Florida A&M University
The Office of Academic Affairs

2010-2020 Strategic Plan

“2020 Vision with Courage”

Mission: The mission of the Office of Academic Affairs is to ensure that Florida A&M University’s (FAMU) mission, vision, core values and goals related to academic excellence is infused in all undergraduate, graduate, doctoral, and professional programs. In addition to coordinating and supporting the academic programs, the Office is responsible for building and sustaining a living and learning culture of excellence in teaching, advisement, research, scholarship, creative activities, and service that fosters distance learning, internationalization, diversity, and inclusiveness; and ensure the University’s academic standing as a premier Doctoral/Research fully accredited public university with outstanding academic programs at all levels. Furthermore, by fostering a technological and diverse environment conducive to student’s critical thinking and learning, graduates acquire the knowledge, skills, and dispositions necessary for personal fulfillment, successful careers, and responsible citizenship in an increasingly diverse and global society.

Vision: The Office of Academic Affairs will contribute through teaching, research, and, transformational graduates with high ethical values and the critical thinking and analytical skills needed to solve complex issues impacting our global society.


The Office of Academic Affairs’ strategic plan supports the University’s strategic initiatives over the next 10 years.

These initiatives are:

- Create a 21st century living and learning community in academic programs at all levels (undergraduate, graduate, doctoral, and professional);
- Improve the effectiveness of operations in academic programs including, processes, procedures practices, and policies;
- Retain and enhance resources in academic programs, including human, research, physical, financial and technological resources;
- Enhance the University’s development activities associated with academic programs and;
• Enhance diversity and inclusiveness in academic programs and broaden involvement with international programs.

Strategic Initiative I: Create a 21st century living and learning community in academic programs at all levels (undergraduate, graduate, doctoral, and professional)

Goal 1.1: Enhance access to the academic programs in the colleges, schools, and institute

Strategy 1.1.1: Enhance and implement effective and targeted recruitment strategies in the academic programs.

In support of University’s Strategic Initiative I, Strategy 1.1.1

Performance Measure(s):

1.1.1.1 Prepare and submit information and strategies to the Recruitment Office that is designed to increase the number of qualified FTIC students earning degrees in all academic programs by 10 percent in 5 years and 20 percent in 10 years.

Strategy 1.1.2: Enhance the collaboration efforts between Academic Affairs and Recruitment Office to increase transfer student enrollment by ________ % by 2020.

Performance Measure(s):

1.1.2.1 Increase the number of qualified students interested in earning a baccalaureate degree from a community college by X in 2015 and X% in 2020.

Strategy 1.1.3: Develop more effective and targeted recruitment strategies for graduate level students enrolled in all academic programs.

In support of University’s Strategic Initiative I, Strategy 1.1.1

Performance Measure(s):

1.1.3.1 Increase the number of graduate students enrolled in all academic programs by X% in 2015 and X% in 2020.

Strategy 1.1.5: Develop and implement comprehensive distance learning courses and/or degrees in all academic programs.
In support of University’s Strategic Initiative I, Strategy 1.1.2

Performance Measure(s)

1.1.5.1 Offer at least three academic degree programs by 2012 and increase to 10 by 2010.
1.1.5.2 Increase the number of students enrolled via distance learning to at least 1000 by 2020.

Goal 1.2: Continuous enhancement of the quality of student life and the student experience, especially during the 1st and 2nd Year Experience Program.

Strategy 1.2.1: Enhance participation in 1st and 2nd Year Experience Program activities and workshops.

In support of University’s Strategic Initiative I, Strategy 1.2.2

Performance Measure(s):

1.2.2.1 Increase student participation in the 1st and 2nd Year Experience Program by at least 90 percent annually.
1.2.2.1 Ensure at least 90% of the students participate in the first and second years experience program activities and workshops.
1.2.2.3 Ensure that at least 80 percent of participants indicate on assessment instruments that the 1st and 2nd Year Experience Program have strengthened their ability to perform and progress academically.

Strategy 1.2.3: Enhance the critical thinking skills of undergraduate students, especially students associated with the University’s Quality Enhancement Plan (QEP).

In support of University’s Strategic Initiative I, Strategy 1.2.3

Performance Measure(s):

1.2.3.1 Undergraduate students will demonstrate improvements in critical thinking skills as measured by performance on the Critical Thinking Assessment Test (CAT), which will be administered as part of the University’s Quality Enhancement Plan. At least 80% of freshman students will annually demonstrate at least a 5% mean score gain between pre- and post-test scores.
1.2.3.2 At least 80% of freshman students will annually show an average increase of 1 point (on a 4-point scale) on critical essays administered as pre- and post-assessments of critical thinking skills as part of the University's Quality Enhancement Plan.
1.2.3.3  At least 80% of freshman students will obtain a minimum score of 3 (on a 4-point scale) on a written case study analysis administered as part of the University's Quality Enhancement Plan.

Goal 1.3: Improve academic progression, performance and graduation rates of students in all academic programs.

Strategy 1.3.1: Continuous assessment of retention, progression and graduation rates of students.

**In support of University’s Strategic Initiative I, Strategy 1.3.1**

Performance Measure(s):

1.3.1.1  Implement strategies to increase retention, progression and graduation rates of undergraduates by at least 5 percentage points in each 5 year interval.

1.3.1.2  Assess and disseminate annually the retention, progression and graduation rates of students.

1.3.1.3  Improved student/advisor satisfaction ratings with at least a 70% overall assessment score.

Goal 1.4: Assess and enhance degree programs offered in the colleges, schools, and institute.

Strategy 1.4.1: Assess and enhance existing programs annually and recommend new degree programs.

**In support of University’s Strategic Initiative I, Strategy 1.4.1**

Performance Measure(s):

1.4.1.2  Conduct program reviews of each academic degree program at least every seven years for success.

1.4.1.3  Attain and maintain specialized accreditation in targeted academic programs.

1.4.1.4  Maintain 100% compliance with SACS-COC standards and specialized accreditation of academic degree programs.

1.4.1.5  Passage Rates on Licensure Exams – all programs in which licensure or certification is critical to employment will achieve the minimum pass rate required for accreditation or at least 70%, whichever is greater.

Goal 1.5: Create new degree programs based on University priorities.

Strategy 1.5.1: Develop and implement new programs that meet market and student demands in the various colleges, schools and institute.
In support of University’s Strategic Initiative I, Strategy 1.5.1

Performance Measure(s):
1.5.1.1 Develop at least 10 new degree programs that are related to the University’s priorities and initiatives and Board of Governors (BOG) areas of strategic emphasis.

Strategic Initiative 2: Improve the effectiveness of operations in academic programs including, processes, procedures, practices and policies

Goal 2.1: Improve the administrative operations and policies throughout the various colleges, schools and institute.

Strategy 2.1.1: Review all practices, procedures and policies in the academic programs to determine their effectiveness.

In support of University’s Strategic Initiative II, Strategy 2.1.1

Performance Measure(s):
2.1.1.1 Implement strategies for process improvements relating to faculty hires to ensure timeliness of contracts and payment of salaries.
2.1.1.2 Reduce the number of late payments made to adjunct faculty and graduate assistants.

Goal 2.2: Improve communication within the academic programs, within the University and with our stakeholders.

Strategy 2.2.1 Ensure effective communication of relevant information throughout the academic programs and University.

In support of University’s Strategic Initiative II, Strategy 2.3.2

Performance Measure(s):
2.2.1.1 Develop and implement a comprehensive plan that promotes effective communication between Academic Affairs, the Colleges, Schools and Institute such as an annual newsletter.
2.2.1.2 Publicize on an annual basis accomplishments of faculty and students to the public via Academic Affairs’ newsletters, website, etc.

Strategy 2.2.2: Improve communication between students, faculty and staff in the academic programs.

In support of University’s Strategic Initiative II, Strategy 2.3.2

Performance Measure(s):
2.2.2.1 Increase the level of student satisfaction with the registration process to at least 85% on the Graduate Exit Survey.

2.2.2.2 Hold at least one workshop and/or conference per year to present to the academic community the accomplishments and goals of the Division.

Strategy 2.2.3: Conduct course demand analysis and implement strategies of increase the availability of required courses to undergraduate students.

**In support of University’s Strategic Initiative II, Strategy 2.3.3**

Performance Measure(s):

- **2.2.3.1** Increase the number of sections for general education courses that are in high demand.
- **2.2.3.2** Assess each semester the need for general education course sections each subsequent semester and determine the appropriate number of course sections to be offered, taking available funds into consideration.

Strategy 2.2.4: Improve customer relations in serving students in the academic programs.

**In support of University’s Strategic Initiative II, Strategy 2.3.3**

Performance Measure(s):

- **2.2.4.1** Utilize annually customer service survey analyses to enhance student services in the academic programs.

Strategy 2.2.5: Implement strategies to enhance the registration services.

**In support of University’s Strategic Initiative II, Strategy 2.3.2**

Performance Measure(s):

- **2.2.5.1** Increase the level of student satisfaction with the registration process to at least 85% on the Graduate Exit Survey.

Goal 2.3: Develop on an annual basis, an Academic Affairs audit plan.

Strategy 2.3.1: Develop and implement standard operating procedural plans based on the results of the Office of Audit and Compliance risk assessment surveys associated with academic programs.

**In support of University’s Strategic Initiative II, Strategy 2.5.1**

Performance Measure(s):
2.3.1.1 Conduct annual reviews to ensure compliance with applicable laws, rules, regulations, policies and procedures of Academic programs found to be not in compliance in the course of an audit will implement corrective actions within six weeks.

**Strategic Initiative 3: Retain and enhance resources in academic programs, including human, research, physical, financial and technological resources.**

Goal 3.1: Provide stewardship, accountability and optimization of state appropriated resources to academic programs.

Strategy 3.1.1: Develop a comprehensive budget planning process that addresses the needs of academic programs.

**In support of University’s Strategic Initiative III, Strategy 3.1.1**

Performance Measure(s):

3.1.1.1 Develop a budget planning process for Academic Affairs that links programs needs to the budgeting process on an annual basis.

Goal 3.2: Recruit and retain excellent and diverse faculty and staff.

Strategy 3.2.1: Strengthen salaries and support for faculty to national competitive levels.

**In support of University’s Strategic Initiative III, Strategy 3.2.1**

Performance Measure(s):

3.2.1.1 Publish an annual report comparing FAMU salaries with other universities.

3.2.1.2 Develop and initiate strategies to offer competitive salaries in relation to national averages.

Strategy 3.2.2: Enhance competencies of faculty in the academic programs through professional development opportunities.

**In support of University’s Strategic Initiative III, Strategy 3.2.2 and 3.2.3**

Performance Measure(s):

3.2.2.1 Increase financial support for faculty to attend conferences, seminars and training sessions for professional development.

3.2.2.3 Conduct annual professional development workshops on areas pertinent to faculty competencies such as enhancing teaching strategies.
3.2.2.3 Conduct periodic university-wide professional development workshops on customer service for faculty, staff and students.

Strategy 3.2.3: Attract, support, and retain eminent scholars, distinguished professors and others of national and international prominence

In support of University’s Strategic Initiative III, Strategy 3.2.3

Performance Measure(s):
3.2.3.1 Develop and implement innovative methods to attract, support, and retain eminent scholars, distinguished professors, and others of national and international prominence.
3.2.3.2 Develop and implement strategies to provide resources necessary to attract at least three (3) faculty of national prominence by 2015 and 5 by 2020.
3.2.3.3 Publicize names of current and past eminent scholars, distinguished professors, and others of national and international prominence.

Goal 3.3: Enhance research strategies for external research and funding opportunities for academic programs.

Strategy 3.3.1: Establish a comprehensive research strategy identifying external research and funding opportunities of critical importance to academic programs.

In support of University’s Strategic Initiative III, Strategy 3.4.1

Performance Measure(s):
3.3.1.1 Strengthen the expertise and reputation of academic programs in areas critical to the University’s mission and land-grant status.
3.3.1.2 Increase research and development expenditures to $100 million by 2020.
3.3.1.3 Increase by 5 percent annually the number of research proposals that supports undergraduate and graduate students’ research in areas critical to Academic Affairs’ mission, including the agricultural and food sciences disciplines.
3.3.1.4 Increase the number of federal and private agency research proposals submitted by academic programs by 5 percent annually.
3.3.1.5 Increase the number of research, education, and out-reach activities between academic affairs and local small farms, African American farmers and agricultural entrepreneurs by 5 percent annually.
3.3.1.6 Increase the number of research, education, and out-reach activities between Academic Affairs and the private sector with particular emphasis on small and disadvantaged businesses by 5 percent annually.
3.4.1.7 Increase the number of patents, licenses, and royalties from faculty, staff, and student research efforts by 5 percent annually.

3.4.1.8 Increase by 5 percent annually the number faculty attendees to workshops and presentations designed to educate faculty in ways to obtain external funding.

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.

**In support of University’s Strategic Initiative III, Strategy 3.4.2**

Performance Measure(s):

3.4.2.1 Align faculty teaching loads with research productivity expectations annually.

3.4.2.2 Provide start-up resources for faculty commensurate with their research needs and productivity.

3.4.2.3 Allocate resources to upgrade research infrastructure (allocation of necessary research space, improving library resources, computing, acquiring modern research equipment and providing technical support).

**Strategic Initiative 4: Enhance the University’s development activities associated with academic programs**

Goal 4.1: Enhance the services provided to the local, state, and national communities.

Strategy 4.1.1: Enhance economic development in Tallahassee and throughout the state of Florida in conjunction with the FAMU Small Business Development Office.

**In support of University’s Strategic Initiative IV, Strategy 4.3.1**

Performance Measure(s):

4.1.1.1 Schedule at least one activity per year between academic programs and the FAMU Small Business Development Office.

4.1.1.2 Establish economic development committees to promote development opportunities for Tallahassee and the state of Florida.

4.3.1.3 Increase federal and state funding that support development in Tallahassee and throughout the state of Florida.

Strategy 4.2.1: Enhance health care services in Tallahassee and throughout the state of Florida.

**In support of University’s Strategic Initiative IV, Strategy 4.3.1**
Performance Measure(s):
4.3.1.1 Establish a Center for Health Care Disparities in Crestview, Florida, offering academic programs in health care disciplines and volunteer health care services by X.
4.3.1.2 Increased research funding in health-related fields.

Strategy 4.1.2: Enhance the University’s involvement with FAMU DRS and Leon County K-12 public schools.

In support of University’s Strategic Initiative IV, Strategy 4.3.2

Performance Measure(s):
4.1.2.1 Conduct at least five activities per year in the immediate community.
4.1.2.2 Increase academic programs activities involving assisting public schools with activities related to a successful passing grade on the Florida Schools Accountability System in immediate area. Document service activities and results of state exam annually.

Strategic Initiative 5: Enhance diversity and inclusiveness in academic programs and broaden involvement with international programs.

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

Strategy 5.1.1: Maintain the University’s position of a top producer of African Americans with baccalaureate degrees who are prepared to assume careers in an array of academic disciplines.

In support of University’s Strategic Initiative V, Strategy 5.1.1

Performance Measure(s):
5.1.1.1 Increase the production of baccalaureate degrees awarded to African American in the academic programs by 5% annually.

Strategy 5.1.2: Establish the position of a top producer of African Americans with graduate and professional degrees in the sciences, technology, engineering and mathematics (STEM), law and health disciplines during the next ten years.

In support of University’s Strategic Initiative V, Strategy 5.1.2

Performance Measure(s):
5.1.2.1 Increase the number of Africans Americans and underrepresented minorities awarded graduate and professional degrees by 5 percent each year.
5.1.2.2 Incentivize a 2 percent increase in the number of students enrolling in graduate programs in the STEM, law and health disciplines.
5.1.2.3 Provide international study and research experiences related to the STEM, law and health disciplines each year.
5.1.2.4 Promote international research and fellowships for graduate students to develop and become leaders in their fields by exposing them to international activities annually.

Strategy 5.1.3: Promote diversity and inclusion among faculty, staff and students.

**In support of University’s Strategic Initiative V, Strategy 5.1.3**

Performance Measure(s):
5.1.3.1 Increase the number of faculty and student exchange programs with other universities and organizations.
5.1.3.2 Provide annual training opportunities for the university community on diversity/inclusion and international cultures.
5.1.3.3 Publicize different cultures and ethnic groups in FAMU media and publications.
5.1.3.4 Promote and participate in international conferences throughout the African Diaspora.
5.1.3.5 Increase the number of annual forums featuring research and presentations that address internationalization, diversity, and inclusiveness issues.
5.1.3.6 Promote a culturally sensitive environment.

Goal 5.2 Enhance the academic programs’ international initiatives and activities

Strategy 5.2.1: Promote initiatives that will foster and enhance international involvement in academics and research.

**In support of University’s Strategic Initiative V, Strategy 5.2.1**

Performance Measure(s):
5.2.1.1 Increase the number and dollar amounts of international research and development projects annually.

Strategy 5.2.2: Keep the University’s brand of offering quality academic programs highly visible throughout the international community.

**In support of University’s Strategic Initiative V, Strategy 5.2.2**

Performance Measure(s):

5.2.2.1 Increase and publicize the number of faculty and staff awarded prestigious international fellowships and scholarships.
5.2.2.2 Increase and publicize the number of students participating in study abroad programs.

5.2.2.3 Increase and publicize the number of prestigious international affairs-related scholarships and fellowships awarded to FAMU students annually.

5.2.2.4 Establish mutually beneficial academic partnerships that complement FAMU’s global mission.