be top-ranked
• Be an employer of choice

FIU will lead in the areas of:
• Environment and Environmental Resilience
• Health
• Technology and Innovation
Students, faculty, and staff work together to foster a culture that is forward-thinking, innovative, and welcoming. A commitment to service excellence, woven throughout the university, is a key factor in ensuring the FIU experience.

A commitment to fostering an environment that empowers faculty to develop innovative research and creative works.

A commitment to developing mission-aligned partnerships to facilitate the success of our students and address local, state, and federal priorities.

Accountability, Reputation, and Flexibility
Each pillar and its related objectives/outcomes must address reputation, be designed for maximum flexibility, and have clear lines of accountability.

Physical, Financial, Human Capital Resources
Prioritize funding and increase operational efficiency to support strategic plan goals (e.g. endowment size; facilities; shared services; innovative funding models and accountability model for strategic investments).
The FIU experience reflects a shared commitment to our FIU values of truth, freedom, respect, responsibility, and excellence. Within our university community, students, faculty, and staff work together to foster a culture that is forward-thinking, innovative, and welcoming. Students are prepared with the knowledge, skills, and competencies they need to succeed in the 21st century world of work. Central to this mission, we recognize the vital importance of investing in teaching and learning to support faculty in their goal of providing students with enriching academic experiences. Furthermore, the commitment to service excellence, woven throughout the university, is a key factor in ensuring the FIU experience.

**THE FIU EXPERIENCE**

- Invest in teaching and learning best practices
- Use data analytics to inform student success strategies
- Invest in training and professional development that focuses on service excellence
- Align campus planning to the strategic plan goals
- Increase collaboration and coordination to create process improvements
- Integrate 21st century knowledge, competencies, and skills into the curriculum
- Invest in experiential learning opportunities for students
- Design the student journey to create a seamless experience
- Prioritize educational affordability and an experience that is accessible to all
- Engage alumni, community partners, and industry to enrich the FIU Experience
At FIU, our dedication to Research excellence is defined by a commitment to fostering an environment that empowers faculty to develop innovative research and creative works. To achieve this, a strong infrastructure must be developed; paired with a commitment to interdisciplinary collaboration. To fulfill our vision of leading transformative innovations locally and globally; and our mission of producing state-of-the-art research and creative activity, it is critical that each college and school be recognized for its contributions to the research enterprise.

| ✔️ Develop an infrastructure that supports faculty in achieving their research goals |
| ✔️ Recognize the diversity of faculty contributions to the research enterprise |
| ✔️ Facilitate and support interdisciplinary collaboration |
| ✔️ Invest in commercialization and tech transfer faculty development and support |
| ✔️ Engage with industry to further the impact of our research findings |
| ✔️ Foster a culture of scholarship and research within our undergraduate and graduate students, through intentional programming and training of undergraduate students |
FIU is committed to developing mission-aligned partnerships to facilitate the success of our students and address local, state, and federal priorities. These collaborative partnerships will be designed to reflect the core values of FIU and our mission as an anchor institution in South Florida. These partnerships not only recognize the strength of our location in Miami, but also facilitate FIU’s ability to drive economic and social mobility. Develop an infrastructure that supports faculty in achieving their research goals.

- Partner with industry and employer partners to connect our curriculum and research to critical issues facing our community
- Expand collaborative opportunities with our Alumni
- Identify community partnerships that can help to scale our impact in areas that are key to our mission and vision (e.g. health, environmental resilience, and technology/innovation)
- Serve as an exemplar partner and resource for entrepreneurship and small business development; and as a trusted training partners in emerging sectors (e.g. cybersecurity, AI)
- Identify local and national opportunities for partnership opportunities related to research
- Continue to collaborate with our neighboring K-12 School Districts and develop partnerships that contribute to our community’s educational ecosystem
- Leverage local, state, national, and global partnerships to further fortify Florida’s national reputation as a hub for economic growth, research, and innovation in the higher education and in the greater community
PILLAR COMMITTEE LEADERSHIP

THE FIU EXPERIENCE COMMITTEE

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

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

RESEARCH EXCELLENCE COMMITTEE

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

Angie Laird, Scientific Director, FIU Embrace; Director, FIU Center for Imaging Science; Professor, Department of Physics, College of Arts, Sciences, and Education

MISSION-ALIGNED ENGAGEMENT AND PARTNERSHIPS COMMITTEE

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

John Stuart, Executive Director, Miami Beach Urban Studies; Associate Dean for Cultural and Community Engagement, CARTA
STRATEGIC FOCUS AREAS

Environment and Environmental Resilience

Health

Technology and Innovation