



**STATE UNIVERSITY  
SYSTEM OF FLORIDA**



**SUS 30**

**EXTRAORDINARY IMPACT**













**FLORIDA BOARD OF GOVERNORS**

**STRATEGIC PLAN**



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# MESSAGE FROM CHAIR

**BRIAN LAMB**

Chair  
Florida Board of Governors



To drive meaningful progress, we must capitalize on the momentum created today so that innovation happens tomorrow. With the SUS 30 serving as our path forward and the continued support of the Governor and Florida Legislature, the System's greatest successes are yet to come.

Thank you to the steering committee, university presidents, trustees, and other stakeholders who helped develop the SUS 30. This new strategic plan is a culmination of innovative ideas that will ensure the State University System of Florida becomes the premier public university system in the nation.

# MESSAGE FROM CHANCELLOR



**RAY RODRIGUES**

Chancellor  
State University System of Florida

The SUS 30 defines the mission, vision, values, and priority areas for the State University System of Florida, ensuring we remain focused on our goals while empowering us to seize new opportunities. To achieve an even greater impact on our students and the state, we must embrace a bold vision. The SUS 30 delivers that vision, laying a clear path for the System's continued growth and direction.

It is a privilege to serve as Chancellor as we work toward accomplishing the most transformative milestones for the State University System of Florida.



## Statement on Free Expression

The Florida Board of Governors will ensure a climate of free expression and civil discourse on each university campus as set forth in the State University System Free Expression Statement.

**To read the full Statement visit**



# BOARD OF GOVERNORS

**Brian Lamb**  
Chair

**Alan Levine**  
Vice Chair

**Ashley Bell Barnett**

**John Brinkman**

**Tim Cerio**

**Manny Diaz, Jr.**

**Aubrey Edge**

**Patricia Frost**

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**Ken Jones**

**Charles Lydecker**

**Craig Mateer**

**Jose Oliva**

**Amanda Phalin**

**Eric Silagy**

# UNIVERSITY PRESIDENTS

**Dr. Timothy Beard**

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Mechanical University

**Dr. Devin Stephenson**

Florida Polytechnic University

**Dr. Kent Fuchs**

University of Florida

**Dr. Stacy Volnick**

Florida Atlantic University

**Dr. Richard McCullough**

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University of North Florida

**Dr. Aysegul Timur**

Florida Gulf Coast  
University

**Richard Corcoran, Esq.**

New College of Florida

**Rhea Law, Esq.**

University of South Florida

**Dr. Kenneth Jessell**

Florida International  
University

**Dr. Alexander Cartwright**

University of Central Florida

**Dr. Martha Saunders**

University of West Florida



## MISSION

To serve the needs of our state and society by providing high-quality higher education, innovative research, and public service through a coordinated system of institutions, each with distinct missions, collectively advancing civic principles, fostering world-class talent, and propelling Florida's economic prosperity.

## VISION

The State University System of Florida will be the premier public university system in the nation, renowned for its world-class talent and collective strengths of its member institutions, delivering extraordinary impact around the world.

Our values deliver an extraordinary IMPACT.

- I** Integrity
- M** Modeling Excellence
- P** Pursuing Knowledge
- A** Access & Affordability
- C** Collaboration
- T** Transformative Innovation

## PRIORITY AREAS



**ONE SUS**



**ELEVATING STUDENT SUCCESS**



**OPERATIONAL EXCELLENCE**



**WORLD-CLASS TALENT**



**INNOVATIVE RESEARCH & ECONOMIC DEVELOPMENT**



FLORIDA BOARD OF GOVERNORS



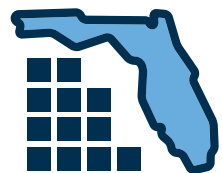
STATE UNIVERSITY  
SYSTEM OF FLORIDA





# ONE SUS

## PRIORITY AREA




# ONE SUS

The State University System of Florida (SUS) is comprised of 12 distinct universities, each with renowned areas of expertise, all collaborating as one System.

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 **Reputation.** Everyone will understand the value and reputation of our System as one and what sets us apart in the higher education market.

- Each university will be distinct but elevate the System's reputation.
- We will leverage high-quality reputation rankings and consider developing our own measures.
- We will measure the economic impact at universities consistently and use this to demonstrate the economic impact of the System for the Governor, the Florida Legislature, and members of the public.
- We will produce the return on investment of our exceptional academic programs.

 **Collaboration.** We will demonstrate that as One SUS we are a comprehensive resource for industry, the state, students, and faculty. We will be agile to the economy of Florida and the nation by demonstrating repeatable, scalable, and powerful ways to coordinate across the System.

- We will leverage the power of collaboration across our System, including securing game-changing partnerships to elevate university operations, research, and student success. We will identify and track collaborations of distinction and develop a Board recognition program for System collaboration.
- Our System will coordinate to generate big ideas and develop functional roadmaps and solutions to execute collectively.
- Together, we will coordinate engagement with business and industry. Our coordinated effort will be an unmatched resource that will support not only the success of students and our System but also Florida's economic development efforts.

# ONE SUS

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**Areas of Expertise.** Each state university will elevate areas of expertise and intentionally prioritize resources so that it will be the very best in those areas. Differentiating and excelling in these areas will bolster the reputation of the System and Florida.

- Nationally, our universities will be known for their acclaimed students, faculty, awards, research, and outcomes in these unique areas of expertise.
- Universities will identify world-class outcomes to support these areas. These should reflect quality outcomes and reputation in these areas, not just rankings. Universities should also be compared to their peers in these areas.
- Universities will attract the top-caliber faculty in their fields, along with the top students in these areas.
- Business and industry will recognize and utilize our universities for these areas of expertise. Our areas of expertise will support the state's business and economic development efforts.
- While universities will have distinct areas, we will collaborate to share this expertise throughout the System. Universities will establish shared Centers of Distinction that could be leveraged by faculty and students throughout the System.

## 12 INSTITUTIONS | ONE SUS







# ELEVATING STUDENT SUCCESS

## PRIORITY AREA



# ELEVATING STUDENT SUCCESS

Our System serves as a national model of excellence for student success while providing high-quality education that is affordable and accessible.

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**Modeling Excellence.** The System's reputation for student success will serve as a model for excellence in defining the national standard of success.

- Our System will have the highest public four-year graduation rate across all larger states and be in the top three of all states nationally.
- Our post-graduation outcomes will demonstrate success in the workplace.
- We will emphasize degrees that are aligned with Florida's workforce needs and provide students with a positive return on their investment.
- We will be transparent to students, parents, and all stakeholders about the outcomes of our degrees.
- Our universities will be innovative around efficient pathways to a degree. This includes innovative paths for undergraduates to achieve certain credentials and combination pathways for undergraduate and graduate programs.



**Access and Affordability.** Our System will continue to provide and promote access and social mobility for both incoming first-time-in-college (FTIC) students and transfer students and will ensure success for these students.

- Our System will prioritize resources to ensure our high-quality education is affordable and accessible. We will be focused on minimizing undergraduate student debt.
- Our System will be nationally recognized for four-year graduation rates for Pell students. Pell student four-year graduation rates and retention rates will be the same as all FTIC students.
- We will uphold our commitment to 2+2 transfer students. Our System will set a new standard for 2+2 student graduation rates, including elevating successful 2+2 targeted pathway programs.
- We will develop a social mobility index that reflects the value of a degree and world-class education from our System.

# ELEVATING STUDENT SUCCESS

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**High-Skilled Graduates.** We will recognize and elevate the key leverage points that propel students to acquire high-quality careers or pursue entrepreneurship opportunities.

- Every student will be encouraged and supported to participate in high-impact internships or experiential learning as part of their undergraduate education.
- We will encourage students to be innovative and entrepreneurial in their experience within our System.
- We will develop consistent definitions and best practices for non-degree credentials and pathways to meet workforce needs.







# OPERATIONAL EXCELLENCE

## PRIORITY AREA









# OPERATIONAL EXCELLENCE

Our System is committed to being exceptional stewards of state resources and upholding the highest standards of integrity by continually identifying best practices and areas for improvement.

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**Financial Health & Integrity.** The System will continue its strong financial health and prioritize long-term financial stability. The System will continue to perform well no matter the financial cycle.

- The System will maintain top-tier investment-grade financial ratings and sustain strong financial principles.
- The System will minimize financial audit findings and maximize risk controls.



**Optimizing Funds.** Our universities will identify best practices by continually reviewing and identifying areas to optimize funds. The System will be recognized by the Governor, the Florida Legislature, and the nation as outstanding stewards of state and federal funding.

- The System will develop an action plan and model of efficiency by reviewing costs, identifying inefficiencies, and re-prioritizing funds. This includes optimizing technology, facilities and campus land utilization.
- The Board will leverage shared services to improve coordination, efficiency, and use of resources.
- Universities will continue to examine the use of public-private partnerships when it is in the best interest of the university and state.
- Universities will look for innovative approaches to prioritize resources.





# WORLD-CLASS TALENT

## PRIORITY AREA



# WORLD-CLASS TALENT

Our System boasts top-tier faculty who relentlessly pursue knowledge and produces world-class graduates who secure positions at iconic companies around the globe.

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**World-Class Faculty.** Our world-class faculty will deliver nationally recognized academic programs that are responsive to the needs of business and industry, conduct research that solves problems critical for Florida, and drive innovation that pushes the state's economy to new heights.

- We will prioritize the recruitment and retention of world-class faculty to propel our universities to the next echelon. Universities will convey how these individuals have positioned the institution for greater success and recognize them for excellence achieved at the highest level.
- We will prioritize the recruitment and retention of world-class staff. These staff are collaborative individuals who support areas of expertise, student success, research, and operational excellence. Universities will convey how these individuals have contributed to the institution's success.



**World-Class Graduates.** Our System will be a top producer of world-class talent. Iconic companies across different sectors will prioritize hiring our graduates.

- The Board will identify the top brands and companies in each sector and the target market of these employers. The System will launch innovative initiatives that promote new or enhance existing relationships between these iconic companies and our universities.
- We will track how our System is meeting Florida's workforce needs by developing a new dashboard that compares degrees awarded to workforce demand.
- We will partner with the business community to measure the reputation of our graduates according to top Florida employers.
- Our curriculum will be innovative and adaptive to align with employer needs. Universities will develop a plan for the active engagement of industry advisory councils for degree programs.





## INNOVATIVE RESEARCH & ECONOMIC DEVELOPMENT PRIORITY AREA



# INNOVATIVE RESEARCH & ECONOMIC DEVELOPMENT

Our System conducts innovative research that tackles crucial, life-altering challenges, transforms communities, and serves as an economic driver for our state.

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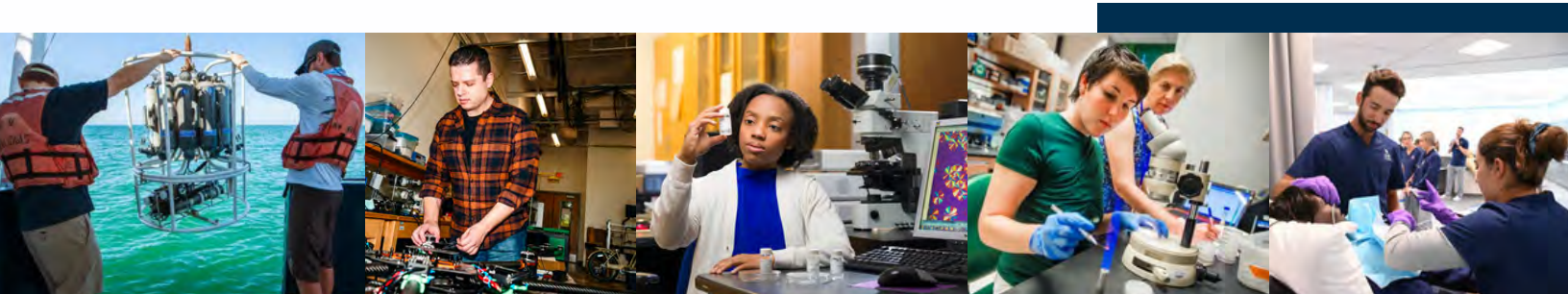
**Leaders in Research.** Our research will continue to be nationally recognized and address key, life-changing problems.

- We will consistently measure the economic impact of research at our universities and use this to demonstrate the economic impact of the System.
- We will identify the top research areas for the System, which also includes the university areas of expertise.
- We will be recognized nationally for our research productivity. We will increase our national ranking for research expenditures.



**Innovation Transforming Florida's Economy.** Our research will translate into economic development advancing Florida's economy. Commercializing research and developing new companies will be a priority.

- Our research will lead to increased jobs, products going to market, and revenue for Florida.
- Universities will collaborate to develop best practices around research commercialization for the System.
- Business and industry will rely on universities to solve problems with modern solutions. We will explore a statewide model for facilitating research collaboration between our System and business and industry throughout the state.









# METRICS & GOALS

## NATIONAL RANKINGS

METRIC	2025	2030
Top State		
Top 10 Public Universities	1	2
Top 25 Public Universities	2	4
Top 50 Public Universities	4	5
Top 100 Public Universities	6	8
Top Public HBCU	1	1
Top 5 Public Liberal Arts College		1

<b>METRIC</b>	<b>2025</b>	<b>2030</b>
<b>4-Year Graduation Rate</b>	<b>62%</b>	<b>70%</b>
<b>Academic Progress Rate</b>	<b>89%</b>	<b>92%</b>
<b>% of Bachelor's Grads Enrolled or Employed at \$40K or Higher 1 Year After Graduation</b>	<b>74%</b>	<b>85%</b>
<b>Median Wages of Bachelor's Grads</b>	<b>\$50,000</b>	<b>\$60,000</b>
<b>Professional Licensure &amp; Certification Exam First-Time Pass Rates</b>	<b>31 of 39 Above</b>	<b>Top Decile/ Top in FL</b>
<b>Undergrads Participating in Internships or Experiential Learning</b>	<b>29%</b>	<b>40%</b>
<b>Undergrads without Student Loans</b>	<b>77%</b>	<b>85%</b>
<b>Bachelor's/Graduate Degrees in Programs of Strategic Emphasis*</b>	<b>TBD</b>	<b>TBD</b>

\*The new Programs of Strategic Emphasis list was implemented in the 2024-25 academic year.  
New goals will be determined by the Board.





## TRANSFER STUDENT OUTCOMES

METRIC	2025	2030
FCS AA Transfer 3-Year Graduation Rate	62%	72%

## PELL STUDENT OUTCOMES

METRIC	2025	2030
4-Year Graduation Rate	54%	70%
<b>Access Rate</b> <i>Modified: % of new FTIC students entering in fall who receive a Pell grant</i>	30%	35%



METRIC	2025	2030
Financial Ratings	Highest	TBD
Shared Services Cost Savings	\$214.8M FY 23-24	TBD
Space Utilization	Minimum 40 hours/week and 60% Occupancy	TBD

*A workgroup will make recommendations for metrics in this area.*

METRIC	2025	2030
Faculty Awards	66	TBD*
National Academy Members	71	80

*\*The Board will evaluate data sources and determine a goal for this metric.*



<b>METRIC</b>	<b>2025</b>	<b>2030</b>
<b>Total Research Expenditures</b>	<b>\$2.929B</b>	<b>\$3.75B</b>
<b>Patents Awarded</b>	<b>395</b>	<b>425</b>
<b>Number of Start-Up Companies Created</b>	<b>28</b>	<b>100</b>
<b>Number of Licenses &amp; Options Executed Annually</b>	<b>450</b>	<b>500</b>
<b>Research Expenditures with Business &amp; Industry</b>	<b>\$79M</b>	<b>\$120M</b>
<b>Federal Research Expenditures</b>	<b>\$1.39B</b>	<b>\$1.75B</b>
<b>Research Expenditure Rankings (# in Top 25, 50, 100)</b>	<b>1 in Top 25 2 in Top 50 5 in Top 100</b>	<b>1 in Top 10 3 in Top 50 5 in Top 100</b>



*The Board will develop an implementation plan that provides consistent definitions, baseline data, and recommendations for future goals.*

## ONE SUS

- Economic Impact
- Collaborations of Distinction
- % of Degrees with Positive ROI
- Research Collaborations
- Areas of Expertise Ranked in Top Quartile
- \$ of Annual Giving

## ELEVATING STUDENT SUCCESS

- % of Pell Students Employed/Enrolled
- Median Wages of Pell Students
- % of Graduates with a Positive ROI
- % of Students Paying Excess Hours Fee

## OPERATIONAL EXCELLENCE

*A workgroup will make recommendations for metrics in this area.*

- Reserves Total
- Asset to Liabilities Ratio
- Financial Controls Measure
- Carry-Forward for Deferred Maintenance

## WORLD-CLASS TALENT

- Faculty Research Awards
- New Faculty Recruited
- # of Students with Internships at Iconic Companies
- Students Employed at Iconic Companies
- Faculty in the Top Quintile for their field
- # of Iconic Companies Partnering with Universities
- Faculty with Externships at Iconic Companies
- Research Partnerships with Iconic Companies

## INNOVATIVE RESEARCH & ECONOMIC DEVELOPMENT

- # of Jobs Created by Research
- Economic Impact of Research



## STATE COMPARISONS

*These metrics show System-level data compared to other states across the nation.*

METRIC	2025	2030	Ranking
			Current   2030
4-Year Graduation Rate	62%	70%	#5   #1
4-Year Graduation Rate for Pell Students	54%	70%	Not Available   #1
Total Research Expenditures	\$2.929B	\$3.75B	#5   #3
Undergrads without Student Loans	77%	85%	#3   #1

## PEER COMPARISONS

*These metrics will be used in the future for comparisons amongst peer universities.*

- 4-Year Graduation Rate
- 4-Year Graduation Rate for Pell Students
- Access Rate

*Modified: % of new FTIC students entering in fall who receive a Pell grant*

- Total Research Expenditures

# DEVELOPING THE 2030 STRATEGIC PLAN

Starting in March of 2024, the Florida Board of Governors, led by Chair Brian Lamb, launched the 2030 Strategic Planning process. The plan was further developed by the Board and reviewed by stakeholders throughout the fall of 2024. The Board of Governors met seven times to develop and refine the 2030 Strategic Plan for the System. The Board focused on revising the System's mission and vision, then developed values, goals, and metrics that would guide the System and the state of Florida. Therefore, creating the State University System of Florida's strategic plan - **SUS 30 Extraordinary Impact**.

## Steering Committee

Chair Lamb designated a steering committee led by Governor Ken Jones, Chair of the Strategic Planning Committee, and comprised of representatives across the State University System of Florida and members of the business community. The steering committee held five meetings during the summer of 2024. During the meetings, the committee had robust discussions regarding the future priorities and objectives for the State University System. The committee brought forth several innovative ideas to improve specific areas and propel the System forward.

## STEERING COMMITTEE MEMBERS

Ken Jones, Committee Chair

Ray Rodrigues, Chancellor

Dr. Richard McCullough, President, FSU  
Dr. Alexander Cartwright, President, UCF  
Dr. Moez Limayem, President, UNF  
Kelvin Lawson, Board of Trustees, FAMU  
Dr. Michael Johnson, Provost, UCF  
Dr. Larry Faerman, VP for Student Affairs, FAU  
Dr. Andres Gil, VP for Research, FIU  
Mark Walsh, AVP for Government Relations, USF  
Ryan Britton, VP for Government Relations, FAU  
Dr. Rick Burnette, Senior VP, FSU

Dr. William Self, Faculty, UCF  
Blake Cox, Student, UF  
Kurt Dudas, VP for Strategic Initiatives, UF  
Rachel Ludwig, VP for Talent Development, Florida Chamber  
Steven Birnholz, Executive VP, Florida Council of 100  
Troy Miller, Chief Data Officer, BOG  
Emily Sikes, Vice Chancellor, BOG





