



STRATEGIC PLAN 2025-2026

CONTENTS

1. Mission, Vision, Values
2. Letter from Drew Allen, Executive Director
3. Northwest Florida Primed for Growth
4. Initiating InSPIRE
5. Key Players
6. Strategies to Achieve Vision
7. Impact 1: Temporary Facility, Regional Nodes
8. Impact 2: Permanent Facilities, Wind Tunnels
9. Impact 3: Talent Pipelines/Colleges and Trades
10. Future Themes: Smart Data; Military Secure Facilities





MISSION

InSPIRE creates unique, convergent environments for comprehensive, advanced technology solutions in support of national security imperatives to enhance northwest Florida's economy and community.



VISION

InSPIRE serves as a beacon of wildly adaptive technological excellence to unleash talent, solve national challenges, and fuel enduring regional prosperity.



CORE VALUES

DIRECT
INNOVATIVE
RESPONSIVE
ENTREPRENEURIAL
COLLABORATIVE
TRANSPARENT

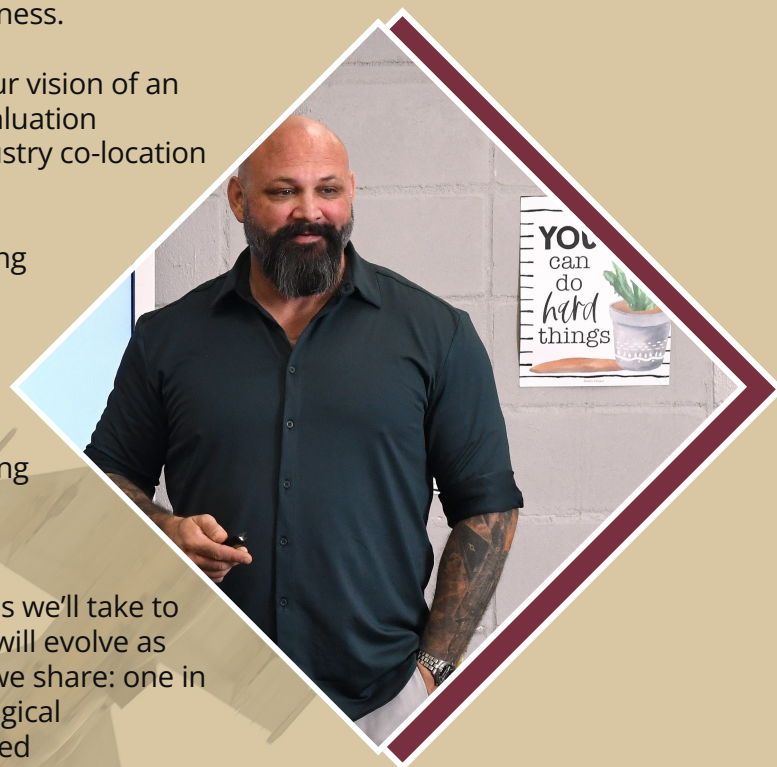
LETTER FROM DREW ALLEN, EXECUTIVE DIRECTOR

The innovation effort underway at FSU InSPIRE is monumental. Northwest Florida is one of the few places I've been—and I've been all over the world—where the major players are in total alignment. Everything is here and the support from FSU and our community, military, legislative and industry partners is massive. This collaborative alignment is absolutely essential to successfully implement a dynamic, technologically advanced epicenter that not only vastly elevates the entire region's economic landscape but also strengthens national security and global competitiveness.

Key to this is bringing in the talent needed to fulfill our vision of an end-to-end advanced manufacturing, testing and evaluation state-of-the-art facility with business incubating, industry co-location and student training—all essentially under one roof.

Our team came together to begin strategically charting the plan that gets us there. Our plans are ambitious and include opening a temporary facility in Panama City by early 2026 and having shovels in the ground for our main facility in Summer of 2026 with construction immediately underway. Facility designs and layouts are already advancing, and we're exploring our options of embedding InSPIRE nodes in the Gulf counties we serve.

This strategic plan outlines our efforts and the actions we'll take to achieve our shared goals. It's a living document that will evolve as we do. Fundamentally, it's a testament to the vision we share: one in which Northwest Florida leads the nation in technological innovation, is a major hub for aerospace and advanced manufacturing, is a vibrant model of workforce development, and a magnet for corporate investment that also nurtures and supports the growth and expansion of local businesses.



PRIMED FOR GROWTH

TOTAL POPULATION

1,179,000

LABOR FORCE

508,000+

GROWTH 2021 - 2025

11.3%

EXPECTED GROWTH
BY 2050

51.3%

Supporting Infrastructure

Northwest Florida's three deep-water ports, two of which are foreign trade zones, offer access to rail, interstates, and airports. A variety of industrial sites offer multimodal access.

Military Assets

Six active military installations provide economic impact. Active military members and their families increase workforce availability, many with security clearances.

Why Northwest Florida?

Quality of life makes for a perfect place to work, live, and play. Local amenities cater to global tourism, meaning world-class dining, shopping, festivals, and arts. Housing ranges from beach-side to historic neighborhoods to rural acreage and everything in between. Beaches, sunshine, style, and local charisma – plus zero state income tax.

*Florida's Great Northwest

In this photo: FSU President Richard McCullough and members of the InSPIRE proposal development team after the Triumph Gulf Coast meeting at which the grant was unanimously approved by the board for funding.

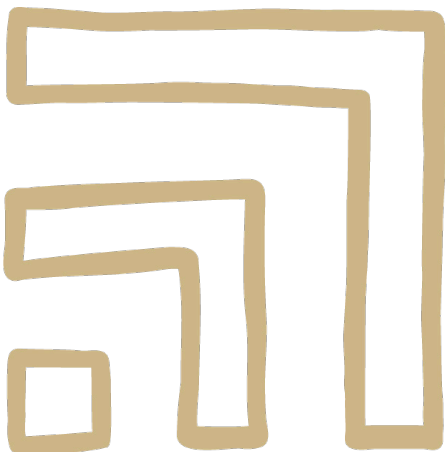


INITIATING InSPIRE

Officially launched with an initial grant from Triumph Gulf Coast, Inc., a nonprofit that oversees funds recovered by the Florida attorney general for economic damages from the 2010 Deepwater Horizon oil spill, InSPIRE began with a brilliant idea. Fueled by FSU's commitment to developing independent thinkers who innovate solutions that enrich both campus life and larger communities, InSPIRE wanted to translate that innovation into a transformative economic impact throughout Northwest Florida.

InSPIRE's focus is to foster high-skilled, high-wage employment opportunities in the region to accelerate technology innovation, cultivate corporate investment, and nurture the growth of new industries. We aim to profoundly shape the economic trajectory of Escambia, Santa Rosa, Okaloosa, Walton, Bay, Gulf, Franklin, and Wakulla counties, ensuring long-term prosperity for generations to come.

The primary goal is to fundamentally transform the regional economic landscape by attracting future-proof jobs, strengthening a talented and ready workforce, and supporting visionary infrastructure. This will make Northwest Florida highly resilient to unforeseen upheavals – both natural and economic.





ADVANCED MANUFACTURING

Implement state-of-the-art digital manufacturing capabilities.
Accelerate journey from ideas to products.
Focus on digitally-driven and -linked manufacturing processes and workflows.
Build and grow a portfolio of externally funded advanced manufacturing programs.

WORKFORCE & TALENT DEVELOPMENT

Foster an environment of lifelong learning that encourages creativity, critical thinking, and problem-solving to embolden communities from K-12 to adult learning.
Bridge the gap between education and industry through partnerships, curriculum development, and outreach, building a resilient workforce.
Be a national model of excellence by promoting a mindset that values continuous improvement, instilling ownership in STEM achievements.

DEVELOPMENTAL TEST & EVALUATION

Establish Aero Testing Capabilities.
Implement Military Specification (MIL-SPEC) testing
Integrate digital engineering practices to enhance the speed of evaluation of the test platforms.

FUTURE TECHNOLOGIES


Explore emerging fields in emerging industries, cybersecurity, smart data, and more.

STRATEGIES TO ACHIEVE OUR VISION

IMPACT #1: TEMPORARY FACILITY REGIONAL NODES

InSPIRE continues to expand its presence across Northwest Florida through strategic partnerships and facilities that strengthen regional innovation and workforce development. The long-term vision includes establishing a primary facility near the Northwest Florida Beaches International Airport to serve as a hub for advanced manufacturing and aerospace research. InSPIRE is growing through a network of regional nodes, including Maritech Machine in Panama City, where state-of-the-art metal additive manufacturing systems are housed within a 21,000-square-foot facility. This distributed approach allows InSPIRE to actively support education, research, and industry collaboration across all of the Gulf Coast counties it serves.





Our vision to be a one-stop shop for advanced manufacturing, high tech innovations, industry and military co-collaboration, end-to-end prototyping and testing, and workforce development is solidifying. During this evolution, we are staying wildly adaptive while pursuing goals that have the potential to dramatically elevate all of Northwest Florida.

IMPACT #2: **PERMANENT FACILITY** **WIND TUNNELS**

IMPACT #3: TALENT PIPELINES COLLEGE COLLABORATION

Representatives from FSU, Tallahassee State College, Gulf Coast State College, Chipola College, Northwest Florida State College and Pensacola State College signed a Memorandum of Understanding (MOU) to meet the educational needs of students who will become the workforce of the future.

The MOU outlines an agreement in which FSU will work with regional colleges, as they are eligible, on InSPIRE, FSU Health, and other key programs to grow and retain the regional skilled workforce that will establish Northwest Florida as a global hub for aerospace, advanced manufacturing, and health care. Representatives of each institution meet no less than three times each year to discuss potential projects, work together on funding, and collaborate on areas of interest.



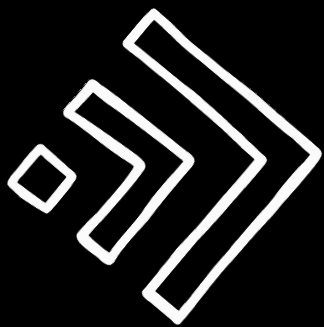


FUTURE IMPACT: SMART DATA SECURE FACILITIES

With six active military bases in the region, including one of the largest Air Force bases in the nation, aligning military requirements with InSPIRE's research and development capabilities, the FAMU-FSU College of Engineering and FSU Panama City's science and engineering departments benefits our efforts to significantly increase national security. Active duty, grad students and veterans could work on highly supervised projects including cybersecurity initiatives as part of the new facility.

In 2025, Boeing's Digital Systems Engineering office chose the FAMU-FSU College of Engineering as one of six universities nationwide to participate in a pioneering initiative that will reshape graduate-level systems engineering education. The two-year pilot program integrates Boeing's industry expertise into the college's Master of Systems Engineering (MSSE) curriculum through guest lectures, adjunct faculty and content development.

Since its 2018 launch, the MSSE program has become the fastest-expanding graduate program in the history of both Florida A&M University and Florida State University. The program's success builds on its strategic location at FSU Panama City, positioned near major defense contractors including its founding partner, the Naval Surface Warfare Center, Panama City Division.



KEY PLAYERS

Stand-up Team

Dr. Farrukh Alvi

Inaugural Executive Director,
Sr. Associate Provost - Strategic
Initiatives and Innovation

Rabieh Razzouk

Director, Learning Systems
Institute and FCR-STEM, and
Education and Workforce
Development

Deborah Gautier

Director for Strategic Initiatives
and Innovation

Dr. John Hopkins

Operations and Facilities
Coordinator

Jenn Garye

Director of Operations

Laney McLean, MPA, CRA

Director, Strategic
Implementation and Project
Operations

InSPIRE Team

Drew Allen

Executive Director

Grey Dodge

Director of Community
Relations & Partnership
Engagement

Chase Foster

Senior Research & Project
Engineer – Aerospace

Abdalla Nassar, PhD

Vice President, AM Forward
Technologies, ASTRO America

Christopher Apple

Advanced Manufacturing
Engineer

Elliott Barnett

Construction Interface
Manager, Strata-G

Carrie Meyers

Director of STEM Outreach,
Education and Workforce
Development

Jim Reynolds

Director of STEM Outreach,
Education and Workforce
Development

Robert Hanna

STEM Specialist, Education and
Workforce Development

Zaida McGinley

Curriculum Specialist,
Education and Workforce
Development

Linda Morgan

Director, Marketing,
Communications & Public
Affairs

Tiffany Pelletier

Sr. Administrative Specialist

Carla McClendon

Research Administration
Manager

Advisory Council

Stacey Patterson

Vice President for Research, FSU

Farrukh Alvi

Sr. Associate Provost for Strategic
Initiatives and Innovation, FSU

Holly Melzer

Northwest Florida Beaches
International Airport Board of
Directors

Becca Hardin

President, Bay Economic
Development Alliance

Jennifer Conoley

President & CEO, Florida's Great
Northwest

James Clark

Provost & Executive Vice President for
Academic Affairs, FSU

Valerie McDevitt

Associate Vice President of Strategic
Partnerships and Innovation, FSU

Clay Ingram

Chief Legislative Affairs Officer, FSU

Marissa Langston

Vice President & Chief of Staff, FSU

Marla Vickers

Vice President for University
Advancement and President of the
FSU Foundation, Inc., FSU

Suvranu De

Dean of the FAMU-FSU College of
Engineering, FSU

Randy Hanna

Co-chair, Dean of FSU Panama City
and the College of Applied Studies,
FSU

Sam Huckaba

Dean of the College of Arts and
Sciences, FSU

Susan Fiorito

Dean of the Jim Moran College of
Entrepreneurship, FSU

Michael Hartline

Dean of the College of Business, FSU

C. "Ed" Edward Meadows

President, Pensacola State College



About FSU InSPIRE

The Institute for Strategic Partnerships, Innovation, Research, and Education (InSPIRE) is accelerating breakthroughs in aerospace and advanced manufacturing. At the core of this effort are dedicated partners working together to establish Northwest Florida as a national center of innovation, driving regional economic growth. Facilities are in development for end-to-end production, aero-testing and immersive training in STEM. Local, regional, and national members of an industry alliance are embedding employees at InSPIRE, collaborating with researchers and faculty from FSU, its partners, and business and community leaders to develop and productionize aerospace, defense, and energy solutions, while offering hands-on learning to students and aspiring engineers in Northwest Florida. FSU InSPIRE launched with an initial grant from Triumph Gulf Coast, Inc.