FLORIDA ATLANTIC

2031FAU

2026–2031 STRATEGIC PLAN



Where Tomorrow Begins™

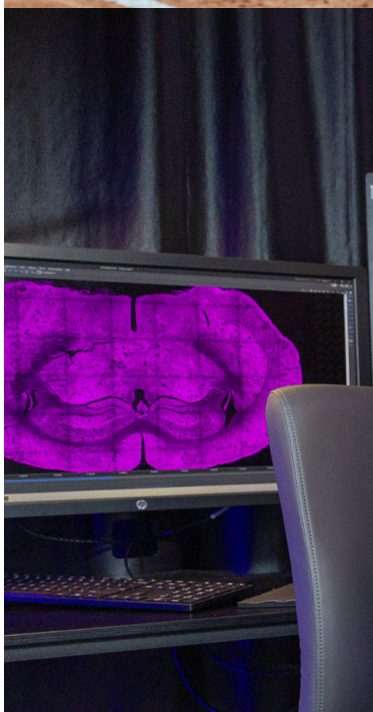
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University leadership will report on the progress on the strategic plan to the Board of Trustees on a semiannual basis with an annual written report and mid-year dashboard reviews.





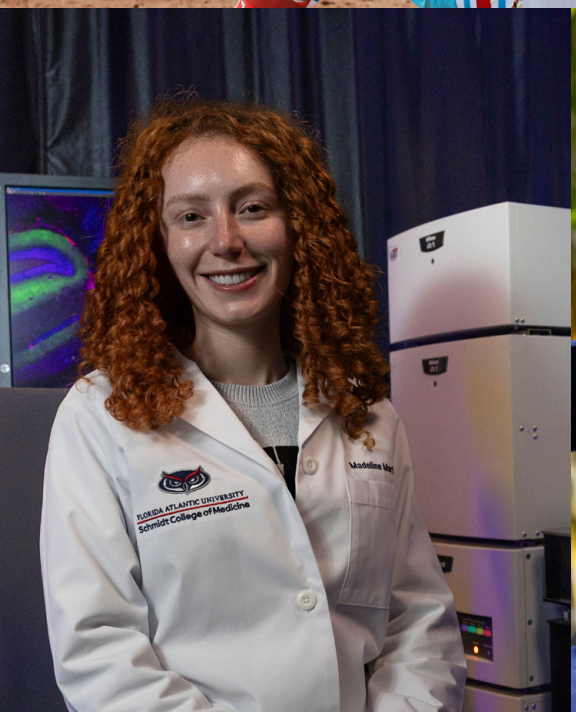





FLORIDA
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FLORIDA ATLANTIC UNIVERSITY
Schmidt College of Medicine




I ♥ fiU

A Message from the Chairman of the Board of Trustees



On behalf of the Florida Atlantic University Board of Trustees, it is my privilege to introduce *2031FAU: Where Tomorrow Begins*, the university's new strategic plan. It defines the priorities, investments, and ambitions that will guide our university over the next five years, and ultimately shape Florida Atlantic for years to come.

This plan arrives at a defining moment. As one of Florida's newer public research universities, Florida Atlantic has extraordinary advantages: a position at the heart of one of the fastest growing and most economically vital regions in the country, a portfolio of outstanding signature programs, and a community that believes deeply in what this institution can become. *2031FAU: Where Tomorrow Begins* is our commitment to seize those advantages fully and deliberately.

The Board of Trustees endorses this plan with confidence and conviction. It envisions a Florida Atlantic that achieves a nationally recognized reputation, deepens its research distinction, strengthens its service to the region, and remains relentlessly focused on the success of every student.

The future of Florida Atlantic is bright, and it is ours to build. I invite you to read this plan — not as a destination, but as a beginning — and join us in demonstrating that Florida Atlantic truly is *Where Tomorrow Begins*.

Sincerely,

Piero Bussani
Chair, Board of Trustees













President's Message



Dear Florida Atlantic Community,

We find ourselves at a pivotal moment in the history of American higher education. For Florida Atlantic, it is a moment to reflect on where we have been, recognize the momentum we have built together, and boldly imagine what comes next.

Since welcoming our first freshman class in 1984, we have evolved into a top-tier research university currently serving more than 32,000 students. Rarely has such a young university achieved so much, so fast. To accelerate our ascent, we are grounding Florida Atlantic's strategic imperatives in the founding principles of innovation and opportunity that have defined our trajectory.

As the place "where tomorrow begins," Florida Atlantic recognizes that the world is changing at an unprecedented pace, propelled by technological breakthroughs and economic transformation. At the same time, higher education faces growing pressure to deliver value, remain relevant, and prepare graduates for an increasingly complex future. A university must be more than a repository and disseminator of knowledge. It must be a catalyst to inspire achievement, drive discovery, and boost economic mobility.

Our 2026-2031 plan reflects our commitment to furthering the interests of our students and stakeholders. It is both a vision for our priorities and a call to action: to transform from a traditional institution focused on knowledge transfer into one that cultivates the Essential Success Skills students need for the future. A Florida Atlantic education must equip graduates with the knowledge, skills, experiences, and adaptability to succeed in their careers and lead lives of purpose.

Our path to increased national prominence begins by leveraging our position within one of the nation's most dynamic regions to advance student success, expand impactful research, increase philanthropic support, and deepen industry partnerships. By strengthening collaboration across campuses, colleges, and divisions, we will rise together as one unified Florida Atlantic, aligning our talent, resources, and expertise to amplify our mission.

Most importantly, our strategic plan is about people. We are committed to ensuring that every student has a pathway to opportunity, every faculty and staff member has the support to thrive, and every partnership creates meaningful impact.

These aspirations are both ambitious and attainable, challenging us to think boldly, act decisively, and strive for excellence. Together, we will ensure that a Florida Atlantic degree remains a powerful foundation for personal achievement and lifelong pride.

This is Where Tomorrow Begins.

Adam Hasner
President



Planning in an Age of Transformation

This strategic plan is written at a moment of profound disruption for higher education. Artificial intelligence is advancing faster than perhaps any technology in history. It is rapidly reshaping how knowledge is created, how students learn, how courses are taught and assignments assessed, and what the world will ask of our graduates. No institution can claim to know exactly what higher education will look like in 2031, and we will not pretend to know all the answers.

Therefore, it must be acknowledged that the rapid adoption of AI carries material risk to the work the university has traditionally conducted. Confronting this risk openly is the responsibility of a serious institution.

The value of a degree is being tested. As tasks once reserved for educated professionals are increasingly completed using AI, today's students, their families, and employers are questioning the worth of a university education. If the skills we teach can be automated and information can be curated in an instant, the importance of a degree is no longer self-evident; it must be earned and proven.

The integrity of learning is under strain. Generative AI can produce essays, solve problems, and complete assignments in seconds, challenging long-standing assumptions about how we teach, assess, and certify what a student knows. Protecting the value of our credentials while embracing useful tools is a tension that will not resolve quickly.

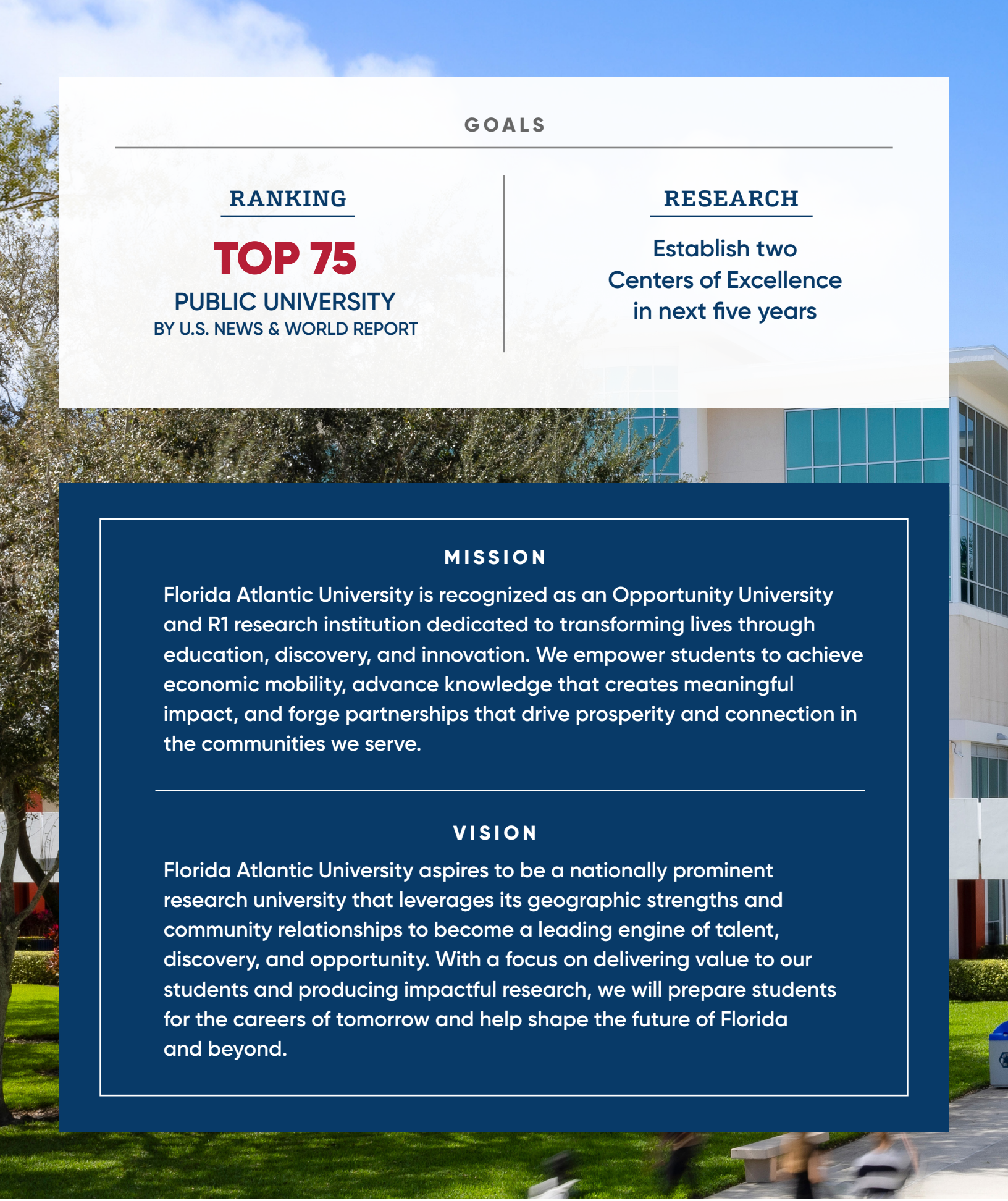


The pace of change outstrips our traditional speed. Historically, universities are not fast-moving institutions and curricula, programs, and faculty expertise take years to build. Meanwhile, the AI landscape can shift in months, weeks, or even faster. The risk is not only that we move too slowly, but that the careers for which we are preparing students are entirely transformed, or eliminated, before they graduate.

The careers we prepare students for may not currently exist. Entirely new categories of work are being created at an incredible pace. Preparing students for careers that have not yet been created, in industries still taking shape or not yet imagined, is among the hardest tasks we face.

The institutions that thrive in this era will not be those that resist change, but those that build the agility, the judgment, and the human strengths technology cannot replace. This is precisely why we anchor our strategic vision in a return on investment for every graduate, focus on the geographic and community assets that empower Florida Atlantic with a unique advantage, and ground every program in the Essential Success Skills that will outlast any technological advancements.

While we embark on this five-year strategic journey with decisions focused on the future as we understand it today, we commit to revisiting and revising our path as the environment demands. Uncertainty and risk are not reasons to plan less ambitiously; they are reasons to plan with honesty and humility, coupled with the hope and excitement that the future, however unclear, holds exciting opportunities we cannot yet see.



GOALS

RANKING

TOP 75

PUBLIC UNIVERSITY

BY U.S. NEWS & WORLD REPORT

RESEARCH

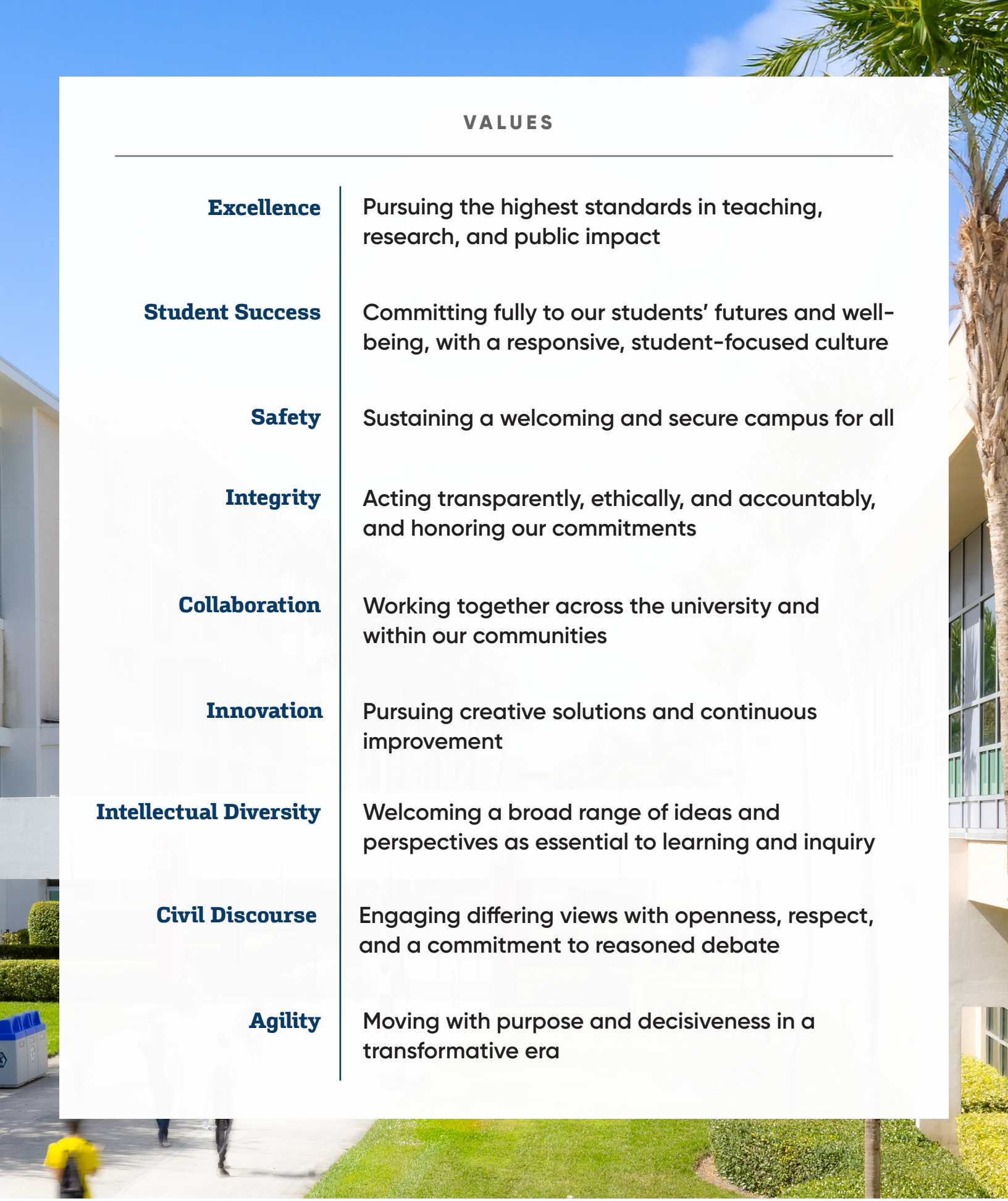
Establish two Centers of Excellence in next five years

MISSION

Florida Atlantic University is recognized as an Opportunity University and R1 research institution dedicated to transforming lives through education, discovery, and innovation. We empower students to achieve economic mobility, advance knowledge that creates meaningful impact, and forge partnerships that drive prosperity and connection in the communities we serve.

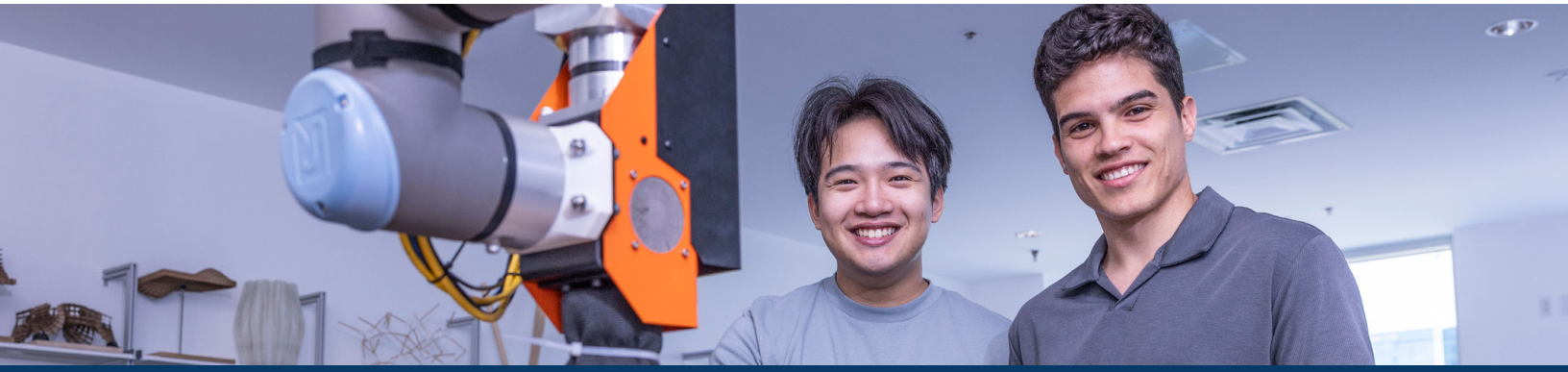
VISION

Florida Atlantic University aspires to be a nationally prominent research university that leverages its geographic strengths and community relationships to become a leading engine of talent, discovery, and opportunity. With a focus on delivering value to our students and producing impactful research, we will prepare students for the careers of tomorrow and help shape the future of Florida and beyond.



VALUES

Excellence	Pursuing the highest standards in teaching, research, and public impact
Student Success	Committing fully to our students' futures and well-being, with a responsive, student-focused culture
Safety	Sustaining a welcoming and secure campus for all
Integrity	Acting transparently, ethically, and accountably, and honoring our commitments
Collaboration	Working together across the university and within our communities
Innovation	Pursuing creative solutions and continuous improvement
Intellectual Diversity	Welcoming a broad range of ideas and perspectives as essential to learning and inquiry
Civil Discourse	Engaging differing views with openness, respect, and a commitment to reasoned debate
Agility	Moving with purpose and decisiveness in a transformative era



DELIVER ROI for 100% of our students



DISCOVER solutions for healthier, safer, more prosperous communities



POWER our rise by maximizing our strategic assets



ELEVATE the prestige of the university

STRATEGIC IMPERATIVES

1 | DELIVER

By 2031, Florida Atlantic will be delivering a Return on Investment for 100% of our students.

We will deliver a clear ROI for every student, aligning our programs with the opportunities of the future and producing graduates who are Day One career-ready and equipped with the Essential Success Skills to build fulfilling, purposeful lives.

2 | DISCOVER

By 2031, Florida Atlantic will be discovering solutions for healthier, safer, more prosperous communities.

As a nationally recognized R1 Institution, we will grow our research enterprise, graduate studies, and academic medicine programs through consequential work that addresses the most pressing challenges facing Florida and the nation, resulting in healthier outcomes across the region, environmental progress, economic growth, and safer communities across our state and beyond.

3 | POWER

By 2031, Florida Atlantic will be powering our rise by maximizing our strategic assets.

Working together as 1FAU, we will break down barriers across campuses, colleges, and divisions, unlock the full potential of our strategic assets, embed operational excellence, and sustain the investment our mission demands.

4 | ELEVATE

By 2031, Florida Atlantic will be elevating the prestige of the university.

We will elevate Florida Atlantic's reputation, establishing our university as a nationally recognized leader in student success and research innovation, a destination of choice for high-performing students, the Hometown University for our community, and an indispensable partner for job creation, entrepreneurship, and economic growth.

Each Strategic Imperative reinforces the others, building momentum across the university so we succeed together as 1FAU.

AT A GLANCE

1 — DELIVER	1.1	As part of their degree, students will be grounded in the personal and professional skills important for success in life.
	1.2	Students will engage in real-world experiences throughout their time at Florida Atlantic.
	1.3	Our Hometown Network will expand student experiential learning.
	1.4	Every graduate will have a clear, supported pathway to start the career of their choosing or create one of their own.
	1.5	Florida Atlantic will build graduate programs that match our ambition, training the next generation of scholars, scientists, and professional leaders who shape their fields and serve their communities.
	1.6	Our students will have access to the resources, community, and care they need to thrive.

2 — DISCOVER	2.1	Collaboration will define how we work.
	2.2	Academic medicine and nursing education will be a cornerstone of our university.
	2.3	Florida Atlantic will turn research discoveries into intellectual property, licensing agreements, and new companies that shape industries and improve lives.
	2.4	As the first university in Florida to publicly host a large, dedicated quantum computer on site, we will leverage our new D-Wave Advantage2 annealing system to advance research, prepare a quantum-ready workforce, and elevate our national prominence in this rapidly emerging field.
	2.5	Florida Atlantic's neuroscience and healthy aging research program will continue actively addressing some of the most urgent health needs of our time.
	2.6	Autonomous systems and AI play an increasingly central role in national defense and security, and that emphasis is expected to continue to expand. Florida Atlantic's work in this area is well established, offering a powerful opportunity to advance to national prominence and impact.
	2.7	As a university positioned between the ocean and the Everglades, Florida Atlantic will lead in environmental, ocean, and coastal research, education, and stewardship to address the challenges facing Florida's natural systems and the communities that depend on them.

3 — POWER	3.1	We will unlock the full strategic value of our campus locations to advance the university's mission, enhance the campus experience, and build value for our students, faculty, and staff.
	3.2	As 1FAU, we will maximize and advance our signature programs and institutional assets, ensuring each contributes meaningfully to our mission and long-term success.
	3.3	We will build a financial position that matches our ambitions, ensuring Florida Atlantic has the resources, momentum, and flexibility to deliver on its mission at the highest level.
	3.4	Transfer and online students will find a clear and welcoming path to Florida Atlantic.
	3.5	Operational excellence and efficiency will be pursued through a deliberate, comprehensive strategy that eliminates redundancy, maximizes space usage, and deploys resources in direct support of the university's mission.
4 — ELEVATE	4.1	We will treat our reputation as a core institutional priority, investing in and managing its strength with rigor, discipline, and intentionality.
	4.2	We will position Florida Atlantic as a preferred destination for high-performing students, competing intentionally for their enrollment by strengthening the reputation, programs, resources, and experiences that shape their enrollment decisions.
	4.3	Even as we rise on the national stage, Florida Atlantic will cultivate and embrace its identity as the Hometown University, by establishing a deep and visible presence in the communities we are proud to call home and turning our unparalleled regional advantages into national distinction.
	4.4	Athletics strengthens the university, our student-athletes, the student experience, and the campus community.
	4.5	Florida Atlantic will grow its role as a leader in the arts, culture, and creative innovation, expanding opportunities for our students and community to engage with and celebrate this work.
	4.6	South Florida has emerged as a dynamic hub for finance and entrepreneurship, drawing asset managers, hedge funds, and fintech firms alongside a fast-growing community of startups and founders. Florida Atlantic is positioned to serve this "Wall Street South" business community through first-rate academic programming, industry partnerships, and research that develops the talent and ideas to sustain South Florida's economic momentum.

Delivering Return on Investment for 100% of our Students

A relevant, rigorous academic experience.

ROI at Florida Atlantic begins in the classroom. Every program must deliver strong, well-designed curricula that reflect disciplinary depth, coherence, high standards, and stay current with the evolving needs of industry and society. Supported by high-quality instruction, clearly defined learning outcomes, and regular assessment that ensures continuous improvement, our programs will equip students with the Essential Success Skills that support success across careers and develop the perspective that shapes thoughtful citizens and community leaders.

Progress will be assessed through program review cycles, evidence of continuous improvement, employer and alumni feedback, and student performance on program-level learning outcomes.

An education grounded in critical thinking.

A meaningful return includes the capacity to think independently, weigh evidence, and engage with ideas different from one's own. Florida Atlantic will expose students to a broad range of credible perspectives, encourage the critical evaluation of competing arguments, and cultivate the habits of open, civil discussion, including the productive disagreement that sharpens reasoning and deepens understanding. In the classroom and across campus life, students will learn to listen carefully, question thoughtfully, and engage respectfully with those who see the world differently. These are not merely academic exercises; they are the foundation of a free society and among the most durable skills a graduate can carry into any career, community, or role as a citizen.

These outcomes will be measured through course-embedded assessments of critical thinking, student surveys, and participation in structured dialogue or civic learning experiences.

Experiential learning opportunities for every student.

Every Florida Atlantic student should graduate with documented hands-on experience, whether through internships, undergraduate research, immersive learning environments, performances, clinical placements, or entrepreneurial ventures. Delivering this requires intentional infrastructure: a Hometown Network of industry, community, and research partners; faculty and staff members who actively create and connect students to opportunities; and a coordinated approach that ensures every student has the opportunity to benefit from a meaningful experience.

Success will be measured by the percentage of students completing at least one documented experiential learning activity prior to graduation.

Florida Atlantic's return on investment promise rests on a simple but demanding standard: every student, regardless of major, background, or circumstance, leaves the university prepared to launch a meaningful career, pursue advanced studies, or build something of their own.

A clear pathway to a job or a venture.

Every student should leave with a defined next step. Our Career Center and advising infrastructure engages students from day one, cultivating an active employer pipeline that brings industry to campus and to students, pursues entrepreneurial support for those who want to create their own opportunity, and offers graduate and professional school preparation for those continuing their education.

Progress will be tracked through job placement rates, time-to-placement, graduate school enrollment, and student engagement with career services.

Affordability that protects the return.

Florida Atlantic must continue to deliver one of the strongest value propositions in American higher education through accessible tuition, robust financial aid, time-to-degree efficiency, transparent costs, and support that helps students graduate on time.

This will be measured through total cost of attendance, student debt at graduation, time to degree, and overall completion rates.

A reputation that travels with the degree.

A Florida Atlantic credential must open doors. That means growing our existing nationally recognized programs while building recognition in the university's Areas of Expertise. It also means demonstrating the quality of our graduates and the strength of their outcomes, so that employers, investors, graduate schools, and communities recognize what a Florida Atlantic degree represents. Reputation is the multiplier that compounds the value of every other investment the university makes.

Progress will be assessed through employer recognition, graduate outcomes data, external rankings, and growth in strategic partnerships.

The 100% commitment.

This is the promise that will define Florida Atlantic: that every student will be empowered to realize the full return of their investment in this university.

This commitment will be evaluated through tracking retention, graduation, time to degree, experiential learning completion, and post-graduation outcomes including employment and earnings.

1 DELIVER



BY 2031,

Florida Atlantic will be delivering a Return on Investment for 100% of our students.

We will deliver a clear ROI for every student, aligning our programs with the opportunities of the future and producing graduates who are Day One career-ready and equipped with the Essential Success Skills to build fulfilling, purposeful lives.

1.1 As part of their degree, students will be grounded in the personal and professional skills important for success in life.

- We will develop well-rounded graduates whose education transcends their degree, equipping them with the Essential Success Skills needed to thrive in this rapidly changing world.
- The Essential Success Skills will prepare every student with the career and life competencies needed to succeed, including critical thinking, communication, collaboration, problem-solving, adaptability, sound judgment, and professionalism.

1.2 Students will engage in real-world experiences throughout their time at Florida Atlantic.

- Every Florida Atlantic student will have the opportunity to graduate with a portfolio of hands-on experience that spans immersive learning, undergraduate research, mentorship, internships, industry engagement, applied class assignments, study abroad experiences, and participation in the creative and performing arts.
- Our students will graduate fluent in AI and emerging technologies, equipped to evaluate their outputs, challenge their assumptions, and apply them with judgment and purpose in any field they pursue.

1.3 Our Hometown Network will expand student experiential learning.

- We will turn the full strength of our Hometown Network, the dynamic economic environment of companies, organizations, alumni, investors, and communities that surround Florida Atlantic, into a launchpad for student success before and after graduation.
- Through our Hometown Network of community partners, we will connect students to meaningful internships, mentorships, in-residence roles, entrepreneurial funding, and career opportunities.

Our graduates will be ***Day One career-ready***, prepared to contribute immediately and grow as leaders, with the skills and knowledge to make an impact from their first day on the job, in graduate school, or in a venture of their own.

1.4 Every graduate will have a clear, supported pathway to start the career of their choosing or create one of their own.

- Our Career Center, expansive network of industry and alumni connections, and the portfolios students build during their time at Florida Atlantic will give every graduate the resources and relationships needed to launch a career or build their venture.
- Florida Atlantic will deepen partnerships with the large base of employers who call our community home, with an emphasis on sectors that show documented placement gaps and on areas tied to the Board of Governors' Performance-Based Funding (PBF) outcomes, shaping a job market that benefits our students, graduates, community and the state of Florida.

1.5 Florida Atlantic will build graduate programs that match our ambition, training the next generation of scholars, scientists, and professional leaders who shape their fields and serve their communities.

- We will grow strategic master's and doctoral programs in areas of distinctive strength, investing in faculty, facilities, and supports that attract exceptional students and position Florida Atlantic to compete for top talent nationally.
- We will deliver a graduate student experience defined by strong advising, robust funding, meaningful research and teaching opportunities, and professional development that prepares every student to thrive during their program and lead in their field after graduation.

1.6 Our students will have access to the resources, community, and care they need to thrive.

- The university will remain an engine of economic mobility, supporting first-generation and Pell-eligible students so that opportunity is defined by potential, not circumstance.
- Florida Atlantic will reduce barriers to student success by addressing the total cost of attendance and strengthening academic, personal, and wraparound support systems that promote mental health, well-being, and timely graduation.

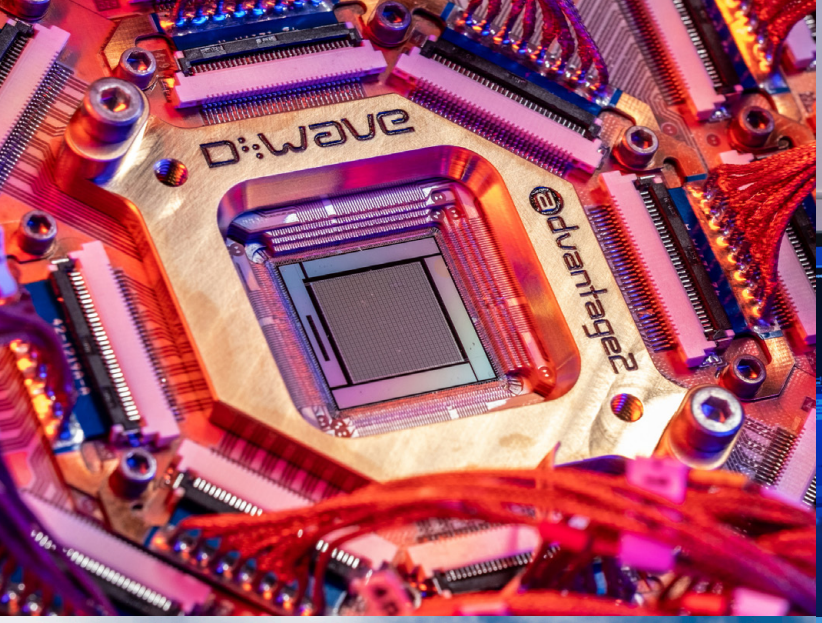
Florida Atlantic's Hometown Network

The Hometown Network is Florida Atlantic's competitive advantage. Based in one of the most dynamic regions of the country, it is an ecosystem of companies, organizations, alumni, investors, private capital, and communities anchored around the university. More than a list of partners, it represents Florida Atlantic's distinctive community advantage, a vibrant network that engages with the university to drive student success and regional economic impact.

Through structured offerings, the Hometown Network connects students to meaningful internships, mentorships, entrepreneurial funding, and career opportunities. It serves as a launchpad that supports students before graduation and propels them forward long after, ensuring every graduate has a clear pathway to get a job or create one.

In turn, Florida Atlantic stands as a trusted partner and a destination the community chooses to come to, offering a vibrant public calendar of arts, athletics, lectures, and signature gatherings; lifelong learning and executive education programs that serve professionals at every career stage; and welcoming spaces that invite South Florida onto campus.

At its heart, the Hometown Network is about relationships — the connections between students and mentors, faculty and industry, the university and the place it calls home — and the lasting impact those relationships create.









Research Emphasis

Florida Atlantic will become nationally synonymous with our Four Areas of Research Emphasis: Neuroscience and Healthy Aging; Quantum Computing; Environmental, Ocean & Coastal Innovation; and National Defense and Autonomous Systems.

Recruiting world-class faculty and researchers and developing existing faculty in our Areas of Research Emphasis, the university will empower them to lead the work they are most passionate about and earn the national recognition they deserve.

We will attract significant capital, investment, and philanthropy to our Areas of Research Emphasis, creating an environment where groundbreaking discovery and innovation thrive and all of our students have the opportunity to participate in discovery.

2 DISCOVER



BY 2031,

Florida Atlantic will be discovering solutions for healthier, safer, more prosperous communities.

As a nationally recognized R1 institution, we will grow our research enterprise, graduate studies, and academic medicine programs through consequential work that addresses the most pressing challenges facing Florida and the nation. From confronting Alzheimer's and Parkinson's diseases in our aging population, to combating harmful algal blooms and building coastal resilience along our shoreline, to aligning our workforce for a rapidly changing economy, our work will deliver healthier communities, environmental progress, economic growth, and a safer, stronger Florida.

Based on consultations with policymakers and advisors regarding research areas where federal investment is expected to continue, and by emphasizing fields where our university holds unique advantages and established programs, Florida Atlantic is well positioned over the next five years to continue securing research dollars in our Areas of Emphasis.

Our two oceanfront campuses position Florida Atlantic to lead across a range of interconnected fields, including environmental research, coastal monitoring, ocean engineering, aquaculture, and national defense and security. Florida Atlantic's commitment to the NeuroInnovate Center and quantum computing creates opportunities unavailable at other institutions, with the application of quantum computing to neuroscience being especially novel.

These research areas are expected to receive sustained support across multiple administrations at both the state and federal levels.

2.1 Collaboration will define how we work.

- This begins by breaking down the barriers that limit collaboration across the university, creating opportunities for students and faculty that would not otherwise exist and pursuing the best possible research and teaching across every area of expertise.

- Our collaborative reach will extend far beyond campus through partnerships with premier institutions, leading employers, State University System peers, and local and state government, turning world-class research into real-world progress, smarter policy, and a stronger future for Floridians and the nation.

2.2 Academic medicine and nursing education will be a cornerstone of our university.

- Partnering with health systems that share our vision, values, and commitment to education, clinical care, and research, Florida Atlantic will build strong academic-practice partnerships that secure a talent pipeline of physicians, nurses, and other clinicians ready to deliver exceptional care and lead the future of health care delivery in our region and state.

- Expanding high-quality clinical training opportunities for our students will be a priority, broadening the range of patients they treat, increasing the complexity of the cases they encounter, deepening the subspecialty expertise available to them, and strengthening the research culture in which they train. We also remain committed to opening the new interdisciplinary Health Sciences Training & Research Facility, which will enable us to grow enrollment in our medical, nursing, and social work programs and expand health care research.

2.3 Florida Atlantic will turn research discoveries into intellectual property, licensing agreements, and new companies that shape industries and improve lives.

- Anchored by strategic partners, we will build a successful technology transfer ecosystem that compresses the lab-to-market timeline and aligns researchers, industry, and investors behind a shared vision of scalable ventures.

- We will concentrate resources on high-impact advancements, cultivating a performance-driven culture that rewards translation, speeds deployment, and delivers measurable societal benefit.

2.4 As the first university in Florida to publicly host a large, dedicated quantum computer on site, we will leverage our new D-Wave Advantage2 annealing system to advance research, prepare a quantum-ready workforce, and elevate our national prominence in this rapidly emerging field.

- Through our unique partnership with D-Wave, a quantum computing leader now headquartered in Boca Raton, Florida Atlantic will make quantum technologies a signature research priority, recruiting top faculty, supporting and empowering our existing researchers, building dedicated lab and computing infrastructure, and equipping interdisciplinary teams to compete for major federal grants and strategic industry partnerships.

- We will apply our quantum capability to our established strengths in autonomous systems and defense, advancing work in multi-agent routing, sensor tasking, and resource allocation alongside the Center for Connected Autonomy and Artificial Intelligence.

- We will extend the system's reach across the university, advancing materials discovery in the sciences, computational neuroscience in our research labs, optimization and logistics in finance and business, maritime sensing and surveillance at FAU Harbor Branch Oceanographic Institute, and post-quantum cryptography in our Center for Cryptology and Information Security (CCIS).

- We will deepen our partnership with D-Wave through opportunities such as the Quantum Applications Academy, expanding education, training, and workforce development that will prepare our students and our region to lead in the quantum era.

2.5 Florida Atlantic University's neuroscience and healthy aging research program will continue actively addressing some of the most urgent health needs of our time.

- By attracting world-class faculty, cultivating the next generation of researchers, and applying our quantum resources to accelerate discovery, Florida Atlantic is poised to emerge as a global leader in the critical and ever-evolving field of neuroscience. To fully leverage the remarkable concentration of research talent and resources co-located on our John D. MacArthur Campus in Jupiter, we will deepen our partnerships between Florida Atlantic's Stiles-Nicholson Brain Institute, the Max Planck Florida Institute for Neuroscience and The Herbert Wertheim UF Scripps Institute for Biomedical Innovation & Technology.

- As the first university to pair preclinical and clinical MRI systems in a comprehensive "bench-to-bedside" approach, Florida Atlantic will bridge the gap between scientific discovery and public benefit, translating research findings into practical applications and building broad awareness of the transformative potential of brain research. Through outreach, education, and engagement, we will ensure that the promise of neuroscience reaches beyond the laboratory to improve lives at every level.

2.6 Autonomous systems and AI play an increasingly central role in national defense and security, and that emphasis is expected to continue to expand. Florida Atlantic's work in this area is well established, offering a powerful opportunity to advance to national prominence and impact.

- Building on existing assets such as the Center for Connected Autonomy and Artificial Intelligence already in place, alongside impactful work at FAU Harbor Branch Oceanographic Institute and its Center for Marine Applied Technology and Engineering (C-MATE), Florida Atlantic is positioned to deepen partnerships with government and private sector collaborators on technologies spanning subsea, sea, ground, air, and space applications, all supported by autonomous, resilient, machine-to-machine wireless networking.

- We will build on our expertise in ocean optics and persistent maritime surveillance to expand our leadership in the sensing, communication, and data analytics technologies this rapidly evolving field demands.

2.7 As a university positioned between the ocean and the Everglades, Florida Atlantic will lead in environmental, ocean, and coastal research, education, and stewardship to address the challenges facing Florida's natural systems and the communities that depend on them.

- The School of Environmental, Coastal, and Ocean Sustainability (ECOS), Harbor Branch Oceanographic Institute, and SeaTech will anchor our leadership in marine science and ocean engineering, advancing research on coastal resilience, marine ecosystems, harmful algal blooms, aquaculture, and emerging ocean technologies that strengthen Florida's ocean economy and inform decisions worldwide.

- Pine Jog Environmental Education Center and FAU's Marine Lab at Gumbo Limbo Nature Center, joined by FAU Harbor Branch Oceanographic Institute, will serve as valued gateways between Florida Atlantic and the community, advancing environmental literacy, supporting K-12 education, and engaging the next generation of environmental leaders in the science and stewardship of Florida's ecosystems.

1FAU: One University, Working Together

1FAU is Florida Atlantic's commitment to operate as a single, unified institution rather than a collection of separate campuses, colleges, and divisions. It is the principle that the university is strongest when its people, resources, and ambitions are aligned toward a shared mission, and the recognition that the boundaries which too often divide academic and administrative life hold the university back from achieving its full potential.

At its core, 1FAU is about collaboration. Our Faculty Strategic Committee members were clear that they and their colleagues want to work together but the siloed nature of the university structure prevents their ability to collaborate productively. These discussions with university faculty members, regardless of college or division, made clear the power of collaboration and how it is possible to unleash it across the university.

1FAU means maximizing the value of the university's collective strategic assets, talent, facilities, partnerships, and organizational structure, by deploying them in service of the whole institution rather than its individual parts. It is the conviction that for Florida Atlantic to fulfill its potential, it must think of itself as one enterprise and more than the sum of its parts.

3 POWER



BY 2031,

Florida Atlantic will be powering our rise by maximizing our strategic assets.

Working together as 1FAU, we will break down barriers across campuses, colleges, and divisions, to unlock the full potential of our strategic assets, embed operational excellence, and sustain the investment our mission demands.

3.1 We will unlock the full strategic value of our campus locations to advance the university's mission, enhance the campus experience, and build value for our students, faculty, and staff.

- As a young university in the nation's second–most expensive college market, we will develop innovative solutions for faculty and student housing and address the challenges of the total cost of attendance, to ensure the university can attract and retain the best talent and students.

- Capitalizing on our geographic advantage, the university will strengthen community engagement, grow philanthropic support, and cultivate a vibrant campus and academic presence that attracts exceptional students, recruits and retains world-class faculty, and solidifies Florida Atlantic's role as the leading anchor university in our community.

3.2 As 1FAU, we will maximize and advance our signature programs and institutional assets, ensuring each contributes meaningfully to our mission and long-term success.

- Each of our distinctive assets will rise to its full potential, with the Wilkes Honors College expanding its reach and reputation across the university, our Jupiter community fully embracing its life-science partnerships, A.D. Henderson and FAU High School leading a national reimagination of K-12 education, and our Fort Lauderdale and Davie campuses realizing new strategic opportunities.

- Building our geographic advantage into a growth strategy, the university will establish a Florida Atlantic presence in West Palm Beach, bringing our mission of academic excellence and research impact to one of the most dynamic and fastest-growing cities in the nation.

3.3 We will build a financial position that matches our ambitions, ensuring Florida Atlantic has the resources, momentum, and flexibility to deliver on its mission at the highest level.

- A new philanthropic campaign, the most ambitious in our history, will be launched to fuel the expansion, innovation, and excellence that will define our university for generations.

- Beyond philanthropy, we will aggressively pursue local, state, and federal investment, building a diversified funding base that strengthens student success, teaching, impactful research, and community engagement.

3.4 Transfer and online students will find a clear and welcoming path to Florida Atlantic.

- Transfer students will have the same opportunities for success as those who begin their journey at Florida Atlantic, supported by structured 2+2 agreements with the Florida College System, dedicated advising, and an academic experience designed to maximize credit, minimize time to degree, and deliver strong outcomes.
- We will build a portfolio of exceptional online programs that match the rigor and reputation of our on-campus offerings, setting the standard for quality and outcomes through engaging instruction, personalized support, and flexible pathways that meet the needs of today's learners.

Florida Atlantic's enrollment strategy rests on a deliberate balance across student populations and educational pathways. Expanding transfer, online, and adult-serving pathways will broaden opportunity for first-generation and Pell-eligible students, extend Florida Atlantic's statewide reach, and support the deliberate development of a high-achieving First-Time-In-College (FTIC) class in step with the university's rising profile. Together, these efforts will increase access, strengthen outcomes, and sustain the financial and academic foundation on which long-term excellence depends.

3.5 Operational excellence and efficiency will be pursued through a deliberate, comprehensive strategy that eliminates redundancy, maximizes space usage, and deploys resources in direct support of the university's mission.

- A culture of relentless improvement will be in Florida Atlantic's DNA. Faculty, staff, and students will challenge inefficiencies, eliminate bottlenecks, and drive change with speed and conviction.
- As we finalize the new budget model and optimize our organizational structure, we will use data to inform decisions and identify efficiencies across aligned and related programs, ensuring every college, division, center, and institute operates with purpose and delivers maximum impact.

Modernizing Florida Atlantic's Budget Development Model

Florida Atlantic University is modernizing its budget development model to better align financial planning with the university's strategic goals and academic mission to enhance student success. This initiative is designed to increase transparency, inform decision-making, and empower faculty and university leaders.

Since opening its doors more than six decades ago, FAU has relied on a continuation budget methodology. The new model represents a fundamental shift, building the budget around the university's mission and strategic plan rather than prior-year allocations. This process incorporates key university and Board of Governors performance metrics to ensure alignment with statewide goals and performance standards, while creating direct incentives for growth in enrollment, student credit hours, and research activity.

The model also establishes programmatic and support cost benchmarks, enabling the university to track and evaluate cost efficiency across colleges, academic programs, and administrative functions.

4 ELEVATE



BY 2031,

Florida Atlantic will be elevating the prestige of the university to match the prestige of our community.

We will elevate Florida Atlantic's reputation, establishing our university as a nationally recognized leader in innovation and student success, a destination of choice for high-performing students, the Hometown University for our community, and an indispensable partner for job creation, entrepreneurship, and economic growth.

4.1 We will treat our reputation as a core institutional priority, investing in and managing its strength with rigor, discipline, and intentionality.

- Our work will be bold and deliberate, establishing Florida Atlantic as a recognized force in research innovation, discovery, and student success.
- The university will relentlessly champion its students, faculty, and staff, investing in their success and elevating their achievements onto the national stage where they belong.

4.2 We will position Florida Atlantic as a preferred destination for high-performing students, competing intentionally for their enrollment by strengthening the reputation, programs, resources, and experiences that shape their enrollment decisions.

- Launching a High Performer Enrollment Initiative singularly focused on winning the enrollment decisions of high-performing in-state students, the university will arm itself with deep insight into what drives their choices and bold strategies for making Florida Atlantic impossible to overlook.
- Because reputation is one of the most powerful forces in a student's decision, every program launched, every research breakthrough achieved, and every student success story told will be built to move the needle in Florida Atlantic's favor.

4.3 Even as we rise on the national stage, Florida Atlantic will cultivate and embrace its identity as the Hometown University, by establishing a deep and visible presence in the communities we are proud to call home and turning our unparalleled regional advantages into national distinction.

- We will be present where it matters most, in the meetings, events, and conversations that shape our region, while athletics, the arts and culture, and the Osher Lifelong Learning Institute serve as on-ramps that welcome fans, families, retirees, and neighbors into the Owl family as enduring advocates and partners.

- Our own backyard will be our greatest competitive advantage. Stronger community ties and broader awareness of Florida Atlantic's national achievements will turn our neighbors into our most passionate advocates, elevate our reputation nationally, and cement the university's role as an institution of national prominence with strong ties to our local community.

4.4 Athletics strengthens the university, our student-athletes, the student experience, and the campus community.

- Florida Atlantic knows first-hand what a winning program can do for the university. Our men's basketball team's 2023 Final Four run demonstrated the power of athletic success to deepen community engagement, elevate the university's national visibility, drive a surge in undergraduate applications, and energize philanthropic support.

- We also know that athletics is one of the most powerful engines we have for student success. We will continue to develop student-athletes who carry the discipline, resilience, teamwork, and poise forged in competition into the classroom, graduating, advancing to careers and advanced degrees, and thriving in life.

- While much about the future of intercollegiate athletics remains unsettled, we are committed to strengthening the facilities, resources, and revenue streams that sustain a competitive program, treating our investment in athletics as we would any other asset that advances the university's mission and growth.

4.5 Florida Atlantic will grow its role as a leader in the arts, culture, and creative innovation, expanding opportunities for our students and community to engage with and celebrate this work.

- We will build on this strength by fostering innovation in the arts, humanities, architecture, and cultural heritage. Through stronger partnerships with creative industries and community organizations, and expanded opportunities for student success and public engagement, Florida Atlantic will develop a pipeline of highly skilled, career-ready graduates who contribute to economic growth, innovation, and quality of life across Florida and beyond.

- We will also enhance the campus experience for students, faculty, staff, and the broader community through vibrant arts, cultural, and intellectual programming. By expanding access to performances, exhibitions, lectures, and creative experiences, Florida Atlantic will foster a dynamic and welcoming environment that attracts talented students and faculty members, strengthens community connections, and reinforces our reputation as a destination for learning, creativity, and engagement.

Florida Atlantic remains committed to engaging our community in meaningful dialogue on the issues that shape our world. With the upcoming opening of the **Kurt and Marilyn Wallach Holocaust and Jewish Studies Building**, we are establishing a premier destination for Holocaust education, combatting antisemitism, and human rights scholarship. Welcoming students and the wider community through exhibits, performances, and lectures that deepen understanding, this center will advance our reputation as a national leader in this vital work.

4.6

South Florida has emerged as a dynamic hub for finance and entrepreneurship, drawing asset managers, hedge funds, and fintech firms alongside a fast-growing community of startups and corporate headquarters. Florida Atlantic is positioned to serve this "Wall Street South" business community through first-rate academic programming, industry partnerships, and research that develops the talent and ideas to sustain South Florida's economic momentum.

- We will strengthen the business and economic environment by delivering and expanding our nationally ranked programs, including financial analytics and entrepreneurship, anchored by our Entrepreneurship Institute.
- To meet the demands of one of the region's defining industries, we will establish a new program in real estate development that unites economics and finance with engineering and science.
- We will prepare our graduates to lead in a rapidly evolving business environment by growing our emerging programs in the application of artificial intelligence to business and applying our quantum technologies to research in dynamic areas such as portfolio management, logistics, and supply chain management.



ACCOUNTABILITY

METRICS	LATEST ACTUALS*	2031 GOAL
Percent of Bachelor's Graduates Enrolled or Employed *($40,000)*	71.4%	80.9%
Median Wages of Bachelor's Graduates Employed Full-time	52,000	57,100
Average Cost to the Student *(Net Tuition & Fees per 120 Credit Hours for Resident Undergraduates)*	3,180	6,000
FTIC Four-Year Graduation Rate *(Full-time, First-Time-in-College Students)*	56	66
Academic Progress Rate *(Second Fall Retention Rate with at least a 2.0 GPA for Full-time FTIC students)*	83.5	88
Percentage of Bachelor's Degrees Awarded within Programs of Strategic Emphasis *(BOG Program List Changes in Process)*	39.8%	45%
University Access Rate *(Percent of Undergraduates with a Pell grant)*	39.8%	42%
Percentage of Graduate Degrees Awarded within Programs of Strategic Emphasis *(BOG Program List Changes in Process)*	59.9%	52%
FCS AA Transfer Three-Year Graduation Rate *(Full- and part-time students)*	62.3	66
FTIC Six-Year Graduation Rate *(Full- and part-time students)*	64.1	66
Total Research Expenditures ($M)	$88.5M	$114M
Average GPA *(Entering Fall Class)*	3.95	4.0
Average SAT Score *(Entering Fall Class)*	1159	1200
Pell Recipient Four-Year Graduation Rate *(Full-time FTIC)*	54	58
Doctoral Degrees Awarded Annually	192	210

**Latest actuals reflect most recent reporting.*

FINANCIAL METRICS	FY 24-25	GOAL
Days Cash on Hand	227	To be greater than 205 days
Net Operating Revenues	-1.70	To be greater than 2%
Return on Net Assets	-0.80	To be greater than 3%
E&G Budget Per FTE	$15,686	To be less than the SUS Average; Current SUS Average is $19,605

Building 1FAU Together

Shaped by the students, faculty, staff, and leaders who will propel Florida Atlantic forward, this strategic plan is the product of a purposefully inclusive process that drew on voices from every part of our community. It captures the shared aspirations not only for the next five years, but for the decades beyond.

Throughout this effort, input was gathered through a wide range of sessions and channels, including:

- **The Board of Trustees, grounding the plan in the priorities of those entrusted with the university's stewardship.**
- **Student Government leaders, ensuring the student voice helped define what success looks like for those the university serves.**
- **The Executive Leadership Team, aligning the plan with the university's operational vision and capacity.**
- **Staff leaders, recognizing the essential role our staff play in delivering on every commitment made.**
- **Hundreds of faculty and staff across all colleges who took part in 10 sessions, generating more than 500 comments reflected throughout this plan.**
- **The Faculty Strategy Committee, whose sustained participation brought deep faculty insight to the heart of the process.**
- **An open online channel, extending the opportunity to contribute to every member of our community.**

The result is a plan that belongs to all of Florida Atlantic. The themes, priorities, and commitments on these pages were discussed, challenged, and strengthened by the very people who will bring them to life. That shared ownership is what will carry us forward together as 1FAU.

FLORIDA ATLANTIC UNIVERSITY 2026

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