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MESSAGE FROM THE BOT CHAIRMAN
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FAMU’S DISTINCTION AS A DOCTORAL/RESEARCH INSTITUTION WILL CONTINUE TO PROVIDE MECHANISMS TO ADDRESS EMERGING ISSUES THROUGH LOCAL AND GLOBAL PARTNERSHIPS.

-Excerpt from FAMU Mission Statement
EXECUTIVE SUMMARY

Florida Agricultural and Mechanical University (FAMU) has entered a new and exciting phase in our evolution, providing us with an opportunity to evaluate and refine our priorities, while “Rising” to meet the challenges of an ever-changing higher education landscape and highly competitive global marketplace.

• Global: The global marketplace has changed dramatically in recent years through advances in technology and improvements in the quality of national higher education systems across the world. Universities must meet this challenge by producing graduates with the requisite skills and experiences to compete on a global scale.

• National: Across higher education, competition for high achieving students has increased, the cost of degree has steadily risen, and an increasing number of institutions are turning to alternative delivery models of instruction. Universities are also placing increasing focus on engagement and extracurricular education.

• Florida: Florida higher education has changed dramatically in the last several years, with an increased focus on accountability. Performance-based funding for public universities has transformed Florida higher education and focused state universities on data-driven outcomes.

• HBCU: HBCUs have encountered several challenges in recent years, with many institutions struggling to respond to the rising costs of educating students, changing requirements in need-based federal financial aid and increased competition for students.

We have established bold, ambitious goals, with a focus on enhancing the quality of the student educational experience. Our vision is for FAMU to be recognized as a premier land-grant, doctoral research institution that produces globally competitive graduates. To aid us in achieving this vision, we have established six strategic priorities with corresponding goals that will enable collaborative, laser-focused execution of our Strategic Plan and elevate FAMU’s performance against both internal and external metrics.

PREMIER: As we continue to strengthen and grow our comprehensive academic program offerings, we strive to be the among the leaders in the higher education community in providing quality high-impact educational experiences for our students.

1890 LAND-GRANT: We will bolster our delivery and mix of academic programs and outreach initiatives related to agricultural and related disciplines.

DOCTORAL RESEARCH: Research is central to our mission and vision for the University, and we are committed to making our research enterprise a university-wide priority. We aspire to have the research footprint and impact of an internationally recognized doctoral-research university.
GLOBAL IMPACT: We seek to have an increased global impact through more direct student and faculty engagement with the international community, as well as indirect influence through the quality of our instructional and research programs. These four key elements are at the core of FAMU’s mission and are reflected in the Strategic Priorities and Goals described in this document.

- **Strategic Priority 1:** Exceptional Student Experience – Growth with a purpose. We will strategically grow and diversify the student body, while strengthening our academic degree programs, increasing student success, enhancing the living-learning environment, and promoting innovative co-curricular activities.

- **Strategic Priority 2:** Excellent and Renowned Faculty – Faculty excellence. We will attract and retain world-class faculty, improve faculty incentives and invest in critical research facilities.

- **Strategic Priority 3:** High Impact Research, Commercialization, Outreach, and Extension Services – Research that makes a difference. We will refine our research priorities, expand our research productivity and commercialization footprint, and build upon our contributions in outreach and extension, as we continue to grow the university’s reputation as a doctoral-research university.

- **Strategic Priority 4:** Transformative Alumni, Community, and Business Engagement – Building and expanding our partnerships. We will increase engagement with our alumni base, business partners, and within our local, national and global communities to increase our impact and grow financial support for the university.

- **Strategic Priority 5:** First-Class Business Infrastructure – Business operations that support our mission. We will recruit and retain an excellent and diverse staff, enhance our administrative services, adopt a more transparent and effective budgeting model, and leverage technology to make our operations more effective and efficient.

- **Strategic Priority 6:** Outstanding Customer Experiences – Leadership through service. We will consistently provide high-quality customer experiences in all facets of university operations.

These six Strategic Priorities will help FAMU transform in a strategic and focused manner over the next five years, ensuring all of the many initiatives we intend to implement drive us towards our singular aim: becoming a premiere, land-grant, doctoral research institution that produces globally competitive graduates.
## Alignment of FAMU Strategic Plan with Florida BOG 2025 System Strategic Plan

<table>
<thead>
<tr>
<th>FAMU Rising Strategic Priorities</th>
<th>Teaching and Learning</th>
<th>Scholarship, Research and Innovation</th>
<th>Community and Business Engagement</th>
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<td>X</td>
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<td>Priority 2: Excellent and Renowned Faculty</td>
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<td>Priority 3: High Impact Research, Commercialization, and Public Service</td>
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<td>Priority 4: Transformative Alumni, Community, and Business Engagement</td>
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<td>X</td>
<td>X</td>
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<tr>
<td>Priority 5: First Class Business Infrastructure</td>
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<tr>
<td>Priority 6: Outstanding Customer Experiences</td>
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## FAMU Rising Key Performance Indicators

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<th>Metric</th>
<th>2016</th>
<th>2022</th>
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<tr>
<td>FTIC 2nd-year retention rate</td>
<td>83%</td>
<td>88%</td>
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<td>Academic progress rate (2nd year retention with GPA above 2.0)</td>
<td>74.6%</td>
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<tr>
<td>FTIC 4-year graduation rate</td>
<td>18%</td>
<td>40%</td>
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<tr>
<td>FTIC 6-year graduation rate</td>
<td>40.7%</td>
<td>60%</td>
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<td>Percent of Bachelor’s degrees without excess credit hours</td>
<td>28.3%</td>
<td>60%</td>
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<tr>
<td>Percent of Bachelor’s graduates enrolled or employed full-time (earning salary of $25,000+)</td>
<td>64.6%</td>
<td>75%</td>
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<tr>
<td>Median wages of Bachelor’s graduates employed fulltime</td>
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<td>$40,000</td>
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<td>Average cost to student</td>
<td>$12,640</td>
<td>$11,000</td>
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<tr>
<td>Bachelor’s degrees awarded in programs of strategic emphasis</td>
<td>48%</td>
<td>55%</td>
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<tr>
<td>Graduate degrees awarded in programs of strategic emphasis</td>
<td>58%</td>
<td>65%</td>
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<tr>
<td>AA transfers headcount enrollment</td>
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<td>Number of degrees awarded</td>
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<td>Number of research doctorates awarded</td>
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<td>Fall headcount enrollment</td>
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<td>Number of patents</td>
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<td>Total R&amp;D expenditures</td>
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<td>Annual giving</td>
<td>$6.4M</td>
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<tr>
<td>Endowment value</td>
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<td>$155M</td>
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</table>
FAMU's Transformational History

FAMU was founded on October 3, 1887 as the State Normal College for Colored Students. From its beginnings with two instructors and 15 students, to its designation in 1909 as Florida A&M Mechanical College for Negroes (FAMC), to its elevation to university status in 1953, FAMU has evolved into a comprehensive 1890 land-grant, doctoral research university that has distinguished itself as a national leader in many areas. Today, FAMU enrolls over 9,600 students, is highly regarded as one the nation’s top historically black colleges and universities (HBCU) and is part of the 12-member State University System of Florida.

Throughout its 130-year journey, FAMU has maintained a rich tradition in academics, research, and service. FAMU has made immeasurable contributions to the state of Florida and nation by producing thousands of successful alumni, uplifting families and communities, advancing knowledge though teaching and research, and engaging in impactful community outreach and service activities.

FAMU’s excellence as an institution of higher learning stems in part from the University’s unique, longstanding position as an 1890 land-grant institution that grew out of the vision that higher education was important to the future of the state. The path along FAMU’s journey has been illuminated and illustrated by the brilliance of students, genius of faculty, dedication of nurturing staff, generosity of alumni and donors, and the wisdom of administrators, all committed to a common mantra: “Excellence with Caring.”

We are currently experiencing times of great uncertainty in higher education. Nationally and locally, higher education is undergoing dramatic and fundamental changes. The social, technological, educational, political, and environmental factors that impact the future of higher education present both challenges and opportunities. Through this strategic planning process, the University has taken stock of today's challenges and opportunities, peered beyond the horizon, leveraged the successes of the past 130 years, and has identified a suite of "Strategic Priorities" that will ensure FAMU remains a leader in higher education and a vital resource to our constituents well into the future.

Context and Rationale of the Strategic Planning Process

The 2020 Vision with Courage Strategic Plan (2010-2020) was approved by the FAMU Board of Trustees on October 15, 2009. During the ensuing years, numerous changes have occurred in the higher education landscape, warranting the University to take on this initiative to develop a new strategic plan. A Strategic Planning Taskforce (SPTF) was formed in September 2015 to “update and expand on upon the existing 2010-2020 Strategic Plan.” The SPTF subsequently developed a report
entitled “Performing Boldly Beyond Measure.” The University administration used the SPTF report as the foundation for developing an initial draft Strategic Plan in June 2016. A Strategic Planning Workgroup was established in October 2016, and was charged with the task to use the SPTF report and initial Strategic Plan draft to complete the development of the University’s new strategic plan. “FAMU Rising” builds upon both documents by providing a five-year strategic plan that outlines focused strategic priorities, goals and strategies that are linked to available resources and funding.

During the development of “FAMU Rising,” it was also important to use the strategic planning process to reenergize constituents near and far, and focus our collective attention on FAMU’s future. This process included broad-based involvement of students, faculty, staff, alumni, administrators, retirees, employers and the FAMU Board of Trustees. We are extremely grateful to the hundreds who actively participated in town hall meetings, focus group meetings, teleconference calls, and weekly committee meetings. We received hundreds of electronic and hard copy surveys that helped crystalize our thoughts and ideas into a concise array of goals and strategies to address future challenges and opportunities. When viewed in its totality, the Strategic Planning Process enabled FAMU to build on its considerable strengths and assets, develop critical strategic priorities and bold strategies tied to budget, and establish goals and accountability measures.

“FAMU Rising” provides the University with a road map of actions that transcend the boundaries of colleges, schools, and administrative units. FAMU has an enormous opportunity to become an even stronger “first-choice” educational institution for students, a priority destination for agencies that invest in research, a model of meaningful engagement and service to our constituents, and a trusted and favored institution committed to transparency and accountability.

This Strategic Plan will enable FAMU to adapt, take advantage of its opportunities, and manage the strategic priorities that are critical to achieving its vision. Thus, we must move forward strategically with a keen focus and a willingness to be innovative. Through the implementation of the goals and strategies cited herein, FAMU demonstrates its dedication to “Rising” to meet all challenges and making contributions to the state of Florida and the world that are bold and exceed all expectations. It is an honor to present “FAMU Rising.”
MISSION AND VISION

University Mission Statement

FAMU IS AN 1890 LAND-GRANT UNIVERSITY 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.

University Vision Statement

FLORIDA AGRICULTURAL AND MECHANICAL UNIVERSITY (FAMU) will be recognized as a premiere land-grant, doctoral-research university that produces globally competitive graduates (proposed Vision Statement, pending BOT approval).

Achieving this vision requires the University to provide students with an educational experience that allows them to compete in the 21st century global economy. Today’s students are interested in becoming entrepreneurs and innovators. They are not just interested in getting a job, but addressing social issues and providing transformational solutions to world and community problems. At FAMU, we are enhancing our status as a first-choice institution that students will pay for and in which donors will invest. We will create strategies and choices to accomplish this, using six guiding principles: quality, integrity, transparency, accountability, core values, and outstanding customer service.
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
FAMU STRATEGIC PRIORITIES
STRATEGIC PRIORITY 1

GOALS

• Graduate 2,500 well-prepared students annually
• Achieve national distinction for success in retention and graduation rates of African American Students
• Increase the proportion of students completing high-impact co-curricular experiences to 60%
• Increase the number of students graduating from programs in areas of high employer demand
• Strategically enhance campus residence, athletics, recreational, instructional and research facilities
OUR FOCUS: 
Growth with a purpose. We will strategically grow and diversify the student body, while strengthening our academic degree programs, increasing student success, enhancing the living-learning environment, and promoting innovative co-curricular activities.

WE ARE DEDICATED to providing our students a high-quality education, an exceptional student experience, and every available advantage to succeed while enrolled and after graduation. This has been our mission for over 125 years. As a public land-grant HBCU, we are committed to our mission of educating, serving, and graduating African Americans and persons of all races, ethnic origins, and nationalities in all disciplines offered at the undergraduate, graduate, and professional levels. We never forget that our first priority is—and always will be—our students, the young men and women who come to FAMU with enormous potential and whom we expect to leave FAMU ready to lead lives of leadership, meaning, and purpose.

We offer nearly 100 degree programs - 54 baccalaureate, 29 master’s, 12 doctoral, and 3 professional programs - across 14 colleges and schools. While this breadth of offerings provides students with a variety of academic options, we need to continuously evaluate and strengthen our current program offerings. We must be willing to close or combine programs that do not align with our strategic priorities to make room for new programs and initiatives that will provide our students with a competitive edge in the rapidly evolving global marketplace.

Over the next five years, we will implement new initiatives that help students appreciate the significant role FAMU plays in their development and that facilitate their transition to becoming successful and supportive alumni.

GOAL 1: Graduate 2,500 well-prepared students annually

THE REAL MEASURE of a university’s impact is not how many students it enrolls, but how many it graduates. We currently award about 2,200 degrees each year, with 73% at the bachelor’s level. We will take a more strategic and coordinated approach to recruiting and retaining our students, which will allow us to increase the academic profile of our student body, increase our degree production, and incrementally grow our enrollment.

Our specific focus will be on:
1) retaining a greater percentage of our students through enhanced student success initiatives;
2) enrolling more community college transfer students;
3) recruiting more college-ready and honors students in high-demand degree programs at the undergraduate level;
4) enrolling more students in our online courses and degree programs;
5) enrolling more international students in our undergraduate, graduate, and professional degree programs; and
6) enrolling more students in our graduate programs.

Our retention and persistence strategies provide students with enhanced, targeted academic support services to help them choose suitable majors as early as possible and increase their odds of completing in four
years. We will adopt new tools that assess students’ capabilities to better match their desired majors and capabilities with careers in high-demand areas and programs of strategic emphasis for the state of Florida.

Our enhanced undergraduate recruitment strategies will have a major focus on elevating the academic profile of our student body and increasing enrollment of community college transfer students. We will establish and strengthen relationships with top high schools locally and throughout the state, and increase fundraising efforts to generate additional scholarship dollars for high-achieving students. We will grow our upper-division enrollment by developing specialized 2+2 articulation agreements with Florida community colleges.

As we focus on increasing our degree production, we remain committed to our historic mission of providing access to students from underrepresented populations. We will expand our efforts to provide college-readiness information and offer academic support programs to students at the K-12 level to assist them in meeting our desired academic profile so they are able to successfully compete for admission into FAMU. We will expand current outreach initiatives, such as the annual FAMU STEM Day and on-campus summer enrichment camps, while also increasing our engagement with K-12 schools across Florida.

GOAL 2: Achieve national distinction for success in retention and graduation rates of African American students

AS THE NATION’S LEADING PUBLIC HBCU, we graduate nearly 2,200 students each year, about 90% of whom are African American. We are second in the country among all institutions in the number of African American bachelor’s degrees awarded. Our most recent second year retention rate is 83%, the highest among public HBCUs and in the top 25% of all four-year institutions. But at 40%, our six-year graduation rate is only equal to the national average for African American students in bachelor’s programs. We must do better. Our goal is to achieve a six-year graduation rate of 60% by 2022, which would be the highest among all public HBCUs and in the top quarter of all universities nationally.

We will take an aggressive approach to improving retention and graduation rates by enhancing current academic support services and implementing new initiatives based on proven best practices in higher education. We will increase support for our learning centers in writing, mathematics and the sciences; offer 24-hour tutorial services; expand our Supplemental Instruction and Learning Assistant Programs in STEM subject areas; increase the number of Living Learning Communities; offer peer-mentoring programs; and develop Second Year and Third Year Experience Programs. These initiatives will help to ensure all students meet their full academic potential. Moreover, we will continuously enhance our proactive advisement system, which has encouraged students to progress and graduate in a timely fashion.

Through these and other strategic measures, we will reach our overall goal of providing students with an exceptional experience on the path to academic and career success.
GOAL 3: Increase the proportion of students completing high-impact co-curricular experiences to 60%

**TO COMPLEMENT THE** “Excellence with Caring” that takes place in the classroom, we will provide our students with high-impact, innovative co-curricular experiences. These practices include:

- internships,
- clinical experiences,
- field research,
- research with faculty members,
- capstone projects,
- international experiences.

Our professional programs and several of our undergraduate and graduate non-professional programs require students to have these types of enriching experiences. There are some programs, however, where these types of high-impact co-curricular experiences are not required, but encouraged. The results of our most recent exit survey of graduating students indicate that less than 25% of graduates complete an internship or research experience prior to graduation. We will revise the curriculum requirements in our undergraduate and graduate programs and expand professional development opportunities to significantly increase the number of students who engage in high-impact co-curricular activities.

International experiences are a critical area of focus for co-curricular activities. International experiences broaden students’ views and perceptions of the world and their potential
GOAL 3 cont.: contributions to society. Research also suggests that study abroad has a positive impact on retention, and student time to graduation. Students who have studied abroad tend to find jobs more quickly and have higher starting salaries than their peers who did not study abroad. We will expand student participation in study abroad and international programs. According to the Institute of International Education, only 5.6% of U.S. students who studied abroad in 2014-15 were African American. We have had some success in promoting study abroad. In 2015-16, 84 FAMU students participated in study abroad programs. In the 2016-17 academic year 114 FAMU students studied abroad. While this participation rate is rising, and is above that of most other HBCUs, we have an opportunity to continue to expand study abroad participation. This will be done through more aggressive promotion of study abroad opportunities and the development of more faculty-led and custom programs.

GOAL 3 STRATEGIES
- Ensure that every undergraduate and graduate degree program requires an integrative learning experience
- Increase the number of students engaged in study abroad or international educational experiences
- Increase the number of undergraduate and graduate students that use the services provided by the University Career Center

GOAL 3 METRICS
- Number of students completing internships, capstone projects, field and research experiences
- Number of students completing study abroad or international experiences
- Percentage of bachelor’s graduates enrolled or employed within the U.S. one year after graduation
- Annual number of students utilizing the University Career Center Services

HISTORICAL ENROLLMENT BY STUDENT TYPE

<table>
<thead>
<tr>
<th>Year</th>
<th>FTIC</th>
<th>AA Transfer</th>
<th>Other Transfers</th>
<th>Other Undergraduates</th>
<th>Graduate</th>
<th>Unclassified</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fall 2012</td>
<td>12,051</td>
<td>7,819</td>
<td>654</td>
<td>182</td>
<td>1,015</td>
<td>147</td>
</tr>
<tr>
<td>Fall 2013</td>
<td>10,738</td>
<td>6,902</td>
<td>608</td>
<td>192</td>
<td>863</td>
<td>140</td>
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<tr>
<td>Fall 2014</td>
<td>10,233</td>
<td>6,232</td>
<td>605</td>
<td>159</td>
<td>730</td>
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<td>Fall 2015</td>
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<td>617</td>
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<tr>
<td>Fall 2016</td>
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<td>5,571</td>
<td>749</td>
<td>138</td>
<td>906</td>
<td>446</td>
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</tbody>
</table>
GOAL 4: Increase the number of students graduating from programs in areas of high employer demand

MAINTAINING A PORTFOLIO of high-quality academic programs is critical to our continued success in meeting student and market demand. We understand current and future workforce needs will require us to offer more cutting-edge interdisciplinary programs that will enable us to produce graduates ready to enter tomorrow’s workforce for positions yet to be created or conceived.

We will continue to enhance existing programs and develop new degree programs as high-growth and high-demand areas are identified. The development of these new programs also will allow us to increase the number of graduates in areas identified by the Florida Board of Governors as Programs of Strategic Emphasis (PSE), which include STEM, Health, and Globalization. New interdisciplinary academic degree programs prioritized for development include cybersecurity, data science, business analytics, sustainability, digital communication and media/multimedia, biomedical engineering, and biotechnology, to name a few. We are committed to ensuring that our graduates remain highly sought after as future leaders ready to solve complex issues and to serve society.

GOAL 4 STRATEGIES
• Develop new degree programs in areas of high employer demand
• Implement an annual academic program process review to determine if programs need to be eliminated, merged, or restructured
• Implement incentive programs and a reward structure for faculty and staff to identify, assess, and implement leading-edge teaching practices

GOAL 4 METRICS
• Percentage of bachelor’s and graduate degrees awarded within Programs of Strategic Emphasis
• Percentage of bachelor’s graduates enrolled or employed within the U.S. one year after graduation
• Median wage of bachelor’s graduates employed full-time in Florida one-year after graduation

GOAL 5: Strategically enhance campus residences, athletics, recreational, instructional and research facilities

FAMU’S PHYSICAL SPACES are integral to attracting and retaining the best talent. Several construction and renovation projects are currently in progress that will help maintain our competitive edge in recruiting top students and providing them with living, learning, and recreational spaces that meet their needs and expectations. One major project underway is the construction of the Center for Access and Student Success (CASS), which will be a 72,000 square foot state-of-the art one-stop-shop facility housing most of our student support offices. The CASS facility is expected to be completed by 2020. We also will prioritize projects in FAMU’s annual Capital Improvement Plan based on their potential impact for improving the quality of the student experience.

We are committed to enhancing our facilities by strategically reallocating existing resources and identifying new revenue sources, such as developing public-private partnerships, to ensure campus facilities are upgraded, maintained, and refreshed in order for our students have an “Exceptional Student Experience.”
GOAL 5 STRATEGIES

• Refresh residence, athletic, instructional, and recreational facilities and equipment every three years
• Develop plan for increasing on-campus housing capacity, including graduate housing
• Invest in state-of-the-art classroom facilities and equipment that support active learning, distance learning, new pedagogy, and other leading-edge teaching/learning practices

GOAL 5 METRICS

• Number of residence facilities renovated
• Number of athletic facilities renovated
• Number of instructional facilities and equipment refreshed
• Number of student recreational facilities renovated or refreshed
• Number of new undergraduate housing facilities

FULL-TIME RESIDENT UNDERGRADUATE STUDENTS BY FAMILY HOUSEHOLD INCOME 2015-2016

- 5,140
- 3%
- 11%
- 5%
- 8%
- 14%
- 60%

Not Reported
Above $100,000
$80,000-$99,999
$60,000-$79,000
$40,000-$59,000
Below $40,000
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<td>1,579</td>
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<td>675</td>
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<td>Total Degrees Awarded</td>
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**Total Degrees Awarded**

- **Total BS Degrees**
- **Total Graduate Degrees**

**Goal 2021-22**
FAMU STRATEGIC PLAN

STRATEGIC PRIORITY 2

GOALS

• Promote faculty excellence by recruiting, retaining, supporting and retaining a diverse faculty with a commitment to teaching, research and community engagement, consistent with a doctoral-research university

• Maintain and develop high-quality and sustainable facilities that support the academic enterprise of the University

FAMU RISING
OUR FOCUS: Faculty excellence. We will attract and retain world-class faculty, improve faculty incentives and invest in critical research facilities.

THE 600+ MEMBERS OF FAMU’S FACULTY are primarily responsible for the recognitions, accomplishments and successes of the University. In the last year alone, faculty have been behind our designation as a National Center of Academic Excellence in Cyber Defense Education, our membership in the Consortium on Coastal and Marine Ecosystems, and our partnership with Lockheed Martin and NASA to contribute to the future of space exploration. Our faculty serve as the cornerstone of growth and development within the University, and that strength provides the basis for the highest level of outcomes in arenas related to student success, research productivity, and increased state-of-the-art commercialization.

To maintain and improve our status as a leading university, additional investments must be made to support current faculty and recruit new faculty who have a commitment to excellence in teaching, research and service. We will work to provide additional professional development opportunities for faculty and create expanded opportunities to acknowledge and reward faculty excellence. We are committed to upgrading our physical facilities to ensure faculty have access to cutting-edge research equipment and laboratories, and state-of-the-art classroom spaces.

GOAL 1: Promote faculty excellence by recruiting, supporting and retaining a diverse faculty with a commitment to teaching, research, and community engagement, consistent with a doctoral-research university

EXCELLENCE IN TEACHING, research and service are essential to the realization of successful institutional performance. Hence, our ultimate goal is to enable and facilitate opportunities for faculty in all disciplines to reach their goals in teaching, research and community engagement throughout their careers. These efforts begin with the recruitment of new faculty and are enhanced and fortified by an institutional focus on retaining high-performing faculty.

Well organized, focused, faculty recruitment, along with enhanced sponsored professional development opportunities will strengthen the faculty ranks and academic programs. We also will promote interdisciplinary faculty collaboration, provide instructional and technical support for online learning, develop mentoring programs for faculty at every level, and advance innovative methods for faculty retention and/or realignment.

FAMU’s mission includes providing undergraduate and graduate students with exceptional and rewarding learning experiences. These are often engendered by interdepartmental collaborations and instruction. Key approaches to foster more collaboration include: creation of joint faculty lines, strategic revisions in curricula that promote interdepartmental teaching, and seminars that introduce students to multiple dimensions of various disciplines. The research results produced by collaborations also must be publicized locally, nationally, and internationally in order to foster the involvement and participation of renowned faculty at FAMU and colleagues at other
GOAL 1 cont.:

Institutions. Increased communication and publication will afford opportunities to attract other renowned scholars for short-term collaborations and scholarly webinars all aimed at strengthening our standing as a doctoral-research university.

GOAL 1 STRATEGIES

- Develop and implement a comprehensive campus-wide faculty recruitment and retention plan
- Provide tangible incentives to annually acknowledge and reward outstanding teaching, research and service efforts
- Promote interdisciplinary teaching and research
- Publicize areas of research emphasis to foster the involvement and participation of renowned faculty
- Establish a faculty development program that supports faculty efforts to achieve and maintain excellence in teaching, research and service, and also provides assistance to faculty who are deemed to be underperforming
- Maintain tenure and promotion criteria consistent with a doctoral-research university

GOAL 1 METRICS

- Number of new faculty hires in areas of strategic emphasis
- Number of faculty recognized and rewarded for excellence in teaching, research and service
- Number of research proposal submissions from interdisciplinary teams
- Number of faculty members receiving prestigious awards per year
- Numbers of colleges/schools that revise tenure and promotion criteria

GOAL 2: Maintain and develop sustainable state-of-the-art facilities that support the academic enterprise of the University

MODERN ACADEMIC TEACHING and laboratory space is critical for faculty recruitment, retention and research productivity. We have had notable success in facilities additions and renovations, including the recently completed College of Pharmacy Laboratory, a 74,648 square-foot, five story research facility. The laboratory addition will facilitate the innovative work of our top-ranked pharmacy program. However, significant upgrades are needed to expand research growth in other high-priority areas, such as computer science and the biomedical sciences. In order to attract and retain world-class faculty members, we will develop a comprehensive plan to upgrade and modernize facilities and infrastructure to create an environment that is accessible, inviting and supportive of our academic and research aspirations. These efforts will include evaluating existing research facilities and prioritizing space allocations to support faculty research that aligns with our strategic priorities.
GOAL 2 STRATEGIES

- Determine the feasibility of a dedicated facility for faculty to use for activities such as meetings, seminars, training and leisure
- Invest in facilities and support services that assist faculty to continuously strengthen their teaching and research effectiveness and productivity
- Ensure the University Master Plan and the Capital Improvement Plan are consistent with enriching the teaching, learning, and working environment
  - Establish a Master Plan Steering Committee to include faculty representation
  - Publicly report accomplishments and revisions of the Master Plan and the Capital Improvement Plan on an annual basis

GOAL 2 METRICS

- Number of dedicated spaces allocated for faculty use
- Number of recommendations from the Master Plan Steering Committee that are implemented
STRATEGIC PRIORITIES

GOALS

• Expand and enhance cutting-edge research and creative scholarship for the benefit of the state of Florida, the nation, and the world
• Increase research productivity, commercialization and return on investment
• Increase the number of nationally recognized graduate programs
• Provide outstanding outreach and extension services in the tradition of a land-grant institution

FAMU RISING
OUR FOCUS:
Research that makes a difference. We will refine our research priorities, expand our research productivity and commercialization footprint, and build upon our contributions in outreach and extension, as we continue to grow the University’s reputation as a doctoral-research university.

RESEARCH AND PUBLIC service are key priorities for FAMU and an essential component of our land-grant mission. A vibrant research enterprise brings in world-class faculty, raises money and reputational status for the University, provides avenues to give back to the community, and affords students research experiences at the undergraduate and graduate levels. The results are improved academic performance and boundless opportunities to create new knowledge. Our current research performance is strong. In 2015-16, FAMU received more than $40M in new and continuing awards and contracts. For the period 2014-15, a National Science Foundation (NSF) report listed FAMU as the second HBCU nationwide for research and development expenditures ($46.5M) and ranked FAMU in the top 20% among all colleges and universities. Also, in 2015, our Carnegie classification changed to R2 (Doctoral Universities-Higher research activity).

Although we have had many successes, there is room for FAMU to continue to grow our research enterprise. Our externally-funded research expenditures are slightly below the average of our peer universities (see Appendix for a list of our peer universities). We can generate additional research capacity by aligning our academic policies and faculty incentives with those of a major doctoral-research university, as well as making key investments in research facilities. We also have an opportunity to grow our public service programs.

Additional work in the local community will help us to enhance our land-grant university identity.

GOAL 1: Expand and enhance cutting-edge research and creative scholarship for the benefit of the state of Florida, the nation, and the world

FURTHER INVESTMENT IN research is critical for FAMU’s future success. To be effective, we must focus resources on a select number of areas where FAMU can achieve increased national and international recognition and impact. As a result, we will prioritize faculty hires in research thrust areas, support research-active faculty with reduced teaching responsibilities and other rewards, and establish appropriate shared research facilities in key areas.

Success in other strategic plan priorities, such as ensuring first-class business infrastructure, also will be essential to maximizing our research outcomes. And in order to leverage our impact, we must develop new partnerships with other academic institutions, national research laboratories and companies.
GOAL 1: Increase the national competitiveness of FAMU’s graduate programs by developing research thrusts in key areas that build upon pre-existing strengths and position FAMU to establish a strong research presence in new and emerging fields.

GOAL 1 STRATEGIES

- Increase the national competitiveness of FAMU’s graduate programs by developing research thrusts in key areas that build upon pre-existing strengths and position FAMU to establish a strong research presence in new and emerging fields.
- Recruit and retain outstanding faculty, staff, and students to support core research priorities.
- Increase the number of partnerships with national research laboratories and companies to promote faculty engagement in collaborative and interdisciplinary research in the priority research areas.
- Establish core research facilities wherein scientists, engineers, and social scientists work on joint projects using a core laboratory housing state-of-the-art instruments.

GOAL 1 METRICS

- Total research and development expenditures.
- Number of graduate degrees in research thrust areas.
- Number of peer-review publications in research thrust areas.
- Number/list of agreements/MOUs with national research laboratories and companies.

GOAL 2: Increase research productivity, commercialization and return on investment.

KEY RESEARCH CRITERIA that determine a major research university’s success are its research productivity, commercialization of its intellectual capital, and leveraging research in innovative ways to advance the public good. FAMU, as an R2 Carnegie university, has an impressive research output despite the heavy teaching loads carried by faculty within the University. While teaching will always be important, FAMU’s future progress will require careful analysis of current trends in research productivity and commercialization, and implementing appropriate changes.

Our research footprint will be expanded by strategic cluster hiring. Cluster hiring involves the simultaneous addition of multiple new faculty with related research programs into one or more departments to perform interdisciplinary research. This hiring strategy will enhance our research capabilities and allow the most efficient utilization of our research budget.

Although our current research budget is close to our peer average, we are committed to increasing our externally-funded annual research activity. To drive more research, faculty will be encouraged to increase the number of research proposals submitted to granting agencies. FAMU will increase its support for faculty actively engaged in high-impact research by providing additional administrative support for proposal preparation and grants management. In addition to the administrative support, incentives for faculty actively involved in high impact research and commercialization activities ensures a better work climate and continued research productivity.

Commercialization of FAMU’s intellectual property is also a vital element of FAMU’s strategic priorities. We have had success with patent awards across a diverse group of disciplines, including nanotechnology, medical science, and ecological science. We are committed to supporting various commercialization initiatives and expanding our activities with an overarching goal of generating significant research revenue. A campus-wide plan for licensing, patenting, trademarks and commercialization will be expanded and vigorously implemented as we move forward. Workshops on increasing innovation and revenue generating opportunities will be offered to all students, faculty and staff. Proper policies and best practices that promote and support comprehensive and coordinated academic entrepreneurship will be devised for both funded and unfunded activities.
TOTAL R&D EXPENDITURES (IN MILLIONS)

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<td>$46.3</td>
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Top expenditures in millions:
- 2011-12: $52.2
- 2012-13: $51.1
- 2013-14: $46.3
- 2014-15: $46.5
- 2015-16: $45.4
- Goal 2021-22: $50.0
GOAL 2 cont.:

Commercialization of FAMU’s intellectual property is a vital step in FAMU’s path forward. We have had success with patent awards across a diverse group of disciplines, including nanotechnology, medical science, and ecological science. We are committed to supporting various commercialization initiatives and expanding our activities with an overarching goal of generating significant research revenue. A campus-wide plan for licensing, patenting, trademarks and commercialization will be expanded and vigorously implemented as we move forward. Workshops on increasing innovation and revenue generating opportunities will be offered to all students, faculty and staff. Appropriate policies and best practices that promote and support comprehensive and coordinated academic entrepreneurship will be devised for both funded and unfunded activities.

GOAL 2 STRATEGIES

- Facilitate strategic research cluster hires
- Provide incentives to increase faculty research productivity
- Increase administrative support for proposal preparation and grants management
- Develop and implement a campus-wide plan for licensing, patenting, trademarks and commercialization
- Use resources from indirect cost funds to seed research ideas, and provide indirect cost return to departments, centers, and colleges to support expansion of the research enterprise

GOAL 2 METRICS

- That determine a major research university’s success are its research productivity, commercialization of its intellectual capital, and leveraging research in innovative ways to advance the public good

GOAL 3: Increase the number of nationally recognized graduate programs

AS WE ENDEAVOR to increase the research profile of the University, graduate education plays an essential role. For the global economy and society of tomorrow, research and innovation help drive the engine of prosperity. Graduate education transforms students into accomplished scholars and professionals who become leaders of the academy, industry, and government. These leaders will use their intellectual, creative, and critical thinking abilities to shape a better future for our nation. We have a strong record of producing master’s and doctoral students who are well trained to address the problems of today and tomorrow. FAMU is a top-10 producer of African-American graduates in key fields such as pharmacy and physics. We are focused on extending our track record to other disciplines.

To increase the number of nationally recognized graduate programs at FAMU, we will provide support to grow existing programs while developing new graduate programs in FAMU’s areas of distinction and strategic importance. Additionally, we will provide financial incentives to recruit high-achieving students to FAMU’s graduate programs. We also will implement a communications and marketing plan to publicize notable achievements of our programs. These steps will ensure FAMU stays at the forefront of graduate education for future generations of scholars.
GOAL 3 STRATEGIES

- Create financial incentives and streamline mechanisms to create and grow graduate programs in FAMU’s areas of distinction and strategic importance
- Enhance campus-wide coordination of graduate recruitment and admissions
- Provide fellowships, assistantships, and tuition scholarships to enhance recruitment of high achieving students
- Implement a communications and marketing plan to highlight and publicize notable program achievements

GOAL 3 METRICS

- Annual rankings of graduate programs in regional and national publications
- Annual number of peer-reviewed articles in top-tier journals
- Annual number of faculty and student awards
- Annual number of faculty and student presentations at national and regional conferences

GOAL 4: Provide outstanding outreach and extension services in the tradition of a land-grant institution

AS A LAND-GRAIN university, we have a critical public service mission, and we take our land-grant responsibility seriously. Our service extends across the breadth of the institution. Cooperative Extension Programs and research centers are actively involved in helping our stakeholders - particularly limited resource farmers, minority communities, and our industry partners - improve their economic status and quality of life, while safeguarding and protecting the environment. We routinely deploy our agricultural capabilities to help improve crop selection and yield, as well as to reduce overuse of fertilizer, pesticides and water. Finding local and global solutions to agricultural, environmental, health, and food security issues are paramount to serving the needs of our stakeholders.

In 2015, we acquired more than 3,800 acres of farmland in Brooksville, Florida from the United States Department of Agriculture. The property will allow us to establish a true experimental verification and validation facility, where innovative agriculture can be tested and best practices can be developed and shared.

In addition, we provide critical health services to the local community through the College of Pharmacy and Pharmaceutical Sciences (COPPS) programming and the Center for Health Equity, which seeks to eliminate health disparities in underserved populations. Given FAMU’s mission and the magnitude of health disparities in our diverse state, we are committed to maintaining and growing our health-related training, research and services for the state and nation.

To sustain our commitment to provide outstanding outreach and extension services, FAMU will combine innovative technology and traditional communication methods to disseminate information and solutions regarding issues that affect the lives of our constituents.
GOAL 4 STRATEGIES

- Identify and expand areas in which the University has unique capacities to apply its resources to benefit the local community, state and nation
  - Fully establish the Brooksville Agricultural and Environmental Research Station (BAERS)
  - Increase engagement with the K-12 sector, with emphasis on the Developmental Research School
  - Broaden the reach of campus initiatives focused on addressing health disparities in underserved populations
  - Increase support and collaboration with the FAMU Small Business Development Center (SBDC) to expand FAMU’s role as a driver of economic growth and development in the local community
- Create a comprehensive public engagement strategy to effectively communicate results, successes, benefits and offerings to community stakeholders
- Engage the administrative, academic and student sectors in effective community service, outreach and extension activities

GOAL 4 METRICS

- Percentage of students, faculty and staff engaged in outreach/service events
- Percentage of students in service learning courses
- Number of participants in seminars, workshops, trainings and events sponsored by BAERS, CHE, and SBDC
- Number of externally recognized outreach/public service engagement programs and partnerships
STRATEGIC PRIORITY 4
GOALS

• Increase annual giving to $12M by 2022
• Enhance public-private partnerships to support teaching, research and service
• Build and lead strong networks of supporters
• Implement effective communication and marketing initiatives to increase visibility and promote the FAMU brand
• Enhance the University athletics program such that it strengthens the FAMU brand and economic viability of the University
OUR FOCUS: Building and expanding our partnerships. We will increase engagement with our alumni base, business partners, and within our local, national and global communities to increase our impact and grow financial support for the University.

A TOP-RATED university engages locally, nationally and globally beyond the boundaries of instruction and research. We envision FAMU being a dynamic hub for its growing alumni network, a centerpiece of the local community within Tallahassee and across Florida, and a model of engagement for our peer universities.

We will strive to open FAMU to the world and show everything we have to offer. From improved alumni relationships, to increased engagement in the local community, to more successful business partnerships, we will transform the ways in which we interact locally and globally, creating renewed energy and support for the University.

GOAL 1: Increase annual giving to $12M by 2022

THE MOST TANGIBLE benefit of transforming our relationships will be a boost to fundraising performance, both from alumni and the business community. We will launch targeted campaigns to generate support for our strategic priorities, which include scholarships, research, athletics and the Marching 100 band. Through these efforts we will double annual giving from $6M to $12M and increase our endowment from $123M to $155M by 2022.

Beyond fundraising, a more open FAMU will make us better at executing our mission. We will advance knowledge by inviting speakers to campus, support the community by sponsoring entertainment and enrichment events, and serve our students by working with local and multinational businesses to create internship and employment opportunities.

Alumni affinity for the University is strong, but we need to do a better job of creating a culture of giving and engagement, which begins with cultivating our current students to be engaged alumni. We must improve on our 5% alumni-giving rate as well as other measures of alumni engagement. Top-rated universities thrive when their alumni networks are strong. From fundraising to student job placement, to creating a sense of community, an engaged alumni base energizes a university.

We also must increase corporate fundraising beyond the current $2M per year. We will rise to meet these challenges as we transform our relationships with alumni, private business, and the local community.

A healthy endowment, supported by a culture of giving, is critical to the success of a top-rated university. Our endowment, which currently stands at $127M, is among the largest of our peer universities, but far lower than what is possible for the nation’s leading public HBCU.

In 2015-16, we had our best fundraising year to date, totaling $5.8M in support, versus a recent average of less than $3.5M. Even so, this amount was the lowest fundraising total among peer universities. Nurturing a culture of giving will allow us to expand our fundraising activities through improved alumni participation and larger average gift sizes, all in support of our strategic priorities and ambitions.

A healthy endowment, supported by a culture of giving, is critical to the success of a top-rated university. Our endowment, which currently stands at $127M,
GOAL 1 cont.: is among the largest of our peer universities. Our endowment coverage, the size of our endowment relative to our annual budget, is 44%, versus a peer average of 30%, but we do not aspire to our peer average. Top-rated universities have an average endowment coverage of approximately 60%, and there is room for us to improve our fundraising performance and grow our endowment.

In 2015-16, we had our best fundraising year to date, totaling $5.8M in support, versus a traditional average of less than $3.5M. This $5.8M fundraising mark, while a promising trend, is the lowest fundraising total among peer universities. We have an alumni base of 55,000, but an alumni participation rate of approximately 5%, versus a peer average of nearly 6% and a national average of approximately 8%. Our average individual gift size is $690, relative to a peer average of nearly $1,200 and a national average approximately $1,500. We aspire to exceed the peer and national averages on both metrics. Nurturing a culture of giving will allow us to expand our fundraising activities through improved alumni participation and larger average gift sizes, all in support of our high ambitions.

GOAL 1 STRATEGIES
- Develop and initiate targeted campaigns in support of FAMU’s strategic priorities
- Enhance administrative structure, technology, tools and staffing to support fundraising efforts
- Improve fundraising coordination, communications and transparency and relationships with donors
- Strengthen alumni relationships with the University
- Increase corporate engagement

GOAL 1 METRICS
- Annual giving
- Annual alumni giving rate
- Annual number of donors
- Annual percent of corporate contributions
- Endowment value

GOAL 2: Enhance public-private partnerships to support teaching, research and service

ACCOUNTABILITY FOR educating citizens is no longer the sole responsibility of educational systems and institutions. Increasingly, business and community stakeholders are engaged through public-private partnerships (P3). These partnerships can expand the University’s capacity by taking advantage of partners’ specialized expertise and resources for the construction, operation and financing of new facilities. One such option we will explore are P3 collaborations that will enable the University to expand residential offerings to meet the growing demand for on-campus housing.

Increasing the number of high-quality facilities will improve the overall student experience and assist FAMU in preparing students to take their place in the workforce and the global society.
GOAL 2 STRATEGIES
- Identify viable public-private partnership opportunities that align with FAMU’s strategic priorities
- Enter into public-private partnerships that align with FAMU’s research, teaching and service priorities

GOAL 2 METRICS
- Number of public-private partnership agreements signed and operational that support teaching, research, and services

GOAL 3: Build and lead strong networks of supporters and partners

FAMU IS AN economic engine for the local community and the state. The majority of our alumni stay in Florida, providing important economic, political, and social contributions. We have an opportunity to cultivate a community presence that benefits our economic, political and social impact, which begins with our commitment to an open university that is accessible and receptive to all, from students and alumni, to local business, to the broader Tallahassee and surrounding communities.

By increasing our involvement in the community, we can improve upon the level of financial support we receive from businesses and elected officials. Corporate donations are fertile grounds for our fundraising efforts. Our peer universities receive a higher proportion of their total gifts from corporations. Increasing our performance to the peer average would translate to an additional $3M of annual fundraising, but we aspire to exceed this figure. We have an exciting opportunity for dramatic growth, which begins with a meaningful FAMU presence in the community. Facilitating a stronger bond between elected officials and FAMU will result in their taking ownership and being supportive of the University.
GOAL 3: Foster faculty, staff, and student relationships with a wide range of current and potential supporters to cultivate strategic alliances with government, industry, business, and community leaders in which FAMU’s value and contributions are showcased

GOAL 3 STRATEGIES

- Foster faculty, staff, and student relationships with a wide range of current and potential supporters to cultivate strategic alliances with government, industry, business, and community leaders in which FAMU’s value and contributions are showcased
- Institutionalize leadership and participation in significant community events within the Tallahassee/Big Bend region and state
- Lead and participate in selected national public policy and higher education initiatives
- Engage in strategic international partnerships that align with FAMU’s mission and strategic priorities

GOAL 3 METRICS

- Student community engagement activities and volunteer hours
- Faculty and staff community engagement and volunteer activities
- Number of public policy and higher education initiatives in which FAMU administrators, faculty, staff, and students are engaged
- Number of international partnerships that align with FAMU’s mission and strategic priorities

GOAL 4: Implement effective communication and marketing initiatives to increase visibility and promote the FAMU brand

Given the increasing competitiveness among universities for students and resources, we have an intentional focus on optimizing our marketing and communication activities. To that end, we will implement a more integrated system of marketing and communication built around the following five priority areas:

1. Brand management;
2. Recruitment and Retention;
3. Technology;
4. Crisis Communications; and
5. Fundraising.

Our brand management efforts will focus on implementing a marketing and branding strategy that effectively touts our successes locally, nationally and globally. We will implement innovative recruitment initiatives to expand our reach for potential students and increase awareness of our high quality academic offerings. We will enhance our technology infrastructure and expand and enhance the University’s social media and digital presence to better engage our stakeholders. We will update our crisis communications plan and partner with internal and external stakeholders to protect FAMU’s interests. We will enhance our fundraising efforts by managing communications that support continuous outreach and messaging to stakeholders and donors.

GOAL 4 STRATEGIES

- Produce an annual report and periodic communications to educate stakeholders about important university milestones and accomplishments
- Enhance the University’s online presence with the completion and launch of a new website and companion recruitment website
- Create opportunities, such as small group discussions and events, to enhance constructive dialogue between the president and faculty, staff, students, and other stakeholders
- Work with university academic and administrative units to ensure appropriate budget allocations for marketing and communications are made in support of new initiatives

GOAL 4 METRICS

- Number of media citations per year
- Stakeholder satisfaction with university publications
- Student, faculty and staff satisfaction with engagement opportunities between the president and on-campus stakeholders
GOAL 5: Enhance the university athletics program such that it strengthens the FAMU brand and economic viability of the University

ATHLETICS IS A high-priority area of focus for our recruiting and fundraising efforts, as well as a key tool for strengthening our relationships with alumni and the local community. A strong athletics program will assist with fundraising, provide a venue for FAMU engagement with local residents and businesses, and support our growth as a top-rated university. Our vision for athletics is focused on our student athletes. We aim to build champions in the classroom, on the field and in life, with academic excellence and integrity.

We have had many athletic successes. In the most recent academic year, we increased football ticket sales by 15% over the previous year; our student-athlete graduation rate exceeded the University average; 14 teams had a combined GPA of 3.0+; and we continued to expand community service programming. As we build on these successes, increasing alumni support for athletics will be critical to solidifying our program. Athletics facilities is an area of particular need, which we will address as part of our targeted fundraising campaign initiatives. In addition, although our $8-9M athletics budget is comparable to many peers, it falls below the peer average of $19M, with athletic giving accounting for much of the gap. Improving our alumni support for athletics will enable us to achieve our goal of having a top-notch athletics program.

GOAL 5 STRATEGIES
• Execute a targeted campaign to support athletics
• Develop and maintain state-of-the-art facilities for athletics
• Provide sufficient academic support services for student athletes to ensure the University maintains a satisfactory NCAA Academic Progress Rate
• Ensure the athletics compliance unit is appropriately staffed and trained to ensure ongoing compliance with NCAA regulations

GOAL 5 METRICS
• Annual dollars raised in support of athletics
• Annual ticket sales in revenue generating sports
• Academic Progress Rate (APR) score
• Annual debt/surplus for athletics
• Average GPA of student athletes
STRATEGIC PRIORITY 5

GOALS

• Recruit, develop, and retain diverse and excellent staff
• Adopt a new budgeting model to more effectively support institutional strategic priorities
• Improve transparency and strengthen internal controls to improve compliance and support strategic decisions
• Enhance business processes to improve efficiency and cost effectiveness in University operations
• Leverage technology and foster a data-driven culture
FAMU STRATEGIC PRIORITY 5
FIRST-CLASS BUSINESS INFRASTRUCTURE

OUR FOCUS:
Business operations that support our mission. We will recruit and retain an excellent and diverse staff, enhance our administrative services, adopt a more transparent and effective budgeting model, and leverage technology to make our operations more effective and efficient.

FAMU’S BUSINESS INFRASTRUCTURE consists of all the software, hardware, organization structure, processes, procedures, and systems that keep the University running. It is a complex system of interrelated elements designed to serve a broad array of stakeholders and constituents. As we work to achieve greater operational effectiveness and efficiency, we must significantly enhance our business processes. We will assess core business processes to identify where we need to improve and implement new or improved procedures as needed.

We will make continuous improvement a priority. This will include restructuring some administrative and academic units, centralizing administrative services, reengineering major business processes and providing formal training for staff in continuous improvement methods. We will have appropriate metrics and key performance indicators for all of our major processes and business functions.

GOAL 1: Recruit, develop and retain diverse and excellent staff

WE RECOGNIZE THE importance of recruiting, hiring, and retaining qualified administrators, faculty, and staff. We will review and optimize the recruitment processes; strengthen and expand our professional development opportunities at all levels of the university; assess the personnel performance management processes; and establish recognition processes to promote excellence at the University.

We will assess our current recruitment process to ensure we are using best hiring practices for attracting talented and diverse applicants. We must continue to strengthen professional development experiences to improve the ability of all employees to operate efficiently and effectively. We will continue to strengthen and develop employee programs and services to enhance their satisfaction and engagement levels. We will implement leadership training and development programs for departmental chairs, deans, directors and other key leaders.

In support of the other priorities of the strategic plan, we also must develop programs to recognize and reward employees for efforts that advance the priorities, mission and vision of the University. We must provide tools and resources to assist administrators, faculty and staff in continuing their efforts to excel. Additionally, we must also ensure an inclusive working environment that helps retain strong employees in a diversity-friendly culture.
GOAL 2: Adopt a new budgeting model to more effectively support institutional strategic priorities

OUR BUDGET MUST ALIGN with our priorities and goals. This requires clear, easily accessible information about current and projected University revenues and expenses.

It also demands that we use every available dollar of our $285 million annual budget to advance or protect our strategic priorities. Too often, however, the information needed to make the best decisions is hard to access, or resources are simply allocated based on past practices.

We are committed to changing this mindset. We will develop and implement a new budgeting model that supports strategic allocation of resources that are consistent with the mission, vision and strategic priorities of the University. As we work to implement our strategic initiatives in an environment of limited resources, we must refocus and restructure our current budgeting model to improve our operational efficiencies and eliminate redundancies. This must apply across all university operations, from instruction to research to campus housing and food service.

In the new budget model, a percentage of the budget will be set aside annually and reinvested to support strategic priorities. When implementing this funding model, we will prioritize expenditures that have potential for making the greatest impact on FAMU’s key performance indicators and strategic priorities.
GOAL 2 STRATEGIES
- Move from the current incremental budgeting model to a more strategic and suitable budgeting model to drive long-term sustainability and growth and reward efficiency and excellence
- Re-establish and elevate the university-wide strategic budgeting council

GOAL 2 METRICS
- Percent of budget allocated for strategic priorities

GOAL 3 STRATEGIES
- Establish a university-wide compliance unit to evaluate and monitor risk exposures and compliance with laws, regulations, policies, procedures and contracts
- Use surveys and data analytics to detect and mitigate weaknesses in policies, procedures, processes and systems
- Improve effectiveness of internal audits in maintaining internal controls by using continuous improvement practices
- Train personnel to implement and maintain appropriate internal controls in high-risk areas

GOAL 3 METRICS
- Number of significant audit findings
- Percent of recommendations implemented
- Number of repeat findings
- Number of external awards

GOAL 3: Improve transparency and strengthen internal controls to improve compliance and support strategic decisions

WE MUST ENHANCE internal controls to maintain the integrity of FAMU’s financial and administrative operations, safeguard its assets, and ensure actions and decisions of the University are in compliance with applicable laws, regulations and contracts. Accordingly, these internal controls must be designed and operated within an environment that promotes the ethics and values of the University.

As part of this effort, we will establish a university-wide compliance and ethics program as a centralized point for coordination of responsibility for activities that promote ethical conduct and maximize compliance with applicable laws, regulations, rules, policies and procedures.

We will use surveys and data analytics to prevent, detect, and investigate fraud, corruption, and other non-compliant behavior. The focus will be on business processes that pose the highest risks. By integrating forensic data analytics into the University’s audit and compliance monitoring program, we expect to improve risk assessment, detect potential misconduct earlier, and enhance audit planning or investigative fieldwork.

We also will develop training plans focused on key compliance risk areas to mitigate audit findings and/or noncompliance. The expected outcome is increased employee understanding of responsibilities for performing control activities and compliance with applicable laws, regulations, rules, policies and procedures.
GOAL 4: Enhance business processes to improve efficiency and cost effectiveness in university operations

THE UNIVERSITY SPENDS $76 million annually on academic and institutional support functions. In order to streamline operations and allow more resources to be dedicated to strategic priorities in instruction, research and service, we will conduct an in-depth review of our administrative operations and organizational structure. Focusing on processes with the largest potential impact on stakeholders, we will eliminate redundancies, increase productivity, reduce costs, and ensure we are in alignment with industry best practices. We also will incorporate business process efficiency into our training programs and continuous improvement efforts.

GOAL 4 STRATEGIES

• Evaluate and restructure administrative units to ensure alignment with current best practices and maximize efficiency and effectiveness
• Implement training and reward programs to promote efficiency in business services
• Continue to identify and implement campus-wide resource conservation
• Establish a university-wide policy review committee

GOAL 4 METRICS

• Annual cost savings
• Number of administrative units restructured
• Number of participants in business related training programs
GOAL 5: Leverage technology and establish a data-driven culture

INFORMATION TECHNOLOGY (IT) is central to the mission of a 21st-century university. Many of the objectives contained within this strategic plan depend on modern IT. Improving student-faculty research outcomes requires research computing; student success strategies depend on predictive analytics for retention and graduation; improved fundraising relies on quantitative prospect targeting; living-learning centers require increased mobility and a more collaborative technology culture. Online learning is now part of every student’s experience, whether in stand-alone courses or integrated into traditional curricula. Our strategic priorities will only be possible in the context of a data-driven culture at the University.

We have taken steps to promote such a culture on campus, evaluating the development of a data warehouse, investing in Blackboard analytics, being an early adopter of PeopleSoft to track student enrollment and academic progress, and reorganizing our information and technology services unit. Several departments have begun using data in a more strategic manner to better understand and address student learning outcomes.

We will expand these efforts to harness the power of data-driven insights, while providing better infrastructure for students, faculty and staff, and better platforms for research and instruction.

**GOAL 5 STRATEGIES**

- Make strategic investments to close gaps in application training, the network and other technical infrastructure impeding efficient data usage
- Enhance network resources, services and applications to support the University’s administrative and academic operations
- Define and develop dashboards to assess progress towards enhancing the University’s capacity to accommodate the needs of instructional and business operations

**GOAL 5 METRICS**

- Student, faculty and staff satisfaction rates with IT services
- Percent of on-time submissions of data files and reports to external agencies
• Develop and maintain a university-wide culture of service excellence

• Sustain superior service levels with ongoing monitoring, accountability and recognition programs to reward excellent customer service
FAMU STRATEGIC PRIORITY 6
OUTSTANDING CUSTOMER EXPERIENCE

OUR FOCUS:
Leadership through service. We will consistently provide high-quality customer experiences in all facets of university operations.

AT SOME POINT, we are all one another’s “customers” at FAMU, and we should expect dedication, efficiency, courtesy and creativity in the millions of interactions that take place on our campus every year. While there are some shining examples of excellent service, we also know this is an area where we can improve.

In order to achieve this improvement, we must embrace a culture of continuous improvement in every academic and support unit throughout the University, from the president’s office to academic departments to student housing. Distinction in service quality creates a competitive advantage in recruiting and retaining students; attracting and keeping renowned faculty and excellent staff; and, engaging our alumni, donors, and other stakeholders. Therefore, we must engage in outstanding customer-focused initiatives that support educational attainment, provide accountability, and deliver first-rate services.

Assessment will be a key part of our efforts. FAMU’s service systems have provided adequate and at times, superior service experiences. However, in order to consistently deliver superior service experiences to all of our stakeholders, FAMU must focus on assessment of the customer/stakeholder experience and mutual accountability for the quality of our service interactions. Where our assessments show the need, we will provide targeted training and development, employee engagement, staffing and recruitment, and employee recognition. This will enable our students, their parents, our alumni, and other stakeholders to experience a return on our investments based on their support for the University and their identity as FAMUANS.

GOAL 1: Develop and maintain a university-wide culture of service excellence

WE WILL BUILD on the University’s motto of “Excellence with Caring” by institutionalizing a comprehensive, campus-wide service excellence culture modeled on established and proven best practices in customer service. Employees at all levels will engage in service excellence training. Customer satisfaction surveys and similar tools will be adopted consistently throughout campus to monitor and improve customer service levels.

GOAL 1 STRATEGIES
- Create and communicate a “Customer Service Vision” for employees to assure an understanding of the University’s standards and expectations of “service excellence”
- Assess the customer experience by examining critical points of contact, campus physical infrastructure and soliciting feedback from key stakeholders regarding what is working and opportunities for improvement
- Develop and implement a comprehensive service excellence plan that assures employee accountability, training and development, employee engagement, and employee recognition

GOAL 1 METRICS
- Customer satisfaction ratings
GOAL 2: Sustain superior service levels with ongoing monitoring, accountability and recognition programs to reward excellent customer service

OUR MISSION AND CORE VALUES REFLECT OUR COMMITMENT to sustaining superior service levels in all our interactions with and amongst our stakeholders including, but not limited to, our students, parents, prospective students, staff, faculty, vendors, alumni, and corporate partners. Through our technological and customer service training enhancements, we will increase accountability by consistently monitoring our customer satisfaction levels in all departments. This will enable us to identify areas of improvement and reward employees and departments when they consistently exhibit superior levels of customer service. Internal dashboards and scorecards will be developed to monitor and evaluate services levels in all departments to ensure outstanding customer experiences.

We also must commit to recognizing and rewarding excellent customer service much as we do excellence in teaching and research. Success in delivering excellent service will be a consideration in all critical personnel decisions, from hiring to compensation and promotion.

GOAL 2 STRATEGIES

- Create monitoring systems or dashboards for service levels used in all designated points of contacts (POCs)
- Establish superior service performance metrics to assess performance for employees, departments and divisions, colleges and schools
- Create internal service excellence recognition competitions and initiatives
- Participate in external service excellence awards competitions

GOAL 2 METRICS

- Customer satisfaction ratings
- Number of external awards for service excellence
- Results of annual performance evaluations