FLORIDA AGRICULTURAL AND MECHANICAL UNIVERSITY

Strategic Plan

2010-2020

2020 VISION

With Courage

Submitted on
October 8, 2009

Approved by the FAMU Board of Trustees
On October 15, 2009
FAMU 2020

The members of the FAMU Board of Trustees and members of the Strategic Planning Committee engaged in visioning exercises to identify the University of the future known as “FAMU 2020.” These exercises ensure that the strategic initiatives in this plan will lead to the University becoming “internationally recognized as a premiere land grant and research institution committed to exemplary teaching, research, and service” as expressed in the vision statement. The goal of these exercises was to ensure that the plan is actualized, and that the University continuously accounts for the rapidly changing dynamics of the global economy, with 2050 in its sights.

STUDENT PROFILE 2020
- Students are the “best and the brightest”
- Students are diverse in terms of their demographic profiles, attitudes, learning styles, and interpersonal communication styles
- Students are technologically savvy, “multi-taskers,” engaged in research and service activities

FACULTY PROFILE 2020
- Faculty are diverse in their demographic profiles, attitudes, and teaching styles
- Faculty engage in scholarly activities and service
- Faculty are technologically savvy and “multi-taskers”

RESEARCH PROFILE 2020
- The research will continue to address local, state and global needs
- The research will involve interdisciplinary collaborations within the University, with other universities and organizations on complex issues
- The research will actively engage faculty and undergraduate and graduate students

PHYSICAL PROFILE OF THE CAMPUS 2020
- The campus facilities are technologically equipped, environmentally responsible, sustainable, and energy efficient
- The campus facilities have multi-purpose functions that enhance teaching and learning
- The campus facilities are maintained and will promote wellness and safety

GRADUATE PROFILE 2020
- The graduates are competent leaders and courageous change agents with ethical decision making skills
• The graduates will demonstrate the following competencies identified in the academic learning compacts and in the general education outcomes—critical thinking, communication, content knowledge, collaboration, life-long learning and respect for diversity.
• The graduates will use their research skills and service endeavors to address complex problems while pursuing life-long learning.

STRATEGIC PLANNING PROCESS
In Fall 2008, President James H. Ammons appointed a university-wide committee to conduct a comprehensive review of the 2004-05 to 2013-14 Strategic Plan. Several subcommittees worked to complete this process in the following areas:

- Mission, Vision and Core Values Subcommittee
- Survey Development Subcommittee
- Strategic Initiative Sub-committees (four (4) subcommittees)

This work entailed a comprehensive review of the current strategic plan. Specifically, the SWOT analysis included a review of Board of Governors and Board of Trustees’ goals, Southern Association Colleges and Schools, Commission on Colleges (SACS-COC) standards, and other relevant internal and external factors. In addition, the SWOT analysis included feedback from an online survey of faculty, staff, administrators, students, alumni, and corporate partners as well as a review of the accomplishments of the current plan. The plan accounted for but was not stifled by the current conditions of the state, national, and global economies and budget reductions that are presenting the University with significant challenges.

Courageous visioning and actions have been and will continue to be keys to FAMU’s success. As such, this strategic plan is yet another courageous step toward FAMU 2020.

MISSION STATEMENT

*Florida Agricultural and Mechanical University (FAMU) is an 1890 land-grant institution dedicated to the advancement of knowledge, resolution of complex issues and the empowerment of citizens and communities. The University provides a student-centered environment consistent with its core values. The faculty is committed to educating students at the undergraduate, graduate, doctoral and professional levels, preparing graduates to apply their knowledge, critical thinking skills and creativity in their service to society. FAMU’s distinction as a doctoral/research institution will continue to provide mechanisms to address emerging issues through local and global partnerships. Expanding upon the University’s land-grant status, it will enhance the lives of constituents through innovative research, engaging cooperative extension, and public service. While the University continues its historic mission of educating African Americans, FAMU embraces persons of all races, ethnic origins and nationalities as life-long members of the university community.*

VISION STATEMENT

*Florida A&M University (FAMU) will be internationally recognized as a premier land grant and research institution committed to exemplary teaching, research, and service preparing transformational graduates with high ethical values dedicated to solving complex issues impacting our global society.*
CORE VALUES


STRATEGIC INITIATIVES

The input from the various stakeholders reinforced five (5) strategic initiatives. These initiatives are:

- Strategic Initiative 1: Create a 21st century living and learning collegiate community
- Strategic Initiative 2: Enable excellence in University processes and procedures
- Strategic Initiative 3: Develop, enhance, and retain appropriate fiscal, human, technological, research and physical resources to achieve the University’s mission
- Strategic Initiative 4: Enable excellence in University Relations and Development
- Strategic Initiative 5: Enhance and sustain an academic and social environment, promoting internationalization, diversity, and inclusiveness.

Below are the specific strategic initiatives, with their respective goals, strategies and performance measures.

Strategic Initiative 1: Create a 21st century living and learning collegiate community

Situational Context: Operating in a global economy, the University must recruit and develop global leaders and change agents with critical thinking, information literacy, collaboration, and life-long learning competencies.

Goal 1.1: Enhance Access to the University

Strategy 1.1.1: Enhance and implement effective and targeted recruitment strategies.
Strategy 1.1.2: Develop and Implement Comprehensive Distance Learning Programs.

Goal 1.2: Continuous enhancement and assessment of the student experience

Strategy 1.2.1: Improve and expand on-campus housing.
Strategy 1.2.2: Increase participation in 1st & 2nd Year Experience and academic progression activities and workshops.
Strategy 1.2.3: Enhance critical thinking skills of undergraduate students

Goal 1.3: Improve academic progression, performance, and graduation rates

Strategy 1.3.1: Continuous Assessment and Improvement of Student Retention, Academic Progression, and Graduate Rates
Goal 1.4: Assess and enhance current degree programs

Strategy 1.4.1: Enhance current academic degree programs.

Goal 1.5: Develop and implement new degree programs based on University priorities

Strategy 1.5.1: Develop new programs as outlined in Appendix B that meet market and student demands.

Goal 1.6: Maintain and enhance NCAA sanctioned athletic programs

Strategy 1.6.1: Maintain NCAA standards for retention and graduation rates for all athletes.
Strategy 1.6.2: Enhance and improve the quality of all NCAA sanctioned athletic programs.

### Strategic Initiative 1 Accountability Indicators

<table>
<thead>
<tr>
<th>Accountability Indicators</th>
<th>Entities with Primary Responsible</th>
<th>Supporting Unit(s)</th>
<th>Source of Information</th>
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<tbody>
<tr>
<td>Student Enrollment</td>
<td>VP Student Affairs</td>
<td>Provost and Deans</td>
<td>Office of Institutional Research (OIR), BOG</td>
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<td>Student Instruction File</td>
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<td>Provost and VP Academic Affairs</td>
<td>Deans, VP Student Affairs, Registrar Office</td>
<td>OIR, BOG Degrees Awarded File</td>
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<td>Retention and Graduation Rates</td>
<td>Provost and VP Academic Affairs</td>
<td>Director, Retention</td>
<td>OIR, BOG Retention File, BOG Fact Book, Retention and Graduation Rates</td>
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<td>Residential Facilities</td>
<td>VP Student Affairs</td>
<td>Housing</td>
<td>Residential Management System and Annual Residential Experience Survey</td>
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Strategic Initiative 2: Enable excellence in University processes and procedures

*Situational Context:* In a rapidly changing information technology environment, FAMU must adapt and serve its stakeholders in a manner, which reflects its motto of “Excellence with Caring.” To achieve this goal, University processes must be effective and efficient reflecting an environment of change, innovation, accountability, and transparency.

**Goal 2.1: Improve Administrative Processes throughout the University**

**Strategy 2.1.1:** Enhance and improve the assessment and evaluation system, which permits continuous improvement of administrative workflow processes.

**Goal 2.2: Enhance and Assess Employees’ Experiences**

**Strategy 2.2.1:** Enhance and improve the University assessment and evaluation system to include the employee experience.

**Goal 2.3: Enhance and Improve Accountability and Communication Processes**

**Strategy 2.3.1:** Develop and implement an accountability process, which addresses state accountability as required in the Board of Governors (BOG) Annual Report.

**Strategy 2.3.2:** Enhance and improve communication and information systems.

**Strategy 2.3.3:** Improve customer relations in serving students.

**Goal 2.4: Reduce Institutional Risk through Risk Management Assessment and Annual Audit Plans**

**Strategy 2.4.1:** Conduct annual risk assessment surveys to determine any potential risks to the University.

**Goal 2.5: Develop on an annual basis, a University Audit Plan**

**Strategy 2.5.1:** Develop a University Audit Plan based on the results of the risk assessment surveys.

**Goal 2.6: Develop a Business Process Re-engineering Initiative**

**Strategy 2.6.1:** Enhance and manage the University’s business process re-engineering efforts.
<table>
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<tr>
<th>Accountability Indicators</th>
<th>Entities with Primary Responsible</th>
<th>Supporting Unit(s)</th>
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<tbody>
<tr>
<td>Administrative Processes</td>
<td>VP Administrative and Financial Affairs</td>
<td>Travel, Budget, Human Resources, Purchasing</td>
<td>Survey results of administrative workflow processes, Student Surveys</td>
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<tr>
<td>Customer Satisfaction</td>
<td>VP Student Affairs and VP Administrative and Financial Services</td>
<td>All other VPs</td>
<td>Survey results of administrative service offerings, Employee Experience, Student administered surveys</td>
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<tr>
<td>Communication and Information Systems</td>
<td>Executive Assistance to President – Communication and VP Enterprise Information Technology</td>
<td></td>
<td>Survey results on communication and information systems.</td>
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<tr>
<td>Accountability</td>
<td>VP Audit and Compliance</td>
<td>All other VPs</td>
<td>Internal and External audit results.</td>
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</tbody>
</table>

**Strategic Initiative 3:** Develop, enhance, and retain appropriate fiscal, human, technological, research, and physical resources to achieve the University’s mission

*Situational Context:* In accordance with the BOG Strategic Goals, FAMU aspires to build its world-class academic research capacity and develop new areas of excellence. In order to successfully implement this Strategic Plan, the University will need the necessary human, physical, fiscal, research, and technological resources. The acquisition of the necessary resources will be instrumental to FAMU enhancing its standing as a premier Doctoral/Research University.
Goal 3.1 – To provide stewardship, accountability and optimization of state appropriated resources.

Strategy 3.1.1: Develop a comprehensive budget planning process.

Goal 3.2: Retain and recruit excellent and diverse faculty, staff and students.

Strategy 3.2.1: Strengthen salaries and support for faculty and staff to nationally competitive levels.
Strategy 3.2.2: Provide professional development opportunities for faculty and staff.
Strategy 3.2.3: Attract, support, and retain eminent scholars, distinguished professors and others of national and international prominence.
Strategy 3.2.4 Implement strategies to ensure affordable, life-long learning opportunities for students.

Goal 3.3: Strengthen the institutions cyberinfrastructure\(^1\) and provide cost effective technology resources that enable high usability and efficiency

Strategy 3.3.1: Enhance and solidify the IS (Information Systems) network and ensure continuous university-wide connectivity.
Strategy 3.3.2: Develop strategies that support the acquisition of state-of-the-art Information Technology (IT) resources for the University community.

Goal 3.4: Enhance visibility and productivity as a Doctoral/Research University.

Strategy 3.4.1: Establish a comprehensive research strategy identifying areas of critical importance to the University.
Strategy 3.4.2: Provide incentives for faculty, staff and students to be aggressively engaged in research and other creative activities and to pursue federal, state and private funding.
Strategy 3.4.3: Enhance all business processes to facilitate FAMU being a nationally recognized doctoral/ research institution.

Goal 3.5: Maintain and enhance functional, culturally relevant, sustainable, environmentally friendly and aesthetically pleasing campus facilities, infrastructure, and resources.

Strategy 3.5.1: Systematically plan for growth of the campus’ geographical area.

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\(^{1}\) The term "cyberinfrastructure" describes the new research environments that support advanced data acquisition, data storage, data management, data integration, data mining, data visualization and other computing and information processing services over the Internet. In scientific usage, cyberinfrastructure is a technological solution to the problem of efficiently connecting data, computers, and people with the goal of enabling derivation of novel scientific theories and knowledge.
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<tr>
<td>Funding (E&amp;G Revenues and Expenditures)</td>
<td>VP Administrative and Financial Affairs</td>
<td>Budget Office</td>
<td>Annual Operating Budget</td>
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<td>Faculty and Staff</td>
<td>VP Student Affairs and VP Administrative and Financial Services</td>
<td>All other VPs</td>
<td>Survey results of employee experiences</td>
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<tr>
<td>Research</td>
<td>VP Research</td>
<td>Provost/VP Academic Affairs</td>
<td>BOG’s Annual Contract and Grants Report, Electronic grants management system.</td>
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<tr>
<td>Technology Integration and Development</td>
<td>VP Enterprise Information Technology</td>
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<td>External Assessment results of Information Systems</td>
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**Strategic Initiative 4: Enable Excellence in University Relations and Development**

*Situation Context:* As stated in the situational context for Strategic Initiative 3, the attainment of necessary financial resources is critical to FAMU’s continued growth, improvement, and outstanding performance in the years to come. Sustained lobbying efforts at the state and national levels can facilitate FAMU’s acquisition of new and recurring public funds. In light of the successive permanent reductions to the University’s budget and the severe recession of 2007-09, the University must increase its funding from private sources. An increase in private funding will complement state funding, and enable FAMU to engage in innovations to help students, faculty, staff, the local community and other stakeholders.

**Goal 4.1: Enhance Institutional Fundraising**

**Strategy 4.1.1:** Institute the University’s Capital Campaign.
**Strategy 4.1.2:** Enhance the relationships and involvement with the Industry Cluster Partners.
**Strategy 4.1.3:** Enhance the University relations with and the donations from trustees, alumni, faculty, staff and other university constituents.
Goal 4.2: Enhance the viability of Athletics support programs

Strategy 4.2.1: Enhance the contributions from the Rattler Boosters.
Strategy 4.2.2: Enhance corporate sponsorships of athletic programs.

Goal 4.3: Enhance the services provided to local, state, and national communities

Strategy 4.3.1: Engage the University in economic development in Tallahassee and throughout the state of Florida.
Strategy 4.3.2: Enhance the University’s involvement with Leon County K-12 public schools.
Strategy 4.3.3: Enhance the University’s involvement and service with community organizations throughout the state and region.

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<tr>
<th>Strategic Initiative 4 Accountability Indicators</th>
<th>Entities with Primary Responsible</th>
<th>Supporting Unit(s)</th>
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<td>Blackbaud Accounting System</td>
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<td>Alumni Membership and Giving</td>
<td>VP University Relations</td>
<td>Alumni Affairs</td>
<td>Alumni Database</td>
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<td>Foundation Endowment</td>
<td>VP University Relations</td>
<td>Foundation Department</td>
<td>Blackbaud Accounting System</td>
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<td>Industry Cluster Membership and Giving</td>
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<td>Blackbaud Accounting System</td>
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<td>Direct Support Organizations</td>
<td>VP University Relations</td>
<td>Boosters Office</td>
<td>Boosters Annual report</td>
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<td>Community Service</td>
<td>Provost/VP Academic Affairs and Executive Assistant to President-Communications</td>
<td>All Deans, Teachers for a New Era</td>
<td>FAMUInfo, University published reports, FAMOUS Assessment Report</td>
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<td>Economic Development</td>
<td>Provost/ VP Academic Affairs and Chief of Staff</td>
<td>Director, Small Business and VP Research</td>
<td>Electronic grants management system.</td>
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Strategic Initiative 5: Enhance and sustain an academic and social environment that promotes internationalism, diversity, and inclusiveness.

Situational Context: Both the land-grant mission of the University and the BOG Strategic Goals require that the University meets the needs of the community and fulfills its unique institutional responsibilities. From the perspective of the State University System, the BOG expects the percentage of minority graduates to equal their representation in the total population. The University considers racial, religious, ethnic, cultural, socioeconomic, geographic and ideological diversity as central to its global mission and vital to developing a vibrant and productive faculty, staff and student body. It intends to sustain an academic and social environment that promotes diversity and inclusiveness. The University will promote international research and training programs, and robust globally-orientated student opportunities including international study abroad and internship programs.

Additionally, internationalization and diversity are paramount in the 21st Century collegiate experience and the global economy. International and domestic diversity and inclusion are comprehensive in that they include race, religion, ethnicity, geographic and individual perspectives, world views, learning styles, socioeconomics, cultural differences, etc. An understanding and appreciation of international and diversity dynamics are fundamental aspects of a successful education.

Goal 5.1: Produce diverse and culturally astute graduates for the global workforce.

Strategy 5.1.1: Maintain FAMU’s position as a top producer of African American baccalaureate degree recipients.
Strategy 5.1.2: Become a top producer of African Americans with graduate and professional degrees in the Science, Technology, Engineering and Mathematics (STEM), law and health.
Strategy 5.1.3: Promote diversity and inclusion among faculty, staff and students.

Goal 5.2: Enhance International Initiatives and Programs

Strategy 5.2.1: Enhance the international dimension of academic and research programs at FAMU.
Strategy 5.2.2: Keep FAMU’s brand highly visible throughout the international community.

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<tr>
<th>Strategic Initiative 5 Accountability Indicators</th>
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<tr>
<td>Accountability Indicators</td>
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<td>Diverse Faculty and Staff</td>
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<td>Degrees Awarded</td>
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<td>International Awareness and Involvement</td>
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<td>Student Enrollment</td>
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APPENDIX A

INSTITUTIONAL WORK PLAN

(SEE ATTACHED DOCUMENT)

APPENDIX B

NEW DEGREE PROGRAMS

(SEE ATTACHED DOCUMENT)
APPENDIX C

Florida A&M University
2010 – 2020 STRATEGIC PLANNING COMMITTEE
Co-Chairs: Shawnta Friday-Stroud, School of Business and Industry
           Rosalind Fuse-Hall, Office of the President
           (Spring and Fall 2009)

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• Perry Brown | Pharmacy/Public Health
• Wilbur Smith | School of Business & Industry
• Velma Roberts | Allied Health
• Valencia Matthews | Theater
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<td>Andrew Chin</td>
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<td>Ruena Norman</td>
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