

Strategic Planning Process Update

Kristin Harper
Trustee

FAMU Board of Trustees Meeting
June 2, 2021



FAMU Rising - 6 Strategic Priorities



Exceptional Student Experience



Excellent and Renowned Faculty



High Impact Research, Commercialization, Outreach and Extension Services



Transformative Alumni, Community and Business Engagement



First-Class Business Infrastructure



Outstanding Customer Experiences

Key Events in New Plan Development

Phase 1

- Engagement with President
- Formation of the Strategic Planning Committee
- Review of the 2017-2022 Strategic Plan
- Review of the BOG Strategic Plan (Alignment)
- Data gathering and analysis
- BOT Retreat (August)

March 2021 – August 2021

Phase 2

- Formation of sub-committees
- Consultant solicitation/engagement (if necessary)
- Stakeholder engagement (Focus groups)
- Initial development of draft plan
- Data gathering and analysis

September 2021 – February 2022

Phase 3

- Committees work to complete plan
- Data gathering and analysis
- Stakeholder awareness
- BOT engagement on draft plan (including KPIs)
- Presentation of final plan to BOT for approval (June 2022)
- Submit to BOG for approval

March 2022 – June 2022

Objective

To develop and recommend the FAMU Strategic Plan 2023-27 narrative, metrics, and key performance indicators, including:

- Mission and vision statement
- Ideal size and mix of FAMU students and academic programs
- Recruitment/enrollment strategy
- Budget modeling approach, including various financial funding/expense scenarios
- Research priorities
- PBF choice metric recommendation

Success Metrics

- Approval by Board of Trustees
- Approval by Board of Governors
- Strategic plan must correlate to expected resources

Guiding Principles

- Bold
- Inclusive
- Transparent
- Focused (fewer, bigger, better initiatives, metrics and KPIs)
- Balance between probable and stretch goals
- Mission and outcomes-focused

Stakeholders/Roles

Following are the high-level roles for the strategic plan development:

- **Responsible:** President Larry Robinson
- **Accountable:** Board of Trustees facilitated by Liaison Trustee Kristin Harper
- **Consulted:** Florida Board of Governors, Chancellor, Florida Legislature, Southern Association for Colleges and Schools Commission on Colleges, Provost Maurice Edington, Multidisciplinary Strategic Planning Work Group, students, current and retired faculty staff and administrators, alumni, Tallahassee community, corporate partners, and K-12 educators & counselors
- **Executes:** President Larry Robinson, Provost Maurice Edington (Committee Chair), and Multidisciplinary Strategic Planning Work Group

Scope

- Consider external factors such as national higher educational trends, Federal education current and potential priorities, workforce needs, demographic trends, COVID19 impact, different modes of instruction, faculty training
- Infrastructure (i.e., buildings, plant, equipment, digital roadmap, IT/cybersecurity)
- Facilities
- People – faculty, staff, students

Existing Assets

- BOG 2025 Strategic Plan and Performance Indicators and dashboard
- FAMU 2017-22 Strategic Plan
- Institutional Work Plans
- Accountability report
- Dashboard
- Thurgood Marshall presentations
- 2017 Key Issues for Board Consideration

Executional Mandatories

- Develop multiple strategic plan scenarios, ranging from best case to worst case
- Strategic plan alignment with the Board of Governors priorities, Performance Based Funding metrics and Florida State University System
- Consider priorities and current/potential legislation of the Florida Legislature (i.e., S.B. 86 limiting financial aid to majors with high market demand, BOGO bill—free semester for every semester in priority majors)
- Establish website to provide Strategic Planning updates to interested stakeholders

Timeline, Milestones and Deliverables – Phase 1



	Task	Who	By When	Objective
Phase 1	Project kickoff <ul style="list-style-type: none"> • Engagement with President • Form Strategic Planning Work Group (SPWG) • Solicit and engage a consultant 	Robinson + Edington	April-June 2021	Plan
	Landscape assessment - Review of the 2017-2022 Strategic Plan and data gathering/analysis <ul style="list-style-type: none"> • Compare 2017-22 Strategic plan goals vs. actuals • Compare 2017-22 budget vs. actuals • Trend analysis of PBF metrics from 2015 to present • Florida SUS historical comparison • Case study analysis of state colleges and universities that have change their success outcomes trajectory (i.e., North Carolina A&T, Georgia State) • Historical building blocks of positive and negative drivers of funds and expenses (i.e., state funds, tuition, PBF, enrollment, attrition, instruction and research, administrative support, instructional workload, Plant operations & maintenance, etc.) • PBF & budget funding model review and overview of changes • Enrollment trends at FAMU, SUS, and peer institutions • Student profile trends over time 	Edington + Johnson + SPWG + External Consultant	May-June 2021	Discover
	Engage the Chancellor, Board of Governors and other key stakeholders to review of the Strategic Plans priorities and understand what role socioeconomics play in student outcomes	Harper + Robinson + SPWG	June 2021	Discover
	Conduct SWOT Analysis <ul style="list-style-type: none"> • Include data-based headwinds, tailwinds and barriers to achieving PBF metrics and 2017-22 strategic plan/ accountability plan metrics • Survey diverse stakeholders, including but not limited to the BOT • Solicit ideas around the evolution of the vision and innovative ideas 	Harper + Robinson + SPWG + External Consultant	June-July 2021	Discover/ Discuss
	Present landscape assessment during BOT Retreat; align on Phase 2 priorities	Harper + Robinson + Edington	August 4-5 2021	Discuss / Align

Timeline, Milestones and Deliverables – Phase 2



	Task	Who	By When	Objective
Phase 2	Align talent for Phase 2 <ul style="list-style-type: none"> Refine project scope and deliverables Form sub-committees 	Edington	Aug.-Sept. 2021	Plan
	Gather quantitative and qualitative insights via data analysis and stakeholder engagement to address project scope	SPWG Sub-committees	Sept.-Oct. 2021	Discover
	Sub-committees present insights, conclusions, points of discussion, preliminary strategic plan recommendations and budget scenarios/implications to Dr. Robinson and Trustee Harper	SPWG Sub-committees	November 2021	Align
	Present preliminary insights, conclusions, strategic plan and budget implications to BOT <ul style="list-style-type: none"> Address issues and next steps discussed during Retreat 	Harper + Robinson + Edington	December 2021	Discuss
	Refine strategic plan based on BOT feedback	SPWG Sub-committees	January 2022	Optimize
	Reassess and optimize mission, vision and brand, if necessary	Harper + Robinson + SPWG	January 2022	Discuss
	Present revised strategic plan recommendations and budget scenarios/implications to Dr. Robinson and Trustee Harper	SPWG Sub-committees	February 2022	Align
	Share revised Strategic Plan and budget implications to BOT	Harper + Robinson + Edington	March 2022	Discuss / Decide

Timeline, Milestones and Deliverables – Phase 3



	Task	Who	By When	Objective
Phase 3	Stakeholder awareness and engagement	Harper + Robinson + SPWG	March-April 2022	Discuss
	Optimize strategic plan, gather and analyze additional data, write narrative and establish metrics / KPIs	SPWG Sub-committees	March-April 2022	Discover / Decide
	Finalize strategic plan and KPIs based on BOT and stakeholder feedback	Harper + Robinson + SPWG	May 2022	Decide
	Present final FAMU Strategic Plan 2023-27 to BOT for approval	Harper + BOT	June 2022	Approve
Approval and Socialization	Present final FAMU Strategic Plan 2023-27 to BOG for approval	Harper + Chair Lawson	July 2022	Approve
	Socialize final, approved FAMU Strategic Plan 2023-27 with key stakeholders	Chair Lawson + Harper + Robinson + Edington	Aug.-Sept 2022	Inform

Questions?



FLORIDA A&M UNIVERSITY

Founded in 1887 as the State Normal College for Colored Students, Florida Agricultural and Mechanical University (FAMU) is the only historically state supported educational facility for African Americans in Florida. It has always been co-educational. In 1890, the second Morrill Act was passed. This enabled the school to become the Black Land Grant College for the State of Florida. west of its original location