



# Strategic Planning & Performance Measures Committee

Trustee Kristin Harper  
February 16, 2022



## 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)

**March 2022 –  
June 2022**

# Process Timeline



## Survey Respondents

- Total: 1,215
- FAMU Alumni: 389
- Staff/Administrators: 215
- Students: 387
- Faculty: 184
- Employer: 19
- Community Partners: 11
- K-12 Educators/Guidance Counselors: 6
- Board of Trustees: 4

## Listening Sessions

- Listening sessions held by MGT Consulting Group
- Governor's Staff
- BOG Chancellors
- BOG Members
- Florida Representatives
- FAMU BOT Members
- School District Personnel

## Focus Groups

- Students: 4
- National Alumni Association: 18
- Faculty: 10
- Other Alumni: 10
- FAMU Foundation Board: 5
- Staff: 13
- K-12 Educators/Counselors: 7
- Administrators: 7
- Local Community: 3
- Employers/Corporate Partners/Industry Clusters: 1

Stakeholder Engagement

**FAMU**

FLORIDA  
AGRICULTURAL AND  
MECHANICAL  
UNIVERSITY

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# Proposed Goals & Strategies

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**Student Success**



**Academic Success**



**Leverage the Brand**



**Long-Term Fiscal Health and Sustainability**



**Organizational Effectiveness and Transformation**

# Strategic Priorities



## Student Success

- ❑ Goal 1: Elevate student success outcomes to the high excellence range among state and national scales.
- ❑ Goal 2: Establish FAMU as the 1st Choice Destination among scholars.
- ❑ Goal 3: Reimagine and align academic offerings to address emerging workforce demands and increase degree production in programs of strategic emphasis.

## Academic Success

- ❑ Goal 1: Pursue pathways that position FAMU on a trajectory to become a Carnegie R1 institution.
- ❑ Goal 2: Nurture the professional development of faculty and staff across disciplines to create a culture of sustainable excellence.
- ❑ Goal 3: Position FAMU to emerge as a global leader in healthcare education, research, and service to address disparities, emergent needs, and advance holistic well-being.
- ❑ Goal 4: Amplify discovery and innovation to solve complex real-world problems.

## Leverage the Brand

- ❑ Goal 1: Foster a university-wide customer-centric culture to support academic and operational excellence.
- ❑ Goal 2: Increase global recognition of the University's standing as a leading academic, research, and cultural institution.
- ❑ Goal 3: Cultivate and diversify the network of advocates and supporters to advance the University's mission and strategic priorities.

## Long-Term Fiscal Health and Sustainability

- ❑ Goal 1: Implement a planning and budgeting process that identifies, secures, and allocates existing and new E&G, C&G, and Auxiliary funding.
- ❑ Goal 2: Implement infrastructure enhancements in academics, research, administration, technology, and facilities to increase student success outcomes for FTIC, FCS AA transfer, and graduate students that lead to increased performance in state and national metrics.
- ❑ Goal 3: Support and sustain a robust university advancement enterprise that consistently generates transformative alumni, friends, and corporate giving.

## Organizational Effectiveness and Transformation

- ❑ Goal 1: Enhance a culture that intentionally fosters building and engaging a high-performing workforce and fortifies FAMU's status as an employer of choice.
- ❑ Goal 2: Optimize the effectiveness of operations through enhancement of processes and innovation.
- ❑ Goal 3: Strengthen the University's culture of strategic decision making through promotion and enhancement of compliance, internal controls, and enterprise risk management practices with an emphasis on engagement, education, reporting, and accountability.

# Strategic Priorities



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# Goal 1: Elevate Student Success Outcomes to the High Excellence Range among state and national scales.

Expand and enhance strategic recruitment initiatives to increase the academic profile of incoming cohorts.

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Increase the availability and use of academic support services and resources to improve student performance.

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Regularly review academic program curricula to identify and eliminate barriers to timely degree completion.

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Increase the allocation of financial support to address unmet needs.

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Student Success



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**Goal 2:  
Establish  
FAMU as the  
1st Choice  
Destination  
among  
scholars.**

Develop a collaborative plan that showcases university strengths as it relates to signature programs, alumni success profiles, faculty achievement, and employment outcomes.

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Enrich the student experience by expanding co-curricular activities, services, and programs.

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**Student Success**





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**Goal 3: Reimagine and align academic offerings to address emerging workforce demands and increase degree production in programs of strategic emphasis.**

Continuously evaluate, optimize, and develop in-person and online academic programs.

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Align career readiness competencies within academic programs to prepare graduates for a successful transition to the workplace and post-graduate life.

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Expand student professional development and career services activities to increase competitiveness of students for employment and post-graduate study.

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**Student Success**



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**Goal 1: Pursue pathways that position FAMU on a trajectory to become a Carnegie R1 institution.**

Reconfigure faculty workloads to enhance research productivity.

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Establish new research doctoral programs as humanities, social sciences, STEM, and other research doctorates.

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Build capacity and infrastructure to attract, retain and incentivize world-class faculty and staff to enable new research areas.

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**Academic Success**



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**Goal 2: Nurture the professional development of faculty and staff across disciplines to create a culture of sustainable excellence.**

Strengthen faculty and staff development programs.

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Enhance pedagogy for diverse learning styles and needs of students in person and online.

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Establish a structure that fosters sustained faculty excellence.

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Acquire more frequent “voice of the student” feedback and utilize it to improve academic experiences.

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**Goal 3: Position FAMU to emerge as a global leader in healthcare education, research, and service to address disparities, emergent needs, and advance holistic well-being.**

Utilize cutting-edge technology to enhance clinical, academic, and research innovation to educate the next generation of health care leaders.

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Improve access to quality health services through local, national, and global partnerships.

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Establish “FAMU Health” as a leading provider of culturally competent health care to the community, state, and nation.

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**Academic Success**



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**Goal 4:  
Amplify  
discovery and  
innovation to  
solve complex  
real-world  
problems.**

Advance a more transformative, transdisciplinary, and/or translational approach to research and development.

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Enhance opportunities for collaborative research and engagement for graduate scholars.

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**Goal 1: Foster a university-wide customer-centric culture to support academic and operational excellence.**

Measure success against well-defined customer service standards and key performance indicators.

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Provide ongoing customer service coaching and training to faculty, staff, and students.

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Engage all units of the University in activities to ensure accountability and buy-in.

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Leverage the Brand



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**Goal 2: Increase global recognition of the University's standing as a leading academic, research, and cultural institution.**

Advance and promote the University's brand through consistent messaging and innovative communication strategies.

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Highlight faculty, staff, student, and alumni capabilities to elevate their profile for external demand.

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**Leverage the Brand**



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**Goal 3: Cultivate and diversify the network of advocates and supporters to advance the University's mission and strategic priorities.**

Establish targeted outreach initiatives to foster increased engagement with policymakers, alumni, friends, organizations, and communities throughout the state, region, and nation.

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Enhance the internal infrastructure and capacity to support lobbying and outreach efforts.

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**Leverage the Brand**





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# Goal 1: Implement a planning and budgeting process that identifies, secures, and allocates existing and new E&G, C&G, and Auxiliary funding.

Transition to a strategic budgeting process for existing resources that align and support strategic priorities and goals.

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Strengthen capacity to attract additional revenue streams and resources for priority areas that receive requisite recurring state funding.

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Lobby to secure additional base E&G funding.

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Increase the total value of new research-related awards received year-over-year.

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Annually increase auxiliaries' revenue by 5% over the previous year's revenues and maintain auxiliaries' customer satisfaction ratings of 80% or higher.

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Long-Term Fiscal Health and Sustainability



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**Goal 2: Implement infrastructure enhancements in academics, research, administration, technology, and facilities to increase student success outcomes for FTIC, FCS AA transfer, and graduate students that lead to increased performance in state and national metrics.**

Strengthen capacity to attract recurring state funding for academics, administration, technology, deferred maintenance, and public education outlay (PECO) aligned with strategic priorities.

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Provide first-class facilities and services.

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Sustain a state-of-the-art technology infrastructure.

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**Long-Term Fiscal Health and Sustainability**



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**Goal 3: Support and sustain a robust university advancement enterprise that consistently generates transformative alumni, friends, and corporate giving.**

Enhance the University Advancement infrastructure.

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Secure and invest incremental endowed funding year-over-year to increase endowment value to \$150M and the investment value to \$200M.

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Strategically leverage relationships with corporate partners and alumni to increase giving.

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**Long-Term Fiscal Health and Sustainability**



# Goal 1: Enhance a culture that intentionally fosters building and engaging a high-performing workforce and fortifies FAMU's status as an employer of choice.

Develop a compensation framework that aligns market competitiveness and internal equity to attract and retain qualified employees.

Establish a comprehensive onboarding program designed to equip new employees with information to achieve success in their new role and feel welcomed and included as a member of the FAMUly.

Bolster a university-wide culture that promotes development opportunities that focus on strengthening the skills of employees and providing guidance to help them grow as professionals.

Strengthen the full-life cycle performance management framework.

Implement a campus-wide employee recognition program to acknowledge and reward staff for exemplary service and career milestones.

Increase resources and support for ongoing research/scholarship/creative activity among faculty.

Cultivate an environment of consistency by centralizing the application of human resource policies, best practices, and accountability measures.

Organizational Effectiveness  
and Transformation



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**Goal 2:  
Optimize the effectiveness of operations through enhancement of processes and innovation.**

Streamline processes to improve business operations.

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Utilize analytics to drive data-driven decisions for improved academic and administrative outcomes.

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Develop a high-quality IT infrastructure to support state-of-the-art teaching, research, learning, and administrative operations.

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**Organizational Effectiveness  
and Transformation**



**Goal 3: Strengthen the University's culture of strategic decision making through promotion and enhancement of compliance, internal controls, and enterprise risk management practices with an emphasis on engagement, education, reporting, and accountability.**

Promote a clear organizational commitment for a stronger ethical culture through consistent messaging and tone throughout the University.

Expand educational opportunities to foster awareness, understanding, and adherence to organizational best practices.

Engage personnel at all levels in an inclusive environment for decision-making across the University that considers cross-functional goals and aligns with the University's mission and values.

Refine policies, procedures, and processes to coordinate or streamline accountability measures across the University.

Enhance data analytics, analyses, and assessment processes to deliver results that enhance student success and administrative effectiveness.

# Phase Three

Committees work to complete plan

Data gathering and analysis

Stakeholder awareness

BOT engagement on the draft plan (including KPIs)

Presentation of the final plan to BOT for approval  
(June 2022)

## Next Steps

Thank you for  
your time!  
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. In 1891, the college was moved from its original location west of town to its present location which was once the site of "Highwood," Territorial Governor W.P. Duval's slave plantation. The site is one of the highest hills in Tallahassee. The school was known as Florida A&M College from 1909 until 1957 when it attained university status.